

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

WORCESTERSHIRE REGULATORY SERVICES

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY 19TH FEBRUARY 2015, AT 4.30 P.M.

THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

SUPPLEMENTARY DOCUMENTATION

The attached papers are Appendices B to F of the Worcestershire Regulatory Services Business Plan 2015/2018.

- 6a Appendices B to F, Worcestershire Regulatory Services Business Plan 2015/2018 (Pages 1 – 210)

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10th February 2015

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Authority Name:	Worcestershire County	Budget	£
Functions provided:	Trading Standards	2013-14 Budget Contribution:	1,694,489
Population:	5,660,000	2014-15 Savings Identified:	NA
No Active Business Entities:	23,680	Additional Savings Required 20:	500,000
No Food Businesses:	4,935 (1/2/5 yr inspection frequency in theory)	Savings Required 2015/16:	250,000
		Savings Required 2016/17:	550,000

Suggested Method of Delivering Savings 2014/15:		Saving £
Service Reduction:	Eliminate all non-statutory elements of service and move to minimum delivery on all statutory duties	500,000
Efficiencies:	Reduction in Hosting 10%	7,705
Channel Shift & Transformation:		
		Full Year Saving: 507,705
		7 Month Saving - Sept - March'15 299,372

Suggested Method of Delivering Savings 2015/16:		Saving £
Service Reduction:	further across the board reductions in service	84000
Efficiencies:	Further Reduction in Hosting 5%	3,853
	Accommodation and ICT host change	158,000
Channel Shift & Transformation:	Impact of new ways of working (remote & flexible working, self service via the web)	6,000
		Full Year Savings: 251,853

Suggested Method of Delivering Savings 2016/17:		Saving £
Service Reduction:		
Efficiencies:	Further Reduction in Hosting 5%	3,853
Channel Shift & Transformation:		
		Full Year Savings: 3,853

Other Options for Savings: 2014/15	Saving £
Change to Delivery/ Year	
Service Reduction	
Efficiencies	
Channel Shift	
Transformation	
Total Saving	<u><u>0</u></u>

Other Options for Savings: 2015/16	Saving £
Change to Delivery/ Year	
Service Reduction	
Efficiencies	
Channel Shift	
Transformation	
Total Saving	<u><u>0</u></u>

Other Options for Savings: 2016/17	Saving £
Change to Delivery/ Year	
Service Reduction	
Efficiencies	
Channel Shift	
Transformation	
Total Saving	<u><u>0</u></u>

Authority Name:	Worcester City	Budget	£
Functions provided:	Env. Health & Licensing	2013-14 Budget Contribution:	623,240
Population:	99,600	2014-15 Savings Identified: NA	
No Active Business Entities:	3,185	Additional Savings Required 201	30,000
No Food Businesses:	805 (40 are 0-2 star)	Savings Required 2015/16:	30,000
		Savings Required 2016/17:	30,000

Suggested Method of Delivering Savings 2014/15:		Saving £
Service Reduction:	50% reduction in proactive Health and Safety work	18,400
Efficiencies:	Reduction in Staffing Costs	1,000
	Reduction in Hosting 10%	3,033
Channel Shift & Transformation:	Full implementation of Worcester City Pilot on non-noise nuisances (£7k - £10k on basis of overall 15% - 20% reduction in demand via self help) Continuation of approach to planning consultation (£unknown, due to current increase in planning volumes)	10,000
Full Year Saving:		32,433
7 Month Saving - Sept - March'15		24,350

Suggested Method of Delivering Savings 2015/16:		Saving £
Service Reduction:	Cessation of proactive Health and Safety work	18,400
Efficiencies:	Reduction in Staffing Costs	1,000
	Further Reduction in Hosting 5%	1,516
	Accommodation and ICT host change	0
Channel Shift & Transformation:	Implement Worcester City Pilot style approach to noise related nuisances (on basis of 10% reduction in demand via self help)	8,900
	Impact of new ways of working (in-house Hub, remote and flexible working, self service via the web)	6,000
Full Year Savings:		35,816

Suggested Method of Delivering Savings 2016/17:		Saving £
Service Reduction:		
Efficiencies:	Reduction in Staffing Costs	1,000
	Further Reduction in Hosting 5%	1,516
	20% saving on Dog Warden related activity	13,000
Channel Shift & Transformation:	Full Implementation Worcester City Pilot style approach to noise related nuisances (on basis of 10% reduction in demand via self help)	8,900
	Achieve 25% of contacts resolved at Duty Officer stage	2,000
Full Year Savings:		26,416



Other Options for Savings: 2014/15		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		0

Other Options for Savings: 2015/16		Saving £
Change to Delivery/ Year		
Service Reduction	10% reduction in Food Hygiene inspection, may put FHRS at risk	9,700
Efficiencies		
Channel Shift		
Transformation		
Total Saving		9,700

Other Options for Savings: 2016/17		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		0

Authority Name:	Wyre Forest Council	Budget	£
Functions provided:	Env. Health & Licensing	2013-14 Budget Contribution:	619,838
Population:	98,100	2014-15 Savings Identified:	NA
No Active Business Entities:	3,655	Additional Savings Required 20	37,000
No Food Businesses:	950 (40 are 0-2 star)	Savings Required 2015/16:	38,000
		Savings Required 2016/17:	37,000

Suggested Method of Delivering Savings 2014/15:		Saving £
Service Reduction:	50% reduction in proactive Health and Safety work	18,400
	Cessation of night-time noise patrol	12,700
Efficiencies:	Reduction in Staffing Costs	3,000
	Reduction in Hosting 10%	2,905
Channel Shift & Transformation:	Implement Worcester City Pilot style approach to non-noise related nuisances (assuming initial 10% transfer of demand to self help)	5,400
	Implement Worcester City style planning processes (£unknown, due to increases in planning demand)	
	Full Year Saving:	42,405
	7 Month Saving - Sept - March'15	28,197

Suggested Method of Delivering Savings 2015/16:		Saving £
Service Reduction:	Cessation of proactive Health and Safety work	18,400
Efficiencies:	Reduction in Staffing Costs	1,000
	Further Reduction in Hosting 5%	1,453
	Accommodation and ICT host change	0
Channel Shift & Transformation:	Full Implement Worcester City Pilot style approach to non-noise related nuisances (on basis of further 10% transfer of demand to self help)	5,400
	Implement Worcester City Pilot style approach to noise related nuisances (on basis of 10% reduction in demand via self help)	7,300
	Impact of new ways of working (in-house Hub, remote and flexible working, self service via the web)	6,000
	Full Year Savings:	39,553

Suggested Method of Delivering Savings 2016/17:		Saving £
Service Reduction:	Hygiene inspection change	7,800
Efficiencies:	Reduction in Staffing Costs	1,000
	Further Reduction in Hosting 5%	1,453
	20% saving on Dog Warden related activity	11,400
Channel Shift & Transformation:	Full Implementation Worcester City Pilot style approach to noise related nuisances may be available, depending on speed with which this process could be adopted	7,300
	Achieve 25% of contacts resolved at Duty Officer stage	2,000
	Full Year Savings:	30,953

Other Options for Savings: 2014/15	Saving £
Change to Delivery/ Year	
Service Reduction	
Efficiencies	
Channel Shift	
Transformation	
Total Saving	<u><u>0</u></u>

Other Options for Savings: 2015/16	Saving £
Change to Delivery/ Year	
Service Reduction	
Efficiencies	
Channel Shift	
Transformation	
Total Saving	<u><u>0</u></u>

Other Options for Savings: 2016/17	Saving £
Change to Delivery/ Year	
Service Reduction	
Efficiencies	
Channel Shift	
Transformation	
Total Saving	<u><u>0</u></u>

Other Options for Savings: 2014/15		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		0

Other Options for Savings: 2015/16		Saving £
Change to Delivery/ Year		
Service Reduction	Implement Worcester City Pilot style approach to noise related nuisances	6,400
	10% reduction in Food inspection, may put FHRS at risk	6,000
Efficiencies		
Channel Shift		
Transformation		
Total Saving		12,400

Other Options for Savings: 2016/17		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		0

Authority Name:	Redditch Borough Council	Budget	£
Functions provided:	Env. Health & Licensing	2013-14 Budget Contribution:	603,959
Population:	84,400	2014-15 Savings Identified: NA	
No Active Business Entities:	2,710	Additional Savings Required 20:	0
No Food Businesses:	460 (40 are 0-2 star)	Savings Required 2015/16:	50,000
		Savings Required 2016/17:	0

Suggested Method of Delivering Savings 2014/15:		Saving
NONE REQUIRED BEYOND EFFICIENCIES		£
Service Reduction:		
Efficiencies:	Reduction in Hosting 10%	2,940
Channel Shift & Transformation:		
Full Year Saving:		2,940

Suggested Method of Delivering Savings 2015/16:		Saving
		£
Service Reduction:	Cessation of proactive Health and Safety work	23,000
Efficiencies:	Reduction in Staffing Costs	3,000
	Further Reduction in Hosting 5%	1,470
	Accommodation and ICT host change	0
Channel Shift & Transformation:	Implement Worcester City Pilot style approach to non-noise related nuisances (assuming initial 10% transfer of demand to impact of new ways of working (in-house Hub, remote and flexible working, self service via the web)	4,900
	Implement Worcester City style planning processes (Unknown due to increases in planning demand)	6,000
Full Year Savings:		38,370

Suggested Method of Delivering Savings 2016/17:		Saving
NONE REQUIRED BEYOND EFFICIENCIES		£
Service Reduction:		
Efficiencies:	Further Reduction in Hosting 5%	1,470
	20% saving on Dog Warden related activity	13,400
Channel Shift & Transformation:	Full Implement Worcester City Pilot style approach to non-noise related nuisances (on basis of further 10% transfer of demand to self help)	4,900
	Achieve 25% of contacts resolved at Duty Officer stage	2,000
Full Year Savings:		21,770

Other Options for Savings: 2014/15		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		<u><u>0</u></u>

Other Options for Savings: 2015/16		Saving £
Change to Delivery/ Year		
Service Reduction	Implement Worcester City Pilot style approach to noise related nuisances	9,400
	10% reduction in Food inspection, may put FHRS at risk	6,300
Efficiencies		
Channel Shift		
Transformation		
Total Saving		<u><u>15,700</u></u>

Other Options for Savings: 2016/17		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		<u><u>0</u></u>

Authority Name:	Wychavon District Council	Budget	£
Functions provided:	Env. Health & Licensing	2013-14 Budget Contribution:	948,188
Population:	117,700	2014-15 Savings Identified:	NA
No Active Business Entities:	5,865	Additional Savings Required 20:	0
No Food Businesses:	1030 (15 are 0-2 star)	Savings Required 2015/16:	50,000
		Savings Required 2016/17:	0

Suggested Method of Delivering Savings 2014/15:		Saving
NONE REQUIRED BEYOND EFFICIENCIES		£
Service Reduction:		
Efficiencies:	Reduction in Hosting 10%	3,783
Channel Shift & Transformation:		
		Full Year Saving: 3,783

Suggested Method of Delivering Savings 2015/16:		Saving
		£
Service Reduction:	Cessation of proactive Health and Safety work	36,000
Efficiencies:	Reduction in Staffing Costs	3,000
	Further Reduction in Hosting 5%	1,891
	Accommodation and ICT host change	0
Channel Shift & Transformation:	Implement Worcester City Pilot style approach to non-noise related nuisances (assuming initial 10% transfer of demand to Impact of new ways of working (in-house Hub, remote and flexible working, self service via the web)	8,100
	Implement Worcester City style planning processes (£unknown due to increases in planning demand)	6,000
		Full Year Savings: 54,991

Suggested Method of Delivering Savings 2016/17:		Saving
NONE REQUIRED BEYOND EFFICIENCIES		£
Service Reduction:		
Efficiencies:	Further Reduction in Hosting 5%	1,891
	20% saving on Dog Warden related activity	15,400
Channel Shift & Transformation:	Full Implement Worcester City Pilot style approach to non-noise related nuisances (on basis of further 10% transfer of demand to self help)	8,100
	Achieve 25% of contacts resolved at Duty Officer stage	2,000
		Full Year Savings: 27,391

Other Options for Savings: 2014/15		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		<u><u>0</u></u>

Other Options for Savings: 2015/16		Saving £
Change to Delivery/ Year		
Service Reduction	Implement Worcester City Pilot style approach to noise related nuisances	7,000
	10% reduction in Food inspection, may put FHRS at risk	16,000
Efficiencies		
Channel Shift		
Transformation		
Total Saving		<u><u>23,000</u></u>

Other Options for Savings: 2016/17		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		<u><u>0</u></u>

Authority Name:	Malvern Hills District Council	Budget	£
Functions provided:	Env. Health & Licensing	2013-14 Budget Contribution:	534,243
Population:	75,000	2014-15 Savings Identified:	NA
No Active Business Entities:	3,675	Additional Savings Required 20:	0
No Food Businesses:	870 (30 are 0-2 star)	Savings Required 2015/16:	27,000
		Savings Required 2016/17:	0

Suggested Method of Delivering Savings 2014/15:		Saving
NONE REQUIRED BEYOND EFFICIENCIES		£
Service Reduction:		
Efficiencies:	Reduction in Hosting 10%	2,133
Channel Shift & Transformation:		
Full Year Saving:		2,133

Suggested Method of Delivering Savings 2015/16:		Saving
		£
Service Reduction:	Cessation of proactive Health and Safety work	32,000
Efficiencies:	Further Reduction in Hosting 5%	1,066
	Accommodation and ICT host change	0
Channel Shift & Transformation:	Implement Worcester City Pilot style approach to non-noise related nuisances (assuming initial 10% transfer of demand to impact of new ways of working (in-house Hub, remote and flexible working, self service via the web)	4,700
	Implement Worcester City style planning processes (£unknown due to increases in planning demand)	6,000
Full Year Savings:		43,766

Suggested Method of Delivering Savings 2016/17:		Saving
NONE REQUIRED BEYOND EFFICIENCIES		£
Service Reduction:		
Efficiencies:	Further Reduction in Hosting 5%	1,066
	20% saving on Dog Warden related activity	3,000
Channel Shift & Transformation:	Full Implement Worcester City Pilot style approach to non-noise related nuisances (on basis of further 10% transfer of demand to self help)	4,700
	Achieve 25% of contacts resolved at Duty Officer stage	2,000
Full Year Savings:		10,766

Other Options for Savings: 2014/15		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		0

Other Options for Savings: 2015/16		Saving £
Change to Delivery/ Year		
Service Reduction	Implement Worcester City Pilot style approach to noise related nuisances	6,400
	10% reduction in Food inspection, may put FHRS at risk	4,700
Efficiencies		
Channel Shift		
Transformation		
Total Saving		11,100

Other Options for Savings: 2016/17		Saving £
Change to Delivery/ Year		
Service Reduction		
Efficiencies		
Channel Shift		
Transformation		
Total Saving		0

Worcestershire Regulatory Services Market Intelligence Report

Final Report

May 2013

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1 Executive Summary

1.1 Introduction

As part of their business planning, Worcestershire Regulatory Services (WRS) are considering opportunities to market their services and charge businesses for support and advice over and above their statutory requirements around enforcement of regulations. To inform this planning phase, WRS commissioned the Research and Intelligence Unit (R&I) of Worcestershire County Council (WCC) to conduct a piece of market intelligence to identify the following:

- Potential demand for paid-for services that WRS could provide
- Assessment of current market for paid-for services
- WRS service areas that may be viable options for a charging / income generation model
- Potential revenue / income generation

1.2 Demand

The most common paid for advice and support sought by Worcestershire businesses is related to health and safety (52%), pollution and the environment (20%), and product safety (18%).

1.2.1 Health and Safety Advice

According to a survey of over 500 local businesses, more than one half seek support or advice related to Health and Safety at Work, and advice on compliance with regulations in particular. External consultants provide the largest proportion of this support, although in-house / head office and the Health and Safety Executive (HSE) are also popular providers.

Health and Safety support is popular with small and large businesses alike (nearly half of the small businesses surveyed had accessed these services, and nearly three quarters of large businesses). This advice is particularly popular amongst the retail, construction, manufacturing and professional / scientific / technical sectors in Redditch and Wyre Forest.

9% of all businesses surveyed indicated that they had not accessed advice or support relating to health and safety but would be interested in doing so. Of these, approximately 50% are supportive of a regulator selling advice. The business sectors that don't use but are most likely to be interested in health and safety advice are not the same as those that already access it, professional, scientific or technical businesses are the most likely to be interested.

1.2.2 Pollution or Environmental Issues

20% of businesses seek support regarding pollution or environmental issues, particularly air quality. Half of these are from smaller businesses, but across Worcestershire, larger businesses are generally more interested in these services (50% of large businesses accessed these services compared with 14% of small businesses).

1.2.3 Product Safety

18% of businesses accessed support relating to product safety, particularly advice about how to make products safe. This type of support was far more popular with small businesses in Worcestershire, with a greater proportion of small business accessing this support than large businesses.

The retail sector is by far the most common type of business to use this sort of advice, particularly those in Wychavon and Wyre Forest.

1.2.4 Food Safety

13% of all businesses surveyed accessed advice, guidance and support about food safety. Of these, approximately half are small businesses, although a greater proportion of Worcestershire's medium-sized businesses (10-99 employees) access this support. Food hygiene inspections, advice on compliance with regulations, and hygiene rating systems are the most common elements of food safety advice provided.

Accommodation / food services, retail, and wholesale sectors are the most common types of businesses to seek this advice, particularly in Wychavon and Malvern Hills.

1.2.5 Fair Trading

11% of all businesses surveyed had accessed advice, guidance and support about fair trading. Of these, approximately half were small businesses, although a greater proportion of Worcestershire's medium-sized businesses (10-99 employees) access this support.

9% of all businesses surveyed indicated that they had not accessed advice or support relating to fair trading but would be interested in doing so. Of these, nearly 60% are supportive of a regulator selling advice, amongst the highest for all types of service not accessed but of interest.

1.2.6 Potential Unmet Demand

More than 150 businesses reported not accessing any of the services described, or having any interest in doing so because they weren't relevant. Of the business that hadn't accessed services but may be interested in doing so, fair trading (especially business scams) and health and safety advice were the most common responses.

1.3 Provision

Providers of pest control and dog warden services are common in Worcestershire, followed by services relating to health and safety advice, nuisance including noise, and food safety.

Advice and support relating to rogue traders / door step crime, food labelling and animal health / disease appears more difficult to obtain now, or may become more difficult to do so in the future as established providers consider services in light of the financial challenges brought about by the economy and austerity measures.

1.4 Estimating the Size of the Market

The scale of potential revenue that Worcestershire Regulatory Services (WRS) might expect to generate as a result of entering the market for paid for advice and support can be estimated by calculating the likely share of the total available market that could reasonably be achieved.

Assuming that only businesses that support the idea of a regulator providing these services are within scope, and using a market penetration rate of 1%, the lower estimate for the value of the market share in Worcestershire is £100,000. (Increased value could be achieved with higher market penetration). To achieve a 1% penetration rate, WRS would need to deliver paid for advice and support for approximately 100-150 business accounts per year (including regular and infrequent / one-off customers).

Considering those businesses that don't access paid for advice / support, but would be interested, similar revenue would be available (£125,000) should WRS achieve 5% of this market, equivalent to 150-200 further accounts per year.

1.5 Conclusions and Recommendations

Health and safety support is in greatest demand in Worcestershire but also has the greatest provision. Information and guidance around pollution and environmental issues was also accessed by a large proportion of Worcestershire businesses, although much more popular for larger businesses.

Product safety advice and guidance is in relatively high demand, by smaller businesses in particular. In addition, there appears to be relatively few providers of paid for support in this area, mostly through legal practices, indicating that product safety advice may be worth exploring as potential income generation for WRS.

Advice around rogue traders, doorstep crime, food labelling, and animal health is in relatively low demand and what support is support is probably provided by existing public sector organisations (in the case of doorstep crime this would be the Police). However, the ability of these organisations to continue this support without charging for it as austerity measures take hold may result in gaps in provision or opportunities for WRS.

Further consultation (focus groups) with businesses using or interested in health and safety advice, food safety, product safety, animal health and fair trading is recommended in order to establish how WRS could enter the market for paid for advice in these areas, and identify what barriers may exist to the suggested market penetration rate of 1%.

Since the commissioning of the MEL survey, the food industry has been placed under intense scrutiny by the media, in particular around the "horse meat scandal". It is unclear at this stage what changes to food supply chains will result from this, but it is likely that any response from businesses in the food industry, or Central Government, will require a greater degree of support or guidance relating to food safety, food labelling, audit etc.

2 Introduction

[Worcestershire Regulatory Services](#) (WRS) is a shared service formed in March 2010 from Worcestershire County Council, and the six district councils in Worcestershire, to deliver services relating to Trading Standards, Environmental Health and Licensing, including:

- Fair Trading (Providing information on business scams and frauds, advice regarding on-line shopping, advice regarding Supply of goods e.g. if faulty, advice regarding pricing and understanding terms and conditions of contracts including hire purchase)
- Licensing (Understanding requirements of sale of alcohol and personal licences to authorise sale, advice regarding taxis, drivers and vehicles, advice for gambling premises including betting shops, information and advice regarding street trading, requirements of sale and storage of explosives and fireworks)
- Food safety (Food hygiene inspections / audit, food business registrations, food hygiene rating system / scores on the doors, providing advice on compliance with regulations)
- Food Labelling and composition (Providing advice on contents, providing advice on how the food is labelled, providing advice on compliance with regulations)
- Health and safety at work (Investigation of accidents, inspection / audit of workplace, advice on compliance with regulations)
- Animal health/disease control (Providing advice regarding animal welfare on farms, information and advice regarding traceability and movement of animals, inspections of farms and livestock markets)
- Nuisance including Noise (Information about excessive noise and how to avoid it, information about smoky bonfires and other odours/smells, advice on planning applications and new developments)
- Doorstep Crime (Rogue trader response, attending with police when incident takes place, registering with and using the Trader Register, providing advice on how to avoid rogue traders)
- Pest control/Dog wardens (Control of rats and mice and other pests, collection and kennelling of stray dogs)
- Pollution/Environmental issues (Air quality, ensuring clean air, contaminated land clear up/reports for planning applications, permitting (licensing) of industrial processes)
- Product safety (Advice about how to ensure products are safe (including 2nd hand goods), advice regarding supply of goods if faulty including fireworks and toys)

In 2012, as part of their business planning, WRS started to consider opportunities to market their services and charge businesses for support and advice over and above their statutory requirements around enforcement of regulations. To inform this planning phase, WRS commissioned the [Research and Intelligence Unit](#) (R&I) of Worcestershire County Council (WCC) to conduct a piece of market intelligence to identify the following:

- Potential demand for paid-for services that WRS could provide
- Assessment of current market for paid-for services

Appendix

- Those WRS service areas that may be viable options for a charging model / income generation model
- Estimation of potential revenue / income generation

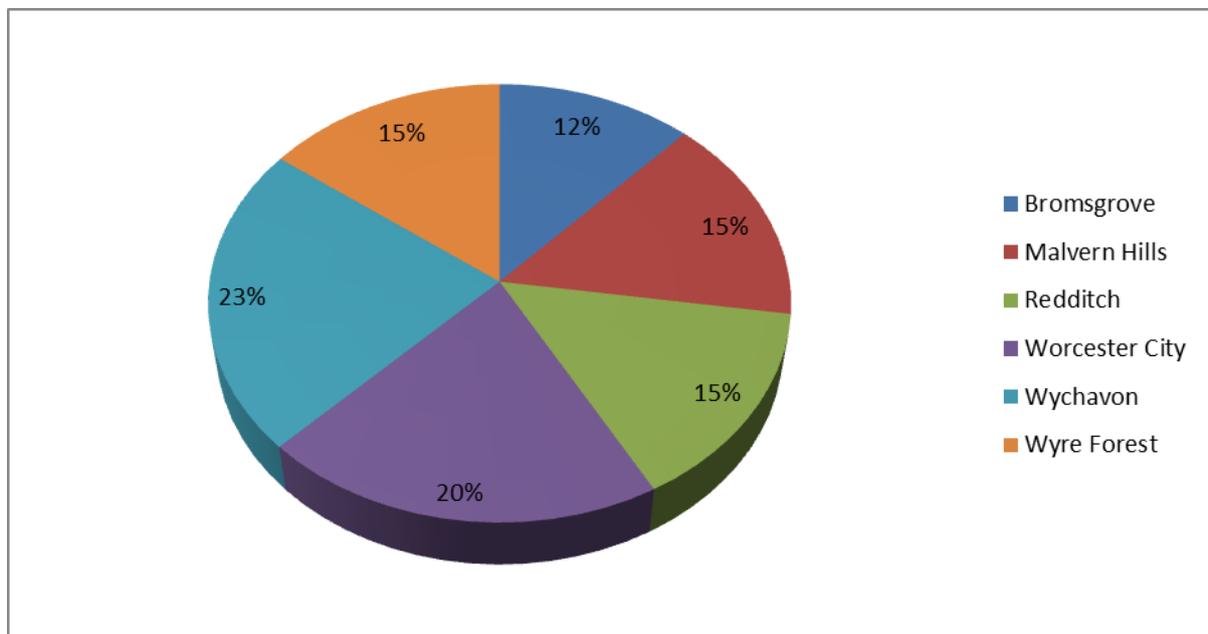
3 Identifying Potential Demand for Services – Business Consultation

3.1 Introduction

The Research and Intelligence Unit (R&I) commissioned MEL to undertake a survey of businesses across Worcestershire to identify the type of (regulation related) advice and support services that businesses currently access, and to test the potential demand for the sort of paid-for services that Worcestershire Regulatory Services (WRS) could provide.

In total, 501 businesses were contacted by MEL during January and February of 2013, producing overall results that are accurate to ± 4 at the 95% confidence level¹. Figure 1 shows the district base of the businesses surveyed.

Figure 1 - District Base of Businesses Surveyed

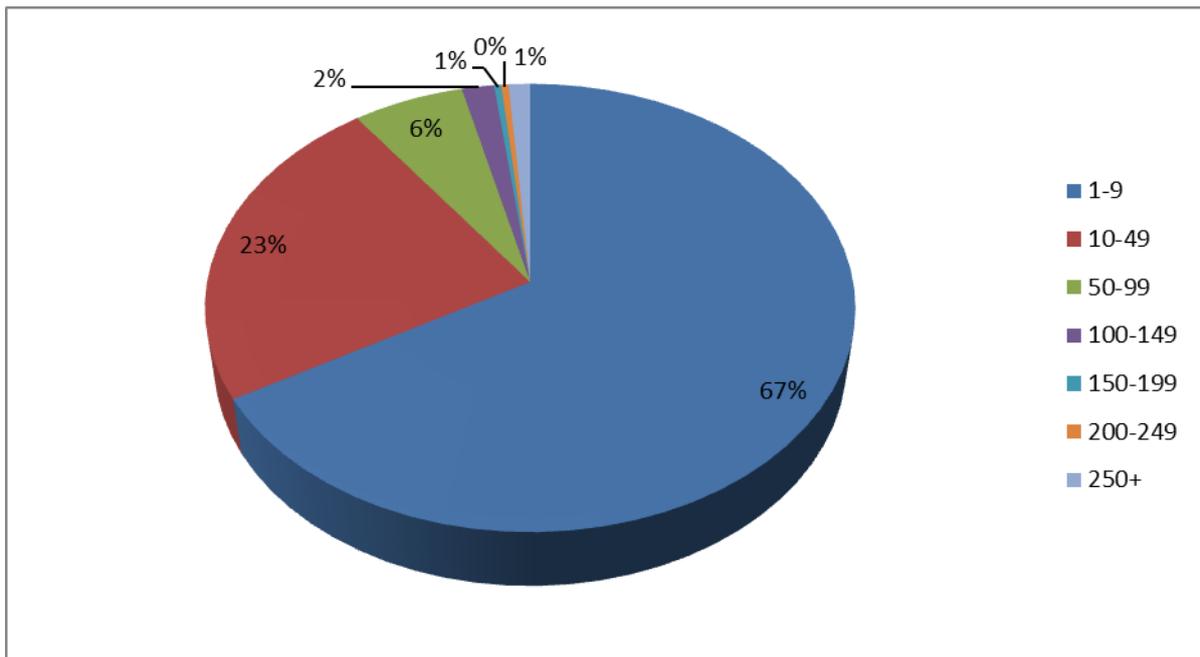


Base: 501 Respondents

The survey used a quota of industry types to ensure the nature of businesses surveyed were reflective of Worcestershire companies overall. Two thirds of businesses surveyed were small, with less than 10 employees, with a further quarter having between 10 and 49 employees. Figure 2 shows the breakdown of businesses by employee number, which is again representative of the businesses in Worcestershire. In this report, unless otherwise stated, the term small business will be used for those companies with between 1 and 9 employees, medium business will be defined by 10-49 employees, and everything else will be considered a large business.

¹ It is with 95% certainty that actual results are within $\pm 4\%$ of the calculated figures reported in the survey results

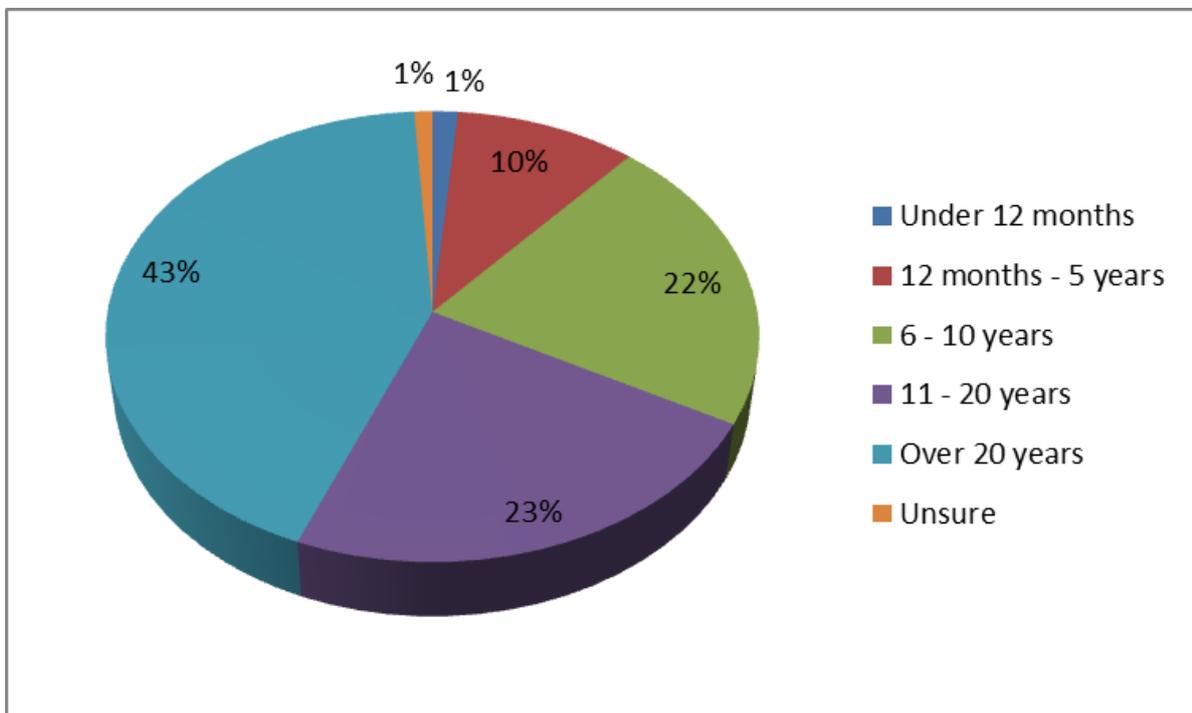
Figure 2 – Size of Businesses Surveyed by Employee Number



Base: 501 Respondents

The majority of businesses that responded to the survey were well established, two thirds had been trading for 11 years or more, and just 11% had been trading for less than 5 years, as shown in Figure 3.

Figure 3 - Length of Trading of Businesses Surveyed



Base: 501 Respondents

3.2 Key Findings

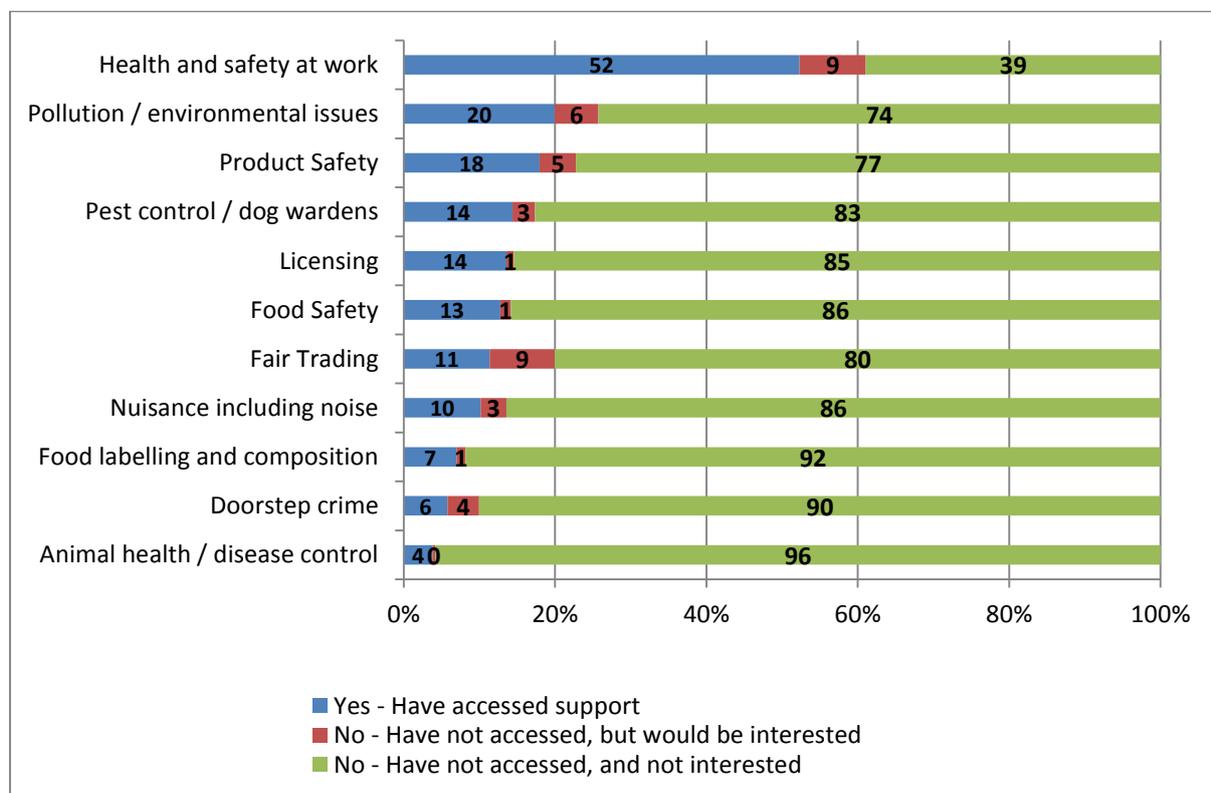
Key findings from the survey are described below.

3.2.1 Type of Service Accessed

Figure 4 shows an overview of the types of services that businesses accessed. The most popular types of advice, guidance or support accessed by the businesses surveyed were health and safety at work (52%), pollution environmental issues (20%) and product safety (18%). Pest control, licensing and food safety were also relatively popular types.

A large proportion of businesses surveyed did not access any support services. Of those, 152 indicated that they were not interested in the services described (with lack of relevance being the most common reason). Some of the businesses indicated that whilst they did not currently access these services, they would be interested in elements of them. Fair trading (particularly advice about business scams), and health and safety at work, were the most common responses.

Figure 4 - Types of Advice, Guidance and Support Accessed by Businesses



Base: 501 Respondents

3.2.2 Health and Safety at Work

52% of all businesses surveyed (n=262) had accessed advice, guidance and support about health and safety at work. Of these, over half were small businesses, but large businesses were proportionally more likely to access this support (nearly three quarters of businesses surveyed with 50 or more employees accessed health and safety support or advice, compared with 45% of small businesses).

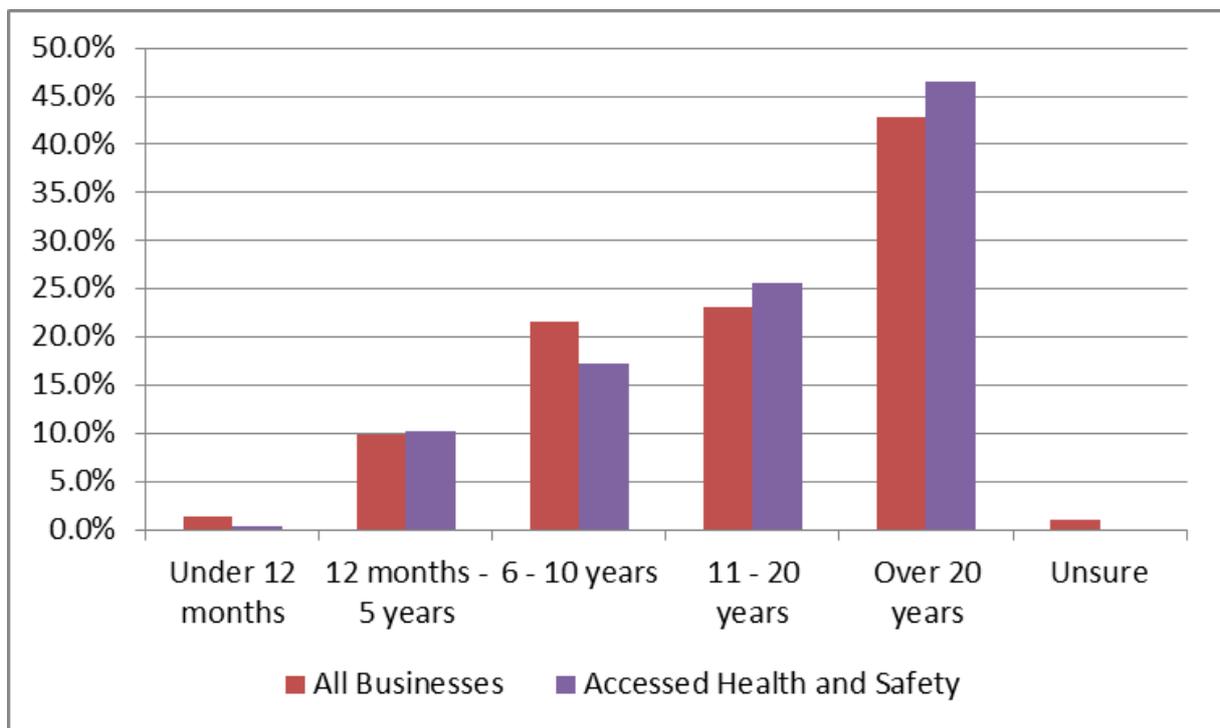
Appendix

See Table 8 in Appendix 1 for a more detailed breakdown of the nature of those businesses that accessed health and safety advice and support.

