

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY 23RD JUNE 2011 AT 4.00 P.M.

COUNCIL CHAMBER, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Bromsgrove District Council: Councillor C. B. Taylor
Bromsgrove District Council: Councillor M. A. Bullivant
Malvern Hills District Council: Councillor Mrs. B. Behan
Malvern Hills District Council: Councillor P. Grove
Redditch Borough Council: Councillor M. Braley
Redditch Borough Council: Councillor P. Mould
Worcester City Council: Councillor Mrs. L. Hodgson
Worcester City Council: Councillor F. Lankester
Worcestershire County Council: Councillor A. Blagg
Worcestershire County Council: Councillor A. Hardman
(substituting for Councillor D. Thain)
Wychavon District Council: Councillor Mrs. E. K. Stokes
Wychavon District Council: Councillor K. J. Jennings
Wyre Forest District Council: Councillor M. Hart
Wyre Forest District Council: Councillor J. Baker

AGENDA

1. Election of Chairman
2. Election of Vice-Chairman
3. To receive apologies for absence and notification of substitutes
4. Declarations of Interest
5. To confirm the accuracy of the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 28th February 2011 (Pages 1 - 6)
6. Worcestershire Regulatory Services Annual Report 2010 - 2011 (Pages 7 - 40)
7. Worcestershire Regulatory Services Project Managers Update (Pages 41 - 44)
8. Worcestershire Regulatory Services Joint Committee Budget Monitoring - June 2010 to March 2011 (Pages 45 - 54)

9. 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 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

14th June 2011

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

MONDAY, 28TH FEBRUARY 2011 AT 4.00 P.M.

PRESENT: Bromsgrove District Council: Councillor Mrs. M. Bunker
Bromsgrove District Council: Councillor Mrs. M. A. Sherrey JP
(substituting for Councillor P. Whittaker)
Malvern Hills District Council: Councillor Mrs. B. Behan
Malvern Hills 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, in
the Chair)
Worcester City Council: Councillor F. Lankester
Worcestershire County Council: Councillor S. Clee
Worcestershire County Council: Councillor Mrs. J. M. L. A. Griffiths
(substituting for Councillor D. Prodger, MBE)
Wychavon District Council: Councillor Mrs. J. Pearce (substituting for
Councillor Mrs. A. Mackison)
Wychavon District Council: Councillor A. Dyke
Wyre Forest District Council: Councillor J. Baker
Wyre Forest District Council: Councillor P. Harrison (substituting for
Councillor M. Hart)

Observers: Mr. I. Pumfrey, Head of Customer and Environmental
Services, Malvern Hills District Council

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

Officers: Ms. J. Pickering, Mr. S. Jordan, Ms. C. Flanagan, Mr. S. Wilkes
and Ms. P. Ross

The Vice-Chairman welcomed Members, substituting Members, officers
and Mr. S. Wilkes, Worcestershire Regulatory Services, Business
Manager to the meeting.

The Vice-Chairman requested that the Joint Committee's best wishes and
thanks for her services as Chairman of the Worcestershire Shared
Services Joint Committee be conveyed to Councillor Mrs. A. Mackison.

35/10 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs. A. Mackison, M.
Hart, D. Prodger, MBE and P. Whittaker.

36/10 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

37/10 **MINUTES**

The minutes of the meeting of the Worcestershire Shared Service Joint Committee held on 25th November 2010 were submitted.

RESOLVED that the minutes be approved as a correct record.

38/10 **PROJECT PLAN UPDATE**

Mr. I. Edwards, Regulatory Services Project Manager provided Members with a summary of progress against plans for the period 26th November 2010 to 28th February 2011. He informed Members of the Key achievements within each work stream as detailed in the report. Transformation would be a priority for the project as the service now had its structure in place and would begin to undergo the Systems Thinking approach in partnership with Vanguard.

Following further discussion on transformation and timescales, the Head of Worcestershire Regulatory Services informed the Committee that successful and sustainable service transformation demanded learning and understanding across all areas of the system and that an 'Introduction to Systems Thinking Workshops' would be provided for Members. Further discussion followed on the Worcestershire Regulatory Services High Level Implementation Plan and the need for more detailed information to be provided on the plan with regard to Information and Communications Technology and Transformation (ICT & T).

RESOLVED that the Regulatory Services Project Manager be tasked to provide more detailed information as requested by Members on the Worcestershire Regulatory Services High Level Implementation Plan for the meeting of the Committee to be held on 23rd June 2011.

39/10 **WORCESTERSHIRE REGULATORY SERVICES SERVICE PLAN 2011-2012**

The Committee gave consideration to the Worcestershire Regulatory Services, Service Plan 2011/2012. The draft Service Plan had been considered by the Committee at its meeting on 25th November 2010. The Vice-Chairman informed the Committee that the Head of Worcestershire Regulatory Services had revised the recommendation. The Vice-Chairman informed Members of the revised recommendation to be considered.

The Head of Worcestershire Regulatory Services informed the Committee that this was the first Service Plan. The Service Plan outlined the way in which the service's activities would link into local priorities, particularly around local sustainable community strategies. The Service Plan had been designed to provide Members with a picture of the operating environment, within which the

service operated, the main factors that would impact on service delivery and the five key priorities.

The Head of Worcestershire Regulatory Services responded to Members' questions regarding the five key priorities. Following further discussion on the five key priorities and partnerships, the Head of Worcestershire Regulatory Services noted the revisions to the Worcestershire Regulatory Services, Service Plan 2012/2012 agreed by the Committee.

The Executive Director, Finance and Corporate Resource, Bromsgrove District Council informed Members that updated financial information would be included within the Service Plan once the revised budget had been approved by the Committee.

RESOLVED that, subject to the revisions agreed and the updated financial information as referred to in the preamble above, the Worcestershire Regulatory Services, Service Plan 2011/2012 be approved.

40/10 **WORCESTERSHIRE REGULATORY SERVICES PERFORMANCE SUMMARY**

The Committee considered a report on the current levels of performance in relation to work carried out by Worcestershire Regulatory Services (WRS) on behalf of each Council.

The WRS Business Manager introduced the report and in doing so informed the Committee of the on-going performance of the service against plans agreed before the establishment of Regulatory Services on 1st June 2010. From April 2011, WRS would have a single Service Plan with agreed outcomes and performance measures.

The Head of Worcestershire Regulatory Services responded to Members' questions regards outcomes and performance measures for each individual authority. He informed Members that the Management Board had been requested to identify any specific (local) information that would be required or reported against. Members could also identify particular elements or local issues to be drawn out and reported on for their individual authorities.

RESOLVED that the performance in relation to the work carried out by Worcestershire Regulatory Services on behalf of each Council be noted.

41/10 **WORCESTERSHIRE REGULATORY SERVICES - REVISION TO PARTNER % SHARE % 2011/2012 - 2013/2014**

The Committee considered a report which detailed the proposed revisions to the 3 year budget projections, 2011/2012 – 2013/2014 as a result of post transfer issues and the significantly reduced costs associated with accommodation as a result of the move to Wyatt House.

RESOLVED:

- (a) that the revised budget to reflect changes in the base salary and the reduction in accommodation costs be approved as follows:
- 2011/2012 £ 6,026,725
 - 2012/2013 £ 5,670,980
 - 2013/2014 £ 5,670,980
- (b) that the revised percentage partner share for allocation of the budget to reflect the reduction in the base salary, as set out below, be approved.

	REVISED % ALLOCATION 2011/12
Bromsgrove	11.16%
Malvern Hills	9.67%
Redditch	10.65%
Worcester City	10.99%
Wychavon	16.72%
Wyre Forest	10.93%
Worcester County	29.88%

42/10 **WORCESTERSHIRE REGULATORY SERVICES FINANCIAL MONITORING
JUNE - DECEMBER 2010 - 2011**

The Committee considered a report which provided details of the financial position for the period June 2010 to December 2010 for both revenue and capital expenditure.

RESOLVED:

- (a) that the repayment of funds as a result of post transfer scope and staffing changes be approved as follows:
- Redditch Borough Council £35,098
 - Worcester City Council £12,906
- (b) that the financial position of the service for June 2010 to December 2010 be noted.

43/10 **WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE - MEETING
DATES FOR 2011 / 2012**

The Committee considered the proposed meeting dates scheduled for 2011/2012.

RESOLVED that the Worcestershire Shared Services Joint Committee meeting dates and time for 2011/2012 be approved as follows:

- Thursday 23rd June 2011, 4:00pm – Annual Meeting
- Thursday 29th September 2011, 4:00pm
- Thursday 24th November 2011, 4:00pm – Budget Meeting
- Thursday 23rd February 2012, 4:00pm

The meeting closed at 5.35 p.m.

