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AGENDA

Committee	JOINT SCRUTINY COMMITTEE
Date and Time of Meeting	THURSDAY, 3 MARCH 2016, 5.00 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillors Ali Ahmed, Aubrey, Carter, Clark, Ralph Cook, Chris Davis, Hill-John, Keith Jones, Lomax, Magill, McGarry, Mitchell, Sanders, White, Darren Williams, De'Ath and Parry

Time approx.

1 Election of Chairperson

2 Apologies for Absence

To receive apologies for absence.

3 Declarations of Interest

4 Shared Regulatory Services - Implementation and Future Proposals (Pages 1 - 72)

5.10 pm

- (a) Councillor Daniel De'Ath, Cabinet Member for Skills, Safety, Engagement & Democracy to make a statement if he wishes on the areas of the item titled 'Shared Regulatory Service – Implementation & Future Proposals' relevant to his portfolio of responsibility. Councillor De'Ath is the current Chairperson of the Shared Regulatory Service Joint Committee.
- (b) Councillor Jacqueline Parry, Chair of Cardiff's Public Protection & Licensing Committee to make a statement if she wishes on the areas of the item titled 'Shared Regulatory Service – Implementation & Future Proposals' relevant to her area of responsibility. Councillor Parry is a member of the Shared Regulatory Service Joint Committee.

- (c) Dave Holland, Head of Shared Regulatory Services will deliver a presentation on the 'Shared Regulatory Service – Implementation & Future Proposals'.
- (d) As a part of the collaborative scrutiny approach being piloted at this meeting any questions provided by Councillors from Bridgend County Borough Council or the Vale of Glamorgan Council will be asked by the elected Chairperson. Should any Councillors from Bridgend County Borough Council or the Vale of Glamorgan Council request the opportunity to ask a question relevant to the scrutiny at this meeting then the Chairperson will allow them to do so in person. Any questions asked by Councillors from Bridgend County Borough Council or the Vale of Glamorgan Council along with the answers provided will be recorded in the Chairperson's letter written following the meeting.
- (e) Councillor Daniel De'Ath, Cabinet Member for Skills, Safety, Engagement & Democracy; Councillor Jacqueline Parry, Chair of Cardiff's Public Protection & Licensing Committee; David Holland, Head of Shared Regulatory Services; Tara King, Assistant Director for City Operations and Claire James, Accountant, Resources Directorate will be available to answer Member questions.

5 Way Forward

6.45 pm

Marie Rosenthal

Director Governance and Legal Services

Date: Friday, 26 February 2016

Contact: Andrea Redmond, 029 2087 2434 a.redmond@cardiff.gov.uk, ,

CITY & COUNTY OF CARDIFF**DINAS A SIR CAERDYDD****JOINT ENVIRONMENTAL AND COMMUNITY & ADULT SERVICES SCRUTINY
COMMITTEE****3 MARCH 2016**

**SHARED REGULATORY SERVICE – IMPLEMENTATION & FUTURE
PROPOSALS**

Reason for the Report

1. To provide Members with the opportunity to review the progress made in creating a Shared Regulatory Service between the partner local authorities of Cardiff, Bridgend and the Vale of Glamorgan. In doing this they will have the opportunity to review:
 - The implementation of the Shared Regulatory Service and the impact that this has had on the 2016/17 budget proposals and services provided by the new structure;
 - The future proposals for the Shared Regulatory Service and the Draft Shared Regulatory Services Business Plan 2016/17.

Background

2. The Shared Regulatory Service is a collaborative service which was formed between the partner local authorities of Bridgend, Cardiff and the Vale of Glamorgan on 1 May 2015. The new approach delivers a fully integrated service under a single management structure for Trading Standards, Environmental Health and Licensing functions with shared governance arrangements ensuring full Elected Member involvement.
3. The creation of the new service was originally driven by the need to address the real terms reduction in council budgets while at the same time building resilience within the operation. The budget for the Shared Regulatory Service across the three partner local authorities has significantly reduced over the last four years. In response to the challenging financial position all three authorities recognised an

opportunity to work together to deliver services jointly and agreed the principle of a shared service.

4. The three partner local authorities were successful in securing support for the initiative from the Welsh Government Regional Collaboration Fund with a proposal which aimed to deliver efficiency savings, high quality services and grow resilience into the service.
5. With the support of the Collaboration Funding, consultants were appointed in 2013 to work in partnership with the three local authority partners to produce a Target Operating Model, a Supporting Business Case and an Implementation Plan for a Shared Regulatory Service.
6. In September 2014 Cabinet reports were submitted to each of the three partner local authorities to propose and further the development of a single Shared Regulatory Service comprising the functions of Environmental Health, Trading Standards and Licensing. The new model recommended that the new Shared Regulatory Service would be delivered through a single management structure. This approach was approved by Cabinet and Council at each of the partner local authorities in autumn 2014 with a proposed implementation date of 1 April 2015.
7. On 1 May 2015 all staff in scope transferred to the new Shared Regulatory Service and were employed by the host authority, the Vale of Glamorgan Council. Since then staff have worked hard to continue providing the required service while implementing new working and management structures.
8. The Shared Regulatory Service operates under a Joint Working Agreement with the Head of Service reporting on service provision to a Joint Committee of Elected Members drawn from the three partner local authorities. During the last year an officer management board has been tasked with the oversight of project implementation and future operation of the service. The detailed delegations of policy and functions from partners to the Joint Committee and Head of Service are set out in the Joint Working Agreement, these include:
 - The functions to be carried out by the joint service.

- The terms of reference and constitution of the Joint Committee, the Management Board, etc.
- The terms of the proposed Shared Regulatory Service such as staffing, the services to be provided by the host and other partners, financing and other functional issues.
- The financial operating model.
- There remains much work to be done to realise the full vision of a Shared Regulatory Service that delivers high quality services and efficiency savings. A number of work streams exist to develop the Shared Regulatory Service across a number of themes, and staff are involved in these to ensure its successful delivery.

Core Services Provided by the Shared Regulatory Service

9. The Shared Regulatory Service provides a diverse and comprehensive range of services that safeguard the health, safety and economic wellbeing of consumers, businesses and residents. The services are covered under the three main areas of Environmental Health, Trading Standards and Licensing.
10. These broad areas encompass a wide range of services that deal with issues that can have a huge impact upon people when things go wrong or have not been enforced properly. A brief description of specific services delivered by the Shared Regulatory Service is included in this section of the report.
11. **Trading Standards** – this service protects consumers and businesses by maintaining and promoting a fair and safe trading environment. This area of work ensures that businesses comply with a host of consumer protection statutes including those relating to:
 - Product safety;
 - Food standards;
 - Animal feed;
 - Age restricted sales;
 - Counterfeiting;
 - Environmental safety;

- Weights and measures;
 - False claims about goods and services;
 - Malpractice including rogue traders, scams and doorstep crime.
12. The Trading Standards Service investigates complaints, participates in criminal investigations and exercises, conducts inspections of businesses, undertakes a sampling programme, provides consumer advice to vulnerable residents and provides business advice to help businesses improve their trading practices. Furthermore the Trading Standards Service has the only UKAS accredited Metrology Laboratory in Wales providing calibration of weights and measures of length and capacity.
13. **Food Safety** – this service protects public health by ensuring that the food we eat is without risk to the health and safety of consumers. This is achieved through regular food safety inspections of food business and guest caterers, operating the Food Hygiene Rating Scheme, providing education courses and practical advice, investigating food and hygiene related complaints, carrying out regular food and water sampling and undertaking checks on imported food.
14. **Housing Safety** – this service protects public health by working with private landlords and owners to provide warm, safe and healthy homes for tenants. They ensure that Houses in Multiple Occupation (HMOs) are licensed through Mandatory and Additional Licensing Schemes, inspecting HMOs and improving physical and management standards of privately rented accommodation. Complaints from tenants about their rented accommodation are investigated; these can include complaints about damp, mould, heating disrepair, nuisance and student housing issues. Problems with empty homes that have fallen into disrepair are addressed and immigration inspections are undertaken.
15. **Pollution** – this service protects public health by controlling noise and air emissions into the environment. The Pollution Service investigates noise complaints about issues such as amplified music, DIY activities, house and car alarms, barking dogs, and construction sites. It investigates air pollution complaints such as smoke, dust and odour and illegal burning, undertakes environmental monitoring, local air quality management and regulates emissions from industrial processes.

16. **Contaminated Land** – this service protects public health by reviewing and implementing the Contaminated Land Strategy which ensures the identification, inspection and remediation of historically contaminated sites. Private water supplies used for both domestic and commercial purposes (such as drinking, cooking, and washing) are regulated and responses are provided to Environmental Information Requests and Planning application consultations.
17. **Health and Safety** – this service protects public health and safety by working with others to ensure risks in the workplace are managed properly. This is achieved by undertaking planned inspections and targeted initiatives, investigating reported accidents, diseases, dangerous occurrences and complaints, providing advice and guidance to employers and employees and securing safety standards at outdoor events.
18. **Communicable Disease** – this service protects public health by controlling and preventing cases and outbreaks of infectious disease by investigating confirmed sporadic and outbreak cases of communicable disease, providing and reviewing advice and guidance on infection control, cleaning and disinfection, case and contact exclusions, providing training on food hygiene, nutritional and infection control, enforcing health protection legislation to minimise the spread of communicable disease and contamination from radiation and chemicals that threaten health and leading on local and national communicable disease surveillance programmes.
19. **Animal Health and Warden Services** – this service ensures the wellbeing of animals generally and during transport. It also administers animal movements to prevent the spread of diseases such as rabies, anthrax and foot & mouth. Wardens respond to complaints about straying animals such as dogs and horses.
20. **Licensing** – this service determines applications for the grant, renewal, variation and transfer of many different authorisations which are the responsibility of the three partner local authorities. Applications for licences, certificates, registrations and permits are processed and enforcement undertaken in respect of statutory requirements such as alcohol, public entertainment, gambling, street trading, taxi licences, charitable collections and animal related licensing.

21. **Pest Control** – this service offers services to the Vale of Glamorgan area for the treatment of pests and infestations. This could include, rats, wasps, mice, fleas, cockroaches etc.
22. **Port Health** - this service prevents the import of infectious and animal disease into the UK, ensuring ships comply with international agreed public health sanitation standards and improving the safety and quality of the food chain.
23. **The Wales Illegal Money Lending Unit** - this service is one of only three units operating across the UK. The Unit covers all 22 Local Authority areas in Wales with the key aim of tackling the problem of illegal money lending. The Unit is both proactive and reactive in its work providing education and promotion across Wales to various social groups and highlighting the dangers of illegal lending. The unit also carries out detailed investigations with a view to prosecuting offenders and has the capabilities to act swiftly where necessary to deal with victims of loan sharks.
24. In the future the Shared Regulatory Service will look to adopt a more commercial approach by developing paid for services and promoting these to businesses. These commercial services will enhance and complement the existing statutory services and provide income generation for the service. Examples of potential new commercial services include:
 - Developing bespoke and accredited training solutions to businesses to assist in achieving legal compliance;
 - Developing paid for business advice visits and health checks from our highly skilled and experienced officers to help and support businesses comply with legislation;
 - Actively seeking Primary Authority partnerships for businesses that trade across council boundaries where they can enter into a legally recognised partnership with the Service, receiving an agreed package of advice and support;
 - Marketing the only UKAS Metrology Laboratory in Wales providing calibration of weights and measures of length and capacity;
 - Extending training opportunities by assessing the potential for higher accreditation levels to attract additional business;

- Identifying new funding sources;
- Exploring potential income generating services and developing paid for services.

Implementation of the Shared Regulatory Service

25. The Shared Regulatory Services Joint Committee received its most recent implementation report on 4 February 2016. This report identified the progress made and future challenges facing the new service. In particular it highlighted developments in the areas of Human Resources; ICT & Mobile Working; Financial Monitoring and Performance Monitoring.
26. **Human Resources** - The Joint Committee were made aware that the main elements of the Human Resources work programme had been achieved following the transfer of some 170 staff to the Vale of Glamorgan on the 1 May 2015. This work included:
- The induction of all new staff to the Council as "host employer";
 - That the consultation on the new staffing structure had been completed;
 - That the consultation on the assimilation process and protocols was complete;
 - Supporting managers in populating the new structure through the process of "job matching" and wider recruitment process.
27. By the end of December 2015 over 90% of the structure had been successfully populated across all areas of the service and at all seven "ring-fence" levels. This included some 161 employees from across each of the three participating local authorities. Final arrangements are being made to recruit into the posts that have not been filled as a result of the job matching and internal recruitment process.
28. As part of the process, consideration had also been given to applications for both voluntary redundancy and where necessary compulsory redundancy. By end of December 2015, the Vale of Glamorgan's Early Retirement and Redundancy Committee had considered and approved 17 such applications. Applications have only been supported where the applicant has not been successfully assimilated to the new structure and where no suitable alternative post is available. The Vale of Glamorgan's Early Retirement and Redundancy Committee were due to consider further redundancy applications at the end of January 2016. The costs of the above mentioned redundancies are funded from the former employing local authority for

each of the employees in accordance with the Shared Regulatory Services legal agreement.

29. The 4 February implementation update report explained that the priority over the coming months would be to support the new management team to look at the workforce planning and employee development issues affecting the successful development of the new service. A copy of the current Shared Regulatory Service staff structure chart has been attached to this report as **Appendix 1**.

