

## WAO REPORT - DELIVERING WITH LESS – ENVIRONMENTAL HEALTH SERVICES (Merthyr Tydfil)

### Response Action Plan

#### PROPOSALS FOR IMPROVEMENT

- P1 The Council needs to assure itself that it can deliver its statutory environmental health services.
- P2 The Council needs put better mechanism in place to review the delivery of its statutory environmental health services

The Action Plan below responds directly to the recommendations laid down in the Plan. It will also provide evidence to demonstrate how the Council will improve its response to

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R1	Revise the best practice standards to: (a) align the work of environmental health with national strategic priorities; (b) identify the wider contribution of environmental health in delivering strategic priorities of the Welsh Government; and (c) identify the benefit and impact of environmental health services on protecting citizen	2015/16-completed  December 2019-completed (repeat process annually).  Annually – completion required by March each year	<ul style="list-style-type: none"> <li>Environmental Health Manager</li> <li>Wales Heads of Environmental Health Services</li> <li>Corporate Chief Officer</li> <li>Environmental Health team</li> <li>Performance &amp; Scrutiny Team</li> <li>Head of Corporate Services</li> <li>Elected Members</li> </ul>	<ul style="list-style-type: none"> <li>Officer time (local)</li> <li>District Officer time (regional critical friend)</li> </ul>	Lack of capacity when balancing this against all service demands <b>To tackle this:</b> Actions will be undertaken using a phased approach (in 'bite-sized chunks') to ensure progress is made with limited impact on the other demands of officers' time	<a href="#">Report delivered to Audit Committee 19/12/2019</a>  <a href="#">Focus on the Future: wellbeing in our communities</a>  Corporate self-evaluation (whole process)  Infographs
R2	Provide scrutiny chairs and members with the necessary skills and support to effectively scrutinise and challenge service performance, savings plans and the impact of budget reductions.	Ongoing (start date: April 2020)  During the 2020/2021 municipal year  During the 2020/2021 municipal year	<ul style="list-style-type: none"> <li>Performance &amp; Scrutiny Team; and</li> <li>Democratic Services Team</li> <li>Head of Corporate Services</li> <li>Elected Members</li> </ul>	<ul style="list-style-type: none"> <li>Officer time (P+S, Democratic Services etc.)</li> <li>Input from WLGA (training)</li> </ul>	Lack of buy in from Elected Members <b>To tackle this:</b> Political Leaders to re-enforce the need for Member engagement to support improvement  Lack of capacity to co-ordinate training opportunities <b>To tackle this:</b> Explore opportunities to plan meetings to ensure maximum benefit to staff and Members	Practical Guide for Scrutiny Members  Training Needs Assessment for Elected Members  Co-opted Member Training Presentation  Governance Improvement Plan  Powerpoint presentation to support co-opted member training

