

## **BEST VALUE REVIEWS – IMPLEMENTATION OF IMPROVEMENT PLANS**

**Report By: Environment Support Manager**

### **Wards Affected**

County-wide

### **Purpose**

- 1 To report the remaining actions and the exceptions to the programmed progress in the improvement plans resulting from the reviews of Commercial Enforcement Development Control and Public Conveniences.

### **Financial Implications**

- 2 There has been no variation to the financial implications identified in the individual Improvement Plans.

### **Background**

- 3 In response to comments from Members and Officers, the reporting arrangements have been developed by consolidating the reports and only reporting on exceptions to the programmed actions. That is, where actions have been completed earlier than programmed or where the timetable has not been met.
- 4 Appendix 1 of this report covers the following improvement plans:

- Public Conveniences
- Development Control
- Commercial Enforcement

Appendix 1 also includes progress updates on the Development Control Action Plan and the Peer Assessment of Trading Standards.

### **RECOMMENDATION**

**THAT Members note and comment on, where appropriate, the implementation of the improvement and action plans.**

### **BACKGROUND PAPERS**

- None identified.

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Further information on the subject of this report is available from Peter Cross, Environment Support Manager on  
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## PROGRESS ON IMPROVEMENT PLANS

### PUBLIC CONVENIENCES BEST VALUE REVIEW

Priority	Outcome	Action	Milestones	Officer(s)	By When	Progress to the end of Jan	Indicator for Improvement
High Priority – 2003/5	Improved provision of facilities	Refurbishment programme in progress	Tenbury Road, Bromyard scheduled for Summer 2005.  Accelerated closure programme to be agreed.	HOS Property	To be completed 2004/5	Tenbury Road completed. Programme 06/07 under review.	Public perception indicator

### DEVELOPMENT CONTROL BEST VALUE REVIEW

Priority	Outcome	Action	Milestones	Officer(s)	By When	Progress to the end of Jan	Indicator for Improvement
High	Improved quality and accessibility of highways design advice  Improved speed of applications processing and responsiveness of service	Review and update current Highway Design Guide	Adopt Manual for Streets when published by DfT in November 2005	Team Leader Transportat ion	December 2003  Date revised to July 2005	Draft consultation period completed.  Meeting with Forward Planning 8 <sup>th</sup> March 2006 to determine next steps in relation to SPD - Revised publication date subject to SPD requirements	BV109 – Determine applications within 8/13 weeks

## DEVELOPMENT CONTROL ACTION PLAN

Actions	Milestone/Target/When	By When	Lead officer(s)* and resources	Progress to the end of Jan
Participate in implementation of corporate GIS project	Publish details of MVM based planning register on line  Improve "Pendleton" score and meet requirements of BVPI 205	December 2005	Head of Planning Planning Services User Group DC Manager ICT	Corporate GIS now live (early Jan) on web site allowing on-line access to planning register records.  Pendleton score confirmed at 19/21 points
Participate in implementation of corporate Electronic Record & Document Management System	Implement corporate ERDDMS  Capture historic Planning and Building Control records.  Re-engineer DC and BC business processes	Early 2006	ICT Project Manager Head of Planning DC & BC Managers Planning Services User Group	UK Planning on line documentation and application handling package now live with full details of all applications submitted since 1/12/05 now available.  Corporate ERDMS currently on hold pending outcome of Corporate review
Maintain sufficient staff and financial resources to deliver planning services	Fully staff existing structures	Ongoing	HoS DC Manager DC Team Leaders	Currently 2 vacancies in DC being advertised
	Maintain register of external contractors / self employed staff	Ongoing	DC Manager Team Leaders / CADPOG	Maintained updates to CADPOG register of available staff.
	Consider paying retainers to potential consultants in order to ensure availability	June 2005		Considered but found not to be good value for money
	Payment of Market Forces Supplements	Ongoing	HoS Head of HR	May need to be re-considered following recruitment round in January 2006.
	Create and develop trainee posts	Aug 2005	HoS DC Manager Head of HR	Requirement for career graded posts to enable recruitment at entry level
	Visit schools to promote careers	June 2005, March 2006	DC Manager / HR	Ongoing