Chairman

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JOINT COMMITTEE

Date 23rd June 2011

WORCESTERSHIRE REGULATORY SERVICES ANNUAL REPORT

Recommendation	To receive the report and forward a copy to the Chief Executive of each member authority.
Contribution to Priorities/ Recommendations	Not applicable.
Introduction/Summary Background	Under the Worcestershire Shared Services Partnership Service Level Agreement Worcestershire Regulatory Services is required to submit to the Joint Committee an annual report that covers the performance of the shared service and provides a summary of the finances. The report covers the period from 30 June 2010 to 31 March 2011. If agreed the report will then be forwarded to each Chief Executive of each member authority.
Report	<p>Under Clause 12 of Part 1 of the Shared Services Partnership Agreement the Joint Committee is required to receive a report at its annual meeting which will be held no later than 30 June 2011. The report covers the period from 1 April 2010 to 31 March 2011, however it should be noted that the Service did not start operating until 1 June 2010 therefore the annual report covers the period from 1 June 2010 until 31 March 2011.</p> <p>Also in accordance with Service Level Agreement the annual report is co-signed by the Head of Worcestershire Regulatory Services and the Lead Financial Officer for the Host.</p>

Financial Implications

The report covers the performance of the Service for that period, however individual councils capture and report on difference performance measures, therefore it is difficult to make comparisons across the Service. It also gives a summary of the financial position, the key achievements and covers issues relating to Human Resources, Risk Management, Equality and Diversity and discusses the Service's approach to Business Transformation.

It should be noted however that the information in the report regarding performance and the finances does not include the final position as information on both performance and finances are still being collated for the final quarter.

The financial implications are contained within the annual report.

Sustainability

Not applicable.

Contact Points

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Background Papers

Worcestershire Shared Service Partnership Service Level Agreement.



Worcestershire **Regulatory Services**

Supporting and protecting you

ANNUAL REPORT

2010/11

Making Worcestershire a healthy, safe and a fair place to live where businesses can thrive.

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Introduction

This Annual Report has been produced for the Joint Committee in accordance with clause 12 of Part 1 of the Worcestershire Shared Services Partnership Agreement. The report covers the progress of Worcestershire Regulatory Services (WRS) for the period from the 1st June 2010 up to the 31st March 2011 and reports operational activity by the relevant service elements for 2010/11. During this period WRS continued to work from existing partner service plans and the agreed business case. The report therefore summarises the key performance data, key achievements against each of the partners 2010/11 individual service plans and a summary of the financial position.

Since the service went live on the 1st June significant progress has been made to bring together services from 7 different organisations into one shared service, under a single management structure representing Bromsgrove District Council, Malvern Hills District Council, Redditch Borough Council, Worcester City Council, Worcestershire County Council and Wychavon District Council. The focus of much of this reporting period was the transferring of staff across to the new service and implementing the new single structure, with new job descriptions, pay scales and team functions.

The last quarter was focussed on developing our approach to transforming the way in which the service is delivered which involved significant time in staff training to help understanding with our 'Systems Thinking' approach to service redesign. This work is essential to achieving the financial imperatives and service delivery aspirations detailed in the agreed business case. It is however true to say that there has been some movement away from the business case in certain areas, such as a move to a single site accommodation due to the changing needs of the service.

The original business case had three overarching objectives:

- more efficient services;
- cost savings and return on investment; and
- centralised service delivery.

Issues pertaining to efficiency of service delivery and centralised service delivery are being dealt with as part of the systems thinking approach to business transformation, dealt with in detail in this report. Clearly the imperative in terms of cost reductions and return on investment is now even higher than when the business case was agreed. This is also fundamentally linked to the outcomes of business transformation.

Future Annual Reports will be based on a single service Business Plan, the first of which was agreed by the Joint Committee at its meeting on the 28th February 2011 and covers the period from 1st April 2011 to the 31st March 2012.

Steve Jorden
Head of Regulatory Services

Jayne Pickering
Lead Financial Officer

Performance

For the purposes of this report we have grouped high level information similar to that reported to earlier joint committees. Details of performance appear at appendix 2. Generally performance has remained on target during this period despite the significant change programme being undertaken by the service and the reduction in resources. There was no cross WRS Service Plan for 2010 so WRS was working towards each partner council's service plan, progress against which has been reported quarterly to both the Management Board and Joint Committee. The vast majority of higher risk businesses have been subject to inspection or some other form of suitable intervention and the key priorities of each partner council have been fulfilled.

Individual councils capture and report on different performance measures therefore it is difficult to make comparisons across the service. There has however been some reprioritisation and dropping of some low risk, non essential activities such as lower risk sampling projects, to enable staff to concentrate on business transformation and the higher risk activities. We were also unable to begin the development of the proposed "Best Bar None" type scheme to support the night-time economy in Worcester . This will be picked up as a project for development during 2011/12.

No issues over performance have been raised by members during the course of the year.

Full data was available up to Dec 2010 but, for the final data, some has had to be extrapolated based on previous information as final data for the statutory returns has yet to be completed. For example the Food Standards Agency and Health and Safety Executive statutory returns on inspections are due for completion by 30th June 2011.

Other Highlights

In June 2010 WRS staff across all disciplines volunteered to support a food safety week campaign at the Three Counties Show in Malvern (which attracts over 90000 visitors each day). We had volunteers for all three days who were on hand to demonstrate good hand washing, discuss food safety and infection control. We were joined by the Health Protection Agency for one of the days. The Animal Health team were also on hand as usual to ensure that only healthy animals came onto the site and that the site had correct movement and disease control measures in place. The organisers of the show have always been appreciative of the support provided by the Animal Health Officers and, with the increasing attendance due to the demise of the Royal Show, the presence of our officers is likely to become more important.

We had quarterly features in Worcester Evening News promoting the Scores on the Doors food hygiene rating scheme and a number of articles promoting the Trader Register Good Trader scheme. Monitoring of the Worcester City section of the Scores on the Doors website showed a high level of interest from the public and other businesses and remains an excellent tool for encouraging businesses to improve or maintain high standards. The total 'hits' during the year was 43,861 (compared with 31,700 in previous year) with a peak of 7912 in January 2011. Trader Register has also continued to grow and is seen as very supportive by both consumers and businesses alike. All prosecution cases taken by the service have been followed with a press release.

Regulatory Services provide a lot of support to local businesses. One example of feedback sent to us from a web blog was from a company called “Muddy Boots”. They said

“When we started Muddy Boots in December 2008, we really had no idea which regulations we needed, which food groups and organisations were best to join, which was the best type of bank account, where on earth to start with Food Hygiene etc... We were extremely lucky to have one of the most fantastically supportive and helpful EHOs, Mick Coates (from Malvern Hills District Council). If you’re in this area and you get him, you’re in luck. He is so patient, kind and helpful. My biggest tip to anyone starting from home or installing a kitchen anywhere, is to meet your EHO before you build or buy anything. It is surely a simple system when you say, “what do I need to do” rather than, “I’ve built this, does it pass?”. Of course, starting a business is always going to be on a budget but working with your EHO really helps you save on things you don’t need and to only invest in the things you do. This is the other one to cover before you even think about packaging or selling anything..... We were so lucky with our Trading Standards office as well. Sally Harber and Sharon Newbury were wonderfully helpful and really took us through everything we needed to know. We were worried that we were wasting their time by wanting to meet them so early on (our second week of business) or that they’d think that we were too clueless to be running the company because there was so much we didn’t know... quite the opposite.

Worcester City officers took part in a Business Start Up event in The Guildhall in October which was well attended by local businesses who were pleased with the opportunity to talk to officers and get answers to their questions.

A number of prosecutions were taken by the service and a number of Home Office cautions were issued. These cautions involve the defendant admitting liability and, whilst they do not create a criminal record for the individual concerned, they may be cited in Court should that individual offend again and they may need to be disclosed by the individual if they apply for certain jobs. Cases that end up in prosecution usually will involve either guilty knowledge on the part of those committing the offences or some form of negligent conduct in failing to prevent the commission of offences. The majority of cases that result in these forms of disposal relate either to the sale of counterfeit goods or to sales of alcohol or tobacco to minors. This year Trading Standards also took two prosecution cases relating to the sale of unroadworthy cars and one that related to the sale of panga fish as cod by a local fish and chip shop.

Performance Management

Strong management performance is vital to the success of this service, ensuring that customers are satisfied and partners are reassured by the delivery of the service on their behalf. Whilst everyone must accept responsibility for managing performance, the WRS leadership team is committed to driving performance forward so that a high standard of service delivery can be maintained.

Staff briefings held during this period to discuss performance and a system of one to ones to agree individual performance targets where appropriate. Fortnightly leadership team meetings are also used to raise any concerns over performance issues so that early interventions can be put in place as necessary. The services approach to performance management will however continue to develop as systems thinking begins to inform our future service delivery, focussed on outcomes and impacts.

Performance Reporting for 2011/12

Performance for the next period will be measured in terms of outcomes rather than the traditional numbers of inspections etc. Reporting against these new measures will be carried out on a quarterly basis, to the Joint Committee and Management Board, broken down into individual Councils however there will be a need to develop a single IT based reporting structure that will accurately reflect the performance of the service going forward.

