

## **Worcestershire Enhanced Two Tier Working**

# **Regulatory Services**

**Environmental Health, Trading Standards & Licensing**



## **Detailed Business Case Executive Summary**

**Version 3.2**

**November 2009**

## **Worcestershire Two Tier Regulatory Services Detailed Business Case**

### **Executive Summary**

**This document proposes a transformational two tier Regulatory Service in Worcestershire that will deliver significant improvement in services for Customers county-wide and benefits for the seven Partner Authorities**

#### **The vision:**

***'A fully integrated Regulatory Services function, more effectively focussed on businesses and consumers, with all partners operating within one Management Structure'***

#### **Business case Headlines**

- This business case is supported by a detailed financial model.
- It proposes the bringing together of 3 professional disciplines from the seven Worcestershire Councils and across two tiers of Local Government, into a unified transformational service provision.
- The preferred business model option offers a like-for-like revenue saving of £1.26 million (17.25% reduction on current direct service cost) largely achievable by year 3 however; a £440K saving is achieved in year 2 (2011/12).
- It should be possible to achieve savings in overhead costs in the medium to long term of up to 20% of current internal recharges (approximately £354k).
- It is intended that individual partner performance against the core National Indicators for these Regulatory Services will be maintained as a minimum. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire.
- The new service will utilise a centralised ICT system, linking directly into the Worcestershire Hub, enabling improved access to services and for our Customers across the region, with opportunity for continuous service improvement.

- This business model will enable Councils to achieve increased resilience, while facing the challenges and changing demands placed on the services, anticipated from Central Government in the medium / long term.

## **Outline of the proposal.**

The business case has been developed by the Regulatory Services project team which is made up from members of each of the seven Councils across Worcestershire. It builds upon the high level business case which was prepared in May 2009. This was the point at which the Worcestershire Chief Executives & Leaders Panels decided to authorise the creation of a detailed business case to inform a final decision.

This business case supports the development of a fully integrated Regulatory Service incorporating the three professional disciplines of Trading Standards, Environmental Health and Licensing, with all Partner service teams operating within a unified management structure. This will allow an integrated team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the communities of Worcestershire, while maintaining local responsiveness, choice and identity.

The proposed model focuses on service delivery by looking from the outside in – on our businesses and customers. Delivery of services through a unified service provision is considered by the project team members to be well placed to provide a much improved service to the end user by providing a central source for all Regulatory Services from a focussed and consistent service team.

This approach will also support the Comprehensive Area Assessments (CAA) in that this model will enable better results to be delivered by providing a more joined up approach to improving outcomes for local people and businesses.

The regulatory regime and culture of this service will be firmly based on the principles developed by Philip Hampton in his March 2005 report to Government "Reducing administrative burdens: effective enforcement and inspection". It will also provide a more joined up approach to the Worcestershire Local Area Agreement.

This model will contribute to the Local Better Regulation Office (LBRO) objective of "reducing regulatory burdens on businesses", whilst promoting and protecting the well-being of a modern, vibrant Worcestershire economy but recognising the importance of safeguarding the health, safety, environment and economic wellbeing of its citizens.

By utilising the Worcestershire Hub to deliver a number of the more day to day services directly to the customer, the unified Regulatory Service will be able to deliver an efficient and more effective service to Customers. More complex issues can be prioritised and channelled to more specialist areas of the unified Regulatory Service, such as dealing with air quality issues and fair trading to enhance the environment and economic development of Worcestershire.

It is likely that the already well established regional dimension of Trading Standards will enrich Environmental Health and Licensing services in a unified service structure. Equally the Trading Standards service will benefit from enhanced access to local services and groups such as Small Medium Enterprises and licensing groups.

## The key Drivers & Benefits

Ref: 'Section 7' (Drivers for Change) of the WETT Regulatory Services Detailed Business Case V10

From the outset the Worcestershire Chief Executives & Council Leaders have made it clear that any shared service must consider three key principles i.e.;

1. Service Improvement & Increased Efficiency
2. Cost Savings & Return on Investment
3. Centralised Service Delivery

Examples from the business case include:

- **Improved delivery to Customers** e.g. reducing the burden on business by avoiding duplication of inspections.
- **Resilience** e.g. improved capacity –through sharing of resources and ability to absorb financial pressure from Government spending reviews through service unification.
- **Savings** e.g. an accumulative direct cost saving of £1.26 million (approx. 17%) in realised savings between Partners.
- **Cost reduction through Efficiencies** e.g. eliminate duplication, overlap & redundancy in processes & working
- **Economies of scale** e.g. reduced management/support costs & overheads, rationalisation / re-use of estate and ICT integration
- **Consistent approach in service delivery** e.g. Policy alignment (customer perception is the key driver – common policy framework will have flexibility to meet local needs, Improvement in compliance and uniform process for "routine" regulatory work (where possible through the Hub).
- **Standardised performance, quality, policy & processes** e.g. reduction in incidents of failure through efficiency, standardisation of charges and fees and consistent approach to clients
- **Business transformation** e.g. shared resources – people, processes & systems, minimise geographic boundaries between services to customer and minimise political boundaries between services to the customer

## Scope

Ref: 'Section 6' (Scope) of the WETT Regulatory Services Detailed Business Case V10

The business case scope will contain the following for Regulatory Services.

Food Standards (labelling and composition) - Food Safety - Health and Safety – Metrology - Animal Health and Welfare (inc Dog Warden Service) – Licensing - Air Quality - LAPPC – Pollution Control - Contaminated Land - Nuisance investigations - Infectious Diseases - Product Safety - Fair Trading / anti rogue trader activities - Under age sales - Consumer & business advice - Environmental packaging - Public Health (burials, drainage, water supplies etc) - Health Promotion - Pest Control

## Finances & Cost Savings

Ref: 'Section 11' (Financial Analysis) and 'Financial Appendices (F1 - F11) of the WETT Regulatory Services Detailed Business Case V10

### Overview

Detailed financial modelling has been carried out to assess all proposed structural options against the aim of delivering at least a 15% saving against current direct expenditure budgets. Only Option 3 achieves this aim, returning a saving of 17.2% (£1,261,000) against current direct expenditure.

The proposed implementation approach delivers savings of £438,000 (6.0%) in Year 2 (2011/12), rising to £1,202,000 (16.4%) in Year 3 and the full £1,261,000 by Year 5 (2014/15).

Capital investment of £1.5 million is needed to achieve the proposed business model, of which £270k is to be potentially grant-funded by Improvement & Efficiency West Midlands and CLG. The business case delivers a return on investment (payback) against net capital expenditure by Year 4 (2013/14).

In addition to the target 17.2% saving against direct expenditure, it is anticipated that a saving of £354k (20%) against indirect (internal recharge) expenditure can be achieved, via self-managed efficiencies at individual authorities.

### Calculation of Future Costs and Savings

The aggregate direct gross expenditure on Regulatory Services across the seven County and District Councils in 2009/10 is £7.3 million. The largest component of this direct expenditure is employee costs (76% of aggregate direct costs), representing 165 full time equivalents (FTE).

The preferred "Option 3" projects an ongoing annual saving of £1,261,000 (17.2%) per annum (Table F1).

REGULATORY SERVICES – Option 3 Projected Direct Expenditure Savings (Table F1)	Current Expenditure 2009/10 £	Option 3 £
Employee costs	5,595,000	3,981,000
Premises costs	294,000	324,000
Transport costs	254,000	240,000
Supplies & Services costs	524,000	551,000
Other additional costs of Shared Service	0	360,000
Contractor costs	645,000	595,000
<b>TOTAL DIRECT EXPENDITURE</b>	<b>7,312,000</b>	<b>6,051,000</b>
Annual Saving (after implementation period)		<b>1,261,000</b>
Percentage Saving		<b>17.2%</b>

The direct expenditure savings under Option 3 are delivered through a reduction in headcount from 165 to 120 FTE. Reductions in management are achieved through the removal of duplication in line management, policy development and inter-authority liaison, while reductions in professional, technical and support staff are achieved through structural rationalisation and fundamental service transformation.

Non-pay costs have been reduced in those areas where savings are considered to be achievable through improvements in efficiency and procurement, and to reflect lower future headcount.

Specific ongoing additional costs have been included to cover service charges made by the host authority to the shared service (£250,000), ICT licensing and systems maintenance, additional accommodation costs, and increased capacity of the Worcestershire Hub Shared Service.

In addition to the target 17.2% saving against direct expenditure, it is anticipated that a saving of 20% against indirect (internal recharge) expenditure can be achieved, via self-managed efficiencies at individual authorities.

### Cash Flow and Return on Investment

Table F4 illustrates the forecast cash flow of Option 3, based on the proposed implementation approach.

Capital investment requirements of £1.5 million in total are largely ICT-related, based on the report of the Mouchel consultancy. Capital costs are to be partially funded by a contribution of capital grant (£270,000) from Improvement & Efficiency West Midlands and CLG.

In order to calculate the payback year, it is assumed that all net revenue savings available after interest financing costs are used to repay capital borrowing in the first instance. The potential revenue impact of capital borrowing is factored into the payback year calculation and is shown separately below, for clarity.

The model shows that payback of capital is achieved in Year 4, with a significant proportion of annual target savings (£1,234k being realised from Year 3 and the full impact of savings (£1,261,000) from Year 5 onwards.

REGULATORY SERVICES – Implementation Cash Flow (Table F4)	Current 2009/10 £'000	2010/11 Year 1 £'000	2011/12 Year 2 £'000	2012/13 Year 3 £'000	2013/14 Year 4 £'000	2014/15 Year 5 £'000
Base revenue budget expenditure	7,312	7,312	7,312	7,312	7,312	7,312
Annual planned (saving)/ additional cost	0	25	(843)	(1,261)	(1,261)	(1,261)
Transitional costs (revenue)	0	741	405	59	49	0
Net revenue impact of programme – (saving)/additional cost	0	766	(438)	(1,202)	(1,212)	(1,261)
Total Shared Service revenue budget expenditure	7,312	8,078	6,874	6,110	6,100	6,051
Capital expenditure (total £1.5 million)	0	557	671	275	0	0
IEWM capital grant (total £0.3 million)	0	(150)	(150)	0	0	0
<b>PAYBACK ACHIEVED</b>					<b>Year 4</b>	
Revenue impact of capital borrowing	0	0	51	117	152	152

## Governance

*Ref: 'Section 9' & 'Appendix 4' of the WETT Regulatory Services Detailed Business Case V10*

In developing governance options the project team received legal advice from Philip Kolvin QC, a Barrister well versed in licensing matters and Peter Keith Lucas QC, an expert on shared service governance in Local Government.

Following this advice the project team opted to appoint a joint committee of elected members to oversee all activity, with the seven authorities having delegated decision making and policy approval to that authority from the committee and officers of the joint service. This option is legally acceptable under sections 101 and 102 of the Local Government Act 1972.

In essence, the proposal is for a central management structure, reporting to the joint committee. The functions to be undertaken by the shared service include all aspects of licensing, environmental health and trading standards and follow the governance decision process shown in 'fig. G1' within the 'Appendix 9' of the WETT Regulatory Services detailed business case V10.

The overall impact of these provisions is that each local authority can delegate its functions to either the proposed joint committee or to the Head of the proposed Service.

The important caveat to all of the above is that the Licensing Act 2003 amended the Local Government Act 1972, adding section 101(15), the impact of which is that section 101 does not apply to the exercising of any function of a licensing authority under the Licensing Act 2003.

There does not appear to be scope to transfer the exercise of the powers outside the authority altogether; however it appears possible to second the appropriate level of resource from the shared service to the individual licensing authorities to undertake the specific licensing functions required by the 2003 Licensing Act. The model therefore proposes to retain the existing licensing committees as is.

The functions under the 2003 and 2005 Acts that must remain with the specific licensing authorities are listed below:

- decision making
- policy adoption
- decision to institute legal proceedings,
- determining an application
- inspecting and licensing taxis
- licensing enforcement

The Hackney Carriage provisions, sex shop licensing, street trading and tattooing regimes under the Local Government (Miscellaneous Provisions) Acts 1976 and 1982 are not subject to the same restrictions and are therefore able to be administered by any joint arrangements.