Compared with all 501 businesses surveyed, more established businesses were more likely to access health and safety advice and support, as shown in Figure 5, whilst younger companies were more likely not to have accessed advice.

Advice on compliance with regulations was the most popular type of support (67%) accessed either regularly (32%) or when needed (35%), followed by *inspection / audit of the workplace* (57%) and *investigation of accidents* (52%), see Figure 6. Larger businesses were more likely to have accessed all three elements, while small businesses were more likely to have accessed one or two.

Figure 5 - Businesses who access Health and Safety Advice by Length of Trading

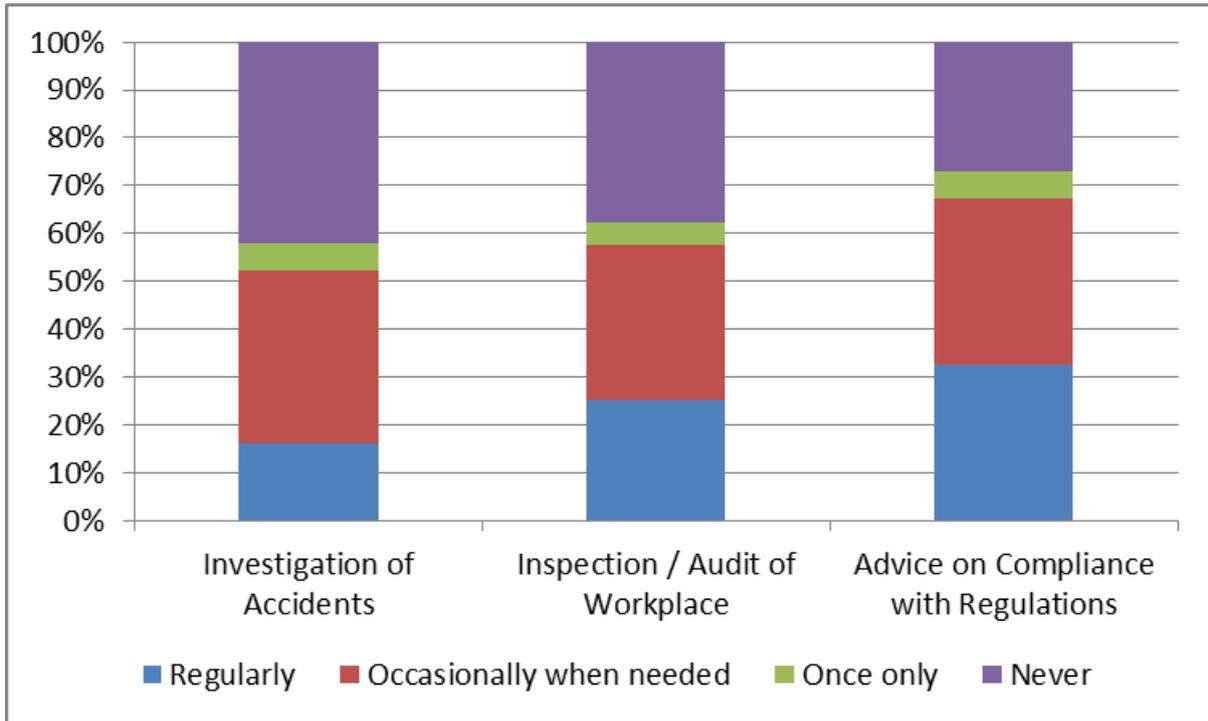


Base: 262 Respondents

When asked who provided this support, "*external consultants*" was the most popular response, followed by "*in-house teams*", "*Health and Safety Executive (HSE)*" or "*head office*". Convenience or contractual obligations were the main reasons for these choices, although cost effectiveness was also a consideration for larger businesses. Costs for the support were either unknown or varied significantly, a number of responses indicated that support costs for health safety matters were part of annual subscription / membership arrangements.

Figure 6 shows the regularity with which businesses accessed a variety of elements of health and safety advice. Advice on compliance with regulations is the most popular kind of health and safety advice, with 74% (n=191) of all businesses who accessed any health and safety advice using this regularly or occasionally; followed by inspections / audit of workplace with 58% (n=151) and investigation of accidents with 52% (n=137).

Figure 6 - Elements of Health and Safety at Work Advice

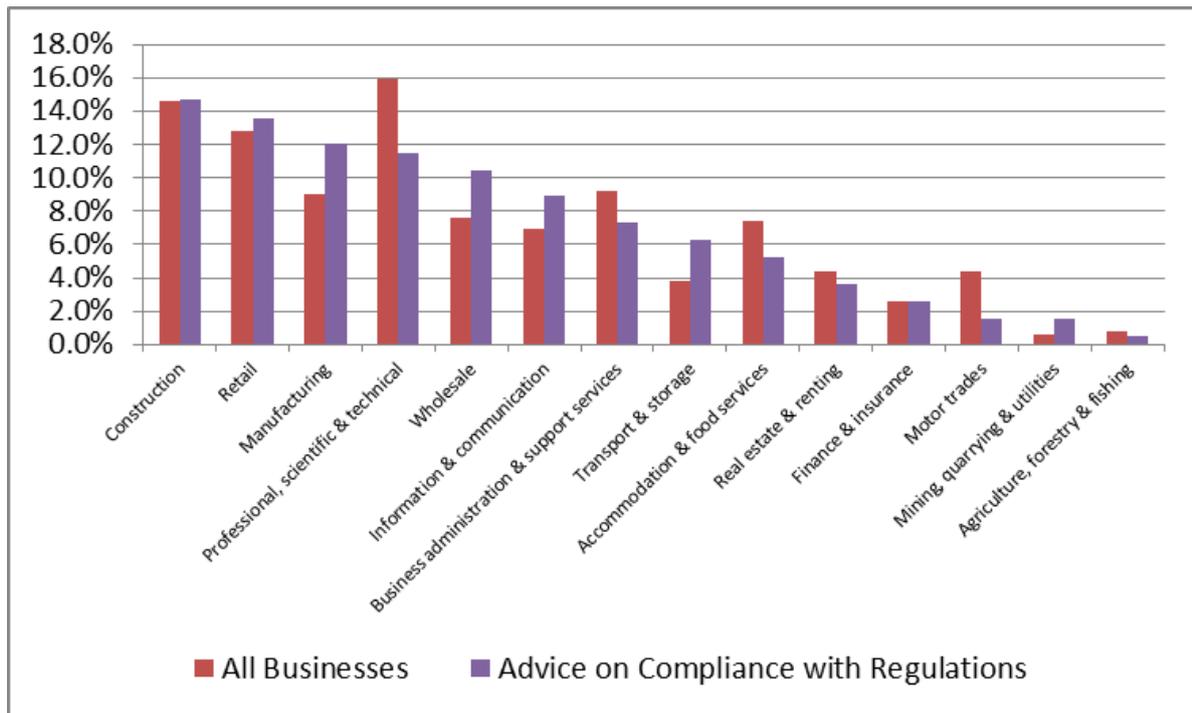


Base: 262 Respondents

Advice on compliance with regulations

This the most common form of health and safety advice sought by Worcestershire businesses, 74% (n=176) of the 262 businesses (who used health and safety advice) accessed this regularly or occasionally (a further 15 businesses used it once). Figure 7 shows the breakdown of these businesses by sector. The construction industry is the most common sector in receipt of this type of advice followed by retail, manufacturing, professional, scientific and technical and wholesale. Compared with the sector breakdown of all 501 businesses surveyed, manufacturing, wholesale and information and communication were more likely to use this advice. Businesses in the professional, scientific and technical sector were much less likely to access this support.

Figure 7 - Businesses who accessed advice on compliance with regulations by sector



Base: 191 Respondents

Whilst over half of the 191 businesses were small (between 1 and 9 employees) this type of advice was much more popular with medium sized businesses – 41% of the those businesses in receipt of advice regarding compliance had between 10 and 99 employees compared with under 30% of all businesses surveyed, as shown in Figure 8. When considering those businesses that take this advice regularly, this percentage was even higher, with over half of all these businesses between 10 and 99 employees.

Figure 8 - Percentage of businesses who use advice on compliance with regulations by employee number



Base: 191 Respondents

There is little evidence to indicate that businesses that use advice regarding compliance with regulations are distributed across the County differently to other businesses, however a slightly higher proportion of Redditch and Wyre Forest businesses used this advice as shown in Figure 9.

Figure 9 - Businesses who use advice regarding compliance with regulations by district

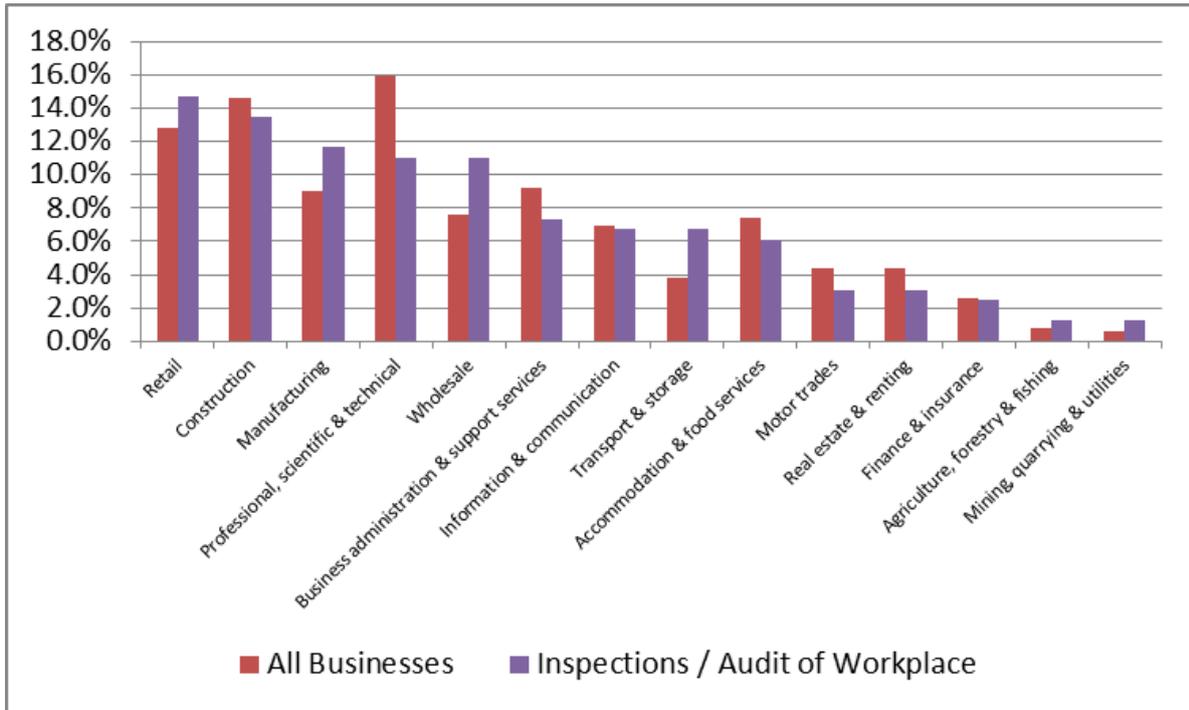


Base: 191 Respondents

Inspection / Audit of Workplace

57% (n=149) of the 262 businesses (who used health and safety advice) accessed this regularly or occasionally (a further 14 businesses used it once). Figure 10 shows the breakdown of these businesses by sector. The retail industry is the most common sector in receipt of this type of advice followed by construction, manufacturing, wholesale, scientific and technical and business administration and support. Compared with the sector breakdown of all 501 businesses surveyed, retail, manufacturing, and wholesale were more likely to use this advice. Businesses in the professional, scientific and technical sector were much less likely to access this support.

Figure 10 - Businesses who accessed inspections / audit of workplace by sector



Base: 163 Respondents

Whilst over half of the 163 businesses were small (between 1 and 9 employees) this type of advice was much more popular with medium sized businesses – 41% of the those businesses in receipt of inspections / audit of workplace had between 10 and 99 employees compared with under 30% of all businesses surveyed, as shown in Figure 11.

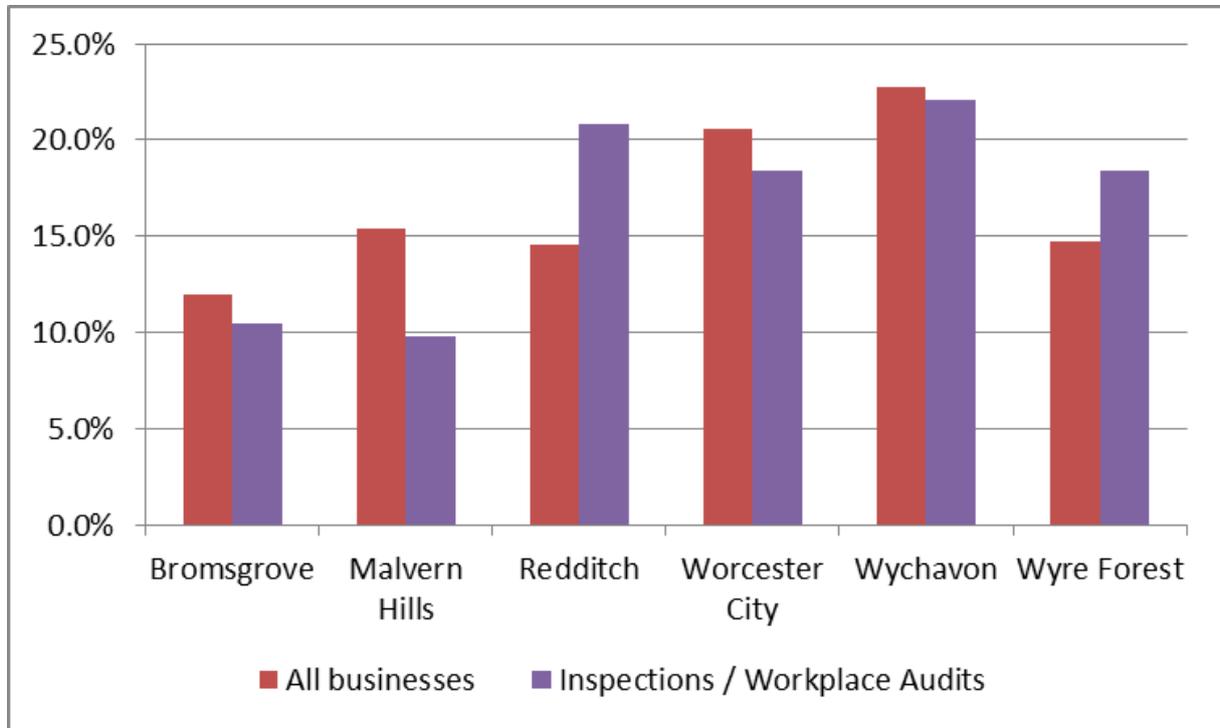
Figure 11 - Percentage of Businesses who use inspections / audit of workplace by employee number



Base: 163 Respondents

There is little evidence to indicate that businesses that use inspections / audit of workplace are distributed across the County differently to other businesses, however a slightly higher proportion of Redditch and Wyre Forest businesses used this advice as shown in Figure 12.

Figure 12 - Businesses who use inspections / audit of workplace by district

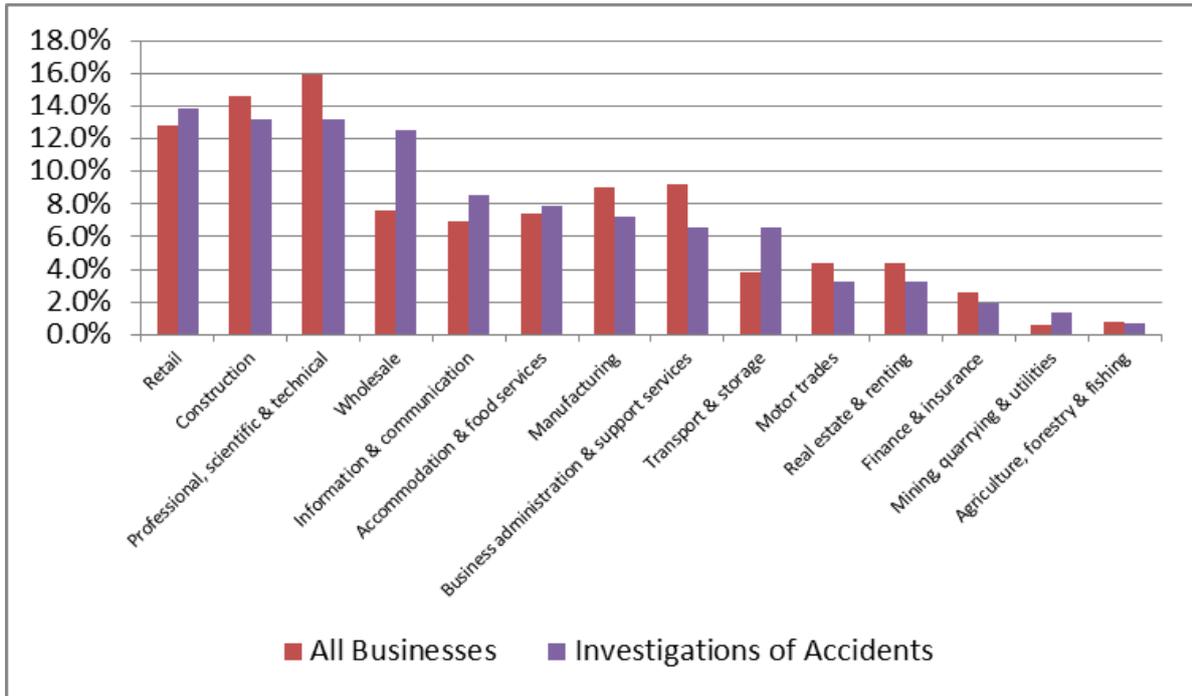


Base: 163 Respondents

Investigation of Accidents

52% (n=136) of the 262 businesses (who used health and safety advice) accessed this regularly or occasionally (a further 16 used this advice once). Figure 13 shows the breakdown of these businesses by sector. The retail industry is the most common sector in receipt of this type of advice followed by construction, manufacturing, wholesale, scientific and technical and business administration and support. Compared with the sector breakdown of all 501 businesses surveyed, wholesale, transport and storage and retail were more likely to use this advice. Professional, scientific and technical, and business administration and support services were less likely to access investigation of accidents.

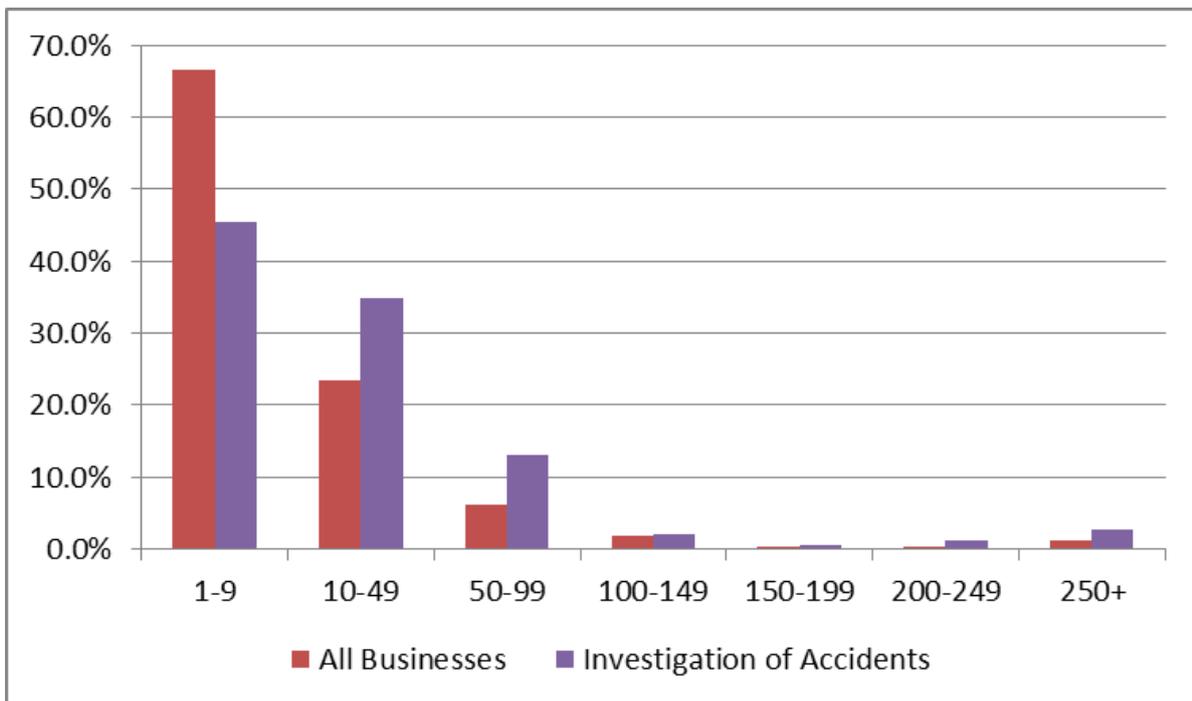
Figure 13 - Businesses who accessed investigation of accidents by sector



Base: 152 Respondents

Whilst over 40% of the 152 businesses were small (between 1 and 9 employees) this type of advice was much more popular with medium sized businesses – 48% of the those businesses in receipt of investigation of accidents had between 10 and 99 employees compared with under 30% of all businesses surveyed, as shown in Figure 14.

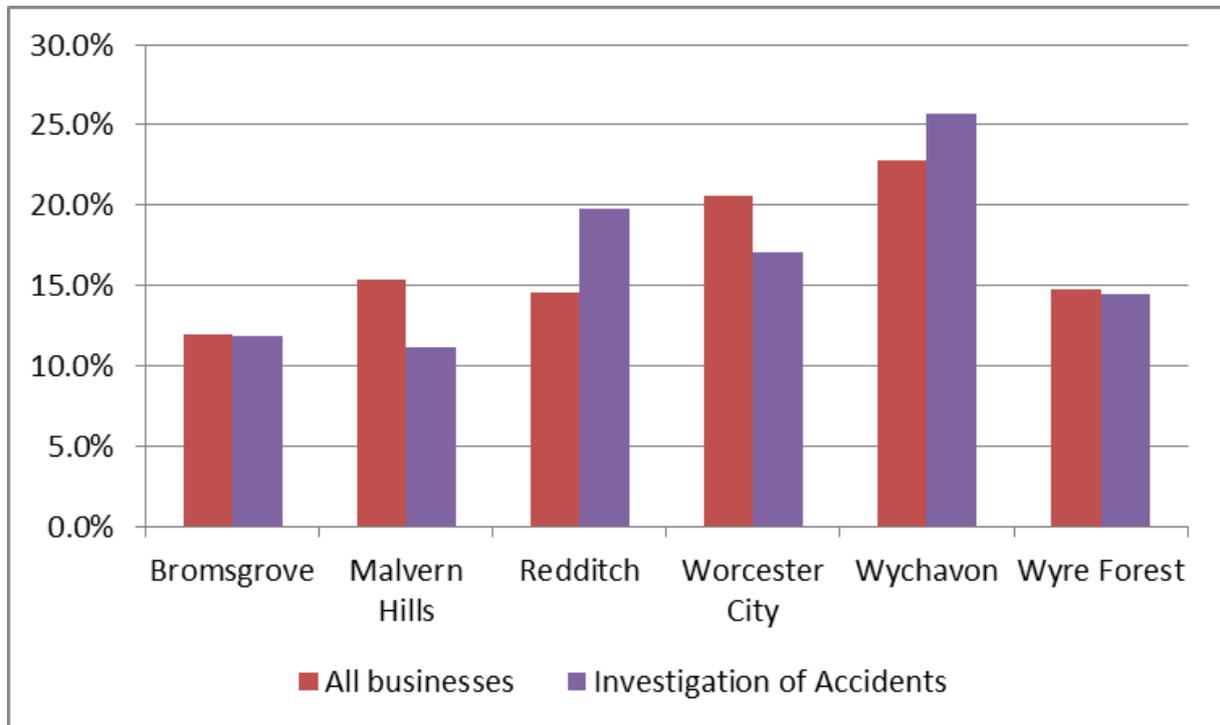
Figure 14 - Percentage of Businesses who use Investigations of Accidents by employee number



Base: 152 Respondents

There is little evidence to indicate that businesses that use investigation of accidents are distributed across the County differently to other businesses, however a slightly higher proportion of Redditch and Wychavon businesses used this advice as shown in Figure 15.

Figure 15 - Business who use inspections / audit of workplace by district



Base: 152 Respondents

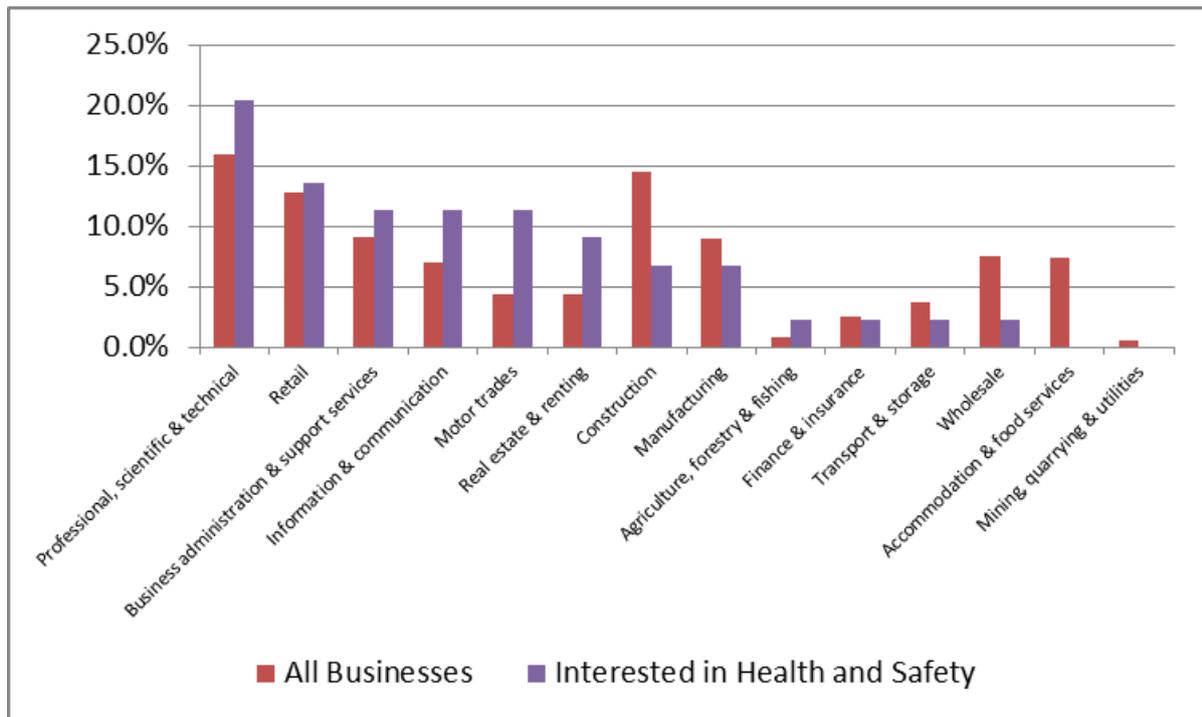
Potential Unmet Need for Health and Safety Advice

9% (n=44) of all businesses surveyed indicated that they had not accessed advice or support relating to health and safety but would be interested in doing so. Of these, just under 50% are supportive of a regulator selling advice.

The business sectors that don't use but are most likely to be interested in health and safety advice are not the same as those that already access it. Professional, scientific or technical businesses make up 20% (n=9) of the 44 businesses, as shown in Figure 16.

Of the 44 businesses, nearly three quarters (n=32) were small (between 1 and 9 employees), and approximately one half were based in Wychavon or Malvern Hills.

Figure 16 - Businesses that don't access Health and Safety Advice or Support but are interested



Base: 44 Respondents

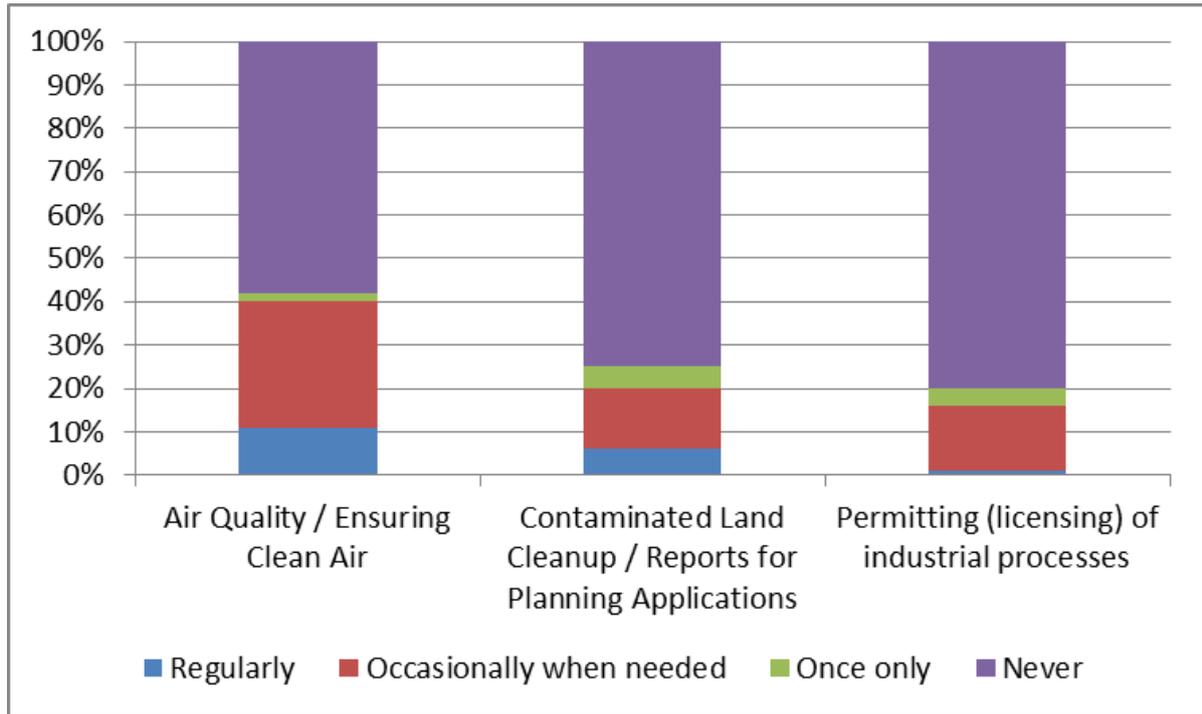
3.2.3 Pollution / Environmental Issues

20% of all businesses surveyed (n=100) had accessed advice, guidance and support about pollution and environmental issues. Whilst nearly half of these businesses were small (under 10 employees), a greater proportion of the large businesses in Worcestershire sought this support (nearly half of all businesses surveyed with 50 or more employees had accessed support relating to pollution and the environment compared with just 14% of small businesses). See Table 9 in Appendix 2 for a more detailed breakdown of the nature of those businesses that accessed pollution and environment advice and support. *Air quality / advice on clean air* was the most popular type of support (40%), followed by *contaminated land clean-up / reports for planning applications* (20%), see Figure 17.

When asked who provided this support, the Council was the most popular response, followed by external consultants, and in-house teams or head office. Convenience or contractual obligations were the main reasons for these choices, although cost effectiveness was also a consideration. Costs for the support were either unknown or free (particularly in the case of air quality), a number of responses indicated that support costs for health safety matters were part of annual subscription / membership arrangements.

Figure 17 shows the regularity with which businesses accessed a variety of elements of pollution / environmental advice. Advice regarding air quality is the most popular element with 40% (n=40) of all businesses who accessed any pollution / environmental advice using this regularly or occasionally; followed by advice regarding contaminated land / reports for planning applications with 20% (n=20) and permitting of (licensed) industrial processes with 16% (n=16).

Figure 17 - Elements of Pollution / Environmental Support



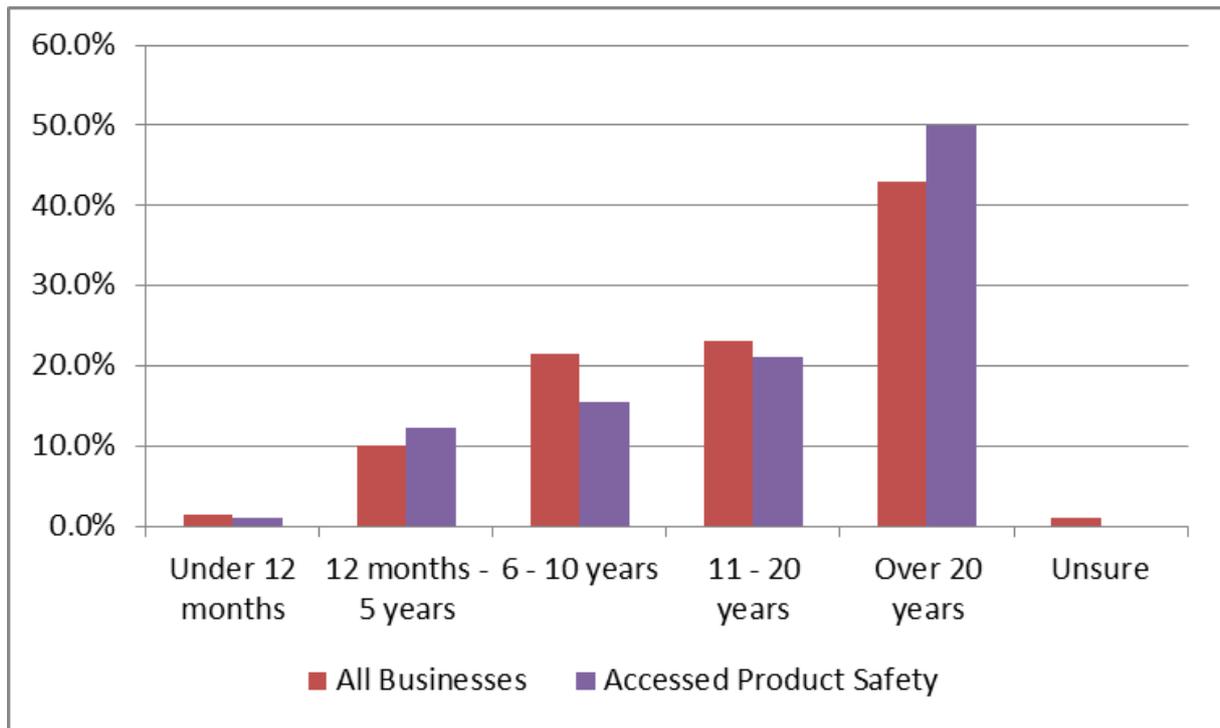
Base: 100 Respondents

3.2.4 Product Safety

18% of all businesses surveyed (n=90) had accessed advice, guidance and support about product safety. Of these, approximately half were small businesses, and overall a greater proportion of Worcestershire's small businesses accessed this support. See Table 10 in Appendix 3 for a more detailed breakdown of the nature of those businesses that accessed product safety advice and support.

Compared with all 501 businesses surveyed, the very established businesses were more likely to access product safety advice and support, as shown in Figure 18, whilst younger companies were less likely to have accessed advice.

Figure 18 - Business who access Product Safety Advice by Length of Trading

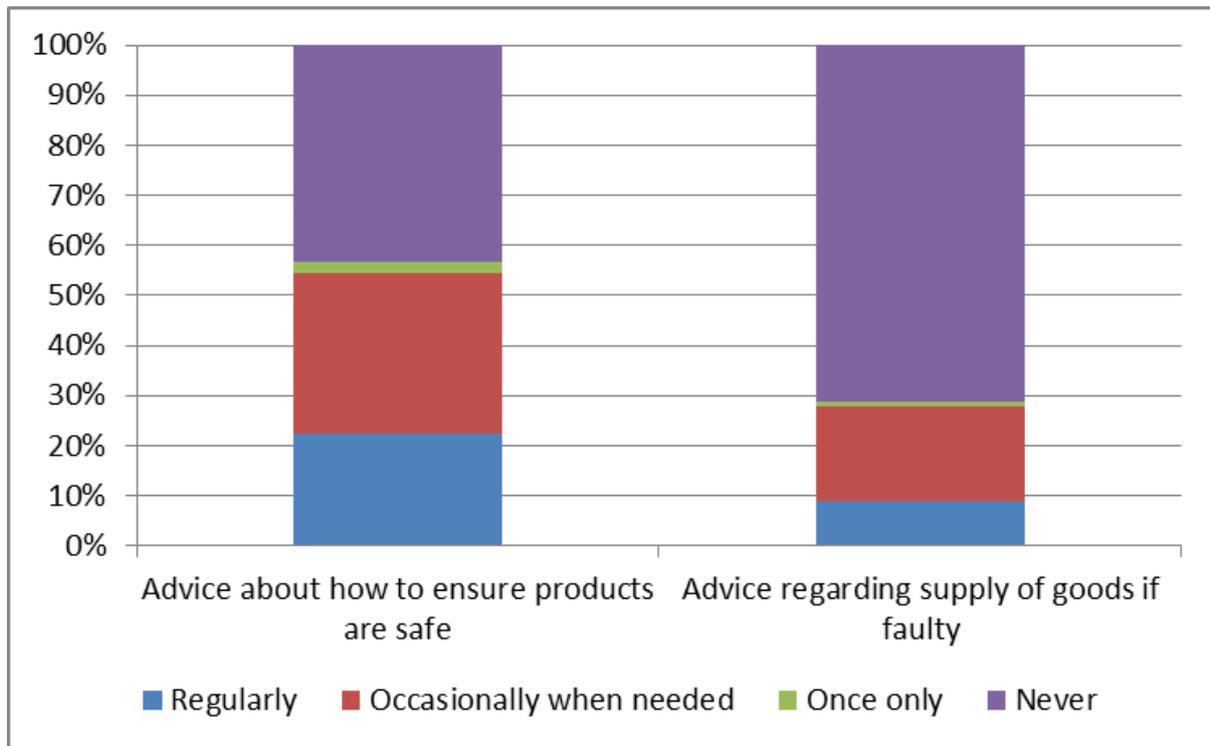


Base: 90 Respondents

When asked who provided this support, external consultants were the most common response, followed by head-office or the manufacturer. Convenience or contractual obligations were the main reasons for these choices. Costs for the support were either unknown or free.

Figure 19 shows the regularity with which businesses accessed elements of product safety advice. Advice regarding air quality is the most popular element with 54% (n=49) of all businesses who accessed any product safety advice using this regularly or occasionally; followed by advice regarding the supply of goods if faulty with 28% (n=25).

