

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY 9TH SEPTEMBER 2010 AT 4.30 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Bromsgrove District Council: Councillor Mrs. M. Bunker
Bromsgrove District Council: Councillor P. Whittaker
Malvern District Council: Councillor Mrs. B. Behan
Malvern District Council: Councillor R. Madden
Redditch Borough Council: Councillor M. Braley
Redditch Borough Council: Councillor G. Vickery
Worcester City Council: Councillor Mrs. L. Hodgson (Vice-Chairman)
Worcester City Council: Councillor F. Lankester
Worcestershire County Council: Councillor S. Clee
Worcestershire County Council: Councillor D. Prodger, MBE
Wychavon District Council: Councillor Mrs. A. Mackison (Chairman)
Wychavon District Council: Councillor A. Dyke
Wyre Forest District Council: Councillor J. Baker
Wyre Forest District Council: Councillor M. Hart

AGENDA

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 11th June 2010 (Pages 1 - 6)
4. Private Water Supply Fees and Charges (Pages 7 - 8)
5. Budget (To Follow)
6. Performance To Date (Pages 9 - 16)
7. Project Plan Update, including Lesson's Learnt - Ian Edwards (Pages 17 - 20)
8. Worcestershire Regulatory Services - Aims and Objectives (Pages 21 - 24)
9. Worcestershire Regulatory Services, Working Practices - (Flexible working) and Accommodation (Pages 25 - 28)
10. Branding - Verbal Update from Steve Jordan

11. Worcestershire Regulatory Shared Services - HUB Visits (Pages 29 - 30)
12. Income and Recharges within Worcestershire Regulatory Services (Pages 31 - 34)
13. Date and Time of next meeting
14. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

2nd September 2010

Agenda Item 3

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

MEETING OF THE WORCESTERSHIRE SHARED SERVICES

JOINT COMMITTEE

FRIDAY, 11TH JUNE 2010 AT 4.16 P.M.

PRESENT: Bromsgrove District Council: Councillor Mrs. M. Bunker
Malvern District Council: Councillor Mrs. B. Behan
Malvern District Council: Councillor R. Madden
Redditch Borough Council: Councillor M. Braley
Worcester City Council: Councillor Mrs. L. Hodgson
Worcester City Council: Councillor F. Lankester
Worcestershire County Council: Councillor S. Clee
Wychavon District Council: Councillor Mrs. A. Mackison
Wychavon District Council: Councillor A. Dyke
Wyre Forest District Council: Councillor J. Baker

Invitees: Mr. I. Edwards, Regulatory Services Project Manager

Officers: Mr. S. Jordan, Ms. C. Flanagan, Mrs. S. Sellers and Ms. P. Ross

1/10 ELECTION OF CHAIRMAN

RESOLVED that Councillor Mrs. A. Mackison, Wychavon District Council be elected as Chairman of the Joint Committee for the ensuing municipal year.

The Chairman welcomed Members to the first meeting of the Worcestershire Shared Services Joint Committee. At the request of the Chairman brief introductions were given by those present. The Chairman confirmed the elected Chairman and Vice-Chairman would continue in office for a period of 12 months as set out in Part 1, Schedule 1 of the Joint Committee – Terms of Reference until the Annual General Meeting of the Joint Committee to be held during June 2011.

2/10 ELECTION OF VICE-CHAIRMAN

RESOLVED that Councillor Mrs. L. Hodgson, Worcester City Council be elected as Vice-Chairman of the Joint Committee for the ensuing municipal year.

3/10 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M. Hart, Wyre Forest District Council, D. Prodger, MBE, Worcestershire County Council and G. Vickery, Redditch Borough Council.

4/10 **ROLES AND RESPONSIBILITIES**

The Head of Worcestershire Regulatory Services welcomed everyone to the first meeting of the Joint Committee and informed Members that currently Shared Services Regulatory were progressing extremely well.

Members were asked to note that the roles and responsibilities of the Joint Committee were covered within the Terms of Reference. The Head of Worcestershire Regulatory Services highlighted the need for Members to act as the conduit link to ensure their respective Councils and Members were kept informed on the progress and work of the Joint Committee including decisions made and feedback from reports presented to the Joint Committee meetings and any general issues.

The Head of Worcestershire Regulatory Services advised Members that all Member Authorities would need to consider and receive recommendations from the Joint Committee on any policy developments discussed at Joint Committee meetings for final adoption by each individual member authority. The Head of Worcestershire Regulatory Services responded to questions from Members with regards to majority decisions by the Joint Committee and adoption or possible non adoption of policy developments by any individual Member Authority.

5/10 **TERMS OF REFERENCE**

The Committee considered the Joint Committee – Terms of Reference as set out in Part 1 – Schedule 1, Worcestershire Shared Services Partnership Agreement. The Head of Worcestershire Regulatory Services drew Members' attention to key items within the Terms of Reference and the rules for the conduct of meetings and proceedings of the Joint Committee. Members were informed that arrangements had been made for agendas, reports and minutes of Joint Committee Meetings to be included on all member authority websites.

Members discussed the frequency of meetings and agreed that during the initial stages quarterly meetings be organised with an early December meeting to ensure budgets were submitted to Member Authorities for approval as part of the business plan.

Further discussion followed on monitoring the operational performance of the shared service by ensuring that service delivery was measured in accordance with the agreed key performance indicators and outcomes with an annual report to member authorities.