The decision making process is detailed in **Appendix 4** of the detailed business case V10.

## **Management & Staffing arrangements**

*Ref: 'Section 8 (Service Delivery Option Appraisal)' & 'Appendix 2' (Resource Allocation Summary) of the WETT Regulatory Services Detailed Business Case V10*

Teams will not all be co-located but will be dispersed across the County occupying existing accommodation used by present teams, with a move for staff to be increasingly home-based over time. Dispersed staff will be supported by new ICT applications capable of supporting mobile and flexible working. The host for the unified service will provide additional accommodation for up to 15 personnel i.e. the core management team and other professional Officers.

The detailed business case is built on three staffing options referred to as options 1, 2 & 3 within 'section 8' of the detailed business case (V10). Option 3 is the preferred option as it delivers the required transformation and savings. The proposed Regulatory employment model suggests an overall reduction in required Officer resources with leaner processes and transformation of service delivery being achieved at managerial, technical and administrative Officer Levels.

Where possible opportunities derived from natural wastage, through turn over and retirement will be taken in order to naturally reduce the surplus staff in an effort to minimise redundancies. Existing employees who are not appointed or transferred to a post in the new Regulatory Services will be considered where possible for re-deployment to a suitable alternative post in the constituent authorities if this practice is agreed by all constituent authorities.

The TUPE transfer to a central host will aim to bring together staff to consistent job descriptions and person specifications, and operate to a central job evaluation scheme. Whilst operational staff will continue to work from different delivery locations they will all be employees of the same host authority.

The priority in terms of initial implementation will be to appoint to the senior management posts within the structure.

It is envisaged that two geographical teams i.e. Business & Customer will operate North and South of the county and will deliver services, whilst a third team (Technical,) would retain responsibility for more specialised county-wide activities that, in the main, have business as the key client group, like Animal Health, Contaminated Land and Legal Metrology.

Licensing is treated as a separate team, integrating all aspects of licensing administration and enforcement from District and County. The project team are aware of the importance that District Elected Members place on their licensing functions and the work of the local committee. Placing the Licensing Manager at the appropriate level in the structure should reflect local member's perception of where licensing should sit, and help to ease any initial concerns that the change process envisaged could erode their ability to influence or have a role in decision making.

Finally, from an operational perspective, the preferred Option 3 service model shows a compact policy and support team for the purpose of providing expertise around issues such as marketing and communications, legal administration, IT systems and data control, and most importantly, policy development. This direct support will fall outside of the remit of the



host. This team will also be responsible for linking back to the districts around issues like planning applications.

The specific staffing figures, proposed reductions and associated costs / savings are contained within the Finances and Cost Savings section of this Executive Summary.

### **Performance**

*Ref: 'Section 13' (Performance & Workload), 'Appendix 2 (Resource Allocation Summary)' & 'Appendix 5 (Performance & Workload Data) of the WETT Regulatory Services Detailed Business Case V10*

**Regulatory Reform:** Over recent years and through The Hampton Regulatory Reform Principles there has been a significant shift from routine inspections to a more intelligence led and risk based approach that recognises inspections should only be undertaken according to need, and that a wider range of interventions such as training, auditing, mentoring and advisory visits should be used to gain compliance with the wide variety of legislation administered by these services.

By combining environmental health, licensing and trading standards into one integrated, county-wide regulatory service, there will be significant opportunities to improve the overall experience for the wide variety of customers interfacing with the unified service and to improve outcomes for consumers and legitimate businesses. This satisfies the WETT principle of improving performance for our key stakeholders.

**Current position:** Existing National Indicators against which local authorities are already required to report levels of performance provide a number of proxies;

- **NI14** (Avoidable Contact)
- **NI182** (satisfaction of businesses with regulatory services)
- **NI 183** (fair trading indicator calculated by reference to the number of businesses generating more than 3 complaints annually and the number of VAT registered businesses in the county)
- **NI 184** (compliance of businesses with food requirements)
- **NI190** (Achievement in meeting standards for the control system for Animal Health)

The national Indicators show there are some differences between district partners but spread across a relatively narrow range, supporting the view that there are not major performance differences between Worcestershire Councils.

**Service Standards and Performance Measures:** It is intended that individual partner performance against these National Indicators will be maintained as a minimum. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire and will help to address issues of inequality identified in the recent Place Survey. It will also ensure that partners can demonstrate the effective deployment of proposed regulatory resources to provide the optimum community benefit.

It is proposed that services will initially be delivered in accordance with current partner service standards with the aim of migrating as quickly as possible to uniform service standards. This approach may lead to a perception of a reduction in service performance for those Councils where resource levels are such that defined service standards are routinely exceeded because of the relationship between often small team sizes needed to ensure demand in specific service areas is fulfilled. This will be part of achieving greater efficiency in overall service delivery. It will be essential to ensure that this rationale is clearly communicated to customers.

The emergency response protocol operated by Trading Standards in relation to doorstep crime shows that a centralised organisation can be responsive to local needs and our long

term aim to retain a presence in both the North and South of the county should mean that such provisions will improve, not diminish.

Included in this work are responses to licensing issues, planning consultations and complaints etc, all of which will be in line with current standards but will be subjected to robust scrutiny as part of the business transformation programme. It is expected that through the adoption of 'LEAN' systems thinking, innovative business transformation and effective use of the HUB, this area of work has the potential to benefit from a significant increase in performance as measured by customer satisfaction.

The increased potential for self service where this is appropriate will both deliver a reduction in unnecessary contacts, resulting in improvements to NI14 (Avoidable Contact) and enhance the opportunities for customers to fulfil their needs more quickly and at a time of their choosing.

### **Hosting for the new Service**

*Ref: 'Section 10' (Hosting) & 'Appendix 9' (Report by Mouchel Re: Hosting evaluation) of the WETT Regulatory Services Detailed Business Case V10*

The criteria for evaluating the suitability of a potential host for the new two tier Regulatory Service was produced and agreed by the WETT Programme Management Group and approved by the Worcestershire Chief Executives Panel (CEP). The criteria included key measurements e.g. the Councils capacity to support the new service, and had been developed by further enhancing the previous approach to establishing a host for shared service Partnerships in Worcestershire e.g. the shared Revenues and Benefits service.

Wychavon, Worcestershire County and Redditch & Bromsgrove Councils each submitted a completed bid for hosting the Regulatory Service. Following presentations of the non-financial elements of the bids by each Council, the County Council received the most support from the Council group for hosting.

At the request of the Worcestershire Chief Executives Panel, independent external evaluation was sought from a private sector partner who provided their recommendations based on the same criteria, documentation and interviews with the Officers involved from each Council Partner. The final report was produced during September 2009 which concluded that Bromsgrove was the best option for the host of the new Regulatory Service.

Staff will not be co-located but will be dispersed across the County occupying existing accommodation used by present teams, with a move for staff to be increasingly home-based over time. There may be a need for the host to provide additional accommodation for up to 15 personnel. Dispersed staff will be supported by new ICT applications capable of supporting mobile and flexible working. These ICT applications will include telephony. GSX connectivity will be needed to maintain existing access for Trading Standards to police and HMRC.

The host will be expected to support the provision of the following services to support the Regulatory Service:

Accommodation, Administration of Joint Committee, Audit services, Data protection and information security, HR & personnel services, financial services, ICT services and licensing, Insurance, Legal services (excluding criminal litigation), Criminal litigation services, Pensions & Procurement.

## Transformation

*Ref: 'Section 5' (Transformation) of the WETT Regulatory Services Detailed Business Case V10*

The business case for creating a Worcestershire two tier Regulatory Service gives a clearer and stronger focus to the main groups of business and non-business customers of environmental health, trading standards and licensing services. The aim is to meet better the needs of these customer groups by delivering services that are joined up, responsive and more accessible.

The model has been developed to create a transformational shift from the way some of these services are currently delivered to tackle the triple challenges of customer engagement, improved value for money and improved service quality that drives out failure demand.

**Customer focused service design:** Service redesign will use lean principles to drive through efficiencies and aim to deliver customer outcomes with the least possible bureaucracy, subject to any legal restrictions that may apply.

Customers will be involved in service re-design from initial development of service requirements to post implementation reviews. Ongoing customer feedback will contribute to continuous improvement.

**Customer Access:** The aim will be to reduce barriers to accessing services by providing access to services across a range of service channels to enable business and non-business customers to access services in a manner, at a time and location that most appropriately suits their needs. In doing this we recognise the importance of 'getting it right first time'.

- Access through Consumer Direct will be maintained for consumer trading standards enquiries. Consumer Direct is already well established with consumers and is funded by central government.
- The new Business Link portal will provide on-line access for licensing/ permit applications. Central government is also funding the new Business Link portal which will meet the requirements of the EU Services Directive in providing a central on-line source for applicants for licenses and permits.
- The existing much valued relationship between local businesses and regulatory professionals will be developed by the creation of formal "relationship management" with each business having a lead regulatory professional as a personal point of contact with local regulatory services.
- In all other cases, customers will access services through the Worcestershire Hub.

**Central process and work-flow:** Re-designed service delivery will minimise bureaucracy by using the smallest number of distinct processes/ process components necessary to achieve customer need within any legal parameters.

Work-flow tools will be integrated with other systems to ensure end-to-end service delivery and minimise duplication of data storage.

**Implementing transformation:** Transformational capacity is created within the proposed structure but this is insufficient in itself to deliver the full transformational model described in this business case. The proposed transformation post is in practice a focal point for linking

with transformational capacity elsewhere within the Worcestershire local government family, including the WETT programme management team and Worcestershire Hub Shared Service Development Team. This federated approach will ensure that transformational activity is optimised across business strands within the partner organisations.

### New ICT approach to Regulatory Services

Ref: 'Section 14' (ICT), 'Appendix 7 (ICT Issues Log)' of the WETT Regulatory Services Detailed Business Case V10

During 2009 the WETT Regulatory Service project received external capital funding from the Department for Communities and Local Government (DCLG) to the sum of £200K. This was allocated specifically to support the development of a central ICT platform for the proposed unified Regulatory Service.

A review of the current system architecture and the options available for developing a central ICT platform for the new service has been completed. Mouchel PLC was commissioned to complete the review during August & September 2009 and their full report can be made available on request.

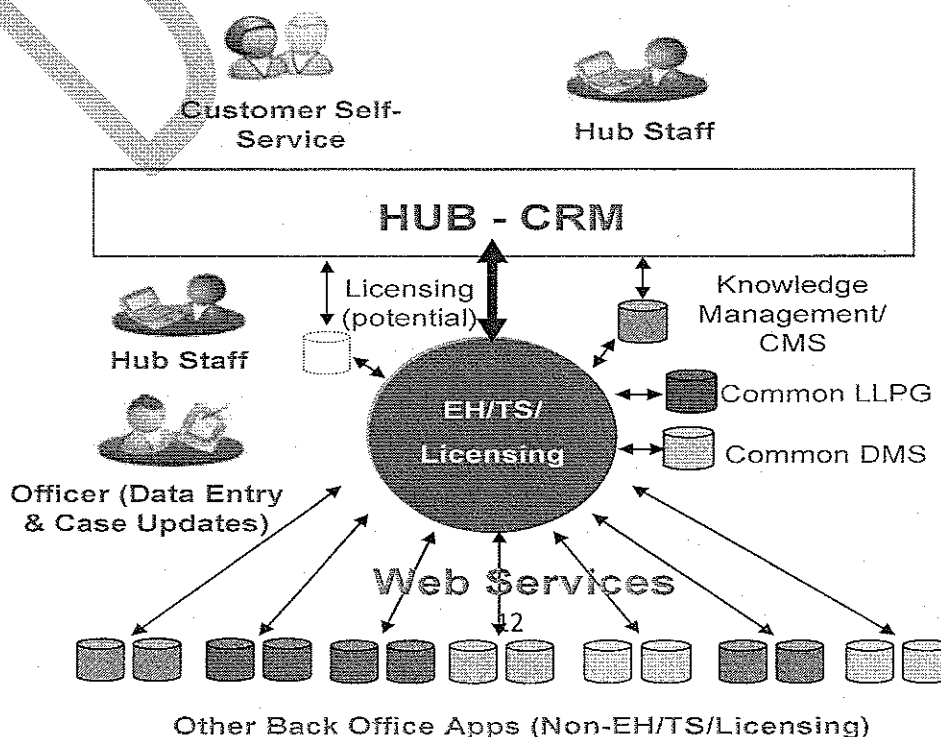
The preferred ICT option for WETT Regulatory Services is to replace all incumbent back-office solutions (Environmental Health, Trading Standards and Licensing) with a central shared solution that will support the combined shared service.

