

14th March 2018

CIEH Cymru Wales Region
6 Pack Training Event

***“The Future for
Environmental Health”***

***Public Protection in Wales :
Do we want to be around the table
or on the menu?***

Mark Elliott

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@WHOEHG

@gwelfor57 @DPPWales



“Developments in DPPW”

1. DPPW
2. Drivers and “perfect storms”
3. Way forward and the future

Some History...

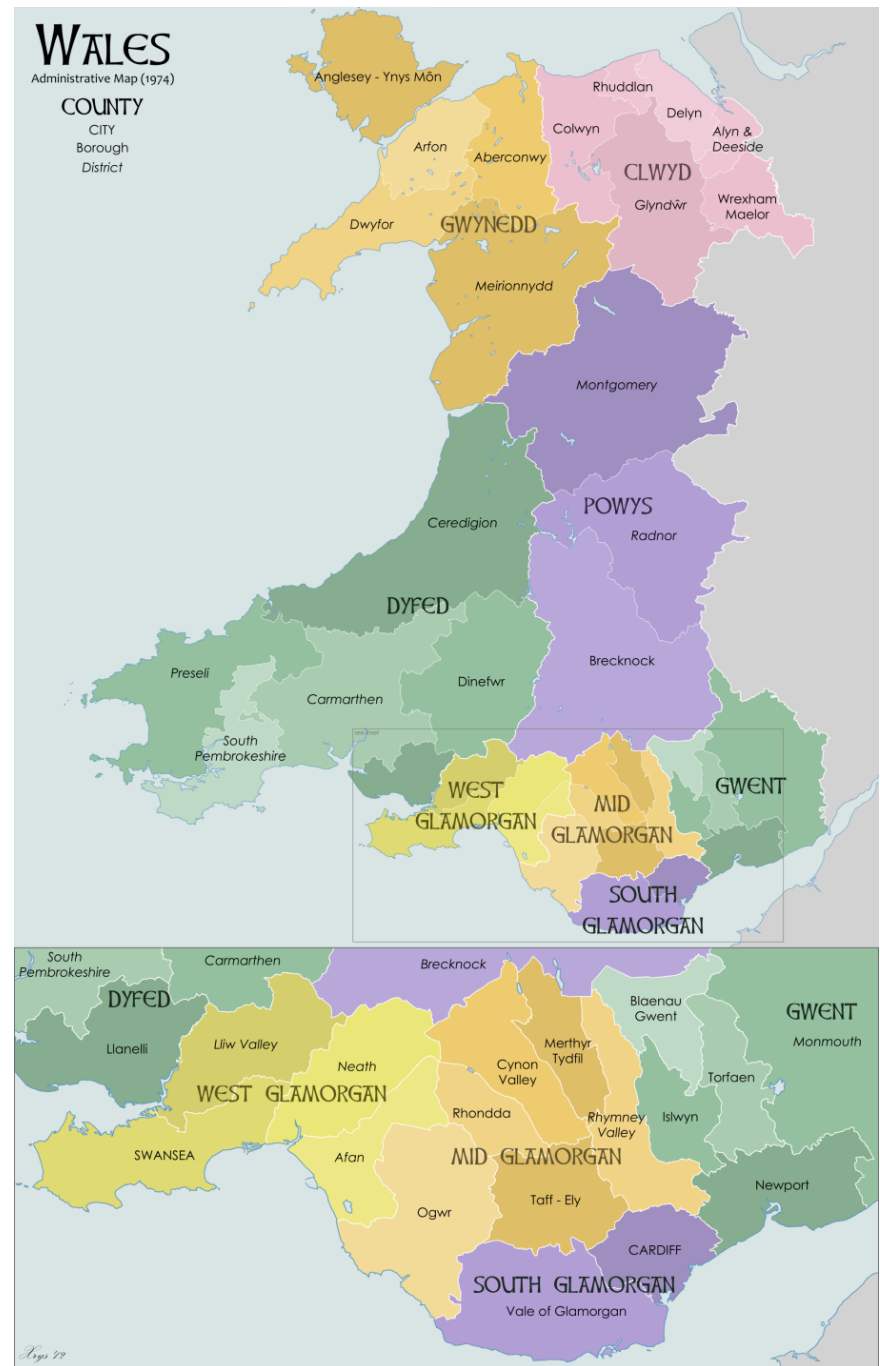
Glory Days 1974 -1996

Well, they'll pass you by....

2 Tier Local Government:

8 County Councils
37 District Councils

*37 Chief EHOs
37 Deputy Chief EHOs*



Not So Glory Days 1996 - ??