Figure 19 - Elements of Product Safety Advice Accessed

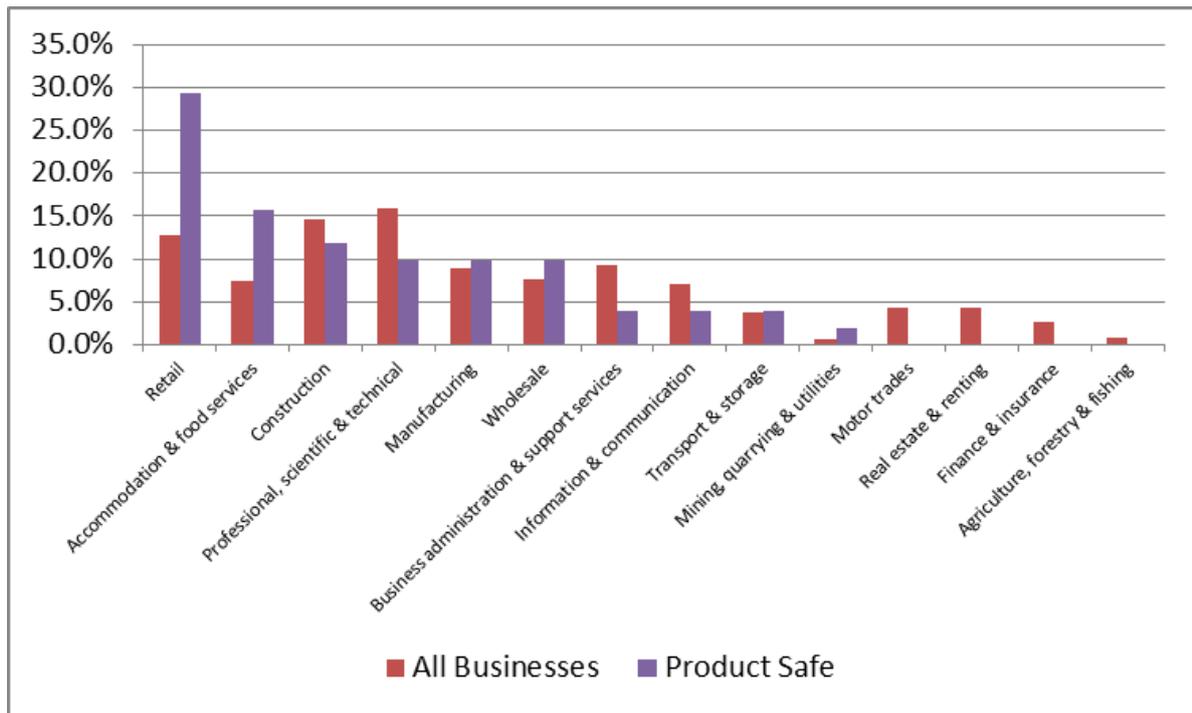


Base: 90 Respondents

Advice about How to Ensure Products are Safe

This the most common form of product safety advice sought by Worcestershire businesses, 54% (n=49) of the 90 businesses (who used product safety advice) accessed this regularly or occasionally (a further 2 businesses used it once). Figure 20 shows the breakdown of these businesses by sector. The retail industry is the most common sector in receipt of this type of advice followed by accommodation and food services and construction. Compared with the sector breakdown of all 501 businesses surveyed, retail and accommodation and food service were more much likely to use this advice. Businesses in the professional, scientific and technical and business administration and supper services sector were much less likely to access this support.

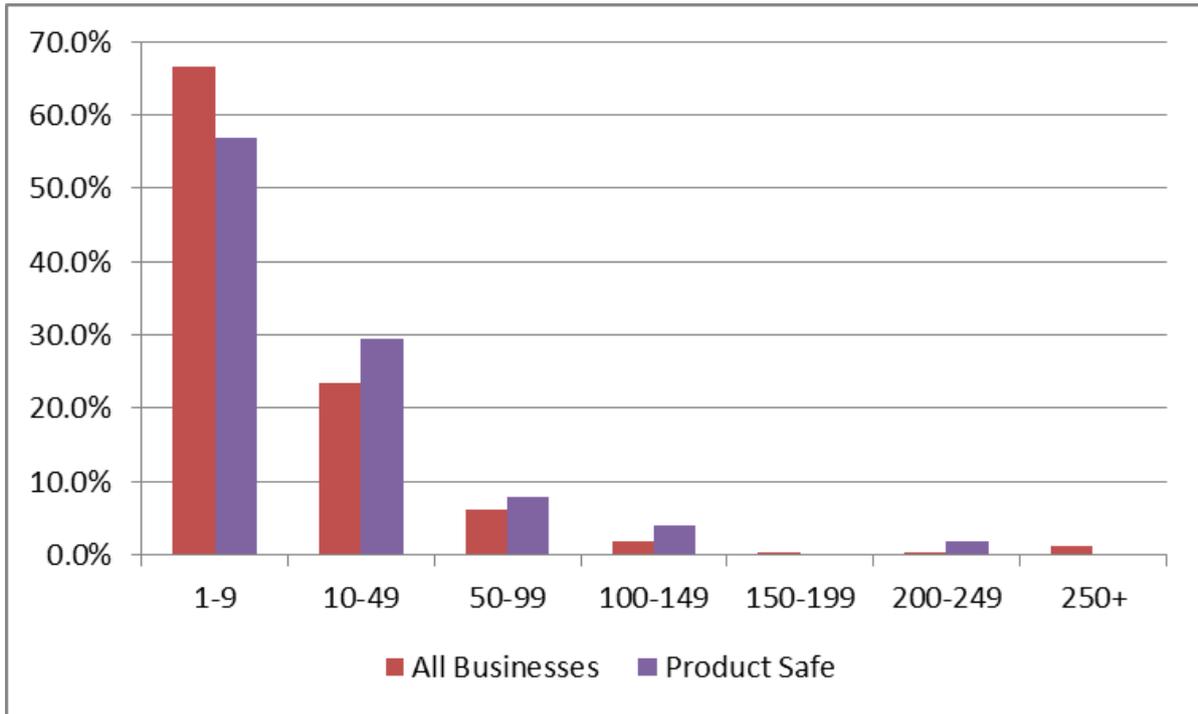
Figure 20 - Businesses who accessed advice about how to ensure products are safe



Base: 51 Respondents

Whilst over half of the 51 businesses were small (between 1 and 9 employees) this type of advice was more popular with medium sized businesses – 37% of the those businesses in receipt of advice regarding compliance had between 10 and 99 employees compared with under 30% of all businesses surveyed, as shown in Figure 21.

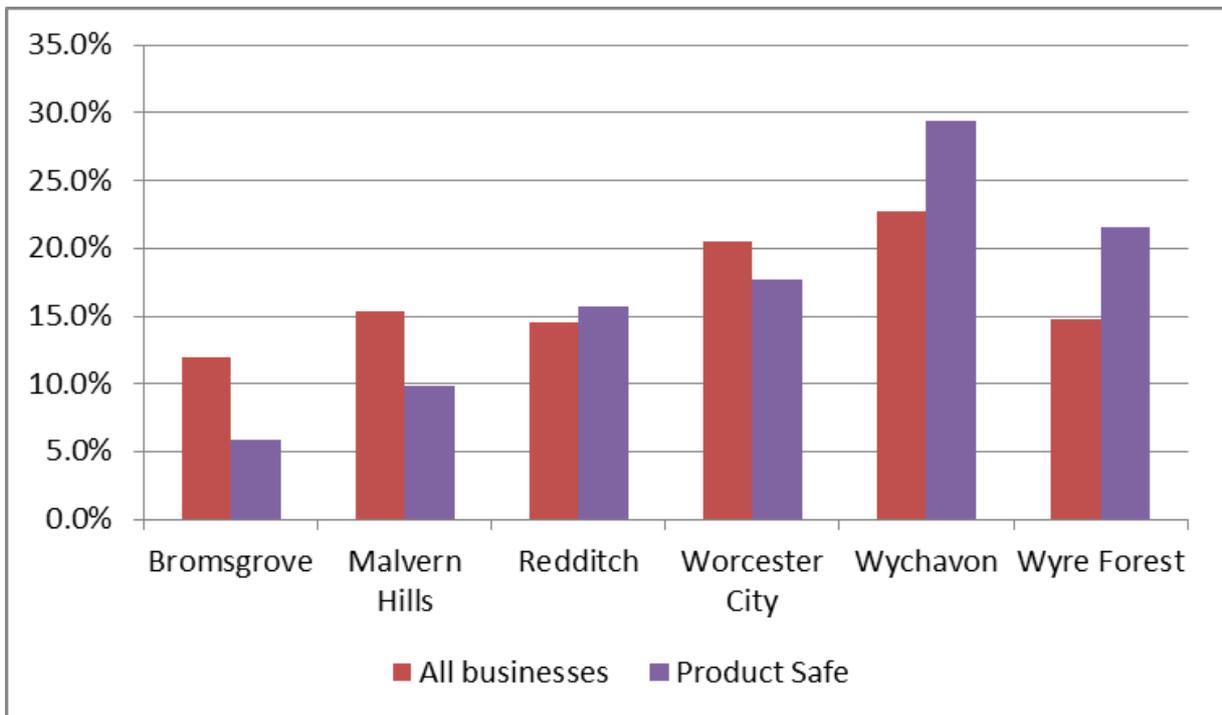
Figure 21 - Percentage of businesses who use advice about ensuring products are safe by employee number



Base: 51 Respondents

There is limited evidence to indicate that businesses that use advice about ensuring products are safe are distributed across the County differently to other businesses, however a slightly higher proportion of Wychavon and Wyre Forest businesses used this advice as shown in Figure 22.

Figure 22 - Businesses who use advice about ensuring products are safe by district



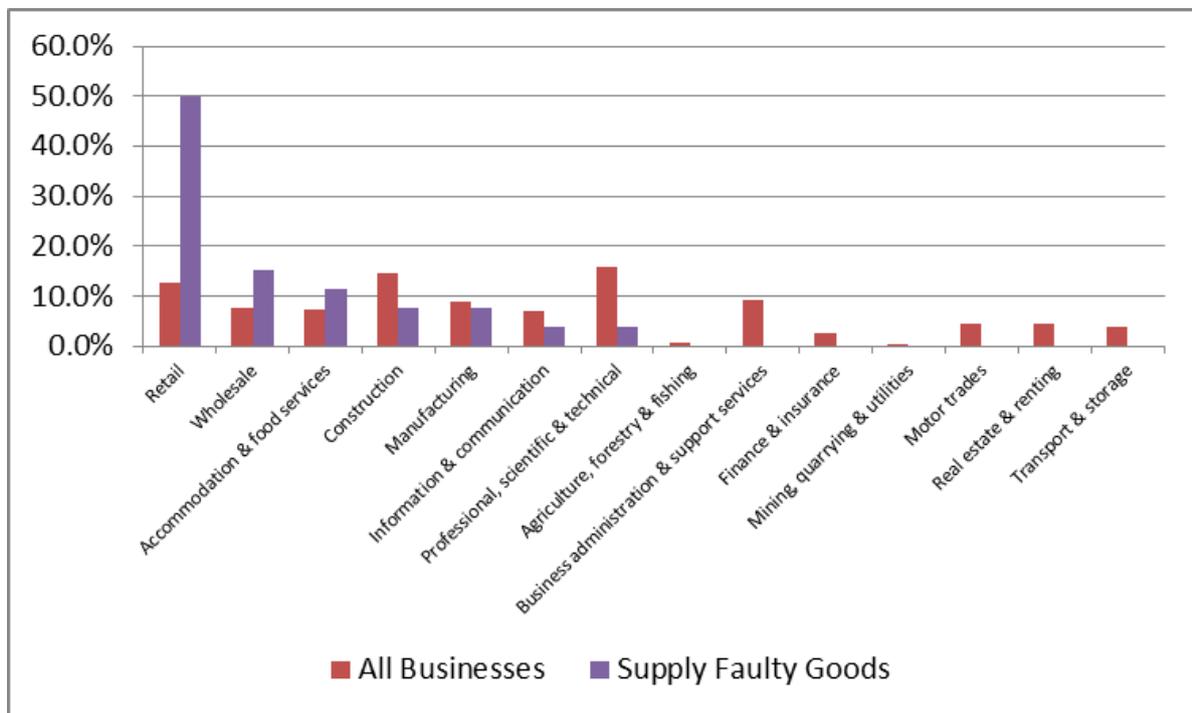
Base: 51 Respondents

Advice Regarding Supply of Goods if Faulty

(Note analysis in this section should be treated with caution due to the low number of survey responses).

28% (n=25) of the 90 businesses (who used product safety advice) accessed this regularly or occasionally (one business used this advice once). Figure 23 shows the breakdown of these businesses by sector. The retail industry is by far the most common sector in receipt of this type of advice followed by wholesale and accommodation and food services. Compared with the sector breakdown of all 501 businesses surveyed, the retail sector was more much likely to use this advice.

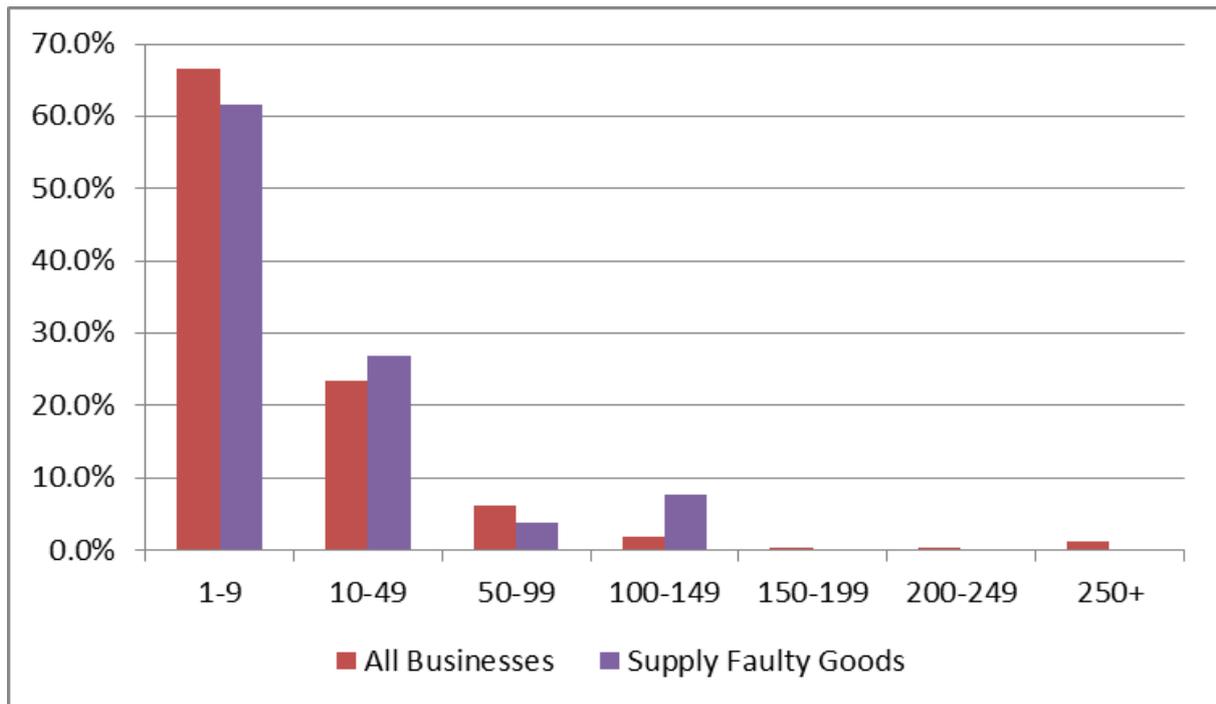
Figure 23 - Businesses who accessed advice about supply of goods if faulty



Base: 26 Respondents

The size of businesses that accessed advice about the supply of goods if faulty was broadly in line with the size of all businesses surveyed, as shown in Figure 24.

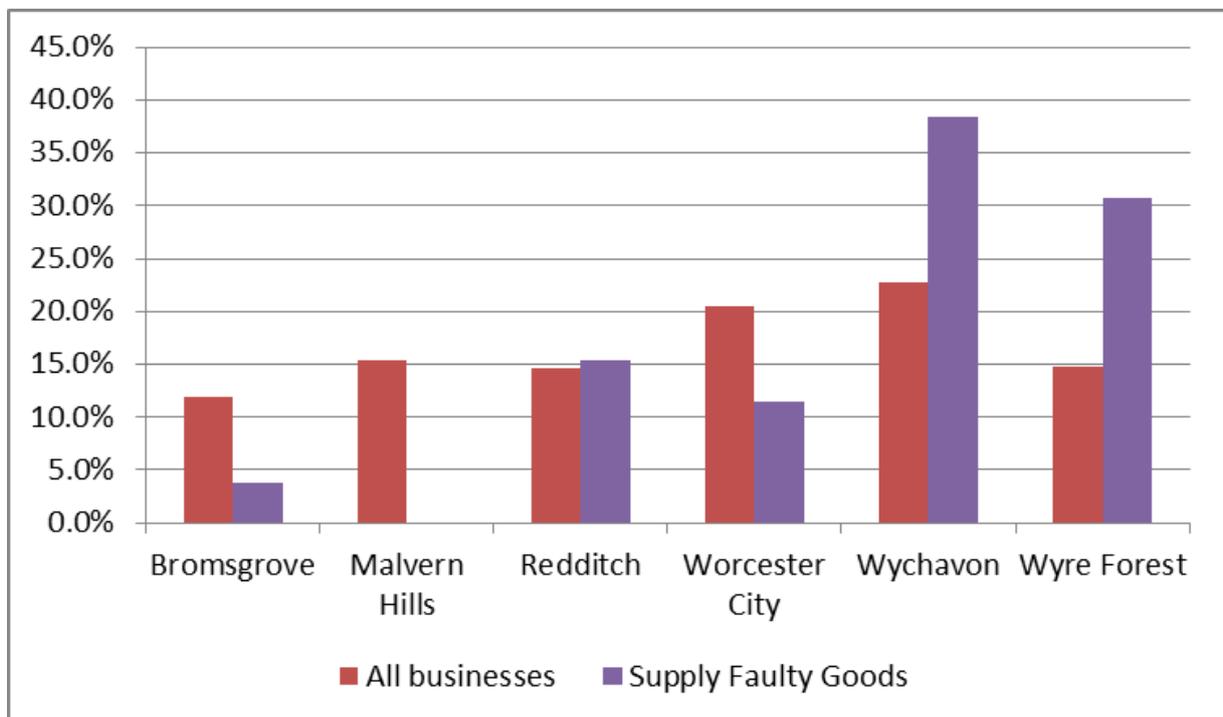
Figure 24 - Percentage of Businesses who use advice about supply of goods if faulty by employee number



Base: 26 Respondents

There is limited evidence to indicate that businesses that use advice about ensuring products are safe are distributed across the County differently to other businesses, however a slightly higher proportion of Wychavon and Wyre Forest businesses used this advice as shown in Figure 25.

Figure 25 - Businesses who use advice about supply of goods if faulty by district



Base: 26 Respondents

Potential Unmet Need for Product Safety Advice

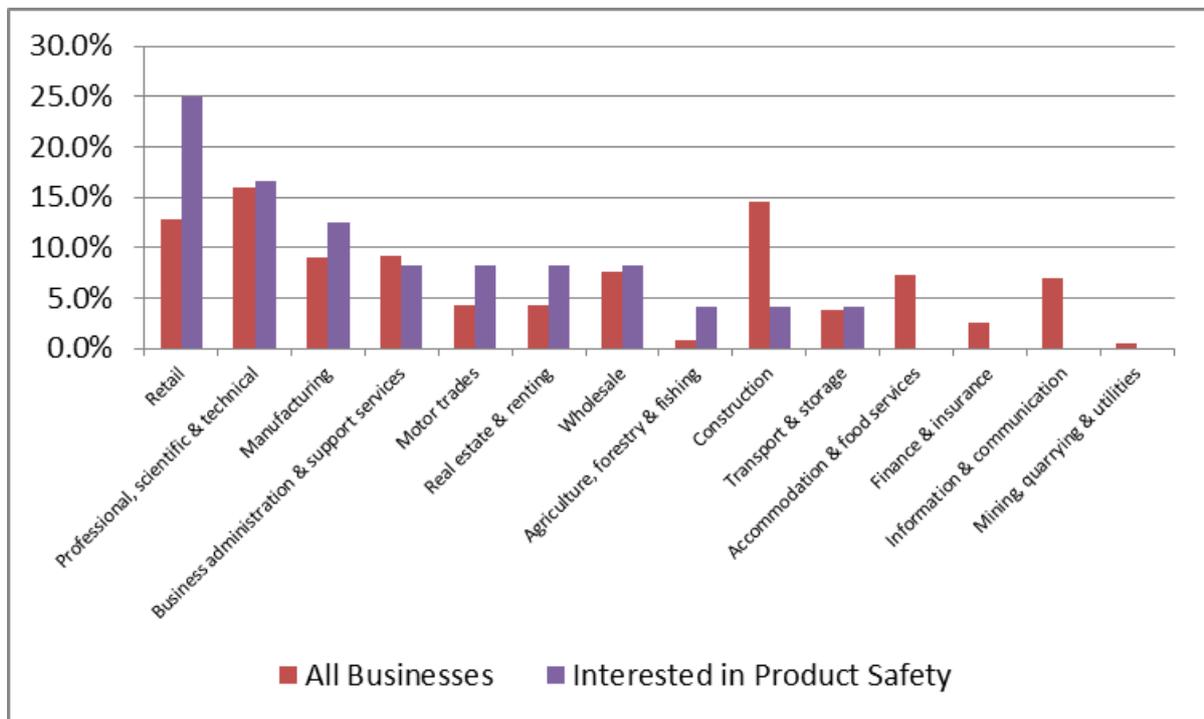
(Note analysis in this section should be treated with caution due to the low number of survey responses).

5% (n=24) of all businesses surveyed indicated that they had not accessed advice or support relating to product safety but would be interested in doing so. Of these, just under 50% are supportive of a regulator selling advice.

The business sectors that don't use but are most likely to be interested in product safety advice are the same as those that already access it. In particular, retail businesses make up 25% (n=6) of the 24 businesses, as shown in Figure 26.

Of the 24 businesses, over 80% (n=20) were small (between 1 and 9 employees), and nearly all were based in Wychavon, Malvern Hills or Bromsgrove.

Figure 26 - Businesses that don't access Product Safety Advice but are interested



Base: 24 Respondents

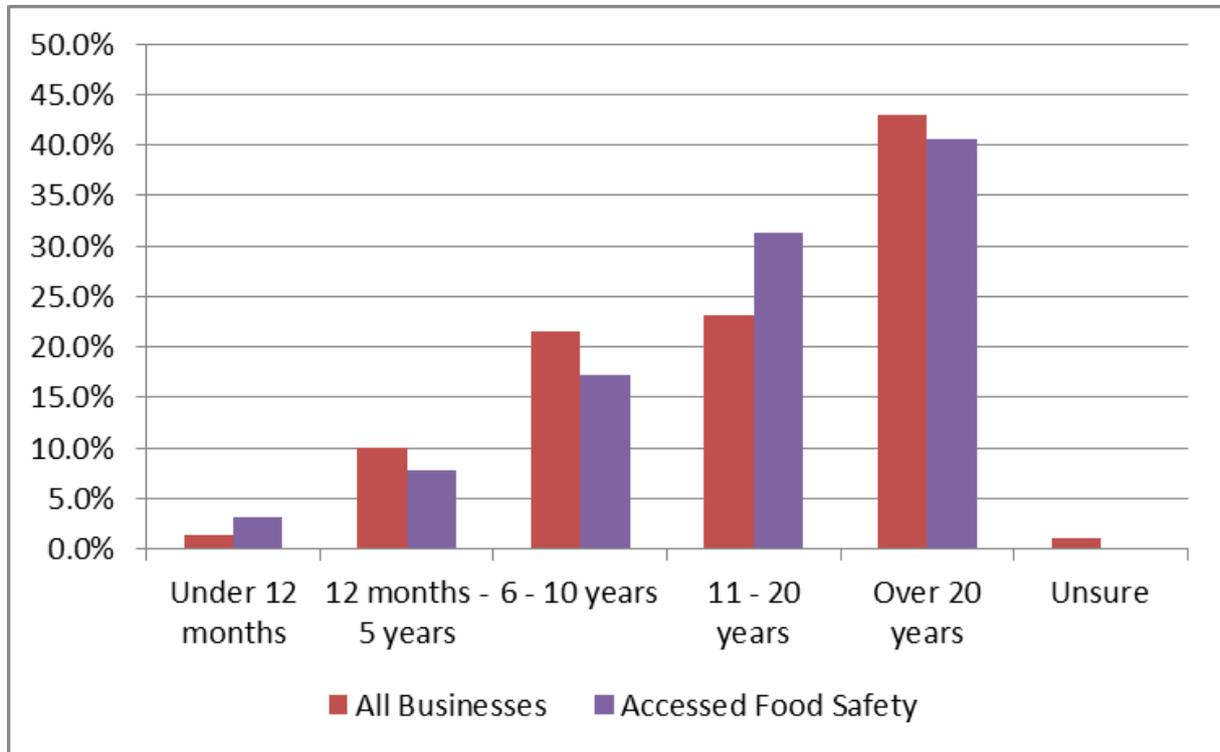
3.2.5 Food Safety

13% of all businesses surveyed (n=64) had accessed advice, guidance and support about food safety. Of these, approximately half were small businesses, although a greater proportion of Worcestershire's medium-sized businesses (10-99 employees) accessed this support. See Table 11 in Appendix 4 for a more detailed breakdown of the nature of those businesses that accessed food safety advice and support.

Appendix

Compared with all 501 businesses surveyed, those businesses that had been established for a moderate length of time (11-20 years), and to a lesser extent very new businesses, were more likely to access food safety advice and support, as shown in Figure 27.

Figure 27 - Businesses who access Food Safety Advice by Length of Trading

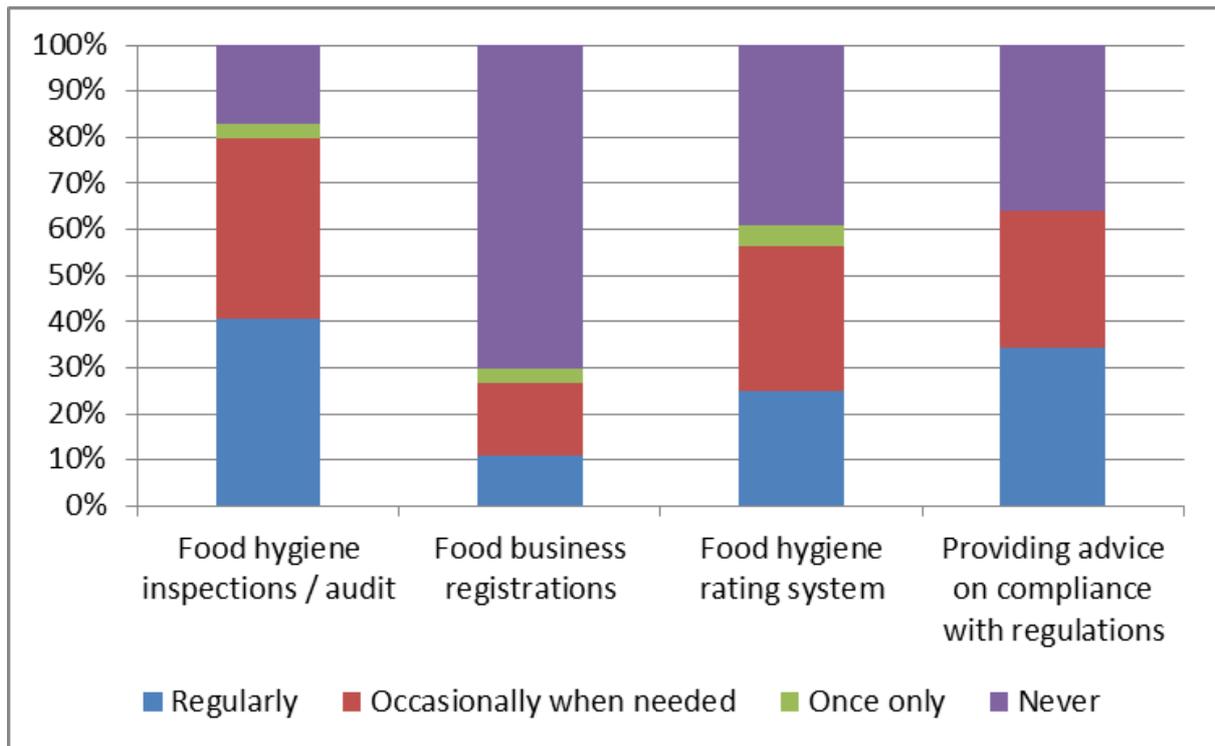


Base: 64 Respondents

When asked who provided this support, councils or environmental officers were the most common responses. Convenience, contractual obligations or the service being free were the main reasons for these choices, although 15-20% of businesses also stated that they weren't aware of other providers. Costs for the support were either unknown or free in most cases, although a figure of £350 was provided by some.

Figure 28 shows the regularity with which businesses accessed elements of food safety advice. Advice regarding food hygiene / inspections is the most popular element with 80% (n=51) of all businesses who accessed any food safety advice using this regularly or occasionally; followed by advice on compliance with regulations with 64% (n=41), and food hygiene rating systems with 56% (n=36).

Figure 28 - Elements of Food Safety Advice Accessed

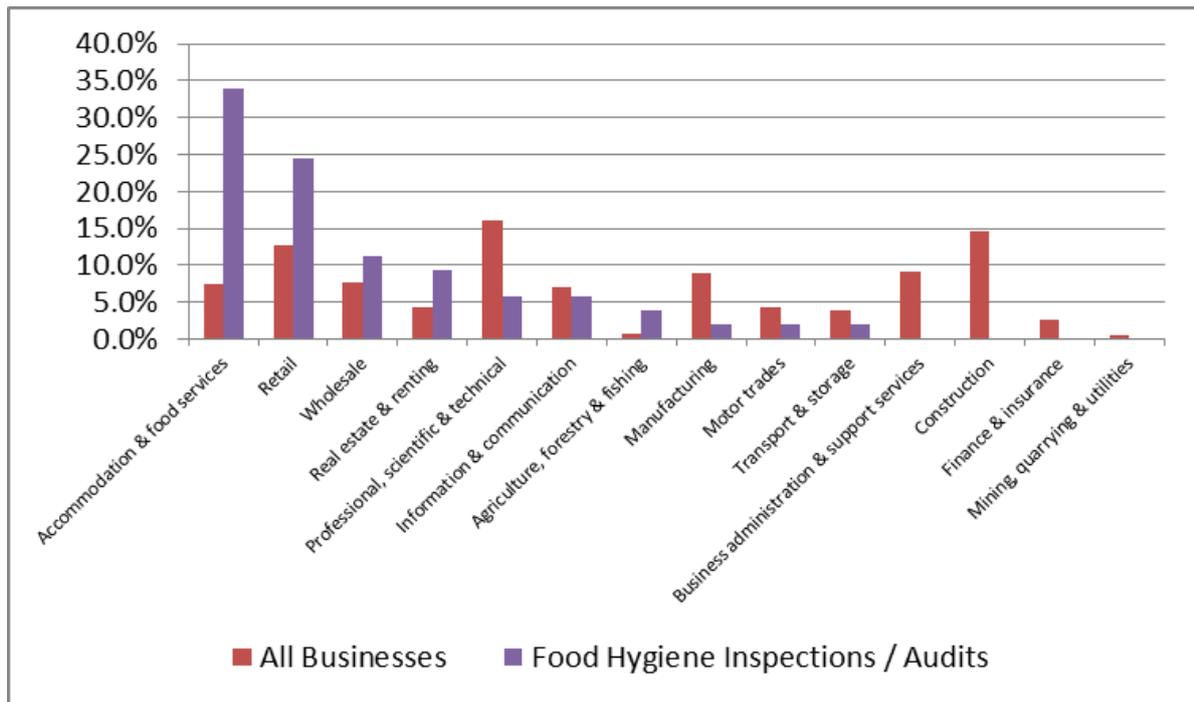


Base: 64 Respondents

Food Hygiene Inspections / Audit

This the most common form of food safety advice sought by Worcestershire businesses, 80% (n=51) of the 64 businesses (who used food safety advice) accessed this regularly or occasionally (a further two businesses used this advice once). Figure 29 shows the breakdown of these businesses by sector. Accommodation and food services is the most common sector in receipt of this type of advice followed by retail, wholesale, and real estate / renting. Compared with the sector breakdown of all 501 businesses surveyed, retail and accommodation and food service were much more likely to use this advice, and wholesale and real estate / renting were slightly more likely to use it.

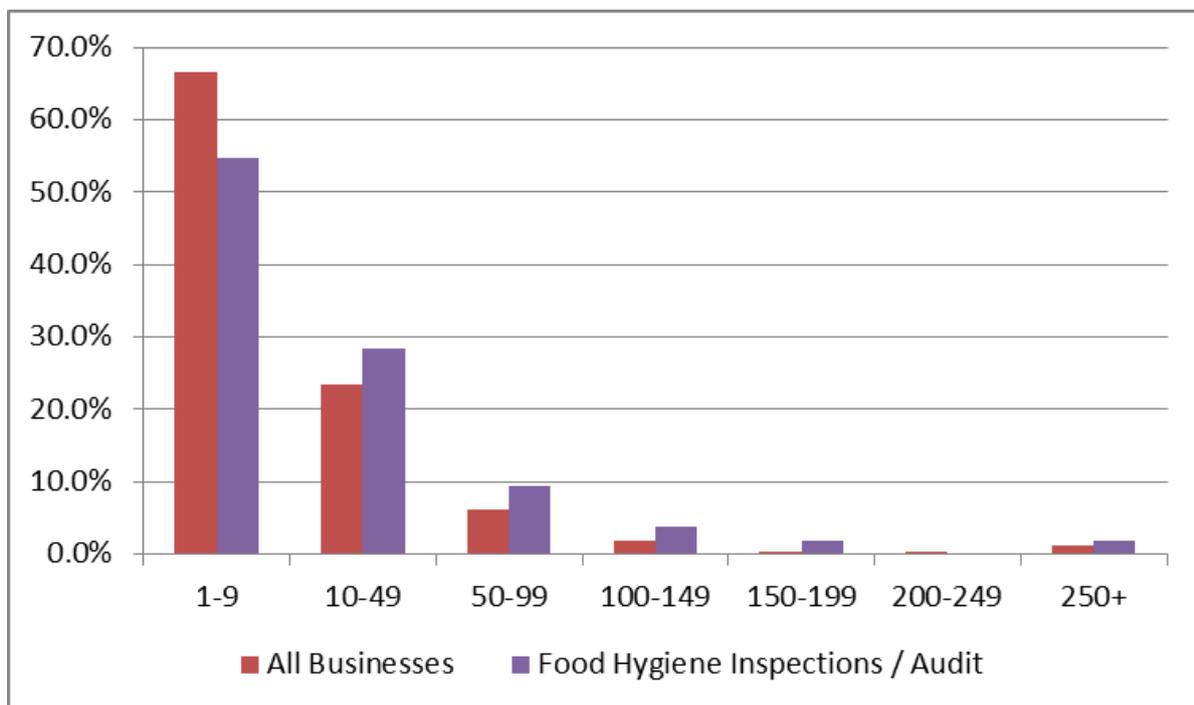
Figure 29 - Businesses who accessed advice about Food Hygiene Inspections / Audits



Base: 53 Respondents

Whilst over half of the 53 businesses were small (between 1 and 9 employees) this type of advice was more popular with medium sized businesses – 38% of the those businesses in receipt of advice regarding food hygiene inspections / audits had between 10 and 99 employees, compared with under 30% of all businesses surveyed, as shown in Figure 30.

Figure 30 - Percentage of Businesses who use advice about ensuring products are safe by employee number

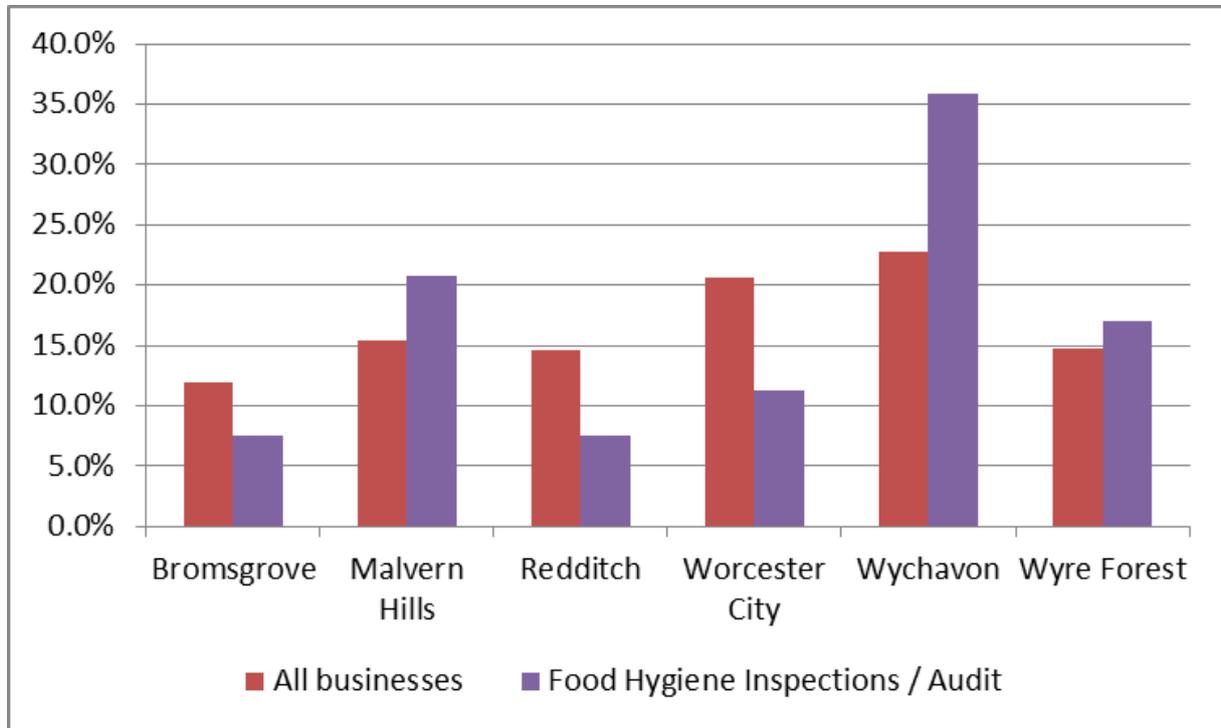


Base: 53 Respondents

Appendix

There is limited evidence to indicate that businesses that use advice about ensuring products are safe are distributed across the County differently to other businesses, however a higher proportion of Wychavon and Malvern Hills businesses used this advice as shown in Figure 31.

Figure 31 - Businesses who use advice about food hygiene inspections / audits by district



Base: 53 Respondents

Food Business Registrations

(Note analysis in this section should be treated with caution due to the low number of survey responses).

