

Notice of Meeting

Joint Public Protection Committee

A shared service provided by Bracknell Forest Council,
West Berkshire Council and Wokingham Borough Council

Wednesday 20 March 2019 at 7.00pm

Venue: Wokingham Borough Council, Shute End, Wokingham,
RG40 1BN

To: Councillors Iain McCracken (Bracknell Forest Council), Nick Allen (Bracknell Forest Council), Richard Somner (West Berkshire Council), James Cole (West Berkshire Council), John Halsall (Wokingham Borough Council) and Graham Howe (Wokingham Borough Council)

Part I

Page No.

1 **Apologies**

To receive apologies for inability to attend the meeting.

2 **Minutes from the Previous Meeting**

To approve as a correct record the Minutes of the meeting of this Committee held on 18 September 2018.

1 - 6

3 **Declarations of Interest**

Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration, and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members' Interests, the Monitoring Officer must be notified of the interest within 28 days.

4 **Notice of Public Speaking and Questions**

To note that no agenda items have received an application for public speaking.

A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice.

The Partnership welcomes questions from members of the public about their work.

Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Partnership or an item which is on the agenda for this meeting. For full details of the procedure for submitting questions please contact Democratic Services.

Public Protection Partnership Agenda - Wednesday, 20 March 2019 *(continued)*

- 5 **Future Plan** 7 - 8
To detail future items that the Committee will be considering.

Items to Execute Executive Functions

- 6 **Public Protection Partnership - Service Review** 9 - 22
To inform the Committee of the outcome of the review of the Public Protection Service, to update on the progress on implementation and seek approval for operational delegations relating to the new structure.
- 7 **Public Protection Partnership Performance Report and Strategic Projects Update - Quarter Two** 23 - 48
To inform the Committee of the Quarter Two performance of the Public Protection Partnership in line with the operating model and business plan.
- 8 **Public Protection Partnership Performance Report and Strategic Projects Update - Quarter Three** 49 - 72
To inform the Committee of the Quarter Three performance of the Public Protection Partnership in line with the operating model and business plan.

Items for Information

- 9 **Any other items the Chairman considers to be urgent**

Contact Officer:

Moira Fraser, Strategic Support, West Berkshire Council, Council Offices, Market Street, Newbury RG14 5LD

Email: moira.fraser@westberks.gov.uk **Tel:** 01635 519045

This meeting may be filmed for inclusion on the Council's website. Please note that other people may film, record, tweet or blog from this meeting. The use of these images or recordings is not under the Council's control.

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

JOINT PUBLIC PROTECTION COMMITTEE

Minutes of the meeting held on TUESDAY, 18 SEPTEMBER 2018

WOKINGHAM BOROUGH COUNCIL, SHUTE END, WOKINGHAM, RG40 1BN

Present: Norman Jorgensen, Marcus Franks, Emma Webster, Nick Allen and Iain McCracken

Also Present: Sean Murphy (Public Protection Manager), Paul Anstey (Head of Public Protection and Culture), Anna Smy (Team Manager - Environmental Quality), Claire Lockwood (Lead Officer - Community Engagement, Public Protection Partnership), Clare Lawrence (Wokingham Borough Council), Damian James (Chair of the PPP Joint Management Board), Jo Reeves (Principal Policy Officer) and Peter Baveystock (Wokingham)

PART I

57 Minutes from the Previous Meeting

The minutes of the previous meeting held on 12 June 2018 were approved by the Committee and signed by the Chairman.

The Chairman welcomed Damian James to the Committee who had recently been appointed the Assistant Director for Contract Services for Bracknell Forest Council.

The Chairman also invited officers to participate fully in the discussions of the Committee.

58 Declarations of Interest

In the course of the discussion, Councillors Iain McCracken and Emma Webster declared an interest in Agenda Item 7.

59 Notice of Public Speaking and Questions

No public questions were submitted.

60 Future Plan

The Committee noted the Future Plan. Anna Smy updated that three reports would be added to the agenda for the December meeting regarding operational delegation of work, implementation of the external review and the performance report.

61 PPP Communications Report August 2018

The Committee considered the PPP Communications Evaluation Report (Agenda Item 8). In introducing the report, Claire Lockwood advised that her role was to raise public awareness of the PPP and encourage community engagement. The report set out the activities that had been undertaken to support the key priorities in the PPP Communications Strategy.

Councillor Iain McCracken noted that the total digital reach was presented at 3.5m and asked what the target was. Claire Lockwood advised that a target had not been set due to resource implications, however the PPP had gained knowledge of what they could achieve. Councillor Emma Webster asked how digital reach was defined. Claire

JOINT PUBLIC PROTECTION COMMITTEE - 18 SEPTEMBER 2018 - MINUTES

Lockwood responded that organisations such as media outlets provided the data and had their own definitions.

Councillor Webster commented that while the figures were impressive, digital reach needed to be targeted to individuals within the PPP's geography in order to be relevant and to ensure resources were being directed appropriately. The pick-up rate of press releases into news outlets, for example, might be a more effective way to measure the PPP's impact. Claire Lockwood highlighted that the PPP had one communications officer and resources were limited.

Paul Anstey advised that performance targets had not been set in relation to the PPP's communications work and the overarching aim was to use the PPP's profile for demand management and to gather intelligence. There had been a significant improvement in communications with staff and Members since Claire Lockwood came into post. However, as the post was additional capacity rather than part of the core staffing, it had been necessary to consider resourcing when setting the ambitions for the Communications Strategy.

Councillor McCracken expressed the view that the report had provided Members with an informative and invaluable insight and thanked Claire Lockwood. He expressed support for a proactive and positive approach to communications.

Claire Lockwood, in answering a question from Councillor McCracken regarding relationships with the Councils' Communications Teams, advised that a draft protocol had been developed and was optimistic about strengthening working relationships.

Councillor Marcus Franks expressed the view that the PPP was also trying to achieve business development through its communications work and it was important this was reflected in future iterations of the report. It was also important that PPP officers could be involved in social media responses; Claire Lockwood confirmed she was.

Councillor Norman Jorgensen stated that he had found the Members' bulletins useful and he requested that in future all press releases were circulated to JPPC Members. **(Action: Claire Lockwood)**.

Sean Murphy reported that the PPP's website would be launched in November and Members would have an opportunity to see it in advance. **(Action: Sean Murphy)**. Sean Murphy also reported that the PPP was participating in a BBC programme regarding rogue traders.

RESOLVED that:

The JPPC noted the PPP Communications Evaluation Report and the PPP Brand Guidelines and Style Guide; agreed to circulate them to appropriate members; and gave guidance regarding the PPP communications function.

The following documents would be rolled out in September and sent to all PPP Members and all Partner authority Members:

- PPP Communications Evaluation Report – The difference communications is making (9 October 2017-30 June 2018)
- PPP Brand Guidelines and Style Guide

62 Draft Revenue Budget 2019/20

The Committee considered a report (Agenda Item 6) which set out the draft Revenue Budget for 2019/20 including fees and charges. In introducing the report, Sean Murphy explained that the Inter-Authority Agreement, which established the PPP, had set a percentage contribution required from each local authority. Officers were satisfied that these contribution proportions were still correct. After publication of the agenda, officers

JOINT PUBLIC PROTECTION COMMITTEE - 18 SEPTEMBER 2018 - MINUTES

had learnt that the correct uplift to pension contributions had not been applied for Wokingham and West Berkshire and a corrected report had been issued.

The report proposed an overall budget reduction of £145k in recognition of the financial pressures facing each of the local authorities.

Sean Murphy clarified that the Committee's role was to recommend a budget to each of the three local authorities, who would take the final decision.

Councillor Nick Allen enquired what impact the budget reduction would have. Sean Murphy advised that a review of the PPP service was being undertaken and it was likely that a number of efficiencies would be proposed to the December meeting of the JPPC. Sean Murphy also clarified that West Berkshire Council's contribution would be 40.01% of the total PPP budget in 2019/20.

Councillor McCracken stated that it would be useful for the report recommendations to clarify the overall net budget the Committee were being asked to set.

Councillor McCracken enquired whether the £145k savings would be achievable and whether a similar level of savings might be required in 2020/21. Paul Anstey advised that following the implementation of the operating model and vacancies which had arisen, the opportunity had been taken to commence a review and officers were confident that efficiencies identified in the review would lead to the savings being achieved. Damian James advised that officers would monitor the situation throughout 2019/20 and evaluate the budget where necessary.

Councillor Franks stated that West Berkshire Council had asked whether it would be possible to reduce the budget and was mindful that he did not want to harm the PPP. He was confident that the PPP would not be harmed and would deliver the service in an efficient way.

Councillor Allen stated it was difficult to understand the proposed budget for 2019/20 without the current year budget being included in the report. Sean Murphy advised that Appendix A to the report contained further information.

Sean Murphy outlined that a schedule of fees and charges had been included in the report. The JPPC had agreed to apply a full cost recovery methodology to fees and charges at a previous meeting. Officers had also sought to make fees and charges consistent, focusing on high impact areas such as taxi and private hire fees in the first instance.

Councillor Franks expressed his support for a standard charging regime across the three local authority areas and enquired whether the requirements on taxis were the same across the areas. Sean Murphy advised that some work was required to standardise policies. Councillor Franks suggested that some proactive communications around the proposed fees and charge might help to mitigate any concerns raised by the trade. Sean Murphy advised that the proposed fees and charges would be subject to statutory consultation and require approval by each council's Licensing Committee.

The Committee noted that where there was a blank column on page 27 of the agenda, the fees would remain the same as the previous year and 2.5% should be added where 'n/a' was shown against ice cream sellers.

Councillor Webster stated that she was supportive of the approach and noted that it would be essential to inform their fellow Council Members of the proposals. She noted that there was also an important message which should be shared with the public regarding the protections that consumers could be confident of when using licensed services. Sean Murphy agreed that the taxi industry was not without risks and proper regulation gave consumers confidence.

JOINT PUBLIC PROTECTION COMMITTEE - 18 SEPTEMBER 2018 - MINUTES

Councillor Jorgensen suggested that Licensing Committees would find the benchmarking information useful. He also expressed that he would like the budget to be set in alignment with the Councils' usual budget setting timescales.

In response to a query from Councillor Nick Allen regarding fees for Disclosure and Barring Service (DBS) checks, Sean Murphy advised that the contractor, Capita, had not yet set their fee but the fee the PPP charged would be the actual cost plus 30 minutes of processing time plus 2.5%.

A discussion was held regarding the differences in the charges applied to taxis between the three local authorities and the influence of the trade associations was noted.

RESOLVED that:

The Committee agree the Joint Management Board's proposal for a contribution reduction of £145K as set out in paragraph 5.4 of the corrected report.

The Committee recommend to the Councils the contributions set out at Table 2 at 5.8 in the report along with the fees and charges set out in Appendix B, subject to the amendments highlighted in the discussion (above).

The JPPC recommends that the proposed net budget of the Public Protection Partnership for 2019/20 is £3.404m.

63 Public Protection Partnership Performance Report and Strategic Projects Update

The Committee considered a report (Agenda Item 7) which sought to inform the Committee of the current performance of the Public Protection Partnership (PPP) in line with the operating model and business plan and to outline the 2018/19 reporting format in line with the Strategic Assessment 2018/19.

Councillor Webster commended the report which she had found to provide a useful level of detail.

Councillor Allen requested that where there was a target to make an improvement, the previous year's figure be provided in order to demonstrate whether performance had in fact improved.

Regarding the 'red' risk action plans on page 72 and the updated version tabled by Anna Smy, Councillor Jorgensen enquired about accommodation changes. Sean Murphy advised that IT issues were a barrier to colocation and there was an impact on staff morale caused by the service being spread over many areas.

(Councillors McCracken and Webster declared an interest by virtue of the fact that they were members of the Fire Authority and colocation with the Royal Berkshire Fire and Rescue Service had been an option discussed at a previous meeting.)

Councillor McCracken requested further information regarding the implementation of the proposed shared case management system. Anna Smy reported that there had been issues regarding software licenses and she would provide an update at the next meeting. **(Action: Anna Smy).**

In response to a query regarding complaints, Anna Smy advised that many complaints submitted by Councillors were on behalf of residents and further work was required to provide clarity on the source of complaints.

Councillor McCracken commended the presentation of the risk information and requested that future iterations also included completion or revised dates.

RESOLVED that

JOINT PUBLIC PROTECTION COMMITTEE - 18 SEPTEMBER 2018 - MINUTES

The Committee approved the report and noted actions for areas of improvement.

The Committee agreed to the new reporting process outlined in the report.

The Committee agreed that only two Key Performance Indicators outlined in the IAA should be specifically retained:

- Effective budget management and use of resources, and;
- Maintain high levels of customer and business satisfaction.

64 Air Quality Annual Status Report Update

The Committee noted a report for information regarding an update on the Air Quality Annual Status Reports (ASR) 2018. Anna Smy advised that as the Annual Status report had been submitted to the Department for Environment, Farming and Rural Affairs in good time, a quick response had been received. Paul Anstey noted that the timely submission of the report might leave the PPP in a good position should any grants be announced later in the year.

Councillor Webster asked that the latest version be made available on the Councils' websites. **(Action: Anna Smy).**

Post meeting note: the updated reports are available from the following link: <https://info.westberks.gov.uk/airquality>

RESOLVED that the report for information be noted.

65 Any other items the Chairman considers to be urgent

No other matters were raised by the Chairman.