ICT & Mobile Working

30. **Development of the Shared Regulatory Service Website** - A first phase dual language website went live in the final quarter of 2015. Officers have started work on the second phase of website development. This second phase will consider all the feedback received to date and make changes as appropriate. Factored into this work will be the development of the branding of all documents that are available for download from the website. Officers will also look at Welsh language provision and requirements for downloadable documents. Phase 2 will also incorporate changes to the website editing process to train staff so they can maintain and update the site. Officers are also working very closely with Contact One Vale to consider working processes within the service to establish one contact phone number for Shared Regulatory.
31. **Business Case – Database** - During December and January Officers met with three database providers, Tascomi, Civica and Arcus Global. Officers from all service disciplines met the providers to ask questions about the different solutions. Each session proved to be very insightful. Management have met with staff to discuss the different databases and identify a preferred provider. The system will need to incorporate the necessary security protocols to ensure compliance with data protection legislation. Officers are completing a Privacy Impact Assessment that considers changing work practices to ensure continued data compliance within a consolidated database. A Business Case was developed, recommending the preferred provider and the case for a consolidated database to replace the four instances of Flare that are currently in place. The Business Case was considered at the Shared Regulatory Service Management Board on 20 January 2016.

32. **Shared Regulatory Service - Technology Rollout / Agile Working** - The laptop pilot stage moved to full production in November 2015. To date, 104 laptops have been issued to staff as they have been recruited to the service. Those officers are now able to access their ICT accounts and the requisite databases remotely, enabling them to work in the agile manner envisaged. This process is supplemented by software to facilitate management of staff and to support agile working ('presence' software). A specification has been created and a package currently on trial. This will enable managers to manage staff working remotely and will provide the ability to check availability status, video call and instant message. Once established, its use will extend to the wider service. Additionally, Officers are looking at the range of lone working software in use across the service currently and are devising a strategy to consolidate into one system.
33. **Accommodation** - Officers are working on strategies to provide a better understanding of current capacity and alignment of accommodation for the new structure. They are working alongside the current property strategies within each of the three partner local authorities. This work will define what ICT is required to support the service in the new locations while facilitating an agile workforce. Officers are looking at the three major hubs and have been identifying the ICT requirements on a role-by-role basis. Officers have been establishing staff placement in respect of office location, hot or fixed desk working while developing regional flexibility. They have also been gathering staff user requirements relating to hardware, software and ICT requirements in respect of infrastructure demands and Wi-Fi connectivity. Officers are liaising with colleagues in Cardiff and Bridgend to identify and implement ICT in the new locations.
34. **Archiving and migration** - Officers have started a piece of work looking at the data that will migrate to the new database and the data to be archived. This is a vital piece of work and is integral to the success of the consolidated database system.

Financial Monitoring

35. A financial monitoring report for the period 1 May to 31 December 2015 is attached at **Appendix 2**. It has been prepared from the consolidated figures gathered from

each authority for this period. Whilst all staffing costs for the Shared Regulatory Service are held within the Vale of Glamorgan's Oracle system, non-staffing costs are currently held remotely by each authority and details are provided on a monthly basis from finance colleagues at Cardiff and Bridgend.

36. To summarise the apportionment of costs of the Shared Regulatory Service, all core costs of the service, which are shared by each authority, are allocated based on population whilst several services are provided uniquely within each authority and these 'authority-specific' services are charged back to the relevant authority at cost plus an element of management and administration.
37. One-off implementation costs of the service, including redundancy and ICT costs are also included in **Appendix 2**. Costs of redundancy are to be borne by the authority that originally employed the staff whilst ICT costs are recharged to participants on a relative population basis.

Performance Monitoring

38. Joint Committee members have asked the service to provide data on activity levels to help reassure local Members that the new service continues to tackle issues across the region. In 2015/16, performance data continues to be collected and reported to each Council in line with the legacy performance management regimes and existing service plans. The presentation on the Shared Regulatory Service which supports this item will provide performance information on service delivery since implementation on 1 May 2015.
39. It is important to note that performance measures for some of the key elements of the Shared Regulatory Service which are relevant to Cardiff Council are captured in the Council's quarterly performance reporting process. Copies of the quarterly performance reports are received by the Community & Adult Services Scrutiny Committee and the Environmental Scrutiny Committee on a regular basis.

Shared Regulatory Service – Budget Implications 2016/17

40. The Joint Committee received a report titled 'Draft Budget proposals 2016/17' at its meeting on 17 December 2015. The purpose of the report was to gain the Joint

Committee's approval for the Shared Regulatory Service proposed budget for 2016/17. The 'Draft Budget proposals 2016/17' report recommended that:

- The Joint Committee approved the Shared Regulatory Service proposed budget for 2016/17;
- Each of the partner local authorities approve the Shared Regulatory Service proposed budget for 2016/17 in writing by 10 March 2016.

41. As a result of the meeting the Joint Committee accepted the budget proposals and then wrote to each of the partner local authorities recommending them to do the same by 10 March 2016.
42. The Joint Working Agreement (JWA) sets out the particulars for operating the collaborative service and the creation of the Regulatory Shared Service Joint Committee. This document was signed by Cardiff Council, Bridgend Council and the Vale of Glamorgan Council on 10 April 2015.
43. The JWA states that the Joint Committee should agree the draft annual budget, which is referred to as the Proposed Budget, by 31 December prior to the commencement of the Financial Year to which the Proposed Budget relates and that the Proposed Budget should be submitted to each of the Authorities for approval.
44. Included as part of the JWA is a Business Plan which sets out the detailed financial model that sits behind the shared service and gives projections of expenditure for the first three years of operation. The Proposed Budget should be drawn up to reflect the applicable Business Plan.
45. The Shared Regulatory Service is split into core services and authority specific services. The core service is operated on behalf of all authorities and the JWA outlines the agreed percentage contribution to be made. Authority specific services are paid for by individual authorities and cover Pest Control (Vale), Additional Licensing (Vale), Night Time Noise Pollution and HMO Cathays and Plasnewydd (Cardiff), Licensing (All) and Port Health (Cardiff), Student Liaison (Cardiff), Kennelling and vets fees (Bridgend and Vale) and Illegal Money Lending Unit (IMLU) is fully grant funded (via Cardiff).

Budget Assumptions

46. In order to construct a budget for the Shared Regulatory Service a series of budget assumptions have been followed, these are:

- That the largest element of the budget is staffing. Some 170 staff transferred from Bridgend and Cardiff Councils to the Vale of Glamorgan Council on the 1st May 2015 to create this shared service. The post transfer restructuring consultation process was completed between June and August 2015 as part of the refining of the new staffing structure and the finalising of job descriptions. Populating the new structure is nearing completion, however, it has not yet been finalised prior to the production of the Proposed Budget for 2016/17 and, therefore, some assumptions have been made regarding certain levels of the structure and the level of salary protection required as part of the TUPE provisions. These assumptions have been based on the original Business Plan for the service.
- That in line with the Business Plan assumptions, the projections include an assumed pay award of 1% for 2016/17 and no increase for other price inflation. In addition to this, there has been a need to build in the impact of the increase in employers National Insurance which takes effect from April 2016, which for this service is in the region of £125,000 (excluding IMLU which is 100% grant funded).
- In line with the Joint Working Agreement, the population figures have been updated in this report to match the population figures as quoted in Welsh Government's Green Book.
- In line with the Joint Working Agreement, income budgets are the responsibility of each Partner Authority and are not included in the analysis laid out in this report.
- While it was anticipated that further savings would be achieved by the shared service, no additional savings have been included in the Proposed Budget for 2016/17 as it is considered that the new service needs a period of consolidation to allow its operation to be assessed prior to the identification of extra savings.

Proposed Financial Contributions

47. The Business Plan, included as part of the JWA, projected that the gross expenditure for the core services for 2016/17 would be £6.445m. The gross expenditure of the core services for 2016/17 is now projected to be £6.173m. The reduction of £0.272m is due in part to now treating Student Liaison and Additional Licensing as authority specific budgets (for Cardiff and Vale respectively). The original business plan allocated savings to the authority specific budgets. However, as many are self-funding, those savings would not materialise so they have now been fully allocated to the core budget where they will be achievable. The contributions due from each authority for core services are analysed in **Table 1** below, using the population basis of apportionment as agreed in the JWA, updated to reflect the Welsh Government's Green Book 2015/16.

- **Table 1 – Core Services Contribution 2016/17**

Core Services Authority	Updated %	Original Proposed Variance		
		£000	£000	£000
Bridgend	22.47	1,454	1,387	67
Cardiff	57.23	3,676	3,533	143
Vale of Glamorgan	20.30	1,315	1,253	62
Total Core Services		6,445	6,173	272

48. The Business Plan also projected that the gross expenditure for authority specific services for 2016/17 would be £2.392m. The gross expenditure on authority specific services for 2016/17 is now projected to be £2.610m. The increase of £218,000 is due to the inclusion of Student Liaison (Cardiff) and Additional Licensing (Vale) as well as reversing the original apportionment of savings to the authority specific budgets. Grant funding for the IMLU service has been reduced by some 25% for 2016/17 and by costs which will be incurred and claimed directly from the grant by Cardiff. The resultant in-scope IMLU budget is estimated at £379,000. The charge to each Authority for these services is illustrated in **Table 2**.

- **Table 2 – Authority Specific Spend 2016/17**

Authority Specific Services	Original Proposed Variance		
	£000	£000	£000
Authority			
Bridgend	318	360	-42
Cardiff	1,642	1,698	-56
Vale of Glamorgan	432	552	-120
Total Authority Specific Services	2,392	2,610	-218

49. A more detailed breakdown of authority specific budgets is shown in **Appendix 2** which is attached to this report. The analysis shows how each service is funded; where they are grant funded or recovered via fees it can be assumed that additional income will be achieved to cover the increased costs. Some services are however not externally funded so authorities will need to net savings made in the core off by these amounts.
50. The Business Plan included projections for implementation costs that would be incurred during 2016/17 and totalled £127,000. The total cost of implementation in 2016/17 is now projected to be £404,000. The difference of £277,000 is due to re-profiled ICT expenditure for the project, mainly relating to the new £400,000 software solution for the Shared Regulatory Service (which had originally been profiled to be spent in 2015/16) which will now be spent over 2016/17 and 2017/18, at an estimated £200,000 each year. As such, partner local authorities should anticipate a further charge in 2017/18, based upon the agreed allocation basis.
51. The contributions due from each authority for implementation costs for 2016/17 are analysed in **Table 3**. They use the population basis of apportionment as agreed in the JWA, updated to reflect Welsh Government's Green Book 2015/16.

- **Table 3 – Partner Local Authority Implementation Costs 2016/17**

Authority	Original Proposed Variance		
	£000	£000	£000
Bridgend	29	91	-62
Cardiff	72	231	-159
Vale of Glamorgan	26	82	-56
Total Implementation Costs 2016/17	127	404	-277

Budget Scrutiny 2016/17

52. Both the Community & Adult Services Scrutiny Committee and the Environmental Scrutiny Committee were tasked with scrutiny of elements from the Shared Regulatory Service draft budget for 2016/17. Savings Line 42 was the main line for consideration at both meetings, this identified a total saving of £310,000 for the financial year 2016/17 and was described as:

'Regulatory Collaboration - ongoing savings through the single shared service which brought the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure'.

53. The saving was contained within Cardiff's City Operations Directorate budget and was consistently rated as Amber / Red across the risk analysis measures of 'Residual', 'Achievability' and 'Equality Impact Assessment'. The proposal was described as having a detailed plan in place.

54. The Community & Adult Services Scrutiny Committee initially reviewed the Regulatory Collaboration saving of £310,000 at their budget scrutiny meeting on the 15th February. They concluded that:

'Savings Line 42 – Members note that, whilst there is confidence that the savings will be achieved, the risk analysis ratings remain as Red/ Amber as 30% of the saving is predicated on raising additional income and this may be more difficult to achieve in South Wales than has been the case in parts of England that have followed a similar approach to Regulatory Services'.

55. Members of Cardiff's Environmental Scrutiny Committee agreed with the concerns raised by the Community & Adult Services Scrutiny Committee and included comments in the budget letter to reflect this position.

Future Proposals & the Draft Shared Regulatory Services Business Plan 2016/17

56. In common with all other Council services the Shared Regulatory Service is required to publish a business plan each year. To this end the Shared Regulatory Services Joint Working Agreement specifies (at clause 14) that each year the Head of Regulatory Services will develop a draft Business Plan under the direction of the Management Board.
57. The purpose of the draft Business Plan is to update the information contained in the previous Business Plan; and to identify the proposals for service activities, business and financial objectives, efficiency targets, business continuity planning, risk management, indicative staffing levels and changes, performance targets, costs and income.
58. The JWA further specifies that the draft Business Plan will be submitted to the Joint Committee for approval and circulated to each participant authority.
59. The first Business Plan of the Shared Regulatory Service was produced in the spring of 2015 and formed part of the JWA. It was primarily focused on the creation of the Shared Regulatory Service with a mix of 'business as usual' and new service delivery planning for the 2015-16 financial year. The 'Draft Shared Regulatory Services Business Plan 2016/17' has been created to replace the original plan; a copy of this document is attached to this report as **Appendix 3**.
60. The 'Draft Shared Regulatory Services Business Plan 2016/17' was received by the Shared Regulatory Service Joint Committee on 4 February 2016. This document reflects the new Operating Model and sets out the full range of services provided by Shared Regulatory Services with an indication of the activities planned for the 2016/17 period along with the elements identified by the JWA.
61. In total the 'Draft Shared Regulatory Services Business Plan 2016/17' covers seven key areas, these include:
 - Introduction;
 - Overview of our services;

- Service aims and strategic priorities;
- Achievements;
- Challenges;
- Budget;
- Workforce development.