Integration with the Hub customer relationship management system (CRM) will be required to enable Hub staff to view the status of a case should a citizen call the Hub to enquire of progress. Initial data entry by Hub staff or Officers will be through either the CRM or the shared back-office solution.

Integration will be required between the central shared solution and any other Authority Back-Office solutions that currently provide seamless integration (e.g. Housing, Planning, Land Charges etc).

**Flexible and remote working / transition issues:** The business model assumes that there will be "hot desk" facilities at a number of locations around the County. When the core systems are fully live, these will provide access to systems provided by the host authority.

The proposed ICT architecture for the unified Regulatory Service is shown in the model below



## Worcestershire Hub

Ref: 'Section 15' (Worcestershire Hub) & 'Appendix 8 (Worcestershire Hub Data)' of the WETT Regulatory Services Detailed Business Case V10

The Worcestershire Hub will play a key strategic role in the new service model proposed in this business case. It enables a more Customer focussed and streamlined delivery for the unified Regulatory services and will enable a leaner Regulatory staffing structure to operate and perform to its optimum. The Hub is the enabler for Customer access to services across Districts and tiers of Local Government in Worcestershire and is nationally regarded as an exemplar of best practice.

The Regulatory Project Team noted the acknowledgement by the Hub team that the impact of the current recession on demand for Revenues and Benefits services has caused a significantly higher demand on the Hub teams than was originally expected and that this is in the process of being rectified in partnership with the Revenues and Benefits Shared Service.

This business case recommends that the Hub will have specific additional capacity to provide the levels of self service that the proposed business model envisages.

The section below provides some background information and assurances to Stakeholders of this business case that the Hub is a suitable proposal for supporting the transformation of the services outlined in this business case.

***In 2008/9 across the Worcestershire Hub, almost 800,000 calls were received. Over 75% of calls were answered within 20 seconds with an average speed of answer of 19 seconds.***

- The Worcestershire Hub enables a wide range of council services to be accessed and already includes many Regulatory Services.
- The Worcestershire Hub is the first point of contact for council enquiries made in person and over the phone.
- Customers will be encouraged to "self serve" via the web – including accessing information and advice and licence applications.
- As far as possible (and appropriate), enquiries will be dealt with at the first point of contact. Where enquiries are more complex they will be channelled to the relevant specialist area within Regulatory Services as per an agreed process.
- A robust, single complaints process will be operated.
- A recent move to a single contact centre (for the Worcestershire Hub Shared Service) is driving benefits in standardising performance management, processes and robust disciplines.
- Having a wide range of council services that are accessed via the Worcestershire Hub provides greater focus customers. (1) By better understanding the collective impact of council services on customers, (2) improving communication with customers and (3) joining up services for the benefit of customers rather than just responding to the question asked.
- The systems used by the Hub enable....(1) Robust performance management and control of telephone calls, (2) logging and progressing of enquiries via the CRM, (3) workflow and (4) self service (with developments specific to service). Further system developments are also planned.
- Having clear, single, simplified processes that are customer focused will reduce unnecessary (avoidable) contacts, through (1) standardising the front-end part of the process and customer interface as well as (2) dealing with enquiries as far as possible

at the first point of contact, (3) reducing avoidable contact and (4) enabling and encouraging self service will enable service transformation.

**Worcestershire Hub:** The Worcestershire Hub has provided the initial customer interface for many high demand services since its inception in 2002. As the Hub operation has matured over a period of time, the role of customer advocacy has been adopted which has had a direct influence on the priorities of individual authorities.

There are clear opportunities and benefits for an integrated operation whereby the Worcestershire Hub can deliver a number of Regulatory Service functions to customers and facilitate the design of self service methods of access that will contribute to the transformational change described in the Regulatory Services detailed business case V10

**Access to Services:** In designing an integrated approach between the Worcestershire Hub and the unified Regulatory Service, there is an opportunity to define transformational changes within the working processes and accessibility options.

**The model recognises that:**

- The Worcestershire Hub provides customers with a choice of access channels. This sits alongside other methods of access for specific service types;
- Direct contact with specialist officers of the unified Regulatory Service will still be required where a customer/officer relationship has been developed during the course of an on-going enquiry and where the nature of the enquiry requires technical advice and intervention;
- There is a clear need to develop transactional capability that provides customer focussed content so that the web sits as a genuine alternative access channel to other methods of access providing true end-to-end self service;
- Consumer Direct will continue to play a role in providing consumer advice on behalf of Trading Standards;
- As described in Appendix 7 of the business case, a new Business Link portal will provide further on line capability for licensing and permit applications.

## **Implementation**

Ref: 'Section 16' (Implementation Plan) of the WETT Regulatory Services Detailed Business Case V10

The implementation of the new service will follow the phases outlined in the detailed financial profile within the detailed business case document however; it is anticipated that the senior management structure for the new service will be in place for May / June 2010.

Once the Detailed Business Case has been agreed by the participating Councils, a detailed Implementation Plan will be drawn up by the project Group. The plan will cover the following areas and set realistic timescales for completion which can be monitored by the PMG or Joint Committee. Of particular importance will be the need to create a new shared identity and culture for the service with the emphasis being on team building and developing staff.

## **Governance**

1. Agree representation on Joint Committee
2. Establish scheme of delegation
3. Draft Service Level Agreements (SLA)
4. Agree and sign off SLA's
5. Agree Terms of Reference for Joint Committee, including decision making

## **HR**

1. Consultation with Staff and Unions

2. Clarify TUPE and redundancy arrangements
3. Prepare Job Descriptions and Person Specs for HOS and Management posts
4. Agree selection process
5. Appoint Management Team
6. Identify Training and Development needs
7. Allow time to embed the team

### Organisational

1. Confirm where management team will be based
2. Finalise operational structure
3. Confirm where teams will be based
4. Confirm with Host Authority support arrangements for shared service
5. Develop job descriptions for shared services staff
6. Arrange Job Evaluations where necessary
7. Redeploy or TUPE staff into new service

### Service

1. Map existing processes and service levels
2. Consult with Staff, Members and Customers on service design
3. Agree new service level targets
4. Establish new operational and management processes based on best practise
5. Align policies where appropriate
6. Develop web content and information flow for CRM
7. Embed 'LEAN' principles into service design

### ICT

1. Assess how ICT can best be integrated
2. Carry out ICT integration including data transfer
3. Purchase sufficient licenses for staff
4. Train Staff on new system
5. Explore options for home working

### Risk

Ref: 'Section 17' (Risk) of the WETT Regulatory Services Detailed Business Case V10

Effective risk management includes early and aggressive risk identification through the collaboration and involvement of relevant stakeholders. Strong leadership across all relevant stakeholders is needed to establish an environment for the free and open disclosure and discussion of risk.

Below are examples of the key risk areas identified by the project group. Further detail around these risks and the associated 'mitigation' plans are contained within Section 17 of the Regulatory Services detailed business case V10

#### Diversity of new ICT Systems:

Sufficient expertise within the new service associated training needs and the amount of required data cleansing to move to a fully integrated system.

*Mitigation:* Design migration plan so that training is a key element of the process.  
Design new structure to ensure that there is in-house IT database support within the Policy/ Administration team.

### **Risk 2 - Insufficient investment funding:**

Implementation does not go ahead on time due to lack of assumed funding.

*Mitigation:* Resource and detail all funding opportunities clearly from the very beginning. Design a process that precisely monitors costs and highlights the cost plan at all stages.

### **Risk 3 -Residual Costs:**

Each authority being left with internal costs that require re organisation. Financial impacts not associated with the new service may be incurred.

*Mitigation:* Costs need to be mapped out and a residual cost plan needs to be managed by each authority. NB: This may lead to significant additional savings to each authority as WETT progresses to other services.

### **Risk 4 - Level of support from constituent authorities for Regulatory Services will vary due to variations in income:**

If income or maintenance funding falls, authorities may wish to contribute less to the shared service.

*Mitigation:* Agree budgetary contributions on the normal 3-year basis and agree that all income is retained by the individual authorities.

### **Risk 9 - Governance – democratic deficits (Local Member / Citizen):**

Members may not buy into the Shared Service arrangement. Citizens may have concerns over loss of localised provision.

*Mitigation:* Ensure good communications back to the constituent authorities. If Joint Committee is chosen, have members act as Champions for the new service back at their respective authorities.  
Ensure all publicity pushes the joint nature of services.  
Build some "localism" back into the operational delivery elements of the structure (need not be existing district basis e.g. North /South, etc.)

## **Conclusion**

1. This business case is supported by a detailed financial model.
2. The financial model shows clear potential for future revenue savings from a shared regulatory service. The extent to which savings are realised is dependent upon both an investment in transformational change and reductions in individual partner internally recharged overhead costs.
3. The speed of delivery of annual revenue savings is determined by the implementation approach adopted. Implementation approach D (refer to detailed business case V10) delivers revenue target savings from the third year and significant savings from the second year onwards.
4. Substantial investment is needed to achieve the proposed business model. A return on investment can be achieved within 3 years.



5. Risks are significant if assumptions listed in the Regulatory Services detailed business case V10 are not fulfilled.

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## Appendix B

### WETT Programme Business Case Consultation and Decision Timeline 2009/10

21 <sup>st</sup> October.....	Issue consultation letter and invite to staff & TU
12 October .....	Programme Management Group Meeting
16 <sup>th</sup> October.....	Chief Executives Panel Meeting
3 <sup>rd</sup> November.....	Chief Executives' & Leaders Panel Meeting
5 <sup>th</sup> November.....	Single Consultation Event – All Councillors
10th November.....	Consultation Event with Staff & TUs Internal Audit, Property and Regulatory (Session 1)
11 November.....	Consultation Event with Staff & TUs (2 <sup>nd</sup> Regulatory Services Session)
16 <sup>th</sup> November (w/c).....	Individual Councils local consultation to commence
24 <sup>th</sup> November.....	Malvern Hills – <b>Executive Committee</b>
1 Dec to TUPE transfer and beyond .....	Regular consultative meetings with TUs
7 <sup>th</sup> December (w/c).....	Deadline for TU response on proposals
9 <sup>th</sup> December.....	Redditch – <b>Cabinet</b> ..... Worcester City – <b>Cabinet</b>
17 <sup>th</sup> December.....	Worcestershire County – <b>Cabinet</b>

#### 2010

1 <sup>st</sup> Jan – 28 <sup>th</sup> Feb	Prepare H of S JD/person spec/advert
5 <sup>th</sup> January.....	Wychavon - <b>Cabinet</b>
6 <sup>th</sup> January.....	Bromsgrove – <b>Cabinet</b>
January (tbc) .....	Wyre Forest - <b>Council</b>
11 <sup>th</sup> January .....	Redditch - <b>Council</b>
12 <sup>th</sup> January.....	Malvern Hills - <b>Council</b>
14 <sup>th</sup> January.....	Worcestershire County – <b>Council</b>
24 <sup>th</sup> February .....	Wyre Forest - <b>Cabinet</b>
20 <sup>th</sup> January.....	Bromsgrove – <b>Council</b>
26 <sup>th</sup> January .....	Wychavon - <b>Council</b>
1 <sup>st</sup> February (w/c)	Write to staff informing them of TUPE transfer to host subject to formal sign-off by Council