There are a wide range of bodies to which the service must report data (e.g. Food Standards Agency, Department of the Environment, Food and Rural Affairs, Health and Safety Executive, Department for Business Innovation and Skills, etc). All statutory reports will be submitted to ensure that WRS continues to meet its partner's statutory obligations, however, where practicable, only one return for WRS will be provided which will save both time and money. The majority of bodies are quite happy with this approach. It is also our intention to challenge these reporting bodies on the nature of the data that they are demanding and to question the necessity for the level of detail being requested, again to drive down costs and to reduce burdens on the service.

Key Achievements for the WRS Project

The project has achieved a significant number of key milestones prescribed by the business case. These include:

- Detailed business case approved
- Legal agreement established between all seven authorities
- Head of Service appointed
- Joint Committee constituted
- Staff from all authorities transferred to the new service.
- New structure implemented
- 2011/12 Service Plan agreed
- Change champions and transformation team established across the service

Other elements are still works in progress including:

- Move to single site whilst maintaining a local presence
- Independent review of ICT

Financial Management

2010/11

Monthly financial monitoring reports have been presented to the officer Management Board and to each Joint Committee meeting. In addition a robust ordering and authorisation process is in place to ensure the transparency and accuracy of costing. Due to the number of vacant posts during the transition phase of the

restructure and the decision to undertake the transformation of the service prior to the implementation of ICT systems there is a significant underspend of £600k for the 10 months of the service (June 10 – March 11). This represents a 10% saving against the gross budget for the service of £5.958m. This position is subject to final Audit as part of the statutory arrangements for the Joint Committee.

During 2010/11 a number of approved revisions were made to the original business case and legal agreement. These revisions included a reduction in budget allocation relating to staff no longer attributable to the service and a reduction in the accommodation charge levied by Wyre Forest District Council. This represented a saving of £17k to the service.

Appendix 5 details the final financial statement for the service for the period June 10 – March 2011. In summary the position is as follows:

Table 1 –Budget Outturn for 2010/11

	Budget for 2010/11	Projected Outturn 2010/11	Variance	Notes
	(£000's)	(£000's)	(£000's)	(£000's)
Employees	4,302	4,014	-288	Saving on salaries due to vacant posts
Premises	273	256	-17	Saving from reduction in charge from Wyre Forest
Transport	191	202	11	Car Allowances – revised rates for 2011/12 will reduce this cost
Supplies	674	458	-216	Underspends on a range of areas including, furniture, printing, ICT, training – due to move to Wyatt House and undertaking of transformation prior to establishing ICT needs
Contractors	517	434	-83	Under spends on a range of contracts including pest control. To be reviewed as part of 2011/12 budget monitoring
TOTALS	5,958	5,357	-601	

2011/12

As part of the review of accommodation during 2010/11 it was identified that a significant saving could be made by moving the service to Wyatt House. The savings resulting from the move are £225k in 2011/12 reducing to £138k in 2012/13 following the free annual rental for the first year of use. These savings have been allocated back to the participating Councils to offset where possible the loss of income currently levied by the Councils to the Regulatory service.

In addition the budgets for 2011/12 have been revised following the reassessment of staff included in the service. A revised budget was approved by the Joint Committee in February 2011 to reflect a reduction from a gross budget from £6.314m to £6.025m.

The issue for the next 3 years is the current level of unidentified savings that require to be delivered. This increases from £156k in 2011/12 to £586k in 2013/14. It is anticipated that the future restructures and review of expenditure levels will realise the savings required.

Appendix 5 details the budget allocation and the split to each Council based on the revised % share. In summary the budget allocation is as follows:

Table 2- Agreed Budgets for 2011/12

REVISED REGULATORY SERVICES BUDGET 2011/2012 to 2013/14

	Proposed Budget 2011/2012 £'000	Proposed Budget 2012/2013 £'000	Proposed Budget 2013/2014 £'000
Employees	4,431	4,419	4,419
Premises	102	189	189
Transport	231	231	231
Supplies & Service	858	858	858
Contractors	562	562	562
Income	-3	-3	-3
Staffing - savings to be realised	-156	-586	-586
BUDGET TOTAL AS PER LEGAL AGREEMENT	6,025	5,670	5,670
<i>Defra grant reduction</i>	<i>-79</i>	<i>-104</i>	<i>-127</i>

ADDITIONAL SAVINGS TO BE IDENTIFIED	-79	-104	-127
PARTNER SHARES	5,869		
Bromsgrove DC	672		
Malvern Hills	583		
Redditch	642		
Worcester City	661		
Wychavon	1,008		
Wyre Forest	659		
Worcestershire	1,800		
	6,025		

The financial monitoring arrangements will continue during 2011/12 to ensure that the savings can be delivered over the required period.

Human Resources Issues

A major focus of the activity of WRS up to 31 March 2011 has been to make appointments to the new structure and oversee the assimilation of staff onto new job descriptions and contracts. Job descriptions were rewritten for all posts and evaluated under the host's Job Evaluation scheme. As a result the salary bill for 2011/12 based on the new structure is £181,103 higher than anticipated by the business case but this is being managed through vacancy management. The Head of Service was appointed on the 1st June. Of the three business manager posts, only one was appointed on a permanent basis. A consultant is covering one of the posts on a part-time basis for 6 months to help ensure effective management of the service and the business transformation processes. All seven team leader posts were successfully appointed from existing staff across Worcestershire.

The assimilation of staff into posts and the subsequent selection process was done in close negotiations with the trade unions (TU) and in accordance with the TU agreed Appointment and Assimilation Protocol. 163 staff transferred across to the new service on the 1st June 2010 following a 12 month freeze on recruitment. The service now has 133 staff. During this period 17 staff received voluntary compulsory redundancy, 6 left the service shortly after transfer, 2 retired on ill health grounds, 2 were transferred back to their originating authority and 3 were made compulsorily redundant following a robust selection process to appoint to the new management structure. There were three appeals against these decisions which have now been resolved.

There are several vacancies within the structure and at this point we are holding these pending the outcomes of the business transformation work and the need to make further financial savings. The Interim structure is now in place and appears as Appendix 1.

This new structure makes the most of the opportunity to recognise the synergies between the two professions (Trading Standards and Environmental Health) for the benefit of the customer but much needs to be done to ensure all staff are both competent and confident to carry out the duties required of them. There has

therefore been a strong emphasis on establishing our training and development needs during this period but training and developing our staff will begin in earnest next period and beyond to ensure our workforce is fit for purpose.

Issues relating to the health and safety of staff and equalities and diversity issues were all fully considered as part of this process and WRS follows the host authority's human resources policies and processes.

Accommodation

Following the agreement of the Management Board and the Joint Committee in November 2010, WRS commenced the move to single site accommodation at Wyatt House in Worcester City during March 2011. The phased move into Wyatt House is expected to be completed by the end of June 2011. This will be a complex process particularly in terms of getting effective telephony operational and operating 7 different ICT systems until the new system is implemented.

The move to a single site together with the relinquishing of existing property saved the service in the region of £138,000 p/a, reducing our current accommodation expenditure by half. However, partners will experience a reduction in revenue next financial year due to the loss of income from recharging rent to WRS but there is still a net benefit to the budget as a result of this move.

The move to a single site has also enabled better use of flexible and mobile working for all staff. Touch down points are retained in each of the councils (excluding the City due to the proximity of Wyatt House) so that elements of the service continue to be delivered locally. This move will also enabled staff to strike a better work/life balance which is essential for good morale. Fixed desks at Wyatt House will only be allocated to limited numbers of staff whose role leads to such a need. Flexi-desk working at Wyatt House will be available for the remainder of the staff.

Operational staff will therefore work either at home, use home as their start and finish point, or use various touch-down points around the County to reduce travelling time and expenditure and maximising their availability to our customers. 'Surgeries' will also be developed for customers and elected members to ensure that their contact needs continue to be met. For customers who require face to face appointments, we can arrange these either at Hub Centres or at their own premises.

The new premise offers the service improved facilities for team meetings and has the potential for shared space with other partner agencies in the future.

Business Transformation

Our approach to business transformation directly links with that envisaged by the business case in that through the use of 'Systems Thinking' we will transform service delivery around the needs of the customer.

This approach involves staff, including managers and is a continuous process aimed at improving service delivery:

- Talking to customers about 'what matters to them,'

- Establishing what the service is here to do from the customer's perspective,
- Looking at how well the service delivers what the customer wants
- Questioning how we currently deliver the service, identifying both value and waste
- Identifying and challenging what limits our ability to change our services (known as system conditions)
- Redesigning the service to better meet customer needs,
- Trialling the new way of working and making amendments where things don't work or go wrong,
- Delivering the transformed service focusing on outcomes that customers want.

The Leadership Team and Senior Practitioners have all received training in Systems Thinking and have been learning what it means to take a systems thinking perspective to running Worcestershire Regulatory Services. A group of officers has been established called the "Change Champions" who will support this change process within WRS.

This approach is a profoundly different way of working which questions what we do and why we do it in the current way. It focuses on how to analyse and design work, and then how to make the change to a better performing organisation. It emphasises seeing and designing an organisation as a system from a customer's perspective rather than as a traditional top-down hierarchy that is focused on its own functions.