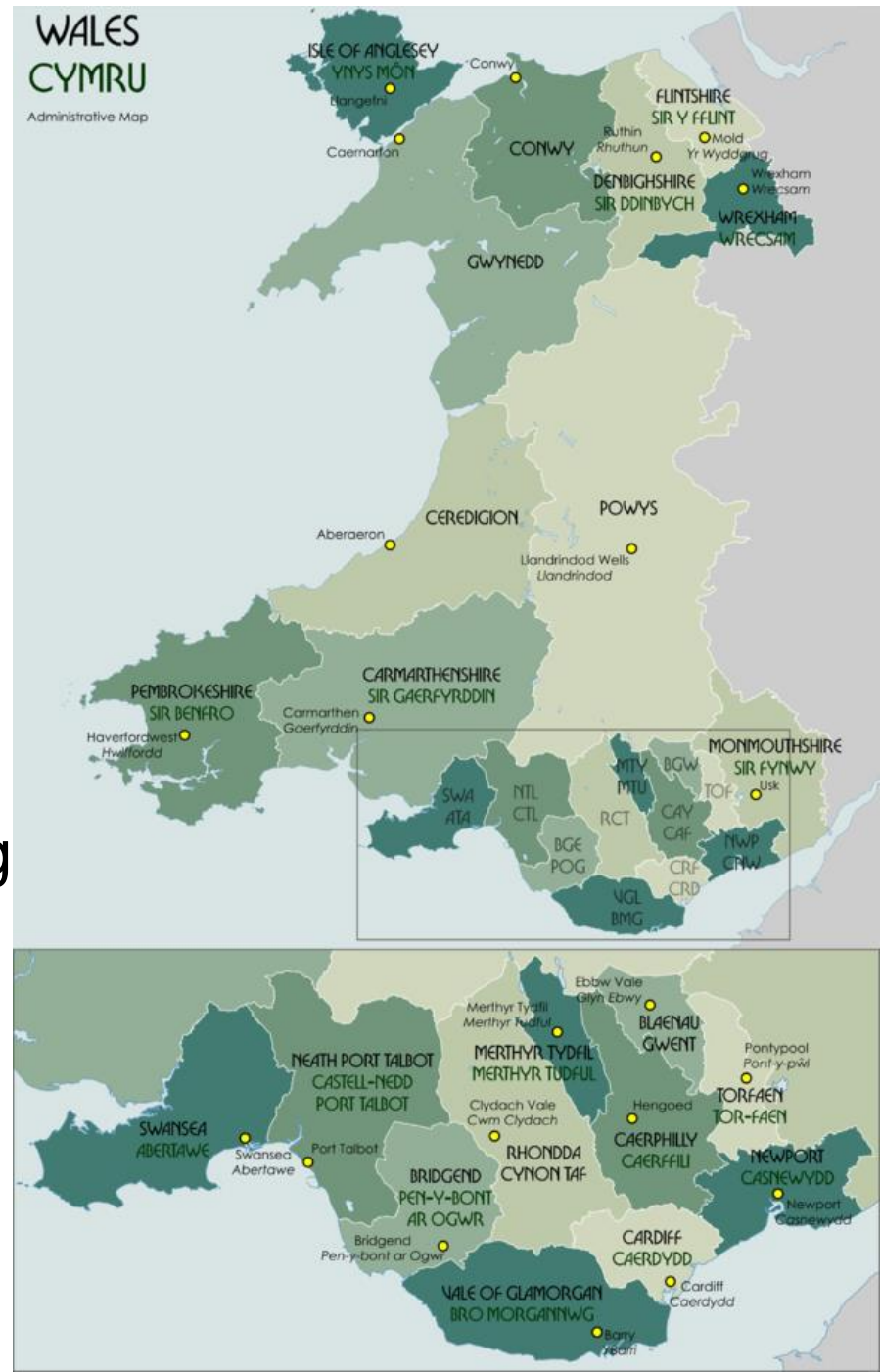
Single Tier Local Government:

22 Unitary Councils

Environmental Health competing
with the big spenders:

Education

Social Services





House of Commons
Health Committee

Public Health England

Eighth Report of Session 2013–14

*Report, together with formal minutes relating
to the report*

*Ordered by the House of Commons
to be printed 4 February 2014*

England

“Public health isn’t just a council department, a group of professionals or a budget; **it’s a commitment to use all our resources and skills to tackle the causes of ill-health and inequality** that hold people back from achieving their potential.”

*Councillor Nick Forbes, Council Leader
Newcastle City Council*

The Committee **does not believe that it is possible for Directors of Public Health to drive public health reform if they are subordinate to other officials within local bureaucracies.**

What is DPPW?

The Directors of Public Protection Wales (DPPW) is the collective organisation of officers heading up public health protection services within local authorities, with the following Mission Statement:

'To protect personal, environmental, economic and social well-being through policy, regulation and education. By these means to create a safe living and working environment for the communities we serve.'