## Appendix B

23 <sup>rd</sup> February.....	Worcester City – <b>Council</b>
24 <sup>th</sup> February.....	Wyre Forest - <b>Council</b>
.....	Wychavon – <b>Council</b>
1 <sup>st</sup> March to 31 <sup>st</sup> April	Complete senior appointments process (subject to legal advice on associated risks); consult upon and make staff transfer arrangements
1 May / 1 June 2010	Implementation date (1 May implementation date subject to Chief Executive agreement that staff notified of TUPE transfer prior to Councils meeting and possibility that senior appointments not completed)
14th October 2009	

## Finance Appendix F9 – Implementation Approach D proposed partner cash flow forecast

Revenue	Year 2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Baseline service direct costs (adjusted)	7,312,391						
Forecast gross WSRs revenue budget (Implementation D)		8,078,302	6,874,140	6,079,496	6,069,496	6,020,896	6,020,896
<b>Bromsgrove</b>	766,040						
WSRS revenue budget share		844,531	718,644	635,569	634,524	629,443	629,443
Accommodation charge adjustment		-32,859	-32,859	-32,859	-32,859	-32,859	-32,859
Pension back funding (estimate)	31,898	31,898	31,898	31,898	31,898	31,898	31,898
Forecast budget requirement		843,569	717,682	634,608	633,562	628,482	628,482
Direct cost saving against 2009/10 baseline		-77,529	48,358	131,432	132,478	137,558	137,558
Future savings in internal recharges		14,249	28,498	56,997	56,997	56,997	56,997
Total savings		-63,280	76,856	188,429	189,474	194,555	194,555
<b>City</b>	892,130						
WSRS revenue budget share		994,421	846,192	748,373	747,142	741,159	741,159
Accommodation charge adjustment		-35,798	-35,798	-35,798	-35,798	-35,798	-35,798
Pension back funding (estimate)	27,689	27,689	27,689	27,689	27,689	27,689	27,689
Forecast budget requirement		986,312	838,082	740,263	739,032	733,050	733,050
Direct cost saving against 2009/10 baseline		-94,182	54,048	151,867	153,098	159,080	159,080
Future savings in internal recharges		11,900	23,800	47,601	47,601	47,601	47,601
Total savings		-82,282	77,848	199,467	200,698	206,681	206,681
<b>County</b>	2,119,526						
WSRS revenue budget share		2,334,617	1,986,616	1,756,965	1,754,075	1,740,030	1,740,030
Accommodation charge adjustment		-75,210	-75,210	-75,210	-75,210	-75,210	-75,210
Pension back funding (estimate)	90,065	90,065	90,065	90,065	90,065	90,065	90,065
Forecast budget requirement		2,349,473	2,001,472	1,771,821	1,768,931	1,754,885	1,754,885

# APPENDIX C

Direct cost saving against 2009/10 baseline	-229,947	118,054	347,705	350,595	364,641	364,641
Future savings in internal recharges	17,270	34,539	69,078	69,078	69,078	69,078
Total savings	-212,677	152,593	416,783	419,673	433,719	433,719
<b>Malvern Hills</b>	713,173					
WSRS revenue budget share	789,738	672,018	594,334	593,356	588,605	588,605
Accommodation charge adjustment	-12,511	-12,511	-12,511	-12,511	-12,511	-12,511
Pension back funding (estimate)	26,661	26,661	26,661	26,661	26,661	26,661
Forecast budget requirement	803,888	686,169	608,484	607,507	602,755	602,755
Direct cost saving against 2009/10 baseline	-90,715	27,004	104,689	105,666	110,418	110,418
Future savings in internal recharges	14,112	28,223	56,447	56,447	56,447	56,447
Total savings	-76,604	55,227	161,135	162,113	166,864	166,864
<b>Redditch</b>	761,230					
WSRS revenue budget share	839,901	714,704	632,085	631,046	625,993	625,993
Accommodation charge adjustment	-19,772	-19,772	-19,772	-19,772	-19,772	-19,772
Pension back funding (estimate)	31,112	31,112	31,112	31,112	31,112	31,112
Forecast budget requirement	851,241	726,044	643,425	642,385	637,333	637,333
Direct cost saving against 2009/10 baseline	-90,011	35,186	117,805	118,845	123,897	123,897
Future savings in internal recharges	6,974	13,949	27,898	27,898	27,898	27,898
Total savings	-83,037	49,135	145,702	146,742	151,795	151,795
<b>Wyche</b>	1,311,312					
WSRS revenue budget share	1,421,224	1,209,375	1,069,572	1,067,813	1,059,263	1,059,263
Accommodation charge adjustment	-43,900	-43,900	-43,900	-43,900	-43,900	-43,900
Pension back funding (estimate)	75,855	75,855	75,855	75,855	75,855	75,855
Forecast budget requirement	1,453,180	1,241,330	1,101,527	1,099,768	1,091,218	1,091,218
Direct cost saving against 2009/10 baseline	-141,868	69,982	209,785	211,544	220,094	220,094
Future savings in internal recharges	8,740	17,480	34,960	34,960	34,960	34,960
Total savings	-133,128	87,462	244,745	246,504	255,054	255,054
<b>Wyre Forest</b>	742,490					
WSRS revenue budget share	853,870	726,591	642,598	641,541	636,404	636,404
Accommodation charge adjustment	-69,950	-69,950	-69,950	-69,950	-69,950	-69,950
Pension back funding (estimate)	229	229	229	229	229	229
Forecast budget requirement	784,149	656,870	572,877	571,820	566,683	566,683

# APPENDIX C

Direct cost saving against 2009/10 baseline	-41,659	85,620	169,613	170,670	175,807	175,807
Future savings in internal recharges	15,426	30,851	61,702	61,702	61,702	61,702
Total savings	-26,233	116,471	231,315	232,372	237,509	237,509

## Capital

Forecast WRSR capital budget	490,500	475,000	199,000	34,000	34,000	34,000
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## Partner capital contributions

Bromsgrove	51,278	49,658	20,804	3,554	3,554	3,554
City	60,379	58,471	24,496	4,185	4,185	4,185
County	141,754	137,274	57,511	9,826	9,826	9,826
Malvern Hills	47,951	46,436	19,454	3,324	3,324	3,324
Redditch	50,997	49,386	20,690	3,535	3,535	3,535
Wychevon	86,294	83,567	35,010	5,982	5,982	5,982
Wyre Forest	51,845	50,207	21,034	3,594	3,594	3,594

## Notes

1. Savings in internal overhead assumed at 25% of future forecast in year 1 and 50% of future forecast in year 2.





Theme	Issue	Consultee UNISON co-ordinated (A. Gregson letter 17th December 2009)	UNISON - County/ Trading Standards (A. Gregson letter 15th December 2009)	UNISON - Worcester City Branch (21 December 2009 & Initial response 3 December 2009)	UNISON - Redditch Branch (Ron Colebrook)
Staff / union consultation process and timescale	Delay in providing Business Cases for comment	Delay in providing Business Cases for comment		Too short an implementation period to undertake detailed work following publication date.	
	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs			It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs	Comments reflected in the UNISON Worcester City response
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management			
	Implications of heavy cuts from both local change programmes (County BOLD programme, Redditch Bromsgrove merger) and WETT programme		Trading Standards staff concerned about implications of heavy cuts from both County BOLD programme and WETT programme		Difficult to understand requirements of WETT process against the shared arrangements between RBC and BDC which in some cases may seem to be contradictory
	Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised.			Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised.	Comments reflected in the UNISON Worcester City response
	Clearly moving towards being an enabling Council (Worcester City) - is there any further information on what this would mean in practice?			Clearly moving towards being an enabling Council (Worcester City) - is there any further information on what this would mean in practice?	
	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?			Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?	
	Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.				
Business model, structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities	Comments reflected in the UNISON co-ordinated response. Structures are flatter and remain in silos.	Comments reflected in the UNISON co-ordinated response. Structure is clearly restricted by predetermined reduced staffing based on cost savings alone.	Comments reflected in the UNISON co-ordinated response
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure will have lower ratio per head of population than similar LA services.	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response. Wyre Forest comparative analysis cited as showing proposed structure will have lower ratio per head of population than similar LA services. Propose at least 135 FTE required.	Comments reflected in the UNISON co-ordinated response. Unclear how 120FTE can provide level of service for RBC.
	Financially driven with service resources fitted to savings rather than finance reflecting resources required for service delivery	Financially driven with service resources fitted to savings rather than finance reflecting resources required for service delivery	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response emphasising statement in business case that "the financial element ... has had to take precedence".	Comments reflected in the UNISON co-ordinated response
	Reduction in managerial support and experience amongst staff is a concern. Many current managers are in fact team leaders who carry out day to day front line work.	Reduction in managerial support and experience amongst staff is a concern	Comments reflected in the UNISON co-ordinated response.	Comments reflected in the UNISON co-ordinated response. Many current managers are in fact team leaders who carry out day to day front line work.	Comments reflected in the UNISON co-ordinated and Worcester city responses
	Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or resilience.	Loss of 25% of the current staff group cannot be sustained without reductions in services to the public.	Comments reflected in the UNISON co-ordinated response - overall reduction of 45 jobs, service will suffer as a result of such huge job cuts	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Professional leads in whatever disciplines are not fully represented at senior management level		Professional leads in whatever disciplines are not fully represented at senior management level		Comments reflected in the County Trading Standards response
	Neither HR capacity nor capability across county to deal with shared services on this scale (noting delays in dealing with questions thus far)			Neither HR capacity nor capability across county to deal with shared services on this scale (noting delays in dealing with questions thus far)	
	Concern that service will fail during peak demand due to reduced capacity				
	Laboratory Services should be included in the scope				
	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests				
	Model in Business Case is unproven				
	Lack of information on implementation				

Theme	Issue	UNISON - Wychavon branch (Mark Cox)	Wyre Forest Joint Staff and Unions Response	GMB - Worcester City branch	County Licensing Officers Group
Staff / union consultation process and timescale	Delay in providing Business Cases for comment	Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response
	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs				
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management	Comments reflected in the UNISON co-ordinated response			
	Implications of heavy cuts from both local change programmes (County BOLD programme, Redditch Bromsgrove merger) and WETT programme				
	Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised.	Comments reflect UNISON Worcester City response			
	Clearly moving towards being an enabling Council (Worcester City) - is there any further information on what this would mean in practice?				
	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?				
	Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.		Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.		
Business model, structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure will have lower ratio per head of population than similar LA services.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response. Unclear how 120FTE can provide level of service.		Comments reflected in the UNISON co-ordinated response
	Financially driven with service resources fitted to savings rather than finance reflecting resources required for service delivery		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	Reduction in managerial support and experience amongst staff is a concern. Many current managers are in fact team leaders who carry out day to day front line work.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated and Worcester city responses		Comments reflected in the UNISON co-ordinated response
	Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or resilience.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response. Unclear how 120FTE can provide level of service or maintain resilience.		Comments reflected in the UNISON co-ordinated response
	Professional leads in whatever disciplines are not fully represented at senior management level		Comments reflected in the County Trading Standards response		
	Neither HR capacity nor capability across county to deal with shared services on this scale (noting delays in dealing with questions thus far)				
	Concern that service will fail during peak demand due to reduced capacity	Comments reflected in the UNISON co-ordinated response			
	Laboratory Services should be included in the scope				
	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests				
	Model in Business Case is unproven				
	Lack of information on implementation	Lack of information on implementation		Comments reflected in the UNISON Wychavon response	

Theme	Issue	Chartered Institute of Environmental Health - Herefordshire and Worcestershire Branch	Countywide Food Safety and Health and Safety Liaison Groups	Herefordshire and Worcestershire Contaminated Land Officers Group	Herefordshire and Worcestershire Pollution Liaison Group
Staff / union consultation process and timescale	Delay in providing Business Cases for comment				
	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.				
	It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs				
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management				
	Implications of heavy cuts from both local change programmes (County BOLD programme, Redditch Bromsgrove merger) and WETT programme				
	Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised.				
	Clearly moving towards being an enabling Council (Worcester City) - is there any further information on what this would mean in practice?				
	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?				
	Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.				
Business model, structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure will have lower ratio per head of population than similar LA services.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Financially driven with service resources fitted to savings rather than finance reflecting resources required for service delivery	Comments reflected in the UNISON co-ordinated response			
	Reduction in managerial support and experience amongst staff is a concern. Many current managers are in fact team leaders who carry out day to day front line work.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or resilience.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Professional leads in whatever disciplines are not fully represented at senior management level				
	Neither HR capacity nor capability across county to deal with shared services on this scale (noting delays in dealing with questions thus far)				
	Concern that service will fail during peak demand due to reduced capacity	Concern that service will fail during peak demand due to reduced capacity	Concern that service will fail during peak demand due to reduced capacity		
	Laboratory Services should be included in the scope				
	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests		Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests
	Model in Business Case is unproven	Model in Business Case is unproven			
	Lack of information on implementation	Comments reflected in the UNISON Wychavon response			