The new system will be designed to focus on work which is of value to the customer. Through this approach we expect to achieve significant transformational results in a matter of months.

Our road to improvement has started with getting knowledge about the "what and why" of our current performance. Working with Vanguard Consulting, a Pilot team comprising 12 people from across the organisation has begun in-depth work in looking at the purpose of the service, the demands placed upon it, our capability to meet purpose and changes we can make to the system to improve the service for our customers. The scope of this activity includes both proactive and reactive work. This group will report regularly on their progress to senior management within WRS. Once the purpose of the service, profile of actual requirements of customers and the capability of the organisation to service this demand have been understood, then the group will develop a new approach to service these demands and test this through experimentation. Once assessed, the organisation will be redesigned using this new knowledge and this will be "rolled in" to normal service operations.

Between June and September we shall be redesigning major aspects of the service. The first team is working on how we handle noise complaints, which is likely to extend to all aspects of nuisance, and a second workstream is tackling how we carry out inspections of businesses. Further work streams are in the planning stage.

One of the Directors of the Local Better Regulation Office (part of the Department for Business Innovation and Skills) is working with us on this approach to provide some external challenge. LBRO and the other national regulators (such as the Food Standards Agency) have no objections to this approach and are interested in supporting innovation in service delivery and looking positively at removing any barriers that might be stopping us doing this. Through the Systems

Thinking approach we are looking to build new measures and new principles that will help the service to continue to identify and work on the issues that impact on our capability to deliver what our customers require from us.

Once the Systems Thinking work has been completed the requirements for a new IT solution will be considered so as to ensure that any IT systems support the new way of working. This is a departure from the business case where it was envisaged that a single IT solution would be in place prior to business transformation. We are currently continuing to operate 6 different IT systems!

Potential Impact on the Business Case

The new phased approach to the transformation plan is now March 2011 to September 2011. With the extension of the transformation dates, the ICT requirements cannot be completed until the transformation work is approximately 75% complete (July 2011). The overall project end date is therefore extended from March 2012 to June 2012. This raises the risk against the original business case delivery timescales and benefits.

There is a potential risk to the delivery against the Year 3 (2012/13) business case financial benefits due to the change in project completion date from March 2012 to June 2012.

Risk Management

WRS recognises that the development of policy, delivery of service priorities and the management of its services for seven partners attracts risks.

In reviewing its service risks and the effects of management strategies and policies WRS seeks to;

- Identify, assess and manage risk
- Safeguard the services assets and equipment
- Focus on the delivery of its service to its customers

The Service aims to ensure that Risk Management becomes a natural component of its management process and that when and where appropriate; risks are avoided, reduced, transferred or retained. As part of these arrangements, a WRS risk register is being developed that can be integrated with partners own risk registers. This register will be maintained and reviewed periodically to assess current risks and identify forthcoming priorities.

All risks are currently identified in each individual councils risk registers but monitored by WRS whilst the service develops its own risk register. An early draft appears as Appendix 3 but this will be developed further over the coming months in consultation with partner organisations.

Equality and Diversity

WRS is committed to equality of opportunity and respect for diversity. The service links in with the hosts adopted Equality Standard for Local Government as a framework to help embed equality and diversity into everyday aspects of its work. It will consider aspects of equality and diversity in the developments of policies and the design of service delivery.

Next Steps

Improved service delivery arrangements, better focused on businesses and consumers

- A service designed to add value to the customer, meeting local authority needs whilst avoiding unnecessary waste
- A cultural shift in the workforce that uses Systems Thinking to continuously seek to add value for the customer whilst avoiding waste
- Stakeholder engagement and improved partnership working.
- Embedding new flexible working patterns
- Developing an efficient and cost effective infrastructure to support service delivery (including ICT)
- Continued building of relationships with host authority support functions
- Delivery of financial and non financial benefits
- Enhancement of customer service through various bodies including the Worcestershire Hub

Key Milestones for 2011/12

Milestone	Date	Comment
Service Plan completed	April 2011	Approved by Joint Committee
All staff moved into Wyatt House	June 2011	Local presence to be maintained by flexible working from touchdown points
Information session for Joint Committee and Management Board	June 2011	Further sessions for all Members are being considered
Complaints procedure to be agreed by all partner councils	July 2011	System developed and agreed by Management Board
Call out arrangements to be reviewed	August 2011	Proposals to ensure staff are available to deal with emergencies will be developed. Planned overtime where required will be retained as part of flexible working
Key business transformation decisions taken	September 2011	Outcomes of transformation will direct the nature and scope of service delivery
ICT procurement to begin	September 2011	The procurement process could take up to 3 months depending on the final solution
Re-structure as a result of business transformation to be agreed	October 2011	The final shape of the Service and resources needed will be influenced by the budget constraints and the outcomes of business transformation
2012/13 budget to be agreed	December 2011	
ICT procurement completed	January 2012	
2012/13 Service Plan agreed	March 2012	

Appendix 1 – Current Structure

Head of Regulatory Services
Steve Jordan

PA to HOS
Denise Deakin

Business Manager
Simon Wilkes

Business Compliance Team
Manager
East/West
Anita Fletcher/Chris Phillips

Senior Practitioners
Helen Cameron
Sally Harber
Ian Keagle
Mark Strain
Amanda Carpenter

- Food (Safety & Composition)
- Product Safety
- Metrology
- Health and Safety
- Petroleum and Explosives
- Environmental Issues re Packaging/ Labelling
- Infectious Diseases
- Food Poisoning
- Accident Investigation
- Health and Wellbeing
- Education and Award Schemes
- Home Authority
- Regulatory Awareness Training
- Food and H&S Complaints
- Accident Investigations

Support Team
Manager
David Mellors

- HUB Liaison
- Quality Assurance
- Business Transformation
- Policy Development
- IT Support & Data Control
- Performance Monitoring
- Training and Development
- Communications
- Legal Admin
- Administrative Support
- Finance/Grants
- Business Continuity
- Trader Register
- Intel Monitoring
- Public Information/Registers
- Risk Management

Central Operations
Manager
Andy Ferguson

Senior Practitioners
Mark Cox
Andy Williams

- Notifiable Animal Diseases
- Farmed Animal Welfare
- Dog Wardens
- Pest Control
- Enforcement of Licensing Conditions for Animal Businesses (pet shops, etc)
- Animal By-Products
- Contaminated Land
- Air Quality
- Private Water Supplies
- Planning Consultations

Licensing Team Manager
Mark Kay

Senior Practitioners
Susan Garratt Niall McMenamin

- All Licensing Functions other than enforcement including Committees.

Community Protection Team
Manager East/West
Lisa Roberts/Geoff Carpenter

Senior Practitioners
Pete Holmes
Nathan Poole (Acting)
John Dell
Richard Williams

- Fair Trading
- Underage Sales
- Doorstep Crime
- Internet Crime
- Informal Economy
- Counterfeiting and Scams
- Rogue Trading
- Street Trading
- Private Water Supplies
- Nuisances including noise
- Consumer Advice
- Redress Facilitation
- Civil Enforcement
- Drainage, Etc
- Environmental Permitting
- Public Burials/Exhumations

Enforcement, both Complaints and Inspections

- Alcohol and Taxi Licensing

Appendix 2 – Performance Data

The tables below outline a small number of common performance measures used across the authorities.

Authority	Business Satisfaction 2010/11 (Percentage)	Business Satisfaction 2009/10 Comparison
Wyre Forest	82	83
Malvern Hills		78
Worcestershire County	90	90
Wychavon		79
Bromsgrove	91	86
Redditch	91	63
Worcester City	77	81

Generally satisfaction levels are high and compare well with previous years. We will look to improve our score going forward following the outcomes of systems thinking.

Authority	Percentage of Broadly Compliant Food Premises	Business Broadly Compliant 2009/10 Comparison
Wyre Forest	90	90
Malvern Hills	94	97* (Scores on Doors equivalent)
Wychavon	97	93
Bromsgrove	95	93
Redditch	93	91
Worcester City	95	95

This demonstrates high levels of compliance with food hygiene requirements in businesses across the County. These levels reflect well on both the local business community and the officers supporting them to meet their legal obligations.

Authority	Planned Percentage of Inspections to Higher Risk Food Businesses Completed	Planned Percentage of Inspections to Higher Risk Food Businesses Completed 2009/10 Comparison
Wyre Forest	87	98.9
Malvern Hills	94	99
Wychavon	90	99
Bromsgrove	96	99.9
Redditch	100	99.9
Worcester City	93	97.8

Despite the major changes that have taken place during the past year officers have still managed to complete the vast majority of higher risk inspections within their service plans. This compares well with previous years.

We carried out a range of inspections to ensure compliance with health and safety legislation. Data for 5 districts is outlined below. Data for Redditch was not available due to issues with the IT system.