27% (n=17) of the 64 businesses (who used food safety advice) accessed this regularly or occasionally (a further two businesses used this advice once). Retail and accommodation and food services make up over half of these businesses.

The size of businesses that accessed advice about the supply of goods if faulty was broadly in line with the size of all businesses surveyed, with small businesses making up nearly two thirds of the total.

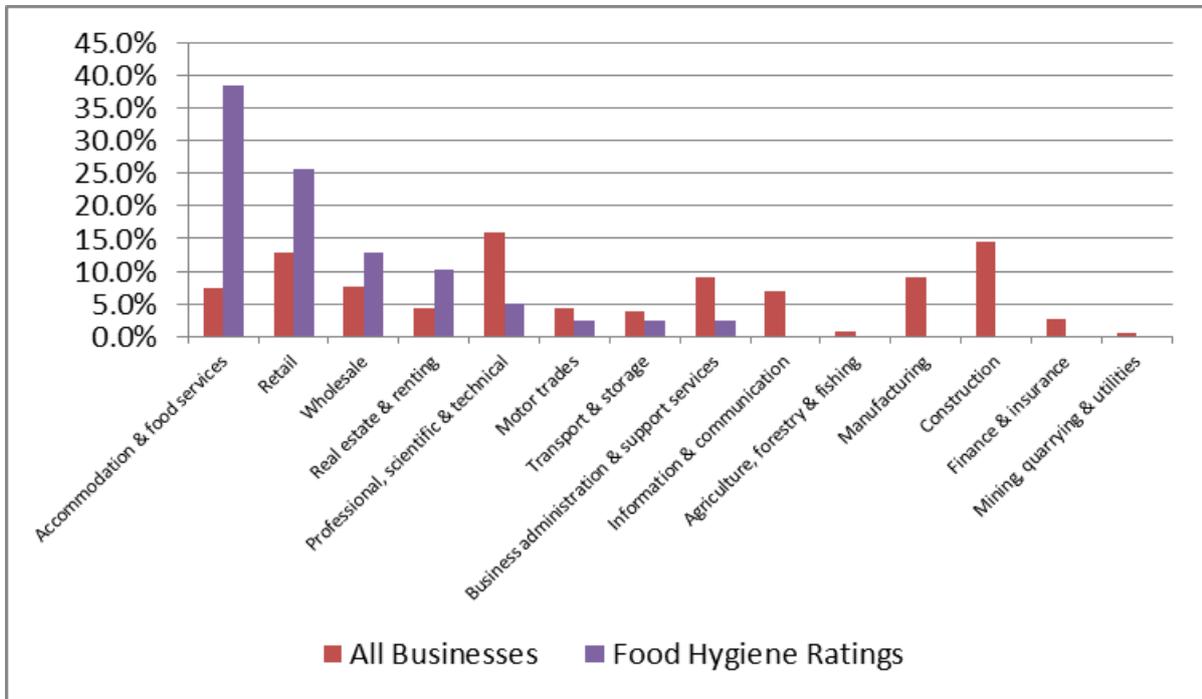
Food Hygiene Rating System (Scores on the Doors)

56% (n=36) of the 64 businesses (who used food safety advice) accessed this regularly or occasionally (a further three businesses used this advice once). Figure 32 shows the breakdown of these businesses by sector. Accommodation and food services is the most common sector in receipt of this type of advice followed by retail, wholesale, and real estate / renting. Compared with the sector breakdown of all 501 businesses surveyed, retail and accommodation and food service were

Appendix

much more likely to use this advice, and wholesale and real estate / renting were slightly more likely to use it.

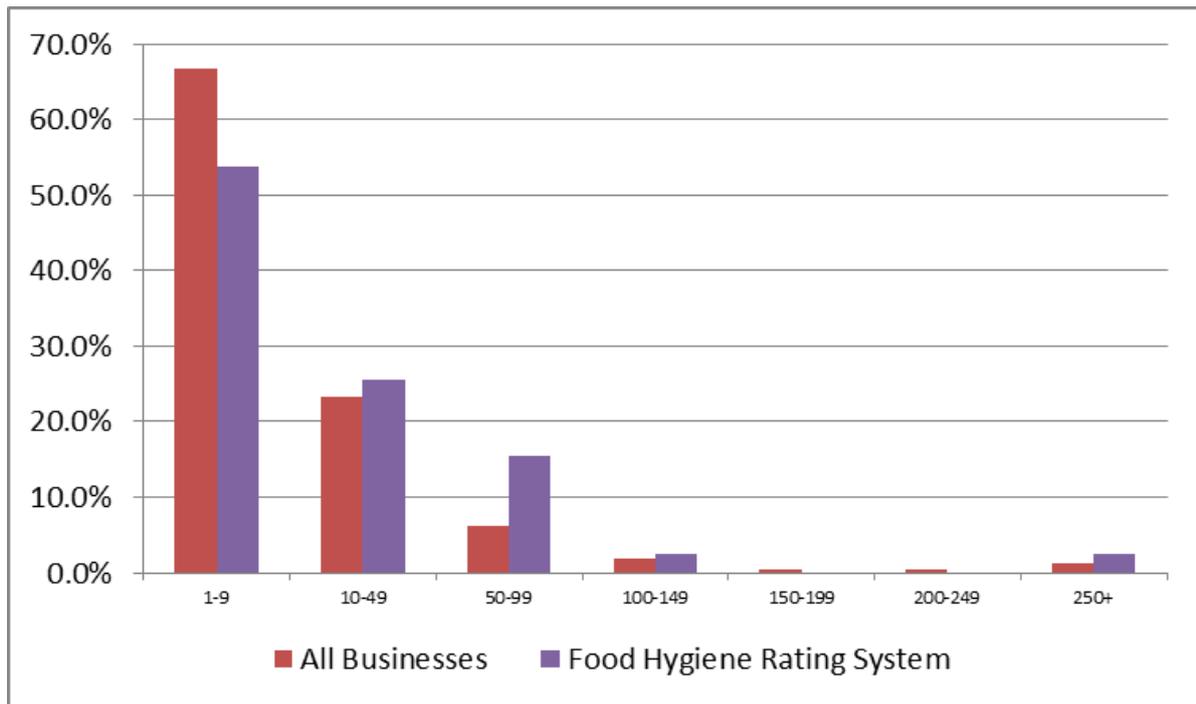
Figure 32 - Businesses who accessed advice about Food Hygiene Ratings (Scores on the Doors)



Base: 39 Respondents

Whilst over half of the 39 businesses were small (between 1 and 9 employees) this type of advice was more popular with medium sized businesses – 41% of the those businesses in receipt of advice regarding food hygiene inspections / audits had between 10 and 99 employees, compared with under 30% of all businesses surveyed, as shown in Figure 33.

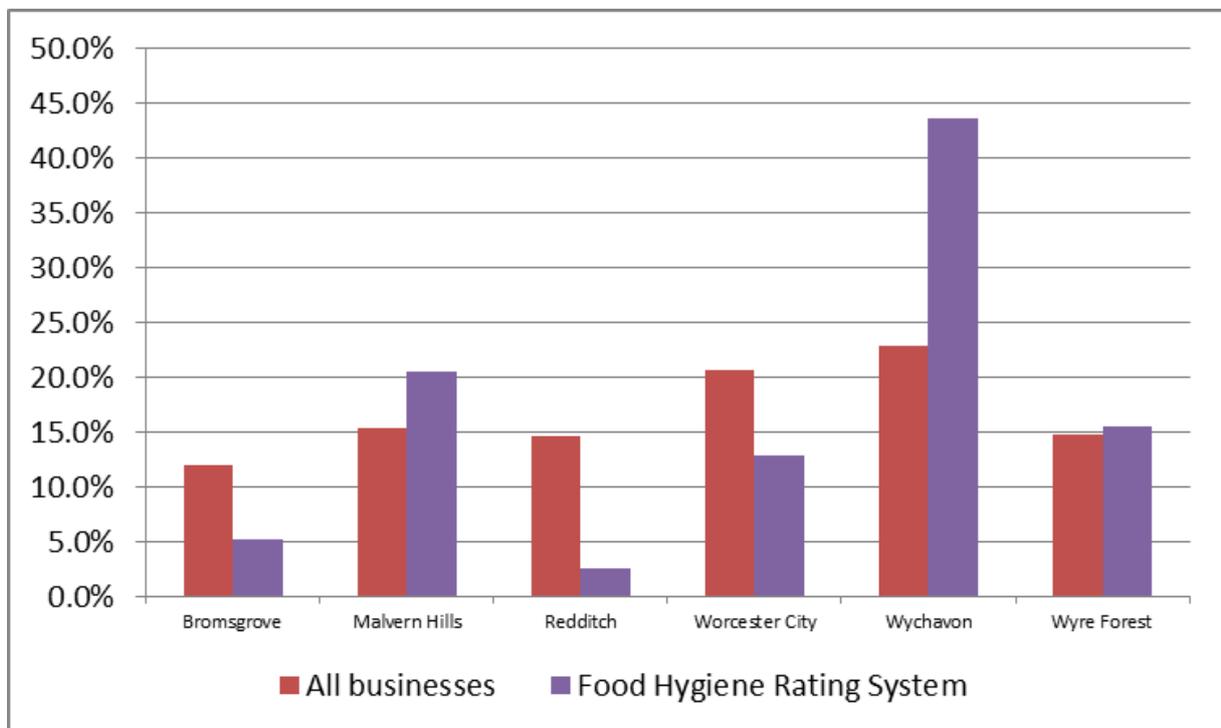
Figure 33 - Percentage of Businesses who use advice about ensuring products are safe by employee number



Base: 39 Respondents

There is limited evidence to indicate that businesses that use advice about ensuring products are safe are distributed across the County differently to other businesses, however a higher proportion of Wychavon and Malvern Hills businesses used this advice as shown in Figure 34.

Figure 34 - Businesses who use advice about food hygiene rating system by district

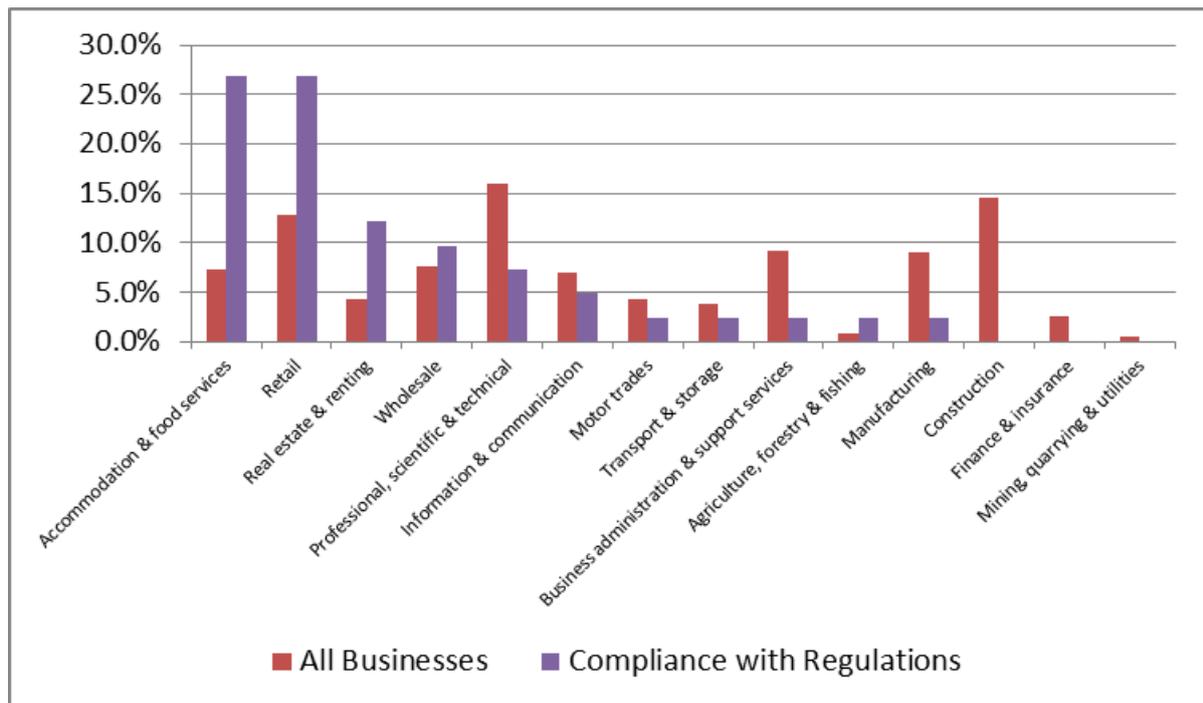


Base: 39 Respondents

Advice on Compliance with Regulations

64% (n=41) of the 64 businesses (who used food safety advice) accessed this regularly or occasionally (no businesses used this advice only once). Figure 35 shows the breakdown of these businesses by sector. Accommodation and food services is the most common sector in receipt of this type of advice followed by retail, real estate / renting and wholesale. Compared with the sector breakdown of all 501 businesses surveyed, retail and accommodation and food service were much more likely to use this advice, and wholesale and real estate / renting were slightly more likely to use it.

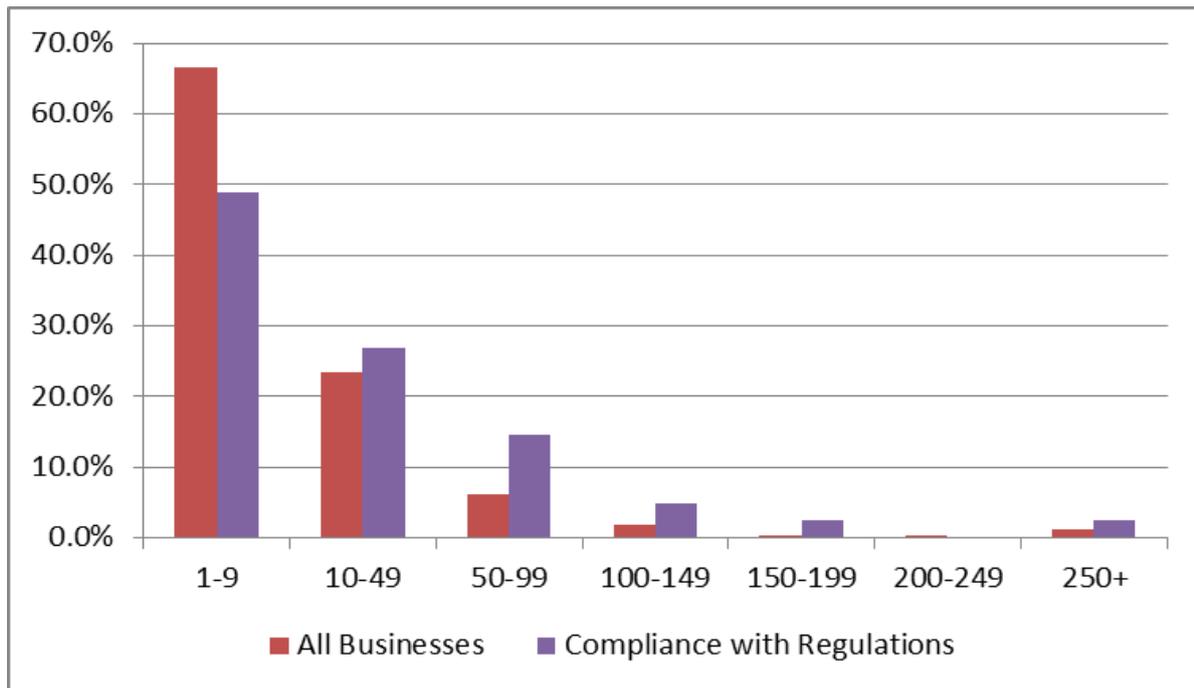
Figure 35 - Businesses who accessed advice about Compliance with Regulations



Base: 41 Respondents

Whilst over half of the 41 businesses were small (between 1 and 9 employees) this type of advice was more popular with medium sized businesses – 41% of the those businesses in receipt of advice regarding food hygiene inspections / audits had between 10 and 99 employees, compared with under 30% of all businesses surveyed, as shown in Figure 36.

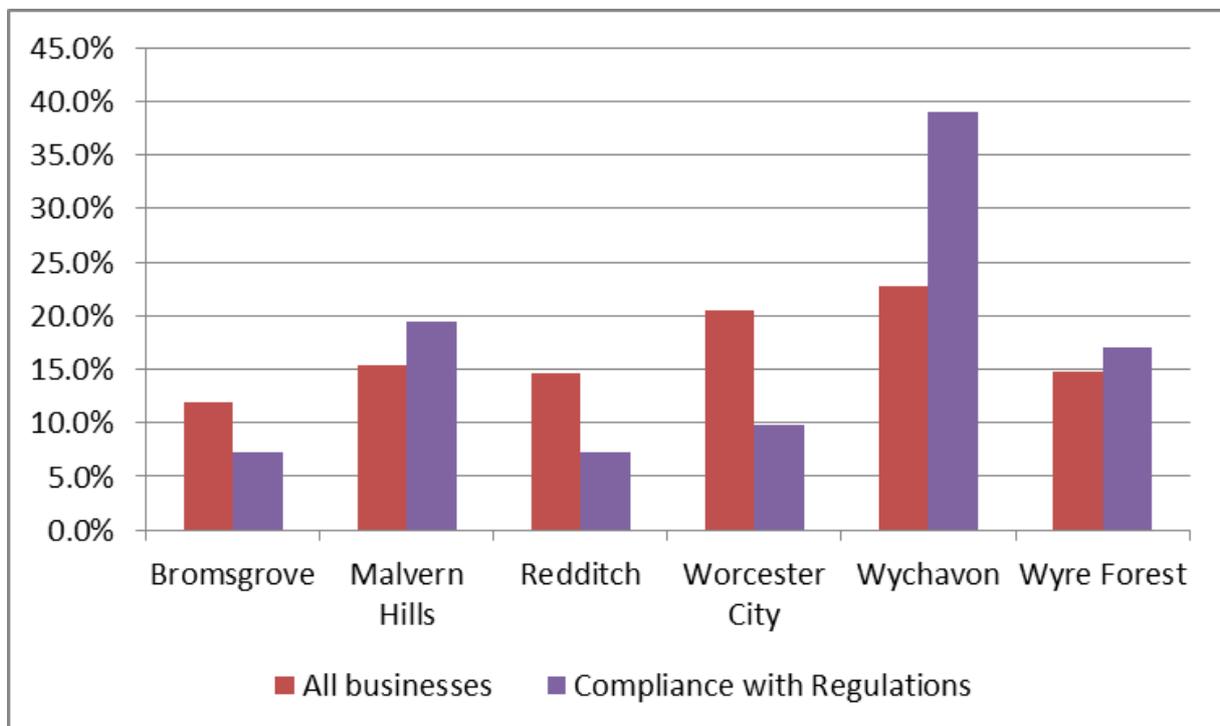
Figure 36 - Percentage of Businesses who use advice about compliance with regulations by employee number



Base: 41 Respondents

There is limited evidence to indicate that businesses that use advice about ensuring products are safe are distributed across the County differently to other businesses, however a higher proportion of Wychavon and Malvern Hills businesses used this advice as shown in Figure 37.

Figure 37 - Businesses who use advice about compliance with regulations by district



Base: 41 Respondents

Potential Unmet Need for Food Safety Advice

(Note analysis in this section should be treated with caution due to the low number of survey responses).

Just 2% (n=7) of all businesses surveyed indicated that they had not accessed advice or support relating to food safety but would be interested in doing so, suggested that there is not significant unmet need around food safety advice.

3.2.6 Fair Trading

11% of all businesses surveyed (n=57) had accessed advice, guidance and support about fair trading. Of these, approximately half were small businesses, although a greater proportion of Worcestershire's medium-sized businesses (10-99 employees) accessed this support. See Table 12 in Appendix 5 for a more detailed breakdown of the nature of those businesses that accessed food safety advice and support.

Compared with all 501 businesses surveyed, those businesses that had been established for a long time (over 20 years), and to a lesser extent very new businesses (less than 12 months), were more likely to access advice about fair trading.

When asked who provided this support, head office was the most common response. Convenience, or the service being free were the main reasons for these choices, although 30-50% of businesses stated that the reason was "other".

Figure 38 shows the regularity with which businesses accessed elements of fair trading advice. Understanding terms and conditions of contracts is the most popular element with 39% (n=22) of all businesses who accessed any fair trading advice using this regularly or occasionally; followed by advice on business scams and frauds with 33% (n=19).

Figure 38 - Elements of Fair Trading Advice Accessed



Base: 57 Respondents

Potential Unmet Need for Food Safety Advice

(Note analysis in this section should be treated with caution due to the low number of survey responses).

9% (n=43) of all businesses surveyed indicated that they had not accessed advice or support relating to fair trading but would be interested in doing so. Of these, nearly 60% are supportive of a regulator selling advice, amongst the highest for all types of service not accessed but of interest.

The business sectors that don't use but are most likely to be interested in fair trading advice are the same as those that already access it. In particular, retail businesses make up 25% (n=6) of the 24 businesses, as shown in Figure 39.

Of the 43 businesses, two thirds (n=25) were small (between 1 and 9 employees), and a third were medium sized (between 10 and 99 employees). Nearly two thirds of the 43 businesses were located in south Worcestershire (Malvern Hills, Worcester or Wychavon).

Figure 39 - Businesses that don't access Fair Trading advice but are interested



Base: 43 Respondents

3.2.7 Animal Health / Disease Control

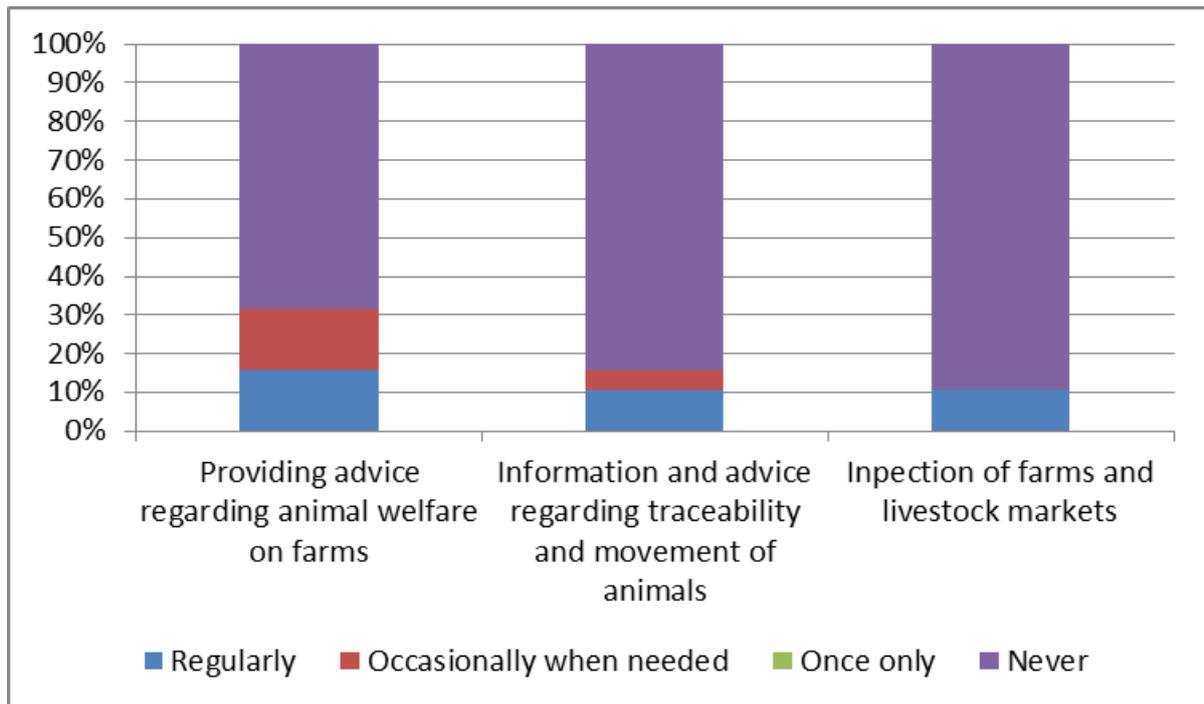
(Note analysis in this section should be treated with caution due to the low number of survey responses).

4% of all businesses surveyed (n=19) had accessed advice, guidance and support about animal health / disease control. Two thirds of these were small businesses, and three quarters were very established (trading for at least 11 years).

When asked who provided this support, DEFRA was the most common response. Convenience or the service being free were the main reasons for this choice. Half of the 19 businesses were located in Wychavon and Malvern Hills, and the most common sectors were professional, scientific and technical, accommodation and food services, and wholesale. See Table 13 in Appendix 6 for a more detailed breakdown of the nature of those businesses that accessed animal health / disease control advice and support.

Figure 40 shows the regularity with which businesses accessed elements of animal health / disease control advice. Advice regarding animal welfare on farms is the most popular element.

Figure 40 - Elements of Animal Health / Disease Control Advice Accessed

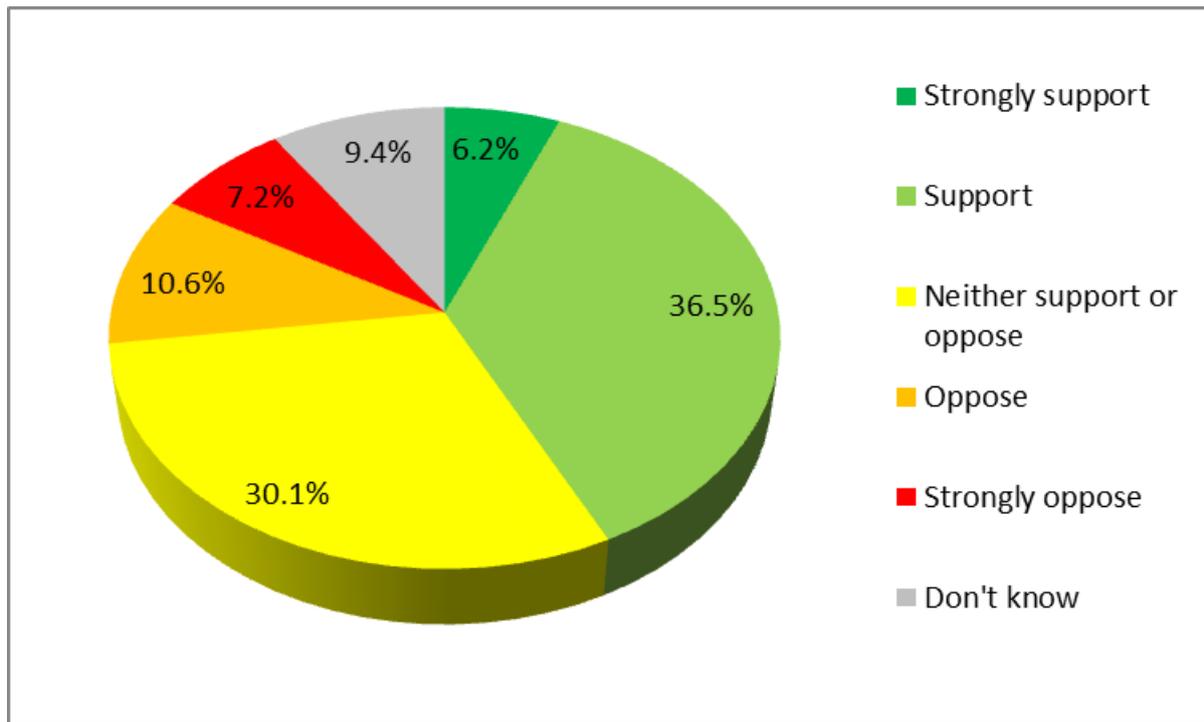


Base: 19 Respondents

3.3 Provision of Support by a Regulator

According to the businesses surveyed, approximately 43% support the idea of a regulator selling advice and support services, with a further 30% responding that they neither supported or opposed such an idea, and less than one in five opposed the idea, see Figure 41.

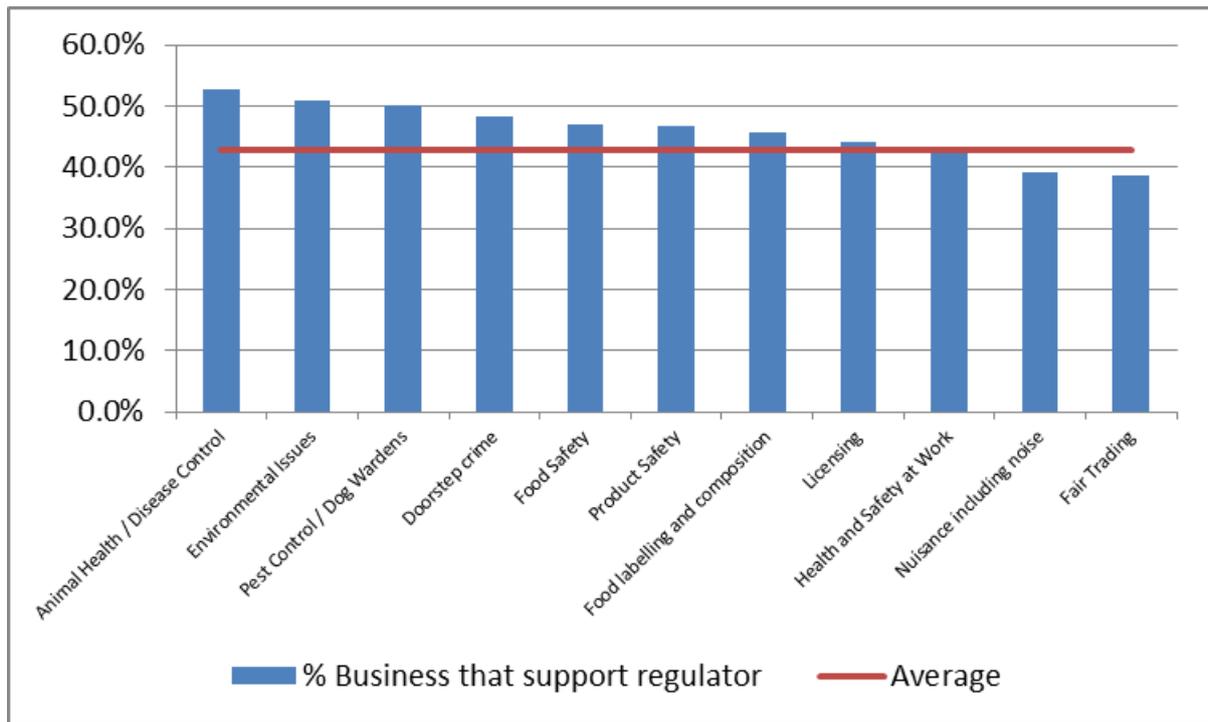
Figure 41 – Extent to which businesses support the idea of a regulator selling advice or support



Base: 501 Respondents

The level of support for a regulator providing advice varied according to the type of paid for advice accessed. According to Figure 42, businesses that access animal health / disease control are more likely to support the idea of a regulator selling this advice than businesses that access advice or support about fair trading.

Figure 42 - Extent to which businesses support the idea of a regulator selling advice or support by service type accessed



Base: 501 Respondents

3.4 Recent Developments

The results of the business survey above were obtained during the early part of 2013, just as news stories relating to discoveries of horse DNA in food products thought to be beef were breaking across Europe. It is likely that such media coverage, and the focus that has been thrown on food standards and safety as a result may have influenced a range of businesses to seek further advice in this area than they may typically have done (and therefore not reflected in this report).

A number of businesses including large supermarket chains have made fundamental and demonstrative changes to suppliers and product lines, and there is now high profile discussion about more general aspects of the food industry including the length of food chains and the lack of transparency in the industry, both of which may have substantial impacts on local businesses. It is possible that there will be an increase in demand for advice and guidance relating to food safety.

4 Market Analysis / Current Provision

In January 2013, the Research and Intelligence unit conducted a piece of research into the provision of advice, guidance and support provided by businesses in Worcestershire, to establish a picture of the current markets. Providers were asked whether they provided services relating to the areas described in chapter 2:

- Food safety
- Licensing
- Fair trading
- Food labelling and composition
- Health and safety at work
- Animal health / disease control
- Nuisance including noise
- Doorstep crime
- Pest control / dog wardens
- Pollution / environmental issues
- Product safety

and the extent to which these services were taken up. Providers were also asked to supply an approximate cost. 160 such providers were identified (although the total is likely to be higher) and approximately 20 responded.

4.1 Current Provision

The most common types of provision were around pest control, health and safety at work, and nuisance. A combination of private sector organisations and public sector bodies provided support and advice.

4.1.1 Pest Control

The most common services provided relate to pest control services, some of which already contract services to WRS and local authorities in Worcestershire. In total, more than 40 local businesses offer services relating to pest control. There are also a number of dog wardens / kennelling services that provide both statutory services on behalf of local authorities but also some services outside of the statutory period. Costs of pest control services vary around the £100 mark, but some offer daily rates of between £100 and £200 or annual contracts anywhere between £100 and £5,000, depending on the scale of the problem.

Nationally, there are numerous examples of local authorities offering pest control services at a fee (using a mixture of in-house and contracted services). At the time writing, Birmingham City Council offered pest control services for free for domestic premises.

4.1.2 Health and Safety at Work

Health and safety advice is also well provided for in Worcestershire. More than 25 health and safety consultants were identified, along with a number of legal practices. Providers of health and safety advice also tended to offer services relating to food safety or environmental (nuisance). Four consultants responded with information about the services they provide, all indicating that they provide support for investigating accidents, inspection or audit of workplace, and advice on

compliance with regulations. Fees were between £200 to £500 per day, with some offering hourly rates of approximately £30.

Nationally, many local authorities offer training courses relating to Health and Safety or signpost people to organisations that can provide these. Prices range from £50-£1000 per person depending on course content.

4.1.3 Nuisance Including Noise

Locally, there are over 20 organisations providing support and advice relating to nuisance. These tend to fall into two categories; planning consultants (including solicitors) and health and safety / environmental businesses. Prices vary considerably depending on the nature of the support required, but the noise abatement society quoted £300-£400 per day for information relating to excessive noise and how to avoid it.

A number of local authorities provide information relating to noise nuisance and how to avoid it, fires and smoke. [Worcestershire Business Central](#) is increasingly providing signposting to information and advice for new and existing businesses, including matters associated with regulation and licensing. Herefordshire and Worcestershire Chamber of Commerce also offers free business advice.

4.1.4 Food Safety

There are a number of consultants offering food safety advice in Worcestershire, including inspections / audits and advice on compliance with regulations. These companies also offer assistance with food business registration and "scores on the doors" food hygiene ratings. Three companies provided information about prices, all around £300-£400 per day.

Many councils offer a basic level 2 certificate in food hygiene. The prices range from £49-80 per person for the level 2 course; and go up to £520 for more advanced certifications. They also give the option of completing the course on site of the business, if desired.

4.2 Potential Gaps in the Market

A number of support / advice services appear to have little or limited provision from local businesses in Worcestershire.

In particular, there doesn't appear to be any local organisation selling advice relating to rogue traders or doorstep crime (the majority of respondents of the MEL business survey that sought support in this area view the police as the key provider of this information). As police budgets are stretched over the next few years this may result in a gap in this provision.

Food labelling services are limited in Worcestershire, with only three companies that appear to offer this service. If increased focus on the food industry results in changes to legislation or increased requirements for transparency on food packaging, this may be an area to consider.

For a county with a large rural area, and a diverse agricultural economy, there appear to be few local organisations offering paid-for advice and support relating to animal health / disease. DEFRA provides significant information and signposting relating to livestock. The Animal Health and Veterinary Laboratories Agency (AHVLA) is responsible for inspection (amongst other things) in order

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to safeguard animal health and welfare and also public health. Recent changes to the AHVLA corporate plan suggest that as a result of spending cuts and significant impacts in staffing levels it will increasingly look to recover costs from end-user customers, which may provide an opportunity for competition.

5 Estimating the Size of Potential Markets

(NOTE – results in this section are based on a number of assumptions and should be treated with caution).

Using data from the MEL business survey, in conjunction with actual data regarding Worcestershire businesses, it is possible to estimate the size of potential markets for advice and support. The methodology for the estimates is described in more detail in Appendix 7, along with a description of the key assumptions on which the estimates are based.

5.1 Total Available Market

The total available market (TAM) (sometimes called the total addressable market) is the maximum possible market that exists for a product or service. It is a measure of the revenue opportunity, the maximum possible revenue that exists assuming all potential customers in the market use the product or service and a 100% market penetration rate.

The annual (Worcestershire) TAM² has been calculated for five selected types of advice described in section 3.2 of this report, and shown in Table 1 (results are rounded to the nearest £100,000). A lower and upper estimate has been provided based upon a range of costs associated with each type of advice.

Table 1 - Total Available Market (TAM) for Selected Types of Advice

Type of Advice	Lower Estimate	Upper Estimate
Health and Safety at Work	£13,300,000	£66,400,000
Food safety	£4,700,000	£23,400,000
Product Safety	£2,000,000	£10,100,000
Fair trading	£1,900,000	£9,300,000
Animal Health / Disease Control	£400,000	£2,200,000
Grand Total	£22,300,000	£111,400,000

5.2 Segmented Available Market

From the MEL business survey, a significant proportion of businesses are not supportive of a regulator selling assured advice. Therefore considering those businesses that are supportive of this approach (43% of the 501 respondents overall although this varies from type to type) provides an adjustment to the TAM estimated above. This adjusted estimate could be regarded as the portion of the TAM that WRS would realistically target, or the Segmented Available Market (SAM), as shown in Table 2.

Table 2 - Segmented Available Market (SAM) for Selected Types of Advice

Type of Advice	Lower Estimate	Upper Estimate
Health and Safety at Work	£5,700,000	£28,400,000
Food safety	£2,200,000	£11,000,000
Product Safety	£900,000	£4,700,000
Fair trading	£700,000	£3,600,000

² Note – since the TAM is calculated using data relating to the regularity of use of various types of advice and support as described in the MEL business survey, this estimate of the TAM is associated with only those elements of advice and support described in section 3.2.

Animal Health / Disease Control	£200,000	£1,200,000
Grand Total	£9,700,000	£48,900,000

5.3 Share of Market

Both the TAM and SAM described above assume WRS has a 100% penetration rate for all types of advice. In practice, the penetration rate will be significantly lower (it is almost never 100% for any business no matter how successful). It is beyond the scope of this report to estimate the market penetration rate for WRS with regards to selling of assured advice and support, however it is possible to model what the share of the market would be for a suggested penetration rate. Table 3 shows the share of the market (SOM) assuming that WRS achieve a market penetration rate of between 1% and 5%. The cautious (lower) estimates suggest that revenue in the order of tens of thousands of pounds may be possible for each of the types of advice described, assuming that WRS could achieve market penetration of 1%, giving a total of approximately **£100,000 across all five types of advice**. Upper estimates would only apply for scenarios where WRS developed significant market share (estimated at 5%).