Members considered and discussed individual and joint Overview and Scrutiny arrangements to account for the activities of the Joint Committee. The Head of Worcestershire Regulatory Services advised Members of the possible two key roles for Overview and Scrutiny; an overview and scrutiny of the service that each individual member authority may want to undertake or an overview and scrutiny of a specific aspect of the service relating to an individual member authority such as a performance or financial issue. The Head of Worcestershire Regulatory Services suggested that Member

Authorities work together to try and avoid duplication of effort and to minimise the number of Overview and Scrutiny exercises related to the same subject.

RESOLVED that The Head of Worcestershire Regulatory Services be tasked to provide Members with details of the proposed Performance Measures and Outcome Measures to the next meeting of the Joint Committee including:

- National Indicators
- Local Area Assessment
- HUB response times
- Outcome Measures including Licensing and public safety

6/10 **SCHEME OF DELEGATION / STATEMENT OF PARTNER REQUIREMENTS**

The Head of Worcestershire Regulatory Services provided Members with brief details of the Scheme of Delegation. Each individual authority had delegated powers to the Joint Committee and the Head of Worcestershire Regulatory Services with the Licensing function outside of that Scheme of Delegation. Licensing decisions would therefore remain within each individual authority.

The Head of Worcestershire Regulatory Services responded to Members' questions regarding local service delivery and advised Members of the future availability of a wider range of officers and expertise on which to draw upon.

7/10 **PROJECT IMPLEMENTATION PLAN**

Mr. I. Edwards, Regulatory Services Project Manager provided Members with details of the Worcestershire Regulatory Services High Level Implementation Plan, Stages 1 to 4 which provided a breakdown of each different stage within the project –

- STAGE 1 Initiation Stage
- STAGE 2 Design of the project, design of the new business processes, design of the organisation and the design of the Information Technology (IT) that supports the new processes
- STAGE 3 Development of the selected (IT), new business processes identified put into place and implement the changes to bring about the new service
- STAGE 4 Closure of the project and a review of the project, has the project achieved its objectives.

The Head of Worcestershire Regulatory Services responded to Members' questions regarding the Management structure and briefly explained the statutory 30 day consultation period and process and the need to manage the transition process carefully.

The Regulatory Services Project Manager confirmed that flexibility and future proofing would be a core requirement of any new IT System procured and that Worcestershire Hub integration was included within the plan.

The Head of Worcestershire Regulatory Services responded to Members' questions regarding issues arising that could impact on the time and cost of the project plan. He advised Members that the Project Board that was chaired by the Chief Executive of the Host Authority would be kept informed of any variations or exception reports. Below the Project Board was the Project Implementation Team which kept control of the project and would report to the Project Board very early on if any issues or concerns were raised so corrective action could be taken straight away.

RESOLVED:

- (a) that the Regulatory Services Project Manager be tasked to provide a more detailed plan to the next meeting of the Joint Committee; and
- (b) that the Joint Committee be kept informed of any certain milestone dates and any critical items including slippage to the Project Implementation Plan.

8/10 **COMMUNICATIONS**

Members considered future press releases and public relations regarding the Joint Committee. The Head of Worcestershire Regulatory Services informed Members that he produced a monthly newsletter and would ensure all Members received future copies.

The Head of Worcestershire Regulatory Services responded to Members' questions regarding press releases issued and informed Members that press releases had been issued regarding Worcestershire Shared Services with good national coverage and national interest being shown. He also informed Members of the Communications Strategy.

RESOLVED:

- (a) that the Communications Team of Bromsgrove District Council, the Host Authority be responsible for all public relations and communications regarding the Joint Committee;
- (b) that future press releases and comments be agreed with the Chairman of the Joint Committee and the Head of Worcestershire Regulatory Services prior to publication;
- (c) that relevant information be made available on all Member Authority websites;
- (d) that the Head of Worcestershire Regulatory Services be tasked to ensure all Members received the monthly newsletter produced; and
- (e) that the Committee Services Officer be tasked to provide all Members with the updated Joint Committee Membership list.

9/10 **NEXT MEETING**

Members considered the frequency, time and venue of future meetings, following discussion is was:

RESOLVED:

- (a) that, for a period of 12 months, quarterly meetings be held at Bromsgrove District Council, and
- (b) that the next meeting of the Joint Committee be held on Thursday 9th September 2010 at 4:30pm, Committee Room, Bromsgrove District Council.

The meeting closed at 5.31 p.m.

Chairman

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Joint Committee
9 September 2010
Report Title :

Fees and Charges for Private Water Supplies

Report originator	Geoff Carpenter, Environmental Protection Manager (Wychavon)
Background Papers	Water Industry Act 1991 The Private Water Supplies Regulations 2009 Private water Supplies: Technical Manual
Recommendation	That the fees and charges outlined in the report are agreed and recommended for adoption by each partner authority.
Introduction / Summary	<p>The Private Water Supplies Regulations 2009 came into force on the 1st January 2010 and will apply to all private water supplies intended for human consumption including private distribution systems .</p> <p>The regulations impose new monitoring duties and require the local authority to carry out a risk assessment on areas of supply. In addition revised water quality standards and tighter monitoring of certain supplies will also be carried out. Local authorities will have powers to charge for reasonable fees for the services they provide. The purpose of this report is to agree the level of these fees and charges.</p>
Background	<p>A private water supply is any supply which is not provided by a water company, such as Severn Trent Water. The water may come from a spring, a well, a bore-hole or a stream. A private distribution system is where mains water is further distributed by a person other than a water undertaker such as Severn Trent and would typically include systems serving caravan sites.</p> <p>Every home should have a supply of good clean water to be fit for people to live in. It is estimated that there are in the region of 600 private water supplies in Worcestershire affected by the regulations not including private distribution systems.</p>
Report	<p>Each local authority has a responsibility for holding information on all private water supplies in its District.</p> <p>The new Regulations aim to protect public health and require each supply to undergo a risk assessment. The findings of the assessment would determine future sampling frequency and analysis requirements and there may be recommendations for remedial action to reduce the risk of contamination.</p>



The Regulations allow local authorities to charge a fee, subject to prescribed maximum levels to enable reasonable costs of services (lab fees etc) to be recovered.