Table 3: Number of Local Authority Enforced Premises and Visits (Excluding Petroleum Licensing Visits)

	Premises	Planned Visits	Revisits	Reactive Visits		Other Visits	Total Visits	Other Contacts
	(a) Total Number of Premises at 31/3/2011	(b) Total number of planned visits	(c) Number of revisits	(d) Visits to Investigate Accidents	(e) Visits following requests for health & safety service	(f) Other Visits	(g) (columns b to f) (auto calculated)	(h) See guidance note for examples
Bromsgrove	1102	346	35	25	26	0	432	116
Wychavon	1780	336	9	7	34	433	24	-
Worcester City	1900	309	63	62	64	0	498	20
Malvern Hills	1164	49	13	21	17	17	117	90
Wyre Forest	2143	98	11	27	18	0	149	15

Table 4: Number Of Enforcement Actions In 2010/11

	(A) Improvement Notices	(B) Deferred Prohibition Notices	(C) Immediate Prohibition Notices	(D) Home Office (Simple) Cautions / Cases Reported for Prosecution
Bromsgrove	4	0	2	0
Wychavon	24	0	1	0
Worcester City	4	0	0	4
Malvern Hills	23	0	1	0
Wyre Forest	2	0	0	0

Other Performance Information

Wyre Forest

Response to noise complaints within 3 days - 91% (target 95%.)

Given the scale of change being undertaken officers based at Duke House continue to provide good levels of customer service to local residents.

Malvern Hills

Premises achieving 2 stars or above in Scores on the Doors Rating scheme – 96%

Response times for service requests concerning noise nuisance stands at 80% within 2 days and 87% within 3 days

Response times for service requests relating to air pollution including bonfires is currently at 78% for both within 2 and 3 days

Response times for stray dogs and other dog related issues is currently 99%

Response times for general service requests stands at 89% within 2 days and 86% within 3 days

Generally performance was comparable with previous years. The level of premises achieving 2 stars or better for ‘Scores On The Doors’ shows the value that food businesses place upon this scheme.

Worcestershire County

During the year the service recorded some 13128 complaints and enquiries from members of the public, local businesses and other bodies within Worcestershire or relating to Worcestershire based businesses. This is comparable with previous years. The vast majority of these came into the service via Consumer Direct, the national consumer advice line run by the Office of Fair Trading and the government’s BIS department. The table below outlines what these were:

Team/Source	No. Complaints	General Nature
Consumer Direct	8108	Requests for advice or information regarding consumer issues that do not need further TS intervention
Home Authority Service	746	Requests for advice from manufacturers & importers. Referrals from other TS authorities regarding larger businesses
Compliance & Investigations	1455	Complaints alleging criminal conduct & requests for information regarding activities of credit businesses
Advice & Education	2616	Complaints alleging breaches of civil law requiring TS intervention and requests for advice from businesses regarding civil law issues.
Animal Health	203	Allegations of maltreatment of livestock, breaches of disease prevention

		controls and requests for advice from farm businesses.
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The areas subject to the highest complaint levels remain:

- Home Maintenance & Repairs 1153
- Second-Hand Motor Vehicles 1145
- Furniture & Pictures 792

The service still uses inspection in a limited way, focusing on those businesses that offer the highest risk. A total of 1655 premises were inspected this year, 811 farming businesses and 844 others, looking at areas where compliance may be an issue or intelligence says there may be problems. All of the premises that are rated as High Risk for Trading Standards purposes were inspected.

On underage sales the service continued to run test purchasing exercises targeting potentially problematic premises. Only 5% of “off-sales” premises that were targeted for alcohol sold to our volunteers, whilst 28% of pubs tested sold. Only 5 premises were subject to complaint regarding tobacco sales. All were advised and tested using an underage volunteer. All passed the test.

The service generates small amounts of income through the verification of weighing equipment under its traditional weights and measures role and by offering a calibration service to businesses that use weights and similar equipment in their processes. This later service is very important for businesses operating quality assurance systems to ensure that their equipment is accurate and traceable to national standards. Total income on calibration was just over £14000. Verification income was slightly below expected levels at £18000. Verification income has fallen in recent years as more businesses are allowed to verify their equipment without the intervention of a local authority inspector. We continue to monitor this closely.

Where officers consider matters may need full investigation and may end up before the Courts a prosecution file is opened. This does not automatically mean a case will result but it indicates that the development of the file will be subject to legal process rules such as Police and Criminal Evidence Act, Criminal Procedure and Investigations Act and Regulation of Investigatory Powers Act. During 2010/11, 59 such files were closed and the table below outlines the outcomes.

Outcome/ Result	No. Case Files
Advice to business/ Individual	19
Written Warning	17
Fixed Penalty Notice	3
Home Office/ Simple Caution	7
Prosecution	13

The vast majority of serious matters are still resolved through advice or by written warning. Only the most serious matters and those with the largest public interest end up before the Courts. This approach complies with the provisions of both the Regulators Compliance Code and the Enforcement Concordat.

Customer satisfaction remained high through the year with business at 90% plus and consumers at 85%.

Wychavon

Requests for Service:

(a) Statutory Nuisance

- 295 Noise cases (6 Notices served)
- 165 Public Health Cases (62 Notices served)
- 141 'other' Pollution cases (including smoke, lighting, odour and contaminated land)

(b) Dog warden

- 290 Dog Cases/Requests for service (21 Animal Improvement Notices served)

(c) Air Quality - Air quality management action plan in Port Street Evesham ongoing, otherwise NOX tube levels below prescribed limits at other monitored locations.

These figures are comparable with previous years.

In addition significant officer time has been spent on the planning application consultations for the proposed wind farm at the Lenches and the proposed energy from waste plant in Hartlebury.

17 Consultant reports on contaminated land have been reviewed.

Bromsgrove

Performance in the core areas of Environmental Health remained good and comparable with previous years. 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".

Redditch

Improvements in performance were seen at 64% of food businesses visited showing the positive impact that our officers activities are having on this sector. A full report on the Service's local licensing activity was provided to Redditch's Licensing Committee to demonstrate the work done by the Service during 2010.

Worcester City

The Pollution Team had two successful court cases this year. The first was a failure to comply with a noise abatement notice relating to barking dogs. The defendant was given a £1000 fine with £472 costs and a £15 victim surcharge. The second was an appeal against a noise abatement notice where the appeal was not upheld and full costs were awarded to the Council.

As well as enforcing health and safety in Worcester City the health and safety team also assisted businesses to develop and improve their health and safety standards. This is demonstrated by the improving number of businesses that are “broadly compliant” with risk management responsibilities under health and safety legislation, this year recording a new high of 86% compliance from a previous 81%.

A number of enforcement actions were undertaken including 4 improvement notices and 3 simple cautions, covering such situations as exposure to asbestos during refurbishment of a public house, a fall in to an unprotected drainage pit in a supermarket during maintenance work and unsafe gas equipment in a catering establishment. Project work included a focus on use of gas in ethnic establishments which highlighted a number of areas of serious concern that were rectified. Liaison with other local/enforcing authorities continued to be developed including joint working on a national project addressing the safety of liquid petroleum gas supplies at business establishments, and more locally liaising with emergency services for public events.

Summary of Activity:-

Section	No. Requests For Service / Complaints	No. Premises Inspected	No. Notices Served
Health and Safety	211	309	4
Food Safety	401	521	5
Pollution	1375	11	70
Licensing	57	374	-
Smoke-free	5	365 premises 106 vehicles	6 (written warnings)
Pest Control	14	-	6
Dog Warden	313	-	-
Service Compliments	5	-	-
Service Complaints	6	-	-

Proportion of broadly compliant health and safety premises - 86%

Proportion of broadly compliant licensed premises - 98%

Improvements in food hygiene scores in 52% of those premises visited for Scores on the Doors ratings

Appendix 3 – Draft WRS Risk Register

Risk Description	Consequences	When is this likely to happen	Current Position			Control measures
			Likelihood	Impact	Matrix RAG Status	
Loss of Data through IT failures	Disruption to Service Provision. Inability to produce records and data.	May 2011 onwards	Low	High	Green	Bromsgrove ICT have effective processes and business continuity plans in place.
Delays in procuring new single WRS IT System	Impact on work planning. Additional time taken in cross referencing data sets and reporting from 7 different systems.	Oct 2011 onwards	Medium	Medium	Amber	Procurement is part of the project plan and timescales agreed by management Board. Need to ensure the outcomes of systems thinking are delivered on time as this will impact on the specification for any new system
Major Power failures or other reasons that access to Wyatt House is not possible.	Disruption to service	May 2011 onwards	Very Low	Medium	Green	Staff are equipped for mobile/home working. Touchdown stations available in partner council locations..
Major staff sickness (e.g. flu pandemic)	Disruption to service.	May 2011 onwards	Very low	Medium	Green	Service priorities to be managed and partners informed of any changes to service. Short term contract workers can be brought in to cover any priority areas.
Unable to recruit or retain suitably qualified staff.	Disruption to service provision. Unable to meet service demands. Unable to fulfil statutory obligations.	May 2011 onwards.	Low	Medium	Green	Consultants can provide short term cover. Active within regional and sub regional groups to share resources if required. Effective training and development processes in place to ensure recruitment and retention of staff.
Pest and Dog Control contractors cease operations.	Disruption to service. Negative media coverage. Increased public health risks	May 2011 onwards	Low	High	Amber	Budget available to use temporary staff or buy in use of other private sector providers in short term. Effective negotiation of new contracts during 2011/12
Lack of kennelling for stray dogs	Disruption to service. Negative media coverage. Increased public health risks	May 2011 onwards	Low	High	Amber	Budget available to use temporary staff or buy in use of other private sector providers in short term. Effective negotiation of new contracts during 2011/12

