



Shropshire Council

**Public Protection and Enforcement Group
Service Strategy 2012-2015**



Protecting People, Supporting Businesses

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Shropshire Council

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1 | Overview

1.1 | Purpose of Strategy

This Strategy describes the focus of activity for the Public Protection Service over a 3 year period. The Strategy outlines the critical outcomes, objectives and performance standards for the next 3 years in support of the Council's priorities. The Strategy shapes the development of annual Operational Action Plans which Service Managers will monitor and review 12 month cycles during the lifetime of the Strategy. These will provide a focus for operational priorities in the short-term but which may well continue throughout the lifetime of the strategy.

The Plan has been developed from and informed by the Council's priorities. The service will focus on the identification and management of risks to health and wellbeing and economic prosperity. A greater emphasis will be placed on protecting the vulnerable through prevention and early intervention in order to influence sustainable behaviour change and building community resilience in order to reduce demand on services.

1.2 | Service Vision, Values, Outcomes and Objectives

The Service Vision is very simple:

to promote safer, stronger and healthier communities in Shropshire

In delivering this vision, we are aiming to support Shropshire Council's approach to transformation by providing services which are fit for purpose and resilient. This is both a realistic and achievable ambition. We have a clear vision, purpose and sense of direction. We are creative and innovative and we have highly skilled and knowledgeable people delivering a range of high quality, responsive and cost-effective services to protect and safeguard the wider community.

Everything we plan to do in delivering the vision is directed at achieving thematic outcomes around safer and stronger communities, health and wellbeing, environmental protection and sustainability. This will be underpinned by the provision of high quality, accessible and responsive customer services. This means our collective actions are geared towards identifying and reducing risk by implementing preventative measures so that Shropshire's residents can live safer and healthier lives and businesses can grow and prosper in challenging economic times.

The overarching outcomes are listed below:

- ▶ Creating Safer and Stronger Communities – where we work in partnership with others to reduce the incidence of crime, anti-social behaviour and re-offending whilst reducing the gap between the fear and reality of crime but also recognising that the notion of 'safer communities' is wider than crime and disorder e.g. safer roads and transportation
- ▶ Healthier People and Communities – where we work in partnership with key agencies and stakeholders to reduce health inequalities and the risks to our health and wellbeing through more effective engagement with the new public health agenda
- ▶ Healthier and Sustainable Environment – by reducing the risks to our health and safety arising out of poor housing, anti-social behaviour or poor working practices in our businesses together with the need to tackle risks to health from the environment e.g. sustainable farming, air quality, environmental crime and contaminated land issues

- ▶ Economic Growth and Prosperity – by supporting the business community to help them become more efficient, reduce compliance costs and become more competitive thus supporting the local and national economy as well as attracting new business into Shropshire.

The broad outcomes are underpinned by an all-encompassing outcome to **provide the best service we can within the resources we have** – delivering services that are truly valued by our service users and achieving high levels of service user satisfaction, responsiveness and efficient and cost-effective service delivery.

The Outcomes Framework in Appendix I provides a simple outline of our approach in delivering these outcomes.

Service Managers and their teams have developed the projects and activities which will contribute directly or indirectly to one of the four service outcomes above. These are contained in Operational Action and Project Plans – each with clearly defined outcomes, timescales and performance measures. The operational activities have been informed by a range of external and internal drivers and through a clearer focus on robust risk assessment, service user feedback, intelligence-led intervention and targeting and effective performance management.

These outcomes complement and support wider regulatory outcomes and priorities:

1. Protecting individuals from harm and promoting improved health and wellbeing
2. Ensuring the safety and quality of the food chain to minimise risk to human and animal health
3. Promoting a fair trading environment for citizens and business – supporting economic prosperity in challenging times
4. Protecting and improving the local environment to positively influence health, quality of life and wellbeing and promote sustainability

This approach is informed by the priority regulatory outcomes for England:

- Support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment
- Protect the environment for future generations including tackling the threats and impacts of climate change
- Improve quality of life and wellbeing by ensuring clean and safe neighbourhoods
- Help people to live healthier lives by preventing ill health and harm and promoting public health
- Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy

1.3 | Executive Summary

The Public Protection Service in Shropshire is committed to providing services which are fit for purpose and resilient. The Service's Transformation Programme has built on a previous Strategic Review and Peer Challenge. All three elements placed greater emphasis on outcome-driven measures of success, designing services from the customers' perspective and developing lean systems and processes to deliver value for money. We have moved away from a traditional functional delivery model by designing services based around customer value and expectations in order to identify and respond

swiftly to local issues, concerns or problems which have a detrimental impact on local people and communities. Our model is radical, flexible and adaptable and provides our people with opportunities to fully utilise their skills, knowledge and experience to identify and solve problems, focus more on preventative work and be truly empowered to exercise discretion in order to make the right decisions at the right time.

