

## Appendix A

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# Update on the Business Plan - Supporting Information

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## 1. Introduction/Background

1.1. The Business Plan describes the vision, mission, values and aims of the Public Protection Partnership (PPP).

1.2. The vision of the PPP is:

‘To protect and support residents and legitimate business through the successful use of information and intelligence, delivering safe and healthy neighbourhoods.’

1.3. In addition the stated purpose of the PPP is to :

- Provide people information to enable them to make informed decisions and understand their rights and responsibilities.
- Create an atmosphere where legitimate and compliant businesses can thrive and not have their interests undermined by those who choose not to comply.
- Preserve the health, wellbeing and safety of the communities we serve.

1.4. The Business Plan has 10 stated aims and each has been embedded into the day to day operation of the PPP.

- a) The sharing of expertise and best practice.
- b) The creation of greater resilience and robustness to cope with unforeseen challenges such as disease outbreaks, large scale investigations or loss of key personnel.
- c) Sharing and developing resources to drive efficiency and effectiveness including systems and areas of specialist knowledge such as legal, finance and investigative skills.
- d) Eliminating duplication by needing to do things only once across all locations and elements of the service for example procedures and standard documentation.
- e) Building on the success and innovation of the partners to agreement and learning from each other and implementing that learning.
- f) The effective use of communication to protect communities and enhance the reputation of the Partnership and the Councils.
- g) Reduce costs by operating jointly.

- h) Making effective use of partnership funding, service specific grants and monies received from the Proceeds of Crime Incentivisation Scheme.
- i) Development of the Service in ways which drive further efficiencies and service improvements.
- j) Playing our role and enhancing our reputation on a regional and national level.

## **2. Joint Management Board (JMB) Projects**

To fulfil its role the JMB identified 7 business areas to manage its workplan:

- Finance
- HR
- ICT
- Property
- Legal
- Performance and Service Development
- Business Development
- Risk (Emergency Planning and Business Continuity)

Each area has been allocated to a member of the PPP Board and PPP Manager.

### **2.1. Finance projects (aims c, d, g, h and i)**

- Zero based budget – reviewed each area of operation and brought all expenditure and income targets together based on function, not partner boundaries.
- Review of assets, contracts and agreements to determine where opportunities to reduce costs exist and negotiate new deals with existing providers.

### **2.2. HR projects (aims b, c, h and j)**

- Full management restructure, establishing new teams and hierarchy.
- Secondment, training and qualification of new Accredited Financial Investigator.
- Additional recruitment of a Case Manager (Solicitor).
- Creation of Technical Lead - Community Engagement post and subsequent recruitment process.
- Draft Workforce Plan – outline of how the service will recruit, manage learning and development and align skills to meet the objectives of the business plan.

### 2.3. ICT projects (aims a, c, d, e, g, h and i)

- Review of office access to systems and information – this incorporates remote access, WiFi, secure log-ins, multiple staff profiles, coding structures within case management systems, reporting tools.
- Procurement of Enterprise – management reporting tool for case management systems which aligns data extraction and presentation of data for managers to assess workloads and demand activity.

### 2.4. Property projects (aims d, g and h)

- Accommodation - Location of a central hub office at Theale – research and liaison with a number of organisations to identify appropriate opportunities, conducting on site assessments, contract tendering and negotiation with potential landlords. This is considered a priority for the development of the co-ordinated shared service due to the pressing need to define the identity of the new service and its operating model.

### 2.5. Legal projects (aims a, b, c, e, h, i and j)

- Development of the Case Management Team – providing specialist services for partners such as Royal Berkshire Fire and Rescue, Oxfordshire Fire and Rescue and Oxfordshire Trading Standards on a cost recovery basis.
- Centralisation of the enforcement management – bringing together all elements of enforcement to ensure consistency and best practice, this also allows for better overview of resource allocation for investigations.
- Defined SLA's with partner legal services – this states the relationships with in-house legal teams and the ability for the PPP to allocate resources more effectively and in a timely fashion to reduce the risks to investigations and subsequent proceedings.

