Vale of Glamorgan Council
Service Plan 2016-2020

Delivering our vision for the Vale of Glamorgan
'Strong communities with a bright future'

Service Area	**Shared Regulatory Services**
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Director	**Miles Punter** Director of Environment and Housing
Cabinet Member	**Cllr. Bronwen Brooks** Cabinet Member – Housing, Building Maintenance and Community Safety
Date signed off	26th April 2016

1. Introduction

The Shared Regulatory Services forms part of the Environment and Housing Directorate together with Visible Services and Transport and Housing and Building Services. The Directorate delivers a range of services including public protection, managing and improving council housing, cleansing and waste management, managing the highway network, our parks and public spaces and ensuring the provision of public transport as well as new highway and transport schemes.

1.1 About our Service – Shared Regulatory Services

The Shared Regulatory Services is a collaborative service formed between Bridgend, Cardiff and the Vale of Glamorgan Councils on 1st May 2015. The Service provides a diverse and comprehensive range of services 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 the health and well-being of local people as well as the local economy. Our broad functions are:

- **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.
- **Licensing** - determines applications for the grant, renewal, variation and transfer of many different authorisations that are the responsibility of 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.
- **Food Safety** - 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.
- **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 Management** - protects public health by controlling and preventing cases and outbreaks of infectious disease. This is achieved by investigating outbreak cases of communicable disease, providing and reviewing advice and guidance on infection control, providing training on food hygiene, nutritional and infection control, and leading on local and national communicable disease surveillance programmes.
- **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.
- **Pollution Control** - 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 also 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.

1.2 The Purpose of Our Service Plan

This plan identifies how we will contribute towards achieving the Council's vision – **'Strong Communities with a bright future'**.

Our service plan outlines key priorities for the next four years and how we will manage our resources to deliver these. The plan gives an overview of our service; what we aim to achieve, how we will monitor progress and what success will look like.

It is important that the Shared Service contributes toward and upholds the Council's values and our service is committed to delivering its priorities within the context of those principles.

- **Ambitious:** Forward thinking; embracing new styles of working and investing in our future.
- **Open:** Open to different ideas and being accountable for the decisions we take.
- **Together:** Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.
- **Proud:** Proud of the Vale of Glamorgan: proud to service our communities and to be part of the Vale of Glamorgan Council.

Our Council's priorities are contained in the Corporate Plan 2016-20 and are expressed as well-being outcomes and objectives. These have been decided upon following consultation with key stakeholders including citizens of the Vale of Glamorgan. Our well-being outcomes and objectives are:

Well-Being Outcome	An Inclusive and Safe Vale	An Environmentally Responsible and Prosperous Vale	An Aspirational and Culturally Vibrant Vale	An Active and Healthy Vale
Well-Being Objective	Reducing poverty and social exclusion.	Promoting regeneration, economic growth and employment.	Raising overall standards of achievement.	Encouraging and promoting active and healthy lifestyles.
Well-Being Objective	Providing decent homes and safe communities.	Promoting sustainable development and protecting our environment.	Valuing culture and diversity.	Safeguarding those who are vulnerable and promoting independent living.

The well-being objectives illustrate the contribution Council services will make to achieving the Well-being Goals for Wales. The Well-being Goals have been established to ensure all relevant bodies in Wales are working towards the same vision as part of the Well-Being of Future Generations (Wales) Act 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. The Act is intended to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The contribution our service will make to the well-being goals is highlighted throughout our service plan.

1.3 Developing Our Plan

Our planned actions are set for one financial year, are informed by, and reflect the environment within which our service operates. As well as contributing to the well-being outcomes and objectives from our Corporate Plan, our service has considered the following when drafting our plan:

- Shared Regulatory Services Business Plan 2016/17.(Our strategic document indicating how we will work across the region).
- The Environment & Housing Directorate's Annual Self-Assessment, which provides an overall position statement for the year, based on specific issues relating to performance, customer experience, and the use of resources (workforce, financial, ICT and assets).
- The financial budget for the service.
- The National Enforcement Priorities for Regulatory Services.
- The 2015/16 Internal Audit review of the service which provided "substantial" assurance in regards to the Shared Regulatory Service's governance arrangements.
- The Target Operating Model produced by Atkins Consultants Ltd and agreed by participants in Autumn 2014.
- The Joint Working Agreement signed by participant representatives on 10th April 2015.