Thematic Outcomes

Although each of these themes is presented as a separate block, in reality they are complementary and cross-cutting in nature. Therefore, we will work hard to avoid the creation of artificial barriers and silo thinking – our approach will be what matters is what works. For example, alcohol misuse spans the safer communities and health agendas so we will consider both elements at the same time. There will be many other examples where this will occur.

Safer and Stronger Communities

We have brought together people from a range of professional areas to work together to deliver improved community safety outcomes. For example, different professional disciplines have a significant role in tackling alcohol misuse. These functions come together with a remit to protect and safeguard the vulnerable adults, young people and the wider community from unfair and fraudulent trading, anti-social behaviour, domestic abuse and substance misuse.

The Council Monitoring centre provides a professional monitoring service for a dual role of Public Space CCTV surveillance, including deploying CCTV to address community concerns around anti-social behaviour and the councils 24/7 out of hours emergency call centre.

We are a key player within the Safer Stronger Communities' Partnership and are playing a leading role in a number of multi-agency initiatives to tackle anti-social behaviour.

Finally, we have a highly effective resource in our Benefit Fraud Investigation Team whose expertise is a real asset to the organisation in helping to tackle a range of fraudulent practices.

Healthier People and Communities

This brings together a range of regulatory functions to support the wider wellbeing agenda in order to tackle health inequality, reduce the risk of preventable injuries and ensuring the food we produce is safe to eat. This area will focus on protecting the health and safety of vulnerable groups and the wider community. This will help to build on synergies, share resources and best practice in critical areas by reducing the risks to personal health and wellbeing.

We have a great opportunity to support a number of health protection and improvement initiatives following the transfer of public health functions to local authorities in 2013 and in doing so focus more on preventative work, addressing health inequalities and the underlying determinants of health by influencing behaviours.

A key dimension of work in this area will be to focus on wider business support in order to support initiatives to promote economic prosperity. Effective regulation can help businesses survive in tough economic times, protecting hard working and honest businesses from unfair business practices that affect their commercial viability.

Healthier and Sustainable Environment

This area focuses on tackling detrimental impacts on health from environmental risks: Pollution and Air Quality, contaminated land and trying to prevent and intervene earlier on neighbourhood disputes to ensure the protection of the local environment. The outcome will ensure regulatory functions support other national and community wide initiatives for example in tackling global warming, community safety, housing strategy and health protection.

We are creating capacity to support colleagues in other parts of the Council to tackle Environmental Crime. Issues around fly tipping, dog fouling and littering cause frustration and anger for residents and businesses alike as well as having a significant financial costs to put right. This includes a dedicated team currently tasked with dealing with illegal parking. Whether the issue is illegal parking, dog fouling, fly tipping or graffiti, we will be working hard to reduce the incidence of activities. We will build on the excellent work of the team by more fully integrating it within the wider community safety partnership activity and the work of colleagues in Street Scene services.

We will therefore work closely with other Shropshire Council Services, key partners like the Environment Agency, Public Health colleagues, the Health Protection Agency (HPA) and a broad range of stakeholders.

What will we do?

Promote Safer Communities – Identify and Reduce Significant Risks

- ▶ Identify risks to our personal and community safety and aim to reduce them – using a range of preventative, outcome-focused and intelligence-led activities in partnership with public, private and voluntary sector agencies
- ▶ Utilising a range of enforcement tools and approaches to deliver improved community safety outcomes – ensuring services and functions work together in a more integrated and effective way; Using our expertise in investigation of financial fraud to support the wider work of the council in delivering value for money and reducing the risk of financial fraud against the Council and its partners
- ▶ Improve standards of consumer protection and fair trading – working with businesses to reduce regulatory burdens whilst improving standards; dealing quickly and firmly with unsafe, unfair, reckless and fraudulent trading practices
- ▶ Reduce crime and the fear of crime - tackling deprivation, exclusion, and the impact drugs and alcohol use in crime and anti-social behaviour
- ▶ Improve the sharing and analysis of information to identify and reduce significant risk in order to better understand and tackle the underlying causes of crime, re-offending and anti-social behaviour.
- ▶ Protect vulnerable people from abuse and exploitation
- ▶ Using the criminal justice system to maximum effect to protect individuals and prosecute offenders where the nature of offending provides for no alternative strategy and it is appropriate to do so
- ▶ Support the broad range of community safety initiatives aimed at reducing crime and re-offending and in particular youth offending
- ▶ Working in partnership to reduce the incidence of death and serious injury on our roads through a range of activities to change and influence road user behaviour, including pedestrians and cyclists

Promote Stronger Communities – providing local people and communities with the tools to better protect themselves