Equipment Failure	Unable to provide adequate service	May 2011 onwards	Low	Low	Green	Regular inventory and maintenance of equipment plus sufficient budget to replace as required.
Loss of Major Court Case	Negative media coverage. Loss of confidence in the service. Financial loss	May 2011 onwards	Low	Medium	Green	Use of competent staff to undertake investigations. Proper scheme of delegation to ensure authority to take decisions is clear. Clear enforcement policy in place. Ensure compliance with legal procedures. Effective liaison with partner councils legal services departments.
Major infectious disease incident or animal disease outbreak.	Negative media coverage if not handled well. Impact on other service areas. Well-being of staff.	May 2011 onwards	Low	High	Green	Processes for response to incidents clear. Effective liaison with government departments and agencies. Managers to deploy staff to support other teams. Mutual aid arrangements with neighbours in place for Animal disease outbreaks
Failure to maintain effective budgetary control	Financial loss Inability to pay staff/contractors Reputational damage	May 2011 onwards	low	high	Green	Effective delegation of financial decisions. Devolution of cost centres to managers. Monthly reporting within WRS. Quarterly reporting to management board and Joint Committee
Criticism or intervention by Government if they are unhappy with service provision.	Reputational damage.	May 2011	Very low	low	Green	Compliance with Bromsgrove's financial procedures. Keep key government stakeholders apprised of WRS plans and business transformation and address any concerns at an early stage.

Appendix 4

Performance Reporting Template 2011/12

Measure	Reported	Comments/queries
1. Business satisfaction	quarterly	To be based on standard questionnaire sent to businesses with which WRS has had contact that quarter.
2. Client Satisfaction	quarterly	To be based on standard questionnaire sent to customers with whom WRS has had contact that quarter.
3. Improved Consumer Confidence	quarterly	To be based on standard questionnaire that contains a specific question about whether consumer feel better informed and able to deal with their own problems after their contact with WRS
4. No. of business broadly compliant (of those inspected during the period)	quarterly	At this stage all 7 council can only access this data for food – not other subject areas. We can ensure that if Management Board and Joint Committee feel this is a key measure that it is available for all areas for any new IT system that is procured for WRS.
5. No. of improving food premises	annually	
6. Percentage of premises selling alcohol to children	quarterly	This will be reported at the end of each quarter where there has been a test purchasing exercise, as these do not happen every quarter.
7. No. noise complaints received per 1000 population	quarterly	
8. cost of environmental health function per head of population	quarterly	This will be based on the service plan/budget for 2011/2012.
9. cost of trading standards function per head of population	Quarterly	This will be based on the service plan/budget for 2011/2012.
10. service improvement targets		To be determined after the first phase of systems thinking is completed.

This will also be a list of short paragraphs with outcomes of key projects, legal cases etc that are of interest to the board/committee. This will include information on the assessments for contaminated land sites.

APPENDIX 5
Regulatory Services - Revenue Monitoring 10 Months to End of March 2011

	Summary - Budget - 10 months 2010/11 £'000	Summary - outturn 2010/11 £'000	Summary - Outturn Variance 2010/11 £'000
Direct Expenditure			
Employees			
Salary	4,282	3,980	-302
Agency Staff	2	9	7
Subscription	1	4	3
Training	1	3	2
Employee Insurance	16	17	1
CRB	0	0	0
Sub-Total - Employees	4,302	4,013	-289
Premises			
Rent	272	255	-17
Repairs & Maintenance	1	0	-1
Water & Sewerage Services	0	0	0
Sub-Total - Premises	273	255	-18
Transport			
Vehicle Hire	7	2	-5
Vehicle Fuel	8	4	-4
Road Fund Tax	1	0	-1
Vehicle Insurance	2	2	0
Vehicle Maintenance	12	16	4
Car Lease	0	9	9

Significant number of vacant posts prior to restructure of service

The projected outturn for rents is lower than anticipated because the charge made by Wyre Forest DC has been reduced.

Car Allowances	161	168	7
Public Transport	0	0	0
Sub-Total - Transport	191	201	10

Supplies and Services

Furniture & Equipment	76	27	-49
Clothes, uniforms and laundry	7	1	-6
Printing & Photocopying	44	24	-20
Publications	32	11	-21
Postage	5	7	2
ICT	87	55	-32
Telephones	45	29	-16
Training & Seminars	51	18	-33
Car Parking & Subsistence	6	1	-5
Insurance	16	26	10
Miscellaneous Expenses	48	41	-7
Third Party Payments			
Support Service Recharges	208	207	-1
Customer Services Hub	42	0	-42
Audit	8	8	0
Sub-Total - Supplies & Service	675	455	-220

The overspend on the car allowances should be more than offset by savings on mileage rates for 2011/12 as agreed in June 2011 as part of the collective agreement at Bromsgrove District Council

Due to the transfer of staff to Wyatt House a hold was placed on the purchase of equipment until resource requirements are fully analysed.

The integration of operational services has reduced the need for duplication of publications for officers

Due to the transformation project the spend on ICT has not been realised to ensure that the most appropriate systems and hardware are purchased following the transformation

Due to the number of vacant posts there has been a reduction in the number of seminars that staff have attended

50% refunds to participating Councils have been actioned in relation to support services

The anticipated charge from the County Council has not materialised and therefore assumed that all costs have been recovered within the HUB.

Contractors

Dog Warden / Kennelling	174	176	2
Pest Control	47	31	-16
Analytical Services - Trading Standards	118	121	3
Pollution	45	26	-19
Licensing	11	6	-5
Other contractors/consultants	113	66	-47
Grants	2	4	2
Advertising	3	2	-1
Publicity & Promotions	4	1	-3
CRB Checks	0	0	0
Sub-Total	517	433	-84
Total	5,958	5,357	-601

The costs include £50k for consultants undertaking a review on payment systems together with the initial systems thinking work across the service to support transformation

APPENDIX 6

REVISED REGULATORY SERVICES BUDGET 2011/2012 to 2013/14

Account description	Proposed Budget 2011/2012 £	Proposed Budget 2012/2013 £	Proposed Budget 2013/2014 £
Employees			
Monthly salaries	4,404	4,392	4,392
Staffing - savings to be realised	-156	-586	-586
Agency workers	3	3	3
Training for professional qualifications	2	2	2
Medical fees (employees')	1	1	1
Employers' liability insurance	19	19	19
Employees' professional subscriptions	2	2	2
Sub-Total - Employees	4,275	3,833	3,833
Premises			
Internal repair/maint.	1	1	1
Rents	95	182	182
Room hire	6	6	6

Water charges	0	0	0
Cleaning and domestic supplies	0	0	0
Sub-Total - Premises	102	189	189
Transport			
Vehicle repairs/maintenance	4	4	4
Diesel fuel	6	6	6
Petrol	4	4	4
Tyres	0	0	0
Licences	1	1	1
Contract hire of vehicles	8	8	8
Vehicle insurances	3	3	3
Car allowances	195	195	195
Vehicle Maintenance	10	10	10
Sub-Total - Transport	231	231	231
Supplies & Service			
Equipment - purchase	63	63	63
Equipment - maintenance	15	15	15
Equipment - rental/lease	1	1	1
Materials - purchased	15	15	15
Clothing and uniforms	7	7	7
Laundry	1	1	1
Seminar and course fees	7	7	7
Training fees	70	70	70
General insurances	20	20	20
Printing and stationery	46	46	46

Books and publications	53	53	53
Postage/packaging	6	6	6
Computer - general costs	16	16	16
Computer - software	18	18	18
Computer - specific costs - Estimated licensing and other revenue costs of ICT investment	67	67	67
Telephones	36	36	36
Fares and parking charges	23	23	23
Miscellaneous expenses	31	31	31
Legal fees	23	23	23
Telephone pool overhead	15	15	15
Subsistence expenses	7	7	7
General expenses	8	8	8
Support service recharges	250	250	250
Customer service posts	50	50	50
Audit	10	10	10
Sub-Total - Supplies & Service	858	858	858
Contractors			
Consultants' fees	26	26	26
Dog Warden / Kennelling/ Pest Control / Analytical Services	525	525	525
Advertising (general)	4	4	4
Grants and subscriptions	2	2	2
Marketing/promotion/publicity	5	5	5
Sub-Total - Contractors	562	562	562

Income

INCOME miscellaneous fees	-3	-3	-3
Sub-Total - Income	-3	-3	-3

BUDGET TOTAL AS PER LEGAL AGREEMENT

6,025	5,670	5,670
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Defra grant reduction

<i>-79</i>	<i>-104</i>	<i>-127</i>
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ADDITIONAL SAVINGS TO BE IDENTIFIED

-79	-104	-127
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PARTNER SHARES

Bromsgrove DC	672		
Malvern Hills	583		
Redditch	642		
Worcester City	661		
Wychavon	1,008		
Wyre Forest	659		
Worcestershire	1,800		
	6,025	0	0

Joint Committee

23rd June 2011

Report Title: WRS project manager update

Introduction

This report provides the Joint Committee with a summary of progress against plans for the period 29th February 2011 to 23rd June 2011.