2. Our Priorities for 2016-20

2.1 Corporate Plan Priorities

Our service will take the actions outlined below to contribute to the Well-being outcomes and objectives during 2016/17.

Well-being Outcome	Well-being Objective	Ref	Action	During 2016/17 we will:
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities	IS012	Introduce a rapid response system to protect vulnerable people from the activities of rogue traders (2019/20).	• Extend the rapid response system to protect vulnerable people from the activities of rogue traders • Equip older and vulnerable residents across the region to protect them from being affected by scams
WO1: An Inclusive and Safe Vale	O2: Providing decent homes and safe communities			• 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.
WO4: An Active and Healthy Vale	O8: Safeguarding those who are vulnerable and promoting independent living	AH16	Undertake an annual programme of targeted inspections at premises undertaking commercial activities that affect vulnerable people (for example care homes and food establishments in schools) 2019/20.	• 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 • Regulate the marketplace to ensure a fair, safe and equitable trading environment in which vulnerable groups are protected from harm • Investigate sporadic outbreak notifications of communicable disease and undertake necessary preventative action to reduce the spread

Appendix A contains the detailed plan that illustrates the actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to the way we will measure performance against our targets and the resources we will deploy.

2.2. Integrated Planning

Our service is committed to maximising the use of resources so that we can deliver sustainable and cost-effective services that best meet people's needs. In order to achieve this, we have identified a series of priorities 'enabling actions' that will support us in delivering the key outcomes identified in our Corporate Plan. The key areas of focus for our service will be:

Ref	Actions	During 2016/17 we will:
CP1	Deliver the Council's transformational change programme, Reshaping Services, to enable it to meet the future needs of citizens of the Vale of Glamorgan within the context of unprecedented financial challenges (2019/20).	• Review and standardise policies and procedures across SRS undertaking process redesign and applying lean thinking techniques and best practice • 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 and Emergency Out of Hours Service for all core functions of the Service across all three authorities • Review fees and charges across the service.
CP2	Align the workforce plan to the Reshaping Services strategy ensuring staff have the necessary skills and training to adapt to the changes in how services are planned and delivered.	• Review and strengthen the performance management and support arrangements in relation to sickness absence within the service. • Deliver our key workforce development priorities for the coming year as outlined in Appendix B (WRS1-WRS4).

Appendix B contains the detailed plan that illustrates the enabling actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to how we will maximise our key resources through integrated planning in order to achieve our priorities.

3. How We Work & Our Resources

The following section sets out how we will manage our resources to achieve the actions in our service plan and support our service.

3.1 Sustainable Development

The Well-being of Future Generations (Wales) Act puts in place a 'sustainable development principle' that tells organisations how to go about meeting their duty under the Act:

"You must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, by taking account of the sustainable development principle".

The sustainable development principle means considering how actions are taken to support continuous improvement by:

- Looking to the **long term** – for us this means planning for the future and taking a strategic approach to ensure services are sustainable and that we understand the future need and demand for services.
- Taking an **integrated** approach – for us this means thinking about the needs of our customers and working with our partners.
- **Involving** the population in decisions – for us this means engaging with our residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform our thinking.
- Working in a **collaborative** way – for us this means recognising we can achieve more and deliver better services by working as part of a team, for example by working with the Third Sector, Town and Community Councils and neighbouring authorities.
- Understanding the root causes of issues and **preventing** them – for us this means being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.

These considerations are reflected in the actions we will take as a service to deliver the Council's priorities.

