

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.

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.

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.

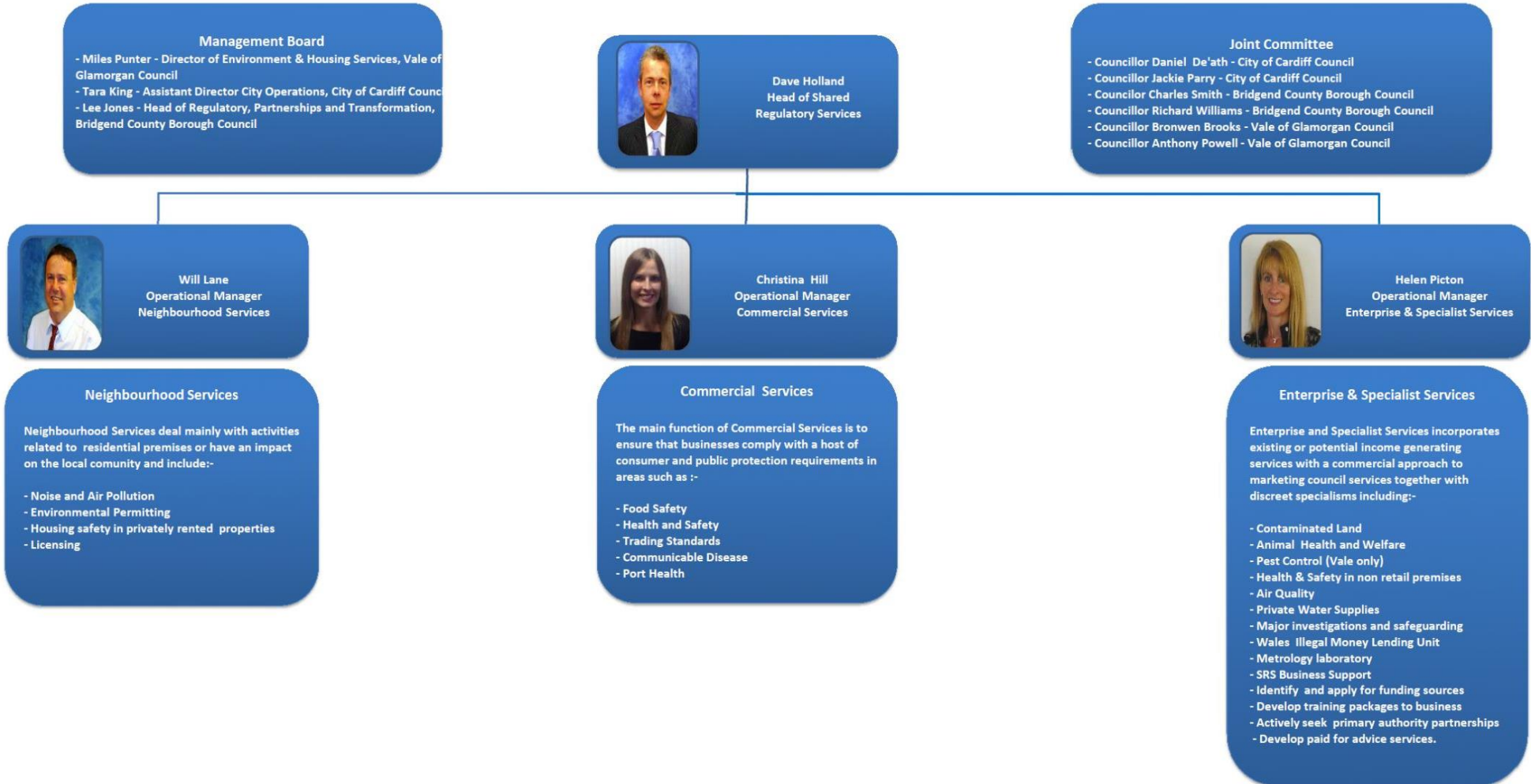
Our new model of delivery sees all these services delivered across three service delivery sectors known as Neighbourhood Services which deals with activities relating to residential premises or having an impact on the local community, Commercial Services which deals with activities relating to business 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



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Structure and Governance Arrangements