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Current development plan coverage for Herefordshire	Adoption of Unitary Development Plan BVPI 200	Early/mid 2006	HoS Forward Planning Manager	UDP Inquiry concluded in June 05. Inspectors report awaited before end of March 06. UDP adoption anticipated early 2007.
Improve back office through:	Re-engineering processes for the determination of applications	Sept 2005	HoS DC Manager DC Team Leaders	Continue with review and overhaul of current DC practice eg despatch of decision notices
	Implement & utilise Corporate GIS	October 2005	Planning Service and ICT	Now live
	Document Management system providing external/internal access to back office	March 2006		See comments re: UK Planning
	Electronic submission of planning applications	December 2005		Level 2 integration with Planning Portal in place. 17 electronic applications received since Oct 05. Means of electronic payment of planning fees now required.
	Consultation by email	December 2005		Means of electronic capture of application documentation required eg UK Planning before e-consultation possible.
	Monitoring of area team and individual performance	Ongoing	HoS DC Manager DC Team Leaders	Ongoing
Information gather from other Authorities	Carry out statistical and process benchmarking exercises with high performers	July 2005	HoS DC Manager & Team Leaders	Overtaken by events as targets now being met
	Visit other Authorities who operate a single planning committee	July 2005	CSS / Member / Head of Service	Survey complete and visits to be arranged.
Conduct staff meetings on issues raised by the Staff Opinion Survey	Agreed action following meeting	June 2005	Head of Planning Services	Considered and discussed at monthly DC staff meeting when analysis available.
Identify training needs in SRDs	Training programme for SRDs	May 2005	DC Team leaders	Ongoing as part of SRD programme

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Revise processes for S106 agreements	Agree process with legal Services	Nov 2005	HoS DC Manager Legal Services Manager	In discussion with Legal Service Manager
Migrate specified customer services to Info and Info by Phone	Defined customer services being delivered by Info and Info by Phone	June 2006	Head of Planning Services Head of Information, Technology and Customer Services	Scope of services to be migrated defined. Business case signed off

**COMMERCIAL ENFORCEMENT BEST VALUE REVIEW**

<b>Priority</b>	<b>Outcome</b>	<b>Action</b>	<b>Milestones</b>	<b>Start / Finish</b>	<b>Officer(s)</b>	<b>Financial / Environmental Implications</b>	<b>Progress to the end of Jan</b>	<b>Indicator for Improvement</b>
	Improved capacity Improved customer satisfaction	Create an Info by Phone Centre to handle incoming service requests.	EHTS Staff moved to "Info by Phone"  Submission to IEG no longer required	April 2006  By 15 Sept 05	Head of Service	Cost neutral - long term savings / none	Draft PID in place  Draft business case and plan drawn up.  Project Board set up.	Customer satisfaction  Cost of service
	Improved capacity Improved customer satisfaction	Re-engineer the current "Front Office" and "Back Office" functions to maximise the principle of dealing with service requests in one transaction and by minimizing referrals to the "Back Office".	Redesign processes in line with CRM (across all activities within EHTS)	Commence 1/9/05 complete April 2006  Delay in establishing suitable accommodation at Plough Lane. Target now Sept 06	MP / PN / SL / MH / RPK / Waste manager	Cost neutral - long term savings / none	The strategy document is finalised ready for signature.	Customer satisfaction  Cost of service

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	Improved responsiveness	To maximise the service's capacity to provide "on-line" forms and advice for businesses.	In line with CRM (across all activities within EHTS)	Commence 1/9/05 complete September 2006	MP / PN / SL / MH / RPK / Waste manager	Spend to save		Customer satisfaction Responsiveness
	Improved capacity Improved customer satisfaction Improved responsiveness	Facilitate through the use of IT – flexible working for staff.	Identify potential participants lead by Division moving to Plough Lane	Commence 1/9/05 complete July 2006	MP / PN / SL / MH / RPK / Waste manager	Reduced accommodation needs / reduction in travel	In line with accommodation strategy	Customer satisfaction Cost of service Responsiveness
			Implement flexible working policy (across all activities within EHTS)			Reduced accommodation needs / reduction in travel	Reliant on the above	Customer satisfaction Cost of service Responsiveness
	Improved capacity Reduction in staff turnover	To create a Divisional recruitment plan to ensure professional staff can be recruited and retained by the Division.	Implement market forces / supplement. Succession planning  Utilise SRDs / implement career development posts and conclude job evaluation  Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally	Ongoing – produce document by 30/12/05	MP / PN / SL / MH / RPK / Waste manager	Cost saving	Market forces supplement agreed for TSO 29 Nov 05.  External funding obtained for career post  Succession planning not yet progressed.	Staff turnover