3.2 Integrated Planning – Managing Our Resources

The following provides a summary of the key priorities for the coming year. The following information has been taken from existing reports including our Workforce Plan 2016-20, sickness absence and staff turnover reports, budget reports and the service Asset Management Plan.

Workforce Development

Key Service Statistics (2014/15)					
Average headcount 2016/17	FTE 2016/17	Average days sick	Average days sickness per FTE	Turnover (no of leavers)	PDR completion rate (2015/16) (%)
181	181.62	As at 31st January 2016, the average days sickness absence, based upon a 10 month figure was 7.61 which is comparable with the Council average of 7.79.		Due to the restructure, the SRS was not in scope for 2015/6 PDR process.	

In line with corporate direction we will continue to review and strengthen the performance management and support arrangements in relation to sickness absence within the service.

It is important that we develop and maintain a workforce capable of meeting future service needs, both in terms of the numbers employed and the competency required of those employees. Our key workforce development priorities for the coming year are as follows:

- Undertaking 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.
- Supporting staff to develop the broad skillset required for the new ways of working. The new Service covers three local authority areas and some staff have seen their responsibilities extend across all three. The staffing structure is leaner, placing greater demands on staff. Flexible working arrangements will be put in place to enable people to fulfil their responsibilities in a way that supports their wellbeing and achieves the aims of the Service in an efficient way.
- Implementing arrangements for regular performance reviews to identify personal objectives and assess training needs for staff.
- Encouraging Professional Development (CPD) by offering officers opportunities to attend a wide range of training courses, seminars, meetings and briefings to help maintain competency and improve technical, legal and administrative knowledge.
- Introducing 'in house' technical training days to increase awareness of related enforcement activities and enhance the skills base of our workforce.

ICT

We continue to use ICT to work smarter and more flexibly. Our significant projects for the coming year are:

- Continue to develop opportunities for innovative ICT based technical mobile working practices. 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.
- Develop a common ICT infrastructure across the Partner sites to allow staff to connect regardless of location. This will extend the capability of staff as the new database is implemented.
- Continue to align 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.

Database
- Transition to a new single database that will require the consolidation of the four existing databases into one instance; this project is integral to the success of the Shared Service. We plan to operate the new database from 1st April 2017.

Archiving and Migration

- As we move toward one shared database for the Service, we need to identify what data can be archived and what data needs to be migrated into the new system. The emphasis must be on taking across the minimum amount of data necessary for service delivery.
- There will be a rigorous appraisal of all data and the requirement to retain it.
- We will devise a strategy to store the data we want to retain and carrying over the data we need for live cases and risk assessment purposes.
- We will work with the new database provider to migrate the content we need to keep
- Built into this phase will be extensive training how to use the archive and for the new database.

Code Dictionary

- Moving to the new database means the Service will have to align their data to a single, unified code dictionary. This is a sizeable task as any data identified for migration will need to be aligned to this new code structure.

Agile Working

- Implementing the new database will allow the service to move to a fully agile way of working. As the new solution is developed and data moves across we can look at mobilising staff with additional tools to enhance agile working.

Finance

The budget for our service area is £9,187,000.

Assets

In line with the Corporate Strategy, we are focussing on ensuring the suitability and sufficiency of our assets to meet service and corporate objectives by targeting any underperforming assets; reducing the amount of accommodation used to deliver services; and identifying opportunities to provide multiple service delivery from an asset (co-location). Our key areas of focus for 2016/17 are:

- Agile Working - We are committed to developing an agile, mobile workforce and a flexible, accessible service. Embracing technology allows us to work smarter across the region and reduce the Service's accommodation footprint that is at the core of the objectives and future success of the Service.

Procurement

In line with corporate guidance, we are committed to promoting effective procurement using innovative, sustainable and modern practices to deliver value for money and contribute to the achievement of corporate well-being outcomes. Our significant project for the coming year is to procure a single "primary IT database" that can be used across all authorities.

