

Effective Regulatory Delivery E-Handbook



Introduction



This handbook brings together tools, guidance, case studies and resources developed by, and with, local authorities, to support effective regulatory delivery. It brings together much of the work from the national Better Business for All (BBfA) programme which has been running for over 10 years.

Background

BBfA is a partnership approach between business, local regulators, the Local Enterprise Partnership and Growth Hubs to simplify the local regulatory system and support business growth. Partnerships focus on the issues affecting local businesses and takes a strategic approach to providing effective support services. Although the Office for Product Safety and Standards (OPSS) is not directly supporting BBfA, this e-book provides a library of reference materials for those thinking of forming a partnership; or for regulators seeking inspiration for better regulatory delivery. All of the examples are real and practical: <https://www.gov.uk/guidance/better-business-for-all>

Disclaimer

The handbook includes resources which were developed several years ago and are provided as simple guidance for regulators exploring ways of working effectively with businesses. Please note that some of the literature may not be up to date and you should carry out your own checks to confirm relevancy and accuracy. Organisations, government policy and legal references may have changed since first publication.

Introduction

How to use this handbook

To navigate through this handbook, use the [contents page](#) to view the sections. Each section includes various resources, information and case study examples of effective regulation in practice, demonstrating how you can replicate this in your area.

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Building Culture

Building Evidence

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Glossary





Building Evidence

It is important to obtain evidence to determine the appropriate regulatory delivery approaches for businesses. This section highlights potential sources of information and tools for gathering intelligence and evidence.

Local Business Intelligence

Local & National Priorities



Local Business Intelligence



Tools to help understand how local businesses perceive regulators, what issues they face and how they feel local regulatory delivery can be improved.

Diversity & Inclusion Survey
Example

Business Surveys Example

BBfA Business Survey
Guidance

City of York Business
Perceptions Survey 2019

Local & National Priorities



Your regulatory approach should support local and national economic priorities. Having an understanding of national and local economic growth priorities is an important step in demonstrating why regulators are an important part of the business support network.

This section references reading and research to consider:

Local Priorities

National Priorities

Local Priorities



In each locality there will be local and regional plans which set out economic priorities.

Local authorities produce local **economic plans** and **Council Business Plans** which set out priorities and action plans. Driving economic prosperity, investment and growth will usually be one of the main priorities and could provide evidence to support future regulatory delivery approaches.

Local Enterprise Partnerships (LEPs) set out **Strategic Economic Plans** (usually long term) and Delivery Plans (annual, shorter term) for a region.

Regulators may not think that this is anything to do with them but good local regulation, whether supporting businesses or dealing with non-compliant businesses, makes an important contribution. For example, priorities may include regenerating high streets and towns; business scale ups and increasing exports in small and medium-sized enterprises (SMEs).

National Priorities



This details some of the current national government policies:

Levelling Up the United Kingdom

<https://www.gov.uk/government/publications/levelling-up-the-united-kingdom>

Business Regulation: Business Perceptions Survey 2020

Knowing how businesses perceive regulators supports the development of regulatory approaches which best address those perceptions. As well as local business surveys there are also national surveys and research which can contribute:

<https://www.gov.uk/government/publications/business-regulation-business-perceptions-survey-2020>

High Streets and town centres

Guidance, news and communication on supporting the High Street economy

<https://www.gov.uk/housing-local-and-community/high-streets-and-town-centres>

The Local Government Association

Many local authorities are member of the Local Government Association (LGA). The website often references key publications and topical news for Councils about economic matters.

<https://www.local.gov.uk/>

Improving Tourism Small and medium-sized enterprise (SME) Productivity



Building Partnerships

Examples of models and techniques that regulators have used to build partnerships, including BBfA.

BBfA

Business Engagement

Collaboration, Buy in

Regulatory Landscape



Better Business for All (BBfA)



Resources in this section will support local authority regulators who wish to set up a BBfA programme and would like guidance on planning and structure. The resources have been tested and used by BBfA partnerships to build and sustain successful programmes.