Directors of Public Protection Wales - DPPW

Wales Heads of Environmental Health Group - *WHOEHG*

Wales Heads of Trading Standards - *WHOTS*

Expert Panel

Expert Panel

Expert Panel

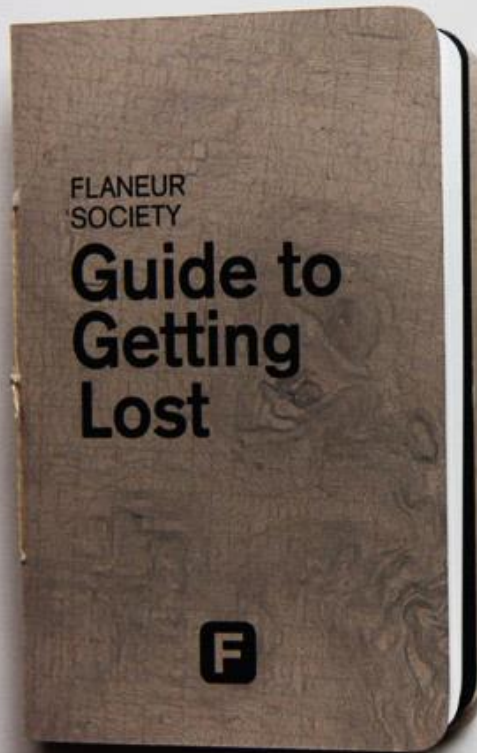
CIEH

- Useful interactions – Welsh Government, Westminster, and other organisations ← **DPPW**
- Responses – FSA ROF recent
- Evidence – select Committees. Public Health Act, Minimum Unit Pricing. Licensing proposals
- Representation – Health Committee



2. DPPW – Drivers and perfect storms

- Austerity
- Demands
- LGR
- Technology
- Change
- Brexit



Environmental Health in Wales - Priorities



← **October 2014 – “Tipping Point”..Armageddon?**

Recently

Hammond told the BBC’s Andrew Marr: “That plan is not at the moment being delivered. We need to get it back on track ... in the run-up to budget, people running all kinds of services, government departments come to see us and they always have very large numbers that are absolutely essential, otherwise Armageddon will arrive.

Interview

Economist Paul Johnson: 'We are nowhere near out of austerity'

By Stephen Moss

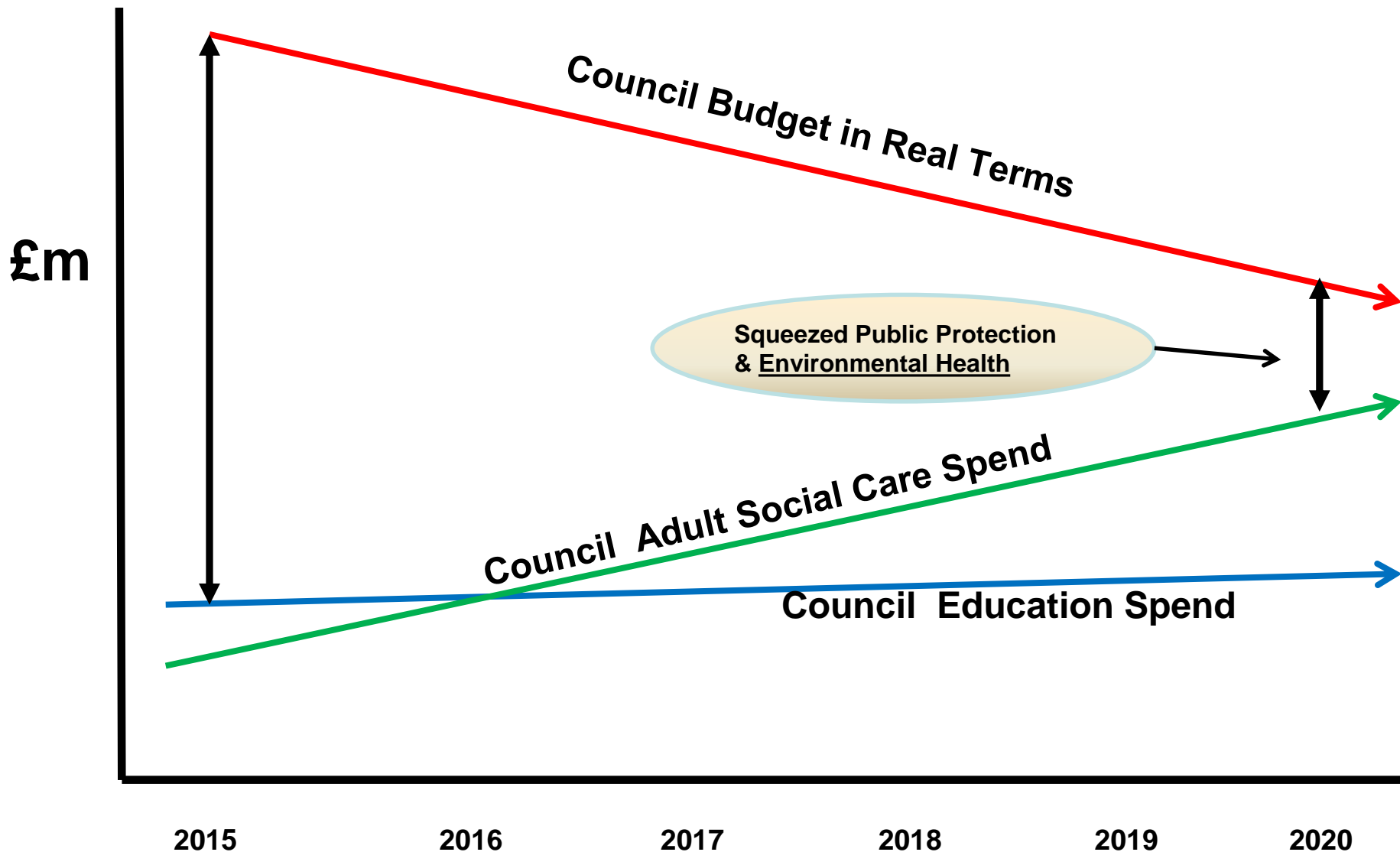
As the man relied on to make sense of the numbers in the chancellor's spring statement, the IFS director warns that cuts have taken Britain to crunch point - and that Brexit will make it worse