Consultation and Engagement

We proactively engage with our key stakeholders with a particular focus on leading the way in safeguarding the health, safety and economic wellbeing of the region by placing the needs of the customer and communities at the heart of service delivery. Highlighted below are our planned activities for the coming year.

Consultation Activity Planned 2016/17	Brief Description of the Purpose of the Consultation
Business Plan consultation	Gain approval of the Shared Service Business Plan (May 2016)
Staff service update events (quarterly)	Regular events to update on progress and achievements, share best practice and disseminate training (May 2016)

Collaboration and Partnerships

We continue to explore and promote opportunities for working collaboratively locally and regionally in order to deliver improved services for customers and deliver savings. Highlighted below are our planned activities for the coming year.

Activity Planned 2016/17	Brief Description of the Purpose and intended outcomes from the Partnership/ Collaborative Activity	Governance Arrangements and Details of Partners
Continuation of Shared Regulatory Services implementation programme	Alignment and development of ICT unified presence software	ICT Programme Board with representation from all participants in the form of ICT HoS from each (B,C,V)
SRS Management Board Meetings	To manage and maintain participant relationship and direct the development of the services Business Plan	HoS and Directors from participating authorities
Joint Committee Meetings	To manage and direct the implementation of the Joint Working Agreement on behalf of participants with the purpose of achieving financial efficiencies, sharing resources and to deliver a sustainable and resilient service.	Executive members, two from each participant with delegated regulatory service functions (executive and non-executive as specified in the Joint Working Agreement only).

Risk Evaluation

Highlighted below are our key risks as a service over the coming year. In identifying these risks, we have also shown how we plan to manage them.

Risk	Likelihood Score	Impact Score	Mitigating controls
The positioning of Shared Regulatory Services under a host authority, together with unique branding may result in the Service becoming	3	3	The Service will remain relevant to all 3 authorities through links into Corporate Plans of 3 authorities. Links maintained with members and

divorced from its constituent Councils or marginalised			senior officers. Successes of the new service promoted.
The complexities of resource allocation may result in a lack of understanding and misalignment of resources	2	2	Dedicated accountant appointed for the Service. Governance arrangements in place to address lack of understanding. Review and standardisation of financial processes ongoing.
The changes required to develop the Service will affect the Service's capabilities to deliver "business as usual" and affect performance levels.	3	3	Good communication in place and change management principles adopted. Work streams in place to develop various areas of change.
Failure to ensure consistency in delivery across the 3 areas.	2	2	Work streams created to review policies and procedures with a view to improvement and harmonisation.
Inability to realise target income.	3	3	Within the structure, the focus of one team is on identifying and maximising income and future funding streams and work is underway.
Failure to identify and resource staff learning and development needs	3	3	The service will develop and implement of a workforce development plan and learning and development plan.
Insufficient resource and capacity to deliver planned services.	3	3	The Service is examining new ways of prioritising services and using risk based approaches to activities in line with reduced resources.
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.	3	3	ICT work stream established and review of the database is currently underway with a view to implementing systems that support collaborative and agile working.
The inability to implement mobile working solutions that enhance the efficiency of staff may result in a lack of capacity to achieve targets.	3	3	ICT work stream established and agile working is a key priority for the group. Laptops and mobile devices are being rolled out to staff with additional training on their use.
Inability of staff and managers to adapt to a new working environment	3	3	Work is underway in developing the organisational culture through an

and culture of agile working.			employee charter setting out service expectations for staff and managers.
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.	3	3	Communications and Marketing Work stream in place. Work underway in developing Communications and Marketing Strategy.
Failure to develop flexible working arrangements	3	3	Review of flexible working conditions is currently underway.
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.	3	3	Protocol for sharing data has been developed.
Failure to properly resource support provided from outside the Regulatory such as FOI, invoicing, complaints etc. will affect service provision.	3	3	A set of protocols are currently being developed.
Insufficient capacity within the Service could lead to an inability to meet the requirements of the Welsh Measures Standard.	3	3	Work stream in place exploring requirements of the Welsh Measures across three authorities with a view to implementation.
Implementation of new legislation such as Environmental Permitting Regulations may create additional demands on service delivery.	3	3	Workloads reviewed and monitored and resources applied accordingly.