(The meeting commenced at 7.00pm and closed at 8.50pm)

CHAIRMAN

Date of Signature

This page is intentionally left blank

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
JMB should receive reports in draft form at their monthly meeting - exemptions are agreed by the Chairman																
1																
2	Ref	Item	Purpose	Type of Decision	Decision Body	Month/Year	JPPC Deadline	JMB date	JMB Deadline	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In	Actions
3		Public Protection Partnership - Service Review	To inform the Committee of the outcome of the review of the Public Protection Service, to update on the progress on implementation and seek approval for operational delegations relating to the new structure.	Executive	Joint Public Protection Committee	20/03/19	30/11/18	16/11/18		Paul Anstey Paul.Anstey@westberks.gov.uk	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council				
4		Public Protection Partnership Q2 Performance Report	Quarter 2 Performance	For Information	Joint Public Protection Committee	20/03/19	30/11/18	16/11/18		Anna Smy anna.smy@westberks.gov.uk	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council				
5		Public Protection Partnership Q3 Performance Report	Quarter 3 Performance	For Information	Joint Public Protection Committee	20/03/19	08/03/19	28/01/19	18/01/19	Anna Smy anna.smy@westberks.gov.uk	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council	JMB	No	Yes	
6	PP3654	Public Protection Partnership Strategic Assessment	To approve the Service Priorities for the Public Protection Partnership in 2019/20	Executive	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19		Sean Murphy Sean.Murphy@westberks.gov.uk	Economy and Environment	Cllr Richard Somner - West Berkshire Council	JMB	No	Yes	
7	PP3653	Public Protection Partnership Control Strategy	To consider draft Public Protection Partnership Control Strategy and amend and approve.	Executive	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19		Sean Murphy Sean.Murphy@westberks.gov.uk	Economy and Environment	Cllr Richard Somner - West Berkshire Council	JMB	No	Yes	
8		Public Protection Partnership Workplan	To approve the Public Protection Partnership Workplan following consultation and workshop sessions	Executive	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19		Sean Murphy Sean.Murphy@westberks.gov.uk	Economy and Environment	Cllr Richard Somner - West Berkshire Council	JMB	No	Yes	Defered to June 19
9		Public Protection Partnership ICT Strategy	To agree the PPP ICT Strategy	Executive	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19		Anna Smy anna.smy@westberks.gov.uk	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council	JMB	No	Yes	
10		Animal Fees Update	New fees following recent regulations and informed by how the process is working in practice.	For Information	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19	19/04/19	Julia O'Brien julia.o'brien@westberks.gov.uk	Economy and Environment	Cllr Richard Somner - West Berkshire Council	JMB	No	Yes	
11		Public Protection Partnership Q4 Performance Report	Quarter 4 Performance	For Information	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19	19/04/19	Anna Smy anna.smy@westberks.gov.uk	Economy and Environment	Cllr Richard Somner - West Berkshire Council	JMB	No	Yes	
12		Appointment of Director Trading Standards South East Ltd	To appoint a director and alternative director to represent partner authorities on the Board of Trading Standards South East Ltd	Executive	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19	19/04/19	Sean Murphy Sean.Murphy@westberks.gov.uk	Economy and Environment	Cllr Richard Somner - West Berkshire Council	JMT	No	Yes	
13		Annual Air Quality Report	For information to the Committee to update on the PPP Position with Air Quality across all 3 areas	For Information	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19	19/04/19	Anna Smy anna.smy@westberks.gov.uk	Economy and Environment	Cllr Richard Somner - West Berkshire Council				
14		Public Protection Partnership - Food and Feed Plan	To agree the PPP Food and Feed Plan	Executive	Joint Public Protection Committee	11/06/19	30/05/19	29/04/19	19/04/19	Rosalyn Gater rosalyn.gater@westberks.gov.uk	Economy and Environment	Cllr Richard Somner - West Berkshire Council				

This page is intentionally left blank

Public Protection Partnership - Service Review

Committee considering report:	Joint Public Protection Committee
Date of Committee:	20 th March 2019
Report Author:	Sean Murphy

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**

Officer details:

Name: Sean Murphy

Job Title: Public Protection Manager

Tel No: 01635 519930

E-mail Address: sean.murphy@westberks.gov.uk

Appendix A: Equality Impact Assessment – Stage One

What is the proposed decision that you are asking the Committee to make:	To consider the outcomes of the Review of the Public Protection Service and delegate implementation of the recommendations to the JMB
Summary of relevant legislation:	
Does the proposed decision conflict with any of the partnerships key objectives?	No
Name of assessor:	Sean Murphy
Date of assessment:	03/12/2018

Is this a:		Is this:	
Policy		New or proposed	
Strategy		Already exists and is being reviewed	X
Function		Is changing	X
Service			

1. What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To set out the findings of the Review of the Public Protection Service
Objectives:	To inform Members of the outcomes of the review and to seek delegation to the Joint Management Board to implement the recommendations arising from the findings.
Outcomes:	Implementation of the recommendations including structural arrangements.
Benefits:	The delivery of the key PPP priorities of: Improving and efficient service delivery

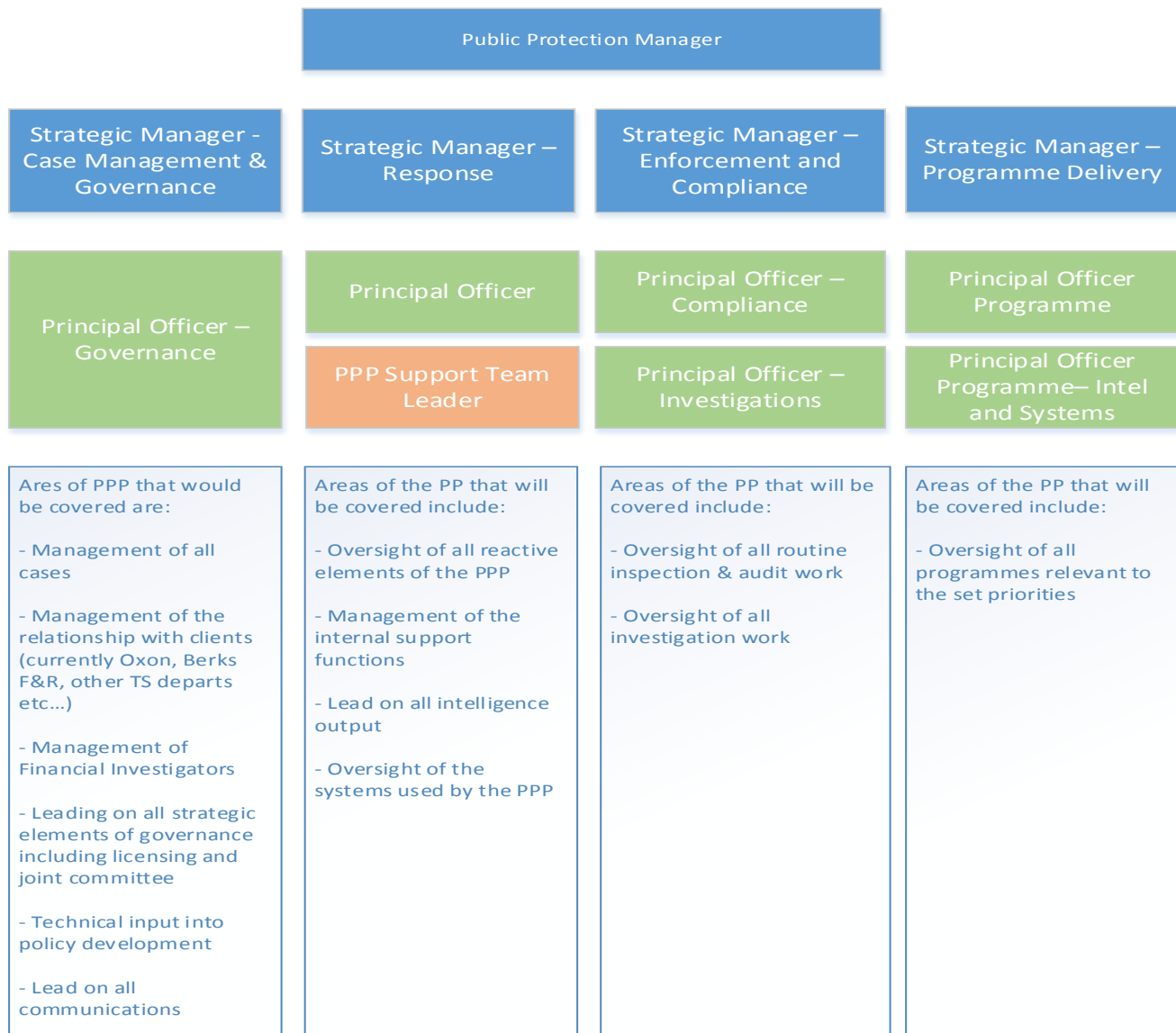
2. Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.		
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Age	Redundancy	See Report
Disability	Redundancy	See Report
Gender Reassignment	Redundancy	See Report
Marriage and Civil Partnership	Redundancy	See Report

Pregnancy and Maternity	Redundancy	See Report
Race	Redundancy	See Report
Religion or Belief	Redundancy	See Report
Sex	Redundancy	See Report
Sexual Orientation	Redundancy	See Report
Further Comments relating to the item:		
In terms of the restructure there will be implications for individuals. These however will be managed through the Organisational Change Management and HR policies of the Host Authority (West Berkshire)		

3. Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: The premises are accessibility compliant.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	Yes
See comments in 2 above.	

Appendix B

Public Protection Partnership New Structure



This page is intentionally left blank

Public Protection Partnership Operational Delegations

This scheme of delegation (“Scheme”) relates to the arrangements made by; Bracknell Forest Borough Council (Bracknell), West Berkshire District Council, (West Berkshire) and Wokingham Borough Council (Wokingham) to discharge their Environmental Health, Licensing and Trading Standards functions jointly through a Joint Committee as agreed by each of the Councils through resolutions of their Executives and Full Council

The Scheme is established by Public Protection Partnership Joint Committee (‘the Joint Committee’) in accordance with Section 101(5) and 101(2) Local Government Act 1972, Section 9EB Local Government Act 2000 and Regulation 9 Local Authorities (Arrangements for the Discharge of Functions) England) Regulations 2012. The Officers identified in the scheme are employed by West Berkshire District Council.

Part 1: General Delegation

- 1.1 The Joint Committee delegates to the Public Protection Manager and the Head of Public Protection and Culture (or any successor post holder subsequent to any reorganisation) the functions set out in Schedule 2 of the Public Protection Partnership inter Authority Agreement dated the 6th January 2017 (herein after known as the ‘Relevant Functions’) and authorises them, subject to the limitations and reservations set out in Part 3 of the Scheme to exercise these functions.
- 1.2 Where any of these Officers is absent for any period West Berkshire Council’s Director for the Environment and Economy Directorate may nominate in writing another Officer to act in his or her place during such absence and shall make record of all such nominations
- 1.3 The Officers referred to in 1.1 above may also exercise all of the specific delegations identified in Part 2 of the Scheme
- 1.4 Where any Officer listed in Part 2 is absent for any period any of the Officers referred to in 1.1 above may nominate in writing another Officer to act in his or her place and shall make record of all such nominations.

Part 2: Specific Delegations

The specific executive functions of the Public Protection Partnership set out in column 3 below are delegated to the corresponding Officers listed in column 2 subject to the limitations and reservations set out in Part 3.

No	TITLE OF POST HOLDER	FUNCTIONS DELEGATED
PP1	Head of Public Protection & Culture	To make appointment(s) of Chief Inspector(s) of Weights and Measures
PP2	Head of Public Protection & Culture Public Protection Manager Strategic Managers	To exercise all the executive and non-executive powers and functions of the Councils relating to the ‘Relevant Functions’ including powers of Enforcement, issuing Suspension Notices, Fixed Penalty, Penalty Charge Notices, Penalty Notices for disorder, Licensing and

		Registration, Prosecution and Civil Action
PP3	Head of Public Protection & Culture Public Protection Manager Strategic Managers	To appoint and authorise officers (and other persons) to enforce and otherwise deliver the 'Relevant Functions' as set out in the Inter-Authority Agreement dated the 6 th January 2017
PP4	Head of Public Protection & Culture Public Protection Manager Strategic Manager – Case Management and Governance Case Manager(s)	A. To institute and/or appear on behalf of the Bracknell Forest Borough Council, Wokingham Borough Council and West Berkshire District Council in any proceedings relating to the 'Relevant Functions' before any Court or Tribunal B. To conduct confiscation proceedings under the Proceeds of Crime Act 2002 in the Crown Court. C. (Public Protection Manager ONLY) to authorise any officers to appear in any proceedings relating to 'Relevant Functions' in any Court of summary jurisdiction or in the County Court
PP5	Head of Public Protection & Culture Public Protection Manager	Signing any document authorised or required to be given made or issued in accordance with Section 49 Food Safety Act 1990

Part 3: Reservations and Limitations

- 3.1 The exercise of functions to Officers under the Scheme must comply with:-
- 3.1.1 any legal requirements or restrictions:
 - 3.1.2 the Councils' Constitutions and the governance arrangements of the Joint Committee;
 - 3.1.3 the inter-authority agreement between Bracknell Forest Council, West Berkshire District Council and Wokingham Borough Council relating to the joint arrangements for their Environmental Health, Licensing and Trading Standards functions
 - 3.1.4 the Councils' policy framework and any other relevant plans and strategies approved by the Councils or Joint Committee
 - 3.1.5 the in-year Budget

- 3.1.6 West Berkshire's Human Resources (HR) policies and procedures including those relating to employment and any other relevant corporate Codes if either Council;
- 3.1.7 The Code Recommended Practice on Local Authority Publicity;
- 3.1.8 relevant Procedure Standing Orders, Financial Regulations and Financial Instructions of the Host Authority
- 3.2 Officers in the exercise of functions delegated by the Scheme may not:
 - 3.2.1 make "key decisions" as defined in each Council's Constitution
 - 3.2.2 change or contravene relevant policies or strategies approved by the Joint Committee or Council or Executive
 - 3.2.3 create or approve new policies and strategies;
 - 3.2.4 take decisions to withdraw public services;
 - 3.2.5 take decisions to significantly modify public services without consultation with the Joint Committee members before exercising the delegated power;
 - 3.2.6 take decisions on significant new powers or duties arising from new legislation before the new powers or duties have been reported to the Joint Committee, (except in cases of urgency and in consultation with the Joint Committee members if reasonably practicable);
 - 3.2.7 provide formal responses to any Government White Paper or Green Paper or other consultation likely to lead to policy changes or have significant impact upon services (except in cases of urgency and in consultation with the Joint Committee members if reasonably practicable);

3.3: Consultation with Joint Committee Members

- 3.3.1 Where an Officer takes a decision under the delegated Authority on a matter which is known to be politically sensitive, the Officer shall first consult with the Joint Committee Members before exercising the delegated powers.
- 3.3.2 An Officer may at his/her discretion consult Joint Committee Members before exercising delegated powers, or may decide to not exercise delegated powers but refer the matter to the Joint Committee for a decision.
- 3.3.3 In exercising delegated powers, Officers will keep local members informed of matters affecting their Wards with any relevant protocols.

