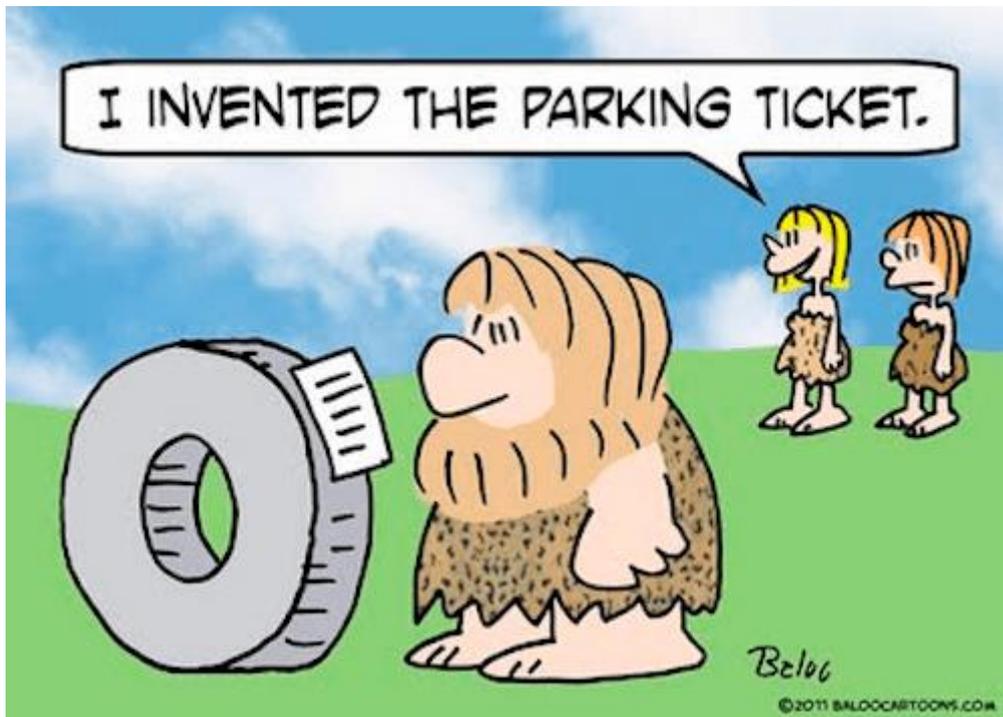
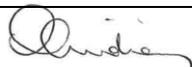


Regulatory Services



1 April 2021 – 31 March 2022

Head of Service signature	Stephen Addy 
Date	08 th March 2021
Peer Review signature	Patricia Mackey 
Date	25 th March 2021
Director signature	David Lindsay 
Date	01/04/2021

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1. Introduction

Name of Service	Regulatory Services
Included Service Units	Neighbourhood Environment Team Community Safety Building Control Licensing
Directorate	Environment
Purpose of Service	Ensure safety to our residents in our joint endeavour to achieve agreed outcomes.
Key customers/ stakeholders and their needs	<p>Regulatory Services covers a wide and diverse range of customers. Dog owners, business owners, home improvers and property developers encapsulate most of these.</p> <p>With a wide range of customers comes a wide range of stakeholders across all sectors within our society. Private, Public, Charity, and the Community Voluntary Sector.</p> <p>Whether you are a customer or stakeholders ultimately, we all share the same goal, the safety of people. Regulatory Services works as an enabler to achieve this through advice, education and awareness.</p>
Context, challenges & key assumptions	<p>1. Consideration has been given to the following external factors:</p> <p>Political: At a local level, this Council has demonstrated a clear focus upon enforcement against those who disrespect the environment and breach relevant statutory controls. Many of the regulations we comply with can't be influenced at haste and allow for planning; this council has and will continue to lobby for appropriate strengthening of legal powers to deal with abuses of the environment.</p> <p>Economic: The uncertainty which Covid has created and our increasing reliance on Stormont is a concern. Much of Regulatory Services budget has been cut back in previous years. However, our greatest asset is staff and has remained consistent to allow us to remain ready and flexible to changing demands. Brexit is also a concern as this will impact on our ability to generate income from homeowners, developers and business and is largely out of our control.</p> <p>Social: With more people at home due to Covid they have had an increased reliance of our services. Managing these expectations will be crucial going forward.</p> <p>Technology: Covid has been a fast-track learning experience on how we can use technology to our advantage to create a slicker and more efficient service. As we emerge out of the pandemic, we will explore how we can harness this learning to benefit the service we provide.</p> <p>Legal: Legislation which govern what we do within Regulatory Service changes slowly. This allows us time to prepare for such changes. The incoming year will see us work with our partners to develop progressive council by-laws which reflect a modern society.</p> <p>The following is a summary of our SWOT analyses conducted for the incoming year:</p> <p>Strengths – Our Staff. Regulatory Services are blessed with approximately 50 people who are very well trained, experienced and strive to support residents achieve their needs.</p>

