
**BEST VALUE REVIEW OF REGULATORY SERVICES
STAGE 3 REPORT**

**Responsible Cabinet Member(s) -Councillor Chris McEwan,
Community Protection Portfolio**

Responsible Director(s) - John Buxton, Director of Development and Environment

Purpose of Report

1. This report presents the outcomes from the Best Value Review of Regulatory Services. It summarises the findings and conclusions from Stages 1 and 2 of the review and presents an Improvement Plan, which is expected to bring about a step improvement in services over a 5-year period following completion of the review.
2. Defining what 'Regulatory Services' means is not straight-forward, but the following definition has been prepared from themes within Darlington's Community Strategy and was used for the purpose of the review

"Services which regulate, licence and promote a fair, safe and healthy lifestyle and safeguard and improve Darlington's natural and built environment".

3. This definition reflects the enforcement element of the regulatory function, but stresses the extended role these services play in protecting and improving Darlington's people and environment and their vital role in achieving the Council's Corporate Objectives.

Information and Analysis

Conclusions from Stage 1 of the Review

4. The Stage 1 Scoping Report gave detailed information about the services covered by the review, which briefly consisted of the following 13 service areas:
 - (a) Environmental Health
 - (b) Trading Standards
 - (c) Animal Health and Welfare
 - (d) Private Sector Housing
 - (e) Licensing
 - (f) Building Control
 - (g) Burials and Cremations
 - (h) Register Office
 - (i) Warden Service
 - (j) Highways

- (k) Rights of Way and Highways Enforcement
- (l) Car parks and Residents Parking Enforcement
- (m) Planning Enforcement

5. Planning Enforcement and Car Parks and Residential Parking Enforcement were not considered in detail in this review as they had been considered under separate Best Value Reviews (Development Control BVR and Private Transport BVR in 2001 respectively) and it was considered, in both cases that the generic improvement plan for Regulatory Services would bring about the necessary improvements.
6. Stage 1 of the review involved a series of exercises which challenged the need for the existing service and the manner in which it was being delivered. It concluded by identifying a number of potential areas for improvement and further consideration at Stage 2 of the review. These key issues were divided into three categories per component:
- (a) *Areas for Substantial Improvement in Performance (Improvement – Step Change)*
Improvements that could be made under the current procurement arrangements which could lead to a step change in performance
 - (b) *Areas for Improvement (Improvement – Other)*
Improvements which could be made under the current procurement arrangements which, whilst improving the service, would not lead to step change
 - (c) *Areas for Investigation (Investigation)*
Areas which need to be explored further or questions raised which need answering
7. A framework was identified within which these issues could be developed, based on the Audit Commission ‘Measure for Measure’ Guidance on Applying Best Value to Trading Standards. The step improvements have been fitted into this framework:

Demand Driven	Education
<ul style="list-style-type: none"> • Relocate and improve register office • Extend the powers of warden service • Develop an out of hours service • Develop a duty officer service • Develop a generic enforcement service • Develop a one stop shop 	<ul style="list-style-type: none"> • Establish a self certification scheme for businesses • Develop a local business partnership • Develop IT systems to enable e-government compliance • Improve awareness of businesses to work towards self regulation • Develop a marketing strategy
Intelligence Driven	Inspection Driven
<ul style="list-style-type: none"> • Develop a consultation strategy • Carry out customer satisfaction surveys • Identify local PIs • Exchange of good practice within Regulatory Services • Liase with other regulatory bodies • Develop protocols with regulatory bodies • Incorporate sustainability principle 	<ul style="list-style-type: none"> • Adapt and implement the Enforcement Concordat • Extend naming and shaming principle • Provide high visibility jackets

Conclusions from Stage 2 of the Review

8. At Stage 2 of the Review, the key issues identified at Stage 1 were considered in further detail and subject to a wide range of '4Cs' work – ie collecting the necessary data to evaluate the service; comparing performance with other service providers; consulting widely with service users and other interested stakeholders; and looking at competitiveness and alternative procurement options. The data collected were used to identify how well each service area covered by the review was performing, how much improvement was required and options available for service delivery which would bring about a step change in performance.
9. The performance of each service area was assessed against a range of criteria, including key indicators such as BVPI 166 and Customer Satisfaction Surveys and was judged to be 'fair' (1 service); 'good' (9 services); or 'excellent' (1 service). The general trend within the Regulatory Services function was found to be improving and where performance was found to be declining, improvement measures were generally in place or planned to bring about the required improvements within the shortest possible timescale.
10. One of the main gaps identified by the review was the lack of adequate PIs to effectively evaluate the services both internally and externally and a key area for the Improvement Plan was therefore to develop a 'basket' of PIs which addressed the Corporate Objectives in the Best Value Performance Plan and which could be applied across all Regulatory Services functions. A further 20 improvement actions were proposed, all but 3 of which could be applied across all service areas covered by the review and were expected to bring about step changes in performance.
11. Based on assessment of the services and their potential to improve, Stage 2 judged that only minor or moderate intervention was required and after consideration of the available market options, it concluded that the best option for achieving improvements would be through improved in-house delivery, using contracted elements to develop parts of the service where that is considered appropriate.

Option Appraisals

Description
RS1 - The provision of an out of hours service to customers
Summary
<ul style="list-style-type: none">• The confirmation of current schemes and pilot schemes for out of hours service• The provision of out of hours schemes immediately where there is customer demand and cost can be met from existing budgets eg abandoned vehicles• All service managers to examine their services and consult with customers and report by April 2005• From the results of these reports, service managers to draw up pilots for out of hours service for consideration during Service Plan and budget preparation for year 2006/07• Referral of out of hours service to the Access to Services BVR and discussions to be held with lead officer and officers appointed for developing the Councils Call Centre• Service managers to determine by April 2005 methods of providing out of hours service within budget looking at issues such as time off in lieu, appointments out of hours, staggered working hours

How the Option was Investigated	
<p>This issue together with a Duty Officer received the most attention during the consultation phase:</p> <p>A survey was done of existing provision in Regulatory Services and of the provision of other 'out of hours' service in the Council</p> <ul style="list-style-type: none"> • Results of national surveys were looked at eg NSCA Noise Survey • Result of new Unitary Benchmarking Scheme and methodology for rating out of hours service • Visits to Gateshead Council to look at their system • Discussions and visit to Middlesbrough Council on their system • Setting up a Task and Finish Group of PPCP Scrutiny to look at Out of Hours Service 	
Implications	
Equality	<ul style="list-style-type: none"> • Out of hours service will improve equality. There are customers who have difficulty contacting the Council in 'normal' hours and require services out of hours when no service is provided.
Sustainable Development	<ul style="list-style-type: none"> • Increases social equality and opportunity by increasing equality of information access.
Staffing	<ul style="list-style-type: none"> • Staff participation and co-operation is essential. • Flexibility, changes to work patterns and training need to be addressed. • TU involvement and likely that some services will require staff to be paid to recompense for hours worked and anti social hours.
Performance	<ul style="list-style-type: none"> • Services should improve for customers and customer satisfaction should improve as measured by surveys. • However, service provision may be at the expense of the cessation or reduction of other services to fund out of hours. • Performance can be measured by the Isle of Wight/ Hampshire out of hours benchmarking model.
Quality	<ul style="list-style-type: none"> • Quality of service should improve as provided over wider time period • Customer satisfaction should improve. Can be measured by IOW/Hampshire model.
Cost	<ul style="list-style-type: none"> • Some provision may be cost neutral or met within budgets • Provision of regular out of hours service as standard will need funding, either from divisional budgets or additional revenue.
Comments	<ul style="list-style-type: none"> • Links in with Council's Call Centre development • Out of hours service will be service specific to meet customer needs • Possibility of sharing out of hours service between services or accessing external service providers

Description	
RS2 - The provision of a Duty Officer at all service locations	
Summary	
<ul style="list-style-type: none"> • The provision of a Duty Officer at all service access points. Pilot schemes to be confirmed. The provision of the Duty Officer will vary from location to location and on customer demand. The location of some sources eg Highways at Hopetown House where there are few personal callers would not be an efficient use of staff and other provision would be made. • Development and Environment, which provide 10 of the 13 regulatory services, has recently set up a central telephone customer contact centre at Hopetown House and a personal caller centre at the Town Hall. By focusing on meeting customer needs for 80% of enquiries at first point of contact, the requirement for a Duty Officer reduces. • Training and information manuals, together with a range of advice leaflets and access to the DBC Website and the provision of 'Frequently Asked Questions' will provide staff with the ability to deal with many enquiries. Where professional and technical assistance is required, access to a Duty Officer will be provided. • The Council intends to move to a Call Centre within 12 months and this should also provide the opportunity to provide information at the first point of contact for customers. 	
How the Option was Investigated	
<ul style="list-style-type: none"> • This issue together with 'out of hours' service were the two issues consistently identified during stage 1 by all participants. • A questionnaire was sent to all service managers on duty officer provision, which was analysed. Other BV Reviews were examined together with the Audit Commission Database of BV Reviews on environmental services. • A visit was made to Gateshead Council (an 'excellent Council') to learn about their service. • PPCP Scrutiny Committee set up a Task and Finish Group to look at out of hours service and during its deliberations also discussed a 'Duty Officer'. • The questionnaire of citizens included questions on access to services and this indicated that customers would prefer 'face-to-face' contact and access to advice. • Development Control already provide a Duty Officer service at the Town Hall which includes planning enforcement. The Planning Enforcement Officer is a member of the duty team. • Pilot schemes for other services have commenced and included Trading Standards, Burial/Cremations and Licensing. Registrar Service has officers available at all times. 	
Implications	
Existing contracts	<ul style="list-style-type: none"> • Duty Officer is provided for planning enforcement • Registrar service plus pilots for Trading Standards, Licensing, Burials/Cremations.
Equality	<ul style="list-style-type: none"> • The proposal will improve equality. There is a disparity in service provisions at present and a consistent approach will ensure equal service to all customers.
Sustainable development	<ul style="list-style-type: none"> • Improves social equity and opportunity. Increases the skills and education of workforce and increases equality of information access.