- ▶ Work with partners on a range of initiatives to promote active citizenship, identity and engagement where local people have more control over their lives and the communities in which they live
- ▶ Help to provide young people with an excellent start in life by supporting the delivery of the key outcomes e.g. supporting citizenship programmes through knowledge and skills transfer
- ▶ Value equality and diversity in our organisations and communities - promoting equality of opportunity for all
- ▶ Help to bring young people and older people together to build positive relationships and promote mutual understanding and learning within and between the generations
- ▶ Encourage volunteering and community engagement
- ▶ Help to encourage networks of collective engagement and action e.g. Older People's Networks
- ▶ Engage local people and communities so they have greater influence on the agenda and the development of service outcomes and priorities
- ▶ Help people and communities to help themselves, without unnecessary intervention, but respond quickly and effectively, when we need to intervene e.g. development of local intervention panels
- ▶ Community Development - helping groups to come together and express their needs and to build appropriate local support networks

Promote Healthier People and Communities

- ▶ Work with businesses to improve standards across a range of business sectors using a range of regulatory tools
- ▶ Reduce risks to personal health through a greater emphasis on prevention and intelligence-led intervention
- ▶ Support national and local strategies initiatives to promote healthier lifestyles through effective regulation, providing clear, concise and practical advice in order to deliver improved health outcomes and tackle health inequalities
- ▶ Work with key partners and stakeholders to tackle critical health risks to support the Health and Wellbeing Strategy – obesity, alcohol misuse and smoking through effective regulation and health promotion
- ▶ Utilise social marketing approaches to influence and change behaviour to protect general health, safety and wellbeing of people and communities
- ▶ Identify and reduce risks to our personal health and safety by employing a wide range of preventative measures to safeguard people at risk in their homes, communities and workplaces
- ▶ Ensuring effective standards of biodiversity, animal health and welfare and food safety are in place – the ‘plough to plate’ philosophy

Create a Healthier and Sustainable Environment

- ▶ Improve standards of environmental protection in our homes, businesses, towns and rural communities through effective regulation, but with a primary focus on prevention and risk-based intervention
- ▶ Supporting national and local strategies to tackle the environmental impact of global warming and helping to promote more sustainable approaches – energy efficiency, water management, reducing the carbon footprint and reducing pollution levels through the identification and promotion of best practice

- ▶ Ensuring the effective implementation of the Council's Contaminated Land Strategy and Air Quality Management Action Plans thus safeguarding both the community and the environment itself
- ▶ Tackling anti-social behaviour in our towns and rural communities in the form of nuisance, dog fouling, fly tipping and abandoned vehicles through intelligence-led and targeted enforcement to protect local environmental quality
- ▶ To work with developers and colleagues in planning to ensure that new development incorporates the necessary good design and mitigation measures to protect local environmental quality and promote health and wellbeing
- ▶ Protection from incidents, accidents, resilience and planning and response to any such incidents to minimise impact and to support effective and speedy recovery
- ▶ Effective regulation of housing standards to support our work in promoting public health and safer communities

Optimise Service Quality

- ▶ Identifying consumer and business needs and expectations and designing services from the customers' perspective
- ▶ Providing high value/quality, accessible and responsive services measured in terms of high levels of customer satisfaction
- ▶ Working with others to develop a preventative approach to raise standards of fair trading, excellent health and safety practice, promoting best practice in food businesses and promoting high environmental control standards and environmental sustainability in our business community
- ▶ Providing residents with a range of tools to prevent and resolve problems – signposting, self-help information, advice, mediation and support – removing reliance on the regulator for those who can help themselves and creating more capacity to support vulnerable people more in need of help and support
- ▶ Optimising the potential for income generation by focusing on quality, value, efficiency, cost-effectiveness and delivery
- ▶ Improving access and choice through more effective use of technological advancements, whilst recognising the specific needs of rural communities and others without access to web-based portals

How will we do this?

- ▶ Being more intelligence-led and evidence-based and outcome-focused: using evidence to help reduce crime in high risk areas - assessing levels of vulnerability/incidence of criminal activity committed by individuals/crime and anti-social behaviour 'hot spots'
- ▶ Responding more quickly and being more visible in communities and contributing to the work of partner agencies in local communities and provide better information and practical help to reduce crime and the fear of crime and to protect the health and wellbeing of individuals and communities
- ▶ Complementing the work of others - avoiding duplication of effort/actively seeking to work in partnership with others
- ▶ Promoting the sharing and analysis of critical information between partner agencies and use this information more effectively to reduce crime and anti-social behaviour and improve standards of health and wellbeing and local environmental quality
- ▶ Targeting resources at areas of greatest need in order to achieve maximum impact – supporting place-based interventions and reducing health inequalities
- ▶ Focusing our coordinated efforts directly in local communities, neighbourhoods and streets informed by robust information and intelligence
- ▶ Delivering improved community safety and health protection outcomes through effective management and targeting of our resources and expertise