	<p>Weaknesses – Money. Limited budget means many useful initiatives outside our statutory functions cannot be afforded despite potential savings in the long term.</p> <p>Opportunity – Recognising future trends for investment is an opportunity which Regulatory Services and the Council must explore. The Green recovery and transitioning to more sustainable operations are two clear opportunities if embraced.</p> <p>Threats – Not prioritising the above-mentioned opportunities is a threat. Regulatory Services has substantial income generation which has been heavily hit due to the pandemic. Ongoing Covid restrictions, Brexit and the predicted UK economic recession are all key issues impacting on income.</p>
<p>Reflection on previous performance – successes and lessons learned</p>	<p>Much of Regulatory Services is a front-line critical service operating in the heart of our communities to ensure safety is upheld. Regardless of any public health pandemic it was recognised that ensuring this safety mechanism within our communities had to continue whilst ensuring the risk of spreading Covid was mitigated as much as possible. All managers within Regulatory Services work tirelessly to risk assess their functions and explore ways to ensure the service could continue to safely operate. This was extremely successful and Regulatory Services were able to continue providing a safe service right through the pandemic.</p> <p>Key Success:</p> <p>Maintaining functions in such a speedy fashion was a huge achievement, this is demonstrated by the successes highlighted in each of the service units quarterly updated reports reported to this committee. However, without doubt the biggest achievement of this year for Regulatory Services was their resolve and good-will, to go above and beyond without question or hesitation. When the government announced that local councils had to roll out emergency food parcels across vulnerable homes in the borough, every member of staff led by the managers volunteered, developed, and implemented this new and essential function. They were directly responsible for the safe set up of the food distribution hubs and direct delivery to the doors of approximately 500 residents a day over 12 weeks. Considering this was achieved alongside amending and maintaining the day-to-day functions of Regulatory Services in the face of the pandemic is nothing short of incredible and every member of staff within Regulatory Service should be proud of what they achieved.</p> <p>We also continue to strike an effective balance of education and enforcement with our continued top position in NI for enforcement and implementing unique award winning education programmes such as 'CLEAR.'</p>

Licensing and Regulatory Services Manager:

David Brown

Email:

david.brown@ardsandnorthdown.gov.uk

Tel: 0300 013 3333 ext. 40416

Mobile: 07712 839732

Staff Personnel: 4

- Car Parks
- Entertainment Licence
- Cinema Licence
- Amusement Permits
- Marriage and Civil Partnership Place Approval
- Street Trading Licence
- Lottery Permits
- Pavement Café Licences



Business Control Manager: Richard

McCracken

Email:

richard.mccracken@ardsandnorthdown.gov.uk

Tel: 0300 013 3333 ext. 40441

Mobile: 07966 014786

Staff Personnel: 22

- Full Plan Inspections/Cert
- Building Notice Inspections/Cert
- Regularisation Inspections/Cert
- Dangerous structures initial inspection
- Dangerous structure re-inspections
- Street Naming
- EPC (Energy Performance)



**Head of
Regulatory
Services:
Stephen ADDY**

Stephen.addy@ardsandnorthdown.gov.uk

Mob:07419341313

Tel: 02891824040

Responsibilities:

- Oversee Surrounding Areas
- RCIF Project (LHLH Grants)
- Borough Markets
- CCTV



**Neighbourhood Environment Services
Manager:** Colin Reid

Email:

colin.reid@ardsandnorthdown.gov.uk

Tel: 0300 013 3333 ext. 40482

Mobile: 07917 544152

Staff Personnel: 11

- Fly-tipping
- Dog Licensing
- Straying
- Abandoned Vehicles
- Dog Control (attacks)
- Flyposting
- Byelaws
- Dog Fouling
- Puppy Training



**Community Safety Manager:
To be recruited**

Email:

Mobile:

Staff Personnel: 11

- ASB
- Graffiti
- Criminal Damage
- Bye-Law Enforcement
- Litter / fouling enforcement
- Out of hours stray dogs
- Council public Asset lock ups
- Education
- Council Kennels