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			<p>and with partners.</p> <p>Establish more structured approach towards training of staff in “difficult to recruit” posts such as TSOs and EHOs</p> <p>Promote pride in Herefordshire.</p>					
	Improved performance	<p>A Gap Analysis be undertaken on areas where Risk Assessment has not been undertaken. This work needs to be dovetailed with the outcome of the Local Authority Better Regulation Unit (LABREG) response to the Hampton Review. Work is being undertaken to establish national priorities for the various national agencies who control these regulatory services</p>	<p>Undertake analysis prior to reassessment of National Priorities being established through LABREG</p>	<p>Finish internal analysis by April 2006</p> <p>Remaining work will need to meet the national timetable.</p>	Divisional Management Team	<p>At this stage this is difficult to determine – the Government have indicated that some authorities do not spend enough money on regulatory services and consequently perform poorly. Benchmarking data is poor and is probably strongest for Trading Standards</p>	<p>The Local Authority Better Regulation Group has been disbanded. A new group – the Local Better Regulation Office (LBRO) has been established. LABREG findings are not now to be formally consulted on.</p>	<p>Establishment of revised BV166 (part of former LABREG work plan)</p>
	Improved capacity	<p>Undertake a review of possible joint working arrangements with neighbouring authorities.</p>	<p>Undertake Analysis of areas where Joint Working may be possible</p>	September 2006	Divisional Management Team	Cost Savings	<p>Ongoing discussion with Worc. CC e.g. WCC take lead roll for asbestos, Hfds lead role for legionnaires</p>	Cost of Service



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							Joint working between EH&TS have resulted in a petroleum enforcement SLA and a Trader Approval Register.	
	Improved capacity	Review the current working practices to maximise the potential for joint working between the three teams.	Compare / collate back office processes	After the re-engineering takes place	MP / SL / PN	Efficiency Savings	Ongoing but no work has progressed since Nov. Waiting on completion of business processes.	Cost of services Customer satisfaction Staff Opinion Survey Satisfaction
	Improved performance	Review the funding made available through the fee income from Liquor Licensing to expand the service and to help deliver an out of hours service (this would be cross Division service, including Environmental Protection).	Service restructure following the implementation and transitional phase of the Licensing Act 2003	April 2006	SL/RK/AET	Efficiency Saving	The licencing income is now known to be insufficient to fund an out of hours service..	Customer satisfaction
	Improved capacity	To ensure that there is integration of the Regional Consumer Direct Service into the Trading Standards Service and the Council's SIPs programme	Start up of the Regional Consumer Direct Call Centre (being established in Coventry)	April 2006 Now delayed to May/June due to lack of capacity in Coventry.	MPP	Efficiency Saving	Included in PID	Percentage of Herefordshire Consumer Advice Calls dealt with by Consumer Direct

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	Improved performance	The Council will need to review the provisions of the Bill announced in the Queens Speech to implement the recommendations of the Hampton review.	Produce a summary of effects	Finish 30/04/06	AET	To be determined	LABREG now disbanded and bill abandoned.	To be determined

**Peer Assessment of Trading Standards**

<b>Priority</b>	<b>Outcome</b>	<b>Action</b>	<b>Milestones</b>	<b>Start / Finish</b>	<b>Officer(s)</b>	<b>Progress to the end of Jan</b>	<b>Indicator for Improvement</b>
H	Engagement with Head of Service, Director and elected Member in the development of the Service	Regular updates and briefings to Director and Member with HOS and other Service Managers		From May 2005 – in progress	Trading Standards Manager / Head of Service	Ongoing	
		Cabinet reports to be submitted where appropriate				Ongoing Cabinet report on Street Trading produced	
		Secure Members/directors attendance at TSI Conference/Year Ahead Symposium				Invitations to be sent to Cabinet Member/Direct or Conference set 20-22 June 06	
		Member to visit office/work shadow				To be arranged	