- ▶ Supporting national, regional and local initiatives to reduce crime, re-offending and anti-social behaviour and improve standards of health and environmental protection, improvement and wellbeing
- ▶ Ensuring all the Council services and partners understand their roles in supporting the safer, stronger and healthier communities' agenda
- ▶ Measuring our effectiveness in achieving key outcomes and added value – demonstrating effective use of resources, working flexibly and optimising our use of IT and local media in engaging people and communities

This approach has been developed with one overriding ambition to support delivery and improvement at the heart of our communities – local, visible and effective.

The success of this approach will be directly measured by the impact it has in promoting safer, stronger and healthier communities at the local level so that:

- ▶ we work with others to ensure more effective protection of vulnerable people in Shropshire;
- ▶ we collectively tackle the causes of alcohol misuse rather than simply responding to the consequences of it;
- ▶ our businesses operate fairly and safely and work with us so that they can operate efficiently in a fair market
- ▶ people can go about their business without fear of being subject to verbal or physical abuse;
- ▶ our public spaces are safe and clean places for all to use and enjoy;
- ▶ our roads and streets are safe to travel on;
- ▶ local people are better able to help themselves, while remaining confident of a fast and effective response from us when problems can't be resolved at the local level; and
- ▶ we work with partners from the Health sector to encourage people to adopt a healthier lifestyle.

Service Transformation - New Delivery Models

In addition to focusing on shorter-term transformation and improvement, the Service is in also looking at new models of delivery for 2014 and beyond. This will be a key feature of work over the next 6-12 months. We propose to review the Service overall, but in completing this work we will undertake focused reviews of individual services and functions. For example, we plan to re-design as necessary our approach to Car Parking and Environmental Enforcement, Pest Control, Bikeability and CCTV with the work being completed in mid 2013. Any recommendations we make will be evidence-based and focused on creating services which are fit for purpose and resilient whilst reducing operational costs wherever we can.

This Strategy has not just gathered dust on a shelf, but has become a dynamic and adaptable tool for delivering change. The Strategy is being enthusiastically and actively implemented at the local level – COMPLEMENTING and not DUPLICATING the efforts of partner agencies, focusing more on the delivery of improved OUTCOMES for local people, communities and businesses.

1.4 | Our Values

We will strive to provide excellent services – services which are flexible, adaptable, responsive, accessible and fair.

Being Customer Focused

- ▶ Understanding and responding to customer needs and expectations but effectively managing demand through prevention and early intervention
- ▶ Going the extra mile
- ▶ Being fair, consistent, proportionate and effective
- ▶ Listening to service users and citizens and acting to address concerns
- ▶ Communicating more clearly about what we can and cannot do and explaining better why we cannot always do what people would like us to do
- ▶ Providing accessible and responsive services
- ▶ Helping customers to self-serve where appropriate
- ▶ Setting and achieving optimal service standards

Valuing People

- ▶ Providing clear and consistent leadership
- ▶ Encouraging effective communication
- ▶ Being committed to learning and development
- ▶ Fairness in our dealings with people
- ▶ Supporting, respecting and trusting colleagues – treating each other with honesty, dignity and respect
- ▶ Being open, listening, encouraging mature debate and constructive feedback
- ▶ Being decisive and firm we need to be
- ▶ Encouraging team working – supporting each other to deliver common outcomes

Encouraging Innovation

- ▶ ‘Can-do’ approach
- ▶ Working smarter, not longer - being lean and efficient
- ▶ Being innovative and ambitious
- ▶ Identifying, adapting and applying best practice.
- ▶ Generating and implementing ideas for improvement
- ▶ Celebrating success and achievement

Working in Partnership

- ▶ Supporting the work of others, not duplicating effort
- ▶ Focussing on the wider environment
- ▶ Working collaboratively and sharing our successes

Focusing on Outcomes and Improvement

- ▶ Helping to improve the quality of people’s lives
- ▶ Using our resources wisely in delivering value for money
- ▶ Making a difference and adding value
- ▶ Satisfied customers
- ▶ Striving for real and sustainable improvement

2 | Performance Management

We don't simply want to measure performance we want to manage performance. This means identifying areas of underperformance quickly and addressing it through prompt and effective corrective action. Here are some of the techniques we will use

- SERVQUAL – in early 2012 we undertook a pilot project to measure baseline of satisfaction levels in some service areas. We are now working on a more robust assessment of satisfaction levels across all service areas which will be completed in 2013.
- Community Engagement – our current Strategy has been informed by local people and businesses and we will continue to work with service users and stakeholders to refine and improve our approach so that it continues to add value while delivering our outcomes.
- Outcome-focused – this strategy places particular emphasis on the achievement of outcomes. We have developed a range of projects and activities, measures and targets to demonstrate directly or indirectly, in more complex areas, that we are achieving these outcome and people in communities notice the impact of our work
- Performance Management Framework – a robust performance management framework has been developed to identify the early warning signs of drifting performance in order to manage the situation more effectively.