2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

Regulatory Services can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2021/2022
All people in AND feel pride from having access to a well-managed and sustainable environment	Environment	-Deliver LHLH grants through RCIF
All people in AND feel pride from having access to a well-managed and sustainable environment	Environment	- Re-design the delivery model for the Environmental 'CLEAR' Programme to year 8's -Maintain top 3 position for Fixed Penalty Enforcement In NI. -Reduce the average number of streets affected by dog fouling to 10% of all streets -Develop and Implement Building Control Awareness Campaign to increase awareness of safety and sustainability.
All people in AND benefit from a prosperous economy	Excellence	-% Spend against budget -% Financially Self-Sustainable
All people in AND benefit from a prosperous economy	Prosperity	-Implement agreed carpark strategy -Develop a cross borough market working group
Runs through the Community Plan	Excellence	-%Hold quarterly staff meetings to consult and involve all in service delivery and improvement. % receive Team brief. -% Ensure PIP conversations are held -% Quarterly staff 1 to 1's -%Staff attendance
Runs through the Community Plan	Excellence	-Increase all regulatory service applications made on-line. -Ensure regulatory services are easily accessed -Ensure regulatory service processes are effective -Staff courteous and helpful -Ensure satisfaction of regulatory services outcome

3. Key activities for 2021/2022

SERVICE:	Regulatory Services			
Community Plan Outcome:	All people in AND feel pride from having access to a well-managed and sustainable environment			
Corporate Plan PEOPLE priority(ies):	Environment			
Council KPI(s):	Cleanliness Index Score			
Service Objective:	Encourage and support people to achieve common sustainable, environmental outcomes.			
What difference will it make?	Environmental improvements of the local area and enhancement of civic pride. Increasing community volunteering opportunities improves health and well-being			
Underpinning strategies:	The Game Plan (Community Development) Sustainability Road Map			
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Deliver LHLH grants through RCIF		30/03/22	S.ADDY	KNIB

SERVICE:	Regulatory Services			
Community Plan Outcome:	All people in AND feel pride from having access to a well-managed and sustainable environment			
Corporate Plan PEOPLE priority(ies):	Environment			
Council KPI(s):	Cleanliness Index Score			
Service Objective:	Improve the cleanliness and safety of the borough in a sustainable way.			
What difference will it make?	Increase understanding and awareness to the next generation resulting in good environmental habits.			
Underpinning strategies:	The Sustainable Development Goals (United Cities and Local Government) Sustainability Road Map			
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)

Re-design the delivery model for the Environmental 'CLEAR' Programme to year 8's	30.03.22	S.ADDY	Schools
Reduce the average number of streets affected by dog fouling to 10% of all streets.	30.03.22	S.ADDY	Cleansing

SERVICE:	Regulatory Services		
Community Plan Outcome:	All people in AND benefit from a prosperous economy		
Corporate Plan PEOPLE priority(ies):	Prosperity		
Council KPI(s):	Higher Business Occupancy Rate Increase in visitor Economy		
Service Objective:	Increase the ease in which residents can access shops in key business areas.		
What difference will it make?	Create a higher footfall within our shopping areas.		
Underpinning strategies:	Integrated Strategy for Tourism Regeneration and Economic Development		
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)
			Who do we need to help us? (Internal/External partners)
Implement agreed carpark strategy		30.03.22	D.BROWN Translink, Road Service Members

SERVICE:	Regulatory Services		
Community Plan Outcome:	All people in AND benefit from a prosperous economy		
Corporate Plan PEOPLE priority(ies):	Excellence		
Council KPI(s):	% Residents Satisfaction Income Sourced per Head of Population		
Service Objective:	Deliver service in budget whilst ensuring income streams are maximised.		
What difference will it make?	Making every pound count by ensuring income potential is maximised whilst spending is efficient.		
Underpinning strategies:	Medium Term Financial Plan		
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)
			Who do we need to help us? (Internal/External partners)

% Spend Against budget	30/03/22	S.ADDY	Finance and Performance,
% Financially self-sufficient	30/03/22	S.ADDY	“

SERVICE:	Regulatory Services			
Community Plan Outcome:	Runs through the Community Plan			
Corporate Plan PEOPLE priority(ies):	Excellence			
Council KPI(s):	% Staff reported ANDBC is a great place to work. Investors in People Accreditation.			
Service Objective:	Ensure staff are engaged, involved and motivated to deliver high quality customer focussed services.			
What difference will it make?	Increases productivity from motivated valued staff.			
Underpinning strategies:	Organisation and Development Strategy			
Business as Usual activities we will deliver in 2021/2022 (actions)		Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
% Hold quarterly staff meetings to consult and involve all in service delivery and improvement. % receive Team brief		Quarterly	S.ADDY	All Reg. Staff
% Ensure PIP conversations are held		Yearly	S.ADDY	“
% Quarterly staff 1 to 1's		Quarterly	Managers and Supervisors	“
% Staff Attendance		Quarterly	“	“