Table 3 – Share of Market (SOM) for Selected Types of Advice, assuming market penetration 1-5%

Type of Advice	Lower Estimate	Upper Estimate
Health and Safety at Work	£60,000	£1,400,000
Food safety	£20,000	£500,000
Product Safety	£10,000	£200,000
Fair trading	£10,000	£200,000
Animal Health / Disease Control	£2,000	£60,000
Grand Total	£100,000	£2,400,000

Health and Safety at work is by far the largest potential market, albeit with quite a bit of competition from other providers. Food safety is the next largest market, followed by Product Safety and Fair Trading.

5.3.1 Share of Markets for Selected Elements of Advice and Support

Table 4 shows the SOM estimates for each element of the service types described above. Note that results are rounded so there may be some discrepancy with sub-totals.

Table 4 - Share of Market (SOM) for Selected Elements of Advice, assuming market penetration 1-5%

Type / Element of Advice	Lower Estimate	Upper Estimate
Advice on compliance with regulations	£20,000	£600,000
Inspection / audit of workplace	£20,000	£400,000
Investigation of accidents	£20,000	£400,000
Health and Safety at Work Total	£60,000	£1,400,000
Advice on compliance with regulations	£6,000	£160,000
Food business registrations	£2,000	£60,000
Food hygiene inspections /	£8,000	£200,000

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audit		
Food hygiene rating systems	£5,000	£130,000
Food Safety Total	£20,000	£500,000
Advice about how to ensure products are safe	£6,000	£160,000
Advice regarding supply of goods if faulty	£3,000	£70,000
Product Safety Total	£10,000	£200,000
Advice regarding on-line shopping	£1,000	£20,000
Advice regarding pricing	£1,000	£30,000
Advice regarding supply of goods if faulty	£1,000	£30,000
Information on business scams and frauds	£2,000	£50,000
Understanding terms and conditions of contracts	£2,000	£50,000
Fair Trading Total	£10,000	£200,000
Advice regarding animal welfare on farms	£1,000	£30,000
Information and advice regarding traceability and movement of animals	£1,000	£20,000
Inspections of farms and livestock markets	£1,000	£10,000
Animal Health Total	£2,000	£60,000

5.3.2 Market Penetration

In order to achieve the lower estimates described in Table 3 and Table 4, WRS would need to achieve a 1% market penetration rate for each element. Assuming a base of 20,000 - 25,000 businesses in Worcestershire, of which 43% support the idea of a regulator delivering paid-for advice, this would require WRS to acquire accounts for around 100-150 companies. The number of accounts would vary according to the type and element of advice delivered, and may involve multiple accounts per business being delivered to a variety of schedules (from very regularly to one-off advice). For example, the number of accounts required for 1% penetration of the health and safety advice market would be significantly higher than other elements due to the large number of businesses already purchasing such support. Table 5 provides an estimate of the number of accounts required in each type / element for a 1% penetration rate.

Table 5 - Estimated Number of Accounts Required in Each Type and Element of Advice for 1% Penetration Rate

Type / Element of Advice	Estimated Number of Accounts for 1% Penetration Rate
Advice on compliance with regulations	50-100
Inspection / audit of workplace	50-100
Investigation of accidents	50-100

Health and Safety at Work	
Advice on compliance with regulations	10-20
Food business registrations	<10
Food hygiene inspections / audit	20-50
Food hygiene rating systems	10-20
Food Safety	
Advice about how to ensure products are safe	10-20
Advice regarding supply of goods if faulty	10-20
Product Safety	
Advice regarding on-line shopping	<10
Advice regarding pricing	<10
Advice regarding supply of goods if faulty	<10
Information on business scams and frauds	<10
Understanding terms and conditions of contracts	10-20
Fair Trading	
Advice regarding animal welfare on farms	<10
Information and advice regarding traceability and movement of animals	<10
Inspections of farms and livestock markets	<10
Animal Health	

5.4 Potential Unmet Demand

Considering only those businesses that don't access paid for advice or support, but are interested in doing so, it is possible to estimate a value for potential unmet demand (i.e. the size of the market for which there is demand but currently no provision). Table 6 shows the share of the potential unmet demand assuming that WRS achieve a market penetration rate of between 5% and 10% (Note – a larger proposed penetration rate than the previous section is used here as it is assumed that WRS may have less difficulty in establishing new customers who have not accessed this support in the past, than competing for existing customers). **The cautious (lower) estimate is approximately £125,000.**

Applying the results of the business survey to all businesses in Worcestershire that would be supportive of a regulator selling advice, there are approximately 3,500 businesses that could be considered as potentially having unmet demand, which for a 5% share would mean WRS having between 150 and 200 accounts.

Table 6 – Value of Potential Unmet Demand by Type, assuming market penetration 5-10%

Type of Advice	Lower Estimate	Upper Estimate
Health and Safety at Work	£50,000	£500,000
Fair Trading	£44,000	£440,000
Food Safety	£18,000	£180,000
Product Safety	£13,000	£130,000
Animal Health / Disease Control	£0	£0
Grand Total	£125,000	£1,250,000

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Table 7 – Value of Potential Unmet Demand by Type and Element, assuming market penetration 5-10%

Type / Element of Advice	Lower Estimate	Upper Estimate
Advice on compliance with regulations	£20,000	£200,000
Inspection / audit of workplace	£17,000	£170,000
Investigation of accidents	£13,000	£130,000
Health and Safety at Work Total	£50,000	£500,000
Advice on compliance with regulations	£5,000	£50,000
Food business registrations	£2,000	£20,000
Food hygiene inspections / audit	£7,000	£70,000
Food hygiene rating systems	£4,000	£40,000
Food Safety Total	£18,000	£180,000
Advice about how to ensure products are safe	£9,000	£90,000
Advice regarding supply of goods if faulty	£4,000	£40,000
Product Safety Total	£13,000	£130,000
Advice regarding on-line shopping	£6,000	£60,000
Advice regarding pricing	£8,000	£80,000
Advice regarding supply of goods if faulty	£6,000	£60,000
Information on business scams and frauds	£13,000	£130,000
Understanding terms and conditions of contracts	£11,000	£110,000
Fair Trading Total	£44,000	£440,000
Advice regarding animal welfare on farms		
Information and advice regarding traceability and movement of animals		
Inspections of farms and livestock markets		
Animal Health Total	£0	£0

6 Conclusions and Recommendations

From the businesses surveyed by MEL, the majority (82%) did not oppose the idea of a regulator selling advice or support (43% supported, 30% undecided, 9% didn't know). This indicates that the barriers to businesses using WRS for this support would exist only in the minority of cases (1 in 5). Further investigation of these barriers could be explored through more targeted analysis and focus groups.

In terms of demand for support or advice, health and safety services are the most popular, particularly amongst large companies (although nearly half of small companies surveyed also used these services). However, there is also significant provision of advice, guidance, training and support from a range of organisations operating in Worcestershire.

Advice and support around pollution and environmental issues is also sought after in Worcestershire, although large businesses show significantly more interest than smaller companies, and may be more likely to have established provision.

Pest control services are easy to find in Worcestershire, with established links with local authorities. Businesses also report relatively little demand for support in this area indicating that this is either more of an issue for residents, or that the actual pest control aspect of these services is of greater importance than information and advice.

Product safety is important to businesses in Worcestershire, particularly small businesses. There is some provision of services mostly through legal practices so this may be an area in which there is some scope for WRS to consider paid for support.

Paid for support or advice around rogue traders / doorstep crime, food labelling and animal health is less prominent in Worcestershire, and reflects the relatively low demand for this information from local businesses currently, and the fact that where guidance is sought it is through existing public sector organisations (for example, advice about doorstep crime would most commonly be sought from the police). However, as the continued austerity measures and cuts take effect across organisations operating in Worcestershire and beyond, the ability of these organisations to fulfil these requirements without passing on costs to end-users will be challenged, and this may provide opportunities for alternative providers either through commissioning or customer demand.

Following recent revelations about the food industry, in particular the horse meat scandal and high profile discussions about the length of food supply chains across Europe, there will undoubtedly be increased focus on the industry to clean up its act. This may result in significant changes to supply chains, as companies such as Tesco look to address issues that have arisen through the media³ and shorten the journey from "farm to fork", but also increased transparency through better labelling and clearer audit trails. Such actions may prompt a rise in demand for support, guidance and advice in these areas from a range of businesses.

Estimations of the available market suggest that a 1% market penetration rate of those businesses that use paid for advice and that would be supportive of a regulator providing this support would

³ See for example <http://tescofoodnews.com/?gclid=Clfg-qOx77UCFUTitAodkUAAiw>

produce additional revenue of at least £100,000 based upon WRS delivering advice to between 100-150 businesses per year. A similar level of revenue (£125,000) could be achieved if WRS were to achieve a 5% share of the potentially unmet demand (those businesses that currently do not use paid for advice but would be interested in doing so), equivalent to an additional 150-200 businesses per year.

Recommendation 1

Identify those types of paid for advice that WRS should focus on to generate income. Health and safety advice at work is the area with the greatest potential market, followed by food safety. Health and safety advice and fair trading is where there is the greatest potentially unmet demand.

Recommendation 2

Consider whether the number of business accounts required to achieve the suggested market penetration rates are viable. Estimates in section 5.3 suggest that between 100 and 150 new business accounts (including regular and infrequent / one-off provision) would be required each year to achieve a 1% market share of existing paid for advice provision (worth approximately £100,000), whilst a similar number of new accounts (150-200) would be required to achieve a 5% share of potentially unmet demand (£125,000).

Recommendation 3

Identify focus groups of interested business to explore how WRS should enter the market for paid for advice. In particular, consider contacting those businesses that either use or have expressed interest in using health and safety advice, food safety, product safety, animal health or fair trading. Consider whether to include businesses that do not support / are undecided about regulators providing this support. Suggested questions may include:

- What are the unique selling points for WRS?
- What would make businesses switch their existing provider of advice to WRS?
- How can WRS best approach existing and new businesses?
- How can WRS ensure start-ups are signposted to their services? How did businesses establish their current arrangements for this provision?
- Which support could WRS provide more effectively / less effectively than other providers?
How does the quality / reputation of WRS compare with other providers?

According to the MEL survey, 17 out of the 501 businesses agreed to take part in future focus groups, of which ten declared their support for a regulator providing the advice and a further four businesses were undecided or didn't know (only three opposed). Of the 14 who were either supportive or unsure, all districts are represented, as are a range of sectors and business sizes, and most had accessed or were interested in accessing one of the five relevant service areas (health and safety, food safety, product safety, animal health or fair trading).

Appendices

Appendix 1 – Businesses Accessing Health and Safety Advice and Support

The three most common sectors accessing health and safety advice were retail, construction, and professional, scientific and technical. Table 8 shows the breakdown of types of business in the most common sectors.

Table 8 - Nature of Businesses Most Commonly Accessing Advice regarding Health and Safety

Sector	Nature of Business
Retail	Bicycle retail and repair Dispensing chemists Florist Installation and maintenance of telephone systems and data networks. It's a retail newsagent. Jewellers - new and second hand jewellery, pawn breakers Lingerie Organic food Other retail sale in non-specialised stores Other retail sale in specialised stores not elsewhere classified Other retail sale in specialised stores not elsewhere classified -design and manufacture pond covers Petrol and sell a little bit of food Repair and sale of electrical household goods Repair of electrical household goods - central heating. Retail sale in non-specialised stores with food, beverages or tobacco predominating Retail sale of alcoholic and other beverages Retail sale of books, newspapers and stationery Retail sale of bread, cakes, flour confectionery and sugar confectionery Retail sale of children's and infants' clothing Retail sale of floor coverings Retail sale of fruit and vegetables Retail sale of greeting cards Retail sale of hardware, paints Retail sale of jewellery, clocks and watches Retail sale of meat and meat products Retail sale of other women's clothing Retail sector, fishing tackle and bait, sporting goods - air gun targets, pellets and air guns. Sell insurance, insurance broker. We are retail of power tools and electrical items. We build and sell canal boats We supply and install garage doors manufacture and supply metal gates and gate automation Wholesale cleaning products
Construction	Allington products Build houses Building and groundwork's Building contractors Building extensions and repairs

Building installation
 Civil engineering contractors
 Construction of commercial buildings
 Construction of domestic buildings
 Construction of roofs
 Distribution
 Domestic construction
 Double glazing
 Electric sockets
 Electrical contractors
 Electrician
 Event power and lighting
 Floor wall and tiling
 Flooring contractors
 Garden centre
 General construction of buildings
 General mechanical engineering
 Glazing
 Heating & plumbing
 Joinery and carpentry
 M d carpet seaming
 Manufacturers of fences
 Mechanical engineering
 Other construction work involving special trades
 Plumbing
 Plumbing and heating
 Plumbing/technical engineer
 Property developers
 Timber buildings
 Traffic management
 Windows installation

Professional,
scientific
and
technical

Architects
 Canine hydrotherapy and training
 Chartered architects
 Commercial surveyors
 Computer software and programming.
 Computer support
 Development of electronic systems
 Disaster recovery software
 Engineering
 Engineering related scientific and technical consulting activities
 Fruit & vegetable supplier
 High pressure dye casting
 It insulations
 Maintenance and repair of office, accounting and computing machinery
 Manufacturing
 Mechanical and electrical engineering, construction
 Mechanical and technical design engineers.
 Mot testing
 Other computer related activities
 Other engineering activities

Portable appliance testing.
 Precision engineering
 Selling machines that manufacture cheap metal.
 Sewer flow monitoring, civil engineering
 Survey and design
 Treatment and coating of metals
 Tree surgery
 Waste management consultancy

Appendix 2 – Businesses Accessing Pollution / Environment Advice and Support

The three most common sectors accessing pollution / environmental advice were professional, scientific and technical, construction and wholesale. Table 9 shows the breakdown of types of business in the most common sectors.

Table 9 - Nature of Businesses Most Commonly Accessing Advice regarding Pollution and Environment

Sector	Nature of Business
Professional, scientific and technical	Canine hydrotherapy and training Chartered surveyors Engineering Engineering consultative and design activities - town planning. Fruit & vegetable supplier High pressure dye casting Manufacturing Mechanical and electrical engineering, construction Mechanical and technical design engineers. Other engineering activities Planning and architecture Precision engineering Sewer flow monitoring, civil engineering Surveyors Treatment and coating of metals Tree surgery Waste management consultancy
Construction	Civil engineering contractors Construction of commercial buildings Construction of domestic buildings Electrical contractors Event power and lighting Floor wall and tiling Garden centre General mechanical engineering Joinery and carpentry Manufacturers of fences Other construction work involving special trades Plumbing Property developers Timber buildings
Wholesale	Import and packing of fruit and vegetable

<p>Seller of grass seed to other businesses</p> <p>Supplier of fruit and vegetable to Aldi Warehouse</p> <p>We sell into industry - packaging materials, janitorial supplies, ppe equipment, first aid, office.</p> <p>Wholesale of dairy produce, eggs and edible oils and fats</p> <p>Wholesale of fruit and vegetables</p> <p>Wholesale of meat and meat products</p> <p>Wholesale of other machinery for use in industry, trade and navigation - heating and ventilation</p> <p>Wholesale trade and commission trade, except of motor vehicles and motorcycle</p>

Appendix 3 – Businesses Accessing Product Safety Advice and Support

The three most common sectors accessing product safety advice were retail, construction and accommodation and food services. Table 10 shows the breakdown of types of business in the most common sectors.

Table 10 - Nature of Businesses Most Commonly Accessing Advice regarding Product Safety

Sector	Nature of Business
Retail	<p>Dispensing chemists</p> <p>It's a retail newsagent.</p> <p>Other retail sale in non-specialised stores</p> <p>Other retail sale in specialised stores not elsewhere classified</p> <p>Other retail sale in specialised stores not elsewhere classified -design and manufacture pond covers</p> <p>Petrol and sell a little bit of food</p> <p>Repair and sale of electrical household goods</p> <p>Repair of electrical household goods</p> <p>Repair of electrical household goods - central heating.</p> <p>Retail sale in non-specialised stores with food, beverages or tobacco predominating</p> <p>Retail sale of alcoholic and other beverages</p> <p>Retail sale of meat and meat products</p> <p>Retail sector, fishing tackle and bait, sporting goods - air gun targets, pellets and air guns.</p> <p>We are retail of power tools and electrical items.</p> <p>We supply and install garage doors manufacture and supply metal gates and gate automation</p> <p>Wholesale cleaning products</p>
Construction	<p>Builder/ plumber</p> <p>Distribution</p> <p>Double glazing</p> <p>Electrical contractors</p> <p>Event power and lighting</p> <p>Garden centre</p> <p>General construction of buildings</p> <p>General mechanical engineering</p> <p>Joinery and carpentry</p>

	Mechanical engineering Plumbing/technical engineer Property developers
Accommodation and Food Services	Cafe Hotels Licensed restaurant Licensed restaurants Managed public houses and bars Morrison's retail Pub Pub/restaurant Take-away food shops Unlicensed restaurants and cafes We are a hotel.

Appendix 4 – Businesses Accessing Food Safety Advice and Support

The three most common sectors accessing food safety advice were accommodation and food services, retail and wholesale. Table 11 shows the breakdown of types of business in the most common sectors.

Table 11 - Nature of Businesses Most Commonly Accessing Advice regarding Food Safety

Sector	Nature of Business
Accommodation and Food Services	B&B Freehold public house Hotels Independent public houses and bars Leasehold pub Licensed restaurant Licensed restaurants Licensed restaurants/pub Managed public houses and bars Managed public houses and bars and restaurant Morrison's retail Pub Pub/restaurant Residential care home Take-away food shops Unlicensed restaurants and cafes We are a hotel.
Retail	It's a retail newsagent. Organic food Other retail sale in non-specialised stores Petrol and sell a little bit of food Retail sale by confectioners, tobacconists (CTNs) Retail sale in non-specialised stores with food, beverages or tobacco predominating Retail sale of alcoholic and other beverages Retail sale of bread, cakes, flour confectionery and sugar confectionery Retail sale of fruit and vegetables

	Retail sale of meat and meat products
	Retail sale of other women's clothing
	Wholesale cleaning products
Wholesale	Import and packing of fruit and vegetable
	Supplier of fruit and vegetable to Aldi
	Wholesale distributors
	Wholesale of fruit and vegetables
	Wholesale of meat and meat products

Appendix 5 – Businesses Accessing Fair Trading Advice and Support

The three most common sectors accessing fair trading advice were retail, wholesale and accommodation and food services. Table 12 shows the breakdown of types of business in the most common sectors.

Table 12 - Nature of Businesses Most Commonly Accessing Advice regarding Food Safety

Sector	Nature of Business
Retail	It's a retail newsagent. Jewellery, giftware and interior accessories Lingerie Organic food Other retail sale in non-specialised stores Petrol and sell a little bit of food Repair and sale of electrical household goods Retail sale in non-specialised stores with food, beverages or tobacco predominating Retail sale of fruit and vegetables We supply and install garage doors manufacture and supply metal gates and gate automation Wholesale cleaning products
Wholesale	Import and packing of fruit and vegetable Seller of grass seed to other businesses Supplier of fruit and vegetable to Aldi Wholesale of dairy produce, eggs and edible oils and fats Wholesale of fruit and vegetables Wholesale of meat and meat products Wholesale trade and commission trade, except of motor vehicles and motorcycle
Accommodation and food services	Hotels Managed public houses and bars Morrison's retail Pub Pub/restaurant Take-away food shops

Appendix 6 – Businesses Accessing Animal Health / Disease Control Advice and Support

The three most common sectors accessing animal health / disease control advice were professional, scientific and technical, accommodation and food services and wholesale. Table 13 shows the breakdown of types of business in the most common sectors.

Table 13 - Nature of Businesses Most Commonly Accessing Advice regarding Animal Health and Disease Control

Sector	Nature of Business
Professional, scientific and technical	Canine hydrotherapy and training Manufacturing Tree surgery Waste management consultancy
Accommodation and food services	Licensed restaurant Morrison's retail Pub
Wholesale	Agents involved in the sale of agricultural raw materials, live animals, textile raw materials Import and packing of fruit and vegetable Supplier of fruit and vegetable to Aldi

Appendix 7 – Market Size Calculator

The market size for types of advice and support has been estimated using a market size calculator. The methodology for calculation of market sizes for each element is described in Table 14.

Table 14 - Methodology for Market Size Calculations

Calculation	Methodology
Total Available Market (TAM) for element =	Annual Usage Cost (Usage x Cost of Support) x Number of Buyers in the Market for element
Segmented Available Market (SAM) for element =	TAM x Proportion of Number of Buyers for element who Support WRS selling advice
Share of Market (SOM) for element	SAM x Market Penetration Rate

Market Size Calculator Key Assumptions

The following assumptions have been made in the market size calculator:

- Cost of all advice / support is set between £100 and £500 per unit
- Regular usage is 12 times per year (i.e. monthly), occasional usage is 3 times per year (quarterly) and single usage is once per year (annual)
- Market Penetration rate for all types of advice is set between and 1 and 5%

PESTEL & SWOT Analysis

A: Political

The political is currently linked strongly to the economic at both local and national levels, with the on-going impacts of the austerity agenda.

At the national level, the coalition's priorities included a range of policing, environmental and consumer protection measures, albeit there was no mention of the roles of Trading Standards, Environmental Health or Licensing in dealing with them. It is difficult to predict what the next 12 months will bring at a national level due to the impending General Election in May. However, since all parties are likely to have economic growth as a key element in their manifestos, we are unlikely to see much change in terms of the demands for reduced burdens on businesses. We are still likely to see conflicting stances being taken by Government, identifying the need for regulators to act in one breath, but then publicising bonfires of regulations and criticising officials for being overbearing in another.

Whilst much of the harder anti-regulator rhetoric has passed, there are still strong pressures on Government from the business lobby to reduce regulator's power to undertake routine inspection. The Consumer Rights bill, which contains a set of consolidated powers applying to all BIS related regulation, will contain the requirement to give "reasonable notice" pending an inspection. Whilst this particular argument has been lost, BIS does seem to accept the generally positive impacts of local regulatory services on business performance and they are urging their Ministers to understand that local regulation done well is supportive of local businesses and the economy.

With the on-going development of the work of the National Trading Standards Board, local authority officers have been trusted to deliver on regional and national priorities. NTSB has developed a strong relationship with various central government bodies and is being seen by many departments as a means of channelling relevant funding for local delivery. The CIEH has now created its own National Environmental Health Board, which it hopes to use as a similar conduit, although no funding has been placed with NEHB at this time.

Whilst most of the more radical suggestions in Lord Heseltine's report, "No stone unturned," have not been take forward, the Local Enterprise Partnerships do seem to be perceived as a key driver of economic growth into the future. Since Heseltine's report highlighted that good regulation was a key underpinning to a high performance economy, it remains important for services to engage with these bodies.

In terms of local priorities, we have not yet seen any significant divergence of priorities away from those previously identified. Whilst there is a local flavour to how the priorities are described, the areas identified nationally of supporting the local economy, improving the health and well-being of the public and protecting communities still predominate.

At a local level, cuts in local authority income continue to prove a huge challenge to the seven partners. All authorities in Worcestershire are under financial pressure to a greater or lesser extent, and this will almost certainly worsen going forward as both of the main parties have indicated the need to continue with the policies of austerity for some time to come. Currently we have one Labour controlled partner and 6 Conservative-led partners. This could easily change at the next election, depending on the performance of the minor parties including UKIP. Two of the partners already have coalitions led by the Conservatives so we will have to see how May impacts on these two authorities in particular. However, all parties seem to be working well together in relation to the Joint Committee and, whilst there are still some concerns from local back-bench district members that the service is not delivering what they had previously, last year's favourable joint Overview and Scrutiny Report has gone some way to providing reassurance.

The commissioning of services has become a key driver for local government nationally, particularly higher tier and unitary authorities. The on-going pressure, following on from the Public Service White Paper "Open Public Services," continues to push local government to become an enabler rather than a deliverer of services. Of the seven partners locally, the County Council is driving hardest down the commissioning route, declaring itself an enabling council.

The White Paper categorised services into Individual Services, Neighbourhood Services and Commissioned Services. Trading Standards was specifically mentioned in the section on Commissioned services, indicating government's view that it is not one that should be seen as suitable for individualisation, nor for delivery at neighbourhood level. The same is probably true for the majority of Environmental Health and Licensing functionality. So far only North Tyneside Metropolitan Borough Council and the London Borough of Barnet have outsourced their EH, TS and Licensing services, with provision going to Capita. We have also recently seen Burnley Borough Council (district tier,) ask for tenders for a range of its environmental services, including regulation. In all of these cases, regulation was or has been packaged with other services with a significant capital base. The WRS experience with outsourcing as a single regulatory entity would suggest that these bundles of services offer a far more lucrative prospect to service providers and hence, we are unlikely to see large volume outsourcing of regulatory services outside of such bundled packages.

Finally, localism remains a strong driver of how local government looks at itself. This can make regulation a difficult topic as this activity is not neighbourhood specific or individualised. It remains a protective activity for the community as a collective and its activities often impact well beyond the local authority area because the businesses being regulated do not operate within local boundaries and the internet has internationalised the shopping habits of many. Some areas of work e.g. domestic nuisance remain locally focused but these are the exception not the rule. For the first time in its history, the Local Government Association started to ask if local government was still the right place for regulation to happen, however, this debate was short lived due to the strong divergence of views held by member authorities. It will be interesting to see if this debate re-surfaces following the General Election in May.

B: Economic

i. Central Government Policy

Central Governments focus remains on deficit reduction and local government continues to find itself receiving reductions in grant funding. Impacts are particularly serious for higher tier authorities, where the areas of Adult Social Care and Children's Services take the lion's share of funding, which seriously limits what is left for other services, including regulation. District Councils seem less impacted and the DCLG seems to be looking to support them financially to move towards shared management and staffing arrangements. With Redditch and Bromsgrove having done this already and Malvern and Wychavon going down this road too, it will be interesting to see how Worcester City and Wyre Forest respond. The latter is already working closely with its northern neighbours in a number of areas

ii. Businesses: Births and Deaths

There were 2,185 enterprise births in Worcestershire in 2012, with 92.7% surviving the first year. The one year survival rate remains slightly above the national average. The table below is taken from the ONS business demography for 2013, showing the numbers of active business entities within the County and districts from 2009 to 2013.

Worcestershire County	24,100	23,925	23,515	23,550	23,680
Bromsgrove	4,560	4,510	4,455	4,520	4,590
Malvern Hills	3,805	3,850	3,825	3,770	3,675
Redditch	2,865	2,815	2,730	2,715	2,710
Worcester	3,175	3,155	3,100	3,110	3,185
Wychavon	5,930	5,880	5,790	5,790	5,865
Wyre Forest	3,765	3,715	3,615	3,645	3,655

The numbers appear to have remained reasonably stable following on from the recession. The 5 year survival rate for businesses born in Worcestershire is 51.8%, slightly above the UK average. Nationally, the rate of business births returned to a level higher than the rate of business deaths in 2011. This pick-up followed the economy's

emergence from the downturn and is consistent with the strengthening of the labour market since the end of 2011. Locally, the number of claimants for Job Seekers Allowance is now at levels below those seen during the recession suggesting the local economy has recovered from the down-turn.

Of the business in Worcestershire 97% are classed as Small and Medium-sized Enterprises, comprising less than 50 employees, which compares with both the West Midlands and nationally. Within Worcestershire around 50% of the total workforce is employed within these small and medium-sized enterprises, highlighting the importance of providing adequate support to these businesses so that their competitiveness and viability can be enhanced to encourage the private sector led recovery. It should be noted however, that businesses with more than 200 employees account for just 0.5% of companies in the county, but directly employ almost one-quarter of the workforce. It is essential, therefore, that action is taken to engage with and support these businesses, encouraging them to remain in Worcestershire, due to the contribution they make in terms of jobs, and because of the benefits to the local supply chains.

Economically then, it is important that, where possible, the services continues to offer support to businesses of all sizes. The factors outlined above are indicative that the recovery has embedded itself within Worcestershire and that generally businesses are doing as well as they were pre-recession. There are comments from some at a national level that the recovery is fragile, so the service must also focus on tackling rogue businesses who may undermine the viability of some of these businesses as they build from the recession.

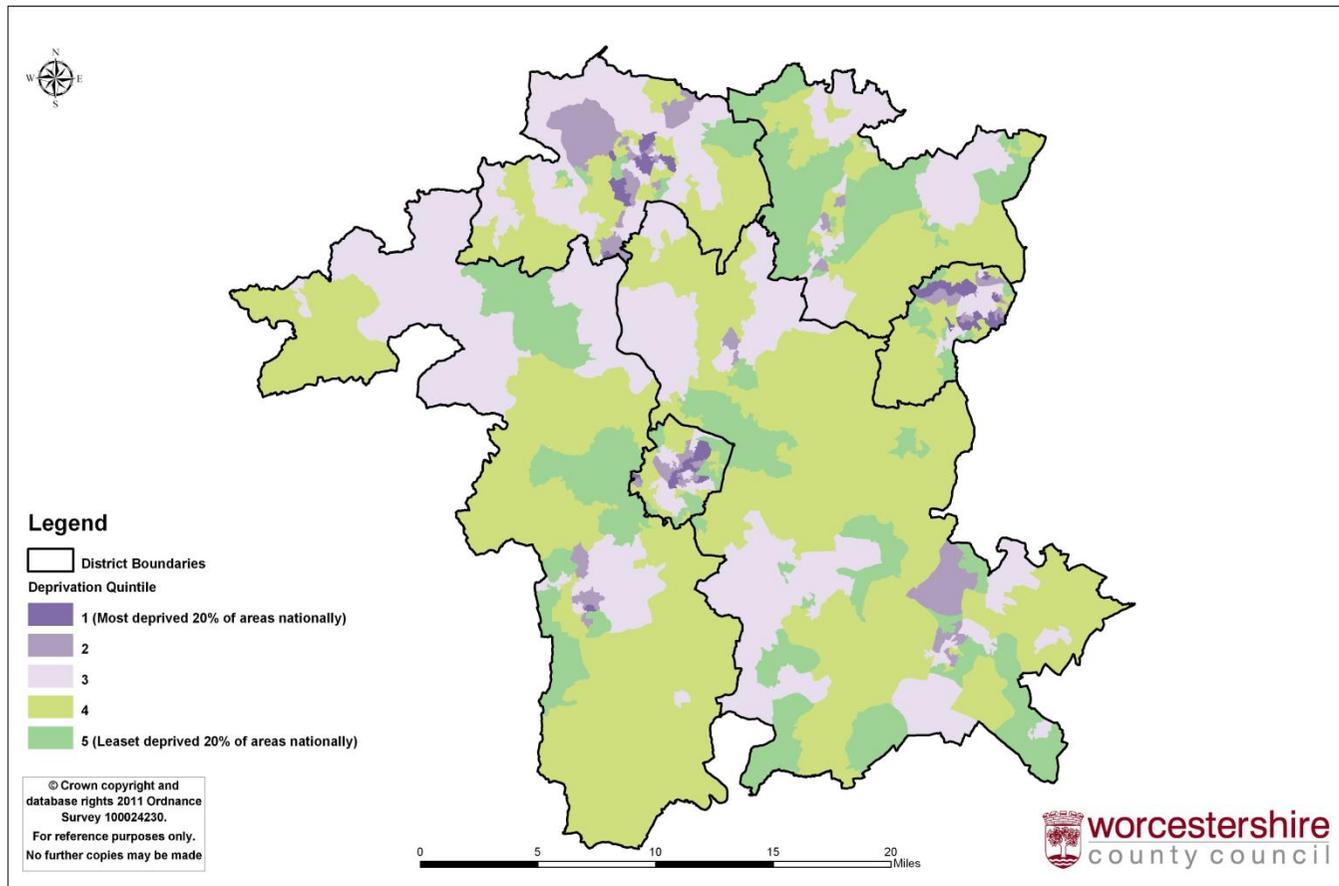
C: Social

i. Income

From the WCC County Economic data, median household incomes in Worcestershire are higher than they are elsewhere in the West Midlands and England. Household incomes are highest in Bromsgrove (£34,492 pa) and lowest in Wyre Forest (£27,821 pa). Household income includes income from employment (earnings) as well as that from other sources, for example investments and savings. Earnings for people who live in Worcestershire are higher than those for people who work in Worcestershire. This difference is explained by the net out-commuting from Worcestershire to other places, particularly amongst those employed in higher paid occupations. For example, full-time earnings amongst residents were highest in Bromsgrove (£29,552 pa), however, for those who work in Bromsgrove, median earnings were the second lowest in the county (£20,697 pa). These figures demonstrate the considerable impact that commuting has. Bromsgrove experiences the greatest level of commuting outside of the county, with Birmingham the destination for most people.

ii. Deprivation

Deprivation is a key factor affecting people's life chances and the opportunities open to them. It influences their levels of education, ability to access employment, health and wellbeing, and the extent to which they are able to engage with wider society. From an economic perspective, deprivation is frequently associated with income, employment and education. The figures for 2010 remain the most recent (Government intends to update these during 2015.) Using this data, the six districts of the county, in partnership with Worcestershire County Council and other bodies, identified a number of Areas of Highest Need, where activities designed to combat deprivation and the disadvantaged associated with it can be targeted



Index of Multiple Deprivation, 2010

Produced on behalf of the R&I Unit, December 2011

VN

As part of Communities and Local Government's English Indices of Deprivation 2010, there is an Income Deprivation Domain, which captures the proportion of the population experiencing deprivation in an area related to low income. It shows that in 2010, Wyre Forest was the most income deprived Worcestershire local authority ranked 168 out of 354 (where 1 is the most deprived). This is followed by Worcester (189), Redditch (205), Wychavon (209), Malvern Hills (277) and Bromsgrove (286).

There are a total of eleven Worcestershire Lower Super Output Areas (LSOAs) in the 10% most income deprived areas nationally. The Indices of Deprivation, 2010 uses several deprivation indicator measures to rank each Lower Super Output Area (LSOA) relative to other LSOAs for seven domains (Income, Employment, Education, Health, Barriers to Housing and Services, Crime, and Living Environment). The scores for each domain are then assigned different weights and combined to create an overall Index of Multiple Deprivation. The overall index highlights pockets of deprivation in Worcestershire, particularly in the Redditch, Worcester and Kidderminster. A small part of Malvern also features.

iii. Population

In mid-2011 population estimate for Worcestershire was 566,500. The county has a lower proportion of young children (0-4) and young adults (18-34) and a higher proportion of people aged 45-plus than are seen regionally and nationally. Around 50.7% of the Worcestershire population is female, a similar proportion as the national average. Worcestershire follows the national pattern of having a population "spike" at around the 60-64 age group. This is a product of the large increase in births just after World War II, known as the "baby boomers". Many of these people will reach retirement age, and therefore be lost to the work-force, in the next 5 years or so. In terms of five-year age bands, the highest percentages in the county are in the 40-44, 45-49 and 60-64 groups. In older age groups, most notably those aged 75-plus, the female population is significantly higher than the males, due to higher life expectancy and lower death rates in females in comparison to males.

ONS mid-2008 trend-based population projections suggest that by 2031 Worcestershire is projected to have a population of almost 607,000, representing an increase of around 51,600 on the 2008 figure, or just over 9%. This is a lower proportional increase than projected in the West Midlands region as a whole (12.1%), and a notably smaller projected increase than the national average of almost 17%.

There are around 48,800 (8.8%) BME (Black and Minority Ethnic) persons living in Worcestershire, varying from just over 11% in Worcester City, to around 7% in each of Malvern Hills, Wychavon, and Wyre Forest. This is significantly lower than national and regional averages. The proportion of BME people in the county is still relatively small but is growing, from a figure of just 4.5% in 2001.

The number of persons defined as White Other (i.e. White but originating from outside Great Britain and Ireland) has also risen, from 6,900 in 2001 to 11,200 (2.0%) in 2009, and is highest in Worcester City, at 3.6%. The "White Other" group will include Eastern Europeans, who have a legal right to work anywhere in the EU since A8 accession in May 2004. With the exception of the White Other group, the largest ethnic minorities in Worcestershire are among the Indian and Pakistani populations, each at around 1.1%. at a district level the highest Pakistani population is in Redditch, at 2.4%, and the highest Indian population is in Bromsgrove at 1.8%.

On a social level, Worcestershire has a population older than the national average and also somewhat more affluent, so we should expect to see the impacts of this in what services are required. There is likely to be a targeting of the vulnerable elements of our older populations by rogue traders of various types, so this needs to be accommodated in any long term service planning. Whilst household incomes are generally above average, for those who work within Worcestershire the picture is less good and the County remains a relatively low wage economy with some pockets of severe deprivation. The needs of people in these areas are likely to be different from those who are more affluent. The service may need to work with partners in a different way in deprived areas to deliver the relevant strategic outcomes. Similarly, there are a number of ethnic minority communities who may need to be supported in a different way from the core.

D: Technology

I. Technological Economy

The County Economic Assessment for 2008 stated the following vision for the future of Worcestershire:

"In ten years time, technology-led growth will have contributed to the sustainable development of Worcestershire and strengthened its role as an economic driver for the region - acting as a catalyst for all sectors of the economy and areas of the County to benefit and providing well paid and highly skilled jobs and high quality of life for residents"

The Central Technology Belt (CTB) made up of a number of educational establishments (Aston, Birmingham and Central England Universities, University College Worcester,) and QinetiQ in Malvern was the basis for this concept. The aim was to exploit the expertise of these organisations to develop Knowledge based industries along the A38 corridor, which formed one cornerstone of Worcestershire's Economic Strategy. Other elements included supporting sustainable infrastructure development, removing barriers

to employment and increasing access to skills. Whilst this remains a part of the strategy, other areas that are ripe for potential development have been identified more recently in both Redditch and Kidderminster that could provide locations for growth opportunities.

Research and Intelligence have also created the concept of strategic businesses, i.e. those that are important to the local economy. Across Worcestershire, businesses with more than 50 people, which represent just 3% of all businesses in the county, employ 49% of the workforce. Indeed, businesses with more than 200 employees, which account for 0.5% of businesses, employ almost one-quarter of the Worcestershire workforce. Approximately 100 businesses have been identified as 'strategic' based on their significance in the county, their sector, turnover and number of employees. These businesses are located predominantly in Worcester, Redditch, Kidderminster and Malvern, and along key transport corridors such as the A449, A442 and the A38. Although the businesses identified are within a variety of industrial sectors, the majority are involved in manufacturing and many in technology.

It is essential that the service has regular engagement with the strategic businesses and that effective working relationships are established with key employers, to ensure that they stay within the county and are supported to grow. There is an opportunity for businesses such as these to act as an anchor, so that others in similar industries choose to locate in Worcestershire.

ii. Technology & the market:

Technological change brings with it new goods and services, and ways of trading. The Internet has become the new market place with goods potentially moving long distances without the intervention of wholesale and retail elements in the supply chain. Electronic trading also massively increases the potential for fraud, as buyer and seller seldom meet in the virtual saleroom. The decline in the package holiday market and the increased use of the internet to book hotel rooms and other accommodation directly is just one example of this. The development of Fulfilment Houses, which allow smaller businesses to import goods directly from manufacturers in the Far East, has also created significant issues in areas such as product safety and intellectual property. Other areas for high levels of sales are books, CDs/DVDs and tickets for events. The internet has also given organised crime a further outlet for counterfeit goods, and made detection of large quantities more difficult as bulk can be broken and sold under different names more easily. Work in recent years has only scratched the surface, but already we are identifying larger than expected numbers of car dealers, food distributors, sellers of counterfeit goods and businesses that are importing products directly, all using the internet as their sole trading place.

