

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

WORCESTERSHIRE REGULATORY SERVICES

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY 26TH JUNE 2014 AT 4.30 P.M.

THE COUNCIL CHAMBER, THE COUNCIL HOUSE, BURCOT LANE,
BROMSGROVE

MEMBERS: Bromsgrove District Council: Councillor Mrs. R. L. Dent
Bromsgrove District Council: Councillor M. A. Bullivant
Malvern Hills District Council: Councillor Mrs. B. Behan
Malvern Hills District Council: Councillor D. Hughes
Redditch Borough Council: Councillor J. Fisher
Redditch Borough Council: Councillor B. Clayton
Worcester City Council: Councillor D. Wilkinson
Worcester City Council: Councillor A. Roberts
Worcestershire County Council: Councillor Mrs. L. Hodgson
Worcestershire County Council: Councillor A. Blagg
Wychavon District Council: Councillor R. Davis
Wychavon District Council: Councillor K. Jennings
Wyre Forest District Council:
Wyre Forest District Council:

AGENDA

1. Election of Chairman
2. Election of Vice-Chairman
3. Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
4. Apologies for absence and notification of substitutes
5. To confirm the accuracy of the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 20th February 2014 (Pages 1 - 12)
6. Worcestershire Regulatory Services Annual Report (Pages 13 - 56)

7. Strategic Partnering Highlight Report (Pages 57 - 58)
8. Worcestershire Regulatory Services - Business Model Review (Pages 59 - 64)
9. Worcestershire Regulatory Services Revenue Monitoring April - March 2014 (Pages 65 - 86)
10. Worcestershire Regulatory Services Regulators Code (Pages 87 - 90)
11. Activity Data Quarter 3 and 4 2013/2014 (Pages 91 - 102)
12. Revised Meeting Dates 2014/2015

All meetings to commence at 4:30pm:-

Thursday 2nd October 2014

Thursday 27th November 2014 – Budget Meeting

Thursday 19th February 2015

13. 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

17th June 2014

Agenda Item 5

WORCESTERSHIRE DISTRICT C O U N C I L S AND COUNTY COUNCIL

WORCESTERSHIRE REGULATORY SERVICES

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY, 20TH FEBRUARY 2014 AT 4.35 P.M.

PRESENT: Councillors Mrs. B. Behan, R. Berry, M. A. Bullivant (Vice-Chairman), R. Davis, Mrs. L. Denham, P. Harrison (during Minute No's 37/13 to 41/13), M. Hart, Mrs. L. Hodgson (Chairman), D. Hughes and Mrs. Y. Smith (substituting for J. Fisher)

Observers: Mr. V. Allison, Deputy Managing Director, Wychavon District Council

Invitees: Mr. I. Pumfrey, Worcestershire Regulatory Services Management Board

Officers: Ms. J. Pickering, Mr. S. Jordan, Ms. C. Flanagan, Mr. M. Kay and Mrs. P. Ross

33/13 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

Apologies for absence were received from Councillors C. B. Taylor, Bromsgrove District Council, J. Fisher, Redditch Borough Council, B. Clayton, Redditch Borough Council, A. N. Blagg, Worcestershire County Council and K. Jennings, Wychavon District Council.

34/13 DECLARATIONS OF INTEREST

No declarations of interest were received.

35/13 MINUTES

The minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 21st November 2013 were submitted.

RESOLVED that the minutes of the Worcestershire Shared Services Joint Committee be approved as a correct record, subject to the following:

That it be noted in respect of Minute No. 23/13 that Councillor Mrs. L. Denham, Worcester City Council had informed Members that she was a Member of the Worcestershire Hub Shared Service on the advice of the Host Authority's Principal Solicitor that she should do so.

After the meeting Councillor Mrs. L. Denham had sought advice from Julie Slater, Monitoring Officer, Worcester City Council. Councillor Mrs. L. Denham informed Members that she had received written confirmation from the Monitoring Officer, Worcester City Council that the item under discussion, and from which she was excluded, related to the provision and funding of the telephone answering service provided to Worcestershire Regulatory Services by the Worcestershire Hub. The Worcester City Council Monitoring Officer stated that after reviewing the Council's constitution she advised that in her view there was no conflict of interest. A copy of the letter received by Councillor Mrs. L. Denham was provided to the Democratic Services Officer for noting.