Chancellors always talk up the positive numbers," he says, "but we're not out of austerity; we're nowhere near out of austerity. There are still big spending cuts and big social security cuts to come."

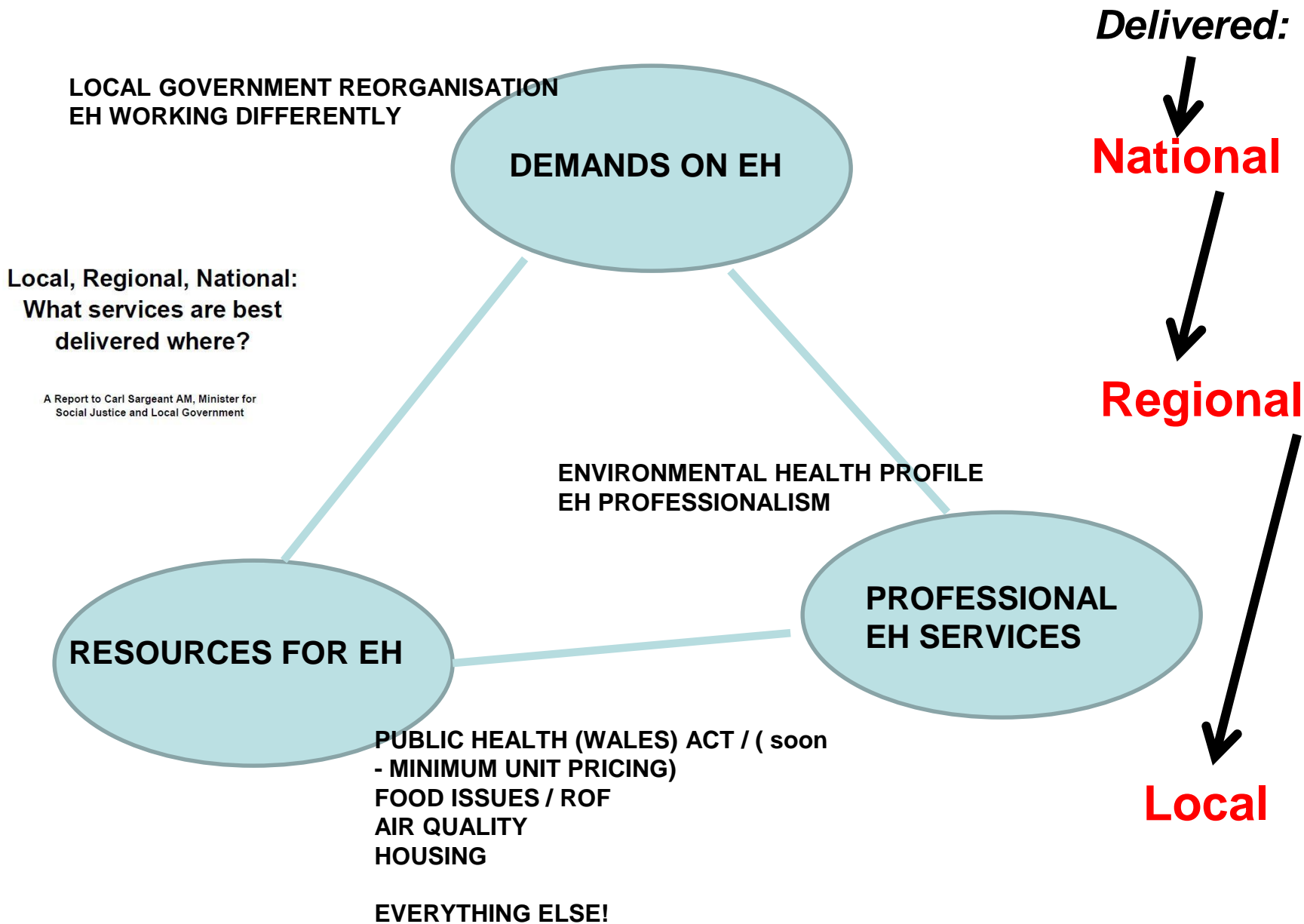
He says the government has done well to get the deficit under control, but thinks the pips are now starting to squeak. "If you look at the period up to 2013/14, spending came down without big political consequences or things falling apart. But, in a whole range of areas, that is no longer true. **If you look at what's happening in prisons it's just disastrous. Local government until 2014 was coping fine. It really isn't any more.**