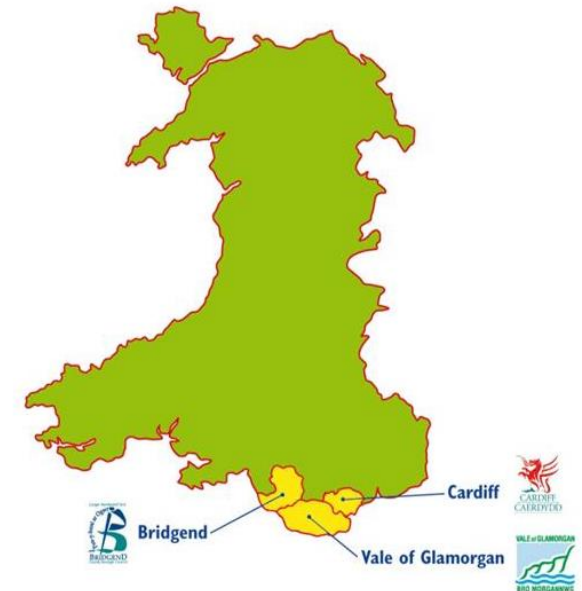
2.4 Area profile

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	City of Cardiff Council	Vale of Glamorgan Council
Awaiting approval of Corporate Plan	Awaiting approval of Corporate Plan	Awaiting approval of Corporate Plan

Table 1

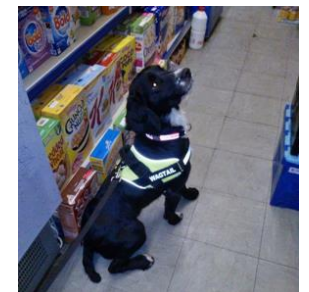
4. Achievements

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 pfg 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

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.

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).

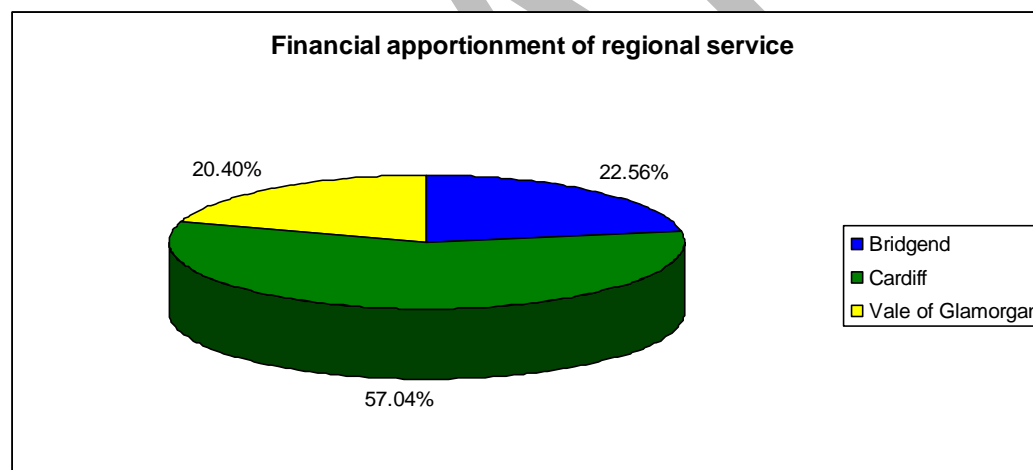
Welsh measures – The Welsh Language (Wales) Measure 2011 places duties on local authorities to comply with a number of Welsh language standards, the main principles being that the Welsh Language should be treated no less favourably than the English language and persons in Wales should be able to live 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

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		
	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
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	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'	
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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
	<p>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.</p>	
	<p>Deliver interventions to protect the environment through regulation of industrial processes via the Environmental Permitting regime.</p>	
	<p>Control the numbers of stray dogs and horses in the region through the provision of animal warden services.</p>	
	<p>Work with partners to reduce the environmental impact of young people in our communities.</p>	
<h2>Supporting the local economy</h2>		
	<p>Support business through the delivery of advice and education services.</p>	
	<p>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.</p>	
	<p>Support the economic development of the region by contributing to the planning process through the provision of advice and information on planning applications.</p>	
<h2>Maximising the use of resources</h2>		
	<p>Review and standardise policies and procedures across SRS undertaking process redesign and applying lean thinking techniques and best practice.</p>	

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