62. Consideration is given in the draft Business Plan to a number of corporate priorities for the three partner local authorities. To support these corporate priorities some key themes have been identified as strategic priorities and applied to the Shared Regulatory Service. The identified priorities are:

- Safeguarding health and wellbeing;
- Protecting the vulnerable;
- Improving the local environment;
- Supporting the local economy.

63. It is proposed that these four priorities are all underpinned by a fifth strategic priority, that of maximising the use of our resources.

64. The proposed 2016/17 work programme is set out in the 'Draft Shared Regulatory Services Business Plan 2016/17'. It is anticipated, however, that comments from the partner authorities and stakeholders may influence the content and focus of the finalised plan. The 'Draft Shared Regulatory Services Business Plan 2016/17' has a four week consultation period which will provide stakeholders with an opportunity to engage and provide comments to help shape the service moving forward. During this consultation phase respondents will be able to participate via a range of channels including the Shared Regulatory Services website, email and in a hard copy format.

Previous & Future Scrutiny Arrangements

65. The Shared Regulatory Service was formed on 1 May 2015. This scrutiny meeting will be the first time that a Cardiff Council Committee scrutinises the new service as a whole in detail.

66. The last joint scrutiny on the proposed Shared Regulatory Service was held by the Community & Adult Services Scrutiny Committee and Environmental Scrutiny Committee on 29 July 2014. They received an item titled 'Regionalising Regulatory Services Project' which provided an update for Members on progress being made to create a shared regulatory service between Bridgend, Cardiff and Vale of Glamorgan Councils. Following the meeting the appointed Chair wrote a letter on behalf of both Committees which was sent to the Leader of Cardiff Council in advance of reports being received at Cabinet and Full Council. The letter included a series of comments, observations and recommendations raised at the meeting and has been attached to this report as **Appendix 4**.
67. Individual parts of the Shared Regulatory Service have been subject to scrutiny since the meeting on 29 July 2014. These include:

Community & Adult Services Scrutiny Committee

- 'Out of Hours Noise Nuisance Service Review' – 3 September 2014
- 'Community Safety Performance Management Information – Quarter One 2014/15 (this included Noise Nuisance & Trading Standards)' – 1 October 2014
- 'Out of Hours Noise Nuisance Service Review – Monitoring Report' – 7 January 2015
- 'Re-Declaration of an Additional Licensing Scheme in the Cathays Ward of Cardiff – Consideration of Called – In Cabinet Decision CAB/15/34' – 7 October 2015.

Environmental Scrutiny Committee

- 'Briefing Report: City Analyst Laboratory Procurement Update' – 9 September 2014
- 'Cardiff Student Community Partnership – 2015 to 2018 Action Plan' – 14 April 2014.

68. This is a joint scrutiny between Cardiff's Community & Adult Services Scrutiny Committee and Environmental Scrutiny Committee and as such it is being run and hosted by Cardiff Council. However, the Shared Regulatory Service is a

collaboration between the three partner local authorities of Bridgend, Cardiff and the Vale of Glamorgan.

69. To engage and support this collaborative effort Cardiff has extended an invitation to Members in both Bridgend and the Vale of Glamorgan to review the papers and submit questions relevant to this report at the scrutiny meeting on 3 March 2016. Submitted questions will either be asked by the appointed Chair or by the actual Member who raised the question should they wish to attend the meeting. All questions submitted by Bridgend and Vale of Glamorgan Members will be documented in the Committee letter along with detail of the response. A copy of this letter will be circulated to Members in Bridgend and the Vale of Glamorgan shortly after the meeting.
70. This new collaborative approach is being viewed by the three partner local authorities as a pilot. Members and officers from each of the partner local authorities will meet in the spring of 2016 to discuss the pilot and consider a way forward.

Way Forward

71. Councillor Daniel De'Ath, Cabinet Member for Skills, Engagement & Democracy and Councillor Jacqueline Parry, Chair of Licensing & Public Protection have been invited to attend for this item. They will be supported by officers from the Shared Regulatory Service and City Operations Directorate.

Legal Implications

72. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural

requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

73. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- i. Consider whether they wish to pass on any comments to the Cabinet and Joint Committee following scrutiny of the Shared Regulatory Service.

MARIE ROSENTHAL
Director of Governance & Legal Services
26 February 2016

Shared Regulatory Services Organisational Chart

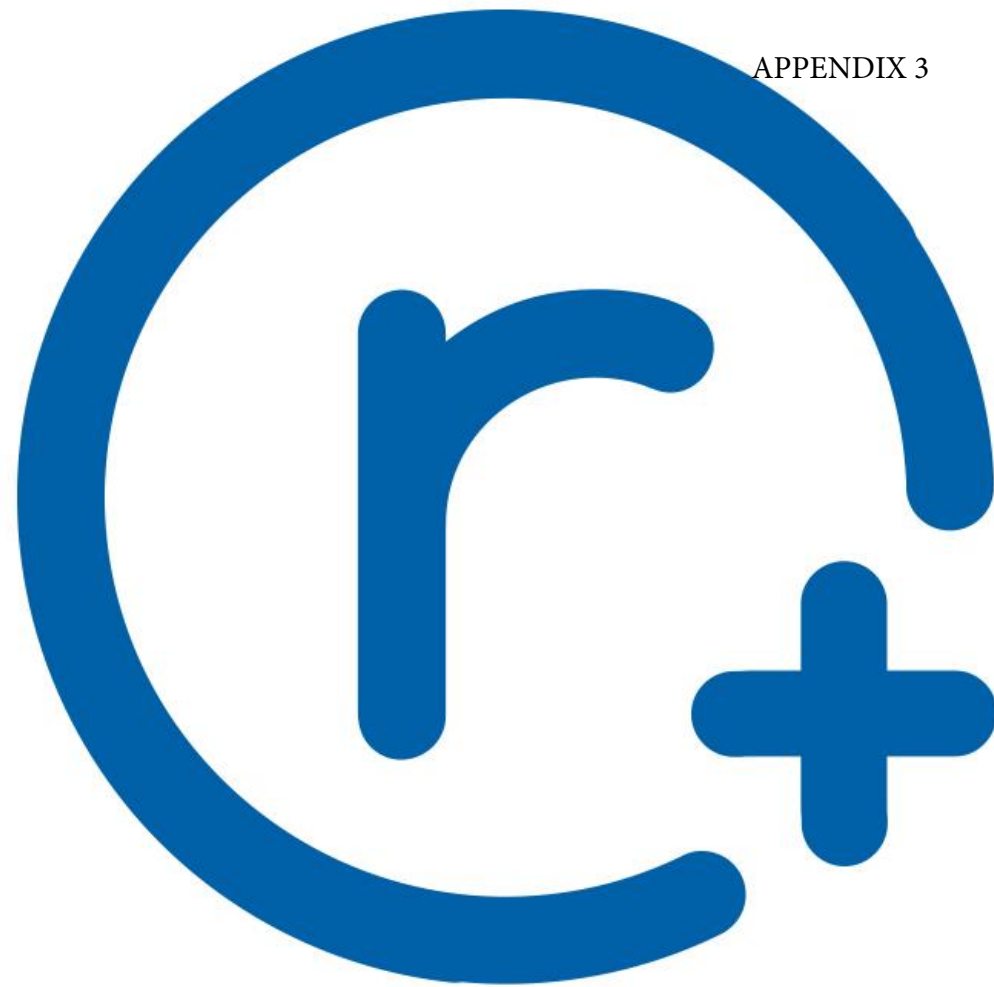


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	2015/16 Gross Budget (May 2015 to March 2016)		2015/16 Net Budget (May 2015 to March 2016)		Profiled Net Budget (May to December)		Gross Actual Expenditure for May to December		Actual Net position at 31st December - favourable / (adverse)		Variance to Date - favourable / (adverse)		Projected position at year-end		Projected Variance at y/e - favourable / (adverse)	
	A	B	C	D	E	F=D-E	D	E	F=D-E	C-F	G	=B-G	G	=B-G		
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Bridgend																
Core	1,443	1,368	995	961	(41)	920							1,272			96
Implementation costs	244	244	177	113	0	113							401			(157)
Authority-specific services:																
Licensing	280	4	3	165	(227)	(62)							4			0
Kennelling & vets	39	39	28	20	0	20							39			0
Total Bridgend	2,006	1,655	1,204	1,259	(268)	991							1,716			(61)
Cardiff																
Core	3,648	3,317	2,412	2,428	(179)	2,249							3,113			204
Implementation costs	616	616	448	63	0	63							410			206
Authority-specific services:																
Licensing	523	523	380	447	(745)	(298)							563			(40)
Night time Noise	51	51	37	50	0	50							78			(27)
Additional Licensing (Cathays)	133	0	0	69	(23)	46							0			0
Additional Services:																
Port Health	121	0	0	88	(88)	0							0			0
IMLU	580	0	0	308	(308)	0							0			0
Additional Licensing (Plasnewydd)	163	0	0	97	(126)	(29)							0			0
Total Cardiff	5,835	4,507	3,278	3,550	(1,469)	2,081							4,164			343
Vale of Glamorgan																
Core	1,304	1,252	911	907	(59)	848							1,172			80
Implementation costs	220	220	160	63	0	63							254			(34)
Authority-specific services:																
Licensing	306	54	39	217	(225)	(8)							65			(11)
Pest control	103	61	44	72	(24)	48							66			(5)
Kennelling & vets	25	25	18	11	0	11							25			0
Total Vale of Glamorgan	1,958	1,612	1,172	1,270	(308)	962							1,582			30
GRAND TOTAL	9,799	7,774	5,654	6,079	-2,045	4,034							7,461			313

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Shared Regulatory Services Business Plan 2016/17



Shared
Regulatory
Services

Gwasanaethau
Rheoliadol
a Rennir

*Leading the way in safeguarding the
health, safety and economic
wellbeing of the region*

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1. Introduction

Shared Regulatory Service is a new and innovative Service formed between Bridgend, Cardiff and the Vale of Glamorgan Councils to deliver regulatory services across the region. Our vision “leading the way in safeguarding the health, safety and economic wellbeing of the region” demonstrates our clear ambition to be the best at what we do, delivering greater resilience and improved customer service to the important regulatory functions that Councils have a statutory duty to deliver.

Our service plays a key part in delivering the priorities of the three authorities through the provision of a diverse range of services to individuals, businesses and communities covering areas such as Trading Standards, Licensing, Food Safety, Health and Safety, Communicable Disease Management, Housing Safety and Pollution Control.

We are a very young service in terms of operation, only becoming a reality in May 2015, however the Service has been several years in the planning and now provides hugely exciting opportunities for service delivery, income generation and staff development. There will be clear benefits for business, staff and stakeholders as we aim to reduce burdens on local businesses by reducing the number of visits to businesses, improving advice and support services and harmonising regulatory controls. There are also opportunities to enhance and extend the technical capabilities of staff, provide improved access for all partners to new and/or scarce skills and very importantly an opportunity to extend our income generating services and allow the participant authorities to achieve required budget savings.

Reflecting on our first year of operation, the Service and its staff have experienced a very challenging time as we have implemented a new operating model and assimilated staff to the new structure. Despite this backdrop of uncertainty, staff have risen to the challenge and continued to deliver quality services and some real successes for which they should be proud. This Business Plan highlights those achievements and sets out our plans for the future, identifying our priorities and the challenges ahead.

We know that the coming year will continue to be challenging for everyone. We have only just started our journey and there remains much work to be done to deliver improvements and achieve our goals. Notwithstanding this, we are confident that everyone will respond positively to these challenges and ensure that we not only continue to deliver quality services but we improve them.

Dave Holland
Head of Shared Regulatory Services

Chair of Shared Regulatory Services Joint Committee

2. Overview of Services

2.1 Background

Shared Regulatory Services is a new and innovative collaborative service formed between Bridgend, Cardiff and the Vale of Glamorgan Councils on 1st May 2015. The new Service delivers a fully integrated service under a single management structure for Trading Standards, Environmental Health and Licensing functions with shared governance arrangements ensuring full elected member involvement.

The creation of the new Service working across the three Councils originally stemmed from the need to meet diminishing council budgets while building resilience into the Service. The budget for Regulatory Services across Bridgend, Cardiff and the Vale of Glamorgan Councils has been significantly reduced over the last 4 years and in response to these challenging financial positions, all three authorities recognised an opportunity to work together to deliver services jointly and agreed the principle of a shared service.

The Councils were successful in securing support for the initiative from the Welsh Government's Regional Collaboration Fund with a proposal aimed to deliver efficiency savings, high quality services and provide more resilience to the important services we provide.

With the support of the Collaboration Funding, consultants were appointed to work in partnership with the three authorities to produce a Target Operating Model, supporting business case and implementation plan for a regionalised Regulatory Service and in July 2013, the Cabinets of all three Councils 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. In Autumn 2014 the new detailed proposal was approved by Cabinet and Council in all three authorities with a proposed implementation date of 1 April 2015.

On 1 May 2015 all staff in scope transferred to the new Service and became employed by the host authority, the Vale of Glamorgan Council. The last year has seen the implementation of a revised management and staffing structure which has been populated in the main, by existing staff and managers from the three authorities.

The new Service operates under a Joint Working Agreement (JWA) whereby the Head of Service reports on service provision to a Joint Committee of elected members drawn from across the three parent Councils. An officer management board has been tasked with the oversight of the project implementation and future operation of the service. The detailed delegations of policy and functions from partners to the Joint Committee and Head of Service are set out in the Joint Working Agreement which includes:-

- The functions to be carried out by the joint service
- The terms of reference and constitution of the Joint Committee, the management board etc.
- The term of the proposed joint service such as staffing, the services to be provided by the host and other partners, financing and other functional issues.
- Financial Operating Model

There remains much work to be done to realise the full vision of a Shared Regulatory Service that delivers high quality services and efficiency savings. A number of work streams exist to develop the Service across a number of themes, and staff are involved in these to ensure its successful delivery.