Proposed Fees and Charges

Risk Assessment	£40 per hr (up to £500 max)
Investigation (each investigation)	£40 per hour (up to £100) max
Granting an Authorisation	£100 max
Sampling (each visit)	£100 max
Analysing a sample	
- taken under regulation 10 (small supplies)	£25 max
- taken during check monitoring	£100 max
- taken during audit monitoring	£500 max

Financial Implications

None

Sustainability

None

Legal implications

Legal requirement to monitor private water supplies and carry out a risk assessment, each local authority will be required to provide the Drinking Water Inspectorate with annual reports to ensure the regulations are being complied with.



Joint Committee
9 September 2010

Worcestershire Regulatory Services Performance Summary

Recommendation	<p>That performance in relation to the work carried out by Worcestershire Regulatory Services on behalf of each Council is noted.</p>
Contribution to Priorities	
Introduction/ Summary	<p>At the last Joint Committee meeting Members asked for brief details on current levels of performance.</p> <p>Generally performance has remained on target despite the significant change programme being undertaken by the staff of Worcestershire Regulatory Services.</p> <p>Where performance has begun to dip, it has been due to staff vacancies in some functional areas. Where this has happened, arrangements have been put in place to ensure cover is provided and the Service continues to perform.</p> <p>Currently there are very few performance measures that are consistent across the County, so the only county-wide figures relate to Trading Standards.</p>
Background	<p>At the start of this financial year each of the District Councils' Environmental Health services and the County's Trading Standards team had an agreed service plan that would take them through to April 2011.</p> <p>Included in these service plans are a number of relevant performance measures which, other than the National Indicators, vary from Council to Council.</p> <p>From April 2011 it is anticipated that Worcestershire Regulatory Services will have a single service plan with agreed outcomes and performance measures which will be reported to the Joint Committee on a regular basis.</p>

Wyre Forest

NI 182 satisfaction with regulatory services 83.33%, target 85%.

Broadly compliant premises 90%.

19% of scheduled high risk inspections completed.

We are one technical support short and have had a long term sick in the food team but expect to be on target or thereabouts for inspections by end of year as our inspection regime is weighted to the end of year.

Response to noise complaints within 3 days 91%, target 95%.

Team are one vacancy down and the warm summer has led to a big increase in complaints (see below).

All Complaints

Year	Period	Complaints	Trend
2008	1 June – 9 August	118	-
2009	1 June – 9 August	140	↑15.7%
2010	1 June – 9 August	171	↑18%

Malvern

Business Regulation Team

The Team have been engaged in a number of complex and complicated investigations/hearings recently and this, together with Officers contribution to work on transformation and annual leave, has resulted in a small dip in performance, with the inspection programme being some 5% below that expected.

In order to ensure that we prioritise our work a number of measures have been put in place to ease the pressure, including:

- The use of non-inspection interventions at food premises,
- Improving website information so customers can 'self-serve'.
- Business Support Officers are handling more routine enquiries and one Officer is increasing the number of hours worked.

Broadly compliant food premises – 94%.

Premises achieving 2 stars or above in Scores on Doors rating scheme – 98%.

Food premises scoring 5 or below in food hygiene management – 62%.

Cumulative % of food inspection programme achieved – 28%.

Environment Team.

No additional monitoring is currently required for Air Quality. There are 7 monitoring sites for NOx tubes, with results continuing at well below exceedence levels.

The 7 Prescribed Processes under IPPC are fully compliant. There are 3 waste oil burners and 11 Filling stations registered.

Response times for general service requests stands at 82 % within 2 days and 87% within 3 days, which is slightly below normal levels.

Response times for service requests concerning noise nuisance stand at 80% within 2 days and 86% within 3 days. This is a slight dip in normal performance mainly due to staff absences for study leave and holidays coupled with the seasonal summer peak in demand.

Response times for service requests relating to air pollution including bonfires is currently at 96% within 2 days and 100% within 3 days, which is above average.

Response times for stray dogs and other dog related issues is currently at 100% on the same day.

County

Trading Standards Performance against Service Plan

Food and Feed

Food inspection programme on track. On target overall for high medium and low risk food inspections (192/461 = 41%).

Food samples on target. 214/550 samples submitted for analysis = 39%.

Animal Feed Hygiene visits 27/30 = 90%.

Food Hygiene Inspection at Primary Production premises 27/30 = 90%.

Animal Health and Welfare

Inspection programme as required by framework on target. Total of 277/800 = 35% (High/medium/low risk, markets, slaughterhouses).

Non-food

Non-food planned visits slightly below target (37/133 = 28%). Overall the food/non-food planned inspection programme is on target.

Other

Food and non-food projects are underway. Complaints remain at their expected high level. Since 1 June, 4 cases have successfully gone through the Courts and a further 7 have Court dates. Two of these are major investigations that have been concluded and are likely to end up before the Crown Court.