Staffing	<ul style="list-style-type: none"> • Will have an impact on staff. Staff co-operation and flexible working is crucial to this issue. Staff will have to undergo training and instruction, change their working patterns to accommodate 'duty rotas'.
Performance	<ul style="list-style-type: none"> • Overall service provision should improve with customers being more satisfied with access and the service they receive, measured by customer satisfaction surveys.
Quality	<ul style="list-style-type: none"> • Quality of service should improve as customers will receive timely 'first hand' advice and information which should be measured by increased customer satisfaction with services.
Cost	<ul style="list-style-type: none"> • There are likely to be training costs and some internal costs as staff accommodates the new service, but all can be met from within existing budgets.
Comments	<ul style="list-style-type: none"> • Links in with Council Call Centre provision

Description
RS3 - To develop generic reporting and enforcement throughout Regulatory Services.
Summary
<ul style="list-style-type: none"> • A system of ‘generic enforcement’ at different levels with officers who have specific duties and responsibilities taking an holistic look when they are inspecting, visiting or surveying and not only noting and actioning issues relating to their own enforcement area but noting and referring, and in some cases actioning, other legislation. • The concept harks back to the old ‘Inspector of Nuisances’ who had the task of patrolling in the LA area to seek out nuisances and take the appropriate remedial action. Even now there is the responsibility on several local authority services to inspect their areas eg nuisance, Environmental Health. • The Council has also made byelaws which have no specific ‘home’ for enforcement which could be enforced. With the pressure on LA resources, making the most of people on the ground would meet increased public demand for better services and the Government’s cross-cutting approach to such areas as liveability and anti-social behaviour. • The range of legislation would need to be identified (IDEA Website already does this for national legislation). There is a list of local byelaws. Training of officers in the legislation. Development of a ‘tiered’ intervention approach – at the lowest level – with officers taking action as appropriate: <ul style="list-style-type: none"> • for the whole range of their professional duties and responsibilities • from a limited, easily enforceable list of legislation – byelaws for example • referral to the most appropriate body where issues are identified which are more complex and need specialist enforcement <p>This will mean:</p> <ul style="list-style-type: none"> • identifying methods of enforcement eg the system which the Community Wardens are adopting of the issue of ‘formal notifications’ • systems of communicating – the street lighting division have a system on public folders/Intranet where anyone can report defective street lights. This could be developed • systems of recording – to ensure no duplication of action • the ability and flexibility of existing services to be able to act and respond • amendments to schemes of delegation and authorisation of officers
How the Option was Investigated
<ul style="list-style-type: none"> • The issue was identified from the previous BV Review on Street Safety and the current review of Street Environment. Officers on the review group identified the potential during the scoping stage. • Other BV reviews and reports were reviewed as were the discussions of the Public Protection Forum and PPCP Scrutiny. • The range and scope of legislation, both national and local was reviewed and Government publications such as ‘Living Places’ which deals with the whole range of liveability issues. • ‘Street Scene’ the initiative of the Pedestrians Association was examined and officers attended a Street Scene Review Seminar in Leeds. • A pilot scheme was tried out in the Lascelles Ward.

Implications	
Existing contracts	<ul style="list-style-type: none"> The Community Wardens are an example where there is generic enforcement of a wide range of environmental and anti social behaviour issues and when they are 'accredited' they will acquire a wider range of legislation to enforce. They will also enforce the emissions from stationery vehicles regulations.
Equality	<ul style="list-style-type: none"> This will improve equality issues – it will empower officers with a wider range of powers which they can enforce for the benefit of the Community. This will complement the idea of a 'one stop shop' for contact to delivery and reduce the 'its not my area of responsibility' which the public sees as poor service
Sustainable development	<ul style="list-style-type: none"> Reducing the mileage travelled by different services Increased use of Intranet for communication Overall improvement of the quality of the environment Improve social equality and opportunity increasing the skills and education of our workforce Sending the right signals to the community on the delivery and contributing to corporate issues Community Strategy
Staffing	<ul style="list-style-type: none"> This will have a major impact on staff. Their co-operation and that of the TUs is vital. Their acceptance of the principle is paramount and there will be issues of training/ instruction to address.
Performance	<ul style="list-style-type: none"> The public and customers should see an improvement in performance similar to the benefits realised by the 'Street Care Team'. These are multi-functional staff who have been trained to deal with a myriad of street environmental issues. If they go for a fly tip, they may also deal with any graffiti, fly posting, weeds, street furniture and sign cleaning and repair. More effective reporting of issues will improve response times and the public will see something done at the time which should lead to improved customer satisfaction.
Quality	<ul style="list-style-type: none"> Overall the quality of service should improve but there needs to be investment in training and the ability of the organisations to respond to more requests and more timely responses. If the two do not match the public will see quality reduce. This was an issue identified on the Lascelles Street Safety pilot where issues were identified. Some services were not able to respond due to other demands and lack of resources.
Cost	<ul style="list-style-type: none"> There will be some costs at the outset, time for training, but largely costs would be found within the service for improvements. There may be demands to increase revenue for services to enable existing response times to be maintained. Depending on the degree of cross-cutting working the wider range of activities may lead to employees and TUs seeking increased payments.
Comments	<ul style="list-style-type: none"> This is a wide-ranging issue and will involve not only the services but also TU and human resources.

	<ul style="list-style-type: none">• Links with other BV reviews with service improvement.• Cross cutting issue.
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Description	
RS4 – Develop a contact/call centre type approach for Regulatory Services in Development and Environment	
Summary	
<ul style="list-style-type: none"> • To establish three main contact points where the public can access the Department's regulatory (and other) services as follows:- <ul style="list-style-type: none"> • An enlarged public reception counter at the Town Hall to deal with most of the Department's service enquiries • A modified reception counter at Houndgate to deal specifically with Licensing enquiries (mainly from the Taxi and Public Entertainment) and to facilitate appointments with Trading Standards and Cemetery and Cremation Services Officers. • A new call-type centre at Hopetown House to deal with most of the department's telephone enquiries • To continually improve these contact points by applying the BVR recommendations where possible and where appropriate. This will include: <ul style="list-style-type: none"> • The introduction of systems to improve workflow and tracking an information bases about customers and locations • Improvement to telephone system to allow improved call distribution querying and monitoring • Placing the Front Office under a single management with a remit to establish, maintain and improve standards, which in turn will raise the profile of Customer Services 	
How the Option was Investigated	
<ul style="list-style-type: none"> • Considered the Access to Services Best Value Review including its recommendations • Considered D & E's own agenda within its Customer Focus Project 	
Implications	
Existing contracts	<ul style="list-style-type: none"> • There is a corporate contract covering the telephone system. This will not be affected by the Service Delivery Option.
Equality	<ul style="list-style-type: none"> • The enlarged/modified reception counters at the Town Hall and Houndgate are both designed to facilitate visits by disabled persons. • Language line is available at both sites and there are limited numbers of information leaflets in multi-language etc. <ul style="list-style-type: none"> • There is a corporate agenda and a departmental agenda on equality and diversity which will drive further improvement in the way we interface with minority groups.
Sustainable development	<ul style="list-style-type: none"> • Telephone Call Centre will reduce the need to travel and encourages equity and opportunities for all by increasing the skills of workforce. • Increases equality of information access by communicating in different ways. • Increases facilities and access for the disabled.

Staffing	<ul style="list-style-type: none"> • There are some major human resource implications associated with the step changes that are planned. These have been fully considered in both the Access to Services work and in the department's own Customer Focus project. • The department's management has already indicated that it will affect the Front Office/Back Office by voluntary means rather than forcing staff to move. It has acknowledged that training for staff is paramount.
Performance	<ul style="list-style-type: none"> • There are a number of published indicators which are or may be relevant (2003/04 target in brackets) • BV2 - The level of the Equality Standard for Local Government to which the Authority conforms: (Level 2) • BV157 – No. of types of interactions that are enabled for electronic delivery as a percentage of types of interactions that are legally permissible by electronic delivery: (75%) • CR2 – Percentage of telephone calls answered within 10 seconds: (90%) • It is proposed that further local PIs (and targets) are developed and adopted in the following areas:- • Customer satisfaction • Number of calls/staff resources • Number of personal visitors/staff resources • Number of contacts dealt with at point of contact • Equality and diversity (separate agenda)
Quality	<ul style="list-style-type: none"> • Well-designed customer satisfaction surveys should be able to measure public perception of the quality of the service which is provided via the CTR and the face to face contact points. • At the same time the internal Structure / organisation/procedures/systems should be reviewed with a view to improving quality within, eg consideration should be given to seeking further accreditation to add to our recent success with Legal Services Commission "Assisted Information" status.
Cost	<ul style="list-style-type: none"> • It is anticipated that costs associated with the Departmental initiative will be met from D&E's own revenue budgets albeit these are not seen to be significant
Comments	<ul style="list-style-type: none"> • Will link with the e-government agenda and also the Enforcement Concordat and Local Business Partnership • Strengthens communications between businesses and the Council and also increases the skills and education of staff and service users and contributes to lifelong learning.