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<p>R3 Improve engagement with local residents over planned budget cuts and changes in services by:</p> <ul style="list-style-type: none"> <li>consulting with residents on planned changes in services;</li> <li>using the findings to shape decisions;</li> <li>outlining which services are to be cut and how these cuts will impact on residents; and</li> <li>setting out plans for increasing charges or changing standards of service</li> </ul>	<ul style="list-style-type: none"> <li>Public consultation exercises (e.g.) Air Quality Management Area Action Plan; the Toilet Strategy etc.</li> <li>Involvement with Corporate Services in the planning of required efficiency savings (e.g. development of business cases for efficiencies)</li> <li>Corporate relevant policy changes (e.g.) increase to changes at the rate of inflation for non-statutory charges</li> <li>Review current standards of service and identify changes to accelerate the pace of progress made against the corporate priorities and outcomes</li> </ul>	<p>Consultation exercise undertaken March-June 2018 September 2018-March 2019</p> <p>Annually</p> <p>April 2020</p> <p>Annually by year end</p>	<ul style="list-style-type: none"> <li>Env. Health Manager</li> <li>Chief Officer</li> <li>Senior Leadership Team</li> <li>Elected Members</li> <li>Corporate Communications</li> <li>Finance &amp; Accountancy</li> </ul>	<ul style="list-style-type: none"> <li>Interim Chief Executive</li> <li>Chief Finance Officer</li> <li>Head of Corporate Services</li> <li>Chief Officers</li> <li>Corporate Management Team</li> <li>Senior Leadership Team</li> </ul>	<p>Uncertainty regarding future funding, resources etc.</p> <p><b>To tackle this:</b> Ensure updates from Welsh Government, key partners, funders etc. are brought back to Corporate Management Team, Cabinet and Full Council to the right ensure decisions taken with suitable information.</p>	<p>Air Quality Management Consultation &amp; Action Plan</p> <p>Toilet Strategy</p> <p>Research &amp; consultation on Food Hygiene Rating Scheme.</p>
<p>R4 Improve efficiency and value for money by:</p> <ul style="list-style-type: none"> <li>agreeing environmental health priorities for the future and the role of councils in delivering these;</li> <li>determining an 'acceptable standard of performance' for environmental health services (upper and lower) and publicise these to citizens</li> <li>Improving efficiency and maintaining performance to the agreed level through: <ul style="list-style-type: none"> <li>collaborating and/or integrating with others to reduce cost and/or improve quality;</li> <li>outsourcing where services can be delivered more cost effectively to agreed standards;</li> <li>introducing and/or increasing charges and focusing on income generation activity;</li> <li>using grants strategically to maximise impact and return; and</li> <li>reducing activities to focus on core statutory and strategic priorities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Work with Corporate Chief Officers to discuss and identify corporate priorities to inform the Corporate Wellbeing Plan and Annual Performance Report</li> <li>Work with Env. Health team to identify team priorities (annual focus on team performance)</li> <li>Work with Corporate Communications to promote regular items</li> <li>Map out current collaborative working via corporate self-evaluation</li> <li>Take part in the corporate Capacity Review exercise</li> </ul>	<p>Annually by March</p> <p>Annually</p> <p>April 2020</p> <p>December 2020</p> <p>November 2020</p>	<ul style="list-style-type: none"> <li>Env. Health Manager</li> <li>Corporate Management Team</li> <li>Senior Leadership Team</li> <li>Head of Corporate Services</li> <li>Performance &amp; Scrutiny Team</li> <li>Corporate Communications</li> <li>Finance &amp; Accountancy service</li> </ul>	<ul style="list-style-type: none"> <li>Officer time (local)</li> <li>District Officer time (regional critical friend)</li> <li>National intelligence linked to Food Standards Agency, Health and Safety Executive, Public Health Wales</li> <li>Regional and Local intelligence</li> </ul>	<p>Statutory functions are at a bare minimum and response activity can vary depending on staff capacity</p> <p><b>To tackle this:</b> Identify and explore additional funding to support delivery of statutory functions</p> <p>There's a risk that when outsourcing, the organisation securing the tender may have a lack of knowledge and understanding of the local area, local sensitivities, lack of ownership, etc.</p> <p><b>To tackle this:</b> Ensure questions are designed to explore the scope and scale of approach in the tender/commissioning process</p>	<p>Corporate self-evaluation</p> <p><i>Communications 6-monthly action plan</i></p> <p><a href="#">Focus on the Future: wellbeing in our communities</a></p> <p>Findings of the organisational capacity review exercise</p> <p>Intelligence updates (local, regional, national)</p>

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R4		<ul style="list-style-type: none"> <li>Explore opportunities for further collaboration to secure additional funding/maximise existing grants and funding (e.g.) currently exploring Primary Authority Partnership with Cwm Taf Morgannwg UHB; removal of untaxed vehicles in partnership with DVLA etc.</li> <li>Explore opportunities to outsource the Air Quality Progress Report</li> <li>Explore collaborative working opportunities with other local authorities</li> <li>Work with Elected Members to manage expectations</li> </ul>	<p>April 2021</p> <p>September 2020</p> <p>April 2021</p> <p>Ongoing</p>	As above	As above	As above	As above
R5	<p>Improve strategic planning by:</p> <ul style="list-style-type: none"> <li>identifying, collecting and analysing financial, performance and demand/need data on environmental health services;</li> <li>analysing collected data to inform and understand the relationship between 'cost: benefit: impact' and use this intelligence to underpin decisions on the future of council environmental health services; and</li> <li>agree how digital information can be used to plan and develop environmental health services in the future</li> </ul>	<ul style="list-style-type: none"> <li>Review clerical and administrative processes to ensure they are fit for purpose</li> <li>Continue regular finance meetings with Accountancy officers</li> <li>Continue to utilise intelligence gathering activity (e.g.) Rent Smart Wales, Food Standards Agency, Health and Safety Executive, National and regional Expert Groups , regional/national sampling programmes to provide direction for future sampling to identify emerging priorities.</li> <li>Explore use of a social value tool to identify cost/benefit/impact of services</li> </ul>	<p>Ongoing</p> <p>Monthly</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <li>Env. Health Manager</li> <li>Chief Officer/ Corporate Management Team</li> <li>Senior Leadership Team</li> <li>Head of Corporate Services</li> <li>Performance &amp; Scrutiny Team</li> <li>Finance &amp; Accountancy</li> </ul>	<ul style="list-style-type: none"> <li>Officer time (local)</li> <li>District Officer time (regional critical friend)</li> <li>National intelligence</li> <li>Local intelligence</li> </ul>	<p>Where we effectively manage the budget, there are occasions where there are underspends can accrue. However, on occasion this money has been drawn in to cover overspends in other areas of the Council</p> <p><b>To tackle this:</b> Identify and explore additional funding to support delivery of statutory functions and continue with regular monthly meetings with the Accountant</p>	<p>Strategies on a Page</p> <p>PAMS</p> <p>LAE1</p> <p>LAEMS</p> <p>AFON</p> <p>Evidence arising from national and regional strategic assessments.</p>