This page is intentionally left blank

Public Protection Partnership Performance Report and Strategic Projects Update - Summary Report

Committee considering report:	Joint Public Protection Committee
Date of Committee:	20 th March 2019
Date agreed by Joint Management Board:	16 th November 2018
Report Author:	Anna Smy

1. Purpose of the Report

- 1.1 To inform the committee of the current performance of the Public Protection Partnership in line with the operating model and business plan.

2. Recommendation

- 2.1 The Committee approves the report and notes actions for areas of improvement

3. Implications

- 3.1 **Financial:** Financial review meetings began in Quarter 2 with the West Berks finance officer attending the monthly Joint Management Team meetings. This oversight of the service ensures a good balance of resource across function and locality. The major financial work in Quarter 2 focussed on finalising the Fees and Charges Structure for 19/20 in preparation for the September JPPC meeting.
- 3.2 **Policy:** The Inter-Authority Agreement (IAA) places a responsibility on the Joint Public Protection Committee (JPPC) to determine service policies and priorities and also to maintain oversight of performance.
- 3.3 **Personnel:** In quarter 2 a number of officers left the authority to take up similar or more senior roles within other Local Authorities. Resourcing was an issue and there was some movement of officers across work areas and a number of temporary staff were appointed.

There are no specific personnel implications from this report although some areas highlighted as risks relate or could impact on staff.

- 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 performance.

The production and consideration of this report is a requirement under the IAA

3.5 Risk Management: The PPP maintains both a Strategic and Operational Risk Register. Key areas of concern are reported to the Joint Management Board and action plans are in place to limit any risks. There is an additional red risk with the loss in Q3 of one of the Solicitors within PPP, an action plan is in place. The three areas of red risk remain and an update on the action plans for these is included in the report.

3.6 Property: Consolidation of the use of Theale Gateway continues. With office moves (instigated by the authorities) at Wokingham (underway) and Newbury (Q3) we need to ensure a presence is maintained, as agreed within the IAA and that the service can run effectively through this time.

3.7 Other: None

4. Other options considered

4.1 None

5. Executive Summary

- 5.1 Quarter 2 saw developments in key areas such as the Website development and projects relating to the Control Strategy.
- 5.2 The Website project team, led by the Lead Officer – Community Engagement, have worked well together meeting regularly to develop the layout and content of the website. Due to the commitment of all involved and the priority of this work we remain on schedule for testing at the end of October.
- 5.3 We have achieved an increase in our interactions with the press in Q2 with more interviews with TV and Radio than previously. There was particular interest in the Licensing Committee at Bracknell where concerns over the presence of Uber in the area was discussed.
- 5.4 The performance reporting document has been populated in a timely manner and we are able to report accurately in Quarter 2 that there are a limited number of red risks in relation our Key Performance indicators. Within the report we have made comment on the proposed actions to mitigate this and improve the situation.

6. Conclusion

- 6.1 Quarter 2 has developed the good work within quarter 1 and seen new projects commence. We are starting to see positive outcomes from our project work and demonstrate the operating model is starting to be effective but needs more work.
- 6.2 The measures of volume show that we have seen an increase in number of applications, complaints and requests for action by PPP in the majority of measures from Q1 to Q2 (which is in line with previous years).
- 6.3 The support and infrastructure around the service continues to require work and the internal relationships and visibility of the service within the three authorities remains a risk, however we continue to work on this with the support of the Joint Management Board.

Appendices

Appendix A – Performance Information – Summary for Members of the Joint Public Protection Committee Quarter 2 18-19

Appendix B – Quality Management System - Strategic Programme Report

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**
-

Officer details:

Name: Anna Smy

Job Title: Strategic Projects Lead (Secondment)

Tel No: 01635 503257

E-mail Address: anna.smy@westberks.gov.uk



A shared service provided by Bracknell Forest Council, West Berkshire District Council and Wokingham Borough Council

PERFORMANCE INFORMATION

Summary for Members of the Joint Public Protection
Committee

Quarter 2 2018-19

Table of Contents

1. Summary	3
2. Key Strategic Progress	3
3. Communication and Community projects	4
4. Business plan and Strategic Programme	4
4.1. Strat 1 – Operating Model	4
4.2. Strat 2 Staff Development and Management	4
4.3. Strat 3 ICT Strategy	5
4.4. Strat 4 – Budgets	5
4.5. Strat 5 Cllrs and JMB Relationship	5
4.6. Strat 6 – Charging For Services	5
4.7. Strat 7 – Local Agreements	5
4.8. Strat 8 – Accommodation	5
4.9. Strat 9 – Performance Monitoring	6
4.10. Strat 10 – Working Conditions – Health and Safety	6
4.11. Strat 11 – Primary Authority Partnership (PAP)	6
4.12. Strat 12 – Emergency Planning and Business Continuity	6
4.13. Strat 13 – Quality Framework for PPP	6
5. Inter Authority Agreement – Key Performance Indicators for 17/18	7
5.1 Effective budget management and use of resources	7
5.2 Maintian high levels of customer and business satisfaction	7
6. Service Performance across the Partnership	8
6.1 Measures of Volume and Key Demographics	8
6.2 Core Priority Work	10
7. Service Complaints and Information Requests	13
8. Risk profiles	14
9. Structure chart and functions	17
10. Primary Authority Partnerships (PAPs)	17
11. Contracts with other organisations	18
12. Customer charter / Service commitments	18

1. Summary

In Quarter 2 we have continued to implement more fully the new PPP operating model. Areas of development around projects and planned work activity by the operational teams has started with demonstrable benefits to the communities within the PPP area.

This report contains the data and update from 1st July 2018 - 30th September 2018.

We continue to work to populate the reporting tool and have more access to data which demonstrates the outcomes and outputs from planned work alongside information around the performance and delivery of the service.

Where red risks arise there are action plans to address these. Key strategic developments over quarter 2 related to the development of the website (which remains on target for testing at the end of October 2018) and preparing for the implementation of changes to legislation relating to licensing of Houses in Multiple Occupation.

The strategic projects are progressing with key areas of Quality Management Systems and Emergency Planning/Business Continuity. Where milestones or specific actions have been identified they are listed within the project management tools. Oversight of the strategic position is provided in appendix B.

2. Key Strategic Progress

Finance	<ul style="list-style-type: none">▪ Fees and Charges process has begun within each partner authority.▪ Budget monitoring is in place and steps taken to ensure we remain on target.
HR	<ul style="list-style-type: none">▪ External Service review undertaken to look at ways we can build on our strengths to ensure the Service runs effectively, all staff and members involved in process.
ICT	<ul style="list-style-type: none">▪ Single system purchase business case put forward to West Berkshire Project Board.▪ Agreement on capital costs from Wokingham and Bracknell Forest.
Property	<ul style="list-style-type: none">▪ Preparation for office move at Shute End Wokingham, project plan well managed by Principal Officer (Residential).
Legal	<ul style="list-style-type: none">▪ Resourcing issues within the Case Management team has put a number of cases at risk, prioritisation of cases and external Counsel used if appropriate.
Performance and Service Development	<ul style="list-style-type: none">▪ The busy summer period during Q2 was well managed within the teams and the appointment of additional Principal Officer in Response has ensured service continued at time of significant staff changes.
Business Development	<ul style="list-style-type: none">▪ We continue to monitor the current commercial climate and evaluate opportunities as and when they arise.
Risk (Emergency Planning and Business Continuity)	<ul style="list-style-type: none">▪ The Project Lead and Management Support Officer are working well together to collate information and keep the project on track for delivery.▪ Additional Emergency Planning training such as specialist STAC training has been undertaken.

3. Communication and Community projects

- The service has issued 4 press releases in quarter 2 and has received 11 direct media inquiries, these have resulted in 41 mentions in the press.

Service Area	Internet	Print*	Radio	TV	Total
Generic PPP	1				↑1
Commercial	1	1			↑2
Environmental Quality	2	1			↔3
Licensing	7	6		4	↑17
Partnership Support		1			↑1
Residential		1			↓1
Response	1				↑1
Trading Standards	6	3	2		↑11
Trading Standards/PPP Case Management Unit	3	1			↓4
Total	21	14	2	4	↑41

**note in that the print figures are not accurate in that they are likely to be higher and that in future we will have a more accurate picture.*

Table 1: number of media interactions based on subject area and media type.

- From September the JPPC members started receiving a copy of the internal Newsflash communication which highlights key team news, court cases as well as internal developments within PPP. These are circulated approximately every 2 weeks and more frequently as necessary.

4. Business plan and Strategic Programme

Strategic Project work continues but remains in conflict with the everyday operational needs of the service. Some areas are progressing well and where necessary the JMB members have dealt with any barriers and concerns within their authorities.

4.1. Strat 1 – Operating Model

- In Q2 we developed monitoring of Control Strategy projects in more detail and KPI's to show where we are making a difference. Tactical Tasking continues fortnightly and we have been involved in not just local operations but regional and national.
- A detailed project plan has been drawn up and is being monitored for this area of work. It is currently on target to deliver a detailed review of the service and proposed structural changes to support the model in October 2018.

4.2. Strat 2 Staff Development and Management

- Appraisals have been taking place and where missing have been booked in. The Joint Management Board have agreed a target of 100% of staff having had an appraisal within the last 15 months. The snapshot for end of Q2 is set out below.

PPP Service Area	Staff req appraisals	Total Complete	% complete
Total	97	59	61%

- Competency Matrix being developed to work with staff training and develop areas where there are risks. In Q2 staff undertook a variety of internal and external training courses on subjects including Air Quality, Legal/Trial preparation and Consumer Rights Act.

4.3. Strat 3 ICT Strategy

- The Virtual Private Network (VPN) link to enable remote access from West Berkshire network to Bracknell Forest network is now functioning. It is now being rolled out across the necessary operational officers, it has allowed the teams to start working more effectively across all three authorities. We continue to seek a longer term more sustainable solution to IT visibility.
- Progress continues on the move to a single PPP case management system and links to the website for reporting.

4.4. Strat 4 – Budgets

- There continues to be monthly meetings with the West Berkshire accountant
- Fees and Charges were approved by JPPC in September and fed into the corporate timelines of the 3 authorities

4.5. Strat 5 Councillors and JMB Relationship

- Chairman’s briefing for JPPC now set up with new Chair.
- Loss of Licensing Principal Officer needs managing and links with JMB, JPPC and Licensing Committee maintaining. Plan in place to mitigate this with officer acting up in the short term.

4.6. Strat 6 – Charging For Services

- No progress in Q2 on this other than links with Fees and Charges work.

4.7. Strat 7 – Local Agreements

- Developments in ICT and Development Control have focussed the need to review the existing agreements and development of any new/increased areas of work. This project is being redeveloped and will progress again in Quarter 3. A Team Manager has been appointed responsibility for this area of work.

4.8. Strat 8 – Accommodation

- Internal moves at Shute End have taken place in Quarter 2. This has caused significant disruption to the service and required out of hours working (to complete within timescale).
- There continues to be issues as a result of this move and these will need to be dealt with in quarter 3.
- West Berkshire internal office changes will take place in November, there should be limited impact on the PPP although we will need to consider our space usage in more detail.

4.9. **Strat 9 – Performance Monitoring**

- The work around KPIs and MoV has progressed and whilst some areas need refining our new reporting tool allows us to report against the core PPP Priorities and focus on the risk areas which are red or likely to turn red. It has been agreed with Wokingham that their report will be sent in raw format and they will take the relevant aspects for corporate reporting. We intend to provide the same to the other 2 authorities. We are working on the process for ensuring data is collated and the tool populated in a timely fashion.

4.10. **Strat 10 – Working Conditions – Health and Safety**

- Forest Care is enabled for all officers and arrangements for emergency contact to reflect the current structures in place, The Management Support Officer has processes and secure storage set up for information.
- Further work on Lone Working and links to Corporate H&S teams for each authority needs to be developed.

4.11. **Strat 11 – Primary Authority Partnership (PAP)**

- No changes in PAP status. Work on our arrangements and constancy in approach is needed, especially with Trading Standards matters to ensure compliance with legislation and action taken is appropriate and necessary.

4.12. **Strat 12 – Emergency Planning and Business Continuity**

- Work is progressing well and the Business Impact Assessment sessions have resulted in a draft document which is to be consulted on in November and finalised in January.