Description	
RS5 – The development and operation of self assessment systems for businesses and the improvement in compliance	
Summary	
The trailing of an electronic system - PARSOL which covers food safety, health and safety and HMOs and investigation of the use of paper systems in other areas.	
How the Option was Investigated	
<ul style="list-style-type: none"> • The officer review group identified this and deliberations of the PP Forum and PPCP Scrutiny confirmed this as an issue. • Guidance documents on Best Value were scrutinised for information on authorities who have piloted self assessment. The Best Practice guidance on the enforcement Concordat contains information and identified Councils who had trialled this approach. • Councils contacted and examples of self assessment systems obtained. • Information was also obtained from Wandsworth LBC who are piloting an electronic online (PARSOL) project involving self assessment. Self-assessment involves devising a self-assessment form which is sent to businesses with instructions on how to complete. It is essentially a DIY inspection system in the form of a checklist. When completed businesses are requested to return the form. The form is examined by officers and depending on the result may involve providing advice and information or an inspection. This is used in conjunction with an examination of the file. If there is confidence in the business, inspection or visit frequencies can be altered. If forms are not returned then these are targeted for visits and inspections. • The system should also provide guidance and help for businesses to access if the inspection indicates it e.g to Health and Safety Executive site if health and safety form. • This should improve use of officers' time by concentrating on areas where poor compliance is indicated • Wandsworth are piloting a system which will enable businesses to access online and self assess and also tell them how to bring businesses up to standard. This has the advantage of reducing officer time in chasing up and assessing the paperwork. The system will be offered free to Councils to set up their Websites. • Businesses could be encouraged to return the form to Councils as per the paper version. 	
Implications	
Existing contracts	<ul style="list-style-type: none"> • No use at present of self-assessment although food businesses have to carry out hazard analysis which is assessed by Health Officers.
Equality	<ul style="list-style-type: none"> • Should improve equality by all business having the same opportunity to participate. • However, PARSOL relies on PC and internet access to businesses which do not have access will be precluded – community access could be promoted for these.
Sustainable development	<ul style="list-style-type: none"> • The use of Web based systems should reduce paper use and transport on visits by officers but will help build sustainable communities by: • Increasing capacity of local community to influence decisions and their capacity to manage resources and facilities

	<ul style="list-style-type: none"> • Help to deliver targets in the Community Strategy • Maximise health promotion by: • Improving access to information • Improving healthy and safe working environments • Helping sustainable economy by helping business to increase their competitiveness and encouraging them to participate in their local economy.
Staffing	<ul style="list-style-type: none"> • Will require staff resources but the system is free • Will require IT staff to assist • Staff will require training in order to deliver the system • Opportunities to develop staff skills
Performance	<ul style="list-style-type: none"> • Should lead to an increase in satisfaction as measured in customer surveys. • By inclusion in health and safety plans and food safety plans the HSE and FSA would see Darlington as a progressive authority and score highly in plan assessments. • Should free up staff time from inspecting well performing self regulating business to enable concentration on poor performing businesses. • Measured by number of 'hits' on Website and forms returned.
Quality	<ul style="list-style-type: none"> • Quality of service should improve with improved service to business and extend the range of options to businesses to seek compliance.
Cost	<ul style="list-style-type: none"> • Officer time required for training, system development and maintenance • Continues trend towards assessment rather than inspection, but likely to be met within existing budgets
Comments	<ul style="list-style-type: none"> • Will link with the e-government agenda and also the Enforcement Concordat and Local Business Partnership • Strengthens communications between businesses and the Council and also increases the skills and education of staff and service users and contributes to lifelong learning

Description	
RS6 – Develop a local business partnership between enforcing and regulatory bodies and the organisations they regulate which will lead to increased self regulation and enable enforcers to concentrate on poor performers	
Summary	
<ul style="list-style-type: none"> • A Local Business Partnership based on the DTI model with a partnership board based on existing fora (where operating) establishing new groups where appropriate. • Seeking funding from the DTI Small Business Partnership for a grant to employ a Co-ordinator to organise and deliver the Partnerships. • The LBP would provide a mechanism for increased and improved compliance with legislation by means such as providing information – newsletters, presentations, rather than statutory inspections. This will lead to regulators being able to concentrate resources on the poorer performing businesses and improve standards. 	
How the Option was Investigated	
<ul style="list-style-type: none"> • This theme was identified during Stage 1 by suggestions from the review group, questionnaires and stakeholders and by presentations and discussion with the Public Protection Forum and Public Protection & Community Partnership Scrutiny Committee. • The DTI website on LBP was investigated, handbooks and systems from authorities obtained. • Attending LBP seminars and discussions with Middlesbrough Council Officers who are responsible for a LBP and meeting with Economic Regeneration Officers • Interviews with representatives of local businesses. 	
Implications	
Existing contracts	<ul style="list-style-type: none"> • There is no existing LBP but there are organisations which the Council links into through Economic Regeneration which could be used to fulfill this role. • There are some examples of Good Practice – Building Control have a regular meeting with builders which fulfils the role of LBP as does the Funeral Directors Forum and the Taxi Licensing Forum.
Equality	<ul style="list-style-type: none"> • This would lead to a ‘level playing field’ among business, with the aim of concentrating resources on the poorer compliers and by seeking consistency in enforcement • Ensuring equality for example in employees and the public’s health and safety. • By applying LBP across the whole range of regulatory services rather than the pockets of good practice, all businesses will be treated equally.
Sustainable development	<ul style="list-style-type: none"> • This will help build sustainable communities by: • Improving the sense of community among businesses • Increasing the capacity of business community to influence decisions that affect their lives and businesses and their capacity to manage resources and facilities • Helping to deliver targets in the local Community Strategy • By using the LBP as a Forum for engaging in LA21, will improve the environment and conserve resources eg disseminate information on water/energy savings

	<ul style="list-style-type: none"> • Improving health by improving healthy and safe working environments • Sustaining the economy by encouraging local business to increase their competitiveness and encouraging them to participate in their local economy • Encourage social equity and opportunity by increasing equality of information access
Staffing	<ul style="list-style-type: none"> • Staff resources will be required to set up and deliver LBP but existing Forums may minimise this. This provides another method of seeking compliance through co-operation and should 'free' up some staff time by self enforcement. • An application will be made to the Small Business Service for a grant (2 year max) to fund the post of Co-ordinator which will reduce the impact in staff time.
Performance	<ul style="list-style-type: none"> • Improved customer satisfaction with the service should be identified through customer questionnaires. • Performance can also be measured by the setting up of the LBP and the number of meetings/events, contacts with businesses and requests for assistance.
Quality	<ul style="list-style-type: none"> • The quality of service should improve as customers participate and receive information and advice which should be measurable in customer satisfaction surveys • The DTI provide a framework for a LBP and compliance with that should lead to a quality service. • If a grant is received from the Small Business Service it will have to deliver to a specification which includes maintenance of quality.
Cost	<ul style="list-style-type: none"> • Met within existing resources, some staff time and budgets may have to be diverted • If a grant is obtained it will be time limited and if the post and partnership is successful then other sources of funding will be required to continue after this time. Diversion of existing revenue, additional revenue bids and contributions from businesses are examples
Comments	<ul style="list-style-type: none"> • Links in with Darlington Partnership and Economic Regeneration re. shared objectives/targets. • LBP operate successfully in several parts of the country but their level of success seems to depend on having a dedicated Co-ordinator.

Description	
RS7 – Create a contact centre to field, process and direct enquiries to the Council or serve as a first point of contact with the customer	
Summary	
<ul style="list-style-type: none"> • 24/7 enquiry capturing capability eForms etc, with extended hours being available through centre and emergency call services. • Field calls, visitors, e-mails; log and capture data; refer an enquiry to relevant back office; • Integration with a call centre • Integration with website and back office systems where possible • Common scripts to assist customer service advisors • Comprehensive A-Z of services • Identification of front office/back office split 	
How the Option was Investigated	
<ul style="list-style-type: none"> • Reviewed PARSOL website to establish latest position on national projects. • Reviewed MORI survey on PARSOL project. • Reviewed PARSOL Overview report “Best Practice in ICT in Planning & Regulatory Services”. • Reviewed PPA Ltd report “National Planning Website Review 2003”. • Visited websites of best practice Councils. • Consideration of Access to Services improvement plan. • Analysed current position. • Conducted gap analysis between best practice and ourselves. • Considered provision in terms of channels: web; kiosks; digital TV; mobile/SMS; call centres; contact centres; remote access; mobile/satellite offices. • Review ODFM document “Modern Councils, modern services- access for all”. 	
Implications	
Equality	<ul style="list-style-type: none"> • Access to enquire, review, locate information, with 24/7 access being largely through the website
Sustainable development	<ul style="list-style-type: none"> •
Staffing	<ul style="list-style-type: none"> • Staff needed for call centre/contact centre • Training needed in systems and service familiarity • Training needed in Customer Service • Staff time to carry out preparatory work
Performance	<ul style="list-style-type: none"> • Improved efficiency by handling contact electronically • Linked systems
Quality	<ul style="list-style-type: none"> • Consistency of approach and training • Improved management information • Split between back office and front office functions
Cost	<ul style="list-style-type: none"> • Costs of implementing extended hours and emergency call systems. • Accommodation • Training • Uniforms

	<ul style="list-style-type: none"> • Software/hardware • Telephony
Comments	<ul style="list-style-type: none"> • In the interim, work can be done on developing the improvement made by the Customer Focus project by: • Reviewing business processes; • Establishing front office/back office split; • Developing common scripts; • Service familiarisation; • System familiarisation; • Empowerment of frontline staff

Description	
RS8 – Develop and Implement a marketing strategy for Regulatory Services	
Summary	
<ul style="list-style-type: none"> • Development of marketing strategy to co-ordinate main marketing activities 	
How the Option was Investigated	
<ul style="list-style-type: none"> • Identified sources of guidance on marketing • Reviewed marketing already carried out • Considered appropriateness of strategy for marketing activities 	
Implications	
Equality	<ul style="list-style-type: none"> • Effective marketing can increase access to services to all sectors of society
Sustainable development	<ul style="list-style-type: none"> • Consider electronic (web based) marketing and recycled products for paper systems
Staffing	<ul style="list-style-type: none"> • To be delivered within existing resources
Performance	<ul style="list-style-type: none"> • Analysis of marketing feedback should lead to improved quality of service
Quality	<ul style="list-style-type: none"> • Analysis of marketing feedback should lead to improved quality of service
Cost	<ul style="list-style-type: none"> • Costs should be met from within existing budgets