Scoring Service Risks	
Likelihood Score	Refers to how likely it is that the risk will occur, that is, the probability of the risk happening. The scoring ranges between 1 and 4, with 1 being very unlikely, 2 - possible, 3 - probable and 4 being almost certain to happen or has already happened.
Impact Score	Refers to what the impact would be if the risk occurred. Again the scoring ranges between 1 and 4, with 1 being low, 2 - medium, 3 - high and 4 being catastrophic. Impact would include things such as financial costs, public wellbeing, environmental/ social impact, damage to reputation, health and safety etc.

Appendix B contains the detailed plan that illustrates the enabling actions we will undertake in the coming year to deliver our priorities. The action plan includes information relating to how we will maximise our key resources through integrated planning in order to achieve our priorities.

Appendix A

Shared Regulatory Services Action Plan 2016/17

Well-being Outcome 1: An Inclusive and Safe Vale		Objective 1: Providing decent homes and safe communities		

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
Our Ways of Working	Long Term		Integrated		Involving	Collaborative	Preventing

Ref	Action	Outcome & Key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
IS012	Extend the rapid response system to protect vulnerable people from the activities of rogue traders.	• Community engagement events in areas of greatest vulnerability to encourage intelligence on rogue trading activities.	Number of victims assisted in the region.	Helen Picton	April 2016	July 2016	Major Investigations and Safeguarding Team (MIST)
		• Create a Memorandum Of Understanding (MOU) between SRS and South Wales Police (SWP) for dealing with incidents of doorstep crime.	--		July 2016	Nov 2016	MIST
		• Training sessions on MOU will be delivered to Council and SWP call handlers and frontline staff.	No. victims of rogue traders assisted and amount of money recovered / prevented from being lost		Sept 2016	March 2017	MIST
		• Successful operation of rapid response system across the region			April 2016	March 2017	MIST
IS012	Equip older and vulnerable residents across the region to protect them from being affected by scams.	• Create a MOU between SRS, Wellbeing Directorates and South Wales Police for providing support in scams prevention.	--	Helen Picton	April 2016	Sept 2016	MIST
		• Conduct a programme of prioritised support visits to older and vulnerable residents.	No. supported and amount recovered / prevented from being lost		April 2016	March 2017	MIST
		• Seek funding to assist successful intervention in this area of work, e.g. in the provision of call blockers.	-		August 2016	Sept 2016	MIST
WBO1 Obj 2	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.	Air quality /noise pollution mgt. complies with regulations to protect Vale residents. • Review and monitor air quality across the Vale in line with statutory requirements. • Investigate noise complaints and enforce statutory requirements.		Helen Picton Will Lane	April 2016 April 2016	March 2017 March 2016	

Well-being Outcome 4: An Active and Healthy Vale	Objective: Safeguarding those who are vulnerable and promoting independent living

Well-being Goals	A Resilient Wales	A Healthier Wales	A More Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture & Thriving Welsh Language	A Prosperous Wales	A Globally Responsible Wales
Our Ways of Working		Long Term		Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
AH16	Deliver food safety interventions in accordance with the food law Code of Practice.	Adopt Food and Feed Law Enforcement Plan 2016/17 In partnership with Communicable Disease, explore and trial more proactive approaches to the detection and management of food businesses associated with foodborne illness. Review of the food hygiene rating scheme in the VOG from 2010-2015.		Christina Hill	April 2016 April 2016 April 2016	May 2016 March 2017 December 2016	Activities will be undertaken by Commercial Services and Industry Team.
AH16	Deliver health and safety interventions in accordance with the requirements of the Section 18 Health and Safety at Work Etc. Act.	Secure approval 2016/17 Section Health and Safety Service Plan Develop, prepare and deliver the Managing Health and Safety in Residential Care Homes Project		Christina Hill	April 2016 May 2016	May 2016 March 2017	Activities will be undertaken by CDHS and Industry Team.
AH16	Regulate the marketplace to ensure a fair, safe and equitable trading environment in which vulnerable groups are protected from harm.	Age restricted test purchases for a range of products, including alcohol and tobacco.	Number of test purchases attempted.	Christina Hill	April 2016	March 2017	Activity carried out by the Trading Standards Team.