This section compliments the wider resources **in this handbook** which provides a range of tools to support successful regulation.

A formal BBfA programme is not a prerequisite to better regulatory delivery but it can provide a formal structure with a more strategic focus to drive change and achieve outcomes.

BBfA Approaches

BBfA in Practice

A list of active partnerships

BBfA Case Studies

Collaborative Regulatory Partnerships



These partnerships have produced some of the excellent work that is showcased in this handbook. Partnerships described as BBfA have included business organisations; focus on simplifying regulatory delivery and supporting business growth. They plan regulatory work using business insights.

North West	North East	Yorkshire & Humber	East Midlands	West Midlands	East Of England	South East	South West	London
GMCRE	North East Public Protection Group	York BBfA	Leicester & Leicestershire	Black Country BBfA	New Anglia	Hertfordshire	Cornwall	London Strategic Regulatory Network
Cumbria BBfA	Tees Valley	Humber BBfA	South East Midlands	The Marches (Shropshire)	Cambs and Peterborough	Kent and Medway	Heart of the South West BBfA	
Lancashire		Sheffield City (and Derbyshire) region BBfA	Lincolnshire BBfA	Northamptonshire BBfA	Essex	East Sussex	West Of England (N Somerset, S Gloucestershire, Bristol and Bath)	
				Worcestershire BBfA		West Sussex	Gloucestershire	
						Hampshire	Dorset (previously included Bournemouth and Poole now unitary)	
						Isle of Wight	Wiltshire	
						Surrey		
	Key							
	Formal BBfA							
	Reg Collaboration							

BBfA Approaches



Here you will find the following resources :

The BBfA journey and a strategic approach to BBfA

BBfA: Briefing notes, governance, committee reports

BBfA Branding guidelines and logos

BBfA: Glossary of Terms

Guidance and examples taking you through the stages of the BBfA journey and a strategic approach to BBfA



BBfA Journey

BBfA Programme Overview

BBfA Terms of Reference

Communication for the BBfA Partnerships

BBfA Starting the Conversation

BBfA Demonstrating Impact

Partnership Charter Template

Stakeholder Prompt Sheet

BBfA & Trading Standards

12 months outcome template

Templates and worked examples for briefing notes, governance, committee reports



Briefing Note Template

Briefing Note Example

Programme Plan Template

Programme Plan Example

Workplan Example

BBfA Governance

Branding guidelines and logos



BBfA Brand Guidelines

BBfA Main Logo

BBfA Logos

BBfA in Practice



Many successful BBfA partnerships have been established in England. As well as accessing this resource we know that new and prospective programmes find it beneficial to contact active partnerships to understand how BBfA works.

Details of known BBfA partnerships can be found here:

List of Active programmes

Partnership Examples

Partnership Examples



North West

Cumbria

Greater Birmingham & Solihull

North West Regional Network

Lancashire

Leicestershire

South East

Horsham

Business Engagement



Understanding business needs is essential for your partnership to set priorities and improve regulatory delivery. This section provides supporting tools & guidance to start the conversation with business and support your business offer.

Business Engagement

BBfA Business Breakfast briefing -
The Leicester and Leicestershire
Enterprise Partnership

Greater Manchester BBfA Offer

Tourism Business Support
Landscape - Guide for Regulators

Collaboration, Buy in



Starting a conversation

Sharing regulatory data

Starting a conversation

This section provides tools and examples to start the conversation with stakeholders, sell the benefits of collaborative regulatory delivery and gain buy in for partnership tools.