More and more customer interaction is moving to the internet and with the new upcoming "digital" generation, there is an expectation that services will seek to diversify in terms of what they offer and how they offer it, enabling services to be consumed. WRS has already entered the social networking arena with its face book page and twitter feed. Its website will provide a source of information and advice to customers as well as a handy signposting tool and an access channel to the service. WRS must continue to monitor developments to ensure it maintains access channels but must not forget the range of households that do not use digital access methods.

The service therefore must consider not only how it polices transactions involving technology and the internet but also how to engage with a new technologically literate generation. The former is now better understood and a number of national projects are engaged in this. Partnership working with the police and other agencies will be essential to tackle the criminal element and recognising that legitimate businesses will be selling to much wider markets and need support to do this is essential. Making services accessible to "generation Y" as this new digital native generation is referred to is in hand, with more information being put through the website, making the site itself more accessible via mobile devices and increasing its interactive capabilities being the first steps on this journey.

E: Environment

i. 24/7 Operations & Rapid Transit:

The development of the 24-hour economy means that regulatory work is no longer a 9 to 5 occupation. Field officers need to visit businesses during their normal operating hours to assess compliance, and many illegitimate business activities e.g. supply of counterfeit goods, take place at the weekend. This latter issue is particularly important as

organised crime looks for better ways of laundering the money it obtains from hard-core criminal activity such as drug dealing and robbery. The transport network in Worcestershire is good. The M5 runs through the county from top to bottom, and one of the main routes from the Welsh ports enters the south of the county. There are also fast A-roads running east across the county to Warwickshire. This gives criminals the potential to strike and move from the area quickly.

Global Warming

Increasing global temperatures are impacting everywhere. Flooding is an on-going issue for the County. The floods of summer 2007 had a major impact on residents living on the edges of the Severn, Avon and their various tributaries. Subsequent inundations have been on a smaller scale but equally difficult for residents affected. The damage caused by the flood to buildings and land can be an attractor for criminal activity as well as having wider environmental implications. Potential tactical responses to such incidents need to be tasked as part of the overall local authority response to the incident.

Noise and other Nuisances

The pattern of nuisance complaints is focused in the main on population centres and, as would be expected, noise remains the primary issue with in excess of 50% of nuisance complaints relating to it. Noise and nuisance are recognised as issues by DEFRA but do not appear to have particular primacy currently. Having said that, the DOH, via the HPA is taking an interest in noise in particular as a health issue and it will be interesting to see where this goes. We know that excessive noise can cause stress and other disorders that can have an impact on life expectancy and lifestyle.

I.P.P.C. / Air Quality/ Contaminated Land

DEFRA's original thoughts on reducing burdens have changed little. They have not moved radically from their 70% minimum inspection volumes position. Our own work locally suggests that only a handful of the permitted premises in the County cause any difficulties and need to be subject to any kind of regular and routine interventions. It now seems unlikely that DEFRA will agree to reductions from their current level.

Air quality does feature as a priority for DEFRA, however, whilst the service can monitor and make recommendations to partners, most of the issues in this County in relation to air quality are traffic related. Clearly we can raise these issues but the County Council's team who work on Transport and Traffic Management probably have greater influence than us on this agenda. The removal of controls over planning may, although we have yet to see it, cause an increase in demand for development land, which may increase work around contaminated land. However there is likely to be a push for green field development so this may not materialise.

Therefore, there are a number of environmental issues which the service must continue to address directly to meet the priorities of the partners. Noise nuisance is a major demand area so the development of any intelligence based proactive measures that can reduce impacts will be worth considering. The service must also recognise the environmental enablers of regulatory crime that Worcestershire offers and develop responses which factor these into delivery.

F: Legal

The election of the Police & Crime Commissioner (PCC) for West Mercia has had little impact on the delivery of regulation in Worcestershire. In other areas of the Country, there has been closer working with Police on areas like cyber-crime and these are beginning to come through the West Mercia PCC now. There may therefore be opportunities for closer working in the future.

The replacement of most of the Consumer Credit regime and the move of most credit regulation to the Financial Conduct Authority, has gone reasonably smoothly so far. There is still a transitional period until 1st April 2016, during which businesses will be formally assimilated into the new regime, however, there will be an on-going need for local

authorities to provide information to the FCA about any issues of poor conduct from credit suppliers and the County Council will still have a statutory duty to enforce the criminal provisions of the Consumer Credit Act 1974, including illegal money-lending.

The introduction of the general power of competence means that local authorities and their services can trade but not in work that is statutory. Hence, we cannot charge for food inspections, but we could charge possibly for an additional audit. This power of competence will offer the opportunity for the service to general income however it seems likely that such activities will have to be done through an arms-length organisation, either a mutual or a limited liability company. This is one aspect that may be considered as part of the overall income generation strategy however, given the limited amounts of money likely to be raised through this route, it may not be cost effective.

BIS has indicated that the consolidated powers regime within the current Consumer Rights bill will contain the requirement to give reasonable notice to businesses in relation to routine inspections. This will apply across all BIS functions, so it will mainly impact Trading Standards work, but will also apply to legislation like the Scrap Metal Dealers Act, hence it could cover some licensing functions. The power to enter without permission is to be based on there being a reason to suspect offences have been committed. This is at odds with certain EU legislation, particularly around food, where the presumption is inspection is without notice. Hence, officers undertaking a comprehensive inspection will be able to enter without an appointment for food, but not for the majority of other trading standards legislation covered by BIS.

The above review of powers is being driven by the Home Office under its “protection of freedoms” remit and all Government Departments are being forced to review all of their powers legislation to see if they are fit for purpose. The removal of pre-emptive inspection provisions is likely to become common in all domestic legislation but where an EU provision such as the food directives requires pre-emptive entry this is unlikely to be challenged.

The changes to the RIPA regime remain in place. All directed surveillance and CHIS authorisations now have to be countersigned by the local Magistrates. This has not presented a significant barrier to investigative activity so far.

There are no other significant legal changes in the pipeline for 2015 as it is a general election year. It is unlikely that the major parties will feature any references to regulatory activity in their manifestos. However, there may be a spotlight shone on European regulation with the political profile the demands for a potential in: out referendum. This may be particularly relevant when some of the proposals currently sitting in Brussels in relation to making food businesses pay for the cost of regulation come into the public arena.

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Proven cost effective and value for money organisation as indicated by response from outsourcing companies • National reputation for innovation and performance • Accepted locally by the majority of elected members • Able to transfer examples of best practice between partners • High quality staff including some nationally recognised experts • Detailed understanding of the cost base of the service and demand levels • Economies of scale achieved for EH and Licensing functions giving critical mass that can facilitate income generation through delivering services for others • Additional resilience achieve by sharing workforce • Ability to share complimentary skills across professional groups • Transferable skills that could be used in other areas of delivery or to take on activities currently outside of scope • Clear understanding of the strategic environment in which regulatory services operate • Clear vision for the future within the plan 	<p>Opportunities</p> <ul style="list-style-type: none"> • Well placed to generate income from other local authorities and from the private sector due to economies of scale and quality of existing staff • Well placed to take on additional related functions from the partners and deliver them in a cost effective way • Further development of self-service can deliver further identified efficiencies • Completion of mobile/ flexible working programme will maximise staff efficiency in the field • Potential to develop new service offerings through which income can be generated • New location and ICT hosting may present opportunities for better service delivery and potential efficiencies in back office support provision • Well placed to enter into partnership activities with various local bodies to generate income • Well placed to continue to innovate due to experiences in developing WRS and the exercise of commissioning a strategic partner
<p>Weaknesses</p> <ul style="list-style-type: none"> • Historic problems with ICT platform functionality • Requirement to further develop ICT based service interactions through the website e.g. applying for licenses on-line, self-help for a wider range of service elements, public access to data and for the purposes on monitoring the progress of issues. • Uncertainty over the budget envelope post 2016/17 • Risk of loss of highest quality staff • Aging demographic within the workforce • Reductions in funding will reduce service below critical mass in some operational areas • Governance arrangements require overhaul • Risk of potential customers/ partners perception of lack of unity and commitment from partners within the partnership 	<p>Threats</p> <ul style="list-style-type: none"> • Further reductions in partner contributions • Impact of inflation and other uncontrollable increases in cost on a static budget • Risks in some functional areas due to significant reductions in partner contributions • The loss of “special” status as other groups of local authorities find innovative ways of delivering regulatory services. • Competition from other local authority bodies for income streams • Impact on morale of continued uncertainty around budgets and governance • Staff leaving leading to loss of critical (and saleable) knowledge and skills • Unpredicted significant increases in demand in some areas • Ability to respond to certain emergencies limited due to reduced workforce

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2014/15

Worcestershire Regulatory
Services

WRS Leadership Team

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[AMENDED STATEMENT OF PARTNER SERVICE REQUIREMENTS 2015/16 ONWARDS]

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Function: Air Quality**Relevant partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/Critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Local Air Quality Management to include production of Progress Reports, Updating and Screening Assessments, provision of advice on AQMA declarations	<p>Compliance with reporting requirements</p> <p>Committee Reports notifying of changes and updates</p>	<p>Reports produced with no major amendments required at the request of Defra.</p> <p>Published Reports available on the WRS website</p>	<p>Environment Act 1995 & associated regulations;</p> <p>National Govt guidance, DEFRA: (Local Air Quality Management (LAQM), Policy Guide (09); LAQM Technical Guide(09);</p>
Uploading of Detailed Assessments and Further Assessments to the Defra Website	Formation and facilitation of a Steering Group to progress the Action Plan		<p>Local Transport Plan (LTP) 2 & 3</p> <p>Herefordshire & Worcestershire Air Quality Strategy;</p>
Production and maintenance of County-wide Air Quality Action Plan and Action Plan Progress Report including consultation			

Air quality monitoring to include: Current monthly monitoring of Nitrogen oxides in relevant areas including air quality management areas (AQMAs) using diffusion tubes	Sufficient information to undertake Local Air Quality Management Reporting	As above and publication of monitoring results on the WRS website	Undertaken in accordance with DEFRA guidance (LAQM, PG (09); LAQM TG(09);
Air quality incidents	Investigation and assistance including procurement of monitoring activity provided to Environment Agency/ Health Protection Agency/ Silver control in the event of an air quality 'Silver Technical Advice Cell' being called. NB: Partners would be expected to fund such monitoring as it falls outside of WRS budget parameters.	National air quality objectives	Undertaken in accordance with DEFRA guidance
Provide advice as consultee on Local Air Quality Management and represent Council as expert witness in Pre-application meeting, planning enquiries etc.	Prevent or minimise pollution to environment and impact on public health	National air quality objectives	Herefordshire & Worcestershire Air Quality Planning protocol; Planning policy statement 1; National Planning Policy Framework and Planning Practice Guidance: Air Quality (2014) West Midlands Regional Spatial Strategy- QE4 C;
Provision of up to date Air Quality Information publicly accessible through Web Site	Provide awareness and clear communication to residents and wider public/business/government.	Contents of website regularly reviewed and updated	
Management of Continuous Air	Sufficient information to	Reports produced with no	Undertaken in accordance with

Quality Analyser for Nitrogen Dioxide where required, including decommission, moving and reinstallation	undertake Local Air Quality Management Reporting	major amendments required at the request of Defra. Published Reports available on the WRS website Sound decisions capable on Declaration, non-declaration and revocation	DEFRA guidance (LAQM, PG (09); LAQM TG(09);
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Function: Companion Animal Welfare

Relevant partners

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all District partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
To Promote Animal Health & Welfare across the jurisdictions of the District Partner authorities within Regulatory Shared Services.	Animals (companion or similar), enjoy the five basic freedoms enshrined in the Animal Welfare Act. 2006. Sec. 9. i.e. * Freedom from hunger & thirst * Freedom from discomfort. * Freedom from pain, injury or disease.	Response to all complaints and notifications within agreed service standards.	As defined within the Animal Welfare Act 2006 and supporting guidance and ancillary provisions or codes of practice.

	<ul style="list-style-type: none"> * Freedom from fear and distress. * Freedom to express normal behaviour. 		
To investigate all significant complaints and notifications, (including requests for assistance from the RSPCA, Police and others), of Animal Cruelty & welfare issues.	As above. Also the successful resolution of all matters investigated resulting in the resolution of any animal welfare issues. Animals removed to a place of security and where in the public interest and offenders dealt with according to legislative provisions. The aim is to resolve the welfare issue with minimal cost and promotion of good animal husbandry	As above.	As above.
Advise on the use of Council owned land to ensure any events embody good animal welfare practice.	The welfare of any animals brought onto Council controlled/owned land is assured and safeguarded.	Compliance with License/permit conditions.	Relevant license/permit conditions.
Improve animal welfare through intelligence led inspection and licensing conditions reflecting confidence with	Premises licensed to an acceptable standard on time. Unsatisfactory conditions addressed, un-licensed activity identified and addressed. Compliance with the "5 Freedoms" Of S.9 of The Animal Welfare Act 2006. All persons and native fauna protected from risk of harm.	Response to complaints concerning licensed premises within service standard response times. Licenses processed including payments within the license period under review. All appropriate persons and premises licensed.	Animal Welfare Act 2006. Pet Animals Act 1951. Animal Boarding Establishments Act 1963. Riding Establishments Act 1964 & 1970. Breeding and Sale of Dogs, (Welfare) Act 1999. Performing Animals (Regulation) Act 1925. Dangerous Wild Animals Act 1976 and subsequent amendments.

Management at the premise.	Includes assessments of applications for "Pet Fairs."		Any associated follow on legislation, guidance & codes of practice.
Advice to Public, Businesses and others, e.g. visitors, and event organisers including the use of proactive publication on WRS website.	Animal Welfare Act provisions, scope and potential enforcement powers promoted, understood and being given due regard and attention.	As defined in agreed service standards and web traffic counts	Legislation and accompanying guidance notes and codes of practice.
"Taking Into Possession" – within the terms of Section 18 Animal Welfare Act 2006.	Any animals suffering and at risk within the 5 Freedoms definitions promptly removed from risk and taken to a "place of Safety." NB: it is likely that the relevant partner would need to fund this as it falls outside of normal WRS budget.	As defined in agreed service standards and within legal framework for actions to be taken.	Legislation and accompanying guidance notes and codes of practice.
Public awareness of good practice and promotion of the service generally.	Key partners including all forms of media & web promotion fully engaged with promotion of the services and awareness the issues of animal welfare and responsible animal care and pet ownership.	As defined in agreed service standards /management plans	None

Additional requirements applicable to Wychavon District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Zoo Licensing	Premises meet Licensing	Compliance with License	Zoo Licensing Act 1981 and Secretary Of

	Conditions and License issued on time. Animal welfare issues addressed and safety of public and native fauna assured and protected. All appropriate persons and premises licensed.	conditions and standards.	State's guidance & circulars.
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Additional requirements applicable to Wyre Forest District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Zoo Licensing	Premises meet Licensing Conditions and License issued on time. Animal welfare issues addressed and safety of public and native fauna assured and protected. All appropriate persons and premises licensed.	Compliance with License conditions and standards.	Zoo Licensing Act 1981 and Secretary Of State's guidance & circulars.

Additional requirements applicable to Bromsgrove District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Zoo Licensing	Premises meet Licensing Conditions and License issued on time. Animal welfare issues addressed and safety of public and native fauna assured and protected. All appropriate persons and premises licensed.	Compliance with License conditions and standards.	Zoo Licensing Act 1981 and Secretary Of State's guidance & circulars.

Additional requirements applicable to Redditch Borough Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Zoo Licensing	Premises meet Licensing Conditions and License issued on time. Animal welfare issues addressed and safety of public and native fauna assured and protected. All appropriate persons and premises licensed.	Compliance with License conditions and standards.	Zoo Licensing Act 1981 and Secretary Of State's guidance & circulars.

NOTE: SEE SEPARATE SCOPE OF SERVICE FOR FARM ANIMAL WELFARE IN RELATION TO COUNTY COUNCIL ANIMAL HEALTH FUNCTION.

Function: Burial/Cremation of Persons Deceased at Public Expense**Relevant partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
At Wyre Forest District Council: This is dealt with "in-house"

Requirements applicable to participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Provision of a Service for the burial/cremation of persons deceased at public expense where relatives/third parties are either unable or refuse to act or where no relatives exist. Including: Requests for Service/investigation; Alleviation of any public health/nuisance at property; Next of kin trace; Burial/Cremation arrangements;	Protect Public Health; Provide a safe environment; Safeguard the dignity of the deceased;	Costs recovered from the Estate;	National legislation; Public Health (Control of Disease) Act 1984 s 46 -48 Codes of Practice (HM Treasury BV Division); Worcestershire Excess deaths protocol;

<p>Secure release of any Bank funds;</p> <p>Storage and sale of items of value to recover costs</p> <p>Probate;</p> <p>Debt recovery for works in default is a partner responsibility but requires the support and coordination of WRS</p> <p>Registration with Land Charges;</p>			
<p>Response to excess deaths in respect of a major incident such as pandemic flu, etc.</p>	<p>Protect Public Health;</p> <p>Provide a safe environment;</p> <p>Safeguard the dignity of the deceased;</p>	<p>Arrangements contained within the Worcestershire excess deaths protocol relating to environmental health matters met;</p>	<p>Worcestershire excess deaths protocol;</p>

Function: Contaminated Land**Relevant partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Wychavon District Council
Wyre Forest District Council
At Worcester City this function is delivered "in-house"

Requirements applicable to participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Inspection of Land likely to be Contaminated Land in line with the Council's Contaminated Land Inspection Strategy	Position Statement produced for sites in line with Statutory Guidance.	Response targets as defined in strategies of participating partners. Any stated targets, (from strategies), determination of status of the land and proposals with regard to necessary remediation and end outcome of land "fit for end use." Reduction of hectareage considered potentially contaminated.	Partner Contaminated Land Strategies, planning conditions, National legislation, circulars and guidance.
Monitoring of remediation work	Remediation method statement complied with.	Minimum 1 inspection during process	Partner Contaminated Land Strategies, planning conditions, National legislation, circulars and guidance.
Maintenance of Current Strategy & Priorities List.	Strategy updated as required. Legislative compliance & up to date documentation.	Strategy approved, reviewed and fit for purpose. Reviewed and updated when required.	Partner Contaminated Land Strategies, planning conditions, National legislation, circulars and guidance.

Complaints/Requests for Service	Investigation to identify whether requirement to be included in strategy work or whether Environmental Damage Regulations apply	Response targets as defined in strategies of participating partners. Any stated targets, (from strategies), determination of status of the land and proposals with regard to necessary remediation and end outcome of land "fit for end use." Reduction of hectareage considered potentially contaminated. Removal of Harm in relation to Environmental Damage identified.	Strategies, planning conditions, National legislation, circulars and guidance.
Provide advice as consultee on Land Contamination issues and represent Council as expert witness in Pre-application meeting, planning enquiries etc.	Prevent land from becoming 'Contaminated Land' under Part 2A of Environmental Protection Act 1990	Response to Partner Authorities on all applications where land contamination is an issue of concern.	Planning policy statement 1; National Planning Policy Framework and Planning Practice Guidance: Land Contamination (2014)
Maintain Statutory Register	Provision of information	Always current and published on website	Environmental Protection Act 1990. Part 2A and associated Regulations, guidance and codes of practice.
Respond to Environmental Information requests.	Provision of accurate information and compliance with Regulations.	20 working day response	Environmental Information Regulations 2004
Land Charges Con 29 Standard question 3.12 responses	Provision of accurate appropriate response	Response time performance indicators.	Contaminated Land Inspection Strategy Land Charges procedure

Land Charges Con29 Optional query responses	Provision of accurate information	20 working day response	Environmental Information Regulations 2004
Consultation and inspection	Advice and report on condition of land for Property Services	Case specific deadline or detailed in Inspection Strategy	Contaminated Land Inspection Strategy.

Function: Consumer Civil Action & Business Advice**Relevant partners**

Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Maintain on-going partnership with Citizens Advice Consumer Service (CACS), to ensure service for Worcestershire residents and advise CACS on what is/ is not a trading standards issue and what WRS will deal with.	CACS first line advice supported to provide service to Worcestershire requirements as Referral Protocol.	Consumers who are satisfied/ very satisfied with service	Worcestershire CACS Referral Protocol
Interventions through tasking process to provide businesses with advice/ guidance on civil or criminal law obligations following complaints where volume or nature indicates behaviour likely to harm the collective interests of consumers	Opening up lines of communication, raising awareness of promoting "Getting it right first time" philosophy and reduction in complaints against trader subject to intervention		WRS Enforcement Policy WRS Service Request Policy Trading Standards Intelligence Operating Model Regulators Code
Civil consultation process before injunctive	Cessation of specified breaches where there is	Activity monitored by Competition and Markets	Enterprise Act 2002 and subordinate legislation. See Sch. 14 for specified

proceedings are taken against persistent offenders, or where immediate cessation of activity is required	harm to the collective interests of consumers.	Authority.	legislation WRS Enforcement Policy Regulators Code
Use of civil injunctive processes against persistent offenders whose behaviour could undermine the collective interests of consumers, or where immediate cessation is required	Curtailment/cessation of specified breaches of consumer civil law		Enterprise Act 2002, Enforcement Policy Regulators code
Provision of register of responsible home improvement businesses (Trader Register)	Reduction in number of consumers becoming victims of rogue home improvement traders. Assist and promote local economy.	Year on year increase in: <ul style="list-style-type: none"> • The number of traders on the Trader Register • The number of consumers accessing the Trader Register to find a trader 	None
Information provided to the public on their statutory rights to help them to be more effective at dealing with consumer issues themselves. Information provided via website only unless it can be used as a preventative measure for a specific problem being addressed following tasking	Increase awareness of the role of trading standards and the legislation enforced to enable the Service to gain information on trading practices and problem traders. Assist in reduction in the number of consumers requiring help and assistance from Consumer Direct and the Trading Standards Service	No specific target, but on-going measurement of percentage of consumers who feel better equipped to deal with future problems following advice or attending educational events	WRS Channel Shift Strategy

Provision of a local contact point for businesses to enable them to raise issues of concern using Duty Officer telephone line	Improved access to the Service for information and advice.	Monitoring monthly record of business line use.	Regulators Code
Response to service requests from businesses, providing in depth advice on interpretation of legislation. All advice chargeable at £55 plus VAT	Business in possession of accurate advice needed to comply with legal requirements, thereby avoiding costly errors		WRS Policy for the provision of business advice Regulators Code
Advice to businesses following referrals from other authorities alleging breaches of legislation	Non-compliance resolved. Business in possession of accurate advice needed to comply with legal requirements, reducing future non-compliance		WRS Enforcement Policy Regulators Code
Proactive provision of information on changes to the law by various means e.g. CEnTSA business newsletter/website	Business in possession of accurate advice needed to comply with legal requirements, thereby avoiding costly errors		Regulators Code
Provision of Primary Authority representation for businesses	Relevant businesses are provided with proactive and reactive support to achieve compliance	Currently 6 businesses working towards having this available	WRS Policy for the provision of business advice WRS Enforcement Policy Regulators Code

Function: Dog Warden Service**Relevant partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies, service standards, statutory codes or guidance
Patrol the district for stray dogs (09.00am – 5.00pm Mon – Fri)	Remove stray dogs from the roads and open spaces	Number of dogs seized	Animals Act 1971 Road Traffic Act 1988
Respond to complaints from the public and other agencies regarding stray dogs	Remove contained stray dogs		Animals Act 1971 Road Traffic Act 1988
Service of notice of seizure to the owner of a stray dog	To ensure the owner is aware of the seizure of the dog to include how it can be claimed and at what cost if applicable	Service of notice to be completed within one day following receipt of information	Environmental Protection Act 1990 (s.149–151)
Return dogs to owners when claimed	Receipt of due fees Dogs removed from the system back to their	Income recorded Number of dogs returned recorded	Environmental Protection (Stray Dogs) Regs 1992 Fees and Charges (statutory and discretionary) Environmental Protection Act 1990

	owners		Environmental Protection Act 1990 subs 8 DoE circular 6/1992
Provision of out of hours service to include appointment of reception point, response to emergency calls and collection of secured stray dogs	Removal of contained stray dogs	Number of dogs brought into the system	Clean Neighbourhoods and Environment Act 2005
Transportation of dogs to include: holding kennels vets rehoming centres disposal centres	If after the required 7 day period a stray has not been collected the authorised officer for the Local authority may dispose of the dog (dogs can be kept longer if necessary)	Number of dogs disposed of and where to	
Designation of holding kennels, collection point, rehoming centre and /or disposal point Letting, administration and management of necessary contracts	To ensure stray dogs are disposed of in accordance with the regulations To ensure dogs are held in licensed kennels where appropriate	Audit of premises Compliance with contract specification	Environmental Protection Act 1990 Procurement policy and guidance Financial policy
Liaison with other regulatory agencies (Police and RSPCA) to include: Where assistance is required with dangerous dogs and welfare matters	Multi agency approach to the control and welfare of stray dogs		Dangerous Dogs Act 1991 and orders made thereunder Animal Welfare Act

Feeding of dogs and maintaining them whilst in the care of the Local Authority	To ensure compliance with animal welfare and duty of care		Environmental Protection Act 1990 subs9
Setting of fees and charges	Collection of statutory or discretionary fees and charges	Amount of income	Prescribed offences and penalties Environmental Protection Act 1990
Assist with development and implementation of byelaws and dog control orders	Compliance with legislation	Adoption by due date	New legislation and amendments to existing
Facilitation for the handover of dogs by the public	Prevention of strays	Register of seized dogs	Environmental Protection Act 1990
Provision of advice to dog owners on responsible dog ownership	Improved dog behaviour/ control Reduced complaints to service/ improved resolution time		
Promotional events e.g. Dog micro-chipping days, press releases, etc.	Public awareness Increased numbers of dogs identifiable and easily rehomed leading to reduced kennelling costs		
Managing and operating contract with dog warden contractor/ kennelling provider			

Additional requirements applicable to Wychavon District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Enforcement of Wychavon's Dog Control Order:	Reduction in dog fouling complaints	Respond to complaints within 2 – days	Clean Neighbourhoods and Environment Act 2005

<p>Dog fouling Dogs on leads in public areas Ban on dogs in childrens play areas etc</p>	<p>Improved street scene Public safety</p>	<p>Complete investigation within 3 months</p>	<p>Wychavon's existing Dog Control Orders</p>
<p>Provide support to Wychavon in their three-yearly review of the use of dog control within the district</p>	<p>Support relevant consultation processes and meetings with the public as required.</p>		<p>Wychavon Policy</p>

Function: Drainage**Relevant partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council: see below
Wychavon District Council
Wyre Forest District Council this is delivered "in-house".

Requirements applicable to all participating partners with the following exceptions:

WORCESTER CITY: In first instance refer to Self-Help on Worcester City Website; where thresholds re vulnerability test, widespread problem and/or vermin are met WRS may investigate as below.

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies, service standards, statutory codes or guidance
Individual Sewage Treatment plants, rural drainage schemes, septic tanks and cesspits Requests for Service/ investigation; Including where necessary: Service of Statutory Notice	Protection of public and individual health; Improved water quality (watercourses);		Building Act 1984, Public Health Act 1936 DEFRA/ Environment Agency Codes Of Practice; Enforcement Policy;

<p>Enforcement of Notice/Works in default</p> <p>Recording of Notices as Land Charges;</p> <p>Responsibility for debt recovery for works in default lies with the partner but requires the support and coordination of WRS</p> <p>Providing information to partner Legal Departments to support instigation of legal proceedings</p>			
<p>Foul Drainage: Public Sewers NB: This only applies where the statutory undertaker has not taken action Requests for Service/investigation</p>	<p>Protection of the public/individual health;</p> <p>Improved water quality (watercourses)</p>		<p>NB: The statutory provisions previously used are no longer relevant so this issue would have to be handled effectively as a nuisance</p>
<p>Foul Drainage: Private Drains NB: This only applies where the statutory undertaker has not taken action Requests for Service/investigation Including where necessary: Service of Statutory Notice</p>	<p>Protection of public and individual health;</p> <p>Improved water quality (watercourses);</p>	<p>Support debt recovery for default works;</p> <p>Service of Notices where appropriate;</p>	<p>Building Act 1984, Public Health Act 1961</p> <p>DEFRA/ Environment Agency Codes Of Practice;</p> <p>Enforcement Policy;</p> <p>Regulators Code where applicable</p>

<p>Execution of Notice/Works in default Recording of Notices as Land Charges;</p> <p>Responsibility for debt recovery for works in default lies with the partner but requires the support and coordination of WRS</p> <p>Providing information to partner Legal Departments to support instigation of legal proceedings</p>			
<p>Storm Drainage: Private Storm Sewers and Drains Requests for Service/investigation Including where necessary:</p> <p>Service of Statutory Notice</p> <p>Enforcement of Notice/Works in default</p> <p>Recording of Notices as Land Charges;</p> <p>Responsibility for debt recovery for works in default lies with the partner but requires the support and coordination of WRS</p>	<p>Protection of public and individual health;</p> <p>Alleviation of storm surcharge/localised flooding;</p> <p>Protection of the Environment (Streams, watercourses, etc.)</p>		<p>Building Act 1984, Land Drainage act 1991</p> <p>DEFRA/ Environment Agency Codes Of Practice;</p> <p>Enforcement Policy; Regulators Code where applicable</p>

Providing information to partner Legal Departments to support instigation of legal proceedings			
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Function: Environmental Permitting**Relevant partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies,
<p>Advising, Granting, Transfer, Revocation or refusal of applications for Environmental Permits</p> <p>WRS provide potential businesses and existing permitted processes and prospective activities business advice on compliance.(this cannot be charged for as it is covered in the LA-IPPC fee structure)</p>	<p>Protect the environment and human health;</p> <p>Controlling the environmental impact of permittable 'installations'.</p> <p>Compliance with permit conditions</p>	<p>Application "duly made" within 10 working days</p> <p>Determination of application within 4 months except waste oil burners to be determined within 2 weeks.</p>	<p>Pollution Prevention and Control Act 1999</p> <p>Environmental Permitting (England and Wales) Regulations SI2007 as amended;</p> <p>DEFRA General Guidance For Local authorities GG1;</p> <p>The Environmental Permitting Core Guidance, DEFRA</p>

			Guidance on the European Directives implemented through the regime, DEFRA:
Inspection of permitted processes	Prevent or minimise pollution to environment and impact on public health Compliance with permit conditions	Inspect 100% of required permitted installations in accordance with risk based assessment Business Satisfaction	Pollution Prevention and Control Act 1999 Environmental Permitting (England and Wales) Regulations SI2007 as amended; DEFRA General Guidance For Local authorities GG1;
Review permits on prescribed basis	Prevent or minimise pollution to environment and impact on public health	Include improvements set by Government guidance and ensure Best Practice being complied with. Annual statistical returns to DEFRA /EU	Environmental Protection Act 1990 and other EU associated legislation; Environmental Permitting Regulations; Government guidance;
Investigation of complaints regarding non-compliance with permit,	Prevent or minimise pollution to environment and impact on public health Compliance with permit conditions		Environmental Protection Act 1990 and other EU associated legislation; Environmental Permitting Regulations; Govt guidance;
Cost accounting	Statutory duty undertaken in accordance with Statute and guidance	Demonstrate that enforcement activity justifies the fees received	Environmental Permitting (England and Wales) Regulations SI2010 as amended;

			DEFRA General Guidance For Local authorities GG1;
Annual Collection of LAPPC and LA-IPPC Fees and Charges NB: WRS supports the partners in the fee collection process; it does not actually collect the fees.	Statutory duty undertaken in accordance with Statute and guidance	Demonstrate that enforcement activity justifies the fees received	Environmental Permitting (England and Wales) Regulations SI2007 as amended; DEFRA General Guidance For Local authorities GG1;
Provision of up to date public registers accessible through WRS Web Site	Provide awareness and clear communication to public/business/government.	Contents of website regularly reviewed and updated	Updated annually

Function: Exhumation of Buried Human Remains and Cremated Remains**Relevant partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
<p>Handling Ministry of Justice Exhumation Licence enquiries.</p> <p>Requests for Service;</p> <p>Supervision of the exhumation to ensure that respect for the deceased person is maintained and that public health, and health and safety regulations, are observed and protected.</p> <p>Supervision of arrangements for the onward transmission of remains.</p>	<p>Protect Public Health;</p> <p>Provide a safe environment;</p> <p>Safeguard the dignity of the deceased;</p>		<p>Burials Act 1857</p> <p>Compliance with HSE guidance "Controlling the risks of infection at work from human remains : A guide for those involved in exhumations"</p>

Function: Fair Trading (General)

(NB: Fair Trading is a very wide area of activity. The project activity included is intended to be indicative of the type of projects that would fall within this function. It is not exhaustive.)