Background.....: Financial Reality

The Shrinking Gap for Public Protection



Environmental Health in Wales - Challenges



Transform or fail

Andy Hull describes how Islington LBC is reacting to the scale and speed of funding cuts, and what implications residents will face if change can't be effected

Since 2010, the Government has cut its funding to Islington LBC in half: a reduction of £150m, putting Islington in the top ten worst hit areas in the country and leaving every household in the borough £1,000 worse off. In the 14th most deprived local authority area in the country, with the highest level of children growing up in workless households, these cuts threaten to divide an already unequal community.

Despite having to make unprecedented savings, we are still finding ways to make a difference. For example, Islington's GCSE results have jumped from 143rd out of 151 local authorities in 2010 to 34th now. We have seen more than 1,800 new affordable homes built in the borough since 2010. We have secured a big fall in youth unemployment and helped hundreds of parents back into work.

We have had to make some tough choices though, such as raising council tax this year by 40p a week after a five-year freeze, and there have been some redundancies in our workforce. But we have got the right priorities: saving, for now, all our libraries, children's centres, pools and leisure centres; salvaging our resident support scheme for the most vulnerable from government cuts to local welfare funding;

needs of our residents and their families, rather than our own convenience, behave more corporately internally and act more collaboratively externally. It will also mean intelligent use of data, a clear focus on outcomes and making every contact count.

There is a legitimate concern that, if we go digital, some people will be left behind. What we have to understand is that, if we do not go digital, everyone will be left behind.

Second, we will need to share more services across local authority boundaries, providing more resilient and joined-up services while reducing overheads and managing our budgets. We already share our public health, internal audit and

Redesign your local services ... or watch them die

24 August 2012

Local authorities need to find new ways of delivering services – including partnerships and shared responsibility – warns Welsh local government minister Carl Sargeant. He tells Alison Thomas why those that fail to change will no longer be able to sustain their existence – and face having to undergo 'some style of forced reorganisation'

I don't want to worry you, but...

Local Authorities have the opportunity to become digital pioneers, creating bespoke services which can be adapted by other public service users. Power to local people White Paper Wales

**....use of big data and digital technologies to drive the next stage of efficiency and reform across government
A country that lives within its means
Spending Review July 2015**

as substance misuse, domestic violence, chronic physical health conditions and mental ill health. Tackling these wicked issues will require us to gear our offer around the

is selling its expert advice by providing paid training for judges, magistrates, legal advisers and social workers in other boroughs on how best to safeguard kids in care.

Fourth, we need to spend less on buildings that we own. For instance, we have recently co-located almost all of our customer-facing services in a single, high-profile customer centre that is now receiving

Wales - 1996 to the next LGR ..Have we not been here before?

- Beyond Boundaries (Beecham) July 2006;
- WLGA Regional Partnership Boards 2006;
- Local Service Boards then PSBs;
- “A New Understanding” 2009;
- WAO “A Picture of Public Services” 2010;
- **Simpson Report 2011;**
- **Local Government Compact Dec 2011;**
- Local Gov collaborative Measure 2011;
- June 2012 Shared Purpose Shared Delivery Statutory Guidance WG;
- Sep 2012 WLGA Collaboration Toolkit published;
- April 2013 Public Commission on Public Service Governance and Reform.....
- Power to local People 2016 – Leighton Andrews.....
- 2017 Mark Drakeford amended proposals....
- **2018 Alun Davies..... New Cabinet Secretary**

Does not look very good for Welsh Local Gov.....?

New local council shake-up proposals being considered

By Nick Servini
Political editor, Wales

🕒 6 March 2018



🔗 Share



NATIONAL ASSEMBLY FOR WALES

Plenary Meeting. Tue 13 March [FULL AGENDA](#)

Questions to the First Minister

Will the First Minister make a statement on the white paper on local government reform? OAQ51890.

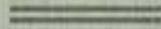
Sian Gwenllian

What further steps will the Welsh Government take towards a more preventative approach to ill-health in Wales?

OAQ51891

John Griffiths

HOW TO AVOID EVERYTHING



IRRESPONSIBILITY MADE EASY

LGR - something to be taken seriously?

Drivers...

Welsh Government – **What is best for Wales?**
Consistency, Conformity, Standardisation.