4.13. **Strat 13 – Quality Framework for PPP**

- Work continues in this area and an updated Project Plan is attached as Appendix B

5. Inter Authority Agreement – Key Performance Indicators for 17/18

- The key performance indicators identified to monitor outcomes of the control strategy are detailed within 6.2 Core Priority Work.
- At the Joint Public Protection Committee in September it was resolved to remove a number of the KPIs set out within the IAA and retain the following:

- Effective budget management and use of resources
- Maintain high levels of customer and business satisfaction

5.1 Effective budget management and use of resources

- By using Project Methodology and the National Intelligence Model the Strategic Tasking Group and Joint Management Board have the ability to scrutinise resources to ensure the delivery is in the highest priority areas.
- We have introduced a KPI around income and expenditure

<u>1819-075</u>	Quarter 2
Management of budget to within 1% of baseline	0.75%
<u>1819-076</u>	Quarter 2
Management of income to within 5% of budget	9.45%

- Budget management remains difficult. The service continues to face challenges around declining income particularly in respect of income from premises licensed under the Licensing Act 2003.
- Other risks exist including the effect of the £2 cap on fixed odds betting terminals and how this may reduce high street betting shop presence as well as the risks associated with the taxi trade numbers from the influx of TFL licensed operators.
- The mitigations in place include balancing budgets from vacancy savings and review of all discretionary fees and charges focussing on full cost recovery. Pressure bids around LA2003 have been submitted to PPP authorities.
- Overall it is anticipated the outturn will be within 1% of net budget

5.2 Maintain high levels of customer and business satisfaction

- The performance of the PPP remained good in Quarter 2 despite covering the summer period when service quality can be a risk (as complaints historically increase and staff levels can be low). In Q2 three staff left the Response team (2 leaving the authority) and resources were moved to minimise the impact and ensure key areas of work continued to a satisfactory level.
- The customer satisfaction survey has seen a decline in the number of responses in the last few years, this is currently sent by card for completion or via email (if provided). The practice will change during Q3 with electronic surveys being sent and the introduction of the

website with a feedback section. We have also identified that customers will often email their thanks directly to the officer (see below)

“Your input has helped greatly with this and I can’t thank you enough and tell you what a relief it was to get the payment. He apologised for how long he has taken and told me he has set up a standing order so I am praying this time he is genuine . I will keep you updated and thanks again for everything you’ve been brilliant”

“Just to say, “Thank you”. Sunday night (last night) the sound was very much reduced. I woke this morning and just enjoyed the peace for a while!”

“I just wanted to pass on some praise received from (a taxi driver) today. He came to collect his operator’s licence and vehicle plate which he only applied for yesterday. He was VERY impressed with the speed in which they were created and the efficiency of the team. He asked if I could pass on my praise to the member of the team that dealt with his application.”

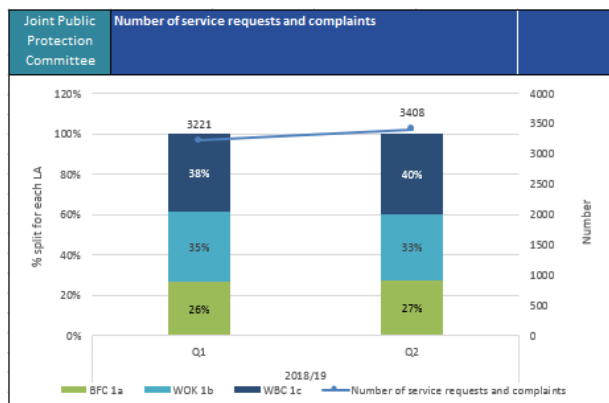
- We have a process in place for following up on particularly poor responses and also ensure service improvements are actioned (when appropriate), this is a key area of the Quality Management System.

1819-060 Customer Satisfaction	Annual rolling percentage
80% of service users satisfied with Public Protection Partnership	70%

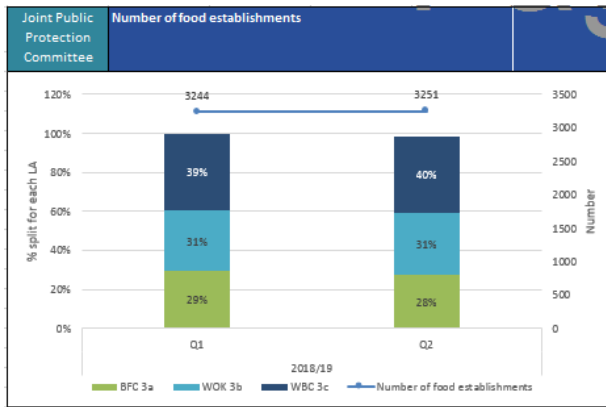
6. Service Performance across the Partnership

6.1 Measures of Volume and Key Demographics

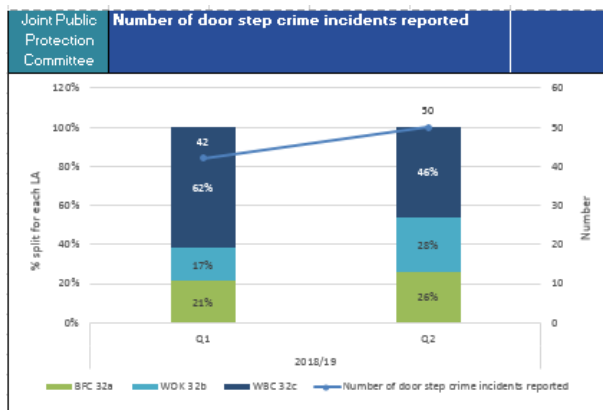
- Quarter 2 data is now populated and we can start to identify indicators of trends and going forward we can start to identify resource issues, potential impacts on the service, better inform our strategies.
- As our operating model progresses we would anticipate more fluctuations as activities encourage/discourage reporting, the brand and business develops.



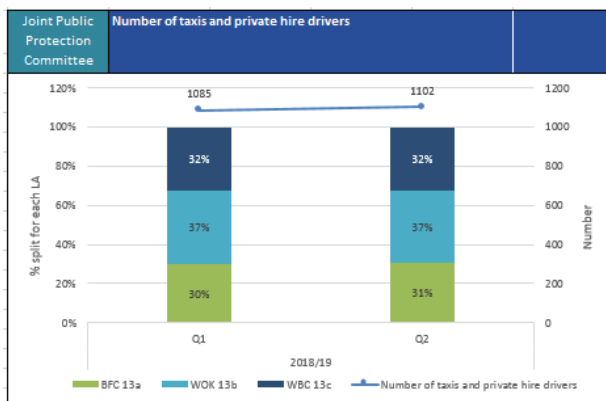
- The graphs below show the service has received 6629 requests across all disciplines over Q1 and 2. Should these levels be maintained we will see a slightly lower number of contacts than in 2017/18 (15,419). There are a number of areas such as dog fouling and pest sightings/notifications where [on line reporting](#) has reduced the number of requests populating our systems.



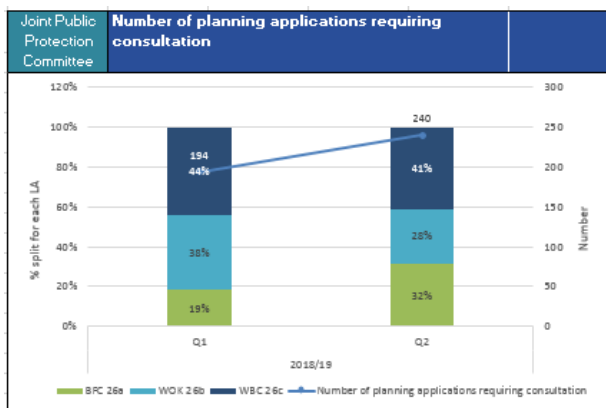
- The number of food establishments is a useful indicator for predicting future impact on resources as we undertake to inspect all new premises within 28 days of opening.



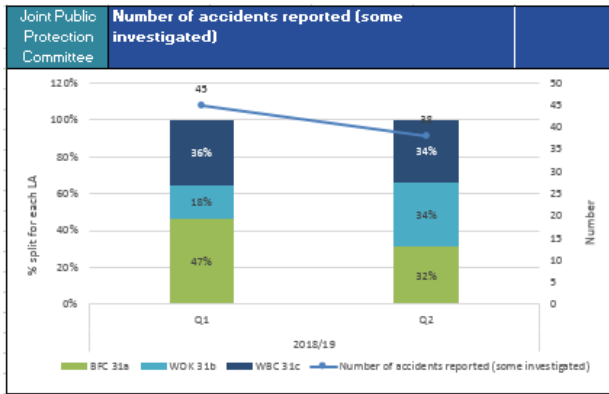
- This measure can help identify the effectiveness of campaigns and interventions. We receive reports from a number of sources and we can obtain large amounts of intelligence from operations as well as reports. As awareness campaigns are undertaken we would expect to receive more complaints, this does not necessarily mean more incidents are taking place.



- This measure can help identify the effectiveness of campaigns and interventions. We receive reports from a number of sources and we can obtain large amounts of intelligence



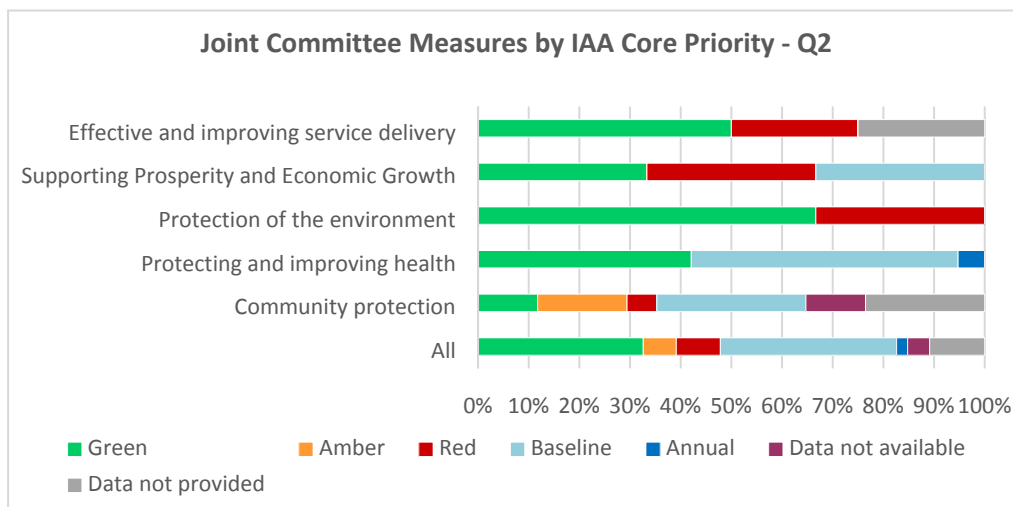
- The overall number of planning applications requiring a response from the PPP increased significantly in Q2, this work can be impacted by local economic factors as well as housing prices. The sudden changes in demand can have a major impact on response times and our ability to respond appropriately. We have liaison meetings with each Local Planning team and will try and engage in better understanding their demand analysis.



- Although the number of reported accidents dropped in Q2 these are often long term complex investigations and the impact on resources can show up in the following quarter as the investigation develops.

6.2 Core Priority Work

- Key projects have begun in quarter 2 which has enabled improved reporting on core priorities. As we continue to develop our processes around project management and considered business case development we will see this populated further.
- There are a number of pieces of work which will begin Quarter 2 onwards so this will become more populated as the year progresses.



†Data currently cannot be reliably drawn from work being undertaken

*Data has not been provided by the responsible officer within the requested timeframes

- The following projects are highlighted as Red risks and mitigation is in place to deal with these. They have been reported to the Joint Management Board, along with other areas of red risk in projects and pieces of work only reported directly to the Board. It was reported in Q1 as Amber and likely to turn Red.

Measure Title	Ref.	Team Manager	Target	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Comment
% of planning consultations responded to within the local planning authority's timescales	1819-007	Joe Dray	90%	◆ 84.5%	■ 75.4%	Not on track to meet this target due to team resources and day to day difficulties in accessing the three systems. Risk of providing different level of service to each LPA due to difficulties with accessing IT and officers 'home' base. This is recognised and steps are being taken to address. Each LPA aware to contact us if they require urgent responses for specific applications before committee deadlines. Exacerbated during Q2 by summer leave taken.
% of Private Hire operators inspected (2x visits per year)	1819-023	Julia O'Brien	100%	◆ .7%	■ 12.4%	Unlikely that the target will be met by year end due to lack of resources
% of applications for new premises licences and licence variations responded to within the timescales specified by the Licensing Authority by EQ Team	1819-018	Anna Smy	100%	■ 97.7%	■ 98.8%	All consultations at Q2 completed within timescales.

- Other Key Performance indicators which demonstrate where the service is focussing on the priorities of the service and the areas of:
 - Community Protection
 - Protecting and improving health
 - Protection of the environment
 - Supporting prosperity and economic growth
 - Effective and improving service delivery

- As we develop project areas some data we are collecting is a baseline for future projects and initiative. As projects develop the impact of our work can be better demonstrated and the difference we are making quantified.

<u>1819-080 Door step crime and mass marketing</u>	Quarter 1	Quarter 2
Amount of money recovered/saved and loss prevention through intervention by PPP Trading Standards activities (snapshot figure)	£39,816	£65,537 Direct advice with a local business prevented a scam pay-out of £39,487
<u>1819-27 Legal Actions</u>	Quarter 1	Quarter 2
Number of Prosecutions undertaken	4	3
<u>1819-018 Environmental Nuisance</u>	Quarter 1	Quarter 2
% of events on the annual event monitoring plan attended	12/12 - 100%	5/5 - 100%
<u>1819-037 Food Safety at businesses premises and in the home</u>	Quarter 1	Quarter 2
75% of poorly performing premises (rated 0 or 1 on the Food Hygiene Rating Scheme) that meet satisfactory compliance by their next full inspection. Showing improvement in practises to protect residents	This figure will be reported annually to account for the extended timescales for inspections. It will track progress of those premises rated zero and one at the start of the inspection year.	
<u>1819-037 Food Safety at businesses premises and in the home</u>	Quarter 1	Quarter 2
% of premises required to make improvements following a food inspection visit	Starting Q2	183/280 65.4%
<u>1819-056 Car Sales interventions</u>	Quarter 1	Quarter 2
Number of car dealers visited to check the validity of information supplied (car history / warranties etc.) to customers during 2018/19	Project starts Q2	13 inspected to date (1/3 of traders)
<u>1819-025 Community Protection</u>	Quarter 1	Quarter 2
% of premises that meet satisfactory compliance following a licence inspection. (Baseline)	87.2%	94.7%



7. Service Complaints and Information Requests

- Work in this area is progressing. The Customer Care Team are now in place and working with the Team Managers to ensure that the relevant Quality Management procedures are developed across the PPP to provide improved consistency.
- The complaints from Councillors cover a mix of general inquiries on behalf of residents as well as matters of interest to them, for example “enquiring about provisions relating to noise from light aircraft, on behalf of the Parish Council”

Authority	Quarter 1				Quarter 2			
	Cllr	MP	FOI	Other	Cllr	MP	FOI	Other
Bracknell Forest	15	0	54		8	0	20	0
West Berkshire	8	0	51	2	5	1	52	1
Wokingham	3	0	40		5	0	15	1

8. Risk profiles

- The operational and strategic risk register is maintained regularly and reported to the Joint Management Board at each meeting. This has been translated into the table below.

