

# The reality of a shared service

**Matthew Frankcom**

Business Enforcement Manager  
Conwy County Borough Council

# How did we get here?

- “Shaping the future” – Service improvement
- Creation of Regulatory Services, consisting of:

Environmental Health	Planning Development Control
Housing Enforcement	Planning Enforcement
Trading Standards	Building Control
Community Safety	Land Charges
CCTV	HOST (Homelessness)
Licensing	Admin
Registration Services	

# Regulatory Services - Objectives

- 1 Head of Service, 5 Operational Managers (Savings).
- Larger dept, therefore more potential for cashable and non cashable savings to be made
- Objective from day 1 – to work together; create efficiencies; establish partnerships; collaborate **“where opportunities arise”**
- Break away from ‘silo working’, integrate
- Desire to lead on change rather than have changes forced upon us

# Then what happened?

Economic recession at the same time as  
the need to improve services

So how can we do this?

# Collaboration

- Identify potential partners and establish **TRUST**
- Spend time getting to know them and establish **COMMITMENT**
- Build **SUPPORT**
- Decide likelihood of being able to establish mutually beneficial working arrangements

# Local history of collaboration

- Shared arrangements for Licensing across both counties
- Community Safety Partnership
- Joint (Conwy and Denbighshire) Head of Service for Highways

# What did we do next?

- Set up a project and management board
- Established governance framework
- Signed a legal agreement for the joint provision of services
- Assigned (very recently) high level management responsibilities across both counties

# Head of Service responsibilities across both Counties

Conwy	Denbighshire
Environmental Health	Planning Dev Control
Trading Standards	Building Control
Licensing	Land Charges
CCTV	
HOST (Homelessness)	
Registration Services	
Planning Enforcement	

# Next steps

Collaborate, where appropriate, to make efficiency savings

- Appointment of Principal Food Law Enforcement Officer
- Considered pros and cons of sharing this post with Denbighshire
- More pros than cons, high commitment from officers concerned, so agreed informal arrangement for an initial 1 year

# What have we done well?

- Single policies and procedures
- Savings from shared post used to pay contractors to do straightforward (PI necessary) inspections, enabling...
- Highly skilled LA EHO'S to focus on poor premises and take appropriate enforcement action

# What have we done well?

- 100% high risk inspections 2009/10, money saved being kept in the department
- Joint Food Safety and Standards newsletter (H&S due out in May)
- Scores on the doors start-up run as 1 single project for both Counties
- Shared skills of particular officers
- Food Safety/ H&S/ Nutrition courses project
- Authorisations
- Staff development

# What have been some of the difficulties/ inefficiencies?

- IT
- Different departmental structures / location of functions in both Counties
- Different reporting / committee structure
- Reduced time Principal Food Law Enforcement Officer now has in both counties
- Having to learn and work with two different ways of working / cultures

# How have we overcome these difficulties?

- Hard work by those involved, additional to normal workloads
- Put in place some additional management arrangements (staff development)
- Positive attitude, commitment and trust

# Benefits

- Shown commitment to and achievement of savings, change, service improvement
- Done more for less, and better
- Improved profile and reputation with politicians and the public. Obtained greater support. This has helped to achieve....

# Successful business case

- Additional Food EHO post being added to the permanent establishment in Conwy, post Pennington
- Discussing with Denbighshire possibility of sharing part of this post
- Better prepared for the future

# Service User views?

They don't mind or notice as long as we do our job well and provide an appropriate level of service as cheaply and efficiently as possible

# The future?

- Early days so far.....
- Project to review structures to ensure they are fit for purpose for both Counties
- CCTV regional partnership
- Shared Joint Enforcement Group teams
- Pollution – shared Contaminated Land Officer?
- Planning – shared Minerals Officer post?
- Shared Out of Hours service?

# Finally

Where there's a will, there's a way

“Coming together is the beginning  
Keeping together is the process  
Working together is success”  
(Henry Ford)