



Department
for Business
Innovation & Skills

Better
Regulation
Delivery Office

BETTER REGULATION DELIVERY OFFICE

DELIVERY PLAN 2014-2015 APRIL 2014



INTRODUCTION

This is the third annual delivery plan for the Better Regulation Delivery Office (BRDO), part of the Department for Business, Innovation and Skills.

BRDO exists to drive better delivery of regulation, working with business, regulators and policy makers to make regulatory delivery more consistent, transparent and accountable. Regulators often comprise the front line of business interaction with Government and their actions impact directly on the ability of businesses to grow and succeed. Our approach to reform prioritises actions that support sustained growth and improve social and environmental protections.

In the last 12 months, we have worked with businesses and regulators to co-produce a new **Regulators' Code** that sets out a new framework for good regulation. We have introduced the **Growth Duty** into Parliament through the **Deregulation Bill**. We have extended **Primary Authority** to enable thousands more small businesses to benefit from assured advice. Through our partnership with the Local Enterprise Partnerships, **Better Business for All** is helping create better relationships between regulators and business at the local level.

Whilst we have made good progress – a more detailed list of our achievements can be found at page 4 – there is plenty more to be done. This plan sets out our priorities and key deliverables for the year ahead, and describes how we will use our resources to deliver these priorities across the UK. We also work with Welsh Government to deliver a specific programme of activity in Wales, funded separately.

CONTEXT

The UK is proud to be a great place to do business, and a great place to start a new business. Regulation, delivered well, has the potential to be a positive support to business, enabling a level and fair competitive playing field. Poor delivery, that is not focused on supporting business compliance, increases business costs and reduces confidence, and results in duplication, inconsistency, inefficiency and a lack of accountability to business.

Transforming the delivery of regulation to address systemic issues requires a clear and coherent programme of activity. This includes addressing the frameworks and 'rules' of regulatory delivery, improving accountability mechanisms, and focusing on the competency and professionalism of front line officers to improve the outcomes delivered through regulation, such as improved public health, safer communities and a protected environment.

There is a collective challenge ahead to maximise the use of limited and reducing state resources. Addressing this challenge will include greater use of earned recognition for businesses, alternatives to enforcement, and harnessing the power of consumers in influencing business compliance. Regulatory interventions need to consider the needs of business, including the importance of proportionate and targeted action, the value of assured advice and the role that regulators can play in improving business control and confidence.

By improving delivery, we are removing burdens, reducing the costs of compliance, providing greater certainty for businesses, enabling confident investment decisions and creating an open and transparent system that can hold regulators accountable for their activities.

KEY ACHIEVEMENTS 2013-2014

- **Primary Authority** has been extended to include co-ordinated partnerships and **four** new regulatory areas, opening the way for **thousands** more businesses to benefit from clearer advice and more consistent enforcement.
- **1500** businesses now hold **Primary Authority** partnerships with local authorities.
- The interactive **Primary Authority** Register went live, replacing the previous outdated IT system.
- The new framework for regulatory delivery – **the Regulators’ Code** – was published.
- We provided grants worth over **£250,000** to local authorities, trade associations and national regulators, supporting innovative regulatory delivery.
- Draft guidance on the forthcoming **Growth Duty** was published.
- **14** Local Enterprise Partnerships and **103** local authorities are now engaged with the **Better Business for All** programme.
- **Four** new technical knowledge sections were added to the **competency framework** tools, taking the total to **17**, and the number of registered users of the **self assessment** tool increased to over **3000**.
- We launched the data sharing **IRIS pilot** involving local and national regulators, using data-sharing agreements and a software tool.

PRIORITIES FOR 2014-2015

In 2014-2015, we will focus on changing the behaviour and action at the front line through implementing key measures. We will work with our stakeholders to ensure that change is being felt by business and regulators. Our priorities for the year ahead are as follows:

- 1. Delivering Primary Authority** – building capacity amongst enforcing authorities, providing support to local authorities, businesses and trade associations to form partnerships, and improving the quality of advice provided.
- 2. Introducing the Growth Duty** – completing the Parliamentary process for the Deregulation Bill, and publishing guidance and tools to support regulators in implementing the duty.
- 3. Implementing the Regulators' Code** – working with national regulators and local authorities, sharing tools and good practice developed by regulators, and raising awareness of the code with business representatives.
- 4. Enabling data sharing** – addressing one of the key requirements of the Regulators' Code by carrying out consultation, research and piloting to identify solutions to improve data sharing between non economic regulators.
- 5. Changing the behaviour of front line regulators** – extending use of Better Business for All at a local level, increasing usage of the competency for regulators framework by front line regulators and supporting innovation by regulators.
- 6. Building our consultancy and advisory services** – exploring opportunities to provide advisory services on regulatory delivery, and strengthening existing relationships with our partners.