Description	
RS9 – Develop and implement a consultation strategy for Regulatory Services to improve customer involvement and satisfaction	
Summary	
<ul style="list-style-type: none"> • Preparation of a consultation strategy at service level • Identify techniques and methods for consultation • To develop a system to ensure issues raised in response to consultation are progressed 	
How the Option was Investigated	
<ul style="list-style-type: none"> • Discussions with officers, Environmental and Public Protection Forums, PPCP Scrutiny, searching LA Websites, examining IDEA, Audit Commission Information and reviewing the Council’s consultation strategy. 	
Implications	
Existing contracts	<ul style="list-style-type: none"> • Some corporate contracts eg NWA undertake the Annual Community Survey.
Equality	<ul style="list-style-type: none"> • Should improve equality by ensuring inclusive approach to the community and hard to reach groups.
Sustainable development	<ul style="list-style-type: none"> • Strategy will identify most ‘sustainable’ methods of consultation, increase capacity of community to influence decisions affecting them and improve the quality of information access.
Staffing	<ul style="list-style-type: none"> • Delivered via existing staff • Consultation will have to be ‘embedded’ within the culture of regulatory services and staff must be involved in progressing issues identified by consultation.
Performance	<ul style="list-style-type: none"> • Should improve public satisfaction with the service as services should be organised as per customer needs • To measure improvement – use the number of methods of consultation used
Quality	<ul style="list-style-type: none"> • Should improve the quality of service as measured by satisfaction surveys and increase the corporate rating.
Cost	<ul style="list-style-type: none"> • Mainly met from within existing budgets, staff time • This should be offset by providing services which customers want and reducing complaints • May be some costs for specific surveys (eg if add onto Community Strategy)
Comments	<ul style="list-style-type: none"> • Must link in with other issues eg customer satisfaction, Website, Local Business Partnership • Will lead to consistent high quality consultation

Description	
RS10 – Extend use of regular customer satisfaction surveys in Regulatory Services to cover all services	
Summary	
<ul style="list-style-type: none"> • Improve level of use of customer satisfaction surveys • Extend this work in to areas where it is not currently carried out 	
How the Option was Investigated	
<ul style="list-style-type: none"> • Identified service areas where customer satisfaction survey work is already carried out • Reviewed surveys already carried out • Considered appropriateness of survey work for areas where it is not already carried out • Considered use of a model / standard questionnaire • Considered bolting on some aspects of Regulatory Services to other existing customer satisfaction survey programmes. 	
Implications	
Equality	<ul style="list-style-type: none"> • Customer surveys can contribute to identifying types of users of service
Sustainable development	<ul style="list-style-type: none"> • Consider electronic system (web-based) and recycled products for paper system
Staffing	<ul style="list-style-type: none"> • To be delivered within existing resources
Performance	<ul style="list-style-type: none"> • Analysis of customer feedback should contribute to improved performance
Quality	<ul style="list-style-type: none"> • Analysis of customer feedback should lead to improved quality of service
Cost	<ul style="list-style-type: none"> • Should be met from within existing resources

Description	
RS11 – Develop local PIs which can be used across Regulatory Services to set targets within service delivery plans to improve performance and enable benchmarking with internal and external bodies	
Summary	
<ul style="list-style-type: none"> Public Protection has a local PI – the % of requests for service responded to within 1 working day. Currently the target is 84% set to increase by 2% a year until 90% is reached. Public Protection covers 5 of the 13 regulatory services reviewed so extending this to the whole service would not be too difficult, particularly where services use the UNIFORM system, similar to Public Protection. This would involve another 3 services, with Highways already having a similar PI, this makes 9 out of 13. This is a PI which is a good measure of the service to the public. Another PI which would be considered is the degree of satisfaction with the service provided. This is already covered in part in some services and was included in the recent Citizens survey and does provide a benchmark before service improvements. Satisfaction surveys is the subject of another issue report which the recommendation is that this be used for all regulatory services. Again it is a PI which measures customers’ views of the service (which includes the public and businesses subject to regulation). BVPI166 is a national PI – score against a Best Practice checklist for Environmental Health and Trading Standards and covers 4 of the regulatory service areas. The score is out of 100% and covers 23 separate areas which give a wide coverage of the services provided. These 23 items were cross referenced against the 13 service and there is the scope for using a modified local PI of BVPI166. However BVPI166 is to be replaced from next year and it is unlikely that collection of these figures will continue and is not suitable for a local PI. However several of these items are covered in BVP166 as issues and are recommended for inclusion in an action plan eg enforcement concordat, marketing and publicity protocols for information sharing with other bodies. Local PIs proposed are: <ul style="list-style-type: none"> % response time to requests for service % satisfaction with service 	
How the Option was Investigated	
<ul style="list-style-type: none"> Officers working group brainstormed this issue Identified the range of local PIs and BVPIs used now by the service Researched Audit Commission database of local PIs Contacted other local authorities to determine if they had any PIs which would be appropriate Considered identifying PIs <ul style="list-style-type: none"> which could be applied across range of services? what collection and monitoring would be required? would they monitor public assessment of services? 	
Implications	
<ul style="list-style-type: none"> Equality 	<ul style="list-style-type: none"> The adoption of universally acceptable PIs will place all services on an equal footing and ancillary information could be collected with surveys eg sex, age, ethnicity and could be used to ensure services are being targeted and received equally amongst the population.

Sustainable development	<ul style="list-style-type: none"> Helps build sustainable communities by increasing the cohesiveness and capacity of the local community to influence decisions that affect their lives and their capacity to manage resources and facilities.
Staffing	<ul style="list-style-type: none"> Will require the use of resources to collect and analyse information, but will provide useful feedback to staff about the standard of service they are providing.
Performance	<ul style="list-style-type: none"> Should have a positive effect on performance as targets can be set each year and action plans set and delivered to improve response times and satisfaction levels.
Quality	<ul style="list-style-type: none"> Quality of service should improve as the two indicators directly relate to quality of service
Cost	<ul style="list-style-type: none"> There will be staff costs in some services in setting up monitoring systems but can be met within existing budgets
Comments	<ul style="list-style-type: none"> These PIs can be included in service plans and monitored by Performance Plus. The two PIs chosen are simple to collect and easily understood by users.

Description	
RS12 – Set up a system to facilitate the exchange of information including good practice within Regulatory Services	
Summary	
<ul style="list-style-type: none"> Establish quarterly meetings between senior managers of Regulatory Services to share information and good practice. The proposed strategies for consultation and marketing, and the BV improvement action plan will provide a core subject area for discussion 	
How the Option was Investigated	
<ul style="list-style-type: none"> Identified that there are pockets of good practice within Regulatory Services (consultation, enforcement protocols, customer surveys etc) but that these are not shared Considered opportunities to share information and good practice (Departmental Newsletter, intranet, meetings) Compared with other Authorities 	
Implications	
Equality	<ul style="list-style-type: none"> Some examples of good practice within Regulatory Services Services will have a positive impact on equality issues, will ensure a consistent approach to customers
Sustainable development	<ul style="list-style-type: none"> Meetings will include progressing the proposed sustainable development action plan
Staffing	<ul style="list-style-type: none"> To be delivered within existing resources
Performance	<ul style="list-style-type: none"> Sharing information and good practice should lead to improved performance
Quality	<ul style="list-style-type: none"> Sharing information and good practice should lead to improved quality of service
Cost	<ul style="list-style-type: none"> To be delivered within existing resources
Comments	<ul style="list-style-type: none"> Contributes to the following corporate objectives: Providing excellent services Enhancing our capacity to improve

Description	
RS13 – Set up liaison arrangements with other regulatory organisations to develop and implement protocols to ensure a comprehensive service to customer with no gaps or overlaps	
Summary	
<ul style="list-style-type: none"> Customers and public often unsure as to who to contact about an issue and may get passed from ‘pillar to post’ until they find the correct body 	
How the Option was Investigated	
<ul style="list-style-type: none"> Identified areas where potential overlap could occur eg for fly tipping – Environmental Health and the Environment Agency Identified where protocols were recommended and used as agreed practice eg Trading Standards Plan Compared with other authorities 	
Implications	
Existing Contracts	<ul style="list-style-type: none"> There are some examples of formal systems but most are informal and in some areas there is a lack of clarity. New arrangements will provide the staff and public with clear, transparent systems of operation
Equality	<ul style="list-style-type: none"> Will be improved by ensuring that protocols are clear Customers will be treated fairer and staff will be clear as to their responsibilities and where enforcement is carried out the Business will be clear about the issue and the responsible body
Sustainable development	<ul style="list-style-type: none"> Helps to increase the capacity of local communities to influence action which affect their lives
Staffing	<ul style="list-style-type: none"> Co-operation of staff required Some instruction and training and time to make contact with relevant organisations
Performance	<ul style="list-style-type: none"> Overall customer satisfaction with services should improve measured by surveys as time spent in finding the correct regulator is reduced and response of organisation is improved as a result
Quality	<ul style="list-style-type: none"> Quality of service should improve as customers are clear who is taking what action
Cost	<ul style="list-style-type: none"> Cost of staff time in developing protocols should be offset by improvements in action as a result of clarity
Comments	<ul style="list-style-type: none"> Linked to associated issues of communicating with other agencies Some examples already in place and can be built upon

Description	
RS14 – Develop communications/liaison with other enforcing bodies in the service areas to deliver a co-ordinated service which is greater than it component parts	
Summary	
<ul style="list-style-type: none"> • That each of the component services identifies other enforcing bodies where there is a common ground or interest and sets up good lines of communication with regular and frequent meetings and exchange of information for the benefit of both parties and to the general public and customers. • Each body will have its own priorities and responsibilities but some will be shared and involving other bodies will add value to their work. • Many services or initiatives are now cross cutting eg anti social behaviour and there is the expectation of Government and the public that all the interested bodies will work together to deliver. 	
How the Option was Investigated	
<ul style="list-style-type: none"> • This issue was identified by all groups and at consultation meetings as an area for improvement. • All services were examined and other organisations identified where they had a common interest eg <ul style="list-style-type: none"> • Environmental Health <ul style="list-style-type: none"> ○ Health and Safety Executive ○ Food Standards Agency • Uniformed Wardens <ul style="list-style-type: none"> ○ Police Service • Trading Standards <ul style="list-style-type: none"> ○ Department of Trade and Industry • Car Park Enforcement <ul style="list-style-type: none"> ○ Police ○ Wardens ○ DVLA • In some cases formal links were present eg Wardens/ Police as the Community Safety Partnership but others were more tenuous and informal and did not appear to the public to offer a ‘joined up approach’. There are examples of some initiatives where a joined up approach was carried out eg Car Park Wardens giving out ‘hawk eye’ notices to motorists in car parks where valuable were on display, but the opportunity was not taken to note vehicles with no tax disc or out of date or completing CL28 forms to notify DVLA. 	
Implications	
Existing Contracts	<ul style="list-style-type: none"> • There are some examples, the most visible being the Community Warden Service, the Police and the Community Warden Service.
Equality	<ul style="list-style-type: none"> • This scheme should lead to improved equality as the use of more officers ‘on the ground’ will reduce the risk of some issues and offenders not being identified and the service being at risk of being seen as selective in enforcement • The public will also see the benefits of organisations working together to improve regulation