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		Create a responsible retailer training package for delivery to local businesses with a view to avoiding underage sales in the future.	--	Helen Picton	May 2016	July 2016	Course will be developed and delivered by the Industry Team.
		Market responsible retailer training to local businesses.	Number of places sold on responsible retailer training.	Helen Picton	Sept 2016	March 2017	As above.
AH16	Investigate sporadic outbreak notifications of communicable disease and undertake necessary preventative action to reduce the spread.	Secure approval of the Communicable Disease Business Plan Committee 2016/17.		Christina Hill	April 2016	August 2016	Activities will be undertaken by CDHS and Industry Team.
		Develop and extend infection control training in Early Years Settings			April 2016	March 2017	
		Deliver a Safe Tattooing and Body Piercing Business Forum to ensure consistent compliance with infection control legislation			April 2016	March 2017	

Integrated Planning

Our Ways of Working	Long Term	Integrated	Involving	Collaborative	Preventing

Ref	Action	Outcome & Key Milestones 2016/17	KPI (where relevant)	Officer Responsible	Start Date	Finish Date	Resources Required
CP1	Review and standardise policies and procedures across the Shared Regulatory Service undertaking process redesign, applying lean thinking techniques and best practice.	Outcome - Minimal process differences, time and cost savings and staff more able to work across regions more effectively with increased capacity and more effective deployment of resources. Key milestone: Understanding of 'as is' state, and existing policies collated, prioritised and standardised.		Management Team	April 2016	March 2017	-Policies and procedures work stream -Dedicated resources for work stream lead to call on -Working group with necessary skills and expertise -Engagement of staff -Delegation of roles and responsibilities.
CP1 WRS1 RRS1	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.	Outcome - Multi skilling of staff, increased capacity and resilience to deliver service and efficiency gains out in the field in relation to time and costs associated with carrying out tasks. Key milestone: Core Service document revised to inform Business Plan, Team Plans and Workforce Development Plan.		Christina Hill	June 2016	March 2017	- Training work stream - Dedicated resources for work stream lead to call on working group with necessary skills and expertise - Engagement of staff - Delegation of roles and responsibilities.

CP1 WRS2	Develop a performance management framework for the Service based on outcomes	Outcome -Defined menu of services that are focused on a more demand driven service Key milestone: Complete a service demand analysis and revise the core service document		Helen Picton	May 2016	March 2017	- Performance work stream - Dedicated resources for work stream lead to call on working group with necessary skills and expertise -Engagement of staff -Delegation of roles and responsibilities.
CP1 RRS2	Develop improved methods of engaging with our customers and stakeholders in order to identify their needs and expectations and ensure services are marketed effectively.	Outcome -Customers and stakeholders are aware of and understand the service aims. Key milestone: Create and publish service engagement (communications and marketing) strategies.		Helen Picton	June 2016	March 2017	- Marketing work stream including representation across the three Councils -Dedicated resources for work stream working group with necessary skills and expertise -Engagement of staff -Delegation of roles and responsibilities.
CP1 RRS3	Implement detailed accommodation brief and minimise office accommodation.	Outcome - Service office footprint reduced; staff fully agile and working from hubs and community touch down spots. Key milestone: 'as is' state mapped, roles prioritised for office accommodation as required (those working from multi-locations lowest priority for fixed space), decanting plans mobilised.		Christina Hill	April 2016	March 2017	-Accommodation work stream including representation across three Councils -Dedicated resources for work stream lead to call on working group with necessary skills and expertise -Engagement of staff -Delegation of roles and responsibilities -Monitoring of dependencies with ICT work streams.