2.2 Key services offered

Shared Regulatory Services provides a diverse and comprehensive range of services that safeguard the health, safety and economic wellbeing of consumers, businesses and residents covering the main areas of environmental health, trading standards and licensing. These broad areas encompass a wide range of services that deal with issues that can have a huge impact upon people when things go wrong or have not been enforced properly.

Food Safety for instance, protects public health by ensuring that the food we eat is without risk to the health and safety of consumers. This is achieved through regular food safety inspections of food business and guest caterers, operating the Food Hygiene Rating Scheme, providing education courses and practical advice, investigating food and hygiene related complaints, carrying out regular food and water sampling and undertaking checks on imported food.

Trading Standards protects consumers and businesses by maintaining and promoting a fair and safe trading environment. This area of work ensures that businesses comply with a host of consumer protection statutes including those relating to:-

- Product safety;
- Food standards;
- Animal feed;
- Age restricted sales;
- Counterfeiting;
- Environmental safety;
- Weights and measures
- False claims about goods and services;
- Malpractice including rogue traders, scams and doorstep crime.

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The service investigates complaints, participates in criminal investigations and exercises, conducts inspections of businesses, undertakes a sampling programme, provides consumer advice to vulnerable residents and provides business advice to help businesses improve their trading practices.

Furthermore our Trading Standards Service has the only UKAS accredited Metrology laboratory in Wales providing calibration of weights and measures of length and capacity.

Housing Safety protects public health by working with private landlords and owners to provide warm, safe and healthy homes for tenants. They ensure that Houses in Multiple Occupation are licensed through Mandatory and Additional Licensing Schemes, inspecting HMO's and improving physical and management standards of privately rented accommodation. Complaints from tenants about their rented accommodation are investigated, these can include complaints about damp, mould, heating disrepair, nuisance and student housing issues. Problems with empty homes that have fallen into disrepair are addressed and immigration inspections undertaken.

Pollution also protects public health by controlling noise and air emissions into the environment. The service investigates noise complaints about issues such as amplified music, DIY activities, house and car alarms, barking dogs, and construction sites. It investigates air pollution complaints such as smoke, dust and odour and illegal burning, undertakes environmental monitoring, local Air Quality Management and regulates emissions from industrial processes.

Contaminated Land protects public health by reviewing and implementing the Contaminated Land Strategy which ensures the identification, inspection and remediation of historically contaminated sites. Private water supplies used for both domestic and commercial purposes (such as drinking, cooking, and washing) are regulated and Environmental Information Requests and Planning application consultations are responded to.

Health and Safety protects public health and safety by working with others to ensure risks in the workplace are managed properly. This is achieved by undertaking planned inspections and targeted initiatives, investigating reported accidents, diseases, dangerous occurrences and complaints, providing advice and guidance to employers and employees and securing safety standards at outdoor events.

Communicable Disease protects public health by controlling and preventing cases and outbreaks of infectious disease by investigating confirmed sporadic and outbreak cases of communicable disease, providing and reviewing advice and guidance on infection control, cleaning and disinfection, case and contact exclusions, providing training on food hygiene, nutritional and infection control, enforcing health protection legislation to minimise the spread of communicable disease and contamination from radiation and chemicals that threaten health and leading on local and national communicable disease surveillance programmes.

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Animal Health and Warden Services ensures the wellbeing of animals generally and during transport, and administers animal movements to prevent the spread of diseases such as Rabies, Anthrax and Foot and Mouth. Our Wardens respond to complaints about straying animals such as dogs and horses.

Licensing determines applications for the grant, renewal, variation and transfer of many different authorisations which are the responsibility of the Councils. Applications for licences, certificates, registrations and permits are processed and enforcement undertaken in respect of statutory requirements such as alcohol, public entertainment, gambling, street trading, taxi licences, charitable collections and animal related licensing.

Pest Control offers services to the Vale area for the treatment of pests and infestations. This could include, rats, wasps, mice, fleas, cockroaches etc.

Port Health prevents the import of infectious and animal disease into the UK, ensuring ships comply with international agreed public health sanitation standards and improving the safety and quality of the food chain.

The Wales Illegal Money Lending Unit is one of only 3 units operating across the UK. The Unit covers all 22 Local Authority areas in Wales with the key aim of tackling the problem of illegal money lending. The Unit is both proactive and reactive in its work providing education and promotion across

Wales to various social groups and highlighting the dangers of illegal lending. The Team also carries out detailed investigations with a view to prosecuting offenders and has the capabilities to act swiftly where necessary to deal with victims of loan sharks.

Moving forward, Shared Regulatory Services will adopt a more commercial approach to the Service by developing paid for services and marketing them to businesses. These commercial services will enhance and complement the existing statutory services and provide income generation for the service. They will include:-

- Developing bespoke and accredited training solutions to businesses to assist in achieving legal compliance;
- Developing paid for business advice visits and health checks from our highly skilled and experienced officers to help and support businesses comply with legislation;
- Actively seeking Primary Authority partnerships for businesses that trade across council boundaries where they can enter into a legally recognised partnership with the Service, receiving an agreed package of advice and support;
- Marketing the only UKAS Metrology Laboratory in Wales providing calibration of weights and measures of length and capacity;
- Extending training opportunities by assessing the potential for higher accreditation levels to attract additional business;
- Identifying new funding sources;
- Exploring potential income generating services and developing paid for services.

Our new model of delivery sees all these services delivered across three service delivery sectors known as Neighbourhood Services which deals with activities relating to residential premises or having an impact on the local community, Commercial Services which deals with activities relating to business premises (generally where national standards apply) and Enterprise and Specialist Services which comprises a number of specialist areas of work and income generating services. The structure chart at 2.3 provides an outline of the specific services that sit within each sector.

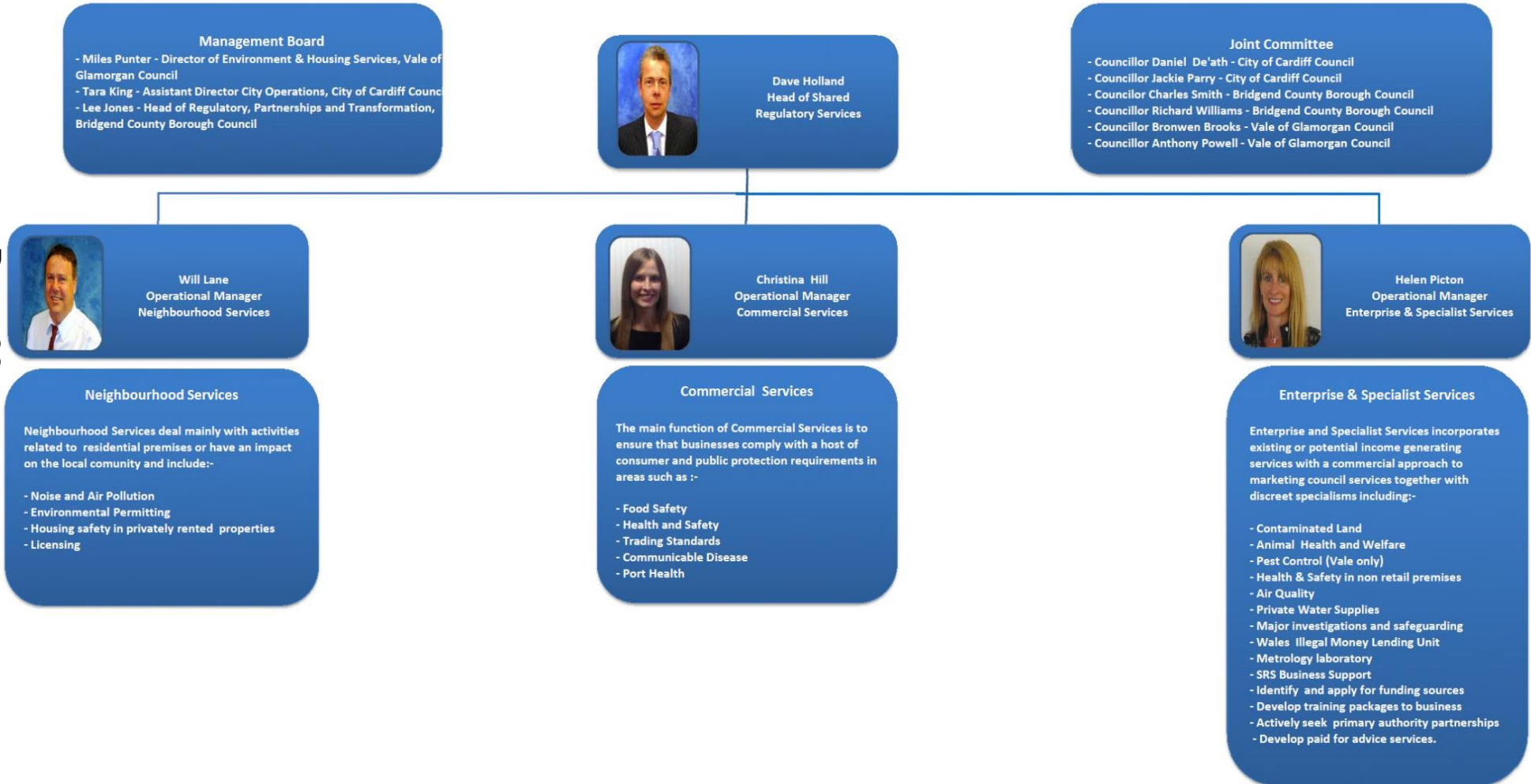
2.3 Structure



Gwasanaethau
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Structure and Governance Arrangements

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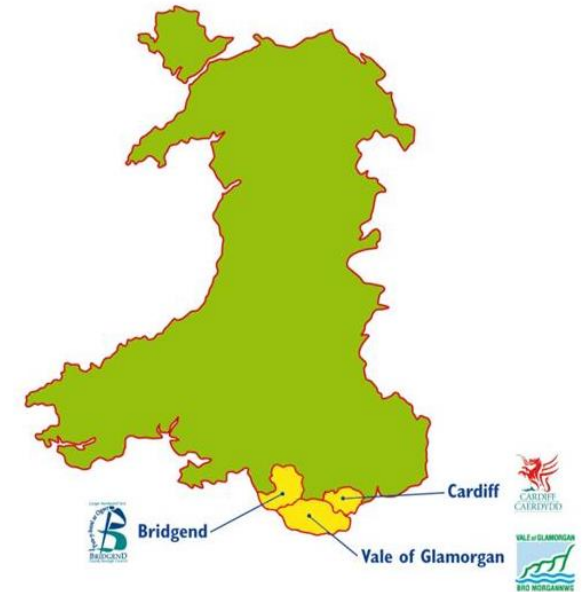
2.4 Area profile

Shared Regulatory Services covers the Council areas of Bridgend, Cardiff and the Vale of Glamorgan and serves over 600,000 residents. Extending from St Mellons in the East of Cardiff to Maesteg in the west, the area encompasses Cardiff, the capital City of Wales with its array of cultural, financial and commercial organisations and the rural areas of Bridgend and the Vale of Glamorgan with their vibrant tourist and agricultural economies.

Bridgend is situated on the south coast straddling the M4 corridor. It comprises an area of 28,500 hectares and a population of just over 140,000 residents. To the north of the M4, the area consists of mainly ex-coal mining valley communities with Maesteg as the main centre of population. To the south of the M4, the ex-market town of Bridgend is the largest town, the hub of the economy and its employment base. To the south west on the coast lies Porthcawl, a traditional seaside resort.

Cardiff is the capital city of Wales and is continuing to grow faster than any other capital city in Europe. In population terms, it is the largest city in Wales with a population of 360,000. Measures of population however, belies Cardiff's significance as a regional trading and business centre. The population swells by approximately 70,000 daily with commuters and visitors. Cardiff is the seat of government and the commercial, financial and administrative centre of Wales. Cardiff boasts one of the most vibrant city centres in the UK and on a typical weekend, Cardiff's night time economy can attract over 40,000 people and sometimes more than 100,000 when the City's Millennium Stadium hosts international events.

The Vale of Glamorgan is bounded to the north by the M4 motorway and to the south by the Severn Estuary. It covers 33,097 hectares with 53 kilometres of coastline, and a population of over 130,000 residents. The area is predominantly rural in character, but contains several urban areas of note such as Barry, Penarth, Dinas Powys and the historic towns of Cowbridge and Llantwit Major. Barry is the largest town, a key employment area and popular seaside resort. The rural parts of the Vale provide a strong agricultural base together with a quality environment, which is a key part of the area's attraction. The area includes Barry Docks area and Cardiff International Airport.



2.5 Access to service

The Service has approximately 170 FTE posts and is currently accessed and delivered through 5 main delivery points across the region. The new service functions are delivered from a mix of customer-facing “satellite” offices located in each Council area and from three main office hubs. These locations have been 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 service to work from. Work is currently underway in assessing accommodation needs and developing and agreeing a detailed accommodation brief that ensures ease of access to the service to meet diverse needs within each local authority area. The review includes arrangements for telephone, on-line and face to face access whilst at the same time exploring opportunities for efficiency savings.

Current service delivery points		
Bridgend	Cardiff	Vale of Glamorgan
Civic Offices Angel Street Bridgend CF31 4WB Normal office hours: 8.30am to 5.00pm Mon to Thurs / 8.30am to 4.30pm Friday	Level 1, County Hall, Cardiff, CF10 4UW City Hall, Cardiff, CF10 3ND Normal office hours – 8.30 to 5.00pm Mon – Thurs/8.30am to 4.30pm Fri Public Carriage Office Sloper Road, Leckwith, Cardiff, CF11 8TB Normal office hours – 8.30 am – 12 pm and 1.30-4pm Mon – Thurs, 8.30am – 12pm and 1.30pm – 3.30pm Fri.	Civic Offices Holton Road Barry CF63 4RU Normal office hours – 8.30 am to 5.00pm Mon – Thurs / 8.30am to 4.30pm Fri.