Sustainable development	<ul style="list-style-type: none"> • Will help build sustainable communities by increasing the cohesiveness and capacity of the local community. • Minimising crime and fear of crime • Help to deliver targets in the Community Strategy and Community Safety Strategy • All will increase social equity and opportunity by increasing skills and education of workforce and increasing opportunity for lifelong learning.
Staffing	<ul style="list-style-type: none"> • Will require the co-operation of staff and a flexible approach in delivering services. • Staff will require training and will need to work with staff of other organisations.
Performance	<ul style="list-style-type: none"> • Overall delivery of services should improve and be noted by customers and the public and be expressed in increased satisfaction by the public. • Individual services will be able to see performance improve eg number of CL28s issued should increase if Car Park Wardens report these when carrying out enforcement.
Quality	<ul style="list-style-type: none"> • Quality of service will need to be addressed as there may be concerns about staff from other professions and services helping deliver a service where the overall responsibility is elsewhere who will need training instruction, monitoring and feedback to ensure quality is maintained.
Cost	<ul style="list-style-type: none"> • There should be no increase in costs • There will be the cost of undertaking additional work or tasks but over time this should even out with organisations depending on the initiative/action
Comments	<ul style="list-style-type: none"> • Opportunities to communicate will arise, some ad hoc and some where approaches will have to be made. • There are pockets of good practice. These need to be built on throughout regulatory services. • Links with issue if developing protocols.

Description	
RS15 – To ensure sustainability principles are incorporated within Regulatory Services	
Summary	
<ul style="list-style-type: none"> • The development within Regulatory Services of integrating sustainability issues within services and within the Council eg: <ul style="list-style-type: none"> ○ The use of Green Energy ○ The use of LPG vehicles ○ Review the use of Recycled Paper ○ Undertake Waste Audits ○ Undertake Energy Audits ○ Undertake Water Audits 	
How the Option was Investigated	
<ul style="list-style-type: none"> • A brainstorming session between the Assistant Director Public Protection, the Environment and Sustainability Manager and the Sustainable Development Officer. • Use of the Best Value Review Guidance Sustainable Development Toolkit. • Incorporating good practice from the SOLACE Best Value and Sustainability Checklist • Comparison with other authorities 	
Implications	
Existing Contracts	<ul style="list-style-type: none"> • Some existing contracts, eg for the supply of paper or food and beverages, may limit the speed of progress • Procurement strategy will provide opportunities
Equality	<ul style="list-style-type: none"> • Sustainable development issues dealt with on a consistent level and improved local equality issues (eg access to transport) as well as global issues (eg fair trade products)
Sustainable development	<ul style="list-style-type: none"> • Promoting Sustainable Development within the Council internally provides an example of Best Practice and what can be achieved to the wider community
Staffing	<ul style="list-style-type: none"> • To be delivered within existing resources. • Delivery partially via the Green Team
Performance	<ul style="list-style-type: none"> • Internal sustainable working practices will contribute to improved performance
Quality	<ul style="list-style-type: none"> • Internal sustainable working practices will contribute to improved quality of the service provided
Cost	<ul style="list-style-type: none"> • Costs will be met from within existing budgets • Some additional costs will be incurred eg green energy and will have to be met by increased allocation of resources in MTFP
Comments	<ul style="list-style-type: none"> • To act as a pilot for other Best Value Reviews • Need to review the existing BV guidance and update • Sustainable Development is a corporate issue and is the responsibility of all Council Staff. • Sustainable development contributes to the following corporate objectives: <ul style="list-style-type: none"> ○ Shaping a better Darlington

	<ul style="list-style-type: none">○ Providing excellent services○ Ensuring access to all○ Enhancing our ability to improve.● Furthermore it is one of the underpinning principles of the Community Strategy.
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Description	
RS16 – Implement the ‘Good Practice Guide for Enforcement Concordat’ to develop partnerships with business which are regulated to lead to improved compliance	
Summary	
<p>Full implementation of the Enforcement Concordat Good Practice Guide includes</p> <ul style="list-style-type: none"> • Resubmitting the Enforcement Concordat and the Council’s enforcement policy for consideration together with the measures necessary to adopt and comply with the Code of Practice • CMT to appoint a Lead Officer responsible for the adoption process • Lead Officer appoints EC working group • WG reviews enforcement policies and develops a ‘core’ enforcement policy • Consult with stakeholders and businesses on the draft core enforcement policy • Liaise with other enforcement bodies to develop a fully ‘joined up’ approach to enforcement • Draw up a strategy for implementation which includes <ul style="list-style-type: none"> ○ Enforcement functions covered ○ What changes will be made and training is needed to fulfill the polices and procedures ○ How and when changes achieved ○ How performance will be monitored against the EC ○ Preparation and implementation ○ publishing 	
How the Option was Investigated	
<ul style="list-style-type: none"> • Reviewing current position in the Council • Reviewing stage 1 and the inputs from review officers, Scrutiny Committees and Public Protection Forum • Attending Local Business Partnership presentation which included the Concordat • LGA information and examining in detail the Good Practice Guide on the Enforcement Concordat 	
Implications	
Existing Contracts	<ul style="list-style-type: none"> • The Council has signed up to the Concordat but some time ago • An enforcement policy was drawn up to complement the EC, but there is inconsistent application across the authority
Equality	<ul style="list-style-type: none"> • By applying the Code of Practice a consistent approach to enforcement across a wide range of services should improve the equality of enforcement for business and the Council will be seen to be acting fairly in all service areas. • Businesses will benefit by preserving fair competition
Sustainable development	<ul style="list-style-type: none"> • Helps to build sustainable communities by: • increasing the capacity of the community to influence decisions that affect their business • helping to deliver targets in the Corporate and Community Strategies • increased compliance in the community – help increases social equity and opportunity by • increasing the skills of the workforce • increasing equity of information access

	<ul style="list-style-type: none"> • sending the right signals to the community
Staffing	<ul style="list-style-type: none"> • A Lead Officer will need to be appointed and this will involve a time commitment. • Each enforcement service will be represented on the working group. • There will be training required for staff and monitoring will require staff time. • There are opportunities for staff development.
Performance	<ul style="list-style-type: none"> • This should lead to an increased satisfaction rating with enforcing services by those they regulate, as the aim is to seek higher levels of voluntary compliance. • Services will be surveying their customers on the quality of advice and help fullness and fairness of enforcement and in some services these are required to be monitored by external bodies eg DTI for Trading Standards.
Quality	<ul style="list-style-type: none"> • By operating to a Good Practice Guide, quality of service will be improved and the requirement to monitor will maintain standards. • Monitoring reports will be presented to appropriate Scrutiny Committees.
Cost	<ul style="list-style-type: none"> • Improvements will be met from existing service budgets and there may be some realignment of budget resources
Comments	<ul style="list-style-type: none"> • Links to Local Business Partnership issue • Good Enforcement will demonstrate the Council's power 'to promote economic, social and environmental well being' by helping to encourage, develop and sustain

Description	
RS17 – Extend the principle of Naming and Shaming of offenders	
Summary	
<ul style="list-style-type: none"> To extend the principle of Naming and Shaming to any current or future Fixed Penalty Notices by Uniformed Wardens and other Council enforcement staff to improve compliance 	
How the Option was Investigated	
<ul style="list-style-type: none"> Popular feedback from BVR Regulatory Services Views of Forums, PPCP Scrutiny on existing ‘naming and shaming’ 	
Implications	
Existing Contracts	<ul style="list-style-type: none"> Currently used for littering and dog fouling Fixed Penalty Notices
Equality	<ul style="list-style-type: none"> Increased naming and Shaming, additional publicity enabling a greater deterrent leading to public seeing more consistent enforcement but can be viewed as increasing inequality by individuals named and shamed.
Sustainable development	<ul style="list-style-type: none"> Increases the cohesiveness and capacity of local community by minimising crime and fear of crime. Helps deliver targets in Community Safety Strategy.
Staffing	<ul style="list-style-type: none"> Delivery will be primarily through existing Uniformed Wardens with the assistance of trained volunteer staff. Naming and Shaming information will be collated by the Fines Processing Assistant and passed to Town Hall Communications.
Performance	<ul style="list-style-type: none"> Weekly Uniformed Warden performance is collated and entered onto a table and graph. Uniformed Wardens are currently performance monitored against outcome measures of Uniformed Warden activity, ie. the feeling of safety (SS9/SS10) reported by residents in the Annual Darlington Citizen Panel Uniformed Wardens contribute to this indicator with high visibility patrols. The British crime survey indicates what most reassures the public: <ul style="list-style-type: none"> ○ 27 % Uniformed Presence ○ 20% Reduction in Crime Rates ○ 14% More server sentencing ○ 6% More Arrests ○ 6% Better Communication of activity ○ 5% Less hysterical media coverage
Quality	<ul style="list-style-type: none"> Quality of service should improve as measured by increased satisfaction as knowledge of enforcement increases by the public.
Cost	<ul style="list-style-type: none"> There should be no additional costs