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		Attendance by H.O.S at TS Service Meetings.				Undertaken Meeting attended 21/02/06	
H	Review of Leadership to understand how effective it is	Trading Standards Manager to undertake Corporate Management Competencies programme including 360° assessment		Sept 2005 - 2007	Trading Standards Manager	Unable to undertake in 05 – deferred to 06	Percentage of SRDs completed within timeframe
		Undertake Management Development Programme				Identified in SRD	
H	Engage with a wider range of stakeholders when formulating Policy and Strategy.  Balance the needs of different stakeholders when developing policies and strategies	Undertake a stakeholder analysis and review, including using Herefordshire Partnership, Local Area Forums/Citizens Panel for consultation and setting priorities	Effective Involvement through regular consultation and formulation of Policy and Strategy	In line with Business Planning Process 06/07  September / October 2005	Trading Standards Manager/QM	Under consideration.  [ Not possible to fully undertake for 06/07 planning framework]	
H	Communicate relevant policies, strategies and plans to local consumers, consumer representatives and stakeholders	Publish on dedicated TS Website				Scheduled for March/April 06	Customer/Business Satisfaction Survey  LAFs /Customer Panel

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H	Policy and Strategy is not reviewed and assessed for effectiveness	6 monthly review meeting with PTSOs		September 2005 6-Monthly	TS Management Team	1 <sup>st</sup> Review scheduled for Nov 05 Completed.	
M	Involve and encourage staff in the development of service policies, strategies and plans	Annual Staff away day to develop Service Plan		In line with Business Planning Process October 2005	Trading Standards Manager	To be arranged. Deferred to New Year Booked for March 06	Staff Opinion Survey and Herefordshire Driver results
H	Establishment of formal/informal strategic Partnerships	Engage with key stakeholders		Ongoing	Trading Standards Manager/HoS	1. Local TSS & West Mercia Police liaison group established and chaired. 2. Smoking cessation group established 3. Membership & participation within CEnTSA at both operational and strategic level. Ongoing	

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H	Ensure that data reporting for TSS activities is accurate, appropriate and aligns with NPF requirements	Engage with Software provider		May 2005 to March 2006	Trading Standards Manager / Lc&Ta	MasterTrader software system reporting function upgraded. Quality and reliability of data improving. CIPFa and NPF returns completed	
M	Understand the marginal costs of Service provision as a means to help service planning and prioritisation	Activity based cost analysis undertaken	Activity based costing implemented and used to measure efficiency and drive performance Information provided to appropriate Officers	In line with Service Planning Process 06/07 OCT 2005	Finance Officer / Finance Section	Some progress but limited.	

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M	Evaluate new technological developments that might impact upon Service delivery	Investigate flexible working practices and new technology	Use of ICT to assist Service delivery improvement	Ongoing	Trading Standards Manager / PTSOs Service Area /	Ongoing. Problem with ICT support and move to Plough Lane [deferred until moving date confirmed]	
L	Make services more accessible, especially to present non-users	Identify and survey non-users. Use of questionnaire/Info Shops		March 2006	Trading Standards Manager/QM	To be undertaken	
M	Set clear standards for Service provision based on consultation	Consult stakeholders		October 2006	Management Team / Research Team	In progress	Results of customer satisfaction survey
		Use of Leaflets/Customer Business Satisfaction Surveys				In progress	
H	Ensure that Customer and Business Satisfaction Survey questionnaires align with NPF reporting format	Align questionnaires		Nov 2005	Trading Standards Manager / QM	Questionnaire reviewed. Draft in progress. Looking to distribute in next tranche.  Completed Revised questionnaires sent out for Businesses and Consumers Jan 06	Results of customer satisfaction survey

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H	Recording, review & analysis of complaints / compliments / comments regarding Service	Implementation of dedicated Corporate CRM system for recording and analysis of Comments, Complaints & Compliments		October 2005	I T Section	In progress	Results of customer satisfaction survey
M	Staff feedback of actions / outcomes derived from Herefordshire Driver and Staff Opinion Survey.	Standard team meeting agenda item./ Team Away Day		April 2006	Trading Standards Manager / Head of Service	In Progress	Staff perception measured by Herefordshire Driver & SOS
L	Talks, exhibitions and seminars undertaken by the Service to be evaluated and assessed for effectiveness / improvement	Pro-forma to be produced		Ongoing	All Staff	Ongoing	
		Use of pro-forma by all staff undertaking such activity	Analysis of pro-formas		Trading Standards Manager / Management Team	Ongoing	
		Data used to inform / improve Service delivery				Ongoing	
H	Key performance data to be aligned with requirements of the NPF & Peer Review Model	Trends to be monitored		March 2006	Trading Standards Manager / EH & TS Management Team	Ongoing	.
		Key data to be benchmarked				Ongoing	
		Targets to be established				Ongoing	
		Reviewed by EH & TS Management Team monthly				Ongoing	