
Public Protection Partnership - Service Review

Committee considering report:	Joint Public Protection Committee
Date of Committee:	20 th March 2019
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1. Purpose of the Report

- 1.1 To inform the Committee of the outcome of the review of the Public Protection Service and to update on the progress on implementation and seek approval for operational delegations relating to the new structure.

2. Recommendations

- 2.1 The Committee NOTES the outcomes of the review and the progress made on the implementation of the new structure.
- 2.2 The Committee delegates to the Joint Management Board the authority to implement the outcomes of the review subject to regular updates to this Committee.
- 2.3 The Committee approves the Operational Delegations at Appendix C to this report.

3. Implications

- 3.1 **Financial:** At the meeting in September 2018 the Committee considered and approved its recommended budget for 2019/20. The approved budget included a real terms reduction of £145K per annum to be distributed between the authorities in accordance with the agreed percentages. It is proposed that this saving will be found as a result of the service specific structural proposals set out in this report.

The costs associated with the redundancies have been notified to the partners and will be shared in accordance with the agreed percentages. Appropriate allocations have been made.

The other aspect of this report from which there are financial implications is the proposal to introduce and implement a single ICT system for PPP. This matter has been considered by Joint Management Board and the Capital (approx. £50K) has been sought from the Councils in accordance with the agreed percentages.

- 3.2 Policy:** The Inter-Authority Agreement (IAA) places a responsibility on the Joint Public Protection Committee (JPPC) to determine service policies and priorities, budgets and finance and also to maintain oversight of performance and service delivery. The matters set out in this report have implications on service structure and delivery.
- 3.3 Personnel:** The structural re-organisation was conducted in accordance with West Berkshire Council's organisational change management policies. All staff and trade unions were consulted as required and a full response provided to that consultation. The re-structure resulted in two redundancies neither of which were compulsory. Two further vacant posts were deleted.
- 3.4 Legal:** The IAA sets out the legal basis for the Public Protection Partnership. The JPPC is responsible for setting strategic direction and overseeing financial and service delivery and performance. The decisions around costs associated with structural change were required to be approved by West Berkshire Council's Executive and were the subject of a Part 2 Report to the Executive on the 14th February 2019.
- The IAA specifically deals with the issue of redundancies arising from service restructure. These are set out above.
- The IAA delegates the operational delivery of the service to the West Berkshire Head of Service (as host) and the Public Protection Manager. Apart from broad delegations it does not go into detail.
- Legal advice has been sought from external specialists on the issue of delegations. The advice we received was that although it is not essential (as the agreement and the resolutions that put it into force delegate everything to the West Berkshire Head of Service and relevant service managers) it may provide clarity to have a PPP specific scheme.
- 3.5 Risk Management:** All of these matters appear on the main PPP Strategic Risk Register that appears elsewhere on this agenda. A specific risk register will be set up as part of the implementation process of the recommendations of the review.

3.6 Property: Accommodation featured in the review. It is not believed to be a priority in the same way the ICT and structure were identified. The key findings on accommodation can be found in this report.

3.7 Equalities: See Appendix A

4. Other options considered

4.1 A number of options around structure were considered in the review. These included geographical splits, functional structures and a structure based around key priorities. In the end it was the model recommended and subsequently considered most appropriate by the Board was a hybrid model detailed in this report.

5. Executive Summary

- 5.1** The Public Protection Service has been in place for 26 months. In the summer of 2018 the Joint Management Board commissioned a review of the service concentrating on a number of key areas. These included amongst other things ICT, accommodation, governance, communication and structure.
- 5.2** The review was in two parts. In the first part the review considered key documents, policies, procedures and examined in detail the delivery model and the structure. In part two the findings of the West Berkshire Employee Attitude Survey were considered along with a detailed PPP staff survey and a series of focussed discussions involving over 30 staff, Board Members and Committee Members.
- 5.3** The review has now reported and its findings were largely not a surprise to the PPP Manager or the Board. In essence varying degrees of progress have been made in respect of a number of key areas but in some areas there is still work to be done.
- 5.4** The overall picture from the review was that the service had delivered to a high standard however there were areas such as ICT and systems that had caused significant challenges to the operational delivery of the service and these had impacted on staff morale. The governance arrangements were considered to be appropriate and fit for purpose.
- 5.5** One section of the review dealt specifically with the issue of organisational structural arrangements. The conclusions of this was the current structure was not a good fit with the model (National Intelligence Model) previously agreed by the Committee in that it brought aspects of the model such as response, tasking and intelligence into a structure that was built largely around functional lines such as Trading Standards, Commercial, Residential, Licensing etc. The other matter that was also looked at were the number of reports for the PPP aspect of the Public Protection Manager role. Currently this stands at nine as one PP Manager post has been vacant for over 12 months although a secondment to Strategic Project Lead is currently in place to support the PP Manager and Board.
- 5.6** In essence the proposal was to keep the model and build a structure around four teams namely: Case Management and Governance, Response, Enforcement and Compliance and Programme Delivery.
- 5.7** The proposal reduced the number of managers and Public Protection Manager posts from two to one and the number of second tier PPP reports from nine to four. The new structure is set out at Appendix B to this report.
- 5.8** The existing Inter-Authority Agreement delegates the operational management of the service to the West Berkshire Head of Service (currently Head of Public Protection and Culture) and Public Protection Manager(s) of which there was formally two but now only one. Appendix C to this report gives a proposed breakdown of Operational Delegations building on the new structural arrangements and the Committee is asked to approve this schedule of delegations.

6. Conclusion

6.1 The review concluded that:

- The governance arrangements are fit for purpose. The Service Manager should report to the Board and not be part of it. In reality this is how things have worked for some time.
- There is no reason why delivery model in general terms can't be made to work and much progress has been made on this. Greater clarity would be provided by updating and developing policies and procedures, staff training and a more appropriate ICT system.
- External communication has been a significant success for the service and aspects of internal communication such as Newsflash have worked well. More needs to be done to overcome the challenges of internal communication resulting from staff working across four offices and multiple teams. An internal communications group will be set up in January to look at these issues.
- The ICT situation has significantly hampered the service. Staff are working across three networks, on three sets of hardware and on three databases (none of which were built to support the delivery model). A whole service ICT strategy needs to be developed removing the reliance on individual council ICT systems. To this end it was noted that a cloud based system is currently being procured but that progress needs to be maintained.
- Accommodation is an issue but not as significant issue as structure and ICT. The key issue that the progress to a 'head office' for PPP needs to be progressed. An accommodation strategy will be fully worked up and brought back to Committee for consideration.
- The original structure whilst implemented for the right reasons needed to be reviewed. As a result the move to the structure set out in Appendix B to this Report was implemented in accordance with West Berkshire Councils structural change management policies.

6.2 The Committee is invited to note the findings of the review and to delegate the implementation of the remaining aspects of implementation to the Joint Management Board. The Committee is also invited to approve the Operational Delegations set out at Appendix C.

Appendices

- Appendix A – Equalities Impact Assessment
- Appendix B – New Structural Arrangements
- Appendix C – Operational Delegations

PPP Strategic Aims and Priorities Supported:

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

- ☒ **4 – Supporting Prosperity and Economic Growth**
- ☒ **5 – Effective and Improving Service Delivery**

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