	<u>Extreme Impact – Unlikely</u>	<u>Extreme Impact – May occur</u>	<u>Extreme Impact – Likely</u>	<u>Extreme Impact - Certain</u>
Level of impact 	<u>Major Impact – Unlikely</u> <ul style="list-style-type: none"> Failure to deliver responsibilities as ‘Food Authority’ Failure to deliver responsibilities as ‘Health and Safety Authority’ Inability to adapt to a change in legislation Action taken by the Local Government Ombudsman for failing to deal with a complaint effectively Resources unavailable to maintain technical competency Civil claim against the service for professional negligence Failure to deliver responsibilities as the ‘Licensing Authority’ Data security incident Evidence compromised Inability to conduct secure interviews under caution 	<u>Major Impact – May occur</u> <ul style="list-style-type: none"> Unavailability of technically competent staff Deficient professional oversight of criminal investigation Action taken by the Information Commissioner for failing to deal with and FOI or GDPR request Failed performance indicators Case Management system failure Poor customer satisfaction 	<u>Major Impact – Likely</u> <ul style="list-style-type: none"> Low staff levels Low staff morale Reportable accident at work Unavailability of Legal Services 	<u>Major Impact - Certain</u>
	<u>Significant Impact – Unlikely</u> <ul style="list-style-type: none"> Disagreement over policy direction Overspent budget Failure to deliver responsibilities as the ‘Gambling Authority’ 	<u>Significant Impact – May occur</u> <ul style="list-style-type: none"> Reduced Income 	<u>Significant Impact – Likely</u>	<u>Significant Impact – Certain</u>
	Minor Impact - Unlikely	Minor Impact – May occur	Minor Impact - Likely	Minor Impact - Certain
		Likelihood 		

Red Risk Action Plans

- Where red risks have been identified plans are in place, this is an example of the types of actions which are being taken.

Low Staff Levels

Action	Date	R/A/G status	Q1 Comment	Comment
Review of current resources (are people in the right places)	October	A	Strategic Tasking remains in development	Strategic Tasking remains in development
Appointment of contractor to cover summer period (when increased leave taken)	September	G		Work areas appropriately covered and risk mitigated
Business Continuity Plan being developed	October	G		On target
Development of Regulatory Apprentices posts	September	R		Recruitment in process for Sept/Oct

Low Staff Morale

Action	Date	R/A/G status	Q1 Previous Comment	Comment
Review of service by external organisation (to identify solutions to making further improvements)	July-Oct	G		Report to JMB on 19 th October – on track.
Mixed staff workshops planned for development of strategic assessment (19/20)	September	R	Project plan needed and meetings still to be booked	Sessions deferred to November 2018
Mixed teams for Website development	July	G		Team working well together and on target to deliver
Internal review of response team and relationships with operational teams	September	G	Process in development but not ready	Seconded Principal EHO to team has worked well in developing workable solutions with the other teams
Building relationships within each authority by attending Management Team meetings	On-going	G		Continues to work well and internal relationships/visibility improving
Newsflash – staff newsletter to share more positive feedback from customers	On-going	G		JPPC and JMB members now receiving Newsflash

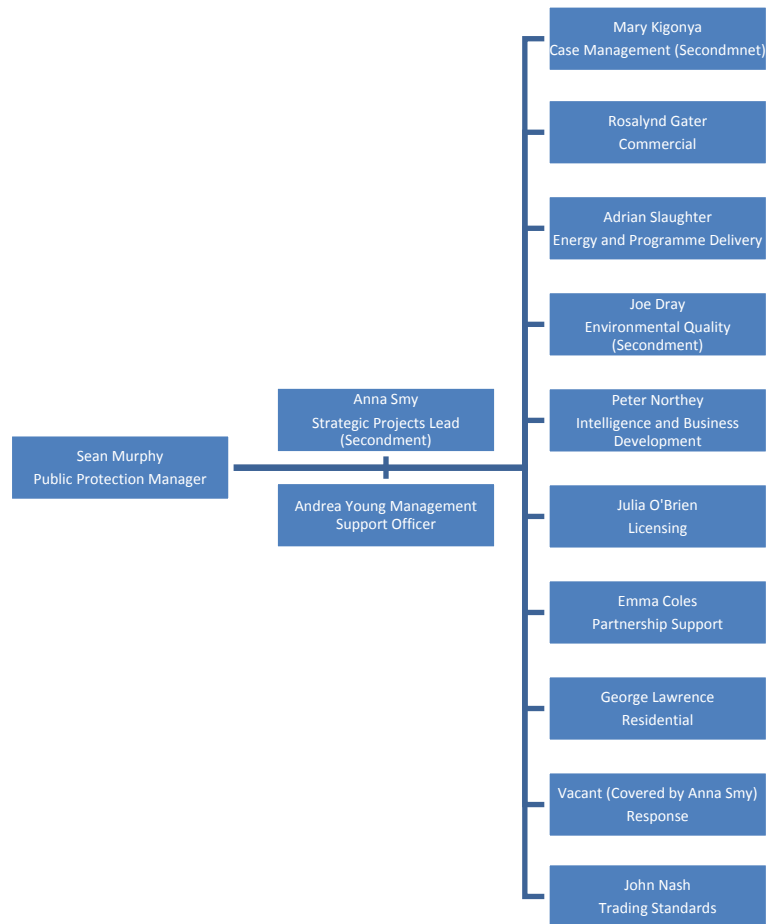
Reportable Accident at Work

Action	Date	R/A/G status	Q1 Comment	Q2 Comment
Update of all contact details	August	G		
Procedure for updates and changes	On-going	G		
Review of Health and Safety processes at all buildings PPP operate from	September	A	Accommodation changes impacting on delivery	Information flow for some buildings still an issue
Responsible Person for buildings appointed	September	A		

Unavailability of Legal Services

Action	Date	R/A/G status	Q1 Comment	Q2 Comment
Temporary Staff considered	August	A	N/A	
Use of external Counsel in relevant cases	Ongoing	R	N/A	Costs associated with this
Prioritisation and evaluation of cases	Monthly		N/A	Enforcement Group to prioritise key cases
Effective monitoring of deadlines and legal timescales	Ongoing	G		Enforcement Groups monitoring timescales and offence dates
Replacement for Case Management Team Manager (seconded)	September	R	N/A	Officer has given notice and discussions with new employer to maintain some level of support

9. Structure chart and functions



10. Primary Authority Partnerships (PAPs)

Existing PAPs

Business	Authority Area	Trading Standards/Food Hygiene/Health and Safety
Dell	Bracknell	TS Safety and Fair Trading
Fork Lift Truck Association	West Berks	TS Safety and Fair Trading
Hewlett Packard	Bracknell	TS Safety and Fair Trading
HIPP	West Berks	Food Standards
Honda	Bracknell	TS Safety and Fair Trading
Jakks Pacific (New)	Bracknell	TS Safety and Fair Trading
Knowledge Academy	Bracknell	TS Safety and Fair Trading
MTS Tyres	Bracknell	TS Safety and Fair Trading
Panasonic	Bracknell	TS Safety and Fair Trading
Prezzo	West Berks	Food Standards, Food Safety and Health and Safety

Rolson Tools	Wokingham	TS Safety and Fair Trading
The Gym Group	Bracknell	TS Safety and Fair Trading
Waitrose	Bracknell	Food Hygiene

- There was 1 new Primary Authority agreement set up in Q2 with no agreements ceasing
- PPP and Waitrose participated in the Food Standards Agency’s National Inspection Strategy Pathfinder Project and the evaluation report was published in September.

11. Contracts with other organisations

- There have been no changes in quarter 2 and work for other agencies continues as per quarter 1 and is monitored in line with resource needs across the PPP.

12. Customer charter / Service commitments

- There continues to be differences around how incoming complaints are handled across the PPP due to separately managed contact centres in two authorities and the level of customer expectation. This is the next piece of work for the Customer Care Team with a view to effecting greater consistency in order to improve the efficiency and effectiveness of PPP.
- The new website and single system database will help further with this. Forms are being developed within the website to allow all aspects to have an element of triage when being submitted, this will allow emergency situations and those with imminent risks to health to be identified and responded to as emergencies.
- Development of guidance for the Joint Management Board on dealing with complaints directly to them has also been developed, this should reduce the risk of double handling of issues and likewise delays in responding

Appendix B – Project Plan for implementing a Public Protection Partnership Quality Management System (Q2 2018/19)

Resource_Name	Task_Name	Duration	Start_Date	Finish_Date	Status Sept 2018
Rosalynd Gater	Monthly QMS oversight meeting	195.25 days	22/05/2018	19/02/2019	Complete and rest to schedule RG
Anna Smy	Update QMS to cover updating processes	0.5 days	01/06/2018	01/06/2018	Draft completed
Team Managers	Identify where system is to be hosted	30 days	03/09/2018	12/10/2018	Update required
	Implementation Plan - to be determined	30 days	03/09/2018	12/10/2018	
Team Managers	Team Manager engagement	0.5 days	11/09/2018	11/09/2018	Completed RG; meeting held 11 Sept and TMs 4 months to pull together their area of QMS
Rosalynd Gater	Agree Roles and Responsibilities	0.5 days	11/09/2018	11/09/2018	Pre meeting booked with SM RG
Anna Smy	Agree contents for General Section (governance)	1 day	11/09/2018	11/09/2018	
Working Party	Identify accreditation bodies	3 days	18/09/2018	20/09/2018	
Working Party	Review Enforcement and Legal Process manual and configure to PPP format	1 day	20/09/2018	20/09/2018	
Working Party	Identify any gaps in the processes within Enforcement and Legal Process manual	1 day	20/09/2018	20/09/2018	
Rosalynd Gater, Andrea Young, Anna Smy, Sean Murphy	Agree Process Owner for Strategic, General and Operational and procedure owner for folders	0.25 days	20/09/2018	20/09/2018	Pre meeting booked with SM RG
Rosalynd Gater	Cost analysis of options	10 days	21/09/2018	04/10/18	
Rosalynd Gater	Implementation Plan for necessary framework	1 day?	25/09/2018	25/09/2018	
Working Party	Agree contents for the Strategic Section	1 day	01/10/2018	01/10/2018	Pre meeting booked with SM RG
Andrea Young	Set up Improvement Action Logs for PPP system	1 day	01/10/2018	01/10/2018	Meeting booked RG

Resource_Name	Task_Name	Duration	Start_Date	Finish_Date	Status Sept 2018
					AY
	Interim shared folder structure to be set up	20 days	01/10/2018	21/10/2018	Meeting booked RG AY
Working Party	Agree contents for Operational Section	1 day	02/10/2018	02/10/2018	
	Provide instructions on use of Improvement Action Logs	1 day?	15/10/2018	15/10/2018	
Rosalynd Gater	Monthly QMS oversight meeting 7	0.25 days	16/10/2018	16/10/2018	On track
	General Documents to move to new temp location	2 days	31/10/2018	October 2018	Meeting booked re finance RG HC AY
Rosalynd Gater	Monthly QMS oversight meeting 8	0.25 days	20/11/2018	20/11/2018	Meeting booked for 21 Nov RG SM AS AY and agenda sent
JMB	Determine most appropriate and timescales for accreditation		30/11/2018		
Working Party	Partnership Support Team Documents to move to new temp location	2 days	30/11/2018	November 2018	
Anna Smy	Audit Plan for Strategic Procedures	4 days	10/12/2018	13/12/18	
Rosalynd Gater	Audit Plan for General Procedures	4 days	10/12/2018	13/12/18	
Team Managers	Audit Plan for Operational Procedures	7 days	10/12/2018	18/12/18	
Rosalynd Gater	Monthly QMS oversight meeting 9	0.25 days	18/12/2018	18/12/18	
Joint Management Board	Accreditation			31/03/2020	
Website Team	Intranet configuration discussions			October 2018	Information and specification requested
Working Party	Improvement Action Log review meetings - initial then set up regular ones going forward			December 2018	
Working Party, Sean Murphy	Review of strategic documents - identify ones to be amended, deleted and gap analysis			January 2019	
Working Party, Team Managers	Review of general documents - identify ones to be amended, deleted and gap analysis			January 2019	

Resource_Name	Task_Name	Duration	Start_Date	Finish_Date	Status Sept 2018
Working Party, Sean Murphy	Review and storage location of Health and Safety Risk Assessments			November 2018	
Team Managers	Auditing	On-going			

This page is intentionally left blank

Public Protection Partnership Performance Report and Strategic Projects Update - Summary Report

Committee considering report: Joint Public Protection Committee
Date of Committee: 20th March 2019
Date agreed by Joint Management Board: 25th February 2019
Report Author: Anna Smy

1. Purpose of the Report

- 1.1 To inform the committee of the current performance of the Public Protection Partnership for Quarter 3 of 2018/19 in line with the operating model and business plan.

2. Recommendations

- 2.1 The Committee approves the report and notes any actions for areas of improvement for the service.

3. Implications

- 3.1 Financial:** Key areas for Quarter 3 was agreement and integration of the Fees and Charges into the 3 authority financial cycles in a timely manner. The changes to the licensing of Houses in Multiple Occupation came into force in October 2019 which saw income associated with application, there were however a number of challenges around the fees being charged and the associated calculations by the PPP.
- 3.2 Policy:** The Inter-Authority Agreement (IAA) places a responsibility on the Joint Public Protection Committee (JPPC) to determine service policies and priorities and also to maintain oversight of performance.
- 3.3 Personnel:** In quarter 3 we internally appointed an additional Principal officer to the Response Team to help manage operational issues and the Strategic Projects Lead took on the management of the team alongside their existing role. The temporary staff helped ensure services continues and we also welcomed a number of new staff to the service.