SERVICE:	Regulatory Services		
Community Plan Outcome:	Runs through the Community Plan		
Corporate Plan PEOPLE priority(ies):	Excellence		
Council KPI(s):	Number of complaints		
Service Objective:	Ensure residents receive a top-quality service.		
What difference will it make?	Improve residents experience with the council		
Underpinning strategies:	Customer Service Excellence		
Business as Usual activities we will deliver in 2021/2022 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Increase all regulatory service applications made on-line.	Quarterly	SUM's	Performance, Tascomi
Ensure regulatory services are easily accessed	"	SUM'S	"
Ensure regulatory service processes satisfactory	"	SUM'S	"
Staff courteous and helpful	"	SUM'S	"
Ensure satisfaction of regulatory services outcome	"	SUM'S	"

Service Development / Improvement					
What service development/improvement will we undertake in 2021/2022?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Maintain top 3 position for Fixed Penalty Enforcement In NI.	Service Quality	Resources are in place to allow us to remain at the top regarding enforcement. This will help us measure this.	Quarterly	S.ADDY	Residents.
Reduce the average number of streets affected by dog fouling to 10% of all streets.	Service Quality	Enforcement is targeted at identified problem areas in a bid to eliminate dog fouling as an issue in those locations. Targeted education campaigns.	30.03.22	S.ADDY	Residents
Develop and Implement Building Control Awareness Campaign's to increase awareness of safety and sustainability.	Strategic Effectiveness	Creating awareness of the importance of BC for resident's safety is key to ensuring people reach us.	30.03.22	R.McCracken	Residents. Comms.
Develop a cross borough market working group	Strategic Effectiveness	Growing markets across the borough need to compliment and not compete.	30.10.22	S.ADDY	Market Organisers

Performance Measures:

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
Deliver LHLH grants through RCIF	Existing (amended)	Yearly (6 month update)	NA	Yes 75K	Yes 75K	Yes 75K	Yes 100K	Yes 75K	75K Agreed
Re-design the delivery model for the Environmental 'CLEAR' Programme to year 8's	Existing (Amended)	"	NA	NA	NA	Yes1600 pupils	Yes1500 pupils	No Covid	Yes (1500 pupils)
Maintain top 3 position for Fixed Penalty Enforcement In NI.	New	Quarterly	NA	NA	NA	NA	1st	1st	1st
Reduce the average number of streets affected by dog fouling to 10% of all streets.	New	Quarterly	NA	NA	NA	NA	NA	17%	10%
Develop and Implement Building Control Awareness Campaign's to increase awareness of safety and sustainability.	New	Yearly (6 month update)	NA	NA	NA	NA	NA	NA	Programme Delivered
% Spend against budget	Corporate	Quarterly	NA	NA	NA	37.7%	57%	74.6%	100%

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
% Financially Self Sustainable	Existing	Quarterly	NA	NA	96.6%	92.3%	85.2%	65%	80%
Implement agreed carpark strategy	Existing	Quarterly	NA	NA	NA	NA	No	No	Yes
Develop a cross borough market working group	New	Quarterly update	NA	NA	NA	NA	NA	NA	Yes
Hold monthly team meetings to consult and involve all in service delivery and improvement. % receive Team Brief as part of meeting.	Corporate	Quarterly	NA	NA	NA	NA	NA	60%	100%
% Ensure PIP conversations are held	Corporate	Yearly	100%	100%	100%	100%	100%	NA (covid)	100%
% Quarterly staff 1 to 1's	Existing	Quarterly	NA	NA	NA	NA	48.8(%)	60%	70%
% Staff Attendance	Corporate	Quarterly	NA	95.74%	92.8%	95.3%	94.3%	97.5%	95%
%Increase all regulatory service applications made on-line.	Existing	Quarterly	NA	NA	NA	NA	38.15%	43.3%	50%
%Ensure regulatory services are easily accessed	Existing	Quarterly	NA	NA	NA	NA	NA	94%	70%

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date	2021/22
%Ensure regulatory service processes are effective	Existing	Quarterly	NA	NA	NA	NA	NA	92%	70%
%Staff courteous and helpful	Existing	Quarterly	NA	NA	NA	NA	NA	89%	80%
%Ensure satisfaction of regulatory services outcome	Existing	Quarterly	NA	NA	NA	NA	NA	97%	70%