Interact with “**one**” not 22 Local Authorities

LGR – Bill. Public Protection Services planned regionally??? – Soft / Hard mandate??? Opt out??

What cost? 1% of Local Government budget? –
Hypothecation revisited?

10:34 02%

The most
dangerous phrase
in the language is "we've
always done it this way."

Barry Atwood / Dick Heisterkamp

Need to consider
changes



3. DPPW – way forward... Public Protection Cymru Change Programme

- Heads of Public Protection recognised that Public Protection Services in Wales **face a number of threats and opportunities.**
- **Service budgets and staff numbers** have been and continue to be **cut.**
- Services **are not consistent enough**, there is some duplication, many individual services **are no longer resilient**, the trading environment has changed, **use of technology is not fully exploited**, there is a lack of **overall national vision**, accountability chains are broken; the services are **not as effective or efficient** as they could be.
- Failure to change, or prepare for change, **could fundamentally and irrevocably undermine the existence of public protection services** in the future.
- **The change programme** was devised to help **address these threats and opportunities.** It sought to unify and promote best practice in the delivery of services to preserve and build a sustainable Public Protection service in Wales that contributes to public health and well-being locally, regionally and nationally.

**You never change things
by fighting the existing reality.
To change something,
build a new model
that makes the existing model
obsolete.**

- Buckminster Fuller

3. DPPW – way forward... Public Protection Cymru Change Programme

*To help DPPW devise and manage the programme of change a **Director of Change** was appointed in November 2016. The Director of Change was asked to:*

- Oversee the delivery of the aims and objectives of **the Public Protection Cymru Transformation Programme**, through establishing Project Board and Team;
- Provide **strategic guidance and direction** to the future development and enhancement of the Public Protection Cymru Transformation Programme
- **Provide direction and communications** that harnesses **collective responsibility, breaks down barriers** and identifies pragmatic and realistic solutions;
- Promote **learning and the sharing of best practice** in the delivery of Public Protection Services nationally, regionally and locally;
- Seek to develop **and deliver a model** for constructive, resilient and collaborative behaviour in relation to Public Protection Services;
- **Undertake activities to support an agreed programme** of work by the Board;
- **Recognise potential risks and threats** to the integrity and effectiveness of the **Programme and initiate actions** to minimise such eventualities occurring;
- Be responsible for **providing direction** to and deal with matters raised by the Project Board and Team;
- To promote **service improvement in Public Protection through, transformation, best practice guidance, service integration and smart regulation.**
- To **engage with a wide range of stakeholders** as necessary.
- To report to Directors of Public Protection Wales (DPPW) meetings on key issues, as necessary.

DPPW Way Forward...

MoU

A Memorandum of Understanding was drafted which set out the **guiding principles and values for DPPW** and its Change Programme. The MoU was signed in May 2017 by 21 of the 23 Heads of Service. It also articulated the drivers for change, painted a vision for Public Protection Services in 2024 and outlined the programme of change.

Public Protection Wales Board

At the first facilitated workshop of the Programme Implementation Team (PIT) in December 2016, the group proposed **the creation of a Public Protection Wales Board to replace the DPPW Executive**. The key benefit being to **raise the national profile of Public Protection Services, increase the impact** and at the same time be even more cost efficient. The PIT worked up the proposal, provided examples of the opportunities that could be harnessed and engaged further with both the Executive and the full DPPW group. This first step in creating a Public Protection Wales Board is about creating a revised structure and a revised constitution that is better positioned to make decisions and commission new work in the future.

DPPW Way Forward...

New Ways of Working

Investing to further exploit use of technology: including common customer relationship portals, national registers, bilingual standard templates for staff and customers and more customer self-serve facilities accessed on demand.

Developing community capacity: to assist in resolving community issues and to provide local ownership of the problems .

Generating income: developing cost recovery services and some commercial services to address the continuing cuts to LA budgets. Building on the work some LAs are already doing such as full cost recovery for licensing and primary authority work. Commercial rates for pest control, business advice, audits and staff training. There may also be opportunities for brand protection work for welsh businesses, bidding for government grants that include a management fee and championing business levies for food and other sectors. (building on the example of the business levy introduced to help combat illegal money lending).

DPPW Way Forward...

Enhancing partnership arrangements: With a Public Protection Wales Board established combined with better regional planning of Public Protection Services and a strategic assessment there is an **opportunity to partner with other key agencies and deliver joint projects that can have greater impact.** The public health agenda and economic development are possibly two key areas. An opportunity was taken in September to engage the Planning Officers' Society Wales on the subject of improving air quality and a follow up meeting with WLGA policy officers has also taken place. In terms of economic development there may be opportunities to provide even greater support for Welsh Businesses on brand protection and also rolling out a single trader approval scheme across Wales.