At the end of each annual service planning cycle, we will undertake an Annual Review of performance against the planned actions in the service strategy and operational Action Plans; the outcome indicators and our own targets for improving service quality using the SERVQUAL model. This Annual Review will be presented in a short report and published via the web to ensure complete transparency about our performance and areas for improvement.

Wherever we are able to, we will set challenging targets for improvement and drive out inefficiency, but we also recognise that there might to a need for re-prioritisation and possibly some rationing of services, depending on the outcomes of the challenging financial position that public services continue to face.

3 | SLOT Analysis and Risk Assessment

Strengths

- ▶ People – high quality people – skilled, experienced and knowledgeable
- ▶ Vision and Ambition – clear strategy for delivering customer-focused Public Protection Services
- ▶ Synergies – key services have come together to support wider cross-cutting agendas
- ▶ Longer-term perspective – focusing on the means to achieve real and sustainable improvement in services
- ▶ Number of third party quality certifications and awards – recognising and rewarding excellence

Limitations

- ▶ Skills development – building on existing skills and identifying new ones to help us adapt and improve
- ▶ Resources – financial resources stretched in the short-term with heavy reliance on income generation in core service areas
- ▶ Capacity – need to create greater management capacity with few managers
- ▶ Maintaining too narrow a focus – need to move beyond professional silos

Opportunities

- ▶ Desire to be outcome-focused – services all geared towards delivery of improved outcomes for local people
- ▶ Become Customer-driven – services better informed by customer needs and expectations
- ▶ Deliver critical outcomes and provide high quality, responsive services
- ▶ Raise the profile of services – critically important services but more work needed to raise awareness and improve access to services
- ▶ Exploit the opportunities for improved service delivery through effective regional working and collaboration
- ▶ Working with public health partners to ensure that every contact counts

Threats

- ▶ Economic forecast – further cost savings from 2014 onwards in the region of 30%
- ▶ Complacency – need to strive for real and sustainable improvement in service quality
- ▶ Impact of economic downturn – more effective marketing of core income generating services
- ▶ Failure to innovate and change in response to environmental factors – key focus on the external environment
- ▶ Funding shortfalls – failure to resource sufficiently resulting in regulatory system breakdown
- ▶ Risk of service failure due to loss of key skills or specialised knowledge – need to embed resilience and business continuity in the new service

A detailed Risk Assessment is attached at Appendix II. However, the key risks are summarised below:

- ▶ Financial/Reputational Risk – failure to follow legal protocols, guidance or best practice leading to legal sanctions, financial loss and reputational loss in the community
- ▶ Systems Risks - failure to respond to the findings of external inquiries or reports
- ▶ Performance Risks – failure to identify and manage poor performance

- ▶ External risks – failure to identify and respond with the necessary pace to changes in demand and the wider context of service delivery
- ▶ Recruitment and Retention Risks – failure to undertake succession planning or the loss of key people in critical roles
- ▶ IT/Communication Systems Risks – failure to have contingency plans in place in the event of systems failures
- ▶ Income Generation Risks – failure to address falling income levels
- ▶ Financial Fraud Risks – failure to have in place effective controls to identify and prevent financial fraud – particularly in high income generating services
- ▶ The Risk Assessment at Appendix II identifies the planned actions to reduce these risks.

4 | Key Improvement Priorities Year 2- 2013/14

4.1 | Delivering Improved Outcomes for Local Communities

The focus for Year 1 of the 3-year Service Strategy was to embed the new operating model and service structure through an effective and sustainable cultural change programme. The new culture has emphasised the need to put service users at the heart of services and to deliver a programme of real and sustainable improvement in satisfaction levels. Creating services which are fit for purpose and resilient in the face of financial constraint has been a major challenge. However, we have achieved much in the first year. A summary of our achievement is contained in our Annual Review Report 2012/13.

The Service continues to face significant challenges. A critical one and probably long-standing one is to maintain the provision of services which are fit for purpose and resilient in times of severe financial constraint. We will work hard at improving our systems and processes to enable reaction and response to changing service demands we will continue to develop a highly skilled and knowledgeable team; but we will also have to make difficult decisions about service priorities and may need to reduce or even stop service provision in some areas in order to focus on a smaller number of outcomes.