Theme	Issue	Wychavon DC Contaminated Land and Dog Warden Service	Worcestershire Trading Standards Team	Wychavon Admin Team	Worcester City Council Environmental Health and EH Business Support Staff
Staff / union consultation process and timescale	Delay in providing Business Cases for comment				
	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.				Comments reflected in the UNISON co-ordinated response
	It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs				
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management				
	Implications of heavy cuts from both local change programmes (County BOLD programme, Redditch, Bromsgrove merger) and WETT programme				
	Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised.				
	Clearly moving towards being an enabling Council (Worcester City) - is there any further information on what this would mean in practice?				
	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?				
	Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.				
Business model, structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities	Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure will have lower ratio per head of population than similar LA services.	Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response
	Financially driven with service resources fitted to savings rather than finance reflecting resources required for service delivery				Comments reflected in the UNISON co-ordinated response
	Reduction in managerial support and experience amongst staff is a concern. Many current managers are in fact team leaders who carry out day to day front line work.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or resilience.	Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response
	Professional leads in whatever disciplines are not fully represented at senior management level				
	Neither HR capacity nor capability across county to deal with shared services on this scale (noting delays in dealing with questions thus far)				
	Concern that service will fail during peak demand due to reduced capacity				
	Laboratory Services should be included in the scope				
	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests				
	Model in Business Case is unproven				
	Lack of information on implementation				

Theme	Issue	Bromsgrove DC Environmental Health Pollution and General Team	Worcestershire Trading Standards Service - Compliance and Investigation Team	Wychavon DC Commercial Services and Licensing Teams	Wychavon's Environmental Services Department - submission to O&S on 1 st Dec
Staff / union consultation process and timescale	Delay in providing Business Cases for comment				
	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.				
	It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs				
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management				
	Implications of heavy cuts from both local change programmes (County BOLD programme, Redditch Bromsgrove merger) and WETT programme	Implications of the Redditch/Bromsgrove merger			
	Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised.				
	Clearly moving towards being an enabling Council (Worcester City) - is there any further information on what this would mean in practice?				
	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?				
	Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.				
Business model, structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure will have lower ratio per head of population than similar LA services.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Financially driven with service resources fitted to savings rather than finance reflecting resources required for service delivery			Comments reflected in the UNISON co-ordinated response	
	Reduction in managerial support and experience amongst staff is a concern. Many current managers are in fact team leaders who carry out day to day front line work.		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or resilience.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Professional leads in whatever disciplines are not fully represented at senior management level				
	Neither HR capacity nor capability across county to deal with shared services on this scale (noting delays in dealing with questions thus far)				
	Concern that service will fail during peak demand due to reduced capacity		Concern that service will fail during peak demand due to reduced capacity	Concern that service will fail during peak demand due to reduced capacity	
	Laboratory Services should be included in the scope		Laboratory Services should be included in the scope		
	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests		Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests
	Model in Business Case is unproven				
	Lack of information on implementation				Lack of information on implementation

Theme	Issue	Worcestershire Trading Standards - Home Authority Service Team	Toni Ainscough, Environmental Health Officer, Wychavon DC	Paul Saunders, Technical Officer, Wychavon DC	Richard Williams, Principal Pollution Control Officer, Wyre Forest DC
Staff / union consultation process and timescale	Delay in providing Business Cases for comment				
	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.				
	It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs				
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management				
	Implications of heavy cuts from both local change programmes (County BOLD programme, Redditch Bromsgrove merger) and WETT programme				
	Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised.				
	Clearly moving towards being an enabling Council (Worcester City) - is there any further information on what this would mean in practice?				
	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?				
	Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.				
Business model, structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities				
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure will have lower ratio per head of population than similar LA services.		Comments reflected in the UNISON co-ordinated response		
	Financially driven with service resources fitted to savings rather than finance reflecting resources required for service delivery		Comments reflected in the UNISON co-ordinated response		
	Reduction in managerial support and experience amongst staff is a concern. Many current managers are in fact team leaders who carry out day to day front line work.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or resilience.				
	Professional leads in whatever disciplines are not fully represented at senior management level				
	Neither HR capacity nor capability across county to deal with shared services on this scale (noting delays in dealing with questions thus far)				
	Concern that service will fail during peak demand due to reduced capacity				
	Laboratory Services should be included in the scope				
	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests		
	Model in Business Case is unproven				
	Lack of information on implementation				

Theme	Issue	Peter Maloney, Principal EHO, Wyre Forest DC	Debbie Herbert, Commercial Services Manager, Wychavon DC
Staff / union consultation process and timescale	Delay in providing Business Cases for comment		
	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.		
	It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs		
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management		
	Implications of heavy cuts from both local change programmes (County BOLD programme, Redditch Bromsgrove merger) and WETT programme		
	Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised.		
	Clearly moving towards being an enabling Council (Worcester City) - is there any further information on what this would mean in practice?		
	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?
	Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.		
Business model; structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities		Comments reflected in the UNISON co-ordinated response
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure will have lower ratio per head of population than similar LA services.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Financially driven with service resources fitted to savings rather than finance reflecting resources required for service delivery		Comments reflected in the UNISON co-ordinated response
	Reduction in managerial support and experience amongst staff is a concern. Many current managers are in fact team leaders who carry out day to day front line work.		Comments reflected in the UNISON co-ordinated response
	Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or resilience.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Professional leads in whatever disciplines are not fully represented at senior management level		
	Neither HR capacity nor capability across county to deal with shared services on this scale (noting delays in dealing with questions thus far)		
	Concern that service will fail during peak demand due to reduced capacity		
	Laboratory Services should be included in the scope		
	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests		
	Model in Business Case is unproven		
	Lack of information on implementation		

Theme	Issue	Consultee	UNISON - County/ Trading Standards (A. Gregson letter 15th December 2009)	UNISON - Worcester City Branch (21 December 2009 & Initial response 3 December 2009)	UNISON - Redditch Branch (Ron Colebrook)
Impact on service delivery & performance	Different service levels across participating authorities leading to inconsistent service delivery and future planning.	Different service levels across participating authorities leading to inconsistent service delivery and future planning.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response.
	Little room to increase risk-based working as most councils already operate on this basis	Little room to increase risk-based working as most councils already operate on this basis			
	Concern about achieving and delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public health	Professionals concern about achieving and delivering transformational change as proposed which is beyond merely a shared service		Model proposes major transformational change outside the scope of any previous shared service initiatives which implies increased risks particularly financially, legally and to public health.	Comments reflected in the UNISON co-ordinated response
	Concern of post-code lottery from inconsistent service delivery across local areas	Concern of post-code lottery from inconsistent service delivery across local areas		Comments reflected in the UNISON co-ordinated response	
	Examples quoted from other parts of the County suggest that proposals will fail (Lincolnshire)		Examples quoted from other parts of the County suggest that proposals will fail	Have we taken on board lessons from Lincolnshire - is regulatory Services a suitable candidate for shared services?	
	List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked. Generic headings need breaking down to show which are legal requirements and which are optional.		List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked	Generic headings need breaking down to show which are legal requirements and which are optional.	Comments reflected in the UNISON Worcester City response
	Exactly what levels of improvement against Nf's are expected as a result of the new service structure?		Exactly what levels of improvement against Nf's are expected as a result of the new service structure?	Virtually no information on what "improvements" are likely to the service.	Comments reflected in the UNISON co-ordinated response
	No reference to LAA Objectives			No reference to LAA Objectives	
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.			No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.	Comments reflected in the UNISON Worcester City response
	Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level, fragmentation of knowledge and difficulty in managing.			Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level.	Comments reflected in the UNISON Worcester City response
	Service standards not identified or will be reduced				
	Worcester City Contaminated Land must remain in scope but no resources has been allocated				
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost				
Finance, savings and investment	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Little scope for savings from joined-up working and lack of details about how this will be done	Little scope for savings from joined-up working and lack of details about how this will be done		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.			
	Finances are too restrictive and job cuts already decided upon.		Finances are too restrictive and job cuts already decided upon.		
	Inaccurate or misleading data on staffing/ workloads/ performance			Inaccurate or misleading data on staffing	
	Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.			Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.	
	No consideration of impact on (or additional) income options, especially in relation to licensing			No consideration of impact on (or additional) income options	
	Achieving procurement savings will cause local businesses to lose out.				Migration of service contracts to WCC will cause local (Redditch) companies to loose out
	Alternative ways of achieving savings should be explored				
	Recognition that efficiency savings and transformational change, including Shared Services are inevitable				
	Significant costs to the implementation - a huge risk for a well performing council				



Theme	Issue	UNISON - Wychavon branch (Mark Cox)	Wyre Forest Joint Staff and Unions Response	GMB - Worcester City branch	County Licensing Officers Group
Impact on service delivery & performance	Different service levels across participating authorities leading to inconsistent service delivery and future planning.		Comments reflected in the UNISON co-ordinated response.		
	Little room to increase risk-based working as most councils already operate on this basis				
	Concern about achieving and delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public health	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		
	Concern of post-code lottery from inconsistent service delivery across local areas				
	Examples quoted from other parts of the County suggest that proposals will falter (Lincolnshire)		No reference as to why Lincolnshire model failed or lessons to be learned.		
	List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked. Generic headings need breaking down to show which are legal requirements and which are optional.		Comments reflected in the UNISON Worcester City response	Comments reflected in the UNISON co-ordinated response	
	Exactly what levels of improvement against NF's are expected as a result of the new service structure?	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		
	No reference to LAA Objectives				
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.				
	Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level, fragmentation of knowledge and difficulty in managing.				
	Service standards not identified or will be reduced	Service standards not identified or will be reduced			
	Worcester City Contaminated Land must remain in scope but no resources has been allocated				
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost			
Finance, savings and investment	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		
	Little scope for savings from joined-up working and lack of details about how this will be done		Comments reflected in the UNISON co-ordinated response		
	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.				
	Finances are too restrictive and job cuts already decided upon.				
	Inaccurate or misleading data on staffing/ workloads/ performance		Comments reflected in the UNISON Worcester City response	Comments reflected in the UNISON co-ordinated response	
	Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.		Comments reflected in the UNISON Worcester City response.	Comments reflected in the UNISON co-ordinated response	
	No consideration of impact on (or additional) income options, especially in relation to licensing		Comments reflected in the UNISON Worcester City response. Particular concerns regarding licensing income.		
	Achieving procurement savings will cause local businesses to lose out.				
	Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored			
	Recognition that efficiency savings and transformational change, including Shared Services are inevitable		Not against shared services in principle		
	Significant costs to the implementation - a huge risk for a well performing council	Significant costs to the implementation - a huge risk for a well performing council			