Councillor Briefing Note

Briefing note an overview for Local Enterprise Partnerships

Briefing note for Reg Services staff

Regulator Survey Example

BBfA Starting the Conversation

Regulator Business Support Example

Demonstrating the burden on business

Briefing paper on developing & communicating your Reg Services offer

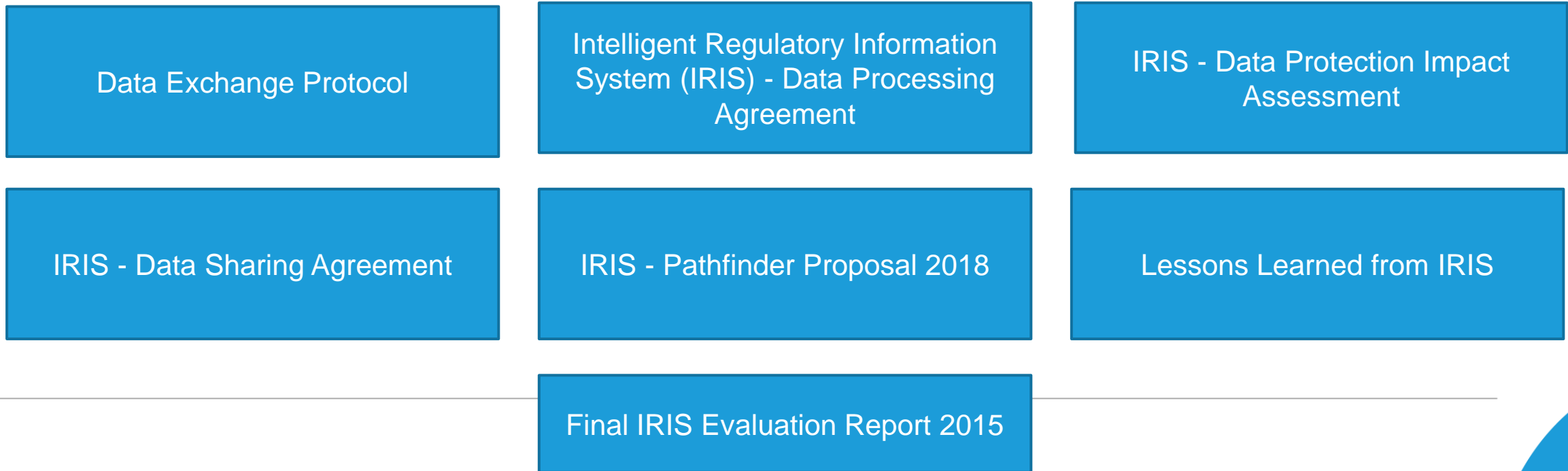
Sharing Regulatory Data



This section provides background on pilots supported by OPSS to facilitate sharing intelligence data across regulators. This contributes to the principles of the Regulators Code to share information about compliance and risk.

Although the pilot did not progress to live data sharing, the learning could be useful for regulators thinking about how to use data across services, organisations and local authority. The templates provide sample wording which could be used as a starting point in drafting Data Sharing Protocols and Data Impact Assessments.

Please note that the documents and templates are historical and will not be updated. Local authorities and other stakeholders must consult with their own legal services and ensure that they comply with, and are conversant with current data protection law.



Regulatory Landscape



Active collaboration between regulators, business support organisations, and businesses is essential for regulatory delivery. This section provides tools and guidance to support each stage of effective collaboration between stakeholders.

BBfA Directory

Working with Economic
Development Toolkit

Regulators: Supporting Tourism
(Visit England) in Bath, Bristol &
Wiltshire

BBfA & Growth Hubs

Organisational Awareness
Workshop Examples

Intro to BBfA

Regulator Perception Surveys

Meet the Regulator Workshop
Resources

North West Regional BBfA Event
2020

Regulator Perception Surveys

Examples of surveys to test regulators understanding of business perceptions



North East BBfA Staff Survey

Perception Questionnaire Example

Meet the Regulator Workshop Resources



Text, slides, agendas and scenarios to assist in running organisational awareness events

Getting to know you - Business

Getting to know you - Facilitator

Getting to know you - Slides

Intro Invitation

Lancashire – Meet the Regulator

North East BBfA Workshop

North West Regional BBfA Event 2020



North West Introduction to BBfA

This section provides tools based on an Organisational Awareness event held in the North West in 2020. Regulators and Business Support Organisations in the North West came together to present a series of recorded webinars highlighting priorities and activities and how they supported local businesses. The webinars were open to regulators and organisations supporting business in the North West and were designed to break down silos and improve collaborative working so that businesses could benefit from better informed business support.

