



Christina Hill  
Operational Manager  
Shared Regulatory Services

- Financial pressures
- Legacy Heads of Service Vision
- Improved Resilience
- Incoming Government(s)
  - New Legislation
  - Welsh Measures
  - LGR
- Increased customer expectations
- Technological Society



# ATKINS



Target Operating Model (TOM) – what a new service will look like



Business Case – the justification for change



Implementation Plan – the way to make the change



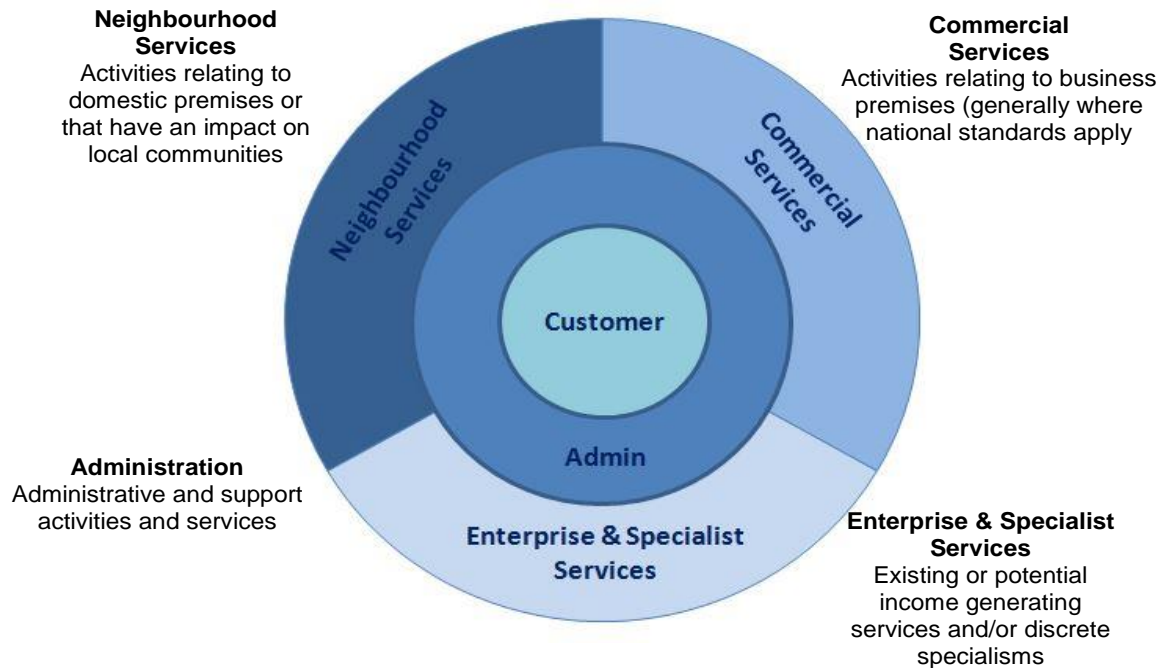
# Options

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

# The Aims of the SRS Project

- A fully integrated Regulatory Services function delivering Environmental Health, Trading Standards and Licensing across Bridgend, Cardiff, and the Vale of Glamorgan
- One management structure
- A robust, sustainable, collaborative service that is more resilient and better placed to meet both current and future demands

# Agreed Operating Model



## Creating the New Service

- **Autumn 2014** – Agreement of the respective Cabinets and Councils
- **Spring 2015** – Joint Working Agreement, Business Plan and Core Services Document agreed
- **April 2015** – Joint Committee established to oversee operation of the shared service



## Creating the new service

- **April 2015** – 1<sup>st</sup> Joint Committee meeting (Head of Service appointed)
- **May 2015** – Transfer of Bridgend and Cardiff staff to Vale of Glamorgan employment
- **Summer 2015** – Consultation with staff on new structure and posts
- **Autumn 2015** – Appointment of approximately 200 officers



# Governance Arrangements



Gwasanaethau  
Rheoliadol  
a Rennir

## Management and Governance Arrangements

### Management Board



Miles Punter  
Director of Environment and  
Housing Services  
Vale of Glamorgan Council



Andrew Jolley  
Corporate Director -  
Operational and Partnership  
Services  
Bridgend County  
Borough Council



Andrew Gregory  
Director  
City Operations  
City of Cardiff Council



Dave Holland  
Head of Shared  
Regulatory Services

### Joint Committee



Councillor Michael Michael  
City of Cardiff Council



Councillor Dhanisha Patel  
Bridgend County Borough  
Council



Councillor Hunter Jarvie  
Vale of Glamorgan Council



Councillor Jackie Parry  
City of Cardiff Council



Councillor David Lewis  
Bridgend County Borough  
Council



Councillor Anthony Hampton  
Vale of Glamorgan Council



Gwasanaethau  
Rheoliadol  
a Rennir



# Management Arrangements



Shared  
Regulatory  
Services

Gwasanaethau  
Rheoliadol  
a Rennir

## Management and Governance Arrangements



Dave Holland  
Head of Shared  
Regulatory Services



Will Lane  
Operational Manager  
Neighbourhood Services

### Neighbourhood Services

Neighbourhood Services deal mainly with activities related to residential premises or have an impact on the local community and include:-