Theme	Issue	Chartered Institute of Environmental Health - Herefordshire and Worcestershire Branch	Countywide Food Safety and Health and Safety Liaison Groups	Herefordshire and Worcestershire Contaminated Land Officers Group	Herefordshire and Worcestershire Pollution Liaison Group
Impact on service delivery & performance	Different service levels across participating authorities leading to inconsistent service delivery and future planning.	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	
	Little room to increase risk-based working as most councils already operate on this basis	Comments reflected in the UNISON co-ordinated response			
	Concern about achieving and delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public health		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	Concern of post-code lottery from inconsistent service delivery across local areas			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Examples quoted from other parts of the County suggest that proposals will falter (Lincolnshire)				
	List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked. Generic headings need breaking down to show which are legal requirements and which are optional				
	Exactly what levels of improvement against Nf's are expected as a result of the new service structure?				
	No reference to LAA Objectives				
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.				
	Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level, fragmentation of knowledge and difficulty in managing.	Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.			Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.
	Service standards not identified or will be reduced	Service standards not identified	Service standards not identified		
	Worcester City Contaminated Land must remain in scope but no resources has been allocated			Worcester City Contaminated Land must remain in scope but no resources has been allocated	
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost				
Finance, savings and investment	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included				
	Little scope for savings from joined-up working and lack of details about how this will be done				
	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.				
	Finances are too restrictive and job cuts already decided upon.				
	Inaccurate or misleading data on staffing/ workloads/ performance			Comments reflected in the UNISON Worcester City response.	Comments reflected in the UNISON Worcester City response.
	Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.				
	No consideration of impact on (or additional) income options, especially in relation to licensing				
	Achieving procurement savings will cause local businesses to lose out.				
	Alternative ways of achieving savings should be explored				
	Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable		Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable
	Significant costs to the implementation - a huge risk for a well performing council				

Theme	Issue	Wychavon DC Contaminated Land and Dog Warden Service	Worcestershire Trading Standards Team	Wychavon Admin Team	Worcester City Council Environmental Health and EH Business Support Staff
Impact on service delivery & performance	Different service levels across participating authorities leading to inconsistent service delivery and future planning.	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Little room to increase risk-based working as most councils already operate on this basis	Comments reflected in the UNISON co-ordinated response			
	Concern about achieving and delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public health				Comments reflected in the UNISON co-ordinated response
	Concern of post-code lottery from inconsistent service delivery across local areas				
	Examples quoted from other parts of the County suggest that proposals will falter (Lincolnshire)				
	List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked. Generic headings need breaking down to show which are legal requirements and which are optional.				
	Exactly what levels of improvement against NI's are expected as a result of the new service structure?				
	No reference to LAA Objectives				
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.				
	Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level, fragmentation of knowledge and difficulty in managing.		Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.		Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.
	Service standards not identified or will be reduced	Service standards not identified or will be reduced			Service standards not identified or will be reduced
	Worcester City Contaminated Land must remain in scope but no resources has been allocated	Worcester City Contaminated Land must remain in scope but no resources has been allocated			
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost				
Finance, savings and investment	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included				Comments reflected in the UNISON co-ordinated response
	Little scope for savings from joined-up working and lack of details about how this will be done				Comments reflected in the UNISON co-ordinated response
	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.				
	Finances are too restrictive and job cuts already decided upon.				
	Inaccurate or misleading data on staffing/ workloads/ performance	Comments reflected in the UNISON Worcester City response.			Comments reflect UNISON Worcester City response.
	Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.				
	No consideration of impact on (or additional) income options, especially in relation to licensing				
	Achieving procurement savings will cause local businesses to lose out.				
	Alternative ways of achieving savings should be explored				Alternative ways of achieving savings should be explored
	Recognition that efficiency savings and transformational change, including Shared Services are inevitable		Recognition that efficiency savings and transformational change, including Shared Services are inevitable		Recognition that efficiency savings and transformational change, including Shared Services are inevitable
	Significant costs to the implementation - a huge risk for a well performing council				

Theme	Issue	Bromsgrove DC Environmental Health Pollution and General Team	Worcestershire Trading Standards Service - Compliance and Investigation Team	Wychavon DC Commercial Services and Licensing Teams	Wychavon's Environmental Services Department - submission to O&S on 1 st Dec
Impact on service delivery & performance	Different service levels across participating authorities leading to inconsistent service delivery and future planning.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Little room to increase risk-based working as most councils already operate on this basis				
	Concern about achieving and delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public health		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Concern of post-code lottery from inconsistent service delivery across local areas		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	Examples quoted from other parts of the County suggest that proposals will fail (Lincolnshire)				
	List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked. Generic headings need breaking down to show which are legal requirements and which are optional.				
	Exactly what levels of improvement against NI's are expected as a result of the new service structure?				
	No reference to LAA Objectives				
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.				
	Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level, fragmentation of knowledge and difficulty in managing.	Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.	Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.		
	Service standards not identified or will be reduced		Service standards not identified or will be reduced	Service standards not identified or will be reduced	Service standards not identified or will be reduced
	Worcester City Contaminated Land must remain in scope but no resources has been allocated				
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost				
Finance, savings and investment	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	
	Little scope for savings from joined-up working and lack of details about how this will be done			Comments reflected in the UNISON co-ordinated response	
	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.				
	Finances are too restrictive and job cuts already decided upon.				
	Inaccurate or misleading data on staffing/ workloads/ performance			Comments reflected in the UNISON Worcester City response.	
	Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.				
	No consideration of impact on (or additional) income options, especially in relation to licensing				
	Achieving procurement savings will cause local businesses to lose out.				
	Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored		Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored
	Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable		
	Significant costs to the implementation - a huge risk for a well performing council				

Theme	Issue	Worcestershire Trading Standards - Home Authority Service Team	Toni Ainscough, Environmental Health Officer, Wychavon DC	Paul Saunders, Technical Officer, Wychavon DC	Richard Williams, Principal Pollution Control Officer, Wyre Forest DC
Impact on service delivery & performance	Different service levels across participating authorities leading to inconsistent service delivery and future planning.		Comments reflected in the UNISON co-ordinated response		
	Little room to increase risk-based working as most councils already operate on this basis		Comments reflected in the UNISON co-ordinated response		
	Concern about achieving and delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public health				
	Concern of post-code lottery from inconsistent service delivery across local areas		Comments reflected in the UNISON co-ordinated response		
	Examples quoted from other parts of the County suggest that proposals will falter (Lincolnshire)				
	List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked. Generic headings need breaking down to show which are legal requirements and which are optional.				
	Exactly what levels of improvement against Nf's are expected as a result of the new service structure?				
	No reference to LAA Objectives				
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.				
	Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level, fragmentation of knowledge and difficulty in managing.			Comments reflected in the UNISON co-ordinated response	
Finance, savings and investment	Service standards not identified or will be reduced		Service standards not identified or will be reduced		
	Worcester City Contaminated Land must remain in scope but no resources has been allocated				
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost				
	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included				
	Little scope for savings from joined-up working and lack of details about how this will be done		Comments reflected in the UNISON co-ordinated response		
	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.				
	Finances are too restrictive and job cuts already decided upon.			Comments reflected in the UNISON co-ordinated response	
	Inaccurate or misleading data on staffing/ workloads/ performance		Comments reflected in the UNISON Worcester City response.		
	Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.				
	No consideration of impact on (or additional) income options, especially in relation to licensing				
	Achieving procurement savings will cause local businesses to lose out.				
	Alternative ways of achieving savings should be explored		Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored	
	Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable			
	Significant costs to the implementation - a huge risk for a well performing council				

Theme	Issue	Peter Maloney, Principal EHO, Wyre Forest DC	Debbie Herbert, Commercial Services Manager, Wychavon DC
Impact on service delivery & performance	Different service levels across participating authorities leading to inconsistent service delivery and future planning.		
	Little room to increase risk-based working as most councils already operate on this basis		
	Concern about achieving and delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public health		
	Concern of post-code lottery from inconsistent service delivery across local areas	Comments reflected in the UNISON co-ordinated response	
	Examples quoted from other parts of the County suggest that proposals will falter (Lincolnshire)		
	List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked. Generic headings need breaking down to show which are legal requirements and which are optional.		
	Exactly what levels of improvement against NI's are expected as a result of the new service structure?		
	No reference to LAA Objectives		
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.		
	Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level, fragmentation of knowledge and difficulty in managing.		
Finance, savings and investment	Service standards not identified or will be reduced	Service standards not identified or will be reduced	Service standards not identified or will be reduced
	Worcester City Contaminated Land must remain in scope but no resources has been allocated		
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost		
	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included	Comments reflected in the UNISON co-ordinated response	
	Little scope for savings from joined-up working and lack of details about how this will be done		
	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.		
	Finances are too restrictive and job cuts already decided upon.		
	Inaccurate or misleading data on staffing/ workloads/ performance		
	Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.		
	No consideration of impact on (or additional) income options, especially in relation to licensing		
	Achieving procurement savings will cause local businesses to lose out.		
	Alternative ways of achieving savings should be explored		Alternative ways of achieving savings should be explored
	Recognition that efficiency savings and transformational change, including Shared Services are inevitable		
	Significant costs to the implementation - a huge risk for a well performing council		

Theme	Issue	Consultee UNISON co-ordinated (A. Gregson letter 17th December 2009)	UNISON - County/ Trading Standards (A. Gregson letter 15th December 2009)	UNISON - Worcester City Branch (21 December 2009 & Initial response 3 December 2009)	UNISON - Redditch Branch (Ron Colebrook)
ICT & technology	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost together with the ability to support flexible working.	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost together with the ability to support flexible working.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.			No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.	
	ICT system must be in place before Shared Service can be undertaken				
	Concerns over the risks and timescales of ICT implementations.				
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Allocation of 4 staff within Hub is unclear	Allocation of 4 staff within Hub is unclear		Comments reflected in the UNISON co-ordinated response	
	The majority of this service is delivered in person by professional staff, often working on the frontline - the Hub cannot replicate this with low graded telephony posts.		The majority of this service is delivered in person by people on the frontline - the Hub cannot replicate this.	Low graded telephony posts unlikely to deliver level of competency required presenting a risk of decline in the level of service at times of greatest demand.	Comments reflected in the UNISON Worcester City response
	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health				
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response. Does not appear to be a plan on how to deal with any spare capacity left after transfer in HR, Finance, Legal.	Comments reflected in the UNISON co-ordinated response
	Honouring existing pay and grading mechanisms	Honouring existing pay and grading mechanisms	Comments reflected in the UNISON co-ordinated response		
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff	Comments reflected in the UNISON co-ordinated response		
	Uncertainty leading to staff actively seeking alternative employment	Uncertainty leading to staff actively seeking alternative employment			Comments reflected in the UNISON co-ordinated response
Hosting proposals	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately	Comments reflected in the UNISON co-ordinated response		
	District paying higher wages avoided as host.	District paying higher wages avoided as host.			
Governance	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.			
	Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected Members having reduced influence and decision making.	Lack of detail of future governance arrangements beyond proposal for joint committee		Locally elected Members would have reduced influence and decision making and there may be additional issues of detriment to taxpayers if the Joint committee partners fail to reach a consensus on courses of action.	Comments reflected in the UNISON co-ordinated response
	No details of scrutiny or monitoring	No details of scrutiny or monitoring			
	No details of joint trade union negotiation	No details of joint trade union negotiation			
	Democratic deficit leading to lack of engagement with tax payers	Democratic deficit leading to lack of engagement with tax payers		Comments reflected in the UNISON co-ordinated response	
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory Services			Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory Services	
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc				Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc
	Difficulty in providing accurate info for Statutory returns.				
Equalities	No evidence of equality impact assessment	No evidence of equality impact assessment		Comments reflected in the UNISON co-ordinated response	
Stakeholder consultation	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards.	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards.		Comments reflected in the UNISON co-ordinated response	

Theme	Issue	UNISON - Wychavon branch (Mark Cox)	Wyre Forest Joint Staff and Unions Response	GMB - Worcester City branch	County Licensing Officers Group
ICT & technology	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost together with the ability to support flexible working.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.				
	ICT system must be in place before Shared Service can be undertaken				
	Concerns over the risks and timescales of ICT implementations	Concerns over the risks and timescales of ICT implementations		Comments reflected in the UNISON co-ordinated response	
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response. Wyre Forest claimed to already use Hub close to its maximum potential.		Comments reflected in the UNISON co-ordinated response
	Allocation of 4 staff within Hub is unclear	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	The majority of this service is delivered in person by professional staff, often working on the frontline - the Hub cannot replicate this with low graded telephony posts.	Comments reflected in the UNISON co-ordinated response	Comments reflect UNISON Worcester City response		Comments reflected in the UNISON co-ordinated response
	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health			
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.				
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.				
	Honouring existing pay and grading mechanisms				
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff				
	Uncertainty leading to staff actively seeking alternative employment				
Hosting proposals	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately				
	District paying higher wages avoided as host.				
Governance	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.				
	Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected Members having reduced influence and decision making.		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	No details of scrutiny or monitoring				
	No details of joint trade union negotiation				
	Democratic deficit leading to lack of engagement with tax payers	Comments reflected in the UNISON co-ordinated response			
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory Services		Comments reflected in the UNISON Worcester City response and lack of testing proposed solution against QC providing original advice		Comments reflected in the Wyre Forest Joint Staff and Unions response
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response
	Difficulty in providing accurate info for Statutory returns.				
Equalities	No evidence of equality impact assessment				
Stakeholder consultation	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards.		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response