Main work was around the implementation of the service review which resulted in a number of Team Manager roles being put at risk in December 2019.

- 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 performance. The production and consideration of this report is a requirement under the IAA
- 3.5 Risk Management:** The PPP maintains both a Strategic and Operational Risk Register. Key areas of concern are reported to the Joint Management Board and action plans are in place to limit any risks. The review publication has meant that there are key risk around personnel and delivery of structural changes.
- 3.6 Property:** Work around Health and Safety at each building the PPP operates from has been led by the Joint Management Board, there are still concerns with the Wokingham accommodation and the management of staff across a wide geographical area. The changes within West Berkshire Market Street offices has required some further work.
- 3.7 Other:** None

4. Other options considered

- 4.1** None

5. Executive Summary

- 5.1 Quarter 3 was really focussed around the external Service Review and the steps necessary to make the changes needed to drive the service further forward.
- 5.2 Our coverage and visibility in local media continues to be strong with interest generated from cases taken as well as promotion of our intervention work.
- 5.3 We have appointed a number of staff within Q3 to help out in front line areas such as Response work and Door Step Crime as well as Applications and Case Management to support other key areas of work. We have been able to attract a good quality of applicants across all areas.

6. Conclusion

- 6.1 Quarter 3 challenged the ability of the service to implement two significant legislative changes (Animal Licensing and HMO Licensing). These required cross team working to bring the processes together and additional internal training. Whilst we have experienced resilience issues internally we have still been able to deliver these changes through joint working across teams and clear processes and procedures.
- 6.2 We saw a reduction in complaints and requests for service in Q3 this is to be expected after the busy summer period. At the end of Q3 we saw an increase with more housing related issues being raised as we enter the winter months.
- 6.3 The staff have engaged well with the review process and consultation (which began in December). It has been a difficult time and it is recognised by the Public Protection Manager and Joint Management Board that good change management at all levels is needed to ensure we continue to make improvements as a service.

Appendices

- Appendix A – Performance Information – Summary for Members of the Joint Public Protection Committee Quarter 3 18-19
 - Appendix B – Quality Management System - Strategic Programme Report
-
-

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**
-

Officer details:

Name: Anna Smy

Job Title: Response Team Manager and Strategic Projects Lead (Secondment)

Tel No: 01635 503257

E-mail Address: anna.smy@westberks.gov.uk



A shared service provided by Bracknell Forest Council, West Berkshire District Council and Wokingham Borough Council

PERFORMANCE INFORMATION

Summary for Members of the Joint Public Protection
Committee

Quarter 3 2018-19

Table of Contents

1. Summary	3
2. Key Strategic Progress	3
3. Communication and Community projects	3
4. Business plan and Strategic Programme	4
4.1. Strat 1 – Operating Model	4
4.2. Strat 2 Staff Development and Management	4
4.3. Strat 3 ICT Strategy	5
4.4. Strat 4 – Budgets	5
4.5. Strat 5 Cllrs and JMB Relationship	5
4.6. Strat 6 – Charging For Services	5
4.7. Strat 7 – Local Agreements	5
4.8. Strat 8 – Accommodation	5
4.9. Strat 9 – Performance Monitoring	6
4.10. Strat 10 – Working Conditions – Health and Safety	6
4.11. Strat 11 – Primary Authority Partnership (PAP)	6
4.12. Strat 12 – Emergency Planning and Business Continuity	6
4.13. Strat 13 – Quality Framework for PPP	6
5. Inter Authority Agreement – Key Performance Indicators for 17/18	7
5.1 Effective budget management and use of resources	7
5.2 Maintain high levels of customer and business satisfaction	7
6. Service Performance across the Partnership	8
6.1 Measures of Volume and Key Demographics	8
6.2 Core Priority Work	10
7. Service Complaints and Information Requests	15
8. Risk profiles	16
9. Structure chart and functions	19
10. Primary Authority Partnerships (PAPs)	19
11. Contracts with other organisations	20
12. Customer charter / Service commitments	20

1. Summary

In Quarter 3 the staff experienced a great deal of uncertainty around the service with the Review process taking place alongside changes to the office space at Market Street (West Berkshire) and the New Ways of Working project for West Berkshire (internal review of service and processes).

We have increased our public profile further with increased media involvement and coverage as well as some more internal promotion

There has been a change within the Members of the Joint Public Protection Committee with Councillor John Halsall taking on the Wokingham Executive roll from Councillor Norman Jorgensen.

Business as usual work has continued alongside increased work in the introduction of changes to Animal Licensing and Houses of Multiple Occupation (these have impacted mainly on the applications processing team and will require resource input as inspections and enforcement starts)

2. Key Strategic Progress

Finance	<ul style="list-style-type: none">Work continues with the accountants to ensure effective financial management
HR	<ul style="list-style-type: none">Work on new structure and consultation process has taken place
ICT	<ul style="list-style-type: none">Links to Bracknell system have progressed wellBusiness Case for Single System approved for papers at West Berkshire Project Board and papers to Procurement Board (deferred to Jan).
Property	<ul style="list-style-type: none">Accommodation strategy to be developed by the Joint Management Board following the results of the review.
Legal	<ul style="list-style-type: none">Development of the Case Management Unit continues with a number of cases being taken through to prosecution
Performance and Service Development	<ul style="list-style-type: none">The quality and focus on outcomes of our performance continues.
Business Development	<ul style="list-style-type: none">Business Case for bid to manage the enforcement of Letting Agents at a National level was drawn up at the end of Q3 with the process taking place during Q4
Risk (Emergency Planning and Business Continuity)	<ul style="list-style-type: none">Service Emergency Planning and Business Continuity Plan in final stages and working with the Joint Emergency Planning Unit (West Berkshire and Bracknell) and Wokingham teams to ensure plans integrate with their needs.

3. Communication and Community projects

- The service has issued 5 press releases in quarter 3 and has received 21 direct media inquiries, these have resulted in 47 mentions in the press.
-

Service Area	Internet	Print*	Radio	TV	Total
Generic PPP	1		1		↑2
Commercial		2			↔2
Environmental Quality	2	1			↔3
Licensing	9	9	1		↑19
Partnership Support		1			↔1
Residential		1			↔1
Response	1				↔1
Trading Standards	3	6	3	1	↑13
PPP Case Management Unit	3	1		1	↑5
Total (Q2 – 41)					↑47

*note in that the print figures are not accurate in that they are likely to be higher and that in future we will have a more accurate picture.

Table 1: number of media interactions based on subject area and media type.

- We have engaged in national campaigns including the Trading Standards Christmas campaign. This was also the basis of our Bah Humbug! Campaign as part of Bracknell Council's internal 12 days of Christmas promotion.



4. Business Programme

plan and Strategic

During Q3 the external review results were issued to the Joint Management Board. As part of the process of effecting change in the service they have taken on some areas of the strategic programme within an agreed action plan which will form part of this report in the future.

4.1. Strat 1 – Operating Model

- Teams have continued to operate projects in line with or aligned to the work plans agreed previously. The status of these projects are reported monthly to the Joint Management Board and they are able to review any red risks and consider new projects.
- The review has looked at how the structure and workflow can be improved to help better mobilise the model. This will start to take effect in Q4 with the new structure in place for 1st April 2019.

4.2. Strat 2 Staff Development and Management

- There are no changes in the number of Appraisals carried out from Q2

- The skills matrix has been refined to cover a wider range of skill sets including cross cutting and enforcement skills.
- Training courses were attended on a wide range of subjects including Community Protection Notices, Public Health Act Funerals, Dealing with Pets in Crisis Situations and Statutory Nuisance. Officers and Members also attended the Institute of Licensing National Training Conference.

4.3. Strat 3 ICT Strategy

- The Virtual Private Network (VPN) link to enable remote access from West Berkshire network to Bracknell Forest network is now functioning. It is now being rolled out across the necessary operational officers, it has allowed the teams to start working more effectively across all three authorities.
- The business case for the single system was approved within the West Berkshire Project Board and papers submitted to the Procurement Board for agreement to use the Crown Commercial Services framework.

4.4. Strat 4 – Budgets

- There continues to be monthly meetings with the West Berkshire accountant.
- Fees and Charges were approved by JPPC in September and fed into the corporate timelines of the 3 authorities. Subject to rounding in line with local protocols and a deferral following objections on West Berkshire Private Hire Operators fees the new fees schedules have been adopted by all three Councils.
- The changes in the Houses in Multiple Occupation legislation has seen income from applications from Landlords across all 3 areas. This income is being apportioned, in line with accounting protocols, over the relevant financial years. Dependent on when work associated with the income (which is effectively an application fee) is conducted.

4.5. Strat 5 Cllrs and JMB Relationship

- The officer acting up as Principal for Licensing Governance has developed well and all reports to the various licensing committees are being taken to the Joint Management Board for consideration in line with all other reports.
- We have set up processes for dealing with corporate issues such as Freedom of Information requests alongside Councillor complaints.

4.6. Strat 6 – Charging For Services

- No progress in Q3 on this other than links with Fees and Charges work.

4.7. Strat 7 – Local Agreements

- This area has not progressed. Existing agreements have been consolidated.

4.8. Strat 8 – Accommodation

- Within the Joint Management Board action plan accommodation is one of the areas for progression.
- The finalising of the Shute End office move continued with issues such as changes to lighting remaining outstanding
- In Q3 there were changes to the layout and available space at West Berkshire offices. The move itself did not impact on service delivery. The concerns about availability of space is being addressed through Paul Anstey and West Berkshire Council.
- It has been necessary to raise a number of IT related issues with regards to the Theale Hub. We are working with West Berkshire IT and will look to progress some of these once the overall strategy is confirmed.

4.9. **Strat 9 – Performance Monitoring**

- We now have a working performance framework capturing Measures of Volume, Performance indicators (including the range of where and to who these are reported) and project management RAG status reporting. These are reported to Joint Management Board monthly and are available at any time.
- We have also requested access to a monitoring tool through Bracknell Forest which should enable a more accessible and user friendly dashboard for accessing data and improve consistency of applying performance management.

4.10. **Strat 10 – Working Conditions – Health and Safety**

- We have been advised that Forest Care will no longer be supporting the existing lone worker process as of 1st April 2019. Work has started on reviewing the applicability of their replacement service.
- Paul Anstey is leading the West Berkshire Health and Safety review of his service (which includes the PPP). This is progressing and once processes are agreed they will sit within the service quality management system.

4.11. **Strat 11 – Primary Authority Partnership (PAP)**

- No changes in PAP status. .

4.12. **Strat 12 – Emergency Planning and Business Continuity**

- A draft Emergency Planning and Business Continuity Plan was drafted and circulated in Q3, this will be ratified in Q4 and consultation will be needed with both the Joint Emergency Planning Unit (West Berks and Bracknell) and the Wokingham and Reading Emergency Planning Team (Wokingham).

4.13. **Strat 13 – Quality Framework for PPP**

- Work continues in this area and an updated Project Plan is attached as Appendix C

5. Inter Authority Agreement – Key Performance Indicators for 17/18

- The key performance indicators identified to monitor outcomes of the control strategy are detailed within 6.2 Core Priority Work.
- At the Joint Public Protection Committee in September it was resolved to remove a number of the KPIs set out within the IAA and retain the following:

- Effective budget management and use of resources
- Maintain high levels of customer and business satisfaction

5.1 Effective budget management and use of resources

- By using Project Methodology and the National Intelligence Model the Strategic Tasking Group and Joint Management Board have the ability to scrutinise resources to ensure the delivery is in the highest priority areas.
- We have introduced a KPI around income and expenditure

<u>1819-075</u>	Quarter 3
Management of budget to within 1% of baseline	Expected outturn on budget
<u>1819-076</u>	Quarter 3
Management of income to within 5% of budget	Impact of legislative changes and mitigation steps need to be evaluated in Q4

- Budget management remains difficult. Income has fallen short of budgeted expectation.
- The mitigations in place include balancing budgets from vacancy savings and review of all discretionary fees and charges focussing on full cost recovery.
- Overall it is anticipated the outturn will be within 1% of net budget

5.2 Maintain high levels of customer and business satisfaction

- The monthly customer satisfaction responses showed an improvement during Q3 but the response rates remain very low. It was hoped that the feedback via the website would be live but this has not taken place.
- As detailed in Q2 we continue to receive direct feedback which we capture and these show the positive outcomes from our service and whilst personal to the individual they show the impact our interventions can have:

“Thank you very much for your continued help and advice with this, I am certain that the threat of SCC with the assistance/support of Trading Standards along with some specific wording and phrases you suggested made all the difference in their decision to settle”

“..not the absolute long-lasting fog created when I first complained. So hope will not happen again. Thank you for your help”

“They were very good then and very helpful, it was done in 2.5 hours”

- We have a process in place for following up on particularly poor responses and also ensure service improvements are actioned (when appropriate), this is a key area of the Quality Management System.

1819-060 Customer Satisfaction	Q3 percentage
80% of service users satisfied with Public Protection Partnership	71%
Reported as Amber as following a dip in August the general direction appears to be improving again.	

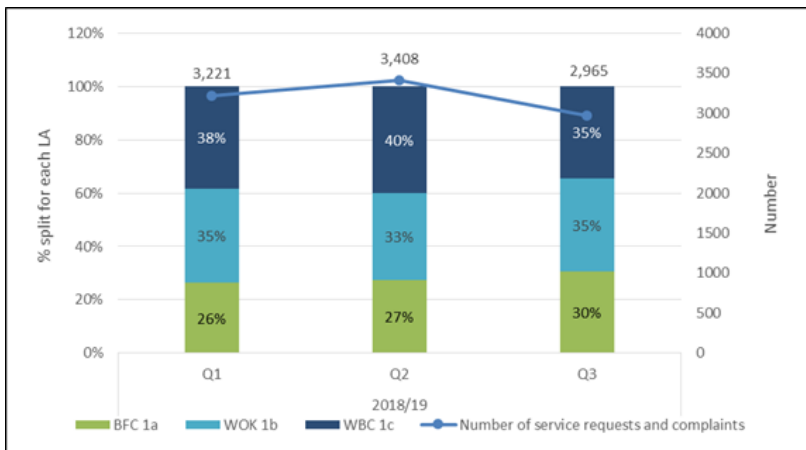
- We have also had work recognised by external agencies with our Animal Warden service being awarded the RSPCA Platinum Paw Prints which recognises a good service.