Comments	<ul style="list-style-type: none">• There may be legal issues in naming and shaming minors
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Description	
RS18 – Provide a visible means of ‘Regulation’ – ensure all staff wear high visibility jackets who spend a high proportion of their time outside to provide reassurance to the public	
Summary	
<ul style="list-style-type: none"> • That Council Community Justice / Street Safety staff are provided with high visibility jackets to contribute towards a uniformed presence on the street which reassures the public. 	
How the Option was Investigated	
<ul style="list-style-type: none"> • By reviewing the Best Value Street Safety 2003/4 which identified the issue • By referring to the British Crime Survey 2003 which has statistics on the incidence of crimes on an area basis 	
Implications	
Existing Contracts	<ul style="list-style-type: none"> • Durham Police HQ Clothing Stores • ARCO, Stockton on Tees • Nitron Uk, West Sussex
Equality	<ul style="list-style-type: none"> • More high visibility patrols will benefit the wider community, reduce the fear of crime and deter crime itself
Sustainable development	<ul style="list-style-type: none"> • Increases the cohesiveness and capacity of the local community by minimising crime and fear of crime, • Helps to deliver targets in local Community Safety Strategy
Staffing	<ul style="list-style-type: none"> • Appropriate Council enforcement and Street Safety staff • Some staff members not comfortable with wearing such jackets
Performance	<ul style="list-style-type: none"> • The British Crime Survey publishes results of what reassures the public, 27% stated a uniformed presence on the streets
Quality	<ul style="list-style-type: none"> • Trained and Professional staff • Public view of service should improve with more visual impact
Cost	<ul style="list-style-type: none"> • £150 per jacket including manufacture and stitching of logos
Comments	<ul style="list-style-type: none"> • Financial Implications • Public expectations of untrained staff in generic high visibility clothing

Description	
RS20 – Investigate Relocating the Register Office to meet minimum accommodation standards and clients needs	
Summary	
<ul style="list-style-type: none"> • Investigate the options for the relocation of the Register Office with the aim of providing: <ul style="list-style-type: none"> ○ Accommodation to meet good practice standards. ○ Car parking for disabled and wedding parties. ○ A new environment for wedding parties. ○ Joined up services with other Council Departments. ○ One stop shop facility for the public register deaths (when legislation permits) 	
How the Option was Investigated	
<ul style="list-style-type: none"> • Considered minimum standards required for registration service. • Visited other Register Offices • Taken into account Access to Services Best Value Review and its recommendations which has examined front of house and one stop shop issues. • Collected information from customers/clients. • Considered options to supplement current service. • Took into account the impact the Civil Registration Review will have on the Registration Service • Collected information from stakeholders. • Discussions with Estates Division in Development and Environment Department. • Discussions at Senior Management level. 	
Implications	
Existing Contracts	<ul style="list-style-type: none"> • Existing contracts in place for each area
Equality	<ul style="list-style-type: none"> • The proposal will be more equitable than existing provision and meet all requirements of the public.
Sustainable development	<ul style="list-style-type: none"> • Will enable services to be provided in a sensitive environment and consequently reduce those factors that can affect stress and health. • Increase the cohesiveness and capacity of the local community by reducing the need to travel by adding local facilities and makes the best use of existing buildings and encourages equity and opportunities by improving services for young, elderly and disabled.
Staffing	<ul style="list-style-type: none"> • Amalgamation of front of house staffing between two departments – training will be required. • Additional staffing for catering/functions will be required for increased business <ul style="list-style-type: none"> • Legislation changes will change contracts of employment.
Performance	<ul style="list-style-type: none"> • Increase performance in LGA/GRO Assessment for compliance (currently 75 per cent compliant) • Provide One Stop Shop for clients registering deaths and requiring the Council’s Bereavement Services.

Quality	<ul style="list-style-type: none"> • Address quality issues required by clients which can be monitored by customer feedback.
Cost	<ul style="list-style-type: none"> • Not known at present – detailed estimates required
Comments	<ul style="list-style-type: none"> • Further consultations will be required with: - Service users Employees Trade Unions Stakeholders Internal Departments

Description	
RS21 – Extension of powers of Uniformed Wardens, which will allow them to become more effective in their role and provide a higher quality of service to the public	
Summary	
<ul style="list-style-type: none"> • Establish and maintain a Community Safety Accreditation Scheme in line with the Police Reform Act 2002. • Increase enforcement powers to Darlington Uniformed Wardens. • That Uniformed Wardens receive adequate training for the exercise of those powers and are capable of effectively carrying out the functions for the purpose of which those powers are to be conferred on them. 	
How the Option was Investigated	
<ul style="list-style-type: none"> • Review of the legislation and the Crime and Disorder Act 1998 and the Police Reform Act 2002. • Bringing together partner organisations to work jointly to address community safety issues. • 6-month secondment of Senior Uniformed Warden to ‘Safe in Tees Valley’ to assist in managing the project. • Consultation with Chief Constables, public, private and voluntary sectors. • Research into how potential Accredited Authorities currently train, operate and manage Warden schemes including the issuing of Fixed Penalty Notices, general enforcement and complaints procedures. 	
Implications	
Existing Contracts	<ul style="list-style-type: none"> • Uniformed Wardens have been trained by Durham Constabulary and most recently by Stockton Borough Councils Security Centre Training Section. • Additional training will be required for Accreditation.
Equality	<ul style="list-style-type: none"> • That the scheme will benefit the wider community of Darlington.
Sustainable development	<ul style="list-style-type: none"> • Will increase the cohesiveness and capacity of the community by minimising crime and rear of crime. • Helps to deliver targets in the Community Safety Strategy. • Encourages equity and opportunities for all by increasing the skills of the workforce and provides opportunity for lifelong learning.
Staffing	<ul style="list-style-type: none"> • Delivery will be primarily through existing Uniformed Wardens with the assistance of trained volunteer staff. • Relevant Health and Safety risk assessments have been undertaken.
Performance	<ul style="list-style-type: none"> • Weekly performance is collated and entered onto a table and graph, performance is checked and monitored on a weekly basis and reported to Thematic Partnership on a quarterly basis. • Uniformed Wardens are currently performance monitored against BVPI 126 Household Burglary, BVPI 127 Violence against the person and BVPI 128 Vehicle Crime.
Quality	<ul style="list-style-type: none"> • Accredited System • Quality Marked

Cost	<ul style="list-style-type: none"> • The cost will be met through existing budgets • £300 for Local Authority Accreditation (Annually and subject to change) • £40 per Accredited Person (annually and subject to change)
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Service Improvement Plan

12. The Service Improvement Plan (SIP) has been developed to address the key issues identified in Stage 1 of this review. The actions for each component of the review have been addressed separately although some of the actions will address multiple issues.
13. An assessment has been made within the SIP of the following:
- (a) *Impact on User* – An assessment has been made on what benefits the customer will see when the option is carried out.
 - (b) *Financial Implication* - An assessment has been made of the resources required to implement the actions of each key issue. In all cases whilst there may be some reallocation of resources the overall conclusion is that **no additional resources** will be required to implement the review conclusions.
 - (c) *Link to Community Strategy theme/s* – *Links the improvement directly to a Community Strategy theme*
 - (d) *Link to Corporate Objective* – Links the improvement directly to one or more Corporate Objectives.
14. Each action identified in this section will contribute to at least one but in many cases more than one Community Strategy theme. Due to their strategic nature, the level to which individual actions contribute to these high-level outcome measures will be difficult to determine in most cases. However, for the purposes of this Implementation Plan, a balanced scorecard of performance indicators has been developed. As the majority of these services are customer focused, indicators that measure customer satisfaction will be used, together with indicators measuring Access to Services and cost. The indicators being used to measure service provision across Regulatory Services are as follows:

Indicator Type	Explanation
Strategic	BVPI 166 a & b – Standards of Environmental Health and Trading Standards
Cost/efficiency	Cost of service against level of service using Hampshire/Isle of Wight model (Local benchmarking indicators)
Service delivery outcome	Response time to requests for services
Fair Access	BVPI 156 – Premises suitable for and accessible to disabled persons % of service contacts which can be achieved electronically % of customer enquiries met at first point of contact

15. Strategic – BVPI 166

Of the 13 components of Regulatory Services, five are currently covered by BV166 a & b (a checklist of enforcement by Environmental Health and Trading Standards). These five are Environmental Health, Trading Standards, Animal Health and Welfare, Private Sector Housing and Licensing. It is proposed to use this indicator (and its successor) to indicate the quality of the service (See Appendix 1 for further information).

16. Cost/Efficiency – New Unitary Benchmarking (Hampshire/Isle of Wight model)

There is a model developed by the authorities of Hampshire and the Isle of Wight which is regarded as the Industry benchmark for all Public Protection Services, ie. Environmental Health, Animal Health and Welfare and Private Sector Housing. This uses a scoring matrix of criteria to determine the quality of service and when taken with the cost, an indicator of cost per ‘point’ can be determined (See Appendix 2 for detail). Services can be improved by either scoring more points (service improvement), or cost savings (increased efficiency) or both.

17. Service Delivery – Response time to requests for service

This indicator monitors the number of requests responded to within 24 hours and is reported as a percentage of all requests. Three indicators are to be used to reflect the range of access.

18. Fair Access – BVPI 156

The proposed corporate performance indicator BVPI 156 will be used and tailored to indicate the percentage of Regulatory Services Buildings which are open to the public in which all public areas are suitable for and accessible to disabled persons.

19. The government corporate indicator of the % of customer transaction which can be made electronically and % of customer enquires met at first point of contact.

20. Quality – Satisfaction Surveys

This is to be either monitored through citizens panel surveys or service specific customer survey, with customers expressing a rating of either very or fairly satisfied with the service, denoted as a percentage. The targets for this indicator have been set to coincide with major service improvements resulting from implementation of the action plan.

Targets for these indicators are as below:

	2004/05	2005/06	2006/07	2007/08	2008/09
BV 166	80%	90%	100%	100%	100%
Cost of service (£)					
Response time (%)	86%	87%	88%	89%	90%
BV 156	75%	100%	100%	100%	100%
Egovernment access	N/A	100%	100%	100%	100%
First time contact	N/A	80%	81%	82%	83%
Satisfaction	68%	69%	71%	73%	75%

21. Taken as a whole, this balanced ‘basket’ of indicators will provide an overall indication of the performance of Regulatory Services.
22. The following table charts the years in which the actions resulting from the plan will be implemented, ie.:

Table showing timeline for 5-year implementation

	RS2			
	RS8			
	RS10			
	RS13			
	RS14			
	RS15	RS1		
RS4	RS17	RS5		
	RS18	RS12	RS3	RS9
RS11	RS21	RS16	RS6	RS20
2004/05	2005/06	2006/07	2007/08	2008/09

This relates to the following options:

RS1	To provide an Out of Hours service to customers
RS2	To provide a Duty Officer
RS3	To develop generic reporting and enforcement
RS4	Develop a contact/call centre approach for Regulatory Services
RS5	Self Assessment and Regulation
RS6	Develop a Local Business Partnership
RS7	To develop the Council’s website and implement e-government
RS8	Develop and implement a Marketing Strategy
RS9	Improving consultation
RS10	Extend the use of regular customer satisfaction surveys
RS11	Develop generic local Performance Indicators
RS12	Set up of system to facilitate the exchange of information
RS13	Develop protocols with other enforcing organisations
RS14	Improving communication with other enforcing organisations
RS15	Promote sustainable development
RS16	Implement the good practice guide to the Enforcement Concordat
RS17	Naming and Shaming
RS18	To provide high visibility jackets
RS20	Investigate relocation of Register Office
RS21	Uniformed Warden accreditation

23. **RS19** – Self-certification/regulation was in the original list of options developed during stage 1 and 2 and was appraised with all the others. The option was investigated within two areas: the licensing of venues for public entertainment and the regulation of skips in the highway.