Underage sales test purchasing sessions have been completed in Malvern, Bromsgrove (including Rubery), Wychavon (Droitwich, Evesham and Pershore), Wyre Forest (Kidderminster), Redditch and Worcester City. A total of 34 off-licenses have been tested resulting in 2 sales, and 18 pubs have been tested, resulting in 5 sales. Further exercises are planned.

Metrology income on target. £11435 against target of £33000 = 34%.

Wychavon

Food/Health and Safety and Licensing

Inspection programme is on target. 224 food inspections and 162 health and safety inspections up to 19.08.10.

Sampling programme slightly ahead of target (68 samples).

Scores on Doors – number of 1* premises has fallen by one to 11. Number of 0* premises remains at 1.

Licensing income (£77,202) is on target at around £1500 ahead of profiled budget to end of August.

We have completed the 'WHAT' pilot programmes with 2-4 year olds and their families (last year's mini-Mend promise which continued over to this year) and are currently evaluating the results.

We have completed a mailshot to all licensed premises covering a number of topics of information including new mandatory conditions. In progress is our consultation on a revised Statement of Licensing Policy.

Environmental Protection

365 Statutory Nuisance requests for service in the period (158 noise complaints, 102 dog related requests for service, 53 public health).

Air quality and contaminated land work progressing well and IPC (integrated pollution control) permits and inspections on target.

We are carrying a number of vacancies across both teams and there has also been significant officer involvement in WRS change programmes and therefore the amount of proactive work has reduced. In addition it is to be expected that performance with response times will be affected slightly.

Bromsgrove

The proportion of broadly compliant food premises is 93%.

The programme of food safety inspections remains on schedule for completion with 42% of inspections due for the year allocated for inspection.

All known non food high risk health and safety premises have been allocated for inspection and 5 (29%) inspections remain outstanding. Resources have been directed towards completing the food safety inspection programme.

The FSA audit action plan has now been agreed by the FSA as fully implemented (letter dated 9 August 2010).

The Commercial Regulation Team currently has 1.5 FTE vacancies. Proposals are being made to put in place 0.5 FTE to assist with completion of the food and health and safety inspection programmes.

National Indicator 182 Standardised score year to date: 91%.

<p>Undertake reactive responses to all Pollution and General requests for assistance.</p>	<p>Response times maintained, notices served in relation to outdoor musical events at a licensed premises, barking dogs and bonfires. In addition collapsed private sewer was renewed via service of legal notices.</p>
<p>District wide air quality monitoring carried out on a monthly basis.</p>	<p>Ongoing.</p>
<p>Detailed assessment of area of air quality exceedences to establish if Air Quality Management Area (AQMA) needs to be declared in the Worcester Road, Bromsgrove. Additionally to install continuous air quality monitoring device in Kidderminster Road, Hagley for six month period. Subsequent results to form part of "Further Assessment" within AQMA.</p>	<p>This was carried out and submitted to DEFRA awaiting their appraisal of this work prior to declaring a fourth AQMA in our District.</p> <p>Continuous monitoring unit installed in June 2010 for six months.</p>
<p>Implement the Countywide Air Quality Strategy.</p>	<p>Ongoing process, lead to successful agreement of s106 agreement for AQ monitoring associated with major Sainsbury's development in Bromsgrove.</p>
<p>To identify and undertake proactive inspections based on risk rating of premises and processes with regard to assessing compliance with Pollution Prevention and Control Legislation & to provide guidance on new requirements of the Regulations.</p>	<p>Programme not commenced yet due to capacity issues. The inspection programme will be implemented in Autumn 2010.</p>
<p>To implement the Revised Council's Contaminated Land Strategy with a view to prioritising high risk sites and undertake investigations in accordance with Environmental Protection Legislation.</p>	<p>Ongoing process.</p>

Potential declaration of four landfill sites as “Contaminated Land” under the provisions of Part IIA of the Environmental Protection Act 1990.	Two sites not classed as “Contaminated Land” One site subject to voluntary intrusive investigation to commence on 6 September 2010. Reports awaited on fourth site.
Implement the provisions of the Private Water Supplies (England) Regulations 2009.	Initial Return sent to Drinking Water Inspectorate in July 2010, delayed by one month due to capacity issues, delay agreed with DWI.

Redditch

Food

Broadly compliant premises - 92%
NI 182 is running at 80% (it did dip to 63% but we have got it back up!).

All inspections are on target.

Health and Safety

All high risk inspections are on target.

Pollution

DEFRA have accepted the detailed assessment and modelling and there is no need to declare an AQMA in Other Road.

There are no other AQMA's in Redditch.

All requests for service have been responded to within target times.

Licensing

All licences have been dealt with on target.

We remain non compliant with the EU Services directive due to the failure to deliver on the payment engine. This is a matter for IT and will be raised with Mark Hanwell.

Worcester City

Service Plan 2010-2011 Performance Review at 4 August 2010

Area	Performance Indicator	Outcome
Food Safety	% broadly compliant food premises i.e. premises achieving 2 stars or above in scores on the doors rating scheme.	96%.