Public Protection Cymru Tascomi

Following a national procurement process in 2014, eight Public Protection Services have so far bought a licence and implemented the software. Public Protection Cymru Tascomi has its own project board, but the implementation and further development of the system was seen as a part of the overall national change programme. Reviewing and improving the governance arrangements of the 'Tascomi Project' was successfully undertaken during 2017. The aim being to help share the burden of further development, all benefit from best practice and as far as possible keep the use of the system the same across Wales. Keeping the system the same is also seen as beneficial should any local authorities choose to create shared services, helps staff move between authorities and assists with national reporting and work planning.

Budgets

- Public Protection budgets are reducing but these services stay within their budgets set.
- The 2017/18 Green Book IBA is higher than the 2017/18 RA for Public Protection by some (£13m).
- Income realised by Public Protection Services increased by some £2.4 million between 2015/16 and 2016/17.
- Specific and special grants for Public Protection decreased by £1m between 2015/16 and 2016/17.

	IBA: 'Public Protection' Wales	Revenue Account Net	Revenue Outturn Net	Income outturn	Specific and special grants actual
2017/18	£70.8 million	£57.8 million	N/A	N/A	N/A
2016/17	£65.5 million	£62.1 million	£60.1 million	£16.0 million	£2.4 million
2015/16	£69.2 million	£62.7 million	£61.8 million	£13.6 million	£3.4 million

'Relationships'

Public Protection Wales

'A national model regionally operated locally accountable'

Welsh Government

Partners – Including NTS, Police, NRW, FSA, Fire, Health, APHA

Policy dialogue

Accountability and Scrutiny

National Coordination

Delivery, Co- production

Support

Public Protection Wales Board

6 H of PP nominations – one from each region to form the Board. Each a national spokesperson on a Public Protection Service

22 Local Authorities and SBPHA (Accountability)

Partner agencies – joint projects

Wales Heads of Trading Standards (WHoTS)

National Trading Standards (Scambusters, WIMLU, Estate Agency, Intel Unit)