Theme	Issue	Chartered Institute of Environmental Health - Herefordshire and Worcestershire Branch	Countywide Food Safety and Health and Safety Liaison Groups	Herefordshire and Worcestershire Contaminated Land Officers Group	Herefordshire and Worcestershire Pollution Liaison Group
ICT & technology	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost - together with the ability to support flexible working.	Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response
	No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.				
	ICT system must be in place before Shared Service can be undertaken			ICT system must be in place before Shared Service can be undertaken	
	Concerns over the risks and timescales of ICT implementations				
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand				Comments reflected in the UNISON co-ordinated response
	Allocation of 4 staff within Hub is unclear				Comments reflected in the UNISON co-ordinated response
	The majority of this service is delivered in person by professional staff, often working on the frontline - the Hub cannot replicate this with low graded telephony posts.	HUB won't be able to respond adequately to the variety of issues currently being dealt with by professional staff.			HUB won't be able to respond adequately to the variety of issues currently being dealt with by professional staff.
	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health		
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.				
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.				
	Honouring existing pay and grading mechanisms				
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff				Comments reflected in the UNISON co-ordinated response
	Uncertainty leading to staff actively seeking alternative employment				
Hosting proposals	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately				
	District paying higher wages avoided as host.				
Governance	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.				
	Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected Members having reduced influence and decision making.				Comments reflected in the UNISON co-ordinated response
	No details of scrutiny or monitoring				
	No details of joint trade union negotiation				
	Democratic deficit leading to lack of engagement with tax payers	Comments reflected in the UNISON co-ordinated response			
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory Services				
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc				
	Difficulty in providing accurate info for Statutory returns.		Difficulty in providing accurate info for Statutory returns.		Difficulty in providing accurate info for Statutory returns.
Equalities	No evidence of equality impact assessment				
Stakeholder consultation	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards.				

Theme	Issue	Wychavon DC Contaminated Land and Dog Warden Service	Worcestershire Trading Standards Team	Wychavon Admin Team	Worcester City Council Environmental Health and EH Business Support Staff
ICT & technology	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost together with the ability to support flexible working.				Comments reflected in the UNISON co-ordinated response
	No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.				
	ICT system must be in place before Shared Service can be undertaken	ICT system must be in place before Shared Service can be undertaken			
	Concerns over the risks and timescales of ICT implementations				
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Allocation of 4 staff within Hub is unclear			Comments reflected in the UNISON co-ordinated response	
	The majority of this service is delivered in person by professional staff, often working on the frontline - the Hub cannot replicate this with low graded telephony posts.			HUB won't be able to respond adequately to the variety of issues currently being dealt with by professional staff.	
	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health				
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.			Comments reflected in the UNISON co-ordinated response	
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.			Comments reflected in the UNISON co-ordinated response	
	Honouring existing pay and grading mechanisms				Comments reflected in the UNISON co-ordinated response
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Uncertainty leading to staff actively seeking alternative employment				
Hosting proposals	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately				
	District paying higher wages avoided as host.				
Governance	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.				
	Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected Members having reduced influence and decision making.				Comments reflected in the UNISON co-ordinated response
	No details of scrutiny or monitoring				
	No details of joint trade union negotiation				
	Democratic deficit leading to lack of engagement with tax payers				
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory Services				
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc				
	Difficulty in providing accurate info for Statutory returns.				
Equalities	No evidence of equality impact assessment				
Stakeholder consultation	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public				Comments reflected in the UNISON co-ordinated response
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards.				

Theme	Issue	Bromsgrove DC Environmental Health Pollution and General Team	Worcestershire Trading Standards Service - Compliance and Investigation Team	Wychavon DC Commercial Services and Licensing Teams	Wychavon's Environmental Services Department - submission to O&S on 1 st Dec
ICT & technology	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost together with the ability to support flexible working.	Don't underestimate the task!			Comments reflected in the UNISON co-ordinated response
	No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.				
	ICT system must be in place before Shared Service can be undertaken	ICT system must be in place before Shared Service can be undertaken			
	Concerns over the risks and timescales of ICT implementations				
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand				Comments reflected in the UNISON co-ordinated response
	Allocation of 4 staff within Hub is unclear				
	The majority of this service is delivered in person by professional staff, often working on the frontline - the Hub cannot replicate this with low graded telephony posts.	HUB won't be able to respond adequately to the variety of issues currently being dealt with by professional staff.			HUB won't be able to respond adequately to the variety of issues currently being dealt with by professional staff.
	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health				
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.				
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work				Comments reflected in the UNISON co-ordinated response
	Honouring existing pay and grading mechanisms	Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		
	Uncertainty leading to staff actively seeking alternative employment		Comments reflected in the UNISON co-ordinated response		
Hosting proposals	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	District paying higher wages avoided as host.				Comments reflected in the UNISON co-ordinated response
Governance	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.				
	Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected Members having reduced influence and decision making.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	No details of scrutiny or monitoring				
	No details of joint trade union negotiation				
	Democratic deficit leading to lack of engagement with tax payers				
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory Services				
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc				
	Difficulty in providing accurate info for Statutory returns.				
Equalities	No evidence of equality impact assessment				
Stakeholder consultation	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards.				

Theme	Issue	Worcestershire Trading Standards - Home Authority Service Team	Toni Ainscough, Environmental Health Officer, Wychavon DC	Paul Saunders, Technical Officer, Wychavon DC	Richard Williams, Principal Pollution Control Officer, Wyre Forest DC
ICT & technology	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost together with the ability to support flexible working.		Comments reflected in the UNISON co-ordinated response		
	No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.				
	ICT system must be in place before Shared Service can be undertaken				
	Concerns over the risks and timescales of ICT implementations				
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Allocation of 4 staff within Hub is unclear		Comments reflected in the UNISON co-ordinated response		
	The majority of this service is delivered in person by professional staff, often working on the frontline - the Hub cannot replicate this with low graded telephony posts.		HUB won't be able to respond adequately to the variety of issues currently being dealt with by professional staff.		
	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health				
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.		Comments reflected in the UNISON co-ordinated response		
	Honouring existing pay and grading mechanisms		Comments reflected in the UNISON co-ordinated response		
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	
	Uncertainty leading to staff actively seeking alternative employment				
Hosting proposals	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately			Comments reflected in the UNISON co-ordinated response	
	District paying higher wages avoided as host.				
Governance	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.				
	Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected Members having reduced influence and decision making.				
	No details of scrutiny or monitoring				
	No details of joint trade union negotiation				
	Democratic deficit leading to lack of engagement with tax payers				
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory Services				
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc.				
	Difficulty in providing accurate info for Statutory returns.		Difficulty in providing accurate info for Statutory returns.		
Equalities	No evidence of equality impact assessment			Comments reflected in the UNISON co-ordinated response	
Stakeholder consultation	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards.				

Theme	Issue	Peter Maloney, Principal EHO, Wyre Forest DC	Debbie Herbert, Commercial Services Manager, Wychavon DC
ICT & technology	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost together with the ability to support flexible working.		
	No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.		
	ICT system must be in place before Shared Service can be undertaken		
	Concerns over the risks and timescales of ICT implementations		
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand		
	Allocation of 4 staff within Hub is unclear		
	The majority of this service is delivered in person by professional staff, often working on the frontline - the Hub cannot replicate this with low graded telephony posts.		
	HUB won't be able to provide an immediate response to major incidents that could increase the risks to public health		
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.		
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.		
	Honouring existing pay and grading mechanisms		
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff		
	Uncertainty leading to staff actively seeking alternative employment		
Hosting proposals	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately		
	District paying higher wages avoided as host.		
Governance	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.		
	Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected Members having reduced influence and decision making.		
	No details of scrutiny or monitoring		
	No details of joint trade union negotiation		
	Democratic deficit leading to lack of engagement with tax payers		
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory Services		
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc		
	Difficulty in providing accurate info for Statutory returns.		
Equalities	No evidence of equality impact assessment		
Stakeholder consultation	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public		
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards		





## Corporate Resources Scrutiny Committee

### Briefing Paper

Report of: Worcestershire Shared Regulatory Service  
(WSRS) Project team  
Date: 14<sup>th</sup> January 2010

## Wyre Forest District Council Joint Staff and Unions Response to the Worcestershire Shared Regulatory Service (WSRS)

### Introduction:

1. The following document has been prepared by the Worcestershire Shared Regulatory Service (WSRS) Project Team in conjunction with the Worcestershire Enhanced Two Tier (WETT) Programme Management Group. The WSRS operate within the WETT programme framework and governance, through agreement with the Worcestershire Chief Executives & Council Leaders Panel.
2. The WSRS are a group of senior Officers (1<sup>st</sup> and 2<sup>nd</sup> tier) representing all seven Worcestershire Councils. The project team members were delegated authority to act on behalf of their Councils by the individual Chief Executives. This was agreed during the initiation stage of the programme when the Worcestershire Chief Executives & Leaders Panel was established as the WETT Programme Board.
3. The WSRS has had a much broader Officer involvement than the original senior Officer team, which evolved during the development of the current Regulatory Services detailed business case. The business cases credits 23 Officers for their work on various aspects of the proposal. It is also acknowledged that there were a number of additional Officers involved in producing the proposals from other services e.g. Human Resources, Finance and Legal.
4. It was agreed by the WETT Programme Board that any business case development would be practitioner led and an 'open invite' approach would be taken allowing all Council teams operating within the three core disciplines access to become involved.
5. It was equally agreed that proposals should be developed from the perspective that current operational models are most likely unsustainable due to increasing financial pressures and incompatibility of traditional approaches with developing Government legislation and strategic direction.



## APPENDIX E

6. The WSRS produced 3 options within the business case for a two tier regulatory service. Clear interim guidance was provided by the WETT Programme Board that Option 3 was the most compatible to meeting the strategic and operational needs of the Partner Authorities.
7. The County Treasurers group played a key role in the development of the WETT detailed business case model. The group provided robust challenge throughout and support for the current Regulatory business case proposals.
8. In November 2009 the WETT Programme Board unanimously supported the Regulatory Services detailed business case Version 10, which recommended Option 3 and Implementation Approach D as the best two tier working Regulatory Services option for the Councils of Worcestershire. The Business Case was subsequently agreed by the Leaders and Chief Executives Group on 3<sup>rd</sup> November 2009 for consideration by all seven Councils.
9. Support from the Leaders and Chief Executives for the business case at this point allowed the proposals to be taken forward for consideration by the Elected Members of the seven Worcestershire Councils during December 2009 through to and including February 2010.
10. Formal consultation with affected staff and Trade Unions (TU) regarding the WETT detailed business cases commenced on the 10<sup>th</sup> November 2009 and was due to be completed on the 7<sup>th</sup> December 09. However, this was extended to the 21<sup>st</sup> December 09 at the request of stakeholders and through agreement with the WETT Programme Management Group (PMG).
11. The PMG leads on supporting the development of the WETT Programme e.g. resource and funding allocation and makes recommendations into the Programme Board for consideration. The group consists of senior managers from each Council e.g. Wyre Forest is represented by the Council's Section 151 Officer.
12. There will be a further two stages of staff and TU consultation following this i.e. regarding the proposed TUPE arrangements and 'assimilation protocol' should the proposals be supported by the Worcestershire Council Members. Affected Officer Teams will continue to be briefed on all developments by the WETT team throughout further stages of the programme.
13. All received feedback from the first stage of consultation will be responded to and taken into consideration by the Councils when taking their decisions on the Business Case.