	Cumulative % of food inspection programme achieved.	32%.
H&S	Premises 'broadly compliant' with risk management responsibilities under H&S legislation.	81%.
	Cumulative % of H&S inspection programme achieved.	20% Backlog of overdue inspections carried over from last year into 2010/11 thereby increasing size of inspection programme for this year.
Smoke-free	Business premises and work vehicles compliant with legislation.	98%.
Licensing	Premises 'broadly compliant' with licensing legislation i.e. 'confidence in management' rating is at or below 10.	96%.
	Cumulative % of licensing inspection programme achieved.	12% however inspection dates for majority of premises fall in subsequent quarters.
Pollution Control	To complete a further assessment of air quality within Worcester's 3 air quality management areas (AQMA), in line with statutory requirements.	One further AQMA to report to Licensing Committee in September 2010. Consultants recommended one AQMA be revoked and two other existing AQMAs extended.
	Review conditions of all Part A2 and B Authorised processes in accordance with provisions of Environmental Permitting Regulations 2007.	Thematic review looking at permit conditions and process descriptions complete.

	Cumulative % of Authorised Process inspection programme achieved.	No premises requiring inspection in this period.
Customer Satisfaction	Achieve 80% 'satisfaction rate' based upon feedback from post inspection questionnaires (NI 182).	Current satisfaction rate =76%. Further questionnaires to be sent out in 2nd quarter.

Financial Implications

None

Sustainability

None specific to this report, although a number of the activities undertaken by the service contribute to sustainability and engage this agenda.

Contact Points

Steve Jorden

Background Papers

Individual service plans

Joint Committee

9 September 2010

Report Title: WRS project update

1. Introduction

1.1 This report provides the Joint Committee with a summary of progress against plans since the last meeting in June 2010.

2. Reporting period

2.1 Period covers from the 11th June 2010 to 9th September 2010

3. Key achievements

3.1 Business as usual has been maintained although there are some capacity issues beginning to emerge as the service begins to experience some staff turnover as anticipated. Plans are in place to manage these gaps.

3.2 An innovative, forward thinking staff structure is currently out for consultation. The proposed structure makes best use of the opportunity to bring environmental health and trading standards together, to create a workforce that is customer focussed and flexible. It is anticipated that this structure will be in place before the end of the year but will be refined further as business transformation begins to highlight areas for further change.

3.3 Staff generally positive and engaged. Ongoing relations with recognised Trade Unions are good.

3.4 Induction events for WRS staff were held in Bromsgrove 26th July to 5th August. Change management event on Thriving in Turbulent Times held from 30th July to 6th August, to help support staff through the change process.

3.5 Staff briefings held for all WRS staff 16th & 17th August ahead of the formal consultation period on the structure.

3.6 Accommodation is emerging as a key issue. Success of the structure relies on bringing the teams together to optimise the opportunity for business transformation, enable team building, create greater resilience and maximise potential for synergies between professions. Working group developing a business case to establish the accommodation needs.

3.7 ICT needs prior to establishing a single platform is being explored. Focus on creating flexible working options and reducing accommodation needs. Request that individual Councils begin to consider how to rationalise their accommodation so as to reduce the recharges into Reg Services.

3.8 Transformation workstream resources allocated full time, with external support being provided. Workshop on the principles of the transformation approach (Systems Thinking) held on 2nd August with Mouchel. Workshop delegates include the WRS interim management team and the transformation workstream staff.

4. Risks

4.1 ICT & Transformation workstream: Risk to the original stage two timescales following the adoption of the Systems Thinking transformation approach. The systems thinking approach to transformation provides for a more in-depth assessment and analysis of the demand, frequency and purpose for WRS customers.

The new service delivery model originally planned for October 2010 will now be delivered in early 2011. There is minimal impact to the overall project timescales or the project's ability to deliver the business case benefits.

Mitigating action: Additional full time internal resources allocated to the workstream. External support and training underway.

5. Priorities next period

5.1 ICT & Transformation workstream

- 'Leading Change' toolkit for managers
- Transformation workshops with staff
- 'What Matters' events with customers
- Gather detailed ICT requirements
- Begin establishing a new service delivery model

5.2 HR workstream

- Employee consultation period completed
- Mapping and assimilation process underway
- New structure implemented

5.3 Communications

- The transformation and comms workstreams are developing a number of products for staff and customer engagement throughout September and October:

5.3.1 *WRS Staff survey*. To benchmark current culture; management style; teams; and communications.

5.3.2 *A Chance to Shine* roadshows. WRS staff drop in events across the 7 authorities sites

5.3.3 *'What Matters To Our Customers'*. Service wide customer engagement events to gather information on the demand, frequency and purpose for WRS customers.