At the request of the Chairman, the Host Authority's Principal Solicitor Ms. C. Flanagan responded to Councillor Mrs. L. Denham and in doing so informed Members that she had been in contact with the Monitoring Officer, Worcester City Council with regard to the concerns raised by Councillor Mrs. L. Denham. The Principal Solicitor further informed Members that the role of a Councillor was to be open and transparent about personal interests. The letter received from the Worcestershire Hub Shared Service (WHSS) Management Board was, at the agreement of the Chairman, received as an urgent item at the Worcestershire Shared Services Joint Committee meeting on 26th September 2013. Minute Number 21/13 of that meeting details that Councillor Mrs. L. Denham informed Members that she was a Member of the Worcestershire Hub Shared Service Board and had been present at a meeting of the WHSS where the letter had been discussed. On that basis there may have been a conflict of interest which would need to be identified.

Ms. C. Flanagan explained to Councillor Mrs. L. Denham that it was relevant to minute that she was a Member of the WHSS in the interests of openness and transparency during a public meeting, to avoid any conflict of interest or pre-determination being perceived and that she supported the view that any such interest should be declared and noted. Following any legal advice given it did not exclude her from participating in the agenda item under discussion should she chose to participate.

Councillor Mrs. L. Denham stated she felt she had been given conflicting legal advice. She was here to represent the citizens of Worcester City and had wanted to seek clarification that she was able to speak and participate on the agenda item in question.

36/13 **WORCESTERSHIRE REGULATORY SERVICES BUDGET MONITORING REPORT APRIL - DECEMBER 2013**

Members considered the Worcestershire Regulatory Services (WRS) Budget Monitoring Report for the period April to December 2013.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council introduced the report and in doing so drew Members' attention to the projected underspend for the year of £87,000, which was due to a significant number of staff vacancies, long term sick (LTS) and maternity leave. There was a projected underspend within salaries of £521,000. This

would be offset by the anticipated overspend on the Agency Staffing Budget of £479,000 to cover employees who had been seconded to the ICT project and staff required in order to meet the demands of the service to ensure the efficiencies could be delivered in future years. There had been difficulty in recruiting to the level required. The projected underspend for 2013/2014 was higher than originally anticipated due to additional vacancies, the impact of approved voluntary redundancies and grant funding secured.

Appendix 3 to the report detailed the redundancy/pension strain for each partner authority. The redundancies which were all voluntary redundancies, had been accepted by the Worcestershire Regulatory Services Management Board and all participating partner authorities.

The Head of Worcestershire Regulatory Services (WRS) responded to Councillor Mrs. L. Denham with regard to the ICT projected costs, as detailed on page 12 of the report. The Head of WRS informed Members that there was a saving from the costs included in the original business case as a cheaper ICT system had been agreed. Members were further informed that WRS were still in negotiation with regard to compensation for the delays experienced. The next stage of the project would be the channel shift.

The Head of WRS highlighted that senior officers were working to reduce long term sick and helping staff to return to work after a period of long term sick. This would help reduce the number of agency staff required. There would be an end to the use of agency staff as from 1st April 2014 as WRS was aware of further future funding restrictions.

RESOLVED that the financial position for the period April to December 2013 as detailed in the Worcestershire Regulatory Services Budget Monitoring Report be noted.

37/13 **WORCESTERSHIRE REGULATORY SERVICES BUDGET 2014/2015 – 2016/2017**

The Committee considered a report which detailed the proposed revenue budget for Worcestershire Regulatory Services for 2014/2015 – 2016/2017.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council introduced the report and in doing so drew Members' attention to page 22 of the report which highlighted the agreed recommendations from the last meeting of the Joint Committee in November 2013. The report had been a complex piece of work with the savings requested from Worcestershire County Council (WCC), Wyre Forest District Council and Worcester City Council. An officer working group had been set up to look (collectively) at the constraints and savings of all partner authorities. Officers looked at fixed costs, hosting costs and the minimum level of service for WCC, more specifically around Trading Standards.

A review of the costs associated with the services delivered to WCC was undertaken with a restructure of staffing to realise the required savings. As a result of the review £405,000 per annum was identified in relation to WCC

services for 2014/2015, together with £8,000 from the reduction in hosting costs. In relation to the staff savings, due to the time required for consultation and staff termination periods, there was only a part year effect of these changes in 2016/2017. This has resulted in a shortfall of £222,000 in relation to the part year effect to meet the level of reduction required for 2014/2015 for WCC services, WCC had accepted this. However it was accepted that due to the timing of potential restructures that there would be this level of shortfall.