6. Service Performance across the Partnership

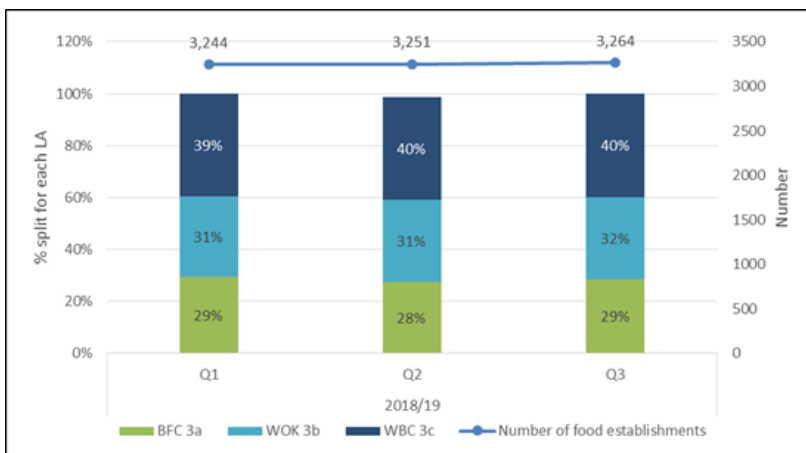
6.1 Measures of Volume and Key Demographics

- Quarter 3 data is now populated and we can start to identify indicators of trends and going forward we can start to identify resource issues, potential impacts on the service, better inform our strategies.
- As our operating model progresses we would anticipate more fluctuations as activities encourage/discourage reporting, the brand and business develops.



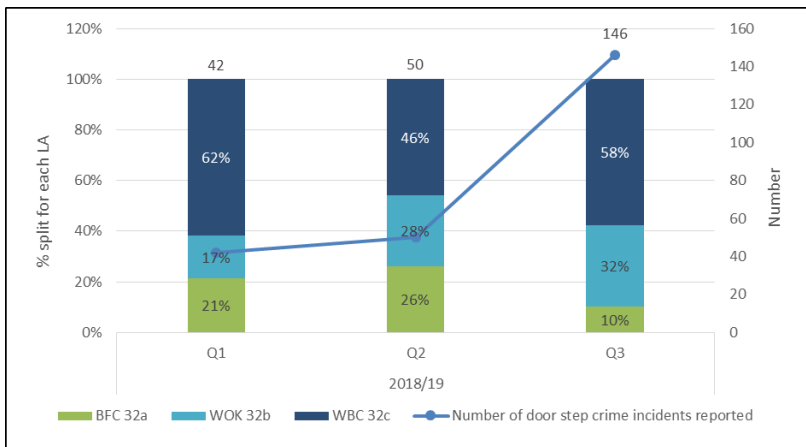
No of Service Requests and Complaints

The overall number of service requests received in Q3 dropped across all 3 authorities. We are likely to see an overall reduction in the number of complaints and service requests as we improve our initial signposting and the increased use of the [on line reporting](#) tool. We have also improved system auditing to reduce duplications in the system.



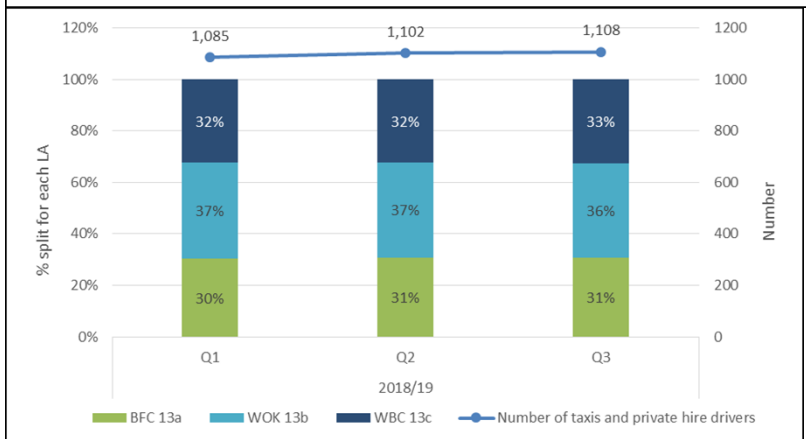
No of Food Establishments

The number of food establishment has increased in West Berkshire and Wokingham by a small amount (there was a drop of 3 within Bracknell) and remains a useful tool for predicting future impact on resources. Indicators such as undertaking inspections of all new premises within 28 days of opening can be affected when there are sudden increases.



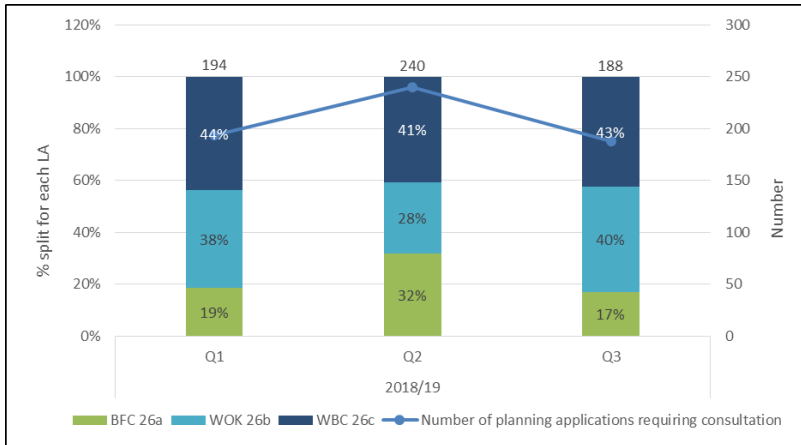
No of Doorstep Crime Incidents reported

We have reviewed the data and have noticed an issue with the recording of this information. Q3 figure includes correction for a number of missed complaints in Q1 & Q2



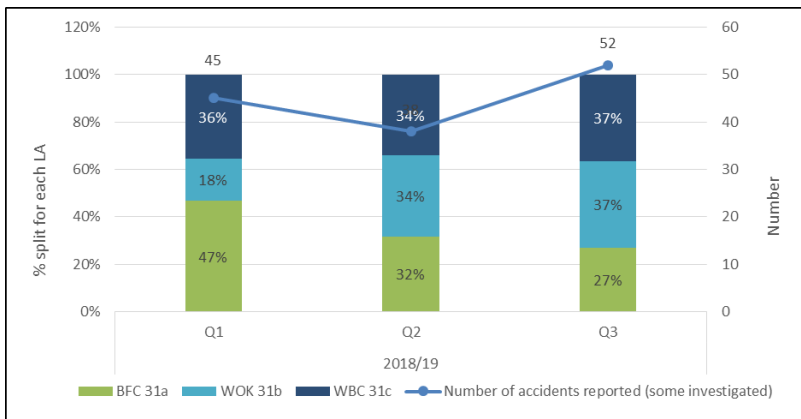
No of Taxis and Private Hire drivers

This measure can help identify the effectiveness of campaigns and interventions. We receive reports from a number of sources and we can obtain large amounts of intelligence



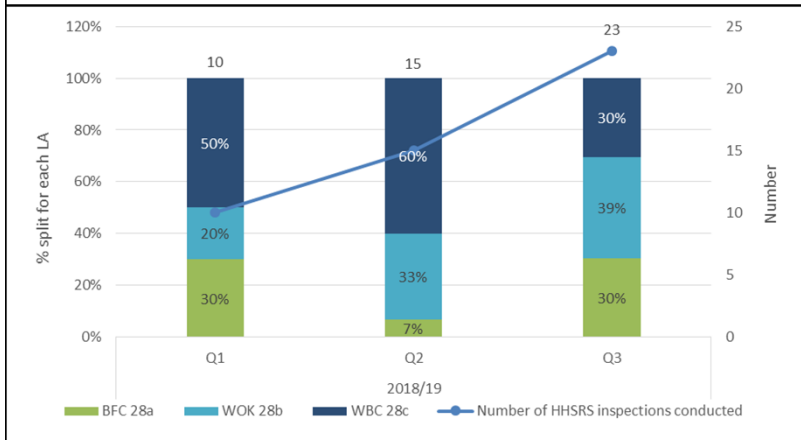
No of Planning applications requiring PPP input into consultation

■ In Q3 the number requiring a response from the PPP decreased to similar levels as Q1 this, combined with resourcing this area of work has allowed the PPP to catch up on applications and improve response times. The variation with BFC and WOK has been discussed with the LPA and neither were able to explain this variation other than it may be seasonal (see red risk plan in 6.2 below)



No of accidents reported (some investigated)

■ We have seen an increase in the number of reports in Q3, we will analyse these and see if they are associated with particular types such as overstocking for Christmas and identify any future project areas we may wish to focus on.

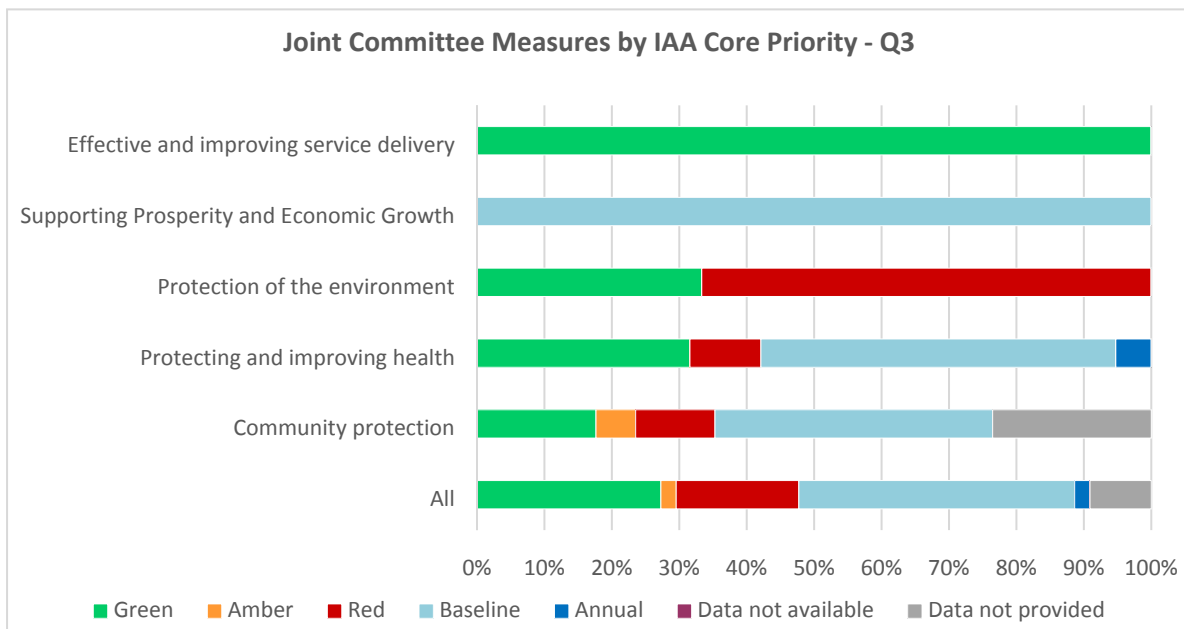


No of HHSRS inspections conducted

■ This measure was not included in the Q1 or Q2 reports, however we have seen an increase in the number of full Housing Health and Safety Rating System inspections as a result of increased demand through the changes to the HMO Licensing regime;

6.2 Core Priority Work

- Key projects continue in quarter 3 with some new or delayed projects starting. There are currently 64 KPI's for the PPP as a whole (many are subdivided across the 3 areas to assist with any trend analysis). 40 of these are included in the table below.
- There are a number which are being reported as red, some of these are back on track but will not meet the target at year end.
- As we are moving to monitoring the outcomes and impacts of our activities and away from simply % of X inspected we have a larger number of baseline indicators. In 2019/20 we will be seeing more indicators with commentaries and be better placed to show the difference we make to the wider community.



†Data currently cannot be reliably drawn from work being undertaken

*Data has not been provided by the responsible officer within the requested timeframes

- The following projects are highlighted as Red risks and mitigation is in place to deal with these. They have been reported to the Joint Management Board, along with other areas of red risk in projects and pieces of work only reported directly to the Board.