6. Budget report

6.1 Provided as a separate agenda item.

Contact point

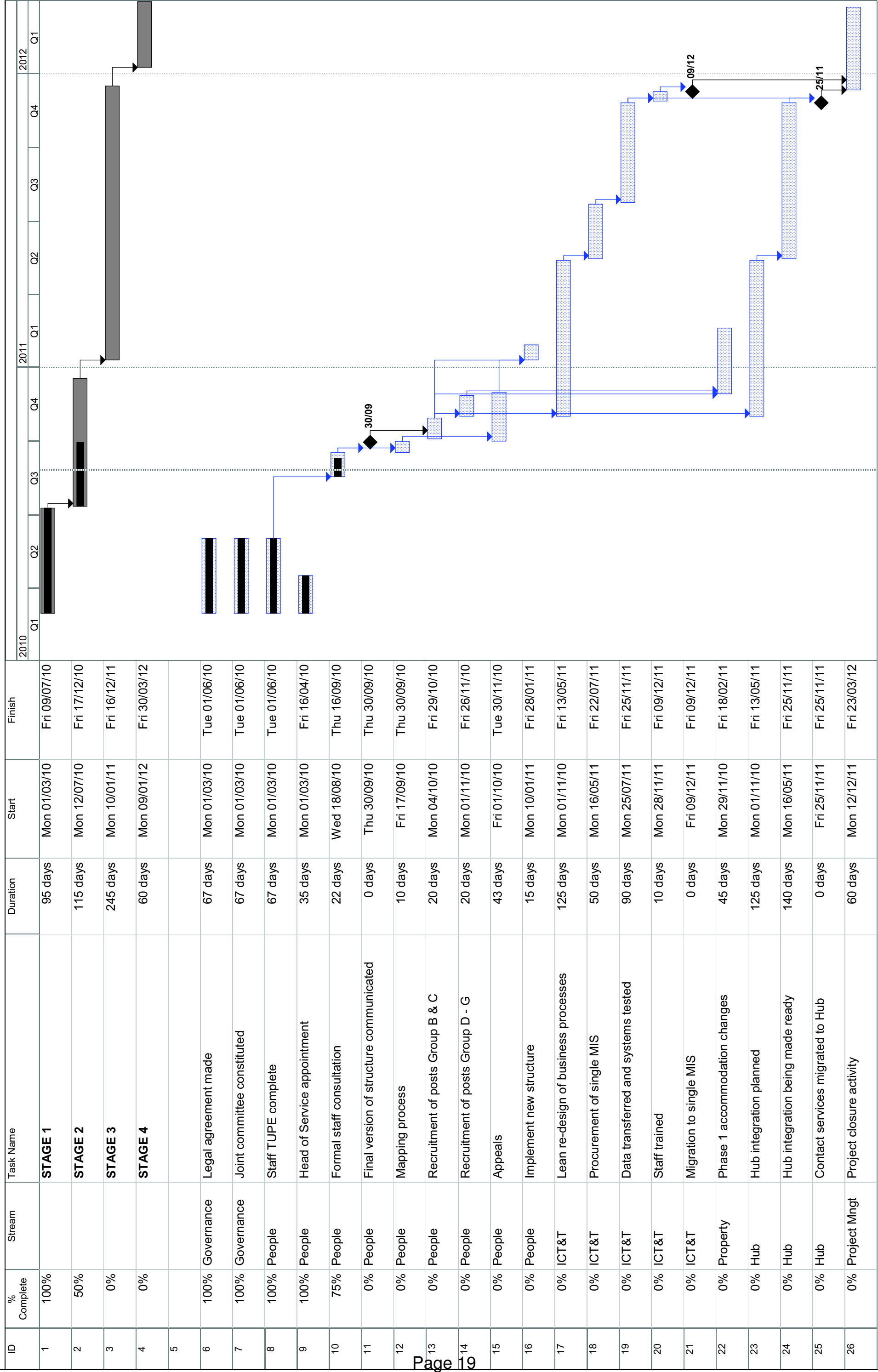
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WORCESTERSHIRE REGULATORY SERVICES HIGH LEVEL IMPLEMENTATION PLAN



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Joint Committee
9 September 2010

Worcestershire Regulatory Services Aims and Objectives

Recommendation

That the Joint Committee considers and endorses the attached aims and objectives of Worcestershire Regulatory Services (WRS).

Summary

The document aspires to set out the strategic aims and objectives for the single service going forward, in order to address the needs of our customers within the fields covered by the Trading Standards, Environmental Health and Licensing functions of the 7 authorities.

It is focused on the needs of the community and local businesses and builds upon the synergies between the previously separate services to deliver the outcomes which elected members and our other customers expect of us.

It also seeks to use plain language, avoiding jargon, so that it is presentable and understandable to all.

Report

A workshop involving officers from all Regulatory Services functions was convened to consider the direction of the Service in performing its various functions. The purpose was to identify the high level aims that the service was set up to deliver.

The approach taken was to be entirely customer focussed and not to be constrained by statutory target chasing. We also sought to cover local authority priorities where WRS could make an impact. We also had regard to national priorities pertaining to better regulation outcomes.

Within the scope of the Service our aims were identified as follows:

- *To protect public health and safety*
- *To minimise crime and disorder*
- *To support consumers, businesses and economic development*
- *To protect the environment and tackle the effects of*

climate change

- *To provide a great service that our customers want*

For each of these aims we identified a series of objectives as on the attached appendix. Further workshops will follow on what our expected outcomes are for these objectives, and performance measures to determine what progress we have achieved.

We would seek to publish this information to the wider public and business communities and to this end we have avoided potentially jargonistic phrases like strategic aims and strategic objectives in favour of plain language 'What we are here for' and 'What do we do'

Financial Implications

No additional. All within existing budgets.

Sustainability

Our aims and objects will be reviewed annually and reported to the Joint Committee to ensure that we continue to address the needs of our customers and act within available resources.

Contact Points

Steve Jorden, Head of Regulatory Services. Tel 01527 881466 or e-mail at s.jorden@bromsgrove.gov.uk

Steve Birch, Head of Trading Standards. Tel 01905 765380 or 01527 884195 or e mail at sbirch@worcestershire.gov.uk

Background Papers

Attached appendix entitled 'What we are here for'.

Appendix 1

WHAT WE ARE HERE FOR

- *To protect public health and safety.*
- *To minimise crime and disorder.*
- *To support consumers, businesses and economic development.*
- *To protect the environment and tackle the effects of climate change.*
- *To provide a great service that our customers want.*

WHAT DO WE DO

To Protect Public Health and Safety

- Ensure that food is safe to eat and correctly described.
- Tackle smoking, obesity and alcohol abuse.
- Control livestock movements and animal disease.
- Improve air quality.
- Minimise health risks associated with nuisances
- Control the spread of infectious human diseases.
- Ensure people are safe at work and when visiting business premises.
- Maintain the safety of taxi users.