We continue to try and get the right balance between the delivery of ‘business as usual’ whilst transforming service delivery. This remains a balance to achieve, but our aim is to deliver significant improvement in customer satisfaction and performance in critical areas by 2015. However, in order to deliver transformation there will need to be an acceptance that in order to deliver longer-term and sustainable transformation and improvement re-prioritisation of some services may result in reduced performance in these areas.

4.2 | Operational Priorities

Year 2 will continue along similar lines with the completion of individual service and functional reviews to be completed by the end of September 2013 at the very latest. The critical priority for 2013/14 will be to undertake a comprehensive Options Appraisal of three potential delivery models based on a financial assumption of 25-30% cost savings. Work will be completed on the Options Appraisal by December 2013. The Options are:

1. Strategic Partnership/Joint Venture with Private Sector Partner
2. Social Enterprise/Staff Mutual arrangement
3. Collaboration/Shared Service with other Local Authority partners

4.3 | Change Strategy Year 2

The review of the Public Protection and Enforcement Service in Shropshire has resulted in the development of a new approach and service structure to support this approach. However, further work is being undertaken in a number of areas to help create a Service that is truly innovative, outcome and customer focused.

The programme of organisational development/service improvement projects will continue apace in 2013. The projects will facilitate culture change and help to deliver significant improvements in quality and performance across a range of service and functional areas.

The programme will include the completion of upwards of 30 projects under a coordinated programme to create a sustainable and affordable service delivery model for 2014 and beyond. The individual projects are highlighted in a separate document: Programme Priorities 2013/14.

5 | Customers

5.1 | Performance against Service Standards

The Service engaged with key client groups in the latter of 2011 into early 2012 through a range of techniques to better understand client expectations. The approach included the use of the five core SERVQUAL Dimensions of Service Quality below and provided baseline information on current levels of customer satisfaction and identified critical areas for improvement.

- Tangibles:** the physical evidence of the service
- Reliability:** the ability to perform the promised service dependably and accurately
- Responsiveness:** willingness to help individual customers and to provide prompt and effective services
- Assurance:** knowledge and courtesy of employees and their ability to inspire trust and confidence in order to guarantee assurance in service quality
- Empathy:** Caring and individualised attention to customer expectations

5.2 | Customer Satisfaction

Customer Satisfaction has been measured using the SERVQUAL Model and will be informed by the baseline consultation exercise and the identification of customer expectations and customer value.

Baseline Expectation Levels: 2013/14

Work from the pilot project in Year 1 will inform the more comprehensive assessment of satisfaction levels in 2013. This will follow the completion of the process improvement work for key service areas including licensing which will undergo a significant service re-design in Spring 2013. This will present a more realistic picture of current satisfaction levels and inform realistic improvement targets for future years.

Once the baseline assessment has been completed a programme of service improvement projects will be delivered to maintain and where possible improve satisfaction levels from the baseline position in the next 3 years. This work will focus on process improvement work which will attempt to reduce the largest gap between expectations and perceptions, improve access to services, reduce the time line from reporting to resolution and development the most efficient and cost-effective way of resolving people's problems and responding to their requests for advice, information and assistance.

6 | Resources – People

The quality of our people is fundamental to delivering real and sustainable improvements in service quality. We have invested heavily in creating a customer-focused culture where we encourage our people to put service users at the heart of what we do. We have developed a Learning and Development Plan which identifies the learning and development needs of every individual in the Service and which links directly to the delivery of this Service Strategy.

We will continue to encourage our people to communicate well, to make the right decisions quickly and effectively and to support the wider priorities and objectives of the Council. We will monitor and improve our own performance through managing the performance of individuals and teams and we will help to create and sustain a highly professional, knowledgeable and skilled workforce through a system of appraisal and 1:1 meetings.

A key element of how we will engage and develop our people it outlined in our Change Strategy.

7 | Future Challenges- what's on the horizon?

The Service faces a number of significant pressures in 2013. These pressures, along with the potential risk and consequences associated with them, are identified in Table 3 below;

Table 3

Pressure/Issue/Opportunity	Proposed Action	Risks, Benefits and Opportunities
Police and Crime Commissioners – impact on local delivery and role of Community Safety Partnerships	Continue to demonstrate to PCC local delivery models and approaches are worthy of further development and funding as exemplars	Engage with the PCC to demonstrate the effectiveness of the partnership
Creation of Single Fraud Investigation Service	Completion of an Options Appraisal in light of proposed changes	Both a threat but a real opportunity to create something innovative and worthwhile
Addressing ever present risk of serious health issue e.g. e-Coli 0157 or animal disease outbreak e.g. Foot and Mouth	Ensure systems/processes, policy and approach are robust ideally to prevent but to manage effectively in an emergency	Ever present risk which needs to be carefully managed
Optimise the benefits of regional working and collaboration	Liaise with potential partners and explore opportunities for improved service delivery, reduced cost and greater efficiency	Potential benefits but will need considerable commitment from potential partners to commit to delivering in a different way
Financial Pressure (savings and income targets)	Restructure and new ways of working	Risk – capacity to achieve service outcomes
Strategic and Local Commissioning	Monitor developments and engage and influence	Opportunity to link into communities and influence local priorities
Public Health transferring to LAs in 2013	Contribute to Health & Wellbeing Strategy. Liaise with potential partners and explore opportunities for closer working and for improved service delivery.	Opportunity to link service outcomes to Public Health agenda and more joined up working with partners to achieve health outcomes more effectively
Local Enterprise Partnerships	Engage with LEP	Improve service links with businesses and