- Noise and Air Pollution
- Environmental Permitting
- Housing safety in privately rented properties
- Licensing



Christina Hill  
Operational Manager  
Commercial Services

### Commercial Services

The main function of Commercial Services is to ensure that businesses comply with a host of consumer and public protection requirements in areas such as:-

- Food Safety (retail premises)
- Health and Safety
- Trading Standards (retail premises)
- Communicable Disease
- Port Health



Helen Picton  
Operational Manager  
Enterprise & Specialist  
Services

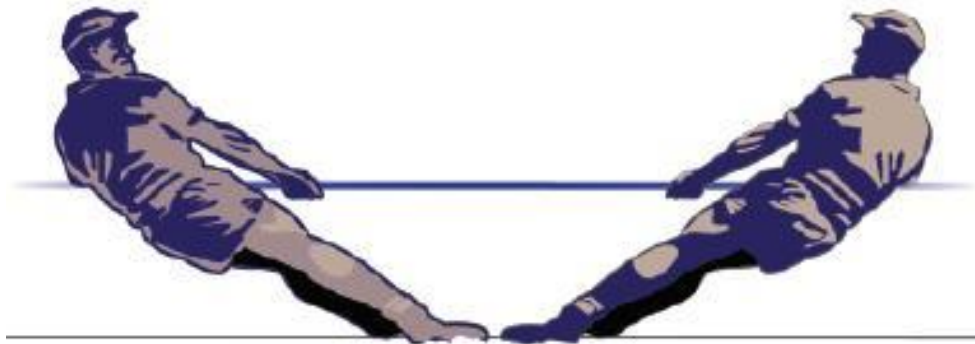
### Enterprise & Specialist Services

Enterprise and Specialist Services incorporates existing or potential income generating services with a commercial approach to marketing council services together with discreet specialisms including:-

- Contaminated Land and Air Quality
- Animal Health and Welfare
- Pest Control (Vale only)
- Health & Safety (Projects and events)
- Food Safety & Trading Standards (Non retail)
- Major investigations and safeguarding
- Wales Illegal Money Lending Unit
- Metrology laboratory
- SRS Business Support
- Advice and training Services
- Primary Authority Partnerships