To Minimise Crime and Disorder

- Use powers to limit alcohol fuelled disorder and underage sales.
- Stop rogue trading.
- Protect people from anti-social behaviour caused by noise and other nuisances.
- Ensure welfare of livestock/other animals.

To Support Consumers, Businesses and Economic Development

- Ensure fair and safe business practices supporting the development of legitimate enterprise.
- Support consumers, particularly vulnerable people, in their purchasing of goods and services.
- Deal with land that has been contaminated and enable its safe re-use.

To Protect the Environment and Tackle the Effects of Climate Change

- Control industrial pollution
- Survey goods for waste caused by excessive packaging.
- Monitor goods for energy efficiency labelling.

To Provide a Great Service that Our Customers Want

- Deliver efficient and effective, value-for-money services.
- Target our services to our customers' needs.
- Provide access to our services for all our customers.
- Ensure staff are knowledgeable and motivated.
- Work with other organisations to coordinate our joint responses.

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Joint Committee

9 September 2010

Worcestershire Regulatory Services: Working Practices (Flexible Working) and Accommodation

Recommendation

That the Joint committee notes the actions thus far and endorses the approach taken to progress Worcestershire Regulatory Services (WRS) in terms of its flexible working practices and accommodation needs.

That the joint committee members discuss with their respective authorities to mitigate accommodation costs to WRS as the Service seeks to liberate existing office accommodation space.

Introduction/Summary

Part of the detailed business case which was submitted to the 7 authorities, and on which the agreement was made to create WRS, expressed need to move towards a more flexible approach to working practices for appropriate field staff. This would reduce accommodation costs, generate more flexibility for staff, and reduce travel time and costs.

In order to achieve this staff would be encouraged to work at home, from home or using touchdown facilities around the County. Where office accommodation is required most officers would be required to work from flexi-desks i.e those which are shared between a group of officers without being assigned to any individual.

This reduction in capacity need would in turn avoid the necessity to retain all the existing 7 offices which are currently being under-utilised.

Report

A work stream group has been convened to look at the existing arrangements for accommodation within the 7 District and County Councils. Each authority has its own current office accommodation (to varying standards) with a large duplication of resource for staff occupancy, filing and storage etc.

Most do not operate flexible working practices giving rise to an excessive number of underused desks.

With WRS moving to a new single structure in the next few months there is huge potential to move to flexible working,

particularly for field staff, and a consequent rationalisation of accommodation without loss of service to our customers. In addition co-location would break down the barriers of diverse offices and functions and would in turn facilitate the integration of the new teams.

Local face to face accessibility for members and our other customers would be maintained through surgery type arrangements making use of touch down points in hub centres or other council buildings without the need to maintain a permanent presence at those locations.

In a staged approach it would be desirable to reduce the number of offices whilst maintaining that wide geographical cover through flexible working and improved communications.

Work on access to a single IT platform is also ongoing but continued use of current databases would be sustainable in the interim through internet access. This would further minimise the need for officers to continue to work from their existing bases.

Financial Implications

Currently WRS pays of the order of £300k to maintain its current 7 office bases. There is potential to reduce this significantly (perhaps up to 50%) by reducing the number of venues and adopting flexible working. However at present we are committed to paying a recharge to each authority for its current office space, whether used or not.

In order to make a saving this would require that each authority take back any unwanted office space and lift the financial recharge to WRS.

A high level business case is being produced for the Regulatory Services project board to this end, and if supported will require that a further detailed business case is produced to move us to a phased reduction in office locations.

Discussions are also ongoing with Property Services to establish cheaper, suitable alternative locations.

Sustainability

A reduction in accommodation costs would contribute to the required efficiency savings and an early move to fewer venues would mean that savings could be brought forward from the proposed year 3 to year 2.

Work within the Flexible and Mobile working group of WCC has identified that flexible working is also beneficial to the environment by reducing travel as officers get used to working at home or directly from home to their field operations.

It is, however, accepted that flexible working is not appropriate for all staff, either because of the nature of their

work or their personal circumstances. It would be our desire to work with staff to introduce this voluntarily rather than to impose such practices.

Contact Points

Steve Jordan, Head of Regulatory Services. Tel 01527 881466 or e-mail at s.jorden@bromsgrove.gov.uk

Steve Birch, Head of Trading Standards. Tel 01905 765380 or 01527 884195 or e mail at sbirch@worcestershire.gov.uk

Background Papers

None.



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Visits to the Worcestershire Hub for Regulatory Services Joint Committee

Purpose

Worcestershire Regulatory Shared Service (WRSS) is built on principles that balance the needs of all customer groups that access its services. During the development of the business case, some key assumptions were made that would contribute towards the service transformation that the WRSS vision sets out to achieve. One of these assumptions was that the Worcestershire Hub would be integrated with WRSS to provide its customer accessibility.

Whilst the Worcestershire Hub currently has established methods of access available in its telephony and face to face channels, it is also working to develop further methods of access and is closely aligning this development to what it needs to deliver for WRSS. That said, customer choice is still important and these existing access channels will continue to help to support localised needs.

Worcestershire Hub Visits

The Worcestershire Hub network can seem complex especially in its relationship to shared services. We would therefore like to offer you the opportunity to visit a Worcestershire Hub centre in person to find out more about the role of the Worcestershire Hub and what it will provide for WRSS.