PROGRAMME PLAN

<p>PROGRAMME DELIVERY AREA:</p> <p>1. Primary Authority</p> <p>Lead: Duncan Johnson, Deputy Director</p>	<p><i>Working with businesses, local authorities and national regulators, BRDO will effectively operate Primary Authority to ensure that as many businesses as possible benefit from assured regulatory advice and reduced burdens. We will support trade associations to form partnerships, ensuring that even the smallest businesses can receive improved advice.</i></p>		
<p><u>ACTIONS</u></p>	<p>Start date</p>	<p>End date</p>	
<p>1.1 Operate the Primary Authority scheme, including nominations and determinations</p>	<p>Ongoing</p>	<p>Ongoing</p>	
<p>1.2 Deliver further enhancements to the Primary Authority Register (database) to improve user experience</p>	<p>April 2014</p>	<p>November 2014</p>	
<p>1.3 Provide tools and resources to support businesses, trade associations, local authorities and fire authorities to form partnerships</p>	<p>April 2014</p>	<p>March 2015</p>	
<p>1.4 Work with local authorities, fire authorities and trade associations to build their capacity to participate in Primary Authority</p>	<p>April 2014</p>	<p>March 2015</p>	
<p>1.5 Simplify the Primary Authority legislative framework, working with policy departments</p>	<p>April 2014</p>	<p>January 2015</p>	
<p><u>MILESTONES</u></p>			
<p>Primary Authority Awards recognising excellence in delivery</p>	<p>July 2014</p>		
<p>Upgrades to Primary Authority Register delivered</p>	<p>November 2014</p>		

PROGRAMME PLAN

<p>PROGRAMME DELIVERY AREA: 2. Implementation and Engagement Lead: Sarah Smith, Deputy Director</p>	<p><i>BRDO will work with a broad range of stakeholders to implement better regulatory approaches at the front line, including Better Business for All. We will ensure that the requirements of the Regulators' Code and Growth Duty are understood and embedded in the way regulation is delivered.</i></p>	
<u>PROJECTS</u>	Start date	End date
2.1 Increase local authority participation in the Better Business For All initiative, including through the provision of tools and resources	Ongoing	March 2015
2.2 Develop pilots to explore linkages between enterprise and regulatory delivery support provided at the local level	June 2014	March 2015
2.3 Deliver the Better Enforcement programme, working with national and local regulators to embed the Regulators' Code, the Growth Duty appeals and other measures	Ongoing	March 2015
2.4 Further develop the Common Approach to Competency for Regulators, including a revised core skills module, and increase usage by front line regulators	Ongoing	Ongoing
2.5 Engage with stakeholders, including in devolved administrations, to support implementation and facilitate open policy making regarding regulatory reform	Ongoing	Ongoing
<u>MILESTONES</u>		
Deregulation Bill (Growth Duty) receives Royal Assent	October 2014	
Revised core regulatory skills competency framework published	December 2014	

PROGRAMME PLAN

<p>PROGRAMME DELIVERY AREA: 3. Strategy and Programmes Lead: Kate Fletcher, Deputy Director</p>	<p><i>BRDO will work with regulators to develop innovative approaches to regulatory delivery that embed the Regulators' Code. We will provide advisory services on better regulatory delivery, both here in the UK and overseas, and ensure that all BRDO resources are focused on delivering improved conditions for sustained economic prosperity and protection.</i></p>		
<p><u>PROJECTS</u></p>	<p>Start date</p>	<p>End date</p>	
<p>3.1 Explore solutions to enable improved data sharing between non economic regulators, including piloting of the Intelligent Regulatory Information System (IRIS)</p>	<p>Ongoing</p>	<p>December 2014</p>	
<p>3.2 Encourage innovative models of regulatory delivery with local and national regulators that assist in creating conditions for sustained growth</p>	<p>May 2014</p>	<p>March 2015</p>	
<p>3.3 Improve the export investment climate for UK businesses through regulatory delivery reforms, working with partners including UKTI, FCO, World Bank and DFID</p>	<p>Ongoing</p>	<p>March 2015</p>	
<p>3.4 Design new ways of working to improve the use of front line delivery experience in policy making</p>	<p>July 2014</p>	<p>November 2015</p>	
<p>3.5 Develop a model for cost recovery advisory services on better regulatory delivery, reflecting the UK's leading edge experience on regulatory reform</p>	<p>April 2014</p>	<p>September 2014</p>	
<p><u>MILESTONES</u></p>			
<p>Government response on options for improved data sharing</p>	<p>October 2014</p>		
<p>Conference: Inspection Reform Breaking Down Barriers to Trade and Investment</p>	<p>September 2014</p>		