As part of the budget review for Wyre Forest District Council savings of £49,000 had been delivered in 2014/2015, with a further £37,000 being requested during this year. The £37,000 per annum had been identified but again only £28,000 could be realised in 2014/2015 due to staff restructures and the reduction in hosting costs. There was a remaining £9,000 to be delivered in 2014/2015 should the partner request be fully met.

As part of the budget review for Worcester City Council savings of £22,000 had been delivered with a further £34,000 requested for 2014/2015. The £34,000 per annum had been identified but again only £27,000 could be realised in 2014/2015 due to staff restructures and the reduction in the hosting costs. There was a remaining £7,000 to be delivered should the partner request be fully met.

The savings requested from Worcester City Council and Wyre Forest District Council had been realised within 2014/2015 by identifying specific areas of work that could be redesigned to deliver savings solely for these two partners. This pilot could be rolled out to other partner authorities should it prove to be successful in 2014/2015.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council highlighted that no further savings had been requested from the other partner authorities. Appendix 1 to the report detailed the financial framework for 2015/2016 and 2016/2017. This included the total reductions in budget requested by all partner authorities which were required. Officers were currently working through the levels of fixed costs and partner requirements with the aim to reduce costs to the level requested. Future year's budgets would continue to be reported to Joint Committee Members as more information became available.

The Head of Worcestershire Regulatory Services (WRS) responded to Councillor D. Hughes, Malvern Hills District Council, who asked if he was comfortable that the savings would not hinder his ability to provide the service? In his response he highlighted that during the next financial year there would be significant cuts which would affect the service. As a result of the level of savings identified, Worcestershire County Council, Wyre Forest District Council and Worcester City Council had all received a risk assessment.

Councillor M. Hart, Wyre Forest District Council was content as to where the savings were coming from for the second year and year on year, but not at the expense of WRS statutory duties and residents. He would carefully watch the Worcester City Pilot and wanted to congratulate the Head of WRS for the

savings achieved. The Head of WRS responded that it was a 3 year financial plan and future savings would have to be identified. He would ensure that the team remained extra committed and there was no effect on residents or the service.

RESOLVED:

- (a) that the revenue budget for 2014/2015 of £4.637 million to be allocated as follows, be approved;

| | £'000 |
|-----------------------|--------------|
| Bromsgrove | 489 |
| Malvern | 413 |
| Redditch | 579 |
| Worcester City | 574 |
| Wychavon | 751 |
| Wyre Forest | 547 |
| Worcestershire County | 1,284 |
| TOTAL | 4,637 |

- (b) that the financial framework for 2015/2016 – 2016/2017 as detailed below be noted;
- 2015/16 £3.879m
 - 2016/17 £3.250m; and
- (c) that officers continue to review the fixed costs and all other charges to ensure the revenue savings currently required could be delivered over the 3 year period.

38/13 WORCESTERSHIRE REGULATORY SERVICES - STRATEGIC PARTNER PROCUREMENT

Following on from the meeting held on 21st November 2013, consideration was given to a report that provided Members with an updated position of the progress made on the Strategic Partner Procurement project and the Scope and Evaluation Criteria to be included within the procurement process. The report highlighted that Worcestershire Regulatory Services was faced with the prospect of managing a dwindling service over the next two to three years as a result of partners continued financial pressures.

The Head of Worcestershire Regulatory Services (WRS) introduced the report and in doing so expressed his thanks to Members and officers who had attended the Joint Management Board and Joint Committee workshop on 20th January 2014. The thoughts and feedback from the workshop had been incorporated into the draft Evaluation Criteria, as detailed on Appendix 3 to the report. The common themes that came out of the workshop, as detailed on page 31 of the report, had also been incorporated into the Evaluation Criteria. Appendix 2 to the report detailed the scope of the Strategic Partnership procurement process, the Official Journal of the European Union (OJEU) would detail other functions that a private company may be able to deliver at a later stage.

The Head of WRS drew Members' attention to the resolved items, as detailed on pages 29 and 30 in the report agreed by the Committee at the meeting held on 21st November 2013. Agreement had been reached to include South Worcestershire Building Control within the scope, it was agreed that this would be built into the Evaluation Criteria.

Further discussion followed with regard to the inclusion of Customer Services within the scope. The Head of WRS informed Members that Customer Services had not been fully encapsulated, but agreed that it could be included within the scope and built into the Evaluation Criteria.

Since the Joint Committee meeting held in November 2013, soft market testing had been undertaken involving three commercial companies. Page 30 of the report detailed the key findings from the soft market testing.

During this part of the meeting, and at the request of the Chairman, the Committee considered whether or not to exclude the public from the meeting to enable the Head of WRS to provide brief information on Agenda Item 6.