Key tasks & achievements

Business as usual has again been maintained through this challenging period. Key achievements within each workstream are provided below.

Transformation

This area remains a priority for the service. A pilot team of 17 has been established from across the organisation and at all levels, have been based at Wyatt House throughout May conducting the first stage of the systems thinking transformation approach. This first stage, known as the 'check' phase is the process for understanding how the organisation is actually working from the customer's perspective.

Armed with this information the team has redesigned the workflow for dealing with noise complaints and are currently running an experiment exercise to establish how the new way of working will work in practise. Work has also begun on redesign of the 'inspections' work flow.

The WRS management board has supported the decision to await the outcome of the transformation before it enters into the procurement process.

ICT workstream

Work continues on the ICT Cost Benefit Analysis. The purpose of this is to ensure the project board has framework for which to make its decision on the ICT following the transformation piece. The board felt there was no dependency on the transformation to do this ground work now and ultimately it will allow the board to make a fully informed decision.

Based on the project plan at appendix 1, there is a decision point in September 2011 where the service can decide on the most appropriate ICT solution.

Communications

The service has arranged two events for Joint Committee and Management Board members on the 7th and 14th June. The purpose of these event is to:

1. Update attendees on the progress of the WRS
2. Provide a local and national Government context to the Service
3. Transformation. Report on the background, progress and early outcomes of the transformation work

Risks

The WRS change champions continue to play an important part of the comms strategy and now regularly attend the WRS leadership team meetings. This provides staff with an additional mechanism for communicating to the Head of Service and the leadership team and also provides the leadership with another valuable communications route to staff via the 12 change champions.

Project timescales

Following revised dates for the delivery of the transformation work and the subsequent impact this has on the start of the ICT procurement and development process, the project end date has been extended by 3 months. The original project end date was March 2012 and this has moved to June 2012. The high-level project plan provides the new timeline.

This change has been presented and approved by the 8th June WRS Mgt Board.

Risk

There is a potential risk to the delivery against the Year 3 (2012/13) business case benefits due to the change in project completion date from March 2012 to May 2012.

Mitigation

The service has already increased the resource team supporting the transformation workstream to increase the pace of this work.

The initial stages of the procurement process to be brought forward by 3-months to July 2011 (originally September 2011). This should allow the project to make time back on the ICT & Transformation workstream plan and subsequently mitigate the risk on the overall project timescales.

Priorities next period

Transformation

- Delivery of the Members and Joint Committee update in June 2011
- New service design completed in some business areas and implementation underway

Accommodation

- Phased implementation to Wyatt House underway with two teams already established. All teams planned to be in the new building by 30th June 2011.

ICT

- A workshop on the cost benefit analysis is being held on the 15th June. The purpose is to allow the County-wide ICT representatives to review the document and begin to finalise the final version.

Budget report

Report provided as a separate agenda item.

Contact point

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Appendix 1 – WRS high-level project plan

Document provided separately within the Joint Committee meeting documents

WORCESTERSHIRE REGULATORY SERVICES HIGH LEVEL IMPLEMENTATION PLAN

ID	% Complete	Stream	Task Name	Duration	Start	Finish	Timeline																							
							2010			2011			2012			2013														
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4								
1	100%		STAGE 1	95 days	Mon 01/03/10	Fri 09/07/10																								
2	100%		STAGE 2	115 days	Mon 12/07/10	Fri 17/12/10																								
3	25%		STAGE 3	306 days	Tue 04/01/11	Fri 30/03/12																								
4	0%		STAGE 4	60 days	Mon 02/04/12	Fri 22/06/12																								
6	100%	Governance	Legal agreement made	67 days	Mon 01/03/10	Tue 01/06/10																								
7	100%	Governance	Joint committee constituted	67 days	Mon 01/03/10	Tue 01/06/10																								
8	100%	People	Staff TUPE complete	67 days	Mon 01/03/10	Tue 01/06/10																								
9	100%	People	Head of Service appointment	35 days	Mon 01/03/10	Fri 16/04/10																								
10	100%	People	Formal staff consultation	22 days	Wed 18/08/10	Thu 16/09/10																								
11	100%	People	Final version of structure communicated	0 days	Thu 30/09/10	Thu 30/09/10																								
12	100%	People	Recruitment of posts Group B & C	30 days	Mon 01/11/10	Fri 10/12/10																								
13	100%	People	Recruitment of posts Group D - G	40 days	Mon 13/12/10	Thu 24/02/11																								
14	100%	People	Implement revised structure	0 days	Fri 25/02/11	Fri 25/02/11																								
15	100%	Property	Accommodation - new site approved	0 days	Fri 25/02/11	Fri 25/02/11																								
16	20%	Property	Migration to Wyatt House	88 days	Tue 01/03/11	Thu 30/06/11																								
17	10%	Transformation	Business transformation & process redesign	169 days	Tue 08/02/11	Fri 30/09/11																								
18	0%	People	Service restructure	90 days	Mon 03/10/11	Fri 24/02/12																								
19	0%	ICT	Low level ICT requirements	65 days	Mon 04/07/11	Fri 30/09/11																								
20	0%	ICT	ICT solution - decision to proceed	0 days	Fri 30/09/11	Fri 30/09/11																								
21	0%	ICT	Procurement of ICT solution	70 days	Mon 03/10/11	Fri 27/01/12																								
22	0%	ICT	ICT design phase	45 days	Mon 30/01/12	Fri 30/03/12																								
23	0%	ICT	Data cleansing & data migration	115 days	Mon 03/10/11	Fri 30/03/12																								
24	0%	ICT	ICT implementation	45 days	Mon 02/04/12	Fri 01/06/12																								
25	0%	HR	Staff training	20 days	Mon 04/06/12	Fri 29/06/12																								
26	0%	Project Mngt	PROJECT END DATE	0 days	Fri 29/06/12	Fri 29/06/12																								
27	0%	Project Mngt	Project closure activity	60 days	Mon 02/07/12	Fri 21/09/12																								

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Worcestershire Regulatory Services

Supporting and protecting you

**Joint Committee
23rd June 2011**

WORCESTERSHIRE REGULATORY SERVICES BUDGET MONITORING JUNE – MARCH 2011

Recommendation

It is recommended that the Joint Committee:

- note the financial position for the period June 2010- March 2011
- approve the refund of £300k to the participating Councils from the 2010/11 underspend based on the original 2010/11 partner shares. This will be repaid in 2011/12 and equates to:

	% Share	Repaid 2011/12 £
Bromsgrove	10.45%	31,363
City	12.31%	36,929
County	28.90%	86,700
Malvern Hills	9.78%	29,328
Redditch	10.40%	31,191
Wychavon	17.59%	52,780
Wyre Forest	10.57%	31,710
		300,000

Contribution to Priorities

The robust financial management arrangements ensure the priorities of the service can be delivered effectively.

Introduction/Summary

This report presents the financial position for Worcestershire Regulatory Services for the period June 2010 – March 2011.

This reflects the final position for the financial year 2010/11 subject to External Audit review in July / August. The formal Statement of Accounts will be presented to the Joint Committee in September 2011 for approval following the Audit.

The report requests Members consider the savings that have accrued during the year and the proposal to return 50% of this saving to the participating Councils.

Background

The approved budget for 2010/11 is £5.958m based on a 10 month period.

A monthly financial report has been presented to the Management Board with a quarterly report considered by the Joint Committee.

The costs associated with the service include revenue, capital and one-off set up costs. The appendices to this report detail the final position for each area of expenditure:

- Revenue Monitoring June – March 2010/11 – Appendix 1
- One-off Set up costs June – March 2010/11 – Appendix 2
- Capital (Transformation) outturn position 2010/11 – Appendix 3

Report

Revenue Monitoring

The final position of savings in relation to revenue costs is £601k. This is a significant increase to those estimated at the end of December 2010 (£260k). There a number of reasons for this increase including;

- Reduced spend on general supplies mainly due to the hold on spend during the transition period to Wyatt House (£52k)
- Reduced spend on ICT due to the transformation project being undertaken (£57k)
- Reduced spend on consultants fees due to the focus on payments systems (£80k)
- No charges made in relation to HUB support (£52k)

Due to the level of the underspend together with the financial cuts that the participating Councils are faced with in the future, officers have requested that the Joint Committee review the position with the aim to return an element of the savings back to the Councils in 2011/12.