RESEARCH AND EVALUATION

Evaluating the impact of our activity is critical to delivering our objective to create the conditions for a better regulatory environment. In the year ahead, we will carry out the following activities to better understand the impact of our work:

- Carry out a Post Implementation Review of Primary Authority – five years after the introduction of Primary Authority, this review will assess the impact of the scheme, in particular determining the extent to which the scheme has met the original policy objectives
- Evaluate the impact of the Better Enforcement Programme, including the Regulators' Code and the Growth Duty – continuing to build evidence on the impact of reform measures on businesses experience of regulatory enforcement
- Carry out a survey of businesses engaged in Better Business for All – two years after the launch of Better Business for All in two pathfinder Local Enterprise Partnerships, this survey will assess business perceptions of the benefits that the scheme brings to local businesses

We will also carry out research to better understand the needs of stakeholders and to improve the evidence base for policy solutions for better regulatory approaches. This will include:

- Exploring barriers – both perceived and actual – to improved data sharing between non-economic regulators
- Understanding pressures on regulatory resources and front line service delivery

PARTNERS

Partnership working and collaboration is key to BRDO's way of working and strategic approach. Our work is informed by the views of a series of expert panels, namely:

- **Business Reference Panel** – representing nearly one million businesses, the panel includes a broad range of trade associations and business representative groups, representing diverse business interests and views.
- **Regulatory Excellence Forum** – this forum brings together national regulators, policy departments and professional and representative bodies with the common aim of simplifying the complex regulatory system in order to improve regulatory delivery.
- **Local Authority Reference Panel** – a group of 25 senior local authority environmental health, trading standards, licensing, port health and fire officers providing practitioner experience and expertise to shape BRDO's work from a range of front line perspectives.
- **Welsh Regulators' Forum** – working with the Welsh Government, BRDO co-chairs the Forum that provides a source of advice and information on development, delivery and enforcement of regulation to inform decision-making and strategic direction in Wales.
- **Primary Authority User Group** – this practitioner group was formed to draw upon the experience and insight of businesses and local authorities participating in partnerships to support the continued development and extension of Primary Authority.

PERFORMANCE INDICATORS

<p>Inputs</p> <p>1. Income received from advisory services – target of £330k (10 per cent of BRDO programme budget)</p>	<p>Outputs</p> <p>1. Number of businesses participating in PA – target of 3000 businesses (100% growth in businesses)</p> <p>2. Number of businesses holding a partnership for Fire Safety – target of 100 businesses</p> <p>3. Number of local authorities engaged in Better Business for All – target of 150 local authorities (50% growth in users)</p> <p>4. Number of registered users for competency – target of 4500 users (30% growth in users)</p>
<p>Outcomes</p> <p>1. Percentage of regulators that report that tools and guidance provided by BRDO, on topics such as Regulators’ Code and Better Business for All, have assisted them in implementing better enforcement approaches – target of 85%</p> <p>2. Percentage of primary authorities that are issuing assured advice – target of 60%</p> <p>3. Percentage of enforcing authorities (including fire authorities) that are dealing with correctly with notification requirements – target of 85%</p> <p>4. Percentage of regulators meeting the transparency requirements of the Regulators’ Code – target of 75%</p>	<p>Impact</p> <p>1. Percentage of businesses that believe the regulatory environment is improving – baseline to be established through the business survey</p> <p>2. Percentage of regulators that consider business as a customer – baseline to be established</p> <p>3. Percentage of regulators that understand their role in supporting growth – baseline to be established</p>

TABLE OF SPENDING FOR 2014/15

BRDO is funded by BIS, and receives additional funding of £194,000 from Welsh Government to deliver the dedicated programme of activity in Wales. We also raise income through providing advisory services to partners in the UK and overseas. In 2014/2015, our total income is projected to be £320,000.

	2014/15
Programme Near Cash spending	£2,889,000
Admin Near Cash spending	£428,000
Capital spending	TBC
Admin Non Cash spending	£130,000
Income (estimated)	£320,000

ORGANISATIONAL STRUCTURE