Please note that the tools were current at the time and may need updating to reflect legislative and other changes.

North West BBfA Admin

Presentations

North West BBfA Delegate Pack

YouTube Recordings

North West BBfA Admin



Resources to help you set up a regional BBfA Event

North West Strategic Approach to
BBfA

Promotional Wording

Eventbrite Wording

Session Housekeeping Script

Speaker Brief - Business

Speaker Brief - Regulator

North West BBfA Delegate Pack



Guide to Register

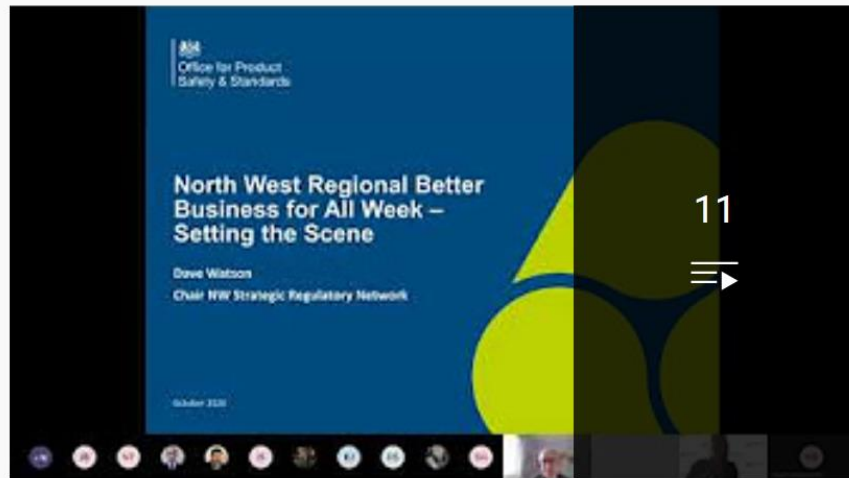
BBfA Schedule

BBfA Lexicon

Presentations



Click [here](#) to access the YouTube Playlist of our North West BBfA event where all sessions were recorded and uploaded



NW BBfA

Office for Product Safety and Standards

Introduction to BBfA repeat • 1:01:53

Meet Cheshire Warrington GH • 36:05

[VIEW FULL PLAYLIST](#)



Office for Product
Safety & Standards



Building Culture

Resources and examples which supports regulatory culture which builds on an understanding of business insights

Changing Perceptions

Understanding Business
Perspectives



Changing Perceptions



Examples of projects and resources which gave regulators an understanding of how they were perceived by regulators



Food Standards Agency Communicating for Compliance Report

Neuro-linguistic programming (NLP) Letter Templates

Presentation: Better Dialogue with Business 2022

Behavioural Insights Training – Case Study

London Diversity & Inclusion Staff Survey

Training: Behavioural Insights



Case study 1: Behavioural
Insights

Case study 2: Behavioural
Insights

London Diversity & Inclusion Staff Survey



Case Study

London D&I Report

Questionnaire Example

Food Standards Agency Communicating for Compliance Report

An example of a regulatory project supported by the Food Standards Agency to improve compliance through written communication

* RCT – Randomised Control Trial

Shared Learning Day -
Annotated Letter

Food Standards Agency RCT
Checklist England

Food Standards Agency RCT
Email England

Food Standards Agency RCT
Letter England

Growth Hub Website Directory



Neuro-linguistic programming (NLP) Letter Templates



NLP Original Letter

NLP Letter Part 2

Parking in Taxi Ranks letter with explanation

3% Project Letter

Empty Homes Letter

Standard Enforcement Letter

Understanding Business Perspectives

Resources to help regulators understand businesses

Business Awareness Training
for Regulators 2022

Demonstrating the regulatory
burden of starting a business
infographic 2022





Business Support Tools

Resources developed by regulators to support business compliance and understand regulation

Business Advice

Business Support Approaches

Primary Authority

Simplification Projects

Training & Case Studies

Business Advice



Local authority regulators have developed tools, training and resources to support businesses. Here are examples of resources that could help regulators navigate through the requirements of different regulators. They are particularly helpful for small business start ups.