2.6 Staff resources

During the last year, the new organisational structure has been implemented and populated in the main by existing staff from the three authorities although there remains a small number of posts that have yet to be filled. The new structure breaks with the tradition of regulatory services being arranged around distinct professional boundaries and moves towards more generic working and the development of multi-disciplinary officers. The larger regional team facilitates access to specialist professionals, assists in workforce planning and helps in the recruitment and retention of key staff. Furthermore the new structure allows the deployment of people in different ways enabling the service to offer exciting new income generating services that complement the more traditional services. The Service operates across 3 distinct sectors:-

Commercial Services – ensures that businesses comply with a host of consumer and public protection requirements in areas such as Food Safety, Health and Safety at Work, Trading Standards and Communicable Disease. This function is populated in the main by professionally qualified Commercial Services Officers and Technical Officers. The new structure has seen a change in the balance of Commercial Services and Technical Officers so that more use is made of Technical Officers. This enables professionally qualified officers to focus on the more complex issues and Technical Officers, with appropriate levels of qualification and competence, to fulfil a monitoring and ‘triage’ role supporting the Service undertaking inspections, and compliance checks, providing information and issuing alerts to more qualified officers if they identify major non-compliance issues.

Neighbourhood Services – deals mainly with activities relating to residential premises or have an impact on the local community such as Housing in the private rented sector, Noise and Air Nuisance and Licensing. This function consists of professionally qualified Officers known as Neighbourhood Services Officers and Technical Officers who, through the development of multi-disciplinary officers dealing with both Pollution and Housing issues, will be moving towards more generic working providing greater resilience to service provision across the three areas. The Licensing function retains local distinctiveness and governance arrangements within the three authorities, however opportunities have been taken to reduce the number of team managers to two across the three areas with enforcement managed by one Senior Enforcement Officer across the region.

Enterprise and Specialist Services - is the most diverse of the services and incorporates income generating services together with discreet specialisms such as Contaminated Land, Pest Control, Animal Welfare, Air Quality Monitoring, Major Investigations, Wales Illegal Money Lending Unit and the Business Support function. It identifies and applies for funding sources, manages the UKAS Metrology Laboratory, delivers training and assesses the potential for higher accreditation levels to attract additional business, actively seeking Primary Authority partnerships and developing paid for advice services. This function is largely staffed by professionally qualified Commercial Services Officers with expertise in Food Safety, Health and Safety, Trading Standards and the Environment who use their proficiency in these areas to develop income generating services, deliver environmental services, and support the service in major investigations. This overlap between other sectors of the Shared Regulatory Service creates flexibility and resilience across all teams so that resources can be shared should the need arise. The Business Support function provides centralised administrative support to the whole service. The function, managed by a Business Support Manager has a presence in all three areas at local contact points providing the main customer interface for the Service.

3. Service aims and Strategic Priorities

3.1 Vision and aims

Shared Regulatory Services plays a key role in delivering the aspirations and priorities of Bridgend, Cardiff and the Vale of Glamorgan Councils through the delivery of a wide range of services. We have developed a vision supported by a set of primary aims that sets out our ambition of being a progressive and innovative organisation that delivers high quality, customer focussed services that protect the environmental, social and economic wellbeing of our citizens.

Our vision:-

Leading the way in safeguarding the health, safety and economic wellbeing of the region

We will achieve this vision by:-

- Placing the needs of the customer and communities at the heart of service delivery;
- Embracing opportunities to develop our workforce so they have the right skills to deliver quality services.
- Striving to improve efficiency and service quality.
- Providing a robust service, well placed to meet future service demands and financial challenges.

3.2 Strategic Priorities

As a regional organisation providing regulatory services across three local authority areas, we place the **corporate priorities** and outcomes of the three councils at the heart of all that we do (see table 1). In developing our own strategic priorities for Shared Regulatory Services, we have considered the priorities of all the three authorities, together with the needs and aspirations of our partners and customers so they translate into priorities that meet local needs.

Nationally the service also contributes to the **Welsh National Enforcement Priorities for Wales** for local regulatory delivery which highlight the positive contribution that regulatory services, together with local and national partners, can make in delivering better outcomes, i.e.

- Protecting individuals from harm and promoting health improvement
- Ensuring the safety and quality of the food chain to minimise risk to human and animal health
- Promoting a fair and just environment for citizens and business
- Improving the local environment to positively influence quality of life and promote sustainability.

Furthermore, the **Wellbeing of Future Generations Act 2015** sets out seven wellbeing goals to which public bodies, including local authorities, are expected to maximise their contributions. The goals provide a framework for focussing work on outcomes and delivery for the long term wellbeing of Wales. Shared Regulatory Services' core business activities and strategic priorities support these goals by contributing largely to 'A prosperous Wales', 'A more equal Wales', 'A resilient Wales', 'A healthier Wales', and 'A globally responsible Wales'.



Corporate Priorities and key outcomes of partner local authorities

Bridgend County Borough Council

Awaiting approval of Corporate Plan

City of Cardiff Council

Awaiting approval of Corporate Plan

Vale of Glamorgan Council

Awaiting approval of Corporate Plan

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Table 1

4. Achievements

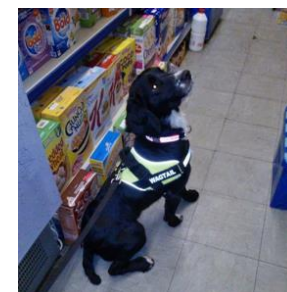
Shared Regulatory Services is still at a very early stage of development with much work to be done to realise its full potential. The last year has seen many changes occur that are crucial to its future development and these will continue. Alongside these activities, however, the Service has also continued to deliver the important services for which it was created, and has enjoyed a number of notable achievements, a flavour of which follows below. Further information on achievements will be provided within the Shared Regulatory Services Annual Report.

Improving health and wellbeing

Care Home Owners fined – The owners of a care home where an elderly pensioner suffered fatal injuries after plunging down a lift shaft were fined £75,000 and ordered to pay £25,000 costs for health and safety breaches following an investigation by Officers. The owners allowed staff to use an emergency access key to override the safety mechanism of a faulty lift after being told not to use it by a lift engineer who locked the door to prevent use. The emergency key enabled the door to be opened manually which subsequently caused a resident and her carer to fall 20 feet down the lift shaft. The elderly resident died at the scene and the carer suffered life threatening injuries.

Illegal Tobacco “Operational Fetch” – Staff working across the region made use of specially trained sniffer dogs to seek out illegal tobacco across a range of retail and similar premises. Operation Fetch was funded by Welsh Government to assist local authorities in Wales undertake this area of work which is crucial in driving down the incidence of counterfeit and non-duty-paid tobacco locally. In the space of just four days, a total of **17,848 illegal cigarettes** were seized across the region, together with **28kg of illegal hand rolling tobacco** (sufficient to make 28,000 roll your own cigarettes).

Carbon Monoxide Poisoning - It is estimated that, in England and Wales, 40 people die, 200 are admitted to hospital and 4000 attend the emergency departments each year as a result of Carbon Monoxide (CO) poisoning. All cases of Carbon Monoxide (CO) poisoning are preventable. Officers took part in a Public Health Wales initiative where they were provided with CO monitors to monitor CO levels during routine visits over a 4 week period. 59 visits were completed during the length of the project and no significant problems were identified. Officers are continuing to distribute the remaining detectors allocated during private sector housing visits to raise awareness of the public health danger



Legal highs - A shopkeeper was fined £3,960 for six offences under the General Product Safety Regulations and ordered to pay £4000 costs and £120 victim surcharge for supplying 'legal highs'. Following an undercover test purchase, the entire stock of new psychoactive substances was seized and submitted for analysis. While confusing labelling described products as being 'research chemicals', 'room deodorisers' and not for human consumption, the staff member gave clear guidance as to the manner in which they were intended to be taken.

Campylobacter outbreak – In May 2015, an outbreak of Campylobacter food poisoning was declared and linked to a local business. The investigation involved significant resource over several months until the outbreak was declared over in August. This outbreak had wider implications and will be subject to a public outbreak control report in due course.

Continued success with managing illegal tattooists - Illegal tattooists also known as 'Scratchers' present a significantly increased risk of their clients developing serious, and potentially life threatening infections such as Hepatitis and HIV, as well as serious skin infections which require medical intervention. They are also damaging the trade and reputation of legitimate tattooists. Two 'Scratchers' were prosecuted this year by Officers for a number of offences, resulting in fines of £1200 and £440 and costs of £580 in court costs and victim surcharge. A Part 2A Order was also successfully executed on a further illegal tattooist operating from his home. All equipment was seized for destruction. (see photos).



Additional HMO Licensing Schemes - The Cathays Additional Licensing Scheme concluded in June 2015, successfully licensing 1664 Houses in Multiple Occupation that otherwise would not have been licensed ensuring improved housing standards for those living in privately rented housing. A consultation exercise with landlords, tenants, residents and stakeholders in Cathays during 2015 has led to the re-declaration of the Scheme for a further 5 years. The scheme returns on 1 January 2016.

Management of House in Multiple Occupation – A landlord pleaded guilty to 15 charges relating to the management of a house in multiple occupation and was fined a total of £17,600 and ordered to pay £530 in costs and victim surcharge. The house, which at the time had 4 un-related tenants, was visited by Officers who found a number of hazards present at the property. This included a defective fire alarm, no structural protection to prevent the spread of fire and smoke, no fire blanket in the kitchen and defective, un-serviced fire extinguishers. The electrical installation was faulty, the emergency shut off valve for the gas supply was in a locked room, flammable material was being stored in the escape route and the landlord was unable to provide gas and electrical certificates. The kitchen was too small for the number of occupiers and the cooker was located immediately adjacent to the kitchen door. The bathroom had a leaking waste pipe to the WC and tiles were missing to the bath/shower area. Front and rear gardens were also left overgrown.

Safeguarding the vulnerable

Fraudulent Will Writer – Following a case brought by Officers, a will writer was imprisoned for six months after pleading guilty to three offences under the Fraud Act and one offence under the Proceeds of Crime Act and ordered to pay £17,000 to reimburse the estate. Despite clear instructions on the distribution of the estate, the will writer did not act in accordance with the wishes of the deceased and failed to pass on monies to many of the beneficiaries. Substantial amounts of money were paid into his own personal accounts as well as the accounts of two of the companies he was involved in.

Doorstep Crime – 200 service requests were received between 1st April 15 and the 30th December 2015 resulting in visits to 65 doorstep crime victims including 15 joint visits with Community Safety Police Team and 5 with Social Services to safeguard the victims. The amount that was saved through intervention was £25,340.67. 9 Rapid Responses were attended by officers and a prolific rogue trader was arrested. An investigation is ongoing.

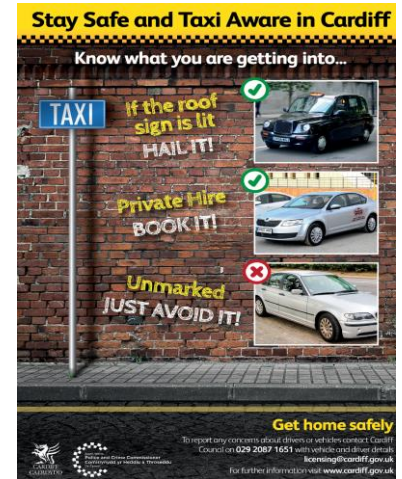
Rogue Traders – A rogue trader who fraudulently informed a resident that his neighbours had complained about his garden hedge and then got himself employed by the resident to build a wall in its place, subsequently overcharging him for work by £9100 was found guilty of two counts of fraud. The trader was sentenced to 18 months imprisonment for each count to run concurrently. A Criminal Behaviour Order was also made.

Another rogue trader who targeted an elderly couple was convicted following a joint investigation with Police. In this case, the trader returned to the property several weeks after undertaking work to the guttering and told the couple there were problems to the roof tiles that needed urgent attention. The couple agreed to have the work done at a cost of £750 however subsequent examination by an expert found that no work had been done to the roof and that it was in good condition. The trader was sentenced to six months imprisonment suspended for two years, ordered to pay the victim £500 in compensation, costs of £3500 and a victim surcharge of £80.

Mass Marketing Scams - Work with the National Trading Standards Scams Team has continued and developed during the period 1st April 15 and the 30th December 2015. Within its Safeguarding role the Service has conducted nearly 200 visits to identify scam victims and provide advice, assistance and other signposting as required. A number of consumers were identified as having been a victim to scams historically and were believed to be suffering continued financial detriment at the time of the visit and further safeguarding work is required to protect them in the future. It is estimated that the detriment resulting from scams to the victims was approximately £22,100 though the actual figure is likely to be far higher as in some instances the detriment amount was not known or could only be calculated based on detriment over a 12 month period. Intelligence has been fed back to National Trading Standards Scams Team in respect of 55 different businesses accounting for many hundreds of pieces of scam or misleading mail being delivered to unsuspecting consumers.

Scams and Doorstep Crime Training - As part of the continual drive to raise awareness surrounding frauds and mass marketing scams the Officers have delivered a total of 15 talks and training sessions reaching 350 individuals. Furthermore Officers provided training to banks, PCSO's and South Wales Police to raise awareness and educate staff and officers of scams and doorstep crime encouraging the reporting of these incidents.