24. It was concluded that these systems did not improve services to the public and as a result, this option has not been progressed for inclusion in the Service Improvement Plan.

Service Option: RS1	To provide an Out of Hours service to customers
Impact on User	This option will lead to improved service delivery, and the ability for the Council to deal with customer issues more timely and effectively, with improved outcomes for customers, leading to increased satisfaction

Ref	Action	Target for Completion	Lead Report Officer
RS1a	Confirm existing and pilot schemes	July 2004	Keith Atkinson
RS1b	Reports from service managers	April 2005	Keith Atkinson
RS1c	Implementation of services within budget	March 2006	Keith Atkinson
RS1d	Preparation of service plans/budgets/bids by officers	September 2006	Keith Atkinson
RS1e	New schemes start	April 2006	Keith Atkinson

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first; Ensuring access for all; Enhancing our capacity to improve
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Financial Impact	Some provision may be cost neutral or met within budgets but the provision of regular out of hours service as standard will need funding, either from divisional budgets or additional revenue
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Service Option: RS2	To provide a Duty Officer at service locations during office hours to be able to respond immediately to customer requests
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Impact on User	This option will lead to improved service, face-to-face contact and access to professional and technical information and advice. Less frustration at access to services
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Ref	Action	Target for Completion	Lead Report Officer
RS2a	Confirm pilot schemes	July 2004	Keith Atkinson
RS2b	Duty Officer in place at all locations	September 2005	Keith Atkinson

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first; Ensuring access for all; Enhancing our capacity to improve
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Financial Impact	Some provision within budgets, new services will require funding either diversion or new
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Service Option: RS3	To develop generic reporting and enforcement throughout Regulatory Services
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Impact on User	Improved services – customers will have a ‘one stop shop’ – officers will look for and enter actions or report if a service is needed. A more proactive way of working will lead to increased customer satisfaction
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Ref	Action	Target for Completion	Lead Report Officer
RS3a	Set up officer group	October 2004	Keith Atkinson
RS3b	Officer group reports	April 2005	Keith Atkinson
RS3c	Set up internal notification system	April 2005	Keith Atkinson
RS3d	Pilot scheme	April 2006	Keith Atkinson
RS3e	Stepped implementation	March 2008	Keith Atkinson
RS3f	Full implementation	March 2009	Keith Atkinson

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first
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Financial Impact	Met from within existing budgets
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Service Option: RS4	Develop a contact/call centre approach for Regulatory Services within Development & Environment
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Impact on User	Overall improved customer satisfaction; improved response times for customers; improved resolution of requests; multiple requests dealt with in one contact; improved ability for customers to track service requests
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Ref	Action	Target for Completion	Lead Report Officer
RS4a	Reception Area & Central Telephone Reception	July 2004	Dennis Watson
RS4b	Implement arrangements in line with corporate review of Access to Services	Ongoing	Customer Services Manager

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first; Ensuring access for all;
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Financial Impact	Funded through MTFP
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Service Option: RS5	Self Assessment and Regulation
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Impact on User	Able to self regulate and seek advice and help. Improve ability to comply with legislation in partnership rather than confrontation
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Ref	Action	Target for Completion	Lead Report Officer
RS5a	PARSOL available	March 2005	Barry Pearson/ Lynda Bosanko
RS5b	System installed and staff trained	March 2006	Barry Pearson/ Lynda Bosanko
RS5c	Presentation to businesses	March 2006	Barry Pearson/ Lynda Bosanko
RS5d	Trial of paper system	March 2006	Barry Pearson/ Lynda Bosanko

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services
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Financial Impact	Funded from within existing resources
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Service Option: RS6	Develop a Local Business Partnership between Enforcing and Regulatory bodies of the businesses that they regulate
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Impact on User	Business compliance with legislation will improve, as they will have more information and advice. Therefore the quality of service to customers will improve. A more risk based approach will ensue, with less visits to 'good' performers and more to 'poor' performers
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Ref	Action	Target for Completion	Lead Report Officer
RS6a	Bid for grant co-ordinator	March 2005	Stuart Muckle Nigel Green Barry Pearson
RS6b	Set up local Business Partnership	April 2005	Stuart Muckle Nigel Green Barry Pearson
RS6c	Local Business Partnership in operation	April 2006	Stuart Muckle Nigel Green Barry Pearson

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first
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Financial Impact	From within existing resources
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Service Option: RS7	To develop the Council's website and implement e-government to field, process and direct enquiries to the Council
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Impact on User	Users and customers will benefit from greater access to more accurate, high quality information. The quality of the service provided to the customer could be improved by linking systems together and the use of support systems to enable the Council to make better-informed decisions. The availability of accurate, up to date information available through core end to end business systems will also help to improve the response times in handling requests for service and applications.
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Ref	Action	Target for Completion	Lead Report Officer
RS7a	Develop corporate strategy for GIS to include: <ul style="list-style-type: none"> • Data management strategy • Metadata strategy • Methods of distribution 	September 2005	Lynda Bosanko
RS7b	Allocate resources to establish a single corporate gazatteer	May 2004	Lynda Bosanko
RS7c	Create Uniform upgrade project according to project timetable	June 2004	Lynda Bosanko
RS7d	Investigate solutions for upgrading other core systems to enable ESD and develop business case in each instance to include: <ul style="list-style-type: none"> • Levels of upgrade required • Software implications • Hardware implications • Costs 	March 2005	Lynda Bosanko
RS7e	Feasibility studies into solutions for bolt-on products to enhance service delivery (may be led by Access to Services)	September 2005	Lynda Bosanko
RS7f	Investigate solutions for mobile access to systems for staff to include: <ul style="list-style-type: none"> • Suitable devices • Software solutions 	March 2005	Lynda Bosanko

	<ul style="list-style-type: none"> • Cost • Level of access required 		
RS7g	Develop suite of performance indicators to measure improvement	March 2005	Lynda Bosanko/all service managers

Link to Community Strategy Theme/s	Enhancing the environment; Improving health and well-being; Promoting inclusive communities
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first; Ensuring access for all; Enhancing our capacity to improve
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Financial Impact	Cost for Access to Services Review already programmed in MTFP – no additional resource required from Regulatory Services
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Service Option: RS8	Develop and implement a Marketing Strategy for Regulatory Services
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Impact on User	A Marketing Strategy will ensure that customers are aware of the services available and that marketing makes best use of available resources
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Ref	Action	Target for Completion	Lead Report Officer
RS8a	Identify key marketing opportunities (eg Environment Week, Christmas, Noise Action Day, etc.)	October 2004	Bill Westland
RS8b	Determine marketing packages for each marketing event and resource available	December 2004	Bill Westland
RS8c	Identify piggy back, combined marketing opportunities	February 2005	Bill Westland
RS8d	Finalise strategy and implement	April 2005	Bill Westland

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first
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Financial Impact	From within existing resources
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Service Option: RS9	Improving consultation by developing and implementing a Consultation Strategy for Regulatory Services
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Impact on User	Greater involvement of Darlington's citizens in all decisions that affect their involvement in Regulatory Services that will result in services being better targeted at users.
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Ref	Action	Target for Completion	Lead Report Officer
RS9a	Preparation of the Consultation Strategy	March 2005	Bill Westland
RS9b	At least one mechanism in place for routinely consulting stakeholders across Regulatory Services functions	March 2006	Bill Westland
RS9c	At least two mechanisms in place for routinely consulting stakeholders across Regulatory Services functions	March 2007	Bill Westland
RS9d	At least three mechanisms in place for routinely consulting stakeholders across Regulatory Services functions	March 2008	Bill Westland
RS9e	At least four mechanisms in place for routinely consulting stakeholders across Regulatory Services functions	March 2009	Bill Westland

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first
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Financial Impact	From within existing resources
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Service Option: RS10	Extend the use of regular customer satisfaction surveys to cover all services within Regulatory Services
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Impact on User	To provide the opportunity for customer feedback on service areas to maintain and improve service delivery and enhance customer and stakeholder satisfaction.
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Ref	Action	Target for Completion	Lead Report Officer
RS10a	Implement planned schemes (Environmental Health, Animal Welfare & Licensing)	July 2004	Barry Pearson
RS10b	Introduce on a pilot basis model questionnaires for cemetery and cremation services	October 2004	Julie Cooper
RS10c	Introduce scheme for Warden Service, Private Sector Housing and Countryside	April 2005	Relevant Service Managers
RS10d	Ensure Highways, Rights of Way and Planning Enforcement have surveys incorporated into appropriate larger existing surveys	April 2005	Relevant Service Managers

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first; Enhancing our capacity to improve
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Financial Impact	Maybe one off costs, although these will be funded from existing budgets
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Service Option: RS11	Develop generic local Performance Indicators for Regulatory Services which can be used to measure, benchmark and set targets within service plans to improve performance
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Impact on User	Through effective comparison there will be an improvement in services as areas of good practice can be disseminated, resulting in greater customer satisfaction
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Ref	Action	Target for Completion	Lead Report Officer
RS11a	Develop Performance Indicators	September 2005	Keith Atkinson
RS11b	Set up systems to record response times	April 2005	Keith Atkinson
RS11c	Carry out customer satisfaction surveys	Ongoing	Keith Atkinson
RS11d	Monitor during 2004/05 and set future targets for 2005/06 onwards	Ongoing	Keith Atkinson

