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Running to keep up: A research journey

Ruth Plume, Alan Page and Hemda Garelick

CIEH: Research Practice Conference: Bridging Policy and Practice with Research 12th November 2015
Content of presentation

- Research environment - changing and complex
- Research question?
- Research design
- Data analysis
- Interim Results
- Lessons learned
Local Authority regulatory services
 Its complex

Over-regulation
Practice climate
Perceptions of govt, media and business

Under regulation


Hidden cost to the state Shalin 2009. ‘Porter hypothesis’ (Porter &van der Linde, 1995) – greater regulatory stringency stimulates innovation, thereby enhancing productivity

Inconsistency with other regulators, particularly for national companies

Over-enforcement leading to economic disadvantage against competitors, closure of firms, impact of closure on perception of locale, employment, empty buildings

Focusing on low risk, stifling business growth

Perception in govt and media of regulatory crisis (Hutter 2005). Critiques of command and control (Baldwin and Black 2008, Young 2010) and anti-competitiveness (Global competitiveness reports 2005-7 in Sala-i-Martin 2011)

Over-enforcement leading to economic disadvantage against competitors, closure of firms, impact of closure on perception of locale, employment, empty buildings

EU

Legislation to enforce

Govt legislation

Legislation to enforce

Approaches to regulation

Link between regulation and developing public health (WHO 2006)

New management approaches Grant Thornton 2014

Hampton, Macrory, Philips, Gerson, Anderson, Lofested, Young

Lipsky, Hutter, Fineman, Crool and Ayee, Evans and Harris

2 tier inspections Regulatory officer “eyes and ears” x-training

Localism/Devolution *resource, need, economics, politics, Sandford 2015

Economics and regulation

Better/Smart regulation Kellett 2008

Govt Reviews

Street level bureaucracy

Models for change

Skill set

Budget reductions Gainsbury and Neville 2005

New roles

Priorities

Resource, need, economics, politics, Sandford 2015

Hidden cost to the state Shalin 2009. ‘Porter hypothesis’ (Porter &van der Linde, 1995) – greater regulatory stringency stimulates innovation, thereby enhancing productivity

Research question?

• “What are the lessons to learn from the implementation process for differing and evolving service delivery models for environmental health?”

• Important to document the process and the experience so that we learn the lessons in real time to enhance service delivery.

• Create an evidence base.
Research Design

- Research question
- Design data collection – open reflective interviews
- Selection of cases
- Conduct case study interviews, transcribe and examine data
- Identify emerging themes, Explore themes, Draw conclusions, Modify Theory, Suggest lessons learned, Make recommendations
Case studies: types of organisations

• Entire environmental health service outsourced to a large private sector organisation
• Regional shared public protection service,
• Proposed mutualisation,
• Shared services (management only)
• Shared services (field officers and management).
Participants

- To date, there have been 11 participants from 8 organisations.
- The participants and their place of employment are not identified by name.
- The interviews have been carried out over a 14 month period from July 2014 to September 2015.
- One of the participants has been interviewed several times over a twelve month period as the new service delivery evolved.
- Following a presentation of my initial findings at the 115th CIEH National Conference 2 further participants recruited from 2 more organisations for the refinement of the theme analysis.
Research Design

- Research question
- Design data collection
- Selection of cases
- Conduct case study interviews, transcribe and examine data
- Identify emerging themes, Explore themes, Draw conclusions, Modify Theory, Suggest lessons learned, Make recommendations
Data analysis

- Familiarisation
- Initial Coding
- Organisation
- Refinement: Theme development: Theme concept model
- Argument
Data Analysis so far

- Transcription of Data
- Manual Coding of recurrent words and meanings relating to the research question

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Emergent Themes

- Managing changes effectively
- Understanding the reasons for change
- Understanding the nature of environmental health
- Viability of the proposal
- Meaningful consultation
- Planning and timeliness
Understanding the reasons for change
Viability of the proposal

Viability of the proposal

- Logistics
- Legality
- Cost
- Commercial viability
- Getting it right
- Alternative models
- Emerging service demands
- Flexibility
- Workforce skills
- Resilience
- Risk
Meaningful consultation

- Questions
- Answers
- Problems
- Solutions
- Honesty
- Appeasing staff
- Flexibility
- Trust
- Engagement
Managing changes effectively

Managing changes effectively

Skills development
Emerging service demands
Customer satisfaction
Conflict
Trust
Process
Impact of changes
Difficult
Anxiety
Fear
Understanding the nature of environmental health

- Problem solving
- Priority
- Awareness
- Breadth
- Knowledge of environmental health
- Improving public health
- Statutory
- Regulatory
- Emerging service demands
Planning and timeliness

Planning

Timescale

Pressure

Detail

Getting it right

Opportunities

Challenges

Risk

Expected levels of service delivery

Specification

Outcomes
Research in a complex and changing environment: Lessons learned

- Be clear about the purpose of your study
- Flexible research design: able to evolve
- Initial research question may be tentative
- Method of data collection – need to make a decision but not rigid.
- Research question may develop and data collection adapted.
- Layers of data analysis: Present studies in stages.