### **Overview of Documents provided by the Environmental Health and Licensing Teams of Wyre Forest DC & local Trade Unions:**

14. The following sections of this report address the points raised within the joint staff and Union response, provided to the WETT and WSRS at the Corporate Resources Scrutiny Committee meeting on the 10<sup>th</sup> December 09. Each subject heading is listed in the same order it appears in the report. Each heading also refers to the associated page number.





APPENDIX E

15. Our report does not contain detailed information already presented as part of the Regulatory Services detailed business case V10. However, references to appropriate areas of the business case are included where appropriate.
16. It is important to note that members of the WETT teams were not consulted by the Officer and TU team at Wyre Forest during the development of their response. This has unfortunately resulted in some key information contained within their document being factually incorrect e.g. it conflicts with specific information contained within the current version of the Regulatory detailed business case Version 10 approved by the Worcestershire Chief Executives & Leaders and the subject of the formal consultation.
17. A significant amount of the staff and TU response refers to the staffing figures and structure shown at 'Appendix 3' of their document. Notwithstanding any concerns about overall staff numbers in the model, the structure indicated in the staff response isn't consistent with the proposed structure that appears in the formal consultation as shown on pages 18-20 of the Business Case set out the structures that have been published for consideration.
18. There are further references of factual inaccuracy within the document and these will be respectfully addressed through this report.

**Consultation (Page 3)**

19. As touched on in the introduction section of this report, the consultation period was extended by 14 days from the 7<sup>th</sup> December to the 21<sup>st</sup> December 2009. This consultation period is purely relating to the business case at this stage. There will be a further two stages of consultation to address TUPE and the assimilation protocol.
20. The Joint Response document (Staff & TU), refers to the business case being developed from the beginning of 2009. It is correct to say that the business case has been in development since early 2009, however at that time it was one of a number of work streams that were being developed in order to establish agreement for the WETT programmes priorities, create the programme framework and governance, and develop the business case for other service specific two tier proposals. All of which was completed through collaborative working and agreement with stakeholders from the seven Authorities.
21. During the consultation stages of previous Worcestershire Shared Service proposals, a business case 'Executive Summary' has formed the core document and this has been sufficient enough to base consultation upon. However, in the case of Regulatory Services, the WETT programme team developed the full detailed business case and appendices as well as the Executive Summary as this level of detail was considered more complete for consultation purposes.
22. At this stage of the Business Case the principal consideration is the most efficient and effective means by which services will be delivered and this is a matter for those bodies delivering the service. Consultation with local businesses and other



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customer groups will commence once any agreement is reached with the detailed business case. If the Business Case is agreed, then the method by which customers receive the service and at what service level they receive will be the subject of further consultation as the development of the detailed service delivery model is progressed.

23. Initial and continuing discussions have taken place with external agencies regarding the business case and associated plans. However, detailed consultation with external Stakeholder groups will commence once consultation with staff and Trade Unions has been completed and support for the proposal may have been received from Members of all Councils.

### Model 3 (Page 4)

24. Option 3 within the Regulatory Services detailed business case was developed and proposed because options 1 and 2 do not deliver the level of savings outlined in the original High Level Business Case and supported by the WETT Programme Board. Options 1 & 2 were also not considered transformational enough by key Stakeholders e.g. the WETT Programme Management Group (PMG), County Treasures and members of the WSRS.
25. Option 3 was the option which received a consensus of support from the WETT Programme Board members i.e. Worcestershire Chief Executives & Leaders Panel.
26. It is important that the proposed option is considered in the context of the savings that could be achieved collectively across all seven Councils and not just potential savings that could be achieved by each council individually. This then makes the shared approach more palatable because we should be able to see that resilience will be better maintained in a larger organisation than if cuts are applied to their individual services.
27. This is without question a new approach to delivering shared Regulatory Service through an innovative business model. However, utilisation of leaner and more efficient working practices and processes will ensure that managers are assigned to fulfilling management duties more effectively and the whole team is utilising better technology and support via frontline Customer Service teams (Worcestershire Hub).
28. The staffing level of 120 FTE is low in comparison to teams and services operating in similar operational cultures at this time. However, all Councils will have to address the increasing and inevitable financial uncertainty over the coming years which will provide the same pressures that the Worcestershire Partners are proactively addressing now.
29. In summary, approx. 75% of costs to the three core services can be attributed to salaries. Therefore, any significant savings will have to be achieved through a reduction in staffing levels. The detailed business case financial appendices show through the preferred 'Implementation Approach D' that the main reduction in FTE will be across the Managerial and Support / Admin teams, implemented over a two year period. The 'Professional' team within the proposed Option 3 model will receive a minimal amount of staffing reduction in comparison i.e. approx. 10% in total.



30. The organisational model at 'Appendix 3' of the Joint Response document is inconsistent with the current Regulatory Service detailed business case version 10 in that it identifies specific staffing numbers against the individual areas of the business model. The correct version of the Regulatory business case was circulated to all affected staff Trade Unions and Elected Members on the 10<sup>th</sup> November as part of first stage of the consultation.

### Assumptions & Risks (Page 7)

31. The Business Case openly and transparently addresses the assumptions and risks that have been considered in preparing the Business Case and although there were concerns amongst the project team about the preferred option, there was unanimous support for the Business Case by the PMG and from the Worcestershire Chief Executives & Leaders Panel members.
32. There are a significant number of Assumptions and Risks identified within the business case. These are set out clearly on p52-55. The project team involved have adopted project management principles consistent with 'PRINCE 2', to the Regulatory detailed business case development and it is considered best practice to address these two critical areas of project management within the business case.
33. Fees & Charges: Initially individual fees will be different. Over time with a more consistent approach with regard to the processing of Licenses, there will be increased potential for these to converge. However, each individual authority will retain the ability to decide its own fees and charges. There could therefore still remain variations, as a result of individual decisions on the levels of Enforcement requested and other variations in associated activity. It is accepted that the Council should not make a surplus on the licensing activity, however there is currently a deficit of approximately £80k against this activity at the moment thus making it feasible to reduce costs without having to reduce fees.
34. A number of District Council Solicitors discussed how best to progress with the proposed two tier Regulatory service based on the QC advice received and agreed that secondment of Licensing staff was the best way forward as part of the new governance arrangements.
35. **Service Standards and Performance Measures:** It is intended that individual partner performance against the National Indicators will be maintained as a minimum i.e.
- **NI14** (avoidable Contact)
  - **NI182** (satisfaction of businesses with regulatory services)
  - **NI183** (fair trading indicator calculated by reference to the number of businesses generating more than 3 complaints annually and the number of VAT registered businesses in the county)
  - **NI184** (compliance of businesses with food requirements)
  - **NI190** (achievement in meeting standards for the control system for Animal Health)



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36. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire and will help to address issues of inequality identified in the recent Place Survey. It will also ensure that partners can demonstrate the effective deployment of proposed regulatory resources to provide the optimum community benefit.
37. **Levels of Service:** It is proposed in the detailed Business Case that services will initially be delivered in accordance with current partner service standards with the aim of migrating as quickly as possible to uniform service standards.
38. **Improvement in Service:** The unified Regulatory Service will have an increased opportunity to continuously improve by adopting a leaner approach to operational processes, improving capacity to specialise, creating additional resilience, centralised ICT infrastructure and direct integration with the Worcestershire Hub via the Customer Relationship Management system. This will allow the shared service to become more efficient and effective in responding to Customers needs over longer access periods and in new ways which Customers want.
39. As the service develops, it will become more responsive to changing needs by identifying Customer requirements based on demographics which will be better identified by a service which can take a holistic view of our Communities needs utilising combined Customer and service based intelligence.
40. The unified service will also have the ability for the teams to develop skills which cross individual professional boundaries, allowing a more flexible and resilient service team to be developed.
41. **Resilience:** By bringing the three services from the seven Partner Councils into a single unified business model, the Council Partners are better placed to absorb and manage the inevitable reductions in available funding for these services and maintain service levels.
42. **Cost Reductions:** The savings target previously agreed by the Worcestershire Chief Executives and Leaders for a two tier Regulatory Service was 15%. This was to address the anticipated budget reduction, assuming Government cuts on public spending. Only Option 3 within the detailed business case currently achieves this target.
43. **Economies of Scale:** A shared service by nature increases the potential for economies of scale. The unified two tier Regulatory Service would be designed around a single management structure enabling efficient and effective management, incorporating a centralised ICT system, providing seamless service performance information and making the most of shared knowledge, resources and assets currently split across seven Councils.
44. **Consistent Approach:** There are a number of opportunities for consistency through commonality of policy. This would be welcomed by businesses with interests in more than one part of the County. Any policy alignment can be developed over time and through agreement between the unified service Partners. However, this will only be developed where appropriate and through agreement



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between Partner Councils and fully taking into account specific local need and local differences.

**45. Role of Members:** The following key points outline the anticipated key role of Elected Members in the proposed Regulatory Service:

- Each Council will have Member representation on the proposed Joint Committee and it is also anticipated that there will be joint Overview & Scrutiny arrangements established.
- Adoption of policy, for example for licensing purposes, will remain a function of each individual Council.
- It will be for the unified Management Team, working with the Joint Committee, to develop an Implementation Plan that satisfies the requirements of each Council Partner.
- No changes are proposed to the current Licensing Committee arrangements for any authority
- There will be more complete and consistent performance data available to all Members produced via centralised ICT systems and associated performance management reporting. A unified service with a single management structure will provide an opportunity for Members from each Authority to establish a more holistic view of operational performance across the county.
- Members will continue to have local access to Officers of the service, to maintain involvement in local issues
- All Members will have the opportunity to make their views known during the consultation process for the Business Case; and have the opportunity to vote on the issues at Full Council.
- Assuming that the proposal is approved by the seven Councils, Members will also be consulted on the service delivery issues relevant to them during the service design phase and this consultation can feed directly into Overview and Scrutiny and the Joint Committee.

**Performance (Page 12)**

- 46.** The projected savings figures for each Council have been based on each Council maintaining its current service offering to the Customer which will include the service portfolio identified and agreed in the detailed Business Case.
- 47.** The unified service will move towards creating a more efficient way of developing, managing and delivering the services. However this will be developed over time and through agreement with the individual Partners working with Officers and Members through the appropriate governance arrangements.



**Worcestershire Hub (Page 13)**

48. The following key points outline what the WSRS and WETT programme team believe are some of the core benefits provided by the Worcestershire Hub for the proposed Regulatory service:

- The Hub provides joined-up, high quality, consistent services for many Councils across Worcestershire.
- A significant Partnership investment has been made into the Hub and the proposed Regulatory Shared Service would utilise this investment effectively.
- To realise its full potential, the Hub needs to operate consistently across the partnership e.g. via a single number access to all Customers regardless of location and through joined up systems.
- The Hub will enable the opportunity for access to Regulatory Services outside normal working hours, from a range of channels, including: face to face, telephony and the Web
- More self-service opportunities can be developed as there will be a fully integrated systems approach to working across the Regulatory and Customer Service teams accessing the same electronic information, Customer intelligence and real time service activity.
- The new service will move closer to a one stop shop type facility for Customers. Multiple inquiries may be addressed and resolved by the same team at the first point of contact without the need for duplication, double inputting of information or the need for Regulatory Services specialists to become distracted with ad hoc Customer enquiries.

**Alternatives (Page 14)**

49. The WETT Regulatory Services Business Case has been produced against a remit set by the Worcestershire Chief Executives & Council Leaders for two tier working. This option has always been referred to as 'option b' by the WETT programme teams as 'option a' is to continue to deliver services with the current separate approach to service delivery as individual Councils.

50. Alternative options will be available. However a supported alternative option for two tier working across Regulatory Services in Worcestershire has not yet been established.

51. The WETT detailed business case for Regulatory Services sets out the recommended option for delivering these services through partnership working across two tiers of Local Government in Worcestershire.