Wales Heads of Environmental Health Group

Wales Expert Panels and Lead Officers

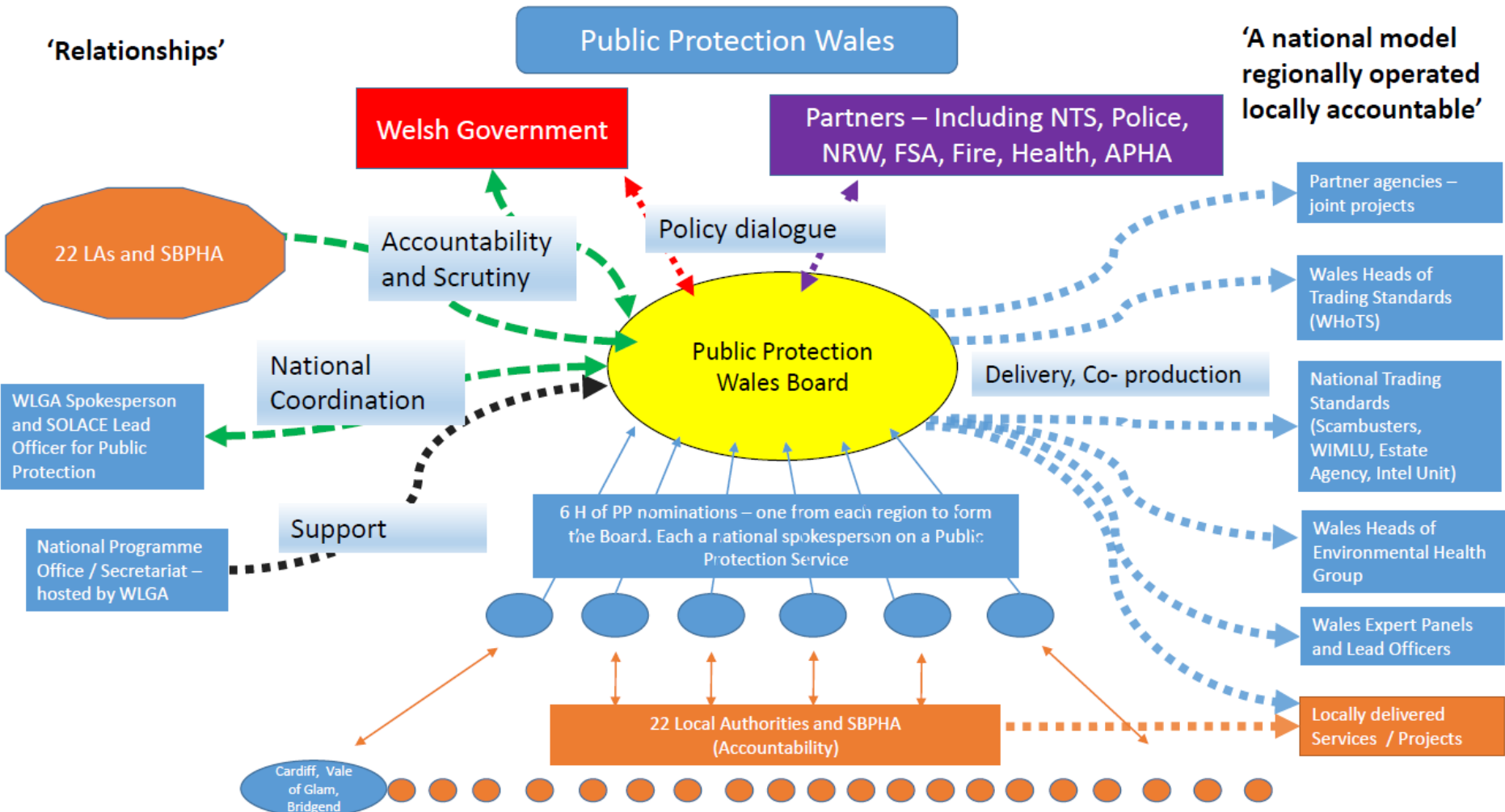
Locally delivered Services / Projects

22 LAs and SBPHA

WLGA Spokesperson and SOLACE Lead Officer for Public Protection

National Programme Office / Secretariat – hosted by WLGA

Cardiff, Vale of Glam, Bridgend



**'Key Services and
benefits provided'**

Public Protection Wales

**'A national model
regionally operated
locally accountable'**

Public Protection
Wales Board

UK and
Welsh Govts.

Partners –
Including
NTS, Police,
NRW, FSA,
Fire, Health,
APHA

Public Protection Wales: the 'go to' body for
Government and our Strategic Partners.

We:

- Provide a single point of contact for Public Protection in Wales; representing all Public Protection Services;
- Are experts in our field;
- Can commission the help you need to get things done;
- Make an impact on society; and
- Provide extraordinary value for money.

Our outward facing mission is to 'help deliver a safer, cleaner, fairer and healthier Wales'.

We can help:

- Reduce NHS and social care costs;
- Keep our children safe;
- Make Welsh businesses prosper;
- Protect our environment;
- Combat scams; and
- Ensure our food is safe to eat.

Public Protection Wales: the 'go to' body for every
Welsh Local Authority.

Our inward facing mission is to provide support for all Local Authorities and 'do it once for Wales', where this makes economic sense.

We:

- Have a seat at the 'top table' with Government to influence and serve your best interests;
- Know where the best practice is and how you can implement it;
- Procure at a national level to provide value for money;
- Provide expert guidance and interpretation;
- Supply templates and procedures for staff to use;
- Analyse the intelligence you require to prioritise your activity;
- Coordinate projects and publish results; and
- Market Public Protection Wales as a valued brand.

22 Local
Authorities
and SBPHA

Lessons Learnt

- Professionals agreeing
- Leadership
- Cultural Resistance
- Collaboration / Partnership / Sovereignty
- Resources
- “Selling” / Communication
- Compromise not a veto – win win... eventually

Change!!

Change Models Don't Really Work*



*Adapted from George Box

- John Kotter's 8 Step Change Model
- *Others are available e.g. Kurt Lewin 3 Phases (Unfreeze/Change/Freeze)
- **Assumptions:**
 - Linear & Predictable
 - Rational Behaviour
 - Incentivise the Good
 - Leadership
 - Comms Plans
- **But Evidence Suggest NOT...**
- Approx. 70% do not deliver
 - Where else would this failure rate get business plan approval?
 - Keep on trying... (insanity?)
- **WHY?**
 - People are not lab test subjects
 - Change fatigue
 - Manager behaviour

‘The road to ruin is paved with good intentions’ – so what do we need to do?

- Strengthen partnerships and collaboration (local, regional and national)
 - Embrace the principles of ‘Prudent Healthcare’
 - Do what only you can do
 - ‘Only do what only you can do’
 - Do the right things but do them right!
 - Change behaviours and ‘nudge’ citizens and communities
 - Make every contact count
 - Value, respect and resource LA Public Protection Services
- In 2013-14, EH spending accounted for **0.44%** of all local government expenditure (£39.5m million out of a total expenditure of £9,047m).
- Future proof public strategy, policy and decisions
 - Use what is there already WBFG Act / Prosperity for All etc
 - ***Work together*** to manage the impacts of cuts to levels of service
 - Publicise success and achievements

- Action should be taken to ensure sustainable Council environmental health services.
- Councils identify regulatory risks that are local, regional or national and collaborate to deliver on an appropriate basis.

(Healthier, Happier, Fairer - CMO's Annual Report 2014-15)

Creating the linkages..... Chasing the Dragon..

Public Protection Cymru



WELL-BEING OF FUTURE GENERATIONS ACT

MAKE WALES THE COUNTRY WE ALL WANT IT TO BE



**Prosperity for All:
the national
strategy**

Taking Wales Forward



14th March 2018

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Diolch am wrando / Thanks for listening

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