Relevant partners

Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Annual proactive inspection or intervention at 50% high risk businesses p. a. for compliance with relevant legislation. AND Follow-up visit or re-visit where significant non-compliance is identified	Ensuring a fair and equitable trading environment for non-food products To ensure that any significant issues are addressed in a timely manner	Business Satisfaction	UK and EU legislation plus statutory guidance, WRS Enforcement Policy, Regulators Code
Investigation of more serious complaints alleging breaches of relevant legislation, including business to business transactions following Trading Standards Intelligence Operating Model	As above		As above WRS Service Request Policy Trading Standards Intelligence Operating Model
Home Authority Referrals	Non-conformances resolved by		UK and EU legislation plus

	whatever deemed to be most appropriate action. Products originating from Worcestershire are the focus		statutory guidance, WRS Enforcement Policy, Regulators Compliance Code,
Requests for information from Financial Conduct Authority (FCA) in relation to businesses dealing in credit.	Ensuring businesses comply and that only fit and proper persons receive licenses from the FCA		Consumer Credit Act 1974 and above
Initiative sampling, sampling to fill intelligence gaps and intelligence-led test purchasing	Ensuring a fair and equitable trading environment for non-food products and services		UK and EU legislation plus statutory guidance, WRS Enforcement Policy, Regulators Code, Trading Standards Intelligence Operating Model
Intelligence-led projects looking at identified problem areas or target individuals/ businesses Potential examples could be: <ul style="list-style-type: none"> • electrical appliances for energy performance labelling • excessive levels of packaging • labelling and classification of video recordings 	Ensuring a fair and equitable trading environment for non-food products and services		As above
Liaison and engagement with Partners and participation in local, regional and national activities targeting general Fair	Remain active CEnTSA member. Link service activity to the wider local agenda Contribute to wider regional and	Service plan	CEnTSA membership agreement

Trading issues	national agenda and activities		
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Function: Farmed Animal Health / Disease Control and Animal Welfare at Farm Premises**Participating partners**

Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Maintenance of Emergency Plans for responding to notifiable animal disease outbreaks (e.g. Foot and Mouth)	There is a co-ordinated response to minimise impact of outbreak		Animal Health Act 1981, plus relevant guidance,
Responding to outbreaks of notifiable animal diseases	Impact of the outbreak is minimised		Animal Health Act 1981, plus relevant guidance,
Participation in multi-agency exercises to test disease plans and service readiness	There is a co-ordinated response to minimise impact of outbreak		Animal Health Act 1981, plus relevant guidance,
Annual Inspection/ intervention at high risk livestock farming businesses	To minimise the risk of disease, to ensure animal welfare standards are met and to protect human health.		Animal Health Act 1981 and Regulations made thereunder, Cattle Identification Regulations 2007 Cattle Database Regulations 1998

			DEFRA guidance, WRS Enforcement Policy, Regulators Code
In operating hours inspection of animal markets, shows and similar sales as critical control points NB: Includes Wednesday & Saturday livestock market and weekend sales/ shows	To minimise the risk of disease and to ensure welfare standards are met as most critical control points.	Attendance at 50% Wednesday & Saturday livestock markets, and weekend sales/ shows where necessary	As above
Out of operating hour's inspection of animal markets, shows and similar sales as critical control points.	To minimise the risk of disease and to ensure welfare standards are met as most critical control points.		As above
Inspection of animal dealer's premises as critical control points	To minimise the risk of disease and to ensure welfare standards are met as most critical control points.		As above
Inspection of slaughterhouses, hunt kennels and similar critical control points to ensure the correct disposal of Animal By-products and investigate alleged breaches.	Reduce the risk of animal disease transmission		Animal By-Products Regulations 2005 WRS Enforcement Policy, Regulators Code
Follow-up of any visit or re-visit where significant non-compliance is identified,	To ensure that any significant issues are addressed in a timely manner		Animal Health Act 1981 and Regulations made under it, Cattle Identification Regulations 2007 Cattle Database Regulations 1998 DEFRA guidance,

			WRS Enforcement Policy, Regulators Compliance Code
Road check activity with Police and other agencies including vehicle bio-security checks	Ensure animals are being transported in a safe manner		Animal Health Act 1981, Animal Welfare Act 2006, Welfare of Animals (Transport) Order 2009 Cattle Identification Regulations 2007 Cattle Database Regulations 1998 SAGIMO 2009
Investigation of complaints alleging breaches of animal disease control provisions (illegal movements from AMLS, identity issues, etc.) using Trading Standards Intelligence Operating Model to task activity	To minimise the risk of disease, to ensure welfare standards are met, and safeguard the integrity of the human food chain at primary production point		Animal Health Act 1981 and secondary legislation, Animal Welfare Act 2006, Various Regulations made under EC Act 1972 e.g. Cattle Identification Regulations 2007, DEFRA guidance, WRS Enforcement Policy, Regulators Compliance Code
Maintain facility for removal of animals to safety and facility for destruction of animals	Service can deliver appropriate response to welfare/ disease control issues that are identified		Animal Health Act 1981 and associated legislation, Animal Welfare Act 2006
Liaison with Partners and participation in regional and national projects targeting specific animal health issues	To minimise the risk of disease. Ensure service links to wider regional agenda		CEnTSA membership agreement plus above
Maintenance of information and	Ensure that the service is		As above

intelligence systems	operating with a clear picture of key threats and issues		
Maintenance of animal health cross border warranting	Ensure efficient mutual aid in event of disease outbreak		Animal Health Act 1981 and associated legislation

Function: Filthy and Verminous Persons and Premises (investigation and Treatment Thereof)**Participating partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Request for Service; Inspection, monitoring, assessment and surveillance; Service of Statutory Notice Enforcement of Notice/Works in default Facilitate the provision of alternative accommodation by Local Authority; (Where gas to be used to destroy vermin); Registration of Notices as Land Charges; Initial debt chasing for default works;	Protection of Public Health; Improved personal health and welfare; Safe living environment;	Support the recovery of costs;	Public Health Act 1936 Public Health Act 1961 WRS Enforcement Policy; Regulators Code where applicable Chartered Institute of Environmental Health Code of Practice Professional Practice Note: "Hoarding and how to approach it" May 2009

<p>Debt recovery remains a responsibility of the relevant partner but requires the support and cooperation of WRS</p> <p>Providing information to partner Legal Departments to support the instigation of Legal Proceedings where necessary;</p> <p>Liaison with relevant partners to provide support & assistance to affected person(s);</p>			
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Function: Food Safety**Participating partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Service Planning, Delivery & Monitoring	Annual Service Plan approved by appropriate/relevant Member forum.	Written Service Plan Plan monitored periodically throughout year and action taken if required Completion and submission of statistics and Local Authority Enforcement Monitoring System (LAEMS) return	European Union (EU) & National legislation, Food Safety Acts Codes of Practice, circulars, guidance and FSA framework agreement Regulators Code
Liaison with partners, statutory bodies, professional organisations and government agencies	To achieve consistency, exchange information, provide a forum for discussion, and determine best practice	Regular liaison with other agencies and local authorities take place. Up to date contact details maintained	EU & National legislation, Codes of Practice, circulars and guidance Terms of Reference and policies of relevant advising and directing organisations. Better Regulation Delivery Office (BRDO), Chartered

			Institute of Environmental Health (CIEH), FSA,
Policies & Procedures	Maintaining a relevant service that is fit for purpose and complies with relevant guidelines	Documented policies and guidance where necessary for intervention and enforcement activities covered by the FSA framework agreement.	EU & National legislation, Codes of Practice, circulars and guidance FSA framework agreement Scores on Doors (SOD) policy Inspection form Alternative intervention strategy for low risk rated premises
Participation in and maintenance of FSA Food Hygiene Rating Scheme	More compliant premises and provision of information to consumers	WRS in compliance with National Brand Standard Ratings published on national web site, certificates sent to premises, publicity for award scheme.	FSA FHRS policy
Premises Interventions	Food safe to eat and premises compliant with legislation. Updating and maintenance of premises database	Interventions to assess compliance of businesses in scope of the Food Hygiene Rating Scheme and re-visit providing support to achieve level 3 or above. Appropriate interventions in premises outside the scope of FHRS where intelligence dictates.	Service plan EU & National legislation, Codes of Practice, circulars and guidance
Approved premises	Food safe to eat and premises compliant with legislation	Interventions to ensure legal compliance	Service plan EU & National legislation, Codes of Practice, circulars and guidance
Food Safety Service	Advice/investigation to ensure	Service requests prioritised on a risk	Service plan

Requests	premises compliant with legislation, food safe to eat and appropriate enforcement action taken	basis carried out with due regard to relevant guidance.	EU & National legislation, Codes of Practice, circulars and guidance
Food Safety Sampling Including participation in appropriate national or regional surveys	Food safe to eat and verification of compliance standards		Service plan EU & National legislation, Codes of Practice, circulars and guidance Sampling protocols
Interventions at Special Events where large numbers of public attend.	Food safe to eat and premises compliant with legislation.	Attend relevant pre and post event safety advisory group meetings. Inspections and sampling at events determined by risk.	Service plan EU & National legislation, Codes of Practice, circulars and guidance Sampling protocols
Response to Food Alerts and Incidents	Unsafe food removed from sale	Respond to alerts and incidents in accordance with the risk or alert categorisation	Service plan EU & National legislation, Codes of Practice, circulars and guidance
Primary/Home Authority Principle	Operated in compliance with BRDO national scheme to achieve business compliance and consistency of enforcement action	Authority provides advice as agreed to businesses on legal compliance where they act as Primary/Home and/or Originating Authority. Authority will liaise with the relevant Primary/Home or Originating Authorities as necessary Formal Primary/Home authority in place in accordance with BRDO	Service plan EU & National legislation, Codes of Practice, circulars and guidance BRDO guidance
Provision of food	Improved public health and	Food safety information/advice available	Service plan

safety information or advice for the public	understanding	through appropriate channels	EU & National legislation, Codes of Practice, circulars and guidance
Food for Export certification	Provision of food export health certificate for country of destination.	Business must comply with current legislation and have been visited within previous year.	Service plan , EU & National legislation, Codes of Practice, circulars and guidance
On-farm slaughter and cutting of poultry and lagomorphs for direct supply, of small quantities of meat (including game), to the final consumer.	Poultry/lagomorphs/game produced under suitable conditions and fit for human consumption		Service plan EU & National legislation, Codes of Practice, circulars and guidance
Advice to new and potential food businesses	Higher proportion of new businesses compliant with food legislation from the day they begin to trade.		Internal procedure relating to guidance to new and potential businesses.
Issue of voluntary surrender certificates	To support businesses when food has to be withdrawn from sale. Charged out at £55 per hour		Internal procedure on voluntary surrender and relevant guidance

Additional requirements applicable to Malvern Hills District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies, service standards, statutory codes and guidance
Spring water bottling	Water safe to drink and premises compliant	Interventions determined by risk.	The Natural Mineral Water, Spring Water and Bottled Drinking Water (England) Regulations 2007 as

			amended
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Function: Food Standards and Animal Feed**Relevant partners**

Worcestershire County Council

Requirements applicable to Worcestershire County Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Annual Inspection/ Interventions at High Risk businesses Follow-up visit or re-visit where significant non-compliance is identified	Food is accurately labelled and business is aware of relevant legal requirements To ensure that any significant issues are addressed in a timely manner	Business Satisfaction Service plan specifies number of high and zero-rated premises for inspection during the year. Medium and low-risk premises - intelligence-led inspection where necessary, with no specific numerical targets.	EU & National legislation. <u>Food Law Code of Practice (England)</u> Issued April 2014 Framework Agreement on Local Authority Enforcement WRS Service Plan, WRS Enforcement Policy Regulators Code
Food Sampling	Food meets compositional requirements, is free from chemical contaminants and is accurately labelled	In accordance with Service plan, to meet local requirements and contribute towards regional or national projects. Maximum £25k analysis costs.	As above
Complaints investigation including serious breaches of legislation and Food fraud in accordance with Trading Standards	Non-compliance resolved. Formal Action if necessary and meets requirements Food compliant with labelling, composition and quality requirements		As above plus Worcestershire Regulatory Services Service Request Policy Trading Standards Intelligence Operating Model Code for Crown Prosecutors

Intelligence Operating Model			
Home Authority Referrals [To respond to allegations of non-compliance identified by other local authorities and provide appropriate advice or follow up enforcement action]	Non-compliance resolved. Food compliant with labelling, composition and quality requirements		As above
Food alerts & Food incidents	Unsafe food removed from sale/prevented from getting into supply chain	To report back to Food Standards Agency on completion of alerts specifically directed to Worcestershire To report to Food Standards Agency incidents relating to potentially unsafe food discovered in Worcestershire	As above
Business Advice [Requests from business for advice on food-related matters]. Chargeable at £55 per hour for all advice following request.	Local businesses provided with timely and accurate technical advice on how to comply with the law.		As above Business Advice Policy
Home Authority [Provide Home Authority	Enable local businesses trading nationally to comply with legal requirements		As above

service to larger local food businesses, including advice in accordance with charging policy and complaint resolution].	through accurate, consistent advice so that food is compliant with labelling, composition and quality requirements		
Primary Authority [Provide Home/ Primary Authority service to larger local food businesses, including advice/ inspection plans/responding to other authorities contemplating formal action]	Enable local businesses trading nationally to comply with legal requirements so that food is compliant with labelling, composition and quality requirements and to avoid formal action resulting from inconsistent interpretation of legislation	As documents in individual Primary Authority agreements	As above
Food Hygiene Inspection at Primary Production Premises e.g. farms/livestock premises	Ensure safety of food at the first stage of the food supply chain.	Business Satisfaction	As above
Feed Hygiene Inspection at livestock premises in accordance with plan agreed with CEnTSA/NTSB	Ensure that animal feed is used and kept in such a manner that it does not represent a threat to either human or livestock health	Business Satisfaction	As above plus <u>Feed Law Enforcement Code of Practice (Great Britain)</u>
Feed Hygiene Approvals and Registrations – maintenance of register	Ensure that animal feed is produced, used and kept in such a manner that it does not represent a threat to either human or livestock	Business Satisfaction	EU & National legislation. <u>Feed Law Enforcement Code of Practice (Great Britain)</u> Food Safety Act Code of Practice and guidance.

	health		
Feed sampling in accordance with plan agreed with CEnTSA/NTSB	Ensure that animal feed is being produced in compliance with legal requirements and that it is wholesome, containing no deleterious ingredients	Business Satisfaction	As above

Function: Metrology**Relevant partners**

Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Maintenance of relevant standards through contract with Warwickshire	Ensure standards and testing equipment are maintained and functional	Local Standards tested against National Tertiary Standards every 5 years Working Standards tested against Local Standards as follows: Petrol measures and bulk fuel meters every 6 months Weights every 12 months Other volume measures e.g. intoxicating liquor measures 12 months when new then every 2 years once in use Other testing equipment e.g. scales etc. - every 6 months	Weights and Measures Act 1985 s4 & 5
Annual Inspections/ Intervention at High Risk premises (packers and manufacturers) using	Ensuring fair and safe competitive practices for goods and services in the Formal Economy	High risk inspection programme determined annually through Service Plan. Supporting fair trading and fair competition amongst local business	Weights and Measures Act 1985, Guidance issued by NMO

equipment for trade, and checking the packaged product being offered Follow-up visit or re-visit where significant non-compliance is identified,	To ensure that any significant issues are addressed in a timely manner	NB: Medium Risk and below are visited only on an intelligence led basis or for purposes of intelligence based project work.	
Inspection of large scale / large volume weighing and measuring equipment (e.g. road weighbridges) Follow-up visit or re-visit where significant non-compliance is identified,	As above	Supporting fair trading and fair competition amongst local business Testing over 2 days p. a. Business satisfaction	Weights and Measures Act1985, Guidance issued by NMO
Home Authority Referrals	Non-conformances identified by other authorities are resolved by the most appropriate action. Applies to products & services originating from Worcestershire		Weights and Measures Act1985, Guidance issued by NMO
Investigation of complaints alleging short weight/ measure/ use of illegal/ unjust equipment, including those involving business to business transactions, in accordance with Trading Standards Intelligence Operating Model	Ensuring fair and safe competitive practices for goods and services in the Formal Economy		WRS Service Request Policy Intelligence Operating Model WRS Enforcement Policy, Regulators Code, EU & National legislation, Codes of Practice, circulars and guidance inc TSIOM.

Certification of operators of public weighing equipment	Ensure those operating public weighing equipment are competent		Weights and Measures Act 1985 s74
Verification of weighing and measuring equipment that is to be put into use for trade including fee collection and initial debt chasing. NB: This aspect of service delivery generates income. Charges follow relevant guidance.	Ensure that equipment is accurate and fairly calibrated i.e. within legal tolerances.		Weights and Measures Act 1985 s74
Contracting of services for other local authorities to deliver some elements of metrology services e.g. the provision of bulk fuel inspection/ verification work.	Subsidise cost of maintaining equipment by generating income Charging rate £55 per hour		Weights and Measures Act 1985

Function: Health and Safety at Work**Participating partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch District Council
Worcester City Council:
Wychavon District Council
Wyre Forest District Council:

Requirements applicable to all participating partners EXCEPT Wyre Forest and Worcester City have reduced commitment to proactive Health and Safety activity by 50% for 2014/15.

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Project led interventions based on local intelligence Sector specific interventions in accordance with current HSE Guidance	Compliance of businesses with health and safety regulation	Broadly Compliant rate	Health and Safety at Work Act 1974 and associated Regulations Service Plan HSE Strategic targets Section 18 Guidance LAC 67/2
Health & Safety Service Requests	Prevention / reduction of health-and-safety-related accidents, ill health and deaths in the workplace.	Service requests prioritised on a risk basis and investigations carried out with due regard to relevant guidance.	Health and Safety at Work Act etc. Act 1974 and associated Regulations HSE Strategic targets Section 18 Guidance Service Plan
Response to Formal RIDDOR	Prevention / reduction of	Respond to accident / incident	Health and Safety at Work Act

Notifications	health-and-safety-related accidents, ill health and deaths in the workplace.	notifications in accordance with HSE accident selection criteria.	etc. Act 1974 and associated Regulations Service Plan HSE Strategic targets Section 18 Guidance LAC 22/13
Response to Asbestos Notifications ASB5	Prevention / reduction of health-and-safety-related accidents, ill health and deaths in the workplace.	Follow up ASB5 notifications in accordance with guidance	
Primary/ Lead Authority Principle	Operated in compliance with BRDO national scheme to achieve business compliance and consistency of enforcement action	Authority provides advice as agreed to businesses on legal compliance where they act as Primary/Lead Authority. Authority will liaise with the relevant Primary/Lead Authorities as necessary Formal Primary authority in place in accordance with BRDO	Service plan EU & National legislation, HSE Codes of Practice, circulars and guidance BRDO guidance
Fulfil responsibilities as a 'responsible authority' under the Licensing Act 2003.	Protection of public safety where licensable activities take place	In accordance with statutory timescales	S182 Guidance (Licensing Act 2003)
Interventions at Special Events where large numbers of public attend.	Activities compliant with legislation.	Attend relevant pre and post event safety advisory group meetings. Interventions at events determined by risk.	Service plan EU & National legislation, HSE Codes of Practice, circulars and guidance

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Function: Health & Wellbeing/ Health Promotion**Participating partners**

Bromsgrove District Council
Malvern hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council
Worcestershire County Council

Requirements applicable to all participating partners, EACH PROJECT ON A FULL COST RECOVERY BASIS

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Provision of food hygiene training and awareness courses and events including CIEH level 1 and 2 food hygiene courses and refresher training	Affordable training available to businesses and voluntary organisations. Food handlers trained in food safety commensurate with their role. Reduction in food poisoning cases.	Compliance with CIEH requirements as a training centre.	NB: MUST BE SELF FUNDING
Healthy Eating project work	Enable consumers to use labelling information to make healthy food choices. Improve public understanding of what is in the food they eat.		NB: MUST BE SELF FUNDING Food Standards Agency guidance, Health Challenge England (DOH,) Service plan projects

Contribute to the Worcestershire Health and Well Being priorities, undertaking a range of relevant project work and interventions on a 'funded' basis			
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Function: Public Health Infectious Diseases**Participating partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Outbreak Control – respond to outbreaks of infectious disease and proactively support PHE when outbreaks occur.	Providing and maintaining a relevant service that is fit for purpose and complies with relevant PHE guidelines. Outbreak control plan is operational. Outbreak is contained and the impact minimised. Risk of further outbreaks minimised.	Outbreak Control plan is tested and valid	Outbreak Control Plan, Rabies Plan, Pandemic Flu plan, The Food Framework Agreement, Health Protection Regulations, Legionnaires Disease ACOP.
Investigation of individual cases.	Preventing spread of disease.	Action and response times in accordance PHE/ Local Authority Roles and Responsibilities document i.e. Working in partnership with stakeholders- Provision of relevant	The Food Standard PHE West Midlands West / Local Authority Roles and Responsibilities Document.

		information to the public	
Undertake proactive interventions to raise awareness of infectious diseases to reduce their incidences			

Function: Pest Control**Participating partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners NB: PEST CONTROL TREATMENTS IS NOT APPLICABLE FOR WORCESTER CITY COUNCIL OR MALVERN HILLS DISTRICT COUNCIL

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies, service standards, statutory codes or guidance
Enforcement of Pest related legislation e.g. complaints	Reduction in pest complaints year on year.		Prevention of Damage by Pests Act 1949, Environmental Protection Act 1990; etc.
Sewer baiting programme in consultation with Severn Trent Water subject to funding being available	Reduction in vermin Public health	Reduced vermin complaints	Prevention of Damage by Pests Act 1949;
Manage contracted	As per requirements		This varies from partner to partner and can be provided under separate cover, however key role is management of

service for free of charge pest control treatment service for various pest species for eligible residents. Other residents may contact our contractor if they wish, but they will be charged for this service.	applicable to all authorities		contract and re-letting at relevant intervals
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Function: Private and Mains Water Supplies**Participating partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Private Water Supplies Proactive Carry out Survey required under the Private Water Supply Regulations 2009 Provide and implement a statutorily compliant sampling programme Carry out Risk Assessment Service of Statutory	Protect Public Health; Ensure private drinking water supplies are safe;	Completion of sampling programme; Risk Assessment completed within 5 years from 1 st Jan 2010;	National legislation; Private Water Supply Regulations 2009 Drinking Water Inspectorate documents: "Drinking Water Safety" 2009 Private Water Supply technical manual 2006 and Risk Assessment case studies guide; Enforcement Policy; Charging Policy; Team Service Plans;

Notices			
Private Water Supplies Reactive Requests for Service and associated potential enforcement actions	Protect Public Health;		National legislation: Private Water Supplies Regulations 2009 Drinking Water Inspectorate technical manuals and Risk Assessment Guide; Enforcement Policy; Council Charging Policy; Team Service Plans;
Sampling of Public Drinking Spouts and springs.	Protection of Public health	Compliance with National public health sampling parameters	Public access to local sampling programme on web site.
Mains Water Supplies, Requests for Service in respect of mains water quality including reactive sampling and investigation of water quality failures with the statutory water undertaker	Protect Public Health;		Water Industry Act 1991 Drinking Water Inspectorate technical manuals and Risk Assessment Guide; Enforcement Policy; Team Service Plans;

Function: Product/Consumer Safety**Participating partners**

Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Annual proactive inspection of manufacturers and importers of products in accordance with ACTSO risk assessment scheme Follow-up visit or re-visit where significant non-compliance is identified	Products on the market originating from Worcestershire manufacturers and importers comply with product safety legislation To ensure that any significant issues are addressed in a timely manner	Service plan specifies number of high risk premises for inspection during the year which will include businesses with product safety implications. Medium and low-risk premises - intelligence-led activity with no specific targets. Priority to 'new' High Risk businesses to receive a visit.	WRS Enforcement Policy Regulators Code
Intelligence-led sampling and testing of products already in the supply chain through project work and officer initiative	Identification of unsafe products for sale in Worcestershire, but originating from outside the county. Removal from the	Sampling numbers included in project protocol.	WRS Enforcement Policy Regulators Code Trading Standards Intelligence Operating Model

	supply chain.		
Investigation of complaints alleging unsafe products in accordance with Trading Standards Intelligence Operating Model.	Identification of unsafe products. Removal from the supply chain.		WRS Service Request Policy Intelligence Operating Model WRS Enforcement Policy Regulators Code
Home Authority Referrals	Non-conformances resolved by the most appropriate action. Products originating from Worcestershire safe.		
Follow-up of relevant RAPEX (rapid exchange of information system on safety matters) and similar alerts/ responses to central government on behalf of other European countries for product recalls or notifications	Unsafe products removed from supply chain	As soon as possible and in any event, no later than 20 calendar days after the RAPEX notification is communicated to local authorities for emergency action, or no later than 45 days for serious risk Completion of "Reaction to Notification" to be sent within 45 days (15 days for goods manufactured in the UK) to the RAPEX Unit at Department for Business, Innovation and Skills (BIS).	WRS Enforcement Policy
Suspension from sale and removal of unsafe products	Unsafe products removed from/supply chain		WRS Enforcement Policy Regulators Code
Service of suspension	Prevent further supply of		Consumer Protection Act 1987

notice under s14 CPA 1987 NB power of authority	products where there is reason to believe product is unsafe		As above
Safety Notifications/receipt of notifications of unsafe products/direct intervention and assistance from locally based businesses that may require product recall	Notification to BIS of unsafe products originating from Worcestershire to facilitate removal from supply chain NB: Approval of BIS required following remedial action.	Notification within 10 calendar days (3 days if requiring emergency action)	WRS Enforcement Policy Regulators Code
Enforcement of REACH Regulations (Registration, Evaluation, Authorisation and Restriction of Chemicals)	Protect public from persistent pollutants, dangerous substances, preparations and chemicals		As above, only relates to work identified for local consumer safety authority. EH covers local health and safety authority. WRS Enforcement policy Regulators Code and Code for Crown Prosecutors
Investigation of un-roadworthy vehicle sales in accordance with Trading Standards Intelligence Operating Model. (Road Traffic Act)	Enforcement action against suppliers of un-roadworthy vehicles. Prevention of the supply of un-roadworthy vehicles.		Road Traffic Act 1988, WRS Enforcement Policy Regulators Code and Code for Crown Prosecutors WRS Service Request Policy Trading Standards Intelligence Operating Model

Function: Rogue Trading and Counterfeiting**Participating partners**

Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
In-hours Rapid Responses to Doorstep Crime incidents involving vulnerable consumers where trader still present (includes maintenance of rapid response package/ kit)	Protecting people from criminals who use business activity as front for criminal enterprise. Improving Community Safety Supporting older people to live independently		Relevant legislation, Regulators Code & Code for Crown Prosecutors, WRS Enforcement Policy, National Fraud Authority: (regulatory services being used to prevent fraud.)
Issue early warnings to relevant partners where intelligence suggests Rogue Traders are operating in local area	Enable local agencies to protect known vulnerable clients		National guidance on Intelligence sharing
Training of health workers, care workers and similar on how to protect vulnerable clients where need identified to address a specific problem	Protecting people from criminals who use business activity as front for criminal enterprise. Improving Community Safety Supporting older people to live independently		National guidance on doorstep crime and promoting crime prevention
Awareness raising activity	Protecting people from criminals who use business activity as		National guidance on doorstep crime and promoting crime

with other partner agencies including the Police.	front for criminal enterprise. Improving Community Safety Supporting older people to live independently		prevention
Multi-agency days of action against rogue traders.	Protecting people from criminals who use business activity as front for criminal enterprise. Improving Community Safety Supporting older people to live independently		Relevant legislation, Codes of Practice, circulars and guidance e.g. Regulators Code & Code for Crown Prosecutors. RIPA, WRS Enforcement Policy, National Fraud Authority (regulatory services being used to prevent fraud.)
Joint patrols with Police to challenge potential rogue traders following intelligence	Protecting people from criminals who use business activity as front for criminal enterprise. Improving Community Safety Supporting older people to live independently		As above
Monitoring of internet auction sites, markets, car boot sales and retail outlets for suspected illegal business activities.	Protecting people from criminals who use business activity as front for criminal enterprise. Improving Community Safety Protect local businesses from unfair competition	Tackling organised crime such as counterfeiting and other work which removes the proceeds of crime may reduce serious acquisitive crime activity. Reducing the supply of cheap counterfeit tobacco may reduce smoking-related mortality	Relevant legislation, Codes of Practice, circulars and guidance, Regulators Code & Code for Crown Prosecutors. RIPA 2000 WRS Enforcement Policy National Fraud Authority guidance (talks about regulatory services being used to prevent fraud.)
Targeted enforcement action	As above	As above	As above

against sellers of counterfeit goods operating from all locations including domestic premises			
Targeted visits with HMRC and the Police for sales of counterfeit tobacco, alcohol and similar products	As above	As above	As above
Liaison with partners and participate in regional activities and CEnTSA projects relating to these areas	Linking service activity to the wider local agenda e.g. CDRP and Well being, Contribute to wider regional activity		As above plus CEnTSA membership agreement.
Sharing intelligence on criminal activity across the region	As above, plus linking to regional intelligence unit	Submission levels reported to CEnTSA Management Board Attendance at regional TAG.	TSIOM, Government Protective Marking Scheme. Relevant EU and National legislation
Maintenance and recording of information on intelligence database	As above	As above	As above

Function: Statutory Nuisance Investigation and Abatement**Participating partners**

Bromsgrove District Council
Malvern hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners with Worcester City & Wyre Forest policy variations requiring self-help in certain circumstances

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Provision of a Statutory Nuisance Investigation Service (premises, smoke, fumes or gases from dwellings, effluvia, accumulations or deposits, animals, noise, light and insects) (see definitions in s79 Environmental Protection Act 1990, as amended.) Requests for Service/investigation Inspection, monitoring, enforcement, assessment and surveillance; Service of Statutory Notice Application for Warrant	Public protection; Improved quality of life; Abatement of statutory nuisances;	NB: Performance moderated in some areas by requiring that self-help be attempted for certain categories on nuisance complaint before WRS intervention will be considered. This does not apply to groups defined as vulnerable e.g. the elderly	Enforcement Policy; Regulators Code where applicable National legislation; Environmental Protection Act 1990, Noise & Statutory Nuisance Act 1993, Environment Act 1995, Pollution Prevention & Control Act 1999, Clean Neighbourhoods and Environment Act 2005, The Noise Act 1996; Circulars, Guidance and Codes of Practice (Environment Agency, CIEH, DEFRA, EPUK, DoE)

<p>Enforcement of Notice/Works in default</p> <p>Seizure, storage/retention, return and disposal of equipment</p> <p>Recording of Notices as Land Charges;</p> <p>WRS raise debt with Partner Authority for recovery by them</p> <p>Provision of information and evidence to partner legal teams to support the Instigation of Legal Proceedings;</p>		Customer Satisfaction	<p>Circulars):</p> <p>Peer review (Regional Pollution Group) Noise standard;</p>
<p>Fulfil responsibilities as a 'responsible authority' under the Licensing Act 2003 in respect of nuisance. To include:</p> <ul style="list-style-type: none"> - review of licensing applications and making of representations where appropriate - instigate request for review where appropriate if the licensing objectives are not met 	<p>Public protection</p> <p>Prevention of statutory nuisances;</p>	In accordance with statutory timescales.	S182 Guidance (Licensing Act 2003)
<p>Represent Council as witness in pre-application meeting, planning enquiries on the impact of Noise. Liaison with applicants and local authorities attending pre application meetings and providing technical information.</p>	<p>Prevent or minimise pollution to the environment and impacts on public health</p>	<p>In accordance with the National Planning Policy Framework, Noise Policy Statement for England (NPSE) & Planning Practice Guidance Note</p>	<p>In accordance with WHO & WRS technical noise guidelines and recommendations.</p>

Function: Underage Sales**Participating partners**

Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Intelligence-led test purchasing of alcohol at off-licences	Reducing the harm to, and the nuisance caused by, young people who have access to age restricted or environmentally damaging products	Helping to reduce alcohol-related violence, anti-social behaviour and violent crime May reduce alcohol related hospital admissions and substance misuse among the young Use test purchase failure rates as proxy measure for progress in reducing availability.	Licensing Act 2003 TSIOM, Strategic Assessment, Relevant policies and procedures, Relevant national legislation, guidance and protocols RIPA 2000 WRS Service Request Policy Trading Standards Intelligence Operating Model
Intelligence-led test purchasing of alcohol at pubs and similar on-licensed premises	As Above	As Above	As Above
Intelligence-led test purchasing at premises selling fireworks	As Above	As Above.	As above and Consumer Protection Act 1987 Fireworks (Safety) Regulations 1997
Intelligence-led test purchasing at premises	As Above	Preventing underage sales may reduce assaults with knives	As above and Offensive Weapons Act 1996 as

selling knives			amended by s141A Criminal Justice Act 1988
Intelligence-led test purchasing at premises selling tobacco	Reduce the harm caused by tobacco	Preventing smoking in under 16s can reduce post 16 uptake rate	As above S7 Children and Young Persons Act 1933, Children and Young Persons (Protection from Tobacco) Act 1991
Intelligence-led test purchasing at premises selling other solvents	Reduce or prevent young person's access to "sniffable" products	Solvents can kill on a single use. Reduce substance misuse among the young.	Intoxicating Substances (Supply) Act 1985
Intelligence-led test purchasing at premises selling video recordings	Prevent potentially damaging video materials getting into the hands of young people	As above, in relation to ASB.	Video Recordings Act 1984
Intelligence-led test purchasing at premises selling aerosol spray paints	Reduce environmental damage caused by graffiti	As above	Antisocial Behaviour Act 2003 as amended by Cleaner Neighbourhoods and Environment Act 2005
Home Authority Referrals	Non-conformances resolved by whatever deemed to be most appropriate action, usually advice. Suppliers based in Worcestershire.		As above
Respond to complaints alleging sale of any age restricted product mentioned above in accordance with Trading Standards Intelligence Operating Model	Prevent further allegations and improve compliance		Relevant policies and procedures Relevant national legislation, guidance and protocols
Participate in Multi-Agency	Prevent further allegations and		Trading Standards Intelligence

visits to deal with various issues: Problem alcohol retailers, Firework sellers, Surveillance operations	improve compliance		Operating Model Strategic Assessment Relevant national legislation, guidance and protocols RIPA2000
Partnership Attendance & Tasking, where relevant	Build and maintain links to partner agencies dealing with related issues e.g. crime and disorder, health issues	Attendance at CDRP tasking, Countywide Alcohol Strategy group, Health and Well-being group, Worcestershire Tobacco Alliance forum	National Intelligence Model Strategic Assessment Relevant national legislation, guidance and protocols
Participation in regional projects involving age restricted products	Linking service activity to the wider local agenda Contribute to wider regional activity		CEnTSA membership agreement
Fulfil responsibilities as a 'responsible authority' under the Licensing Act 2003	Protecting Children from Harm, Preventing Crime and Disorder, Ensuring Public Safety, Preventing Public Nuisance, where licensable activities take place	In accordance with statutory timescales	S182 Guidance (Licensing Act 2003)
Licensing Act 2003 Reviews	Impose conditions, suspend or revoke licenses from premises that are not upholding the relevant objectives.		Licensing Act 2003 and s182 Guidance, Policy and process in QA procedures.
Consider need for activity in relation to certain underage sales issues	To allow elected members to consider the need for particular activities in their area	Report to be considered by Committee	Cleaner Neighbourhoods and Environment Act 2005, S54A requires annual consideration of enforcement for aerosol spray-paint. S5 Children and Young Persons (Protection from Tobacco) Act

			1991, requires annual consideration of enforcement in relation to tobacco products.
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Function: Gambling Act 2005 - Administration and Enforcement

Participating partners

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners (NB: ALL FEES ARE COLLECTED BY PARTNERS)

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies, service standards, statutory codes or guidance
Develop and consult on a Gambling Act Statement of Policy	A clear Statement that supports decision making at all levels and provides applicants and the public with sufficient information to understand our approach.	Statement of Policy reviewed and adopted every three years in compliance with statutory requirements.	Gambling Act 2005 and associated regulations & Gambling Commission Guidance to licensing authorities.
Deal with Premises licences in accordance with the Act including provision of	Legally compliant licences in force and provided in a timely manner. A robust system in place to ensure collection of annual fees from all premises licence holders.	All stages of process in accordance with statutory timescales.	Any relevant code of practice issued under S24, relevant Guidance issued by the Commission under S25, the licensing objectives and the Licensing Authorities statement of policy (S349).

information and support as necessary to enable fee setting by each Licensing Authority	Fees agreed and published which reflect costs incurred by the Licensing Authority and are within the maximum prescribed fees.		Gambling Act 2005 and regulations made under the Act. Any relevant code of practice issued under S24, and relevant Guidance issued by the Commission.
Process Permits	Legally compliant permits in force.	Response to requests for advice within agreed service standards. All stages of process in accordance with statutory timescales	Gambling Act 2005 and regulations made under the Act. Any relevant code of practice issued under S24, relevant Guidance issued by the Commission under S25, the licensing objectives and the Licensing Authorities statement of policy (S349) where applicable.
Small Society Lotteries – registration and renewals	Society Lotteries registered in accordance with Part 5 of Schedule 11, Gambling Act 2005	Compliance with statutory timescales.	Gambling Act 2005 and regulations made under the Act. Any relevant code of practice issued under S24, and relevant Guidance issued by the Commission
Inform local strategies with partner organisations	Local strategies recognise the role and legal constraints upon Licensing Authorities and Responsible Authorities	Partner Community Strategies	
Implement new guidance and regulations as they come into force	All new guidance and legislation is implemented when it comes into force ensuring that licences in force are legal and current and issues such as crime and disorder are addressed using full range of	Compliance with statutory timescales.	Gambling Act 2005 and associated regulations & Gambling Commission Guidance to licensing authorities

	sanctions		
Enforcement NB: Decision to instigate legal proceedings lies with partner Legal Department	Compliant premises. Complainants satisfied with outcomes.	Business Satisfaction	WRS Enforcement policy and each Licensing Authority. Gambling Act 2005 and associated regulations & Gambling Commission Guidance to licensing authorities
Councillor training	To ensure that Councillors are familiar with the requirements of the Gambling Act 2005	Carried out annually after Council and appointment of Committee members.	

Function: Hackney Carriage and Private Hire Vehicle Licensing**Participating partners**

Bromsgrove District Council
Malvern Hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Administration Determination of licence applications Checks to be carried out in accordance with current partner policy To include the following: (i) Operator Application form, DBS disclosure, fee	To provide a satisfactory, reliable, safe and acceptable form of transport, which safeguards both hirer and driver. Operators should be fit and proper persons	Business Satisfaction	Taxi Licensing Handbook to include conditions and byelaws or local partner policy where applicable The Town Police Clauses Act (TPCA) 1847 The Local Government (Miscellaneous Provisions) Act 1976 The Transport Act 1985 Driver Vehicle Licensing Agency

<p>(ii) Driver</p> <p>Application form, medical, drugs test, Driving licence, driving standards test, knowledge test , DBS disclosure, disability awareness training, fee</p> <p>(iii) Vehicle</p> <p>Application form, MOT, insurance, V5 document, Vehicle inspection test, fee</p>	<p>Drivers should be fit and proper persons</p> <p>Vehicles should be fit for purpose</p>	<p>:</p>	<p>Relevance of convictions</p> <p>Equality Act 2010</p> <p>Data Protection Act 1998</p> <p>Health and Safety at Work Act 1974</p> <p>Medical Guidelines</p> <p>Taxi Licensing Best Practice Guidance</p>
<p>Production of report to Licensing sub committee</p> <p>Attendance at Committee and Sub-Committee meetings and presentation of reports. Supporting partners in decisions made at committee and</p>	<p>Determination of applications where conditions are not met or where refusal is likely. (see scheme of delegation for each partner Local Authority)</p> <p>Determination of appeal</p>	<p>Corporate timelines and targets</p> <p>Court / tribunal set time constraints</p>	<p>Relevant Legislation</p> <p>Partner Equal Opportunities Policy</p> <p>Scheme of delegation for each Local Authority</p> <p>Corporate policy</p> <p>Legal Framework</p> <p>HC & PH Handbook</p> <p>Supplemental guidance on the relevance of conviction</p> <p>Home Office Circulars 13/92 and 2/92</p>

at reviews		Matter resolved within legal framework	
Processing appeals against decisions made at committee			
Production of plate and/or badge and licence as applicable	To ensure licensed drivers / vehicles are easily identified for public safety and monitoring.	Issued or renewed within target time	
Enforcement			
Reactive enforcement regarding complaints of non-compliance	Compliance with legislation, byelaws and local conditions	Annual report to Licensing committee	Enforcement policy Home Office Circular 13/92 Taxi handbook or Local Authority Policy Health Act 2006
Proactive enforcement of conditions and byelaws to include other agencies.	Ensure the safety of the travelling public and compliance with conditions and regulatory requirements.	Evidence and intelligence led targeted enforcement	Taxi handbook or Local Authority policy The Local Government Miscellaneous Provisions Act 1976 S50
NB includes suspension of drivers and vehicles following a breach of condition or evidence received from regulatory partners	To ensure standards of vehicles are maintained for the safety of the travelling public	Report on number of vehicles requiring appropriate action	Scheme of delegation The Local Government Miscellaneous Provisions Act 1976 S61
		Matter resolved within set time scale subject to	Taxi handbook or Local Authority policy Road Safety Act 2006 (immediate) Taxi handbook or Local Authority policy

	<p>Temporary removal of unsafe vehicles or alleged unfit drivers from operating</p> <p>To ensure agreed tariffs are adhered to.</p>	<p>evidence availability matter may be referred to Licensing committee</p> <p>Checks carried out in accordance with partner requirements</p>	<p>The Local Government Miscellaneous Provisions Act 1976 S63</p>
<p>Policy</p> <p>Formulation of new relevant policies byelaws and procedures and changes to existing.</p> <p>Assist with development and implementation of new ranks or amendments to existing ranks.</p>	<p>Compliance with statutory requirements and guidelines</p> <p>To ensure compliance with statutory requirements and guidelines</p> <p>Open, fair and transparent service delivery</p> <p>Consultation and information sharing</p>	<p>Government / corporate deadlines</p> <p>Government/ corporate deadlines</p> <p>To ensure that taxis have places to stand for hire to provide a service</p> <p>Fees and charges advertised</p> <p>Annual advertisement of fees and charges</p> <p>Forum meetings (number to be set)</p>	<p>Additional/ new policies Subject to approval by Licensing committee Town Police clauses Act 1847 sec 68 Public Health Act 1875 sec 171 The Local Government Miscellaneous Provisions Act 1976 S63 The Local Government Miscellaneous Provisions Act 1976 sec 70</p>
<p>Stakeholder engagement through supporting Taxi</p>	<p>Customers feel engaged and able to influence.</p>	<p>Good customer satisfaction rates.</p>	

forums/liaison groups where appropriate			
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Additional requirements applicable to Bromsgrove District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
All new applicants must attend an accredited training course which incorporates disability awareness	Training in disability awareness	To be completed within 12 months of application	Condition of Taxi handbook, requires NVQ2 in Passenger Transport

Additional requirements applicable to Malvern Hills District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Trade representatives and meetings	Information sharing, consultation, discussion and resolution of issues	2 x year	Local policy
Appointment of approved garage for testing	Independent assessment of vehicles for safety, for new and existing vehicles	On new application, renewal and ad hoc	Local Policy
Setting of fees and charges	Fair fees and charges to cover cost of administration of service		

Additional requirements applicable to Redditch Borough Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Vehicles to be inspected every 6 months for defects or non-compliance. Checks to be carried out in-house	Suitable and safe vehicles for use by the travelling public	Number of vehicles requiring suspension due to defects / non-compliance	Approved by Redditch Borough Council Licensing committee Jan 2010
To refuse Hackney carriage and private hire vehicle drivers licences in line with Redditch Borough councils refusal protocol and subject to the right of the applicant to appeal against such refusal to the Licensing subcommittee	Streamline services to customers and avoid unnecessary delays	Number of licences refused and subject to appeal	Redditch Borough Council refusal protocol Redditch Borough Council Scheme of delegation Approved by Redditch Borough Council Licensing committee / full council January 2010

Additional requirements applicable to Worcester City Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance

Enforcement of penalty point scheme	Compliant vehicles, drivers and operators	Reviewed as necessary	Penalty Point Scheme in operation
Inspections of vehicles & operator premises	Compliant vehicles, drivers and operators	Inspections carried out of vehicles and premises using risk rated system	Worcester City Council Hackney Carriage and Private Hire handbook. The Town Police Clauses Act (TPCA) 1847 The Local Government (Miscellaneous Provisions) Act 1976 The Transport Act 1985

Additional requirements applicable to Wychavon District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Determination of license applications where delegated to do so.	Secure the safety of the travelling public and ensure consistency of application of relevant law.		Wychavon District Council guidance to applicants and licence holders, byelaws and adopted policies; Private Hire Driver – conditions Guidance on relevance of convictions Private Hire Operator – conditions Hackney Carriage vehicle – conditions Private Hire Vehicle – conditions Private Hire Vehicle licensing policy (Nov 09) Hackney Carriage vehicle licensing policy (Nov 09) Hackney Carriage Byelaws 2006

Additional requirements applicable to Wyre Forest District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies, service standards, statutory codes or guidance
Hackney carriage -type / number /identification decals implementation and enforcement The Council is committed to a Hackney Carriage Deregulation Plan Which covers: Age limits, Taxis accessible to wheelchair passengers, A colour policy, Identification Decals	To provide a satisfactory, safe and acceptable form of transport this safeguards both the hirer and driver.	Business Satisfaction	Wyre Forest District Council Hackney Carriage Deregulation Plan 2005
Hackney carriage drivers' licences The Council issues drivers licences every two years out of a discretionary period of three years			Local Government Miscellaneous Provisions Act 1976
Hackney Carriage Relevance of Convictions The Council has a more robust policy dealing with applicants	To prevent convicted drivers from being engaged in the taxi trade – safeguarding children and vulnerable people		Taxi Handbook issued by Wyre Forest District Council

that have been convicted			
Hackney carriage Driver Training To train taxi drivers on disability awareness / loading of passengers	To train taxi drivers on disability awareness / loading of passengers		Condition attached to the Wyre Forest District Council Taxi Drivers Licence to complete training
Hackney carriage Temporary vehicle replacement To provide a means of replacing Hackney carriage saloon cars written off or temporary off the road through accident.	To provide a service which complies with the Hackney Carriage Deregulation plan		Wyre Forest District Council Temporary Vehicle / replacement policy

Function: Licensing Act 2003 - Administration and Enforcement**Participating partners**

Bromsgrove District Council
Malvern hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners NB FEES ARE COLLECTED BY PARTNERS

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Attendance at Licensing Committees and Sub-Committees meetings and presentation of reports	Licence Committee make fully informed, legal decisions.	No appeals, call-ins or judicial reviews	Various Council policies and standing orders.
Develop and consult on a Statement of Licensing Policy	A clear Statement that supports decision making at all levels and provides applicants and the public with sufficient information to understand our approach.	Statement of Policy reviewed and adopted every five years in compliance with statutory requirements.	Section 182 Guidance, Licensing Act 2003 and relevant regulations.
Premises licences and club registrations	Legally compliant licences in force and provided in a timely manner. A robust system in place to ensure collection of maintenance fees from	Response to requests for advice within agreed service standards. All stages of process in accordance with statutory timescales.	Section 182 Guidance, Licensing Act 2003 and relevant regulations. Police Reform and Social Responsibility Act 2011 Licensing Authority's own Statement of

	all premises licence holders.		Licensing Policy
Personal licences	Legally compliant licences in force and provided in a timely manner.	All stages of process in accordance with statutory timescales.	Section 182 Guidance, Licensing Act 2003 and relevant regulations.
Temporary Event Notices	Legally compliant process in force. TENs processed in a timely manner. Consult with relevant stakeholders	All stages of process in accordance with statutory timescales	Section 182 Guidance, Licensing Act 2003 and relevant regulations.
Miscellaneous LA03 matters	All applications processed in a timely manner and in accordance with statutory timescales.	All stages of process in accordance with statutory timescales.	Section 182 Guidance, Licensing Act 2003 and relevant regulations.
Enforcement NB: Decision to instigate legal proceedings lies with partner Legal Department	Compliant premises. Complainants satisfied with outcomes.	Business satisfaction	Enforcement policies of the Licensing Authority. Section 182 Guidance, Licensing Act 2003 and relevant regulations.
Gov.uk	Full compliance with EU Services Directive, applicants able to make on-line applications directly or via Gov.uk portal.	Availability of on-line application functionality. Each Licensing Authority web-site fully compliant with BIS requirements.	BIS guidance, EU Services Directive as enacted by national legislation.
Development and agreement of MOU on enforcement with relevant partners	Consistency in approach to enforcement across partner organisations.		S182 Guidance, Licensing Act 2003 and regulations made under the act.
Councillor training	To ensure that Councillors familiar with the requirements of the Licensing act 2003.	Carried out annually after Council and appointment of Committee members.	