Measure Title	Ref.	Team Manager	Target	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Comment
% of planning consultations responded to within the local planning authority's timescales	1819-007	Joe Dray	90%	◆ 84.5%	■ 75.4%	■ 80.2%	YTD: 578 / 721 There has been significant improvement in Q3 and as a result the measure is green for the quarter. This is due to a vacancy being filled, and another officer returning from maternity leave. Initial reluctance to take work evenly across all three authorities has also been overcome during Q3. Despite this however, it is unlikely that the target will be met for the full year."
% of Private Hire operators inspected (2x per year)	1819-023	Julia O'Brien	100%	◆ .7%	■ 13.1%	■ 26.7%	Q3: 79 / 296 Unlikely that the target will be met by year end due to lack of resources.
% of premises that have applied for a designated premise supervisor (DPS) variation vested within 28 days of application	1819-024	Julia O'Brien	75%	◆ 7.2%	◆ 7%	■ 9.6%	YTD: 20 / 209 Lack of resource and other priority work.
Number of care homes visited to check the validity and fairness of information supplied about the goods and services they offer on their websites and in residents' contracts during 2018/19	1819-052	John Nash	6	★ 1	★ 2	■ 2	This project has been reallocated to another officer. It is anticipated that this project will need to be extended for 6 months for successful completion.
Number of car dealers visited to check the validity of information supplied (car history / warranties etc.) to customers during 2018/19	1819-056	John Nash	20	★ 3	★ 13	■ 13	This project has been delayed due to manpower issues e.g. maternity leave, and the Tenant Lead Authority bid. Project timetable has been extended by 6 months

- Other Key Performance indicators are highlighted below which demonstrate where the service is focussing on the priorities of the service and the areas of:
 - Community Protection
 - Protecting and improving health
 - Protection of the environment
 - Supporting prosperity and economic growth
 - Effective and improving service delivery

<u>1819-080 Door step crime and mass marketing</u>	Quarter 1	Quarter 2	Quarter 3
Amount of money recovered/saved and loss prevention through intervention by PPP Trading Standards activities (snapshot figure)	£39,816	£65,537 Direct advice with a local business prevented a scam pay-out of £39,487	£58,185
<u>1819-27 Legal Actions</u>	Quarter 1	Quarter 2	Quarter 3
Number of Prosecutions undertaken	4	3	5
<u>1819-081 Legal Actions</u>	Quarter 1	Quarter 2	Quarter 3
Amount of money reclaimed through Proceeds of Crime Act orders	27.7K	0	18.3K
<u>1819-018 Environmental Nuisance</u>	Quarter 1	Quarter 2	Quarter 3
% of events on the annual event monitoring plan attended	12/12 - 100%	5/5 - 100%	Monitoring programme completed during Q2. Preparation for 19/20 underway.
<u>1819-037 Food Safety at businesses premises and in the home</u>	Quarter 1	Quarter 2	Quarter 3
75% of poorly performing premises (rated 0 or 1 on the Food Hygiene Rating Scheme) that meet satisfactory compliance by their next full inspection. Showing improvement in practices to protect residents	This figure will be reported annually to account for the extended timescales for inspections. It will track progress of those premises rated zero and one at the start of the inspection year.		
<u>1819-037 Food Safety at businesses premises and in the home</u>	Quarter 1	Quarter 2	Quarter 3
% of premises required to make improvements following a food inspection visit (baseline)	Starting Q2	183/280 65.4%	173/290 62.1%
<u>1819-056 Car Sales interventions</u>	Quarter 1	Quarter 2	Quarter 3
Number of car dealers visited to check the validity of information supplied (car history / warranties etc.) to customers during 2018/19	Project starts Q2	13 inspected to date (1/3 of traders)	0 Inspections - Project timetable has been extended by 6 months
<u>1819-025 Community Protection</u>	Quarter 1	Quarter 2	Quarter 3
% of premises that meet satisfactory compliance following a licence inspection. (Baseline)	87.2%	94.7%	66.7%


7. Service Complaints and Information Requests

- The relevant areas of the Quality Management procedures are developed across the PPP to provide improved consistency.
- There continues to be no differentiation where the Councillor is making a general enquiry as opposed to a formal complaint. We will look at how we can best capture this moving into 2019/20. This is linked to the strategic projects around the JMB and Councillors relationship.

Authority	Quarter 1				Quarter 2				Quarter 3			
	Clr	MP	FOI	Other	Clr	MP	FOI	Other	Clr	MP	FOI	Other
Bracknell Forest	15	0	54		8	0	20	0	5	0	38	0
West Berkshire	8	0	51	2	5	1	52	1	5	1	59	0
Wokingham	3	0	40		5	0	15	1	4	0	19	0

8. Risk profiles

- The operational and strategic risk register is maintained regularly and reported to the Joint Management Board at each meeting. This has been translated into the table below.

	<u>Extreme Impact – Unlikely</u>	<u>Extreme Impact – May occur</u>	<u>Extreme Impact – Likely</u>	<u>Extreme Impact - Certain</u>
Level of impact 	<u>Major Impact – Unlikely</u> <ul style="list-style-type: none"> Failure to deliver responsibilities as ‘Food Authority’ Failure to deliver responsibilities as ‘Health and Safety Authority’ Inability to adapt to a change in legislation Action taken by the Local Government Ombudsman for failing to deal with a complaint effectively Resources unavailable to maintain technical competency Civil claim against the service for professional negligence Failure to deliver responsibilities as the ‘Licensing Authority’ Data security incident Evidence compromised Inability to conduct secure interviews under caution 	<u>Major Impact – May occur</u> <ul style="list-style-type: none"> Unavailability of technically competent staff Deficient professional oversight of criminal investigation Action taken by the Information Commissioner for failing to deal with and FoI or GDPR request Failed performance indicators Case Management system failure Poor customer satisfaction Low staff levels 	<u>Major Impact – Likely</u> <ul style="list-style-type: none"> Reportable accident at work Unavailability of Legal Services 	<u>Major Impact - Certain</u>
	<u>Significant Impact – Unlikely</u> <ul style="list-style-type: none"> Disagreement over policy direction Overspent budget Failure to deliver responsibilities as the ‘Gambling Authority’ 	<u>Significant Impact – May occur</u> <ul style="list-style-type: none"> Reduced Income 	<u>Significant Impact – Likely</u>	<u>Significant Impact – Certain</u>
	Minor Impact - Unlikely	Minor Impact – May occur	Minor Impact - Likely	Minor Impact - Certain
			Likelihood	

Red Risk Action Plans

- Where red risks have been identified plans are in place, this is an example of the types of actions which are being taken.

Low Staff Levels

- This has moved to an amber rating of major impact (may occur) as we have successfully recruited to a number of posts and enabled acting up in others to ensure resources have not been lost from the service. There is still a demand from Team Managers for more resource but work needs to focus now on ensuring the right resources and personal development and improving the skill set of the service.

Low Staff Morale

Action	Date	R/A/G status	Q1 Previous Comment	Q2 Previous Comment	Comment
Review of service by external organisation (to identify solutions to making further improvements)	July-Oct	G		Report to JMB on 19 th October – on track.	Review completed and proposals presented to the board
Mixed staff workshops planned for development of strategic assessment (19/20)	September	R	Project plan needed and meetings still to be booked	Sessions deferred to November 2018	These are now booked in Jan/Feb due to consultation process
Mixed teams for Website development	July	G		Team working well together and on target to deliver	Continues to meet to deliver website (currently being edited)
Internal review of response team and relationships with operational teams	September	G	Process in development but not ready	Seconded Principal EHO to team has worked well in developing workable solutions with the other teams	Relationships continue to develop. Other acting up roles have helped show progression opportunities in the service
Building relationships within each authority by attending Management Team meetings	On-going	G		Continues to work well and internal relationships/visibility improving	As previously these have continued and help with visibility
Newsflash – staff newsletter to share more positive feedback from customers	On-going	G		JPPC and JMB members now receiving Newsflash	

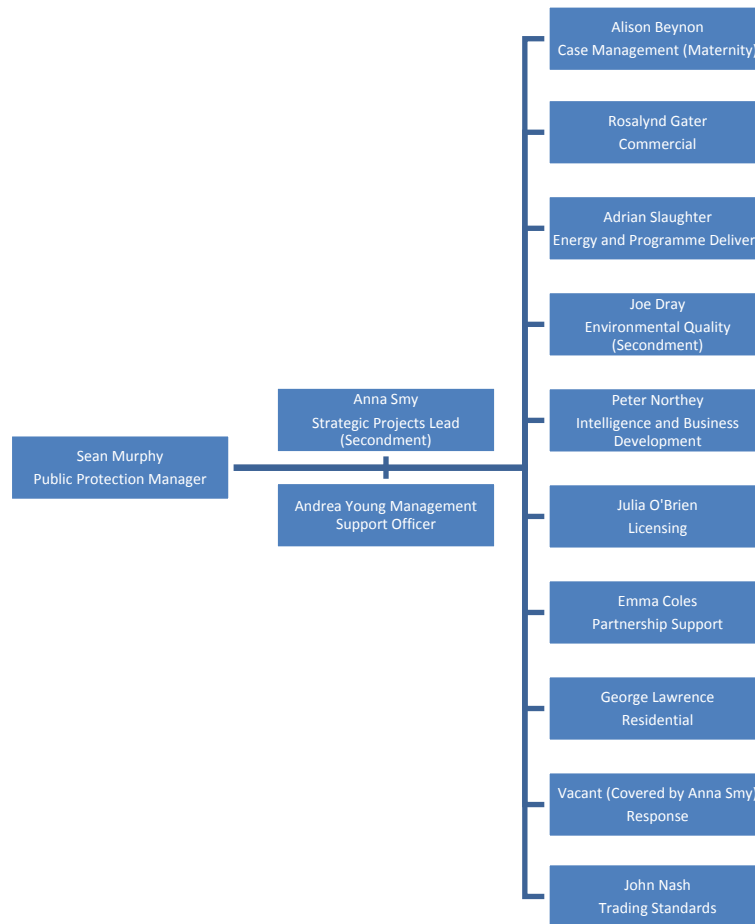
Reportable Accident at Work

Action	Date	R/A/G status	Q1 Previous Comment	Q2 Previous Comment	Comment
Update of all contact details	August	G			Included in overall review and Business Continuity work
Procedure for updates and changes	On-going	G			
Review of Health and Safety processes at all buildings PPP operate from	September	A	Accommodation changes impacting on delivery	Information flow for some buildings still an issue	Number of meetings and site visits undertaken
Responsible Person for buildings appointed	September	A			

Unavailability of Legal Services

Action	Date	R/A/G status	Q1 Previous Comment	Q2 Previous Comment	Comment
Temporary Staff considered	August	A	N/A		Two contractors employed (one complete 11/01/19 and one 31/03/19)
Use of external Counsel in relevant cases	Ongoing	R	N/A	Costs associated with this	New Solicitor appointed to start Jan 19
Prioritisation and evaluation of cases	Monthly		N/A	Enforcement Group to prioritise key cases	
Effective monitoring of deadlines and legal timescales	Ongoing	G		Enforcement Groups monitoring timescales and offence dates	Enforcement Group meeting administration continues to be well managed
Replacement for Case Management Team Manager (seconded)	September	R	N/A	Officer has given notice and discussions with new employer to maintain some level of support	New solicitor starting Jan19, with review the status of TM is not yet known

9. Structure chart and functions



10. Primary Authority Partnerships (PAPs)

- There were no new PAP's in Q3 and no PAP's ceased arrangements.

11. Contracts with other organisations

- There have been no changes in quarter 3 and work for other agencies continues as per quarter 2 and is monitored in line with resource needs across the PPP.
- Work on the BID for Letting Agents contract in December 2019 – this will be developed in Q4 and if successful will be work commencing in April 2019

12. Customer charter / Service commitments

- Nothing further to report from Quarter 2.

Appendix B – Project Plan for implementing a Public Protection Partnership Quality Management System (Q3 2018/19)

Resource_Name	Task_Name	Duration	Start_Date	Finish_Date	Status Jan 2019
Team Managers	Identify where system is to be hosted	30 days	03/09/2018	12/10/2018	Update required
	Implementation Plan - to be determined	30 days	03/09/2018	12/10/2018	
Rosalynd Gater	Agree Roles and Responsibilities	0.5 days	11/09/2018	11/09/2018	Pre meeting booked with SM RG
Anna Smy	Agree contents for General Section (governance)	1 day	11/09/2018	11/09/2018	
Working Party	Identify accreditation bodies	3 days	18/09/2018	20/09/2018	
Working Party	Review Enforcement and Legal Process manual and configure to PPP format	1 day	20/09/2018	20/09/2018	
Working Party	Identify any gaps in the processes within Enforcement and Legal Process manual	1 day	20/09/2018	20/09/2018	
Rosalynd Gater, Andrea Young, Anna Smy, Sean Murphy	Agree Process Owner for Strategic, General and Operational and procedure owner for folders	0.25 days	20/09/2018	20/09/2018	Pre meeting booked with SM RG
Rosalynd Gater	Cost analysis of options	10 days	21/09/2018	04/10/18	
Rosalynd Gater	Implementation Plan for necessary framework	1 day?	25/09/2018	25/09/2018	
Working Party	Agree contents for the Strategic Section	1 day	01/10/2018	01/10/2018	Completed
Andrea Young	Set up Improvement Action Logs for PPP system	1 day	01/10/2018	01/10/2018	IAL template set up
	Interim shared folder structure to be set up	20 days	01/10/2018	21/10/2018	Complete
Working Party	Agree contents for Operational Section	1 day	02/10/2018	02/10/2018	Move to Feb 19 (following consultation)
	Provide instructions on use of Improvement Action Logs	1 day?	15/10/2018	15/10/2018	Complete
Rosalynd Gater	Monthly QMS oversight meeting 7	0.25 days	16/10/2018	16/10/2018	Complete
	General Documents to move to new temp location	2 days	31/10/2018	October 2018	Started to be populated
Rosalynd Gater	Monthly QMS oversight meeting 8	0.25 days	20/11/2018	20/11/2018	Complete – Dec 18

Resource_Name	Task_Name	Duration	Start_Date	Finish_Date	Status Jan 2019
JMB	Determine most appropriate and timescales for accreditation		30/11/2018		Update to board in Nov but no formal report/request submitted
Working Party	Partnership Support Team Documents to move to new temp location	2 days	30/11/2018	November 2018	Started to be populated
Anna Smy	Audit Plan for Strategic Procedures	4 days	10/12/2018	13/12/18	
Rosalynd Gater	Audit Plan for General Procedures	4 days	10/12/2018	13/12/18	
Team Managers	Audit Plan for Operational Procedures	7 days	10/12/2018	18/12/18	
Rosalynd Gater	Monthly QMS oversight meeting 9	0.25 days	18/12/2018	18/12/18	
Joint Management Board	Accreditation			31/03/2020	
Website Team	Intranet configuration discussions			October 2018	Information and specification requested
Working Party	Improvement Action Log review meetings - initial then set up regular ones going forward			December 2018	
Working Party, Sean Murphy	Review of strategic documents - identify ones to be amended, deleted and gap analysis			January 2019	
Working Party, Team Managers	Review of general documents - identify ones to be amended, deleted and gap analysis			January 2019	
Working Party, Sean Murphy	Review and storage location of Health and Safety Risk Assessments			November 2018	
Team Managers	Auditing	On-going			