**POSSIBILITY**

**CERTAINTY**

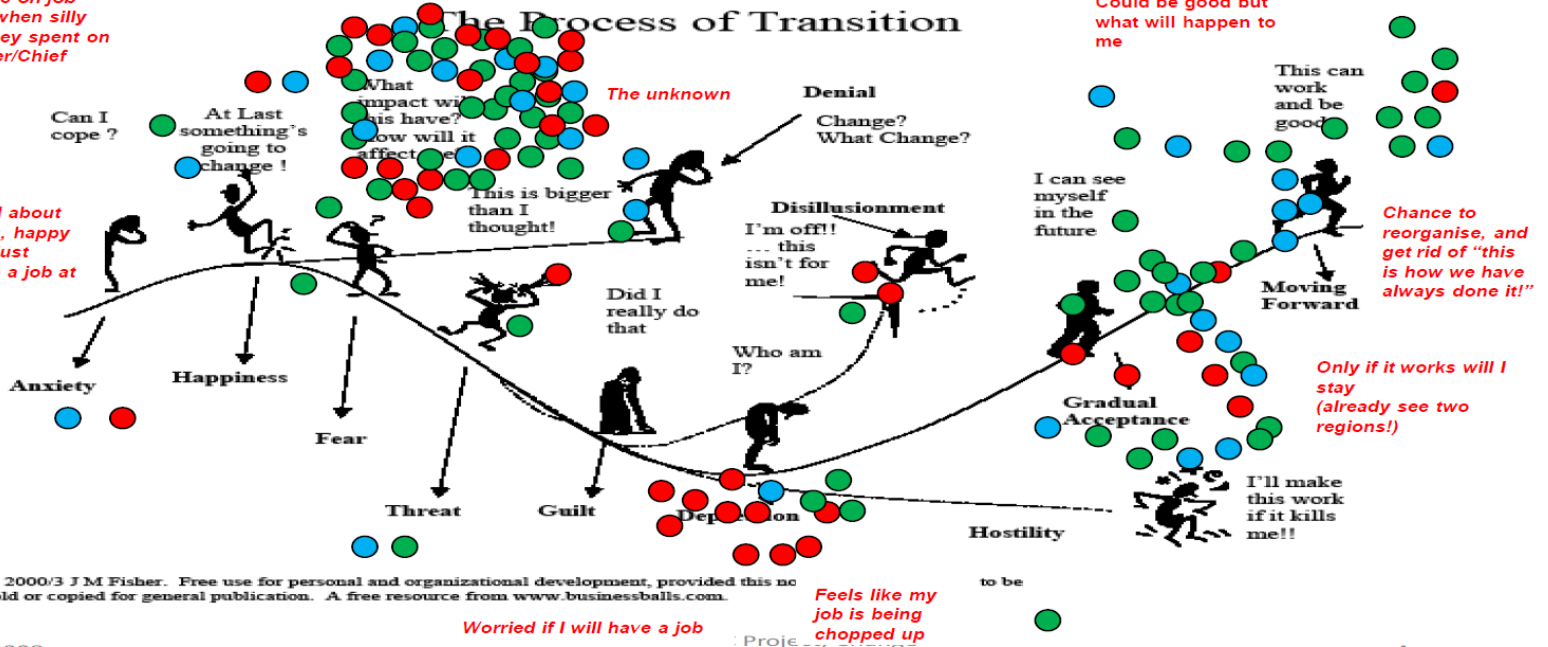


- Managing the political interface and links to corporate objectives
- Achieve the radical change envisaged in the Business Plan
  - 3 to 1
  - Manage service demand
  - Deliver improved services
  - Make effective use of technology
  - Speed of transition and change
- Leading people through the change process
- **Financial constraints**

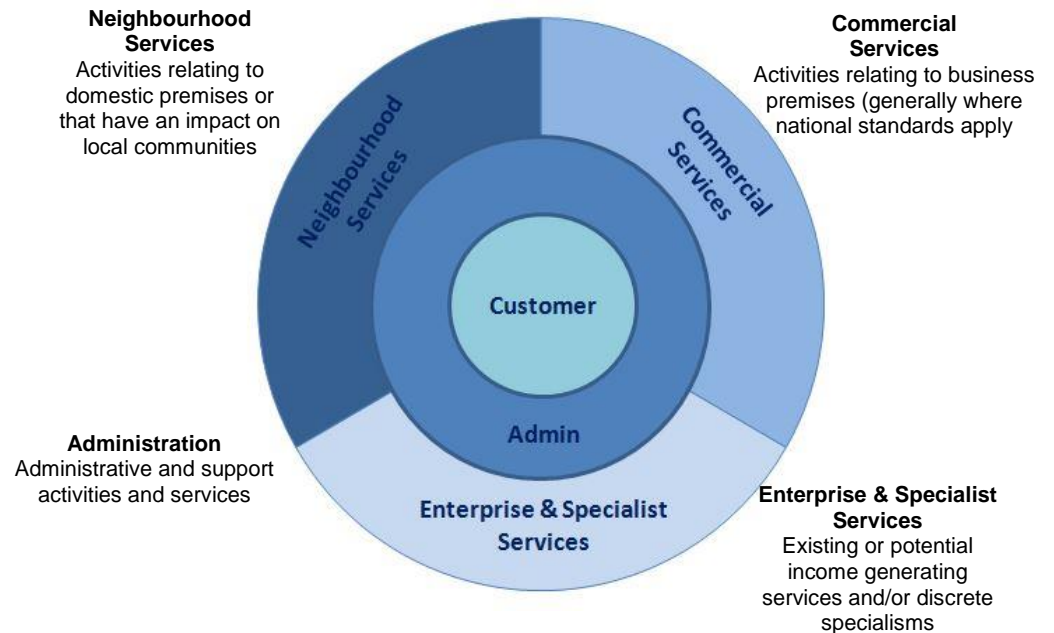
# With Change Comes Uncertainty

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

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



- People – right people in the right positions
- Processes – documented procedures to ensure consistent service delivery
- Performance measures – activities and targets linked to service objectives
- Places – accessible functional locations
- Technology – facilitate the change
- Commercial mindset



- Ensuring business plans remain aligned with the Corporate objectives of each Authority
- Working with:
  - The Shared Services Joint Committee and the Management Board
  - Three Licensing/Public Protection Committees
  - Three Cabinets
  - Scrutiny Committees







## A 'new' organisation doing things differently and more effectively

- Introducing more mobile and agile working using technology enabled options
- Officers developing new skills
- Adopting the best working practices from the three existing organisations
- Commercialising the service to generate income
- Expanding the service to other Councils
- Achieving further budget savings



# Critical Success Factors

- People — Competency and motivation to deliver the change
- Performance — Business as usual despite the change
- Processes — Systems harmonised where appropriate, workforce plans
- Pounds — Value for money, within budget and better
- Perceptions — What people think of us
- Place — Locations, relationships with customers
- Partners — Joint working, supporting common goals
- Positioning — Relevance
- Passion — Can do, want to

# Any Questions ?