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Enhancing our capacity to improve
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Financial Impact	From within existing resources
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Service Option: RS12	Set up of system to facilitate the exchange of information including good practice within Regulatory Services
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Impact on User	Will lead to an improvement in services as areas of good practice can be disseminated and implemented quickly, resulting in greater customer satisfaction
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Ref	Action	Target for Completion	Lead Report Officer
RS12a	Survey all service areas to identify examples of good practice	September 2005	Bill Westland
RS12b	Set up quarterly meetings for effective exchange of information	April 2006	Bill Westland

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Enhancing our capacity to improve
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Financial Impact	From within existing resources
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Service Option: RS13	Develop protocols with other enforcing organisations to ensure a comprehensive, seamless service to customers with no gaps or overlaps
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Impact on User	For the general public there will be a clearer more transparent system of communication with the most appropriate organisation and a wider response and resolution
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Ref	Action	Target for Completion	Lead Report Officer
RS13a	Service managers to identify areas where protocols would benefit	April 2005	Wendy Lilico/ Service Managers
RS13b	Arrangements in place between Council and Environment Agency	April 2005	Wendy Lilico/ Service Managers
RS13c	Protocols in place	September 2005	Wendy Lilico/ Service Managers
RS13d	Evidence of improvements from protocols	April 2006	Wendy Lilico/ Service Managers

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first; Ensuring access for all
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Financial Impact	From within existing resources
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Service Option: RS14	Improving communication with other enforcing organisations to provide a co-ordinated service
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Impact on User	Services will be seen to be more joined up and working together, ensuring the customer is not passed from one organisation to another
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Ref	Action	Target for Completion	Lead Report Officer
RS14a	Service managers to identify organisations where communication will improve service delivery	April 2005	Wendy Lilico/ Service Managers
RS14b	Agreements and protocols in place on communication and joint working	September 2005	Wendy Lilico/ Service Managers
RS14c	Evidence of joint communication and working	April 2006	Wendy Lilico/ Service Managers

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first; Ensuring access for all
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Financial Impact	From within existing resources
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Service Option: RS15	Promote sustainable development and ensure sustainability principles are incorporated within the services that make up Regulatory Services
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Impact on User	An improved approach to social inclusion, a more stable economy and an improved environment
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Ref	Action	Target for Completion	Lead Report Officer
RS15a	Develop action plan	September 2005	Paula Jamieson
RS15b	Implement action plan	April 2006 – March 2009	Service Managers

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Shaping a better Darlington; Providing excellent services; Ensuring access for all; Enhancing our ability to improve
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Financial Impact	From within existing resources
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Performance Indicator	Target 2004/05	Target 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
Based upon implementation of action plan; eg purchase green energy for high use Council buildings	Achieved				

Service Option: RS16	Implement the good practice guide to the Enforcement Concordat, to develop partnerships with Businesses that are regulated to lead to improved compliance.
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Impact on User	Fair and consistent enforcement with the aim of a higher level of voluntary compliance. This option will lead to improved service delivery and consultation, with easier access to information and advice and a co-operative, non-confrontational approach.
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Ref	Action	Target for Completion	Lead Report Officer
RS16a	Report to Cabinet and Council and Lead Officer appointed	April 2005	Stephen Todd
RS16b	Working Group to produce draft policy	October 2005	Stephen Todd
RS16c	Implementation	April 2006	Stephen Todd

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services; Putting the customer first; Ensuring access for all
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Financial Impact	Improvements will be met from existing service budgets and there may be some re-alignment of budget resources
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Service Option: RS17	Naming and Shaming
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Impact on User	Increased publicity will enable a greater deterrent to littering and anti social behaviour, thereby improving the environment and increasing public safety
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Ref	Action	Target for Completion	Lead Report Officer
RS17a	Extend naming and shaming to any current or future Fixed Penalty Notices issued by Uniformed Wardens	April 2005	Shaun Findlay

Link to Community Strategy Theme/s	Promoting community safety, Enhancing the environment
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Link to Corporate Objective/s	Shaping a better Darlington; Providing excellent services
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Financial Impact	From within existing resources
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Performance Indicator	Target 2004/05	Target 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
Feeling of safety – after dark/during the day (SS9/10)	52%/95%	53%/95%	54%/95%	Not set	Not set

Service Option: RS18	To provide high visibility jackets – a visible means of identifying enforcement presence on the streets of Darlington and reassurance to the public
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Impact on User	Greater public reassurance, deterring crime and reducing the fear of crime
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Ref	Action	Target for Completion	Lead Report Officer
RS18a	List appropriate staff to wear high visibility jackets	December 2004	Shaun Findlay
RS18b	Source availability of high visibility jackets	April 2005	Shaun Findlay

Link to Community Strategy Theme/s	Promoting community safety, Enhancing the environment
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Link to Corporate Objective/s	Shaping a better Darlington
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Financial Impact	£150 per jacket, funded through existing budget
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Performance Indicator	Target 2004/05	Target 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
Jackets provided to staff	All staff provided with jacket				
Feeling of safety – after dark/during the day (SS9/10)	52%/95%	53%95%	54%/95%	Not set	Not set

Service Option: RS20	Relocation of Register Office to Dolphin Centre to provide improved access and accommodation to service users
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Impact on User	This option will provide the maximum benefit to the public, in improved access and accommodation and will allow the Council the opportunity to increase its market share in catering/functions and increase income by competing with civil wedding venues and other registration districts. Once legislation permits, this option could also help facilitate a joined up service provision for the public in relation to death registration with the Registration Officer for Bereavement Services relocating to the registration area for easier public access to services
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Ref	Action	Target for Completion	Lead Report Officer
RS20a	Preparation and evaluation of options	March 2005	Linda Todd
RS20b	Submit capital bid	March 2006	Linda Todd
RS20c	Implement and complete works	March 2009	Linda Todd

Link to Community Strategy Theme/s	Enhancing the environment
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Link to Corporate Objective/s	Providing excellent services, putting the customer first, ensuring access for all, enhancing our capacity to improve
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Financial Impact	Currently unknown – will have to compete for resources in the Council’s Capital Programme.
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Service Option: RS21	Uniformed Warden accreditation
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Impact on User	Extension of powers to Uniformed Wardens, which will allow them to become more effective in their role and providing a higher quality service to the public
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Ref	Action	Target for Completion	Lead Report Officer
RS21a	Ensure Uniformed Wardens receive adequate training for the exercise of those powers and are capable of effectively carrying out the functions for the purpose of which those powers are to be conferred on them	December 2004	Shaun Findlay
RS21b	Establish and maintain a Community Safety Accreditation scheme in line with the Police Reform Act 2002	December 2004	Shaun Findlay
RS21c	Increased enforcement powers to Darlington Uniformed Wardens	December 2004	Shaun Findlay

Link to Community Strategy Theme/s	Promoting community safety, Enhancing the environment
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Link to Corporate Objective/s	Shaping a better Darlington
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Financial Impact	From within existing resources
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Stakeholder Views

25. The process followed throughout the review has involved all key stakeholders in the delivery of Regulatory Services, including:
- a. Environment Agency
 - b. Other local authorities
 - c. Private Sector representatives
 - d. Service users
 - e. Key partner agencies
 - f. Elected members
 - g. Union representatives
 - h. Employees
 - i. Reference /Focus Groups.
26. The direction of the review has been discussed at each stage with stakeholders, including Trade Union discussions and regular newsletter briefings to employees. The Review Team have been responsible for conducting the review according to the Darlington BC framework. All key issues have been debated by them at length, and the team has been responsible for arriving at the implementation plan.

Conclusion

27. The Best Value Review of Regulatory Services has found that the services are performing well, with positive examples of good practice and good levels of stakeholder satisfaction. A full breakdown of the service assessment is contained within the stage 2 report. The review was conducted within the Darlington BC framework for Best Value Reviews, with the services under review effectively challenged through Consultation, Comparison and Competition. To this effect, the services have been rigorously tested via the '4 Cs'.
28. The review will lead to service improvements, in turn delivering better services for local people. Significant improvements to service delivery will be experienced by customers most notably via the step change options of:
- a. providing an Out of Hours service to customers;
 - b. providing a Duty Officer at service locations during office hours to be able to respond immediately to customer requests;
 - c. developing a contact/call centre approach, and;
 - d. developing a generic reporting and enforcement.

29. However, each of the options identified together will lead to step change, and in turn improved outcomes for local people. A SMART action plan has been developed, measured by a basket of balanced indicators. Reporting of the action plan will be via the Public Protection and Community Partnerships Scrutiny Committee.

Outcome of Consultation

30. In accordance with the Best Value Review Handbook the Draft has been discussed with the Review Team and Trade Union (Unison). A newsletter has been produced for staff. As a result some changes have been made particularly to indicators of performance. Further consultation will take place with PPCP Scrutiny Committee and Public Protection Forum.

Legal Implications

31. This report has been considered by the Borough Solicitor for legal implications in accordance with the Council's approved procedures. There are no issues which the Borough Solicitor considers need to be brought to the specific attention of Members, other than those highlighted in the report.

Section 17 of the Crime and Disorder Act 1998

32. The contents of this report have been considered in the context of the requirements placed on the Council by Section 17 of the Crime and Disorder Act 1998, namely, the duty on the Council to exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area. Several of the items in the Improvement Plan will, when implemented, contribute towards crime and disorder reduction eg Wardens Accreditation.

Council Policy Framework

33. The issues contained within this report do not represent change to Council policy or the Council's policy framework.

Decision Deadline

34. For the purpose of the 'call-in' procedure this does not represent an urgent matter.

Key Decisions

35. This is a Key Decision as improvements in the 13 service areas will have an impact on residents and business in Darlington.

Recommendation

36. It is recommended that the Best Value Report on Regulatory Service be approved.

Reasons

37. The recommendations are supported by the following reasons :-

- a. The Review and outcome will contribute to the Council's overall aims and objections.
- b. Service improvements will result from the implementation of the Improvement Plan.

**John Buxton,
Director of Development and Environment**

Background Papers

Assistant Director Public Protection file – Best Value Review Regulatory Services

Keith Atkinson : Extension 388552

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