Taxi Licensing Campaign – Officers in partnership with the Police and Crime Commissioner produced publicity material to promote the safe use of taxis in the Cardiff in the lead up to Christmas. Posters were distributed showing the types of vehicles that could be safely used and those to avoid. Business cards were also distributed at taxi ranks to the public advising them of their rights when hiring a hackney carriage vehicle and the information required if they needed to make a complaint. The team identified a need for the campaign following receipt of an unprecedented number of complaints during the Rugby World Cup where it became evident that members of the public did not know the difference between Hackney Carriage and Private Hire Vehicles and the rules around hiring these different vehicles on the street and to areas outside the City.



Young Consumers of the Year competition – Trading Standards Officers supported and educated schools about consumer rights issues as part of the national school education initiative, Young Consumers of the Year competition. Porthcawl Comprehensive became champions of the UK and were then later featured on the TV show "Rip off Britain". A great success for young persons education in the region.

Loan Shark Jailed - A loan shark from Hengoed was jailed for three years and four months following an investigation by the Wales Illegal Money Lending Unit. The defendant had earlier pleaded guilty, on the second day of his trial, to two counts of illegal money lending, three charges of theft and four charges of fraud. The loan shark took money from eight 'disadvantaged' members of his extended family and their associates over a ten year period. He took control of his victims' post office and bank cards and helped himself to more than £22,000 of their own money – giving them only small sums to live on. He would then lend their own money back to his desperate victims – charging extortionate interest up to 400,000% APR. The family members preyed on by him were particularly vulnerable. On occasions they were left so hard up that they could not afford to pay for food or gas. In addition to the lengthy pattern of theft and unlicensed lending, he fraudulently took out a series of payday loans in the name of a former girlfriend of his nephew who suffered physical disabilities and learning difficulties. She was left scared and confused after being bombarded with letters from debt collectors after he had taken out the loans in her name. In addition to this court action, the unit has been working closely with the victims, giving them the help and support they deserve to ensure they can start to rebuild their lives.

WIMLU - Teaching materials for schools – The Wales Illegal Money lending Unit has used funds confiscated from loan sharks to develop teaching materials to educate children and young people about the dangers of loan sharks, and also to help them manage their money wisely, so that they can avoid financial problems in the future. The packs have been developed and piloted with a number of schools and have been awarded the pfeg quality mark. Available in both English and Welsh they encourage young people to think about their needs, to consider budgeting, and to develop an understanding of credit. Activities can be incorporated into Maths, numeracy, literacy, drama, or PSE. The issue of loan sharks is addressed in a sensitive and age-appropriate way; an engaging cartoon aimed at younger children tells the story of what happens when Mr Penguin borrows money from Mr Finn...



Supporting the local economy

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Rugby World Cup – Multi disciplinary teams of officers worked together to protect fans and visitors to Cardiff during the Rugby World Cup. Inspections were carried out on a number of activities which resulted in the seizure of goods with trade mark issues, the voluntary surrender of food for disposal where there were concerns about food safety and the reporting of illegal street traders.

TestTown –Officers participated in the ‘TestTown’ initiative held locally through the provision of business stands giving advice and information. ‘TestTown’ offers innovative young people the chance to test out great business ideas for real in town centres of around the UK. In 2015, ten towns across the UK were supported to hold local activities that assisted start-ups in ways that were appropriate and effective for the regeneration of their towns.

Business Conferences – Officers together with the Bridgend Business Forum hosted a conference to bring local businesses up to speed on legal changes that affect their obligations to consumers under the new Consumer Rights Act 2015. The Act came into force on 1 October, introducing a number of changes for consumers and businesses to be aware of. The conference also provided an opportunity to highlight the growth of Primary Authority relationships, which enable regulatory services and businesses to work closely together to ensure compliance, increase consumer confidence and encourage business growth.

Primary Authority Partnerships - The Service has successfully entered into three primary authority partnerships with businesses. These legally recognised partnerships enable the service to deliver an agreed package of advice and support to businesses for an agreed fee. During the coming year, the Service will be working to increase the number of partnerships in its Primary Authority portfolio.

Revised Gambling and Licensing policies – Gambling and Licensing Policies were reviewed across the region and published following consultation. Local Councils have a duty to administer and enforce the Licensing Act 2003 which gives local authorities responsibility for licensing the sale and supply of alcohol, regulated entertainment and the provisions of late night refreshment and the Gambling Act 2005 which gives authorities responsibility for licensing gambling activities. Both Acts require local authorities to publish policies for their area to guide them when considering applications and controlling licensed premises and to review them every 3 years.

Food Safety Week – The theme for Food Safety Week 2015 was Campylobacter, and Officers targeted cash and carry's and wholesale businesses that supplied butchers or other food businesses who handled raw chicken. Businesses were provided with leaflets in various languages that they could distribute to appropriate customers.

Protecting the environment

RSPCA Cymru Award – Both Cardiff and Bridgend staff received RSPCA Cymru Animal Welfare Footprint Awards (Gold and Bronze respectively) for their stray dog provision. The Footprint Award is the only award scheme in England and Wales that recognises the commitment and achievement of local authorities, contingency planners and housing providers in improving and delivering animal welfare.

Flatholm Water Supply – Flatholm Island now meets the requirements of the Private Water Supply Regulations following assistance provided by Officers who assisted the island in developing a comprehensive action plan to improve the water supply for the island. Microbiological contamination of the private water supply was discovered several years ago causing restrictions to be imposed on the use of the supply. Following implementation of all improvement actions, the water supply now meets the requirements and all restrictions have been lifted.

Noise Nuisance targeted in student areas – Noise nuisance can be a particular problem in areas with high levels of student accommodation. In partnership with South Wales Police and the Student Liaison Officer, Officers worked with Police in proactively targeting student accommodation in close proximity to permanent residents who have previously suffered from alleged noise nuisance. This happens at the beginning of academic year in Plasnewydd, Cathays and Gabalfa wards in Cardiff. Advice is given on how to prevent causing noise nuisance and encouraging community respect and avoid conflict.

Officers also participated in Police Operation Saturn (run during Freshers two weeks) by prioritising calls of alleged noise nuisance from premises within Cathays, Gabalfa and Plasnewydd.

Furthermore the team worked with the Student Liaison Officer in sharing information with Universities on the occasions where their students have caused statutory noise nuisance. Universities have then taken appropriate action under their disciplinary procedures.

Night time noise - The Night Time Noise Service is a successful service with the ability to respond to residents disturbed by noise. Noise can have detrimental impact upon peoples' health and the ability for residents to contact the Noise Service at night when the noise is happening has assisted in addressing issues at the earliest opportunity. The Service operates during peak periods of demand which underpins and supports the work of the Service in protecting vulnerable people and ensuring a rapid response to complaints. 124 noise abatement notices were served between April and December 2015. Of these cases 9 cases were taken to court for non-compliance. One case also resulted in warrants of entry being obtained and noise making equipment seized. Much of the evidence and convictions are used by other organisations such as eviction proceedings taken by landlords (including the Council) against persistent offenders and ensuring that licensed premises do not cause nuisances local residents.

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Joint Working with South Wales Police and Fire Service to tackle Problematic Empty Properties – Intervention by Officers in relation to two problem empty derelict buildings that were causing a string of anti social behaviour problems resulted in owners securing the buildings against unauthorised entry. The properties, one a former Public House and the other a disused Nursing Home were attracting drug taking, drug dealing, arson, vandalism, arson and sexual activity causing multiple callouts to the Police and Fire Services. Furthermore younger children were using the public house as a play area due to its close proximity to residential properties. The nature of these activities posed a serious threat to their safety, and the Fire crews attending, who were experiencing increasingly dangerous conditions when dealing with malicious fires at the property. The disused Nursing home was adjacent to a new Nursing Home and the anti social behaviour was impacting on the quality of life of the vulnerable residents.

Maximising the use of resources

Software and subscription audit – An audit and subsequent cancellation of unused software licences, subscriptions and memberships across the Service resulted in thousands of pounds of savings. These savings have been made possible through the creation of one service as opposed to three which has allowed the Service to rationalise the numbers required. For example membership to one professional body has realised a saving of £2785 by simply reducing the number required. Previously the service would have paid £4555 for three separate memberships. The Service continues to seek further opportunities to merge other products.

Agile working – Once assimilated in to the new structure, staff have been issued with the necessary equipment to enable them to work in a completely agile way. IT support for the project has enabled the transition to agile working to occur without delay and minimal disruption of service delivery.

Out of hours resilience – The proposed review and harmonisation of the Out of Hours Service across Shared Regulatory Services is set to achieve a saving of £30,000. The Service provides standby cover for the three authorities to respond to a range of emergencies. This could be via a telephone call or with a visit, and which due to the nature of the call cannot wait for a response until the next working day. Previously the service was estimated to cost approximately £75k.

Food safety management system grants to tackle poorly performing food businesses- Grants of over £9000 were secured to deliver food safety projects aimed at improving poorly performing food businesses across the region. Projects included, a workshop for poorly performing Chinese food businesses in their own dialect, the targeting of businesses with practical on site interventions using a toolkit developed by the Service, delivery of a Safer Food Better Business Seminar to food businesses and 4 drop in sessions for businesses that were new or had a food hygiene rating of 2 and under. All projects were undertaken to improve food hygiene practices and support food safety management systems.

Public Health Projects – Officers have led on a number of important public health projects this year in Wales. This has the added value of assuring that most cost effective service is offered to the residents and visitors.

Publication of the 'Good Practice Statement for the Surveillance and Investigation of Campylobacter': Officers led on the development and implementation of the guidance which has now been utilised by all Welsh local authorities, Public Health Wales and the Food Standards Agency. Campylobacter is the most common cause of food poisoning in the UK and as a result is accompanied by substantial economic costs. In 2008 it was responsible for an estimated 321,000 cases in England and Wales, resulting in more than 15,000 hospitalizations and 76 deaths. It is estimated that the total impact on the UK economy is around £900m per year

Officers have presented at National and UK conferences on the management and control of significant public health pathogens including M. chelonae infections associated with tattooing and Cryptosporidium infections associated with swimming pools and the introduction of the forthcoming Public Health Bill which includes the proposal for stricter control on tattooists and skin piercers.

Paid for advice visits – Following the introduction of 'Paid for advice visits' 11 businesses have used the Consultancy Service to improve standards in their food business. The service is aimed at new businesses or those that struggle with a low food hygiene rating score or require a tailored service. For a set fee, businesses receive a two hour visit at a time to suit the business and receive a written report summarising the visit and recommendations.

5. Challenges

Delivering a new service across three local authority areas presents a hugely exciting but challenging opportunity for Shared Regulatory Services. Understanding the challenges ahead is therefore crucial to our continued success. We do not underestimate the issues we face, and therefore seek to take a proactive approach to understanding the challenges by identifying the risks we face and managing them effectively. The following information demonstrates the key challenges that the service will face during the coming year. They represent the actions required to mitigate the risks within our Risk Register which can be found at Appendix 3.

Remaining relevant to the three Councils – The creation of Shared Regulatory Services across three local authority areas resulted in the transfer of the Services to the Vale of Glamorgan Council who act as the host authority for the Service. The new Service, although jointly funded by the participant authorities, also has a single consistent identify and branding which is not associated with any one Council. It will be increasingly important moving forward that the Service does not become divorced from its constituent Councils or become marginalised and that every effort is made to avoid this. The Shared Regulatory Service and the important services we provide will therefore need to be actively promoted across the three Councils to remain relevant to all authorities to ensure their continuing support for the venture. (RR1)

Review and standardisation of financial processes – The process of resource allocation for the new Service is complex. The Service is funded by three local authorities and we must therefore seek to merge three sets of accounts that reflect the provision of services. Crucial to this is reflecting the provision of ‘core’ services, that are consistently applied across all three areas and ‘authority specific’ services which are those that are specific to one or two authorities so that finances are understood. (RR2)

Maintaining performance levels against targets – Whilst the creation of Shared Regulatory Services across three authorities presents greater protection to the important services we provide, many changes are required to develop the Service and realise its full potential. These changes will be made alongside the delivery of “business as usual” services placing additional demands on resources. Furthermore, the new service is operating with less resources than before. Opportunities will be taken to streamline and improve our processes and re-prioritise our services, however the changes required to develop the Service will be challenging and may affect the Service’s capability to deliver services and maintain performance levels against targets, particularly in the short term. (RR3)

Review and Standardisation of Policies and Procedures – The joining together of 3 local authorities operating different working practices, policies, procedures and using different systems and forms requires standardisation across the Service in order to provide consistency and efficiency across the organisation. Such standardisation provides an opportunity to apply best practice, the application of ‘lean’ techniques and the review of

enforcement strategies to not only standardise, but share good practice and improve. The service currently operates a huge number of different activities and it will be necessary to prioritise those services that will be reviewed initially by considering those at the highest demand or cost. (RR4)

Income generation - Income streams already exist within the Service however there will be a need to extend these opportunities to meet the target set for 2016/17. Income generation provides a means to offset some of the likely budget reductions that the service will face over the next three years and will be generated through a number of activities. These include the development of bespoke and accredited training solutions to business, the offering of paid for advice visits, actively seeking to increase our Primary Authority portfolio and identifying new funding sources. A team within the Service is focussed on identifying and maximising income and future funding streams and work is currently underway in developing these activities. (RR5)

Learning and Development – The implementation of the new Structure has resulted in new roles that require the broadening of staff skills and the taking on of new and innovative responsibilities to deliver the service. Furthermore, the transfer of staff to the host authority requires training on new Vale of Glamorgan management systems and processes. This will require a commitment to, and the resourcing of training to develop people within the organisation to ensure competency within their roles and address both the immediate needs and long term goals of the service. This is being addressed via the development of a Workforce Development Plan that identifies the collective development needs and resources for the Service. (RR6)

Delivering new approaches to service delivery – Key to delivering the new Service with reduced resources is changing the way we work, delivering our services using a risk based approach to all activities and examining new ways of prioritising our services so that we ensure they are delivered to those that need them the most. This may result in a reduction in service provision, or the charging for some services and difficult decisions will have to be made in developing new service standards. (RR7)

ICT – Central to the success of Shared Regulatory Services is its ability to embrace opportunities for innovative technical and mobile working solutions to enhance service delivery. Significant progress has already been made across the Service with mobile devices such as laptops being rolled out to allow for more agile working by teams providing facilities to work at various office locations across the region and from home. There remains however, much work to be done in aligning ICT across the geographical bases and disciplines. The Service is currently considering options for the implementation of a 'primary IT system' that can be used across all authorities that will extend agile working so that officers can input data on site, however this will take some time to implement. In the interim period, the Service will continue to use existing systems. (RR8 and RR9)

Developing the organisational culture for SRS – The creation of an innovative new Service has seen staff joining together from three organisations, each with different experience, culture and values. At the same there has been considerable change in working methods and the way

we deliver services with the additional challenge of delivering these services against a backdrop of diminishing public service funding and greater demands. Developing the right culture and values within the organisation is therefore hugely important in unifying staff, ensuring we respond positively to change whilst providing excellence in our service provision and the continued success of Shared Regulatory Services . (RR10).