CP1	Develop and implement an Emergency Out of Hours Service for all core functions of the Service across all three authorities.	Outcome – Common response regime for the region. Key milestone – adoption of new working practice.		Will Lane	April 2016	March 2017	-Working group with necessary skills and expertise -Engagement of staff -Delegation of roles and responsibilities.
CP1	Review fees and charges across the service.	Outcome – common fee setting protocols in place for the region. Key milestone – Adoption of "toolkit" approach to fee setting.		Dave Holland	Sept 2016	March 2017	Working group with necessary skills and expertise -Engagement of staff -Delegation of roles and responsibilities.
CP2	Review and strengthen the performance management arrangements in relation to sickness absence with the service.	Reduction in sickness absence rates in line with 2016/17 targets.	No. of days/shifts lost due to sickness absence (RS/M009)	Dave Holland	April 2016	March 2017	Officer time/ within existing service resources
WRS3	Introduce and use a Workforce Development Plan for Shared Regulatory Service.	Outcome: A Plan to deliver the future workforce that encompasses - Organisational Culture - Leadership and management - Skills development - Recruitment, retention and progressing. - Communication and employee engagement - Employee performance management Key milestones: Completion of Workforce Development Plan.		Christina Hill	July 2016	March 2017	Business development team.

WRS4 FIN1	Continue to respond to budget savings targets as required.	Year on year savings targets for 2016/17 achieved.		Miles Punter	1st April 2016	31st March 2017	Within the context of existing savings
PRS1 RRS4	Procure a new single "primary IT" database	Outcome: A single database. Key milestones: Service can remotely access one database from multi-locations including hubs and touch down spots.	Spend against approved budget (revenue)	Helen Picton	April 2016	March 2017	Business development team.
AMRS 1/RRS 5	Reduce service footprint.	Outcome: Rationalise office accommodation and move to agile working. Key milestone: Office space reduced, service operating from 3 regional hubs, agile workforce operating within communities and touch down spots.	Proportion of operational buildings that are suitable for their current use	Christina Hill	July 2016	March 2017	Business development team.
ITRS1 RRS6	Develop a common ICT infrastructure across the Partner sites.	Outcome: Enable agile working, with staff able to access to primary ICT systems regardless of location. Key milestone: ICT infrastructure installed across hubs, service has full agile capabilities.		Helen Picton	April 2016	August 2016	SRS ICT PM, Bridgend IT lead, Cardiff IT lead, Vale IT Support.

ITRS2	Implementation and update of Lalpac in Cardiff Licensing.	Outcome: Cardiff - update the software and migrate data into new system. Train staff and implement. Key milestone: Staff can use the new software in Cardiff.		Will Lane	April 2016	December 2016	OM Neighbourhood Services, Licensing TM Cardiff, Cardiff IT.
ITRS3	Implementation and update of Lalpac in SRS.	Outcome: Update the Vale software and migrate data into new system. Migrate Bridgend data to create one system. Train staff and implement. Key milestone: All staff can use single licensing software.		Will Lane	Oct 2016	April 2017	OM Neighbourhood Services, Licensing TM's x2, Cardiff IT, Vale IT, Bridgend IT, SRS ICT PM.
ITRS4	Deliver Website Phase 2.	Outcome: The second phase development of the SRS website. Train staff in Content Management System. Key milestones: Primary Authority service available on the SRS website. Current content developed and broadened.		Helen Picton	April 2016	Sept 2016	SRS Business Support, OM - Enterprise and Specialist Services
ITRS5	Implement one telephone number for the Service.	Outcome: One telephone number for the Service Key milestones: The SRS "one number" integrated within C1V and the service.		Helen Picton	April 2016	May 2016	SRS Business Support, Vale C1V, Bridgend Contact Centre