Function: Licensing of Petroleum, Poisons and Explosives**Participating partners**

Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies, service standards, statutory codes or guidance
Administration of Petroleum Storage licences and collection of fees	To ensure relevant applicants obtain licences in a timely manner, assuming they and premises meet relevant legal requirements	Business satisfaction	EU & National legislation, Codes of Practice, circulars and guidance e.g. Regulators Code & Code for Crown Prosecutors. WRS Enforcement Policy
Administration of explosives licences and registrations and collection of fees	To ensure relevant applicants obtain licences in a timely manner, assuming they and premises meet relevant legal requirements	Business satisfaction	EU & National legislation, Codes of Practice, circulars and guidance e.g. Regulators Code & Code for Crown Prosecutors. WRS Enforcement Policy
Administration of registrations under Poisons Act 1972 and collection of fees	To ensure relevant applicants obtain licences in a timely manner, assuming they and premises meet relevant legal requirements	Business satisfaction	
Petroleum Licensing Enforcement/ Inspection	Ensure operation of business does not endanger local	Business satisfaction	EU & National legislation, Codes of Practice, circulars and guidance

	community		e.g. Regulators Code & Code for Crown Prosecutors. WRS Enforcement Policy
Explosives Licensing Enforcement Inspection	Ensure operation of business does not endanger local community	Business satisfaction	EU & National legislation, Codes of Practice, circulars and guidance e.g. Regulators Code & Code for Crown Prosecutors. WRS Enforcement Policy
Follow-up visit or re-visit where significant non-compliance is identified,	To ensure that any significant issues are addressed in a timely manner	Business satisfaction	EU & National legislation, Codes of Practice, circulars and guidance e.g. Regulators Code & Code for Crown Prosecutors. WRS Enforcement Policy
Investigation of complaints alleging incorrect/ unsafe storage of products, unlicensed selling of products and breaches of licensing conditions.	Protecting the community from potential safety hazards	Business satisfaction	EU & National legislation, Codes of Practice, circulars and guidance e.g. Regulators Code & Code for Crown Prosecutors. WRS Enforcement Policy
Home Authority Referrals	Non-conformances resolved by the most appropriate action. Products originating from Worcestershire	Business satisfaction	EU & National legislation, Codes of Practice, circulars and guidance e.g. Regulators Code & Code for Crown Prosecutors. WRS Enforcement Policy
Participation in regional and national projects relating to these provisions	Contribute to wider regional activity		CEnTSA membership agreement
Respond to information requests regarding disused/ decommissioned petroleum sites	Provide developers and similar with historical information regarding sites that have been purchased		Worcestershire County Council Policy to provide information, but to recover administrative costs.

Function: Licensing and Registration – Other Miscellaneous (Excluding Licensing Act 2003, Gambling Act 2005, Animal Related Licensing and County Council Licensing Functions)**Participating partners**

Bromsgrove District Council
Malvern hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Registration and amendment of registration for skin piercing (person and premises)	<p>Legally compliant process in place. Applications for registration processed in a timely manner.</p> <p>Protection of public health and minors.</p>		<p>Local Government (Misc. Provisions) Act 1982</p> <p>Byelaws made by the local authority (as detailed below)</p>
Permitting House to House Collections	<p>Legally compliant process in place. Applications for permits processed in a timely manner.</p> <p>Prevention of fraudulent</p>	Response to requests for advice within agreed service standards.	House to House Collections Regulations 1947

	collections.		
Hypnotism – authorisation	Legally compliant process in place. Applications for consent processed in a timely manner. Protection of the public from harm.		Hypnotism Act 1952 Wychavon District Council approved conditions (march 2008) HOME OFFICE CIRCULAR NO: 39/1996
Licensing of Scrap Metal Dealers Site Licence And Collectors Licence	Legally compliant process in place. Applications for licence processed in a timely manner. Collection of information to inform Environment Agency for the register		Scrap Metal Dealers Act 2013
Permitting Street Collections	Legally compliant process in place. Applications for registration processed in a timely manner. Prevention of fraudulent collections.		Charitable Collections (Transitional Provisions) Order 1974 Local partner policy.
Licence or consent for Street Trading	Legally compliant process in place. Applications for licence or consent processed in a timely manner	Response to requests for advice within agreed service standards. Inspections carried out of trading units in accordance with departmental procedures using	Local Government (Misc Prov) Act 1982 A Licensing Authority may have an agreed list of 'consent streets' and 'prohibited streets' and/or 'licensed' streets/pitches.

		risk rated system.	
Licensing of Sex Establishments including 'Sexual Entertainment Venues'	Legally compliant process in place. Applications for licences processed in a timely manner. Control of sex shops, sex cinemas and sexual entertainment venues.		Local Government (Misc Prov) Act 1982 as amended, and associated regulations and orders. Home Office Guidance.
Street Amenities Licensing (as and when transferred by County)	Legally compliant process in place. Application for licence processed in timely manner.		Highways Act 1990 and local district policy if relevant
Gov.uk	Full compliance with EU Services Directive, applicants able to make on-line applications directly or via Gov.uk portal.	Availability of on-line application functionality. Licensing Authority web-site fully compliant with BIS requirements.	BIS guidance, EU Services Directive as enacted by national legislation.

Additional requirements applicable to Worcester City Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Caravan Sites	Legally compliant process in place. Application for registration processed in timely manner in accordance with Policy.	Inspections carried out of sites in accordance with departmental procedures using risk rated system.	Caravan Sites and Control of Development Act 1960. Caravan Sites Act 1968. Mobile Homes Act 2014

Massage and Special Treatments	Legally compliant process in place. Application for licence processed in timely manner.		Worcester City Council Act 1985
Registration of Hairdressers	Legally compliant process in place. Application for Registration processed in timely manner.		Worcester City Council Act 1985
Registration of Second Hand Goods Dealers	Legally compliant process in place. Application for registration processed in timely manner.		Worcester City Council Act 1985
Street Collections	Legally compliant process in place. Application for licence processed in timely manner in accordance with Policy. Licences granted in January (30) and September (5) annually, plus urgent, transitory collections ad hoc.		Police, Factories, etc. (Miscellaneous Provisions) Act 1916, as amended by the Local Government Act 1972. Worcester City Council's Street Collection Policy.
Street Patrols	Compliance re. Hackney carriage vehicles and drivers Street traders Buskers	250 patrols undertaken per annum	Hackney Carriage and Private Hire handbook. The Town Police Clauses Act (TPCA) 1847 The Local Government (Miscellaneous Provisions) Act 1976 The Transport Act 1985 Local Government (Miscellaneous Provisions) Act 1982. Buskers Charter.

Additional requirements applicable to Wychavon District Council

Activity	Outcomes/ critical success factors	Performance measures/ key	Applicable policies, strategies, service
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		performance indicators and targets	standards, statutory codes or guidance
Caravan Sites	Legally compliant process in place. Application for registration processed in timely manner in accordance with Policy.	Inspections carried out of sites in accordance with departmental procedures using risk rated system.	Caravan Sites and Control of Development Act 1960. Caravan Sites Act 1968. Mobile Homes Act 2014

Additional requirements applicable to Wyre Forest District Council

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable policies, strategies, service standards, statutory codes or guidance
Street amenity Licences /Pavement cafes	Legally compliant process in place. Applications for registration processed in a timely manner.		Local Government (Misc Provisions) Act 1982 Highways Act 1990 Byelaws made by the local authority (as detailed below)

Function: General and Cross Cutting Activities**Participating partners**

Bromsgrove District Council
Malvern hills District Council
Redditch Borough Council
Worcester City Council
Wychavon District Council
Wyre Forest District Council
Worcestershire County Council

Requirements applicable to all participating partners

Activity	Outcomes/ critical success factors	Performance measures/ key performance indicators and targets	Applicable polices, strategies, service standards, statutory codes or guidance
<p>Enforcement</p> <p>Provision and regular review of Enforcement Policy.</p> <p>Obtaining and execution of warrants; preparation of case files; Interviewing suspects; taking statements.</p> <p>Actions under RIPA and maintenance of records Use of surveillance Intelligence sharing</p>	<p>Effective interventions to ensure compliance with legislation</p>	<p>Compliance with Regulators Code and Code for Crown prosecutors</p> <p>Business satisfaction with regulators</p>	<p>Regulators code Service business Plan RIPA 2000 PACE 1984 Criminal procedure and investigation Act 1996 Various criminal justices acts Magistrates Court Act 1980</p>

To undertake and respond to consultations as appropriate.	To ensure that views of partners are reflected in the formulation of new policy and legislation To ensure compliance with all relevant codes on consultation	No external challenges to consultation process	Government Code of practice on Consultation Partners local guidance on consultation
Statutory and Partner returns	To provide accurate and relevant information/reports as required and in the desired format for the various statutory and partner returns.	Returns completed and submitted by required date	Relevant guidance issued with each return
Public registers are kept up to date and easily accessible.	Public access to information	All information available wherever possible on line for self service.	Primary legislation
Policy development	Partners and public receive current advice and guidance on decision making	Partners policies are current and reflect up to date guidance and legislation	
Out of hours working: Response to emergency situations (as defined in call out manual) e.g. for Animal Disease outbreaks, Infectious diseases, petroleum incidents, etc.	Ability to react to emergency situations outside of normal working hours	Response provided within the required parameters.	Out of hours service provision guidance
Out of hours stand by	To ensure planned working	To meet demands of	Specific requirements of partners in

service including planned activity outside of office hours	can encompass business activities, or criminal activity, that take place outside of normal office hours	service	SoPRs
Emergency response and attendance at silver and bronze control. Attend relevant emergency and silver control meetings such as e.g, Severe Weather Group and Multi Agency Tactical Coordination Group	Ability to be part of local reaction to major emergency	Operate according to the Emergency plan	District and County council emergency plan
Training and development	Ensure competency of staff	Compliance with statutory and professional guidance e.g. S18 HSWA FSA requirements Annual appraisals completed and necessary training highlighted	HSWA 74 s18 Food Law Enforcement Framework Feed Law Code of Practice
Appointment /authorisation of officers	Ensure proper legal status of staff	Current and comprehensive authorisations for all staff	
Land Charge consultations	Provide information as required. NB: this may involve partners accessing WRS database to obtain information themselves.		WRS Policy as agreed with Partners. Environmental Information Regulations 2004
Planning consultations	Provide relevant information as required.	Compliance with the relevant Policies.	National Planning Policy Framework, Noise Policy Statement for England

			(NPSE) & planning Practice Guidance Notes Hereford and Worcestershire Air Quality Planning Protocol.
Freedom of Information/ Environmental Information Requests and Data Protection Requests	Provide information as required by statute.	Statutory response times	Freedom Of Information Act 2000 Environmental Information Regulations 2004. Data Protection Act 1998
Web sites Maintenance of WRS website.	Relevant up to date information provided. Support for partner websites provided where relevant e.g. licensing		
Representation on behalf of partners (court, tribunals)	Provide necessary professional and technical support to partners	Attendance when required	
Press and media releases Including radio and television interviews	Provide relevant information and support relevant partner communications team		Local media policies
Maintenance of databases/records management	Ability to provide current up to date information	Data base up to date and all records current	WRS Retention Policy
Compliments and Complaints against the service	Record, investigate and respond as necessary.	All complaints dealt with within prescribed time limits. No Ombudsman decisions found in favour	Partner/service complaints procedure

Liaison with various professional and topic based groups/agencies.	Build and maintain links to partner organisations and business	of complainant. Attendance at appropriate meetings and production of joint work	
Fully participate in the Greater Birmingham and Solihull and Worcestershire Local Enterprise Partnerships	Contribute to the local economy and support growth through regulatory functions and duties	Attendance at meetings and active participation in partnership/LEP events.	Worcestershire Strategic Economic Plan

Additional requirements applicable to Worcestershire County Council

Activity	Outcomes/critical success factors	Performance measures key performance indicators and targets	Applicable policies strategies service standards statutory codes or guidance
Authorisation of officers from regional teams (IMLT, Scambusters, etc) to allow them to respond locally.	Ensure Scam Busters team and Illegal Money-lending team can operate in Worcestershire		All relevant TS legislation

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Risk Register

Service Worcestershire Regulatory Services

Key Objective: Ref. No. 1		Key Objective: Ref. No. 2		Key Objective: Ref. No. 3		Key Objective: Ref. No. 4		Key Objective: Ref. No. 5			
One effective and efficient database system across the partners enabling remote working, self service and on-line payment		Effective and efficient Business Continuity arrangements in place		Maintain our capacity to achieve service delivery		Effective and efficient arrangements for contracted elements of dog control		Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes			
Responsibility:	SJ	Responsibility:	SJ	Responsibility:	SJ	Responsibility:	SJ	Responsibility:	SJ		
Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)			
Delays in developing self service/ public access elements of the system		Major Power failures or other reasons that access to Wyre Forest house is not possible		Major staff sickness (e.g. flu pandemic)		Pest and Dog Control contractors cease operations		Loss of Major Court Case			
Large scale data cleansing still being undertaken and may not be fully resolved before 2015				Unable to recruit or retain suitably qualified staff		Lack of kennelling for stray dogs		Need to ensure the legal vires of the service doing what is required by constituent authorities.			
Significant training needs to enable staff to input information accurately								There may be large on-going cases that could have significant impact on the finances of the new service if they are not won.			
Question whether there will be sufficient expertise within the new structure to support the migration											
Impact(s)		Impact(s)		Impact(s)		Impact(s)		Impact(s)			
Impair ability to deliver efficiency savings		Disruption to service		Disruption to service		Disruption to service		Negative media coverage			
Inability to produce records and data				Disruption to service provision		Negative media coverage		Loss of confidence in the service			
Impact on work planning				Unable to meet service demands		Increased public health risks		Financial loss			
				Unable to fulfil statutory obligations							
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas			
Financial	H	Financial	L	Financial	M	Financial	L	Financial	H		
Political	H	Political	L	Political	M	Political	M	Political	H		
Social	L	Social	M	Social	M	Social	M	Social	L		
Technical	H	Technical	L	Technical	L	Technical	L	Technical	L		
Legal	L	Legal	L	Legal	L	Legal	L	Legal	M		
Environmental	L	Environmental	L	Environmental	M	Environmental	L	Environmental	L		
Performance	M	Performance	L	Performance	M	Performance	L	Performance	L		
Climate Change	L	Climate Change	L	Climate Change	L	Climate Change	L	Climate Change	L		
Current		Acceptable		Current		Acceptable		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
High	Low	Low	Low	Medium	Low	Medium	Low	Low	High	Medium	Low
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
AMBER (3)		GREEN (1)		GREEN (2)		GREEN (2)		AMBER (3)		GREEN (2)	

Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls
Working with relevant partners to develop public access methodologies	Staff are equipped for mobile/home working	Service priorities to be managed and partners informed of any changes to service	Budget available to use temporary staff or buy in use of other private sector providers in short term	Use of competent staff to undertake investigations
Procurement of mobile working solution is part of the project plan and timescales agreed by Management Board.	Touchdown stations available in partner council locations	Short term contract workers can be brought in to cover any priority areas	Effective negotiation of new contracts during 2015/16	Proper scheme of delegation to ensure authority to take legal decision is clear
	Negotiate arrangements with other partners for wider use of other locations as touchdowns. Also short term use of meeting space	Consultants can provide short term cover		Clear enforcement of policy in place
		Active within regional and sub regional groups to share resources if required		Ensure compliance with legal procedures
		Effective training and development processes in place to ensure recruitment and retention of staff		Effective liaison with partner councils legal services departments

Action Ref.	Rating	Actions / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
1.1	High	Design specification correctly and on time	2.1	Low	Mobile / flexible working equipment for all staff	3.1	Low	Have business continuity plan in place	4.1	Medium	Design specifications contracts correctly and on time	5.1	Medium	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.
1.2	High	Follow procurement process in timely fashion	2.2	Low	Have business continuity plan in place	3.2	Medium	Active participation regional, sub regional groups by team members	4.2	Medium	Follow procurement process in timely fashion	5.2		
1.3	High	Ensure sufficient in-house support for system maintenance and	2.3			3.3			4.3	Medium	Restructure dog warden service	5.3		
1.4			2.4			3.4			4.4			5.4		
1.5			2.5			3.5			4.5			5.5		
1.6			2.6			3.6			4.6			5.6		
1.7			2.7			3.7			4.7			5.7		
1.8			2.8			3.8			4.8			5.8		
1.9			2.9			3.9			4.9			5.9		
1.10			2.10			3.10			4.10			5.1		
1.11			2.11			3.11			4.11			5.11		
1.12			2.12			3.12			4.12			5.12		
1.13			2.13			3.13			4.13			5.13		
1.14			2.14			3.14			4.14			5.14		
1.15			2.15			3.15			4.15			5.15		

Completed by: Wendy Martin
Job Title: Business Manager
Date: 12/09/2011

Key Objective: Ref. No. 6	
Robust arrangements in place to respond to an environmental incident/disaster	
Responsibility:	SJ
Associated Key Risk(s)	
Major infectious disease, incident or animal disease outbreak	
Impact(s)	
Negative media coverage if not handled well	
Impact on other service areas	
Well-being of staff	
Impact on local communities (health, economic, etc)	
Inability to contribute fully in event of an animal disease outbreak. Unable to fully meet the expectations of DEFRA and other partners	
High Impact Areas	
Financial	H
Political	H
Social	H
Technical	M
Legal	M
Environmental	H
Performance	M
Climate Change	L
Current	Acceptable
Impact Likelihood	Impact Likelihood
High Low	High Low
Risk Colour (Score)	Risk Colour (Score)
RED (6)	AMBER (3)

Key Objective: Ref. No. 7	
Effective and efficient budgetary control	
Responsibility:	SJ
Associated Key Risk(s)	
Failure to maintain effective budgetary control	
Impact(s)	
Financial loss	
Inability to pay staff/contractors	
Reputational damage	
High Impact Areas	
Financial	H
Political	H
Social	M
Technical	L
Legal	M
Environmental	L
Performance	M
Climate Change	L
Current	Acceptable
Impact Likelihood	Impact Likelihood
Medium Low	Medium Low
Risk Colour (Score)	Risk Colour (Score)
GREEN (2)	GREEN (2)

Key Objective: Ref. No. 8	
Service provision complies with Government requirements	
Responsibility:	SJ
Associated Key Risk(s)	
Criticism or intervention by Government if they are unhappy with service provision	
Impact(s)	
Reputational damage	
High Impact Areas	
Financial	L
Political	M
Social	L
Technical	L
Legal	L
Environmental	L
Performance	L
Climate Change	L
Current	Acceptable
Impact Likelihood	Impact Likelihood
Low Low	Low Low
Risk Colour (Score)	Risk Colour (Score)
GREEN (1)	GREEN (2)

Key Objective: Ref. No. 9	
Achieve stable levels of contribution from partner authorities,	
Responsibility:	MB
Associated Key Risk(s)	
Level of support from constituent authorities for Regulatory Services will vary due to variations in income	
Loss of economies of scale achieved by delivering same service county-wide	
Increase proportion of overhead:delivery cost ratio for partners who make significant reductions	
Impact(s)	
Changes to partner contributions impact on service provision by WRS for all partners	
Service planning becomes more difficult	
High Impact Areas	
Financial	H
Political	H
Social	H
Technical	L
Legal	L
Environmental	L
Performance	M
Climate Change	L
Current	Acceptable
Impact Likelihood	Impact Likelihood
High Low	Medium Low
Risk Colour (Score)	Risk Colour (Score)
AMBER (3)	GREEN (2)

Key Objective: Ref. No. 10	
Host provides high quality support services to ensure effective service provision	
Responsibility:	KD
Associated Key Risk(s)	
Failure of HR/ Finance support	
Failure of ICT support	
Cost of hosting may increase and level of support required may not be met resulting in the service performance being affected.	
Impact(s)	
Poor quality ICT provision and support leading to data loss and service disruption	
Service suffers due to lack of capacity	
High Impact Areas	
Financial	H
Political	M
Social	M
Technical	H
Legal	L
Environmental	L
Performance	M
Climate Change	L
Current	Acceptable
Impact Likelihood	Impact Likelihood
Medium High	Medium Low
Risk Colour (Score)	Risk Colour (Score)
RED (6)	GREEN (2)

Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls
Maintain robust emergency plans	Devolution of cost centres to managers	Keep key government stakeholders apprised of WRS plans and business transformation and address any concerns at an early stage		Transfer of ICT hosting to Wyre Forest and a review of performance will be made after 12 months
An arrangement in place for Managers to deploy staff to support other teams	Monthly reporting within WRS			
Have mutual aid arrangements in place with neighbouring authorities	Quarterly reporting to management board and Joint Committee			
	Compliance with Bromsgrove's financial procedures			

Action Ref.	Rating	Action / Improvements
6.1	Medium	Maintain emergency plans for foreseeable incidents
6.2		
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Action Ref.	Rating	Action / Improvements
7.1	Medium	Monthly monitoring of budgets
7.2	Low	Regular report to Management Board
7.3		
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Action Ref.	Rating	Action / Improvements
8.1	Low	Ongoing liaison with Government stakeholders
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Action Ref.	Rating	Action / Improvements
9.1	High	Partners conform with legal agreement on budgetary cost
9.2		
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Action Ref.	Rating	Action / Improvements
10.1	Medium	Maintain ongoing liaison with host authority
10.2	Medium	Ensure Management Board informed of significant failings
10.3	High	Host authority to deal with issues in a timely fashion
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Key Objective: Ref. No. 11	
Minimise any perceived or real democratic deficit	
Responsibility:	MB/JC
Associated Key Risk(s)	
Local Member / Citizen identifies or perceives lack of democratic accountability for new service	
Impact(s)	
Members may not buy into the Shared Service arrangement	
Citizens may have concerns over loss of localised provision	
Members and citizens may perceive that the joint service is not as good as the previous one.	
High Impact Areas	
Financial	L
Political	H
Social	L
Technical	L
Legal	L
Environmental	L
Performance	L
Climate Change	L

Key Objective: Ref. No. 12	
Effective communication with internal partners	
Responsibility:	SJ
Associated Key Risk(s)	
Communication / interface with other services	
Impact(s)	
Some elements of the new service have key links back to services within the authorities e.g. Planning. These cannot be lost otherwise processes will not work properly	
High Impact Areas	
Financial	M
Political	M
Social	L
Technical	L
Legal	L
Environmental	L
Performance	L
Climate Change	L

Key Objective: Ref. No. 13	
Development where possible of harmonised approach to service delivery by partners	
Responsibility:	MB
Associated Key Risk(s)	
Partners current model is to have a core base level on top of which they can buy additional services. This effectively eliminates the harmonisation approach as each partner has a service tailored to its demands.	
Impact(s)	
Post code lottery on provision and charges, makes things difficult for any front end (i.e. HUB) to advise as there will be different provisions in different areas.	
Difficult conditions in different areas, Business customers operating in more than one area face different requirements from the same service	
Some fees may be open to challenge as a standard processing system will be in place but fees will be different.	
High Impact Areas	
Financial	L
Political	M
Social	L
Technical	L
Legal	L
Environmental	L
Performance	L
Climate Change	L

Key Objective: Ref. No. 14	
Business transformation to deliver required cost savings	
Responsibility:	
Associated Key Risk(s)	
Service delivery problems	
Cuts in front line services	
Impact(s)	
Reduced service delivery	
High Impact Areas	
Financial	H
Political	M
Social	M
Technical	L
Legal	L
Environmental	M
Performance	M
Climate Change	L

Key Objective: Ref. No. 15	
Shunting of cost from other public services if partners seek to off load activity or other regulatory services fail to deliver in their areas	
Responsibility:	
Associated Key Risk(s)	
Service delivery has to focus more on problematic areas which are high cost	
Impact(s)	
Reduced breadth of service delivery	
Increased cost to partners	
High Impact Areas	
Financial	H
Political	M
Social	M
Technical	L
Legal	M
Environmental	L
Performance	M
Climate Change	L

Current	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Current	
Impact	Likelihood
Low	Low
Risk Colour (Score)	
GREEN (1)	

Acceptable	
Impact	Likelihood
Low	Low
Risk Colour (Score)	
GREEN (1)	

Current	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
AMBER (3)	

Acceptable	
Impact	Likelihood
Low	Medium
Risk Colour (Score)	
GREEN (2)	

Current	
Impact	Likelihood
Medium	High
Risk Colour (Score)	
RED (6)	

Acceptable	
Impact	Likelihood
Medium	Low
Risk Colour (Score)	
GREEN (2)	

Current	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

Acceptable	
Impact	Likelihood
Medium	Medium
Risk Colour (Score)	
AMBER (4)	

| Current Key Controls |
|----------------------|----------------------|----------------------|----------------------|----------------------|
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Action Ref.	Rating	Action / Improvements
11.1	Medium	Ensure good communications back to the constituent authorities
11.2	Low	Ensure all publicity pushes the joint nature of services
11.3	Low	Maintaining "localism" into the operational delivery
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Action Ref.	Rating	Action / Improvements
12.1	Medium	Ongoing liaison with relevant parts in partner councils (eg Planning)
12.2		
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Action Ref.	Rating	Action / Improvements
13.1	Medium	Have clear scripting for Customer Service staff so that they know the different provisions in each district
13.2	Medium	Gradually move towards a more standardised approach within the demands of individual local authorities
13.3		
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Action Ref.	Rating	Action / Improvements
14.1	High	Clear timetable for application of systems thinking in all areas
14.2	High	Implement changes in timetable
14.3	Medium	Effective communication with staff around change procedures
14.4	Medium	Regular reports to Management Board
14.5	Low	Ensure all managers and senior practitioners have had change management training
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Action Ref.	Rating	Action / Improvements
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Key Objective: Ref. No. 16

Taking on additional partners and commercial trading

Responsibility:

Associated Key Risk(s)

Potential financial risk to partners in relation to trading activities

Delivering over a wider service area may lead to reduced influence for individual partners locally

Not achieving the projected income levels

Impact(s)

Larger economies of scale may deliver potential further savings

If it goes wrong, potential for higher costs

If income levels not reached service would have to reduce headcount and therefore deliver lesser service levels and have reduced resilience.

High Impact Areas

Financial	M
Political	M
Social	L
Technical	L
Legal	L
Environmental	L
Performance	M
Climate Change	L

Current	
Impact	Likelihood
Low	Low
Risk Colour (Score)	
AMBER (4)	

Acceptable	
Impact	Likelihood
Low	Low
Risk Colour (Score)	
GREEN (2)	

Current Key Controls

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Action Ref.	Rating	Action / Improvements
15.1		
15.2		
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15.13		
15.14		
15.15		

Risk Scorecard

Category	IMPACT		
	LOW	MEDIUM	HIGH
Financial	< £150k Minor non-compliance with internal financial procedures	£150k - £300k Significant non-compliance with internal financial procedures	> £300k Major non-compliance with internal financial procedures
Political	Minor issues identified by assurance reviews Minor adverse Local media Minor BVPI issues	Significant issues identified by assurance reviews Significant adverse Local media Significant BVPI issues	Major issues identified by assurance reviews Major adverse Local, Regional or National media Major BVPI issues
Social	Service delay Stakeholders consulted and concerns considered	Service suspended Limited stakeholder consultation	Service cancelled Stakeholders not consulted and concerns not considered
Technical	Minor system problems Minor impact on resources (staff, equipment, buildings, etc.)	Significant system problems Significant impact on resources (staff, equipment, buildings, etc.)	Major system problems Major impact on resources (staff, equipment, buildings, etc.)
Legal	Minor non-compliance with legislation or statutory requirements Minor penalty or warning	Significant non-compliance with legislation or statutory requirements Significant penalty or warning	Major non-compliance with legislation or statutory requirements Major penalty or warning
Environmental	Minor District health or cleanliness issues Minor schemes not consistent with stakeholder expectations	Significant District health or cleanliness issues Significant schemes not consistent with stakeholder expectations	Major District health or cleanliness issues Major schemes not consistent with stakeholder expectations
Performance (WETT, Shared Service)	Minor dip in productivity/performance as a result of shared service implementation	Significant dip in productivity/performance as a result of shared service implementation	Major dip in productivity/performance as a result of shared service implementation
Climate Change (Severe Weather Events)	Minor service delay e.g. waste collection cancelled as a result of snow; prolonged heat leading to melting roads; increased risk of fires.	Significant disruption to services e.g. potential risk to health; lack of power.	Major service delivery issues e.g. leading to loss of life; major damage to property, disruption to local economy.

Risk Matrix

Likelihood	Category	Impact		
		LOW	MEDIUM	HIGH
	HIGH	3	6	9
	MEDIUM	2	4	6
	LOW	1	2	3

Action Ratings

High	Actions that are fundamental to improve the control environment and progress towards an acceptable risk score.
Medium	Actions that are important to improve the control environment and progress towards an acceptable risk score.
Low	Actions that are desirable to improve the control environment and progress towards an acceptable risk score.

Category	LIKELIHOOD		
	LOW	MEDIUM	HIGH
Occurrence	> 18 months	6 - 18 months	< 6 months
Probability	< 30%	30% - 70%	> 70%

Risk Register

Service: Worcestershire Regulatory Services	Current Position Key:
RED	Behind Target
GREEN	On Target
BLUE	Completed

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
1	One effective and efficient database system across the partners enabling remote working, self service and on-line payment	1.1	Design specification correctly and on time	SW	Business Manager	Oct-11	High		
		1.2	Follow procurement process in timely fashion	SW	Business Manager	Mar-12	High		
		1.3	Ensure sufficient in-house support for system maintenance and	SW	Business Manager	Mar-12	High		
		1.4							
		1.5							
		1.6							
		1.7							
		1.8							
		1.9							
		1.10							
		1.11							
		1.12							
		1.13							
		1.14							
		1.15							
2	Effective and efficient Business Continuity arrangements in place	2.1	Mobile / flexible working equipment for all staff	Team Managers	Team Managers	Dec-11	Low		
		2.2	Have business continuity plan in place	Level B	Business Manager	Mar-12	Low		
		2.3							
		2.4							
		2.5							
		2.6							
		2.7							
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		2.9							
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		2.12							
		2.13							
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		2.15							

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Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
3	Maintain our capacity to achieve service delivery	3.1	Have business continuity plan in place	Level B	Business Manager	Mar-12	Low		
		3.2	Active participation regional, sub regional groups by team members	Team Managers	Team Managers	Ongoing	Medium		
		3.3							
		3.4							
		3.5							
		3.6							
		3.7							
		3.8							
		3.9							
		3.10							
		3.11							
		3.12							
		3.13							
		3.14							
		3.15							
4	Effective and efficient arrangements for contracted elements of dog control	4.1	Design specifications contracts correctly and on time	WM/AF	Business Manager/Team Manager (Central Operations)	Sep-11	Medium		
		4.2	Follow procurement process in timely fashion	WM/AF	Business Manager/Team Manager (Central Operations)	Dec-11	Medium		
		4.3	Restructure dog warden service	Level B/AF	Business Manager/Team Manager (Central Operations)	Mar-12	Medium		
		4.4							
		4.5							
		4.6							
		4.7							
		4.8							
		4.9							
		4.10							
		4.11							
		4.12							
		4.13							
		4.14							
		4.15							
5	Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes	5.1	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	Team Managers	Team Managers	Ongoing	Medium		
		5.2							
		5.3							
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		5.14							
		5.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
6	Robust arrangements in place to respond to an environmental incident/disaster	6.1	Maintain emergency plans for foreseeable incidents	Team Manager	Team Managers	Ongoing	Medium		
		6.2							
		6.3							
		6.4							
		6.5							
		6.6							
		6.7							
		6.8							
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		6.12							
		6.13							
		6.14							
		6.15							
7	Effective and efficient budgetary control	7.1	Monthly monitoring of budgets	Team Managers	Team manager	Ongoing	Medium		
		7.2	Regular report to Management Board	SJ	Head of Regulatory Services	Ongoing	Low		
		7.3							
		7.4							
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		7.14							
		7.15							
8	Service provision complies with Government requirements	8.1	Ongoing liaison with Government stakeholders	SJ	Head of Regulatory Services	Ongoing	Low		
		8.2							
		8.3							
		8.4							
		8.5							
		8.6							
		8.7							
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		8.13							
		8.14							
		8.15							
9	Achieve stable levels of contribution from partner authorities,	9.1	Partners conform with legal agreement on budgetary cost	Management Board	Management Board members	Ongoing	High		
		9.2							
		9.3							
		9.4							
		9.5							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
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Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
10	Host provides high quality support services to ensure effective service provision	10.1	Maintain ongoing liaison with host authority	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers and Team Managers	Ongoing	Medium		
		10.2	Ensure Management Board informed of significant failings	SJ	Head of Regulatory Services	Ongoing	Medium		
		10.3	Host authority to deal with issues in a timely fashion	KD	Chief Executive, Bromsgrove	Ongoing	High		
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11	Minimise any perceived or real democratic deficit	11.1	Ensure good communications back to the constituent authorities	Team Managers and Senior Management Team	Head of Regualtory Services, Business Managers, Team Managers	Ongoing	Medium		
		11.2	Ensure all publicity pushes the joint nature of services	Team Managers and Senior Management Team	Head of Regualtory Services, Business Managers, Team Managers	Ongoing	Low		
		11.3	Maintaining "localism" into the operational delivery	Senior Management Team	Head of Regualtory Services, Business Managers,	Ongoing	Low		
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12	Effective communication with internal partners	12.1	Ongoing liaison with relevant parts in partner councils (eg Planning)	Team Manager	Team Managers	Ongoing	Medium		
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Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
13	Development where possible of harmonised approach to service delivery by partners	13.1	Have clear scripting for Customer Service staff so that they know the different provisions in each district	Team Manager	Team Managers	Ongoing	Medium		
		13.2	Gradually move towards a more standardised approach within the demands of individual local authorities	Senior Management Team	Head of Regulatory Services, Business Managers	Ongoing	Medium		
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14	Business transformation to deliver required cost savings	14.1	Clear timetable for application of systems thinking in all areas	DM	Team manager Support Services	Sep-11	High		
	Page 209	14.2	Implement changes in timetable	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Dec-11	High		
		14.3	Effective communication with staff around change procedures	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Medium		
		14.4	Regular reports to Management Board	SJ	Head of Regulatory Services,	Ongoing	Medium		
		14.5	Ensure all managers and senior practitioners have had change management training	Senior Management Team	Head of Regulatory Services, Business Managers,	30/09/2011	Low		
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15	Shunting of cost from other public services if partners seek to off load activity or other regulatory services fail to deliver in their areas	15.1							
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		15.11							
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Completed by:	Wendy Martin
Job Title:	Business Manager
Date:	40798