Marketing Shared Regulatory Services – As an innovative new Service covering 3 local authority areas, with our own branding it is essential that customers and businesses understand who we are and what we can offer. This will require a robust communication and marketing campaign across all three authorities targeted at the right people and supported by engagement with stakeholders and partners to raise awareness of the Service. (RR11)

Review of Flexible Working Arrangements – The new Service will deliver Services with reduced resources placing greater demands on staff to carry out their duties and deliver services. Key to achieving this in a manner that supports staff wellbeing and efficiency is the implementation of flexible working arrangements that support staff in working flexibly during times of increased demand in an efficient and cost effective way. (RR12)

Developing protocols with Services outside the Service – There are a number of support services provided outside the Shared Regulatory Service that cover areas such as Freedom of Information, invoicing, complaints etc that need to be properly resourced to ensure effective service provision. Furthermore, it will be necessary to share and transfer data between the three authorities which has data protection implications for the service and may result in breaches of the legislation if not properly controlled. The Service will therefore need to develop protocols for both the sharing of data and the provision of support services to ensure service provision is not affected. (RR 13 and RR14).

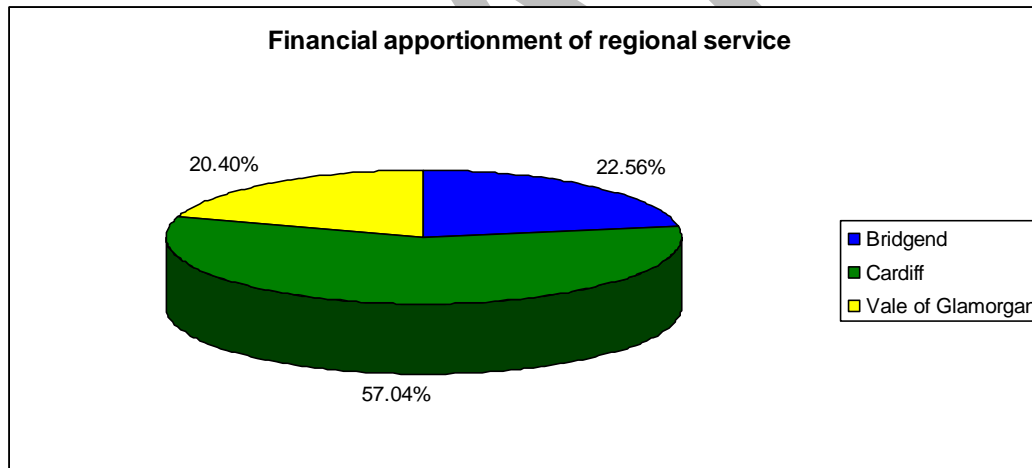
Welsh measures – The Welsh Language (Wales) Measure 2011 places duties on local authorities to comply with a number of Welsh language standards, the main principles being that the Welsh Language should be treated no less favourably than the English language and persons in Wales should be able to live their lives through the medium of Welsh if they choose to do so. These measures place additional duties and responsibilities on the Service which will require an increase in translation and the availability of facilities that enable people to speak and read Welsh. Failure to do so could result in fines of up to £5,000 for breach of standards. (RR15)

New legislation – The implementation of new legislation and any requirements imposed by such legislation can place additional burdens on the Service requiring new processes to be developed, awareness raising to be undertaken with stakeholders, staff training and additional inspections etc. Generally new requirements can be planned for and effectively resourced, however, it is not always easy to predict the impact that new legislation may have on resources. Where this is the case, the Service will monitor workloads and adapt the Service accordingly in order to accommodate any additional requirements that make additional demands on the Service. (RR16).

6. Budget

6.1 Financial allocation

Shared Regulatory Services is jointly funded by Bridgend, Cardiff and Vale of Glamorgan Councils. The methods of apportionment for operating the core service and the cost contribution percentages are shown below. There are also arrangements in place to deliver “authority specific” services to individual partner Councils.



6.2 Resource Implications (Financial and Employment)

The following table summarises the 2016/17 gross expenditure budget as outlined above. Figures exclude implementation costs.

Proposed Gross expenditure	
Authority	Proposed £000
Bridgend	1,748
Cardiff	5,231
Vale of Glamorgan	1,805
Total Gross Expenditure 2016/17	8,783

In addition, an analysis of anticipated income is also provided in order to ensure that increased Authority-Specific budgets can be offset by income. The following table summarises the 2016/17 net position (excluding implementation costs) once estimated income for each Authority has been included.

Proposed Net Expenditure	
Authority	Proposed £000
Bridgend	1,374
Cardiff	3,023
Vale of Glamorgan	1,410
Total Net Expenditure 2016/17	5,807

The budgets detailed above summarise the overall gross/net budget contribution agreed by each of the partner authorities. Each contribution consists of two elements – core and authority specific services. Core services are undertaken holistically by the partner authorities as they share responsibility for the activity, such as trading standards. Core service costs are then pooled and recharged to the partner authorities based on the relative population split within the 3 authorities. In 2016-17, the splits are Bridgend 22.47%, Cardiff 57.23% and The Vale of Glamorgan which is 20.30%.

Authority specific budgets such as General Licensing are unique to each partner authority and it is the sole responsibility of each authority to fund its own provision. These are wholly recharged back at cost plus a management and admin fee to the relevant authority. The approved authority specific services are as follows:-

Bridgend	General Licensing Kennelling & Vets Costs
Cardiff	General Licensing Additional Licensing at Cathays & Plasnewydd Night time Noise WIMLU Port Health
Vale	General Licensing Kennelling & Vets Pest Control

Both core and Authority Specific services are recharged to partner Authorities inclusive of a management charge, which incorporates management, admin and hosting costs. These include the provision of a multifunctional admin team, professional support in the form of finance, IT and HR, together with the senior management within the Shared Regulatory Service.

6.3 Maximising resources

Our goals of supporting the local economy and maximising resources now challenge us to operate in a more commercial and entrepreneurial way. For our business customers, we aim to deliver high quality technical services. We have set sustainable growth targets for our commercial support service and created an environment that enables them to focus upon supporting local enterprises enabling them to operate successfully in an increasingly competitive business environment.

Our agile working practices allow our specialist officers to use technology to deliver improved productivity, efficiency savings and better customer service. As we generate additional income, we will enhance service delivery and ensure resilience in the SRS moving forward.

The removal of the traditional professional silos means that Officers are part of joined up multi skilled teams and a have better understanding of our internal processes. The reshaped SRS will continue to eliminate unnecessary bureaucracy and simplify processes; we will harmonise practices wherever possible and achieve efficiencies by doing things once (and not three times as happened in the legacy organisations

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7. Workforce Development

The creation and development of the new Shared Regulatory Service across three distinct areas, together with the implementation of a new structure and new ways of working presents many challenges for the new Service and its workforce. We are at the beginning of an exciting and challenging new journey that requires considerable changes in culture, working methods and staff development, all of which will impact on our workforce who are crucial to the success of this new Service. Our approach to managing this is through the development of a Workforce Development Plan that provides a plan for developing the workforce to ensure the right mix of experience, knowledge and skills required to fulfil our goals and to ensure we get the right number of the right people in the right place at the right time.

Our workforce is our most valuable asset and we must ensure that staff feel fully equipped to operate in the new environment of Shared Regulatory Services. Delivering the new service demands an even more capable, responsive, skilled, well-trained and empowered workforce and our Plan will aim to show staff how they will be supported and encouraged to develop new skills and work in different ways .

Changing times inevitably cause anxiety and disruption, as people experience new or different work expectations and priorities and reassignment or loss of colleagues. Providing support throughout the change process, producing workforce development programmes, and investing in training are therefore fundamental to establishing the trust and culture we aim to build within the new organisation.

Our Workforce Development Plan, will provide a framework that addresses wide ranging issues and bring together the following areas:-

- Developing organisational culture
- Leadership and management development
- Skills development
- Recruitment, retention and progression
- Communication and employee engagement
- Employee performance management

A major element of the Plan will be the undertaking of a skills audit across the Service to identify gaps in skills and competencies and development needs in order to develop and resource a Learning and Development Plan for the whole service.

Workforce development will also be enhanced through regular performance reviews which require line managers with their staff to identify personal objectives and assess training needs for staff.

Professional Development (CPD) will be actively encouraged and officers will be offered the opportunities to attend a wide range of training courses, seminars, meetings and briefings to help maintain competency and improve technical, legal and administrative knowledge.

It is intended that the Service will adopt measures including the use of the BRDO toolkit (RDNA) to support our officers in identifying their training and development needs. The tool has an extensive suite of modules covering local authority regulatory work, early discussions with BRDO suggest that they are willing to work with the service to develop the model to enhance its capacity. In addition, 'in house' technical training days will be held to support cross training and increase awareness of related enforcement activities. This will be a cost effective way of increasing the skills base of our workforce. We will also adopt a learning and development model to establish, maintain and develop officers to the required levels of competency such as the 70:20:10 approach which centres around the theory that the majority, around 70% of learning, comes through experience; 20% comes from social learning with colleagues and just 10% through formal learning.

Programmes of mentoring and practical training to develop multi-skilled officers has already taken place during the last year where Housing Officers attended a course to achieve a Certificate of Competence in Environmental Noise Measurement and Pollution Officers attended a course to achieve a Certificate of Competence in the Assessment of Properties in relation to the Housing, Health and Safety Rating System. This particular initiative addressed the need for multi skilled officers in those specialist areas increasing flexibility and resilience and consideration will be given to extending this across the Service if training needs are identified and resources allow.

Appendix 1 – Action Plan

SRS Strategic Priority	Objective	Officer
Improving health and wellbeing		
Page 57	Deliver food safety interventions in accordance with the Food Law Code of Practice	
	Deliver health and safety interventions in accordance with the requirements of the Section 18 Health and Safety at Work Etc. Act.	
	Investigate sporadic and outbreak notifications of communicable disease and undertake necessary preventative action to reduce the spread.	
	Deliver interventions to protect the public from the detrimental health effects of noise and air pollution through enforcement of the Environmental Protection Act 1990 and input to the Development Control process.	
	Improve the quality of private rented sector housing accommodation through licensing, enforcement and partnership working.	
	Ensure the health and welfare of animals through compliance with animal disease controls to prevent the spread of diseases such as rabies, swine flu and foot and mouth.	

SRS Strategic Priority	Objective	Officer
	Work with partners to encourage the reporting of illegal tobacco locally and carry out enforcement exercises, as appropriate, to disrupt the market and recover illicit product'	
Safeguarding the vulnerable		
	Regulate the marketplace to ensure a fair, safe and equitable trading environment in which vulnerable groups are protected from harm.	
	Review taxi licensing policies across the region with the aim of improving vehicle and driver standards.	
	Extend the rapid response system to protect vulnerable people from the activities of rogue traders.	
	Work in partnership with Rent Smart Wales to ensure the requirements for landlord registration and agent and landlord licensing are promoted to improve standards in the private rental sector.	
	Take action to reduce the number of older people affected by scams across the region.	
Protecting the environment		
	Protect the environment from harmful emissions to land air and water.	
	Ensure the prompt investigation and remediation of statutory nuisances.	

SRS Strategic Priority	Objective	Officer
	Work with partners to maintain the condition of the roads by conducting regular Road Traffic checks to reduce the numbers of overloaded vehicles on roads and bridges.	
	Deliver interventions to protect the environment through regulation of industrial processes via the Environmental Permitting regime.	
	Control the numbers of stray dogs and horses in the region through the provision of animal warden services.	
	Work with partners to reduce the environmental impact of young people in our communities.	
Supporting the local economy		
	Support business through the delivery of advice and education services.	
	Help business to thrive and grow through the adoption of the Better Regulation agenda and taking robust enforcement action against those that flout the law.	
	Support the economic development of the region by contributing to the planning process through the provision of advice and information on planning applications.	
Maximising the use of resources		
	Review and standardise policies and procedures across SRS undertaking process redesign and applying lean thinking techniques and best practice.	