The proposed amount to be refunded is £300k. This has been reviewed by the Treasurers group and it is considered that this is a reasonable amount as it reflects the additional savings arising from the period Jan- March and would ensure that sufficient funds are available within the service to support the future costs arising from restructures over the next 2 years. This would enable the savings to be delivered as identified in the Business Case.

It is proposed that the £300k is refunded in 2011/12 to the Councils based on the agreed % share as detailed in the Legal Agreement. As previously mentioned, this would leave £300k in addition to the £181k remaining from the 2010/11 set up costs to fund future projects and restructures within the service.

The total refund to each participating Council would be:

	% Share	Repaid 2011/12 £
Bromsgrove	10.45%	31,363
City	12.31%	36,929
County	28.90%	86,700
Malvern Hills	9.78%	29,328
Redditch	10.40%	31,191
Wychavon	17.59%	52,780
Wyre Forest	10.57%	31,710
		300,000

One-off Set up costs

Details of the one-off set up costs (Appendix 2) for the period from June to March 2011. This shows a balance of £181k to fund future severance costs associated with future restructures.

Capital / Transformation Outturn

Capital spend was lower than anticipated although expenditure levels did increase towards the end of the year with the purchase of software licenses, etc to allow remote working by staff within this Service area. The main reason for the delay on the IT expenditure is due to the decision to undergo transformation of the Service prior to establishing its ICT needs.

The nature of the spend within the Capital budget has been reviewed to be revenue in nature which has been agreed by the Treasurers group. This expenditure will be referred to as "transformation" costs in future to ensure that the costs are allocated in the correct way.

Financial Implications

None other than those stated in the report

Sustainability

None as a direct result of this report

Contact Points

Jayne Pickering – 01527-881400

Background Papers

Detailed financial business case

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Regulatory Services - Revenue Monitoring 10 Months to End of March 2011

	Summary - Budget - 10 months 2010/11 £'000	Summary - outturn 2010/11 £'000	Summary - Outturn Variance 2010/11 £'000
Direct Expenditure			
Employees			
Salary	4,282	3,980	-302
Agency Staff	2	9	7
Subscription	1	4	3
Training	1	3	2
Employee Insurance	16	17	1
CRB	0	0	0
Sub-Total - Employees	4,302	4,013	-289
Premises			
Rent	272	255	-17
Repairs & Maintenance	1	0	-1
Water & Sewerage Services	0	0	0
Sub-Total - Premises	273	255	-18
Transport			
Vehicle Hire	7	2	-5
Vehicle Fuel	8	4	-4
Road Fund Tax	1	0	-1
Vehicle Insurance	2	2	0
Vehicle Maintenance	12	16	4
Car Lease	0	9	9
Car Allowances	161	168	7
Public Transport	0	0	0
Sub-Total - Transport	191	201	10
Supplies and Services			
Furniture & Equipment	76	27	-49
Clothes, uniforms and laundry	7	1	-6
Printing & Photocopying	44	24	-20

Significant number of vacant posts prior to restructure of service

The projected outturn for rents is lower than anticipated because the charge made by Wyre Forset DC has been reduced.

The overspend on the car allowances should be more than offset by savings on mileage rates for 2011/12 as agreed in June 2011 as part of the collective agreement at Bromsgrove District Council

Due to the transfer of staff to Wyatt House a hold was placed on the purchase of equipment until resource requirements are fully analysed.

Publications	32	11	-21	The integration of operational services has reduced the need for duplication of publications for officers
Postage	5	7	2	
ICT	87	55	-32	Due to the transformation project the spend on ICT has not been realised to ensure that the most appropriate systems and hardware are purchased following the transformation
Telephones	45	29	-16	
Training & Seminars	51	18	-33	Due to the number of vacant posts there has been a reduction in the number of seminars that staff have attended
Car Parking & Subsistence	6	1	-5	
Insurance	16	26	10	
Miscellaneous Expenses	48	41	-7	
Third Party Payments				
Support Service Recharges	208	207	-1	50% refunds to participating Councils have been actioned in relation to support services
Customer Services Hub	42	0	-42	The anticipated charge from the County Council has not materialised and therefore assumed that all costs have been recovered within the HUB.
Audit	8	8	0	
Sub-Total - Supplies & Service	675	455	-220	
Contractors				
Dog Warden / Kennelling	174	176	2	
Pest Control	47	31	-16	
Analytical Services - Trading Stan	118	121	3	
Pollution	45	26	-19	
Licensing	11	6	-5	
Other contractors/consultants	113	66	-47	The costs include £50k for consultants undertaking a review on payment systems together with the initial systems thinking work across the service to support transformation
Grants	2	4	2	
Advertising	3	2	-1	
Publicity & Promotions	4	1	-3	
CRB Checks	0	0	0	
Sub-Total	517	433	-84	
Total	5,958	5,357	-601	

	Redundancy £'000	Retirement £'000	Other £'000
SET UP COSTS PER BUSINESS CASE (£741k)	218	500	23
<u>REQUESTS AGREED</u>			
PRINCIPAL LICENSING OFFICER	8		
DIVISIONAL MGR HOME AUTHORITY	36	24	
ADVICE & EDU MANAGER	27	20	
TEAM LEADER (POLLUTION / GENERAL)	17	50	
HD of TDG STD SCI SERV & WASTE	82	52	
LICENSING CUST. SERV. OFFR	3		
ENVIRONMENTAL HEALTH OFFICER	5	2	
EHO (FOOD & SAFETY)	1	4	
DEPARTMENTAL SERVICES OFFICER	8	15	
FINANCE ADMIN OFFICER	23		
FOOD SAFETY OFFICER	7		
TECHNICAL OFFICER	9	0	
SYSTEMS & COMPLIANCE OFFICER	9	12	
PRINCIPAL LICENSING OFFICER	12	4	
DEPARTMENTAL SERVICES OFFICER	3		
DEPARTMENTAL SERVICES OFFR	7	12	
TECHNICAL OFFICER (POLLUTION)	19		
TOTAL REQUESTS APPROVED	276	195	
<u>COMPULSORY REDUNDANCY</u>			
COMMERCIAL TEAM MANAGER	14		
BUSINESS REGULATORY MANAGER	22		
ENVIROMENTAL HEALTH MANAGER	30		
TOTAL COMPULSORY REDUNDANCY	66	0	
TOTAL OF ALL REDUNDANCIES	342	195	
<u>OTHER COSTS</u>			
RECRUITMENT/OUTPLACEMENT WORKSHOPS			12
JOB EVALUATION			1
GUIDANCE FOR TRANSFORMATION & SERVICE REDESIGN			7
TOTAL OTHER COSTS			20
TOTAL SET UP COSTS	342	195	23
BUDGET ALLOCATION PER BUSINESS CASE :			
REDUNDANCY	218		
PENSION STRAIN	500		
TOTAL	718		
FUNDING REQUIRED - 2010/11			
REDUNDANCY	342		
PENSION STRAIN	195		
TOTAL	537		
SPLIT BETWEEN COUNCILS (£537K) :			
	£	%	Cost Share
BROMSGROVE	59,339	11.05	
MALVERN HILLS	51,445	9.58	
REDDITCH	60,735	11.31	
WORCESTER CITY	59,661	11.11	
WYCHAVON	88,874	16.55	
WYRE FOREST	58,103	10.82	
WORCESTERSHIRE COUNTY	158,845	29.58	
BALANCE REMAINING TO FUND ADDITIONAL SEVERANCE COSTS	181		
OTHER SET UP COSTS REMAINING BUDGET	3		

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Capital Asset/ Investment description	Business Case Total Estimated Cost £'000	Budget 2010/11 £'000	Actual Spend 2010/11 £'000	Variance £'000
ICT				
Management information system (based on average of Mouchel Phase 1 & 2 costs less back scanning)	431	300		-300
Integration costs - suppliers of other systems	100	10		-10
Host ICT development capacity - temporary additional uplift	150	50		-50
Back scanning (provisional estimate for 30k files based on Mouchel costs)	105			0
Content management system development	50	25		-25
Sharepoint (knowledge base) development	50	25		-25
Desktop/ pc hardware refresh	144	24	43	19
Server/ network refresh	60	10		-10
Workflow tool	50			0
Process mapping & workflow development Including self service	250	150		-150
Building works	10	10		-10
Cabling	2	2		-2
Furniture	5	5	6	1
Removals	5	5		-5
Project management	125	95	52	-43
Total	1,537	711	101	-610
Capital Grants	-270	-200	0	200
Total to be Funded by Partners	1,267	511	101	-410

Transformation Project Expenditure Breakdown

Expenditure Type	Amount
Capital Element	49,311
Revenue Element	52,011
Total	101,321

Partner Transformation Project Contributions - Based on Business Case	2010/11 £	Capital Funding £	Revenue Funding £	Partner Contribution %
Bromsgrove	11,196	11,196		11.05
City	11,257		11,257	11.11
County	29,971	15,692	14,278	29.58
Malvern Hills	9,707		9,707	9.58
Redditch	11,459	11,459		11.31
Wychavon	16,769		16,769	16.55
Wyre Forest	10,963	10,963		10.82
Total	101,321	49,311	52,011	100.00

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