Business Regulation Made Simple

Regulators Advice for Business
Z card Example

Kent and Medway: Start a
Business resource

Example of Regulator Support to
Businesses
Hot Tub Safety Toolkit

Example of Regulator Support to Businesses

Hot Tub Safety Toolkit

This toolkit was created through a partnership between Southwest Councils and Devon and Somerset Trading Standards and Professional Association of Self Caterers (PASC UK). **The Hot Tub Safety Toolkit** and series of bit-size webinars provides hot tub operators (such as holiday accommodation owners) with practical guidance to ensure a safer and more enjoyable experience for their customers..

The package that been designed so that it can be used by staff at all levels including both experienced and new operators



Hot Tub Safety Toolkit

Business Support Approaches



Guidance: Developing
Communicating your business
support Offer

Report: Engaging With Diverse
Businesses

Stoke-on-Trent and
Staffordshire Case Study

Growth Hub Presentation: Meet
the Regulators

North East BBfA Social Media
Campaign Research Project

Regulators Referrals Template
Fire and Rescue Service
Trading Standard

Horsham & Mole Valley
Hospitality Skills Training

Horsham & Mole Valley Hospitality Skills Training



This was a project led by Horsham District Council and Mole Valley to upskill the Hospitality sector in local authority regulation.



Project Background

Training Resources

Project Report

Primary Authority



OPSS manage the Primary Authority scheme on behalf of the Secretary of State. As the scheme has developed and the eligibility criteria extended, the resources to support effective delivery of PA have reflected the growth.

As well as training, templates and tools, there are a number of networks supported by OPSS to support delivery of effective partnerships including Primary Authority Regional Groups, Primary Authority Sector Panels and the Primary Authority Business Group

The Local Authority Unit in OPSS support all LA colleagues in Primary Authority as PA providers, enforcing authorities, and new PA providers <https://www.gov.uk/government/publications/primary-authority-overview>

Primary Authority Tools: Draft Primary Authority Action Plan

Primary Authority Tools: Useful links

Presentation: Marketing Primary Authority

Report: Testing digital approaches to increasing business awareness of PA

Simplification Projects – Supporting Business



Local authority regulatory services have carried out a wide range of projects to simplify regulatory delivery for those they regulate and support business. The following are examples of the projects:



Simplifying the delivery of
Regulation

Simplification Projects: Full list
by region

Training & Case Studies

Examples of training and case studies

Case Studies

Training and Workshops



Case Studies



The following case studies demonstrate some of the activities that regulators have developed to collaborate better together and to support businesses. The case studies include example where businesses have saved time and money and supports the real impact regulatory services can have on supporting businesses to meet their obligations.

Case studies, where the stories are told from the business perspective are very powerful and all partnerships have been encouraged to build a suite of these to use in their localities. The Office for Product Safety and Standards has collated a number of these case studies in this e-book accessed via this link:

<https://view.pagetiger.com/bbfa-case-studies/BBFACasestudies>

The National Fire Chiefs Council

Example of Regulator Support to Businesses
Hot Tub Safety Toolkit

BBfA Case Studies

Training and Workshops



The following are examples of training and workshops developed for, and by regulators to improve their understanding of businesses and how they can effectively communicate with business owners.

Getting to Know You –
Regulator Awareness

Regulators Referrals Template
Fire and Rescue Service
Trading Standard

Growth Hub Training

Leadership Skills for Chairing
Partnerships Effectively