ITRS6	Rollout of Presence software (ICT Agile).	Outcome: Initial trial of Presence software followed by rollout to all service staff. Key milestone: Staff can communicate remotely.		Will Lane	April 2016	Sept 2016	Vale Networks, SRS Service staff
ITRS7	Rollout of ICT Telecoms.	Outcome: Investigate how we can improve the telecoms of agile staff (Cisco Communicator). Trial initially followed by rollout to staff. Key milestone: Staff pick-up calls on their laptops		Will Lane	April 2016	Sept 2016	SRS ICT PM, Vale IT Networks, SRS Service staff
ITRS8	Create Governance structure for the Archiving and Migration project.	Outcome: Robust governance structure for the Archiving and Migration project. Key milestone: Governance structure and management reporting lines in place.		Helen Picton	April 2016	Sept 2016	SRS Management team, SRS ICT PM, PPC (Pubic Protection Cymru) Project Board, Bridgend IT lead, Cardiff IT lead
ITRS9	Create SQL mirror to ensure archived data is secure (Archiving and Migration).	Outcome: Create SQL mirror to test feasibility of archiving solution. This will hopefully reassure the Service that archived data is secure and accessible and they do not need to migrate everything. Initial migration training from Tascomi. Key milestone: SQL mirror created, robustly tested and assessed		Helen Picton	April 2016	Nov 2016	SRS ICT PM, Vale IT, Bridgend IT, Cardiff IT, Tascomi, SRS Management team, SRS Service staff, Senior ICT Officer (Database Administrator),

ITRS 10	Carry out an evaluation of data and identify what needs to be archived/ migrated.	Outcome: Conduct rigorous appraisal of all data and the requirement to retain it (migrate) or archive it. Collate against code dictionary. Key milestone: Appropriate data migrated		Helen Picton	April 2016	August 2016	SRS Management team, Working groups from SRS Service staff. All staff will be involved in this project. Staff MUST BE AVAILABLE for this project to be a success.
ITRS 11	Develop a strategy for data archiving.	Outcome: Devise a strategy to store the archive data. Create archive(s) - based on areas / data identified in Data Evaluation stage Key milestone: Archive created as per plan		Helen Picton	May 2016	Oct 2016	SRS ICT PM, SRS Management team, SRS Service staff, Senior ICT Officer (Database Administrator), Bridgend IT lead, Cardiff IT lead
ITRS 12	Migrate data into Tascomi and carry out testing.	Outcome: Migration of data into Tascomi. Test data during migration phase. Key milestone: Data migrated and tested successfully.		Helen Picton	July 2016	Jan 2017	SRS Management team, Senior ICT Officer (Database Administrator), Bridgend IT lead, Cardiff IT lead. Working groups from SRS Service staff. All staff will be involved in this project. Staff MUST BE AVAILABLE for this project to be a success.
ITRS 13	Rollout appropriate hardware to staff for agile working.	Outcome: Apply security controls to Tascomi, test agility of new system. ID rollout to staff. Key milestone: Rollout appropriate hardware to allow agile access		Helen Picton	Aug 2016	Jan 2017	Senior ICT Officer (Database Administrator), SRS Service staff

ITRS 14	Roll out training of new system to all staff and decommission Civica.	Outcome: Admin Training. Train the trainer. End user training. Implementation tested and signed off. Decommission Civica. Key milestone: Staff trained and implementation signed off.		Helen Picton	Sept 2016	March 2017	Tascomi, SRS Business Support team, SRS Management team, SRS ICT PM, Senior ICT Officer (Database Administrator)
AC10	Improve equality monitoring data so that services can make more informed decisions about service delivery	Accurate and timely data which informs proposals and decisions about service delivery. Key milestones: - Service collects and analyses data for use in EIAs and service improvements. - More data included in EIAs to inform decisions.		Dave Holland	April 2016	April 2017	Officer time/ within existing service resources