SRS Strategic Priority	Objective	Officer
	Identify and resource staff learning and development needs to address immediate needs of service together with long term aims in line with Workforce Development Plan	
	Develop a performance management framework for the Service based on outcomes.	
	Develop improved methods of engaging with our customers and stakeholders in order to identify their needs and expectations.	
	Develop a communications and marketing strategy to ensure services are marketed effectively to public and stakeholders.	
	Implement detailed accommodation brief and minimise office accommodation	
	Introduce and examine new and innovative ways to generate income that complements existing services.	
	Continue to develop opportunities for innovative ICT based technical mobile working practices.	
	Develop and implement an Emergency Out of Hours Service for all core functions of the Service across all three authorities.	
	Review fees and charges across the Service	

Appendix 2 – Performance Results

To be presented at end of financial year 2015/16

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Appendix 3 – Risk Register

Risk Register Risks									
Risk Description		L	C	Inherent Risk	Current controls	L	C	Residual Risk	Owner
1.	The positioning of Shared Regulatory Services under a host authority, together with unique branding may result in the Service becoming divorced from its constituent Councils or marginalised	B	2	Red	The Service will remain relevant to all 3 authorities through links into Corporate Plans of 3 authorities. Links maintained with members and senior officers. Successes of the new service promoted.	C	3	Amber/ Green	Head of Service
2.	The complexities of resource allocation may result in a lack of understanding and misalignment of resources.	A	1	Red	Dedicated accountant appointed for the Service. Governance arrangements in place to address lack of understanding. Review and standardisation of financial processes ongoing.	C	2	Amber	Head of Service
3.	The changes required to develop the Service will affect the Service's capabilities to deliver "business as usual" and affect performance levels.	B	1	Red	Good communication in place and change management principles adopted. Workstreams in place to develop various areas of change.	C	3	Amber/ Green	Head of Service
4.	Failure to ensure consistency in delivery across the 3 areas.	A	2	Red	Workstreams created to review policies and procedures with a view to improvement and harmonisation.	C	2	Amber	Head of Service
5.	Inability to realise target income-	A	2	Red	Within the structure the focus of one team is on identifying and maximising income and future funding streams and work is underway.	C	3	Amber/ Green	Head of Service

6.	Failure to identify and resource staff learning and development needs to address changes in roles and immediate needs and long term goals of the service.	A	2	Red	Develop and implement a workforce development plan and learning and development plan for the service.	D	3	Green	Head of Service
7.	Insufficient resource and capacity to deliver planned services.	A	1	Red	The Service is examining new ways of prioritising services and using risk based approaches to activities in line with reduced resources..	C	3	Amber/ Green	Head of Service
8..	The lack of availability and/or failure to implement ICT systems and hardware to support joint service delivery could hinder the ability to collaborate or work as a single service unit.	A	1	Red	ICT work stream established and review of the database is currently underway with a view to implementing systems that support collaborative and agile working.	B	3	Amber	Management Board
9.	The inability to implement mobile working solutions that enhance the efficiency of staff may result in a lack of capacity to achieve targets.	B	1	Red	ICT work stream established and agile working is a key priority for the group. Laptops and mobile devices being rolled out to staff.	C	3	Amber/ Green	Management Board
10.	Inability of staff and managers to adapt to a new working environment and culture of agile working.	B	2	Red	Work is underway in developing the organisational culture through an employee charter setting out service expectations for staff and managers.	C	3	Amber/ Green	Head of Service
11.	The uniqueness of the Service and its branding may cause confusion to the public and stakeholders resulting in loss of access to services for some.	B	2	Red	Communications and Marketing Workstream in place. Work underway in developing Communications and Marketing Strategy.	C	3	Amber/ Green	Head of Service

12.	Failure to develop flexible working arrangements that enable staff to meet the increased demands of the new Service and support staff wellbeing.	B	2	Red	Review of flexible working conditions is currently underway.	C	3	Amber/ Green	Head of Service
13.	Failure to implement proper controls and management of data protection may result in breaches of the legislation and difficulties in sharing/transferring data between the 3 authorities.	B	2	Red	Protocol for sharing data has been developed.	C	3	Amber/ Green	Management Board
14.	Failure to properly resource support provided from outside the Regulatory such as FOI, invoicing, complaints etc. will impact service provision.	A	2	Red	A set of protocols are currently being developed.	D	3	Green	Head of Service
15.	Insufficient capacity within the Service could lead to an inability to meet the requirements of the Welsh Measures Standard.	B	2	Red	Workstream in place exploring requirements of the Welsh Measures across three authorities with a view to implementation.	C	3	Amber/ Green	Head of Service
16.	Implementation of new legislation such as Environmental Permitting Regulations may create additional demands on service delivery.	B	3	Amber	Workloads reviewed and monitored and resources applied accordingly.	D	3	Green	Head of Service

Fy Nghyf / My Ref: NRS/PM/PB/05.08.14

Dyddiad / Date: 5th August 2014

Councillor Phil Bale
Leader, City of Cardiff Council
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.



Dear Councillor Bale,

**Joint Environmental and Community & Adult Services Scrutiny Committee –
Regionalising Regulatory Services Project – 29th July 2014**

On behalf of the Community and Adult Services Scrutiny Committee and the Environmental Scrutiny Committee, who met jointly on Tuesday 29th July 2014 I would like to thank you and the officers for attending the Committees' joint meeting. As you are aware the meeting considered pre decision scrutiny of the Regional Regulatory Services Project, prior to a report being taken to Cabinet in the City of Cardiff, Vale of Glamorgan and Bridgend County Borough Councils.

Members note that the report submitted for their consideration was a draft Cabinet report, and as such there is an opportunity for the comments, suggestions and recommendations made in this letter by the Joint Committee to be taken into account.

Recommended Model

The Joint Committee recognises that it is not an option for the Council to 'do nothing' and that services will be subject to significant reductions if no change takes place. The Committee therefore recognises that the Council must move in the direction of collaboration, and therefore accepts that the best approach set out within the report is the 'collaborate and change' model, and the acceptance of related recommendations within the draft Cabinet report.

The Joint Committee however felt that additional information must be made available, both in order for the Cabinet to be able to make a fully informed decision regarding

the recommendations in the report, and to reassure Members that the decision to endorse this course of action is correct. These information requests are detailed later in the letter.

Host Authority

The Joint Committee wishes to express its reservations about the case presented as a basis for the Vale of Glamorgan Council to be chosen as host authority. It is evident from the Atkins report that no firm decision could be recommended, and consideration of the pros and cons for each authority acting as host does not provide a substantial case for the Vale to be chosen. That said, the Joint Committee is not questioning the ability of the Vale of Glamorgan Council to be selected as host authority, but rather feels that the Cabinet should expect to receive a far more informative and robust case in order to convince them that services are best hosted in the Vale of Glamorgan Council and for Cardiff Council staff to be transferred accordingly.

That said, the Committee accepts that Cardiff Council cannot always be seen to use its size as the basis for control of such projects, and must allow other authorities to lead on projects if it is to truly embrace collaborative working.

The Joint Committee also recognises that significant levels of work have already been undertaken on the basis that the Vale of Glamorgan will be host authority, and that the success of the project and achievement of projected savings cannot afford the delays associated with reassessing this position.

Future Scrutiny Arrangements

The Joint Scrutiny Committee recognises the need for robust ongoing scrutiny of the shared regulatory service, however the Members do not wish for scrutiny to be carried out by existing separate Scrutiny Committees as outlined in the draft Cabinet report (para 97). Members feel the appropriate scrutiny mechanism is the establishment of a Joint Scrutiny Committee, which mirrors the proposed Joint Committee and has equal representation from each local authority. This Committee needs to be established as a matter of priority if a decision to proceed with a shared

service is made by Cabinet and Council, allowing for the project implementation stages to be effectively scrutinised by Members from each authority.

Additional Requests and Recommendations

The Joint Committee wishes to express its concern that the draft Report presented contains some grey areas, where important information is either unclear or not available. Members do not feel this will allow for the Cabinet to make such an important decision on the future delivery of regulatory services in Cardiff.

Following the discussions at the meeting, Members wish for the following requests for information to be addressed:

Additional Information for Cabinet

- More information should be required for Cabinet with regards to the transfer of staff under TUPE. This must provide more detail on the mechanisms involved, the costs for Cardiff and the impact it will have on individuals currently employed by Cardiff Council. Members are concerned that staff will be made to accept worse terms and conditions and rates of pay, or face redundancy.
- The Joint Committee recognises the use of FTE figures as an accepted basis for decision making, however Members feel that Cabinet should be made aware of the number of individual staff who are within the scope of this project, so that the full impact on Cardiff Council employees can be appreciated.
- While the Joint Committee recognises the need to protect personal staff information, Members shared a concern that the redaction of key financial and establishment information might prevent the Cabinet from making fully informed decisions on the impact on Cardiff staff and the ability to achieve savings.
- Members feel that the future job specifications, roles and grading of staff within the shared regulatory service should have a huge impact on the decision whether to proceed, and yet these are currently undefined. Members feel this calls into question whether Cabinet is to be provided enough information to make such a decision.
- Members are concerned that the staff consultation period, which has recently commenced, is taking place across the school summer holidays. Members

seek assurances that full and robust consultation will take place, with full Trade Union involvement, and that the findings from this will be fully included within the report submitted to Cabinet.

- Members seek assurances that the proposed multi-skilled approach will not result in a less professional or qualified provision of service and feel Cabinet should require more information in this area, including an evaluation of how such an approach currently works in the Vale of Glamorgan and Bridgend County Borough Councils.
- The Equality Impact Assessment completed in relation to the proposed centralised location for the shared service (the Alps Depot) should be made available to the Cabinet, and shared with Members of the Joint Committee. Members are concerned that this location is car-centric and will disadvantage staff who are reliant on public transport or cycle networks.
- Members wish to recommend that a single point of contact is established to serve the shared service and feels that C2C presents a natural choice for this service to be located. If the intention for the shared service is to rebrand as one single service, it appears sensible for one point of contact to be established for members of the public. Estimates for the cost of providing such a service should be included within the papers submitted for Cabinet consideration.

Additional Information for Committee

- Members also wish to note their concerns regarding the recruitment process within the host authority. At the meeting Members were assured that the best individuals will be the ones appointed to the new roles, however Members wish to seek clarification on how individuals will be appointed, who will be involved in recruitment decisions and the process for developing new role profiles and job descriptions.
- The Joint Committee are concerned by the number of factual inaccuracies within the Atkins report highlighted by staff, and request that more work is undertaken to establish exactly what work is currently carried out within Cardiff. Decisions are going to be made with regards to which services can be reduced, and Cardiff needs to clearly set out which services are essential and must be maintained through the shared service. Members also request

clarification on which non-statutory services currently provided are going to be lost.

- The figures given for demand of services across the three authorities (Atkins 4.2.6) show that Cardiff's share is 66% of the total. Members seek clarification that the allocation of work within the regionalised service will be demand led, particularly given concerns were raised that the level of demand in Cardiff is underestimated.
- Members seek assurances that Cardiff will not be put at risk in terms of food safety through changes to food inspection regimes, and potential changes to the staff involved, particularly when Cardiff has significantly higher numbers of premises liable for inspection.
- Members are aware that Cardiff Regulatory Services are involved with the significant levels of events that take place in the city, and this work has also been highlighted as a good income generator for Cardiff. Members seek assurances that this work will be able to continue within the shared service, and whether all income will be retained by Cardiff Council.
- Members consider the Out of Hours Noise team to be a valuable asset for the city and seek assurances that this will remain, given that Cardiff is the only of the three authorities that runs such a service. Members seek assurances that the continuation of this service will not negatively impact on the remaining allocation of resources to Cardiff within the shared service, and that Cardiff will not be required to pay for the service in addition to the agreed apportionment of costs.
- Members seek assurances that the present links that exist between regulatory services and other service areas within the Council will not be lost through the establishment of a shared service (for example where regulatory services officers will work with schools on tattoo related initiatives).

Additional Concerns

- Given that the projected savings from this proposal will only amount to approximately £1.4m across the three Councils per annum by 31 March 2018, Members do not feel this is substantial enough to justify significant reductions in the level of regulatory services being provided within Cardiff.
- The Joint Scrutiny Committee wishes to express its concern regarding the financial projections for costs and savings provided within the draft Cabinet

and Atkins reports, and feels these figures are vaguely indicative at best and rely on numerous assumptions.

- Members are also concerned that the figures for HMOs within Cardiff are inaccurate, and feel strongly that this should be re-quantified to give a true representation of the level of demand that exists within the city. This is something that must be completed before resource allocation decisions are agreed.
- The Joint Scrutiny Committee has concerns surrounding the harmonisation of various ICT systems used by each Council and feels that implementation issues in this area could undermine the anticipated savings from collaboration.
- Members were not convinced that effective logistic systems will be in place to control the home-based working arrangements proposed for the shared services, and feel this could jeopardise the short-term savings target given in the draft Cabinet report.

I would be grateful if you would consider the above comments and provide a response to the requests made in this letter.

Regards,

A handwritten signature in black ink that reads "P. De Mitchell". The signature is written in a cursive, slightly slanted style.

Councillor Paul Mitchell
Chairperson Environmental Scrutiny Committee

Cc to:

Cllr Bob Derbyshire – Cabinet Member for Environment
Cllr Daniel De'Ath – Cabinet Member for Safety, Engagement & Democracy
Cllr Jacqueline Parry – Chair of Licensing and Public Protection Committees
Paul Orders – Chief Executive
Joanne Watkins – Cabinet Office Manager
Jane Forshaw – Director for the Environment
Tara King – Assistant Director for the Environment

Dave Holland – Head of Service, Regulatory & Supporting Services
Elizabeth Weale – Operational Manager – Procurement & Partnerships
Tracey Thomas – Operational Manager – HR People Services
Marc Falconer – Operational Manager - Projects Accountancy
Members of the Environmental Scrutiny Committee
Members of the Community & Adult Services Committee

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