Pressure/Issue/Opportunity	Proposed Action	Risks, Benefits and Opportunities
		partners
FSA's 'official control review' which is looking at changing our enforcement approach with food businesses	Open meeting happening in Jan 2012 to decide whether to proceed with review	The way that food inspections are carried out and what is inspected might be dramatically changed along with number of premises needing inspection
Changes to the range of powers available to control anti social behaviour	Review the powers as they develop to identify impact on service delivery and options for more effective ASB resolution	Opportunity to achieve more effective intervention with the use of proportionate powers
Changes to the contaminated land regime under Part 2A of the Environmental Protection Act 1990	Monitor development of the new powers and review our Strategy to encompass the revised controls	Risk – the new powers will be less effective at minimising environmental risk
Defra review of environmental permitting powers to minimise the burden	Engage with Defra on the process and monitor the proposals to review impact	Opportunity to move from a more intervention based regulation to a lighter-touch collaborative approach
Changes to AQ regulation and expectation	Monitor progress nationally against AQ standards and compare ambient AQ in Shropshire to national trends	Deterioration of AQ and associated health impact due to inadequate powers to drive change
New requirements to implement controls under the Environmental Noise Directive	Review of current environmental noise levels and work with transport planning colleagues to review options for improvement	Risk – inadequate opportunity or funds to achieve change and hence unacceptable exposure to noise from traffic
Greater number of Primary Authorities operating changing the inspection protocol for those signed up premises	Keep an on-going review of developments and their likely impact on local authority food premises enforcement	Simpler inspections / interventions for those premises in Primary Authority partnerships.

8 | Summarised Improvement Matrix

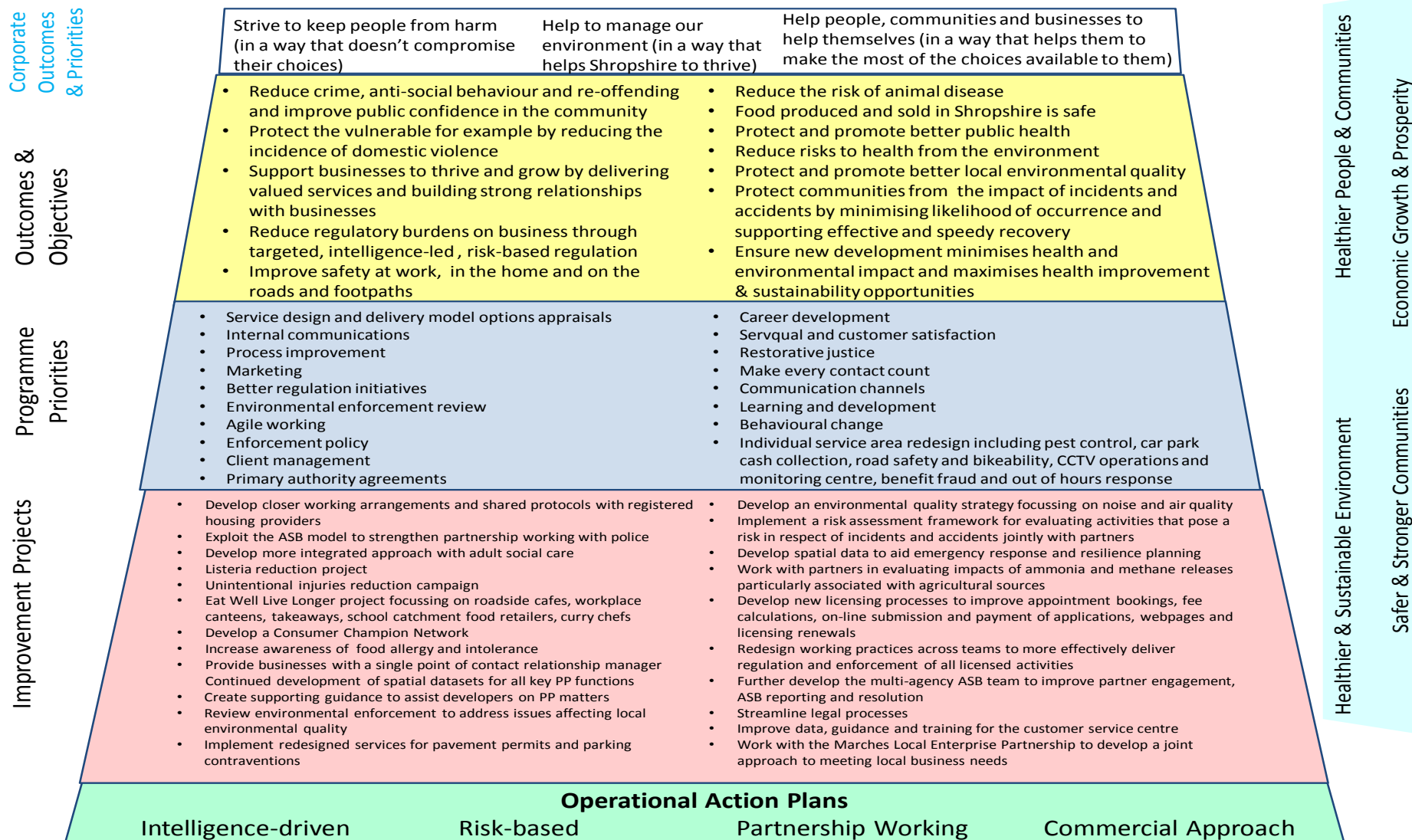
The detailed Operational Action Plans for key service areas are attached at Appendix III