### 2.6. Performance and Service Development Projects (aims a, b, c, d, e, g and i)

- Development of the operational model – training and development around the complexities of the national intelligence model and its implementation in the form of the Response Team. This has involved a series of staff consultations and workshops to create a sufficient level of understanding and a genuine shift in mindset from the previous systems. Specifically the multi-disciplinary nature of investigations and complaint workloads.
- Development of the strategic assessment and control strategy – this has required a complete re-examination of the professional research, local data and established practices to establish what the first set of stated priorities will be for the PPP.

## 2.7. Business Development

- Shortlisted to run the National Scambusters team – this was an invite from the National Trading Standards Board and narrowly lost to a County Council with existing shared service ties to the existing host.
- Discussions with other local authorities about potential partnership or future contracts.
- Several new Primary Authority Partnerships operating on cost recovery and negotiated retainers for business advice.

## 2.8. Risk (Emergency Planning and Business Continuity)

- Formation of strategic risk register – this has identified 23 risk profiles (1 red, 8 amber and 14 green). The red risk relates to staff numbers and an action plan has been drawn up to address the problem.

## 3. Options for Consideration

3.1. This report is for information only.

## 4. Proposals

4.1. This report is for information only.

## 5. Conclusion

5.1. The progress of the projects has been steady and allowed the PPP to start creating a more integrated set of systems and processes. Inevitably there has been some frustration experienced by staff and there has been some conflicts of priority to resolve.

5.2. The transition to the new operating model has required a considerable amount of staff consultation and role change for some, adopting roles which are still in their infancy and will become more defined over time due to the demands placed upon the PPP.

5.3. The Response Team is crucial to the success of the new operating model and will reflect the multi-disciplinary approach to service delivery that will be the signature of the PPP.

5.4. In the first 6 months the management team have had to experience a concentrated period of change whilst maintaining a service which over that time would have processed more than ten thousand service requests.

5.5. The Joint Management Board recognise these challenges and believe that overall the PPP is delivering well against its business plan.

**Background Papers:**

None.

Papers containing facts or material you have relied on to prepare your report. The public can access these background papers.

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**PPP Strategic Aims and Priorities Supported:**

The proposals will help achieve the following Public Protection Partnership aims as stated in the Inter Authority Agreement:

- 1 – Community Protection
  - 2 – Protecting and Improving Health
  - 3 – Protection of the Environment
  - 4 – Supporting Prosperity and Economic Growth
  - 5 – Effective and Improving Service Delivery
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**Equality Impact Assessment – Stage One**

**We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:**

*“(1) A public authority must, in the exercise of its functions, have due regard to the need to:*

*(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*

*(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:*

*(i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*

*(ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*

*(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.*

*(2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

*(3) Compliance with the duties in this section may involve treating some persons more favourably than others.”*

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

<b>What is the proposed decision that you are asking the Committee to make:</b>	N/A
<b>Summary of relevant legislation:</b>	N/A
<b>Does the proposed decision conflict with any of the partnerships key objectives?</b>	No
<b>Name of assessor:</b>	Paul Anstey
<b>Date of assessment:</b>	7/9/17

<b>Is this a:</b>		<b>Is this:</b>	
<b>Policy</b>	No	<b>New or proposed</b>	No
<b>Strategy</b>	No	<b>Already exists and is being reviewed</b>	No
<b>Function</b>	No	<b>Is changing</b>	No
<b>Service</b>	No		

<b>1. What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>	
<b>Aims:</b>	
<b>Objectives:</b>	
<b>Outcomes:</b>	
<b>Benefits:</b>	

<b>2. Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</b> (Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race,
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Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Age	None	
Disability	None	
Gender Reassignment	None	
Marriage and Civil Partnership	none	
Pregnancy and Maternity	None	
Race	None	
Religion or Belief	None	
Sex	None	
Sexual Orientation	None	
<b>Further Comments relating to the item:</b>		

3. Result	
<b>Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?</b>	
<b>Please provide an explanation for your answer:</b>	
<b>Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?</b>	
<b>Please provide an explanation for your answer:</b>	

If your answers to question 2 have identified potential adverse impacts and you have answered ‘yes’ to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

4. Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Paul Anstey

Date:7/9/17