It may be useful for you to visit a face to face centre either within or outside of your District or you may wish to visit the 60 seat Customer Contact Centre located in Worcester which will field a number of telephone enquiries for Regulatory Services (and which already does for Malvern Hills and Redditch).

We have organised a number of time slots where you will be welcome to visit the centre(s) of your choice. These can be viewed on the next page. To book a place, please contact Rachel Brown at rachel.brown@worcestershirehub.gov.uk or call 01905 822783.

Name of Hub Centre	Visit Date & Time	Facilitator
Bromsgrove Customer Service Centre	Tuesday 9 November 2pm – 4pm	Sarah Daniel, Roger Horton
Droitwich Community Contact Centre	Thursday 11 November 10am – 12pm	Sarah Daniel, David Hood
Evesham Community Contact Centre	Thursday 28 October 2pm – 4pm	Sarah Daniel, Margaret Gormley
Kidderminster Customer Service Centre	Friday 22 October 2pm – 4pm	Sarah Daniel, Lucy Wright
Malvern Customer Service Centre	Thursday 14 October 2pm – 4pm	Sarah Daniel, Marie Ford
Pershore One Stop Shop	Monday 11 October 2pm – 4pm	Sarah Daniel, Kath Smith
Redditch Customer Service Centre	Friday 19 November 10am – 12pm	Sarah Daniel, Lynn Jones
Worcester City Customer Service Centre	Thursday 21 October 10am – 12pm	Sarah Daniel, Tracey Clowes
Hub Shared Service Contact Centre	Tuesday 26 October 2pm – 4pm	Sarah Daniel, Sharon Ryder

Joint Committee

9 September 2010

Income and Recharges within Worcestershire Regulatory Services

Recommendation

Recommendation

To allow the Worcestershire Regulatory Services to directly recover recharges and reinvest them in the service whilst income and fees will continue to be remitted to the relevant Partner Authority.

Agreement of what constitutes a legitimate recharge to be reached between the Head of Service and financial officers of the relevant Partner Authorities.

Contribution to Priorities

Will ensure a great service that the public want

Introduction/Summary

To highlight an ongoing issue of recharges/payments being paid to the relevant authority and not to Worcestershire Regulatory Services . The current situation acts as a disincentive for the new shared service to carry out a whole range of functions, some statutory, as the more it does, the more it costs ,and this will lead inevitably to a deterioration in service.

For Example: Organising a training course for food handlers

A training course is arranged by Worcestershire Regulatory Services who pay for training material, examination papers etc. usually in advance. Persons attending the course are invoiced to cover the cost of this expenditure and often includes an element of officer time.

At present even though Worcestershire Regulatory Services pays for the course materials etc any money recovered (re-charged) goes to the relevant authority.

Background

Since June 1st when the new shared service was established an issue has arisen around re-charges which does not appear to have been adequately catered for within the legal agreement. This has led to increased costs for the service which could compromise its ability to deliver a first class service.

Report

There are a large number of income streams and fees which accrue to the new service, many of them licensing fees, for example:

- a) Charges for Licence Applications
 - i) Taxis/Hackney Carriage Private Hire
 - ii) Animal Boarding
 - iii) Zoo
 - iv) Premises licences for retail sale of alcohol
- b) Fees for Pest Control
 - i) Some of the Partner Authorities charge for elements of the service including commercial contracts
- c) Fees for LAPPC (Air Pollution Control)
 - i) Industrial emitters of Pollution are licensed and a fee charged

Section 2.3, Paragraph 16 of the Legal Agreement establishing the new shared service states that:

“All income and fees due in respect of the shared service function shall accrue for the benefit of the relevant authority”.

It further states:

“Where any such fees or income are received by the Host authority, these will be paid to the relevant authority under this agreement”.

Worcestershire Regulatory Services is bound by this Legal Agreement and all such income, as discussed earlier in this report, will revert to the relevant Authority.

However, recharges are not specifically mentioned within the Legal Agreement and a problem has arisen due to the recharges being treated as income.

A recharge is when the shared service pays ‘up front’ in advance, usually for goods or service and then recoups the cost from the person or organisation receiving the service. The purpose is to streamline the service provided and to make that service cost neutral.

I refer to the following example:

Sampling a private water supply

A sample is taken by staff of Worcestershire Regulatory Services and despatched to an approved laboratory for analysis with an order authorising the work. At the time of despatch, the cost of the work is usually only an estimate.

	<p>When the analysis and invoice are received the regulations covering private water supply allow recovery of the cost incurred and the person responsible for the supply is invoiced.</p>
	<p>In recent weeks these recharges have been treated as income and remitted to the relevant Authority which has led to the shared service paying 'up front' for providing a service, which should be cost neutral, but not been recompensed for.</p>
	<p>The argument has been put forward that budgets for these areas have been passed to the new service but these budget headings would not have covered, recoverable expenses. For example, a budget for 'sampling' would have been provided for statutory unrecoverable costs. Re-sampling of a private water supply is not recoverable and the majority of rechargeable items have never been budgeted for by the Partner Authorities.</p>
<p>Financial Implications</p>	<p>If the situation continues as present there will be revenue implications for the new service which will inevitably lead to a reduction in some service areas such as food hygiene training for local businesses.</p>
<p>Sustainability</p>	<p>There are no sustainability issues relating to this report.</p>
<p>Contact Points</p>	<p>Steve Jordan Head of Worcestershire Regulatory Services 01527881466 s.jorden@bromsgrove.gov.uk</p>
<p>Background Papers</p>	<p>Worcestershire Regulatory Services, Legal Agreement</p>

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