4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc
		I	L	R		I	L	R	Tolerate / Action				
	Failure to ensure compliance with regulations, Council policies and procedures potentially leading to significant health and safety concerns, poor service delivery and loss of reputation	5	3	15	<ul style="list-style-type: none"> Procedures in place Training provided Monitoring undertaken Internal audits carried out Complaints system in place 	5	2	10	Action	<ul style="list-style-type: none"> Continue to converge and/or develop new policies and procedures Review and update complaints process 	Ongoing review at monthly team meetings	HOS and SUMs	Potential major impact on individuals and services but through existing processes can be mitigated. Ongoing work required
	Failure to have appropriate health and safety arrangements for staff leading to loss of life, serious injury etc. resulting in failure to meet moral and legal obligations, loss of reputation and investigation	5	3	15	<ul style="list-style-type: none"> Health and Safety Policy in place Health and Safety Advice available Legacy Council Risk Assessments in place and new assessments being developed Environment Directorate Health and Safety Committee established Corporate Health and Safety Directorate established Trained experienced staff in place Monitoring arrangements in place 	5	2	10	Action	<ul style="list-style-type: none"> Continue to review and update risk assessments Develop action plans to further address health and safety Annually review assessment and update were required 	<p>Monthly review at Team meetings</p> <p>Quarterly review at Directorate quarterly meetings</p>	HOS and SUMs	Potential major impact on individuals and services but through existing processes can be mitigated. Ongoing work required

Poor customer service leading to loss of reputation and challenge by ombudsman, press, members and service users	3	3	9	<ul style="list-style-type: none"> • Policies and procedures including customer complaints policy in place • CRM systems in place to manage service requests • Monitoring of performance undertaken • Customer feedback processes in place • Complaints system in place 	2	2	4	Action	<ul style="list-style-type: none"> • Continue to converge and/or develop new policies and procedure • Review and update complaints process • Update process for obtaining customer feedback and satisfaction levels • Provide customer care training 	Ongoing	HOS and SUMs	Front line operations services dealing with customers on daily basis. Ongoing work required to ensure processes and services are operating effectively		
Loss of business continuity – damage, loss or reduction in physical resources due to fire, flood, vandalism or other occurrence	5	1	5	<ul style="list-style-type: none"> • Web based systems utilised allowing remote access to key Council systems • Legacy Councils developed plans for establishing office facilities at other sites if required. 	2	1	2	Action	<ul style="list-style-type: none"> • Review and update business continuity plans 	Ongoing	HOS and SUMs	Impact on service potentially major but likelihood of occurrence low. New/ revised business continuity plan required with other Directorates		
Unexpected pressure on finances due to either a reduction of income or additional expenditure	3	3	9	<ul style="list-style-type: none"> • Phased budgets developed • Monthly budget reports provided and reviewed • Procurement policies in place and implemented • Internal audit review processes • Service Level Agreements in place with central government re provision of funding 	3	3	9	Tolerate			HOS and SUMs	Unlikely to have major financial underspend that the Council corporately cannot cover		

	Loss of key staff and their knowledge, expertise and experience leading to poor standards of service.	3	3	9	<ul style="list-style-type: none"> • Staff welfare programmes implemented • Good pay and conditions in place • Health, Safety and Welfare arrangements in place • Absenteeism/attendance policy introduced 	3	3	9	Action	<ul style="list-style-type: none"> • Develop training and support programmes for staff • Keep staff informed of changes and involve them in planning service improvements • Ensure welfare programmes are communicated to staff 	Ongoing but review on a 6 monthly basis	HOS and SUMs	Transformation across organisation has continued to lead to internal changes in staff position
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5. Resources

Are all actions resourced within the current (2021/22) budget plan?		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Will additional resources be required? (If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Section A: NA		
Section B:		
Staff: Temporary measures are in place, however, the Community Safety Managers role and Enforcement Officers need recruited to ensure sustainable success as agreed in the business case.		
Financial: Currently the budget exists.		
Other: NA		
If the required additional resources are NOT available, please state:		
What is the likely impact on performance? We will lose are top position in NI and our borough cleanliness will drop below the NI average.		
What is the likely impact on the public? Less enforcement actions.		
What is the likely impact on staffing? Loss of morale and high staff turnover.		

6. Monitoring and Review

This plan will be reviewed monthly and the whole plan reviewed on a three-monthly basis with details reported to the Director of Environment, Corporate Leadership Team and the Environment Committee.

7. Conclusions

Management and staff within Regulatory Services recognise our importance in keeping the people of this borough safe. Our greatest asset is our staff who take pride in what they do. Ensuring our staff are happy in their workplace will always be a priority for us, which in turn will ensure motivation is high to achieve our individual and collective targets.