List of Appendices

Appendix I	Outcomes Framework
Appendix II	Risk Assessment Profile

Appendix I | Public Protection Outcomes Framework

Public Protection and Enforcement – Outcomes Framework 2013-15



Appendix II | Risk Assessment Form, 2013/14

Service Objective	Risk No.	Risk (Threat/Opportunity to achievement of service objective)	Gross Score (as it is if there are no measures in place to control the risk)			Existing measures to control risk (those in place and working)	Net Score (as it is now)			Actions	Cost (£)	Manager Responsible	Target Score (when all actions are in place)		
			Likelihood	Impact	Gross Score		Likelihood	Impact	Net Score				Likelihood	Impact	Target Score
			(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
Operational Service Delivery	1	Loss of key personnel – particularly those in highly specialist roles – could result in financial or reputational loss	2	4	8	<ul style="list-style-type: none"> Identify specialist staff in other LA's or agencies Follow absence management policies 	2	3	6	<ul style="list-style-type: none"> Introduce job shadowing and mentoring – to build contingency Training for additional staff in high risk areas 		MT	2	2	4
Prudent Financial Management	2	Fraud or theft – leading to loss of income, assets and other resources	3	3	9	<ul style="list-style-type: none"> Robust recruitment policies Financial controls 	2	3	6	<ul style="list-style-type: none"> Internal Audit Programme – high risk areas PPMT review of systems and processes 		MT	1	2	2
External Audits or Inquiries	3	Failure to implement best practice or recommendations	4	4	16	<ul style="list-style-type: none"> PPMT processes Report to Members 	3	3	9	<ul style="list-style-type: none"> Develop individual Action Plan and Audit Checklist to address issues Engage external expertise/challenge e.g. Peer Review 		MT	2	2	4
Recruitment and Retention	4	Inability to attract and retain staff with required skills, knowledge or experience	3	4	12	<ul style="list-style-type: none"> Effective people management approaches Training and development Proposals for re-structuring and job re-design 	2	3	6	<ul style="list-style-type: none"> Leadership and culture change Career Development Scheme Individual Learning and Development Plans 		MT	1	2	2
Succession Planning	5	Failure to engage in workforce planning	3	4	12	<ul style="list-style-type: none"> Analysis of workforce information 	3	3	9	<ul style="list-style-type: none"> Job shadowing and mentoring Learning and Development Plans Secondment opportunities Career Development Scheme 		MT	1	2	2
Investigation/ Legal Process	6	Failure to investigate or follow due process resulting in financial and reputational losses	4	4	16	<ul style="list-style-type: none"> Systems and processes for monitoring and review Process for escalation where costs rising due to increasing complexity of cases 	3	4	12	<ul style="list-style-type: none"> New Enforcement Policy implemented June 2009 Member support and funding for serious cases Process Improvement Project – criminal investigation and legal process initiated March 2010 		MT	2	2	4
Capacity to respond to emergency incidents	7	Failure to respond to emergency incident	3	4	12	<ul style="list-style-type: none"> Communications tree allowing access to senior managers 	2	3	6	<ul style="list-style-type: none"> Develop emergency response strategy Consider financial and HR aspects on emergency response Allocate financial resources to undertake work 	TBC	MT	1	2	2