RESOLVED that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of this part of the item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act, as amended, the relevant paragraph of that part being as set out below, and that it is in the public interest to do so:-

Paragraph
7

The Head of Worcestershire Regulatory Services provided the Committee with brief information of the three commercial companies involved in the soft market testing.

The Chairman announced at the conclusion of the above item, the exclusion of the public be lifted and the meeting continued in open session.

Governance was seen as a key issue that would need to be worked through as part of any on-going discussions, acknowledging that it was important to strike the right balance between a streamlined process that supported growth yet retained partner's ability to influence at a strategic level. Members agreed that the legal framework around statutory functions should be more explicit in the Evaluation Criteria, number 7, as detailed on page 37 of the report. The Head of WRS further informed Members that the competitive dialogue process would highlight the need to include the legal framework and statutory functions as part of the final solution.

Member engagement was seen as critical to ensure that all partner authorities remained on board. A range of activities would be undertaken to ensure that Members and staff remained fully informed and engaged. The Joint Committee and Management Board were seen as critical to the success of this, particularly when it came to decision making.

The next stage of the project was the Project Management role. The Head of WRS reminded Members that during the last meeting of the Joint Committee a proviso was agreed that should the costs of £20,000 be exceeded, Joint Committee Members would be informed. The Head of WRS informed the Committee that an additional £30,000 would be needed to fund the Project Management Costs.

Further discussion followed on the need for Members to be kept fully informed and provided with progress updates.

Councillor M. Hart suggested two further recommendations be added with regard to progress reports and additional funding for the Project Management Costs as detailed in the pre-amble above.

RESOLVED:

- (a) that the outcomes of the soft market testing, as detailed at Appendix 1 to the report, be noted;
- (b) that the scope of the Worcestershire Regulatory Services offer, as detailed at Appendix 2 to the report, be approved;
- (c) that the Evaluation Criteria to be used in the procurement process, as detailed at Appendix 3 to the report, be approved;
- (d) that progress updates be provided to all partner authorities before or at the next meeting of the Joint Committee; and
- (e) that an additional amount up to £50,000 be taken from the £87,000 underspend for the year, to fund the Project Management Costs, be approved.

39/13 **WORCESTERSHIRE REGULATORY SERVICES SERVICE PLAN 2014-2015**

The Committee was asked to consider a report detailing the Worcestershire Regulatory Services Service Plan 2014/2015.

The Head of Worcestershire Regulatory Services (WRS) introduced the report and in doing so highlighted that the financial uncertainty faced by the service had made it difficult to create the WRS Service Plan. Members were informed that the WRS Service Plan followed the pattern of previous years and had an Executive Summary, as detailed on page 44 of the report. The Executive Summary outlined how the service would operate over the next twelve months to deliver on both national and local priorities and what activities the service would carry out to achieve or address those priorities and how success would be measured.

The service would continue to shape its work around the strategic priorities, as detailed on pages 47 and 48 of the report. The implementation of the new ICT system would enable the service to report more accurately on activities. The service had continued to work with Members to demonstrate the service's performance and current core performance indicators; which had been amended following the comments and feedback received from Joint Committee Members who had attended the Joint Management Board and

Joint Committee workshop on 20th January 2014 at Wychavon District Council.

The Head of WRS drew Members' attention to Appendix C to the report which detailed the new 'slimmed down' WRS Management Structure. The Head of WRS responded to Members' questions with regard to staff morale due to the restructuring and redundancies faced within the service. The Head of WRS highlighted that staff were fearful of potential redundancies. A series of workshops for staff and robust communication had been developed to ensure both staff and unions were kept informed.

Following further discussion on the WRS Service Plan, Members agreed that the Head of WRS incorporated the following amendments as suggested during the discussion:

- Page 47 of the report – the paragraph that refers to 'Local Elections in May 2014' be removed;
- Page 74 of the report, section 4.6, Legal Background to include the following statement, 'That Regulatory Services in Worcestershire would endeavour to engage with the elected Police & Crime Commissioner (PCC) in order to ensure there was a stronger link/profile for the service.'
- Include the recent 'Good News' stories in respect of Trading Standards, Illegal Money Lending Team.

RESOLVED that, subject to the amendments as referred to in the preamble above, the Worcestershire Regulatory Services Service Plan 2014/2015 be approved.

40/13 **WORCESTER CITY COUNCIL PILOT - UPDATE**

Following on from the meetings held on 22nd November 2012 and 27th June 2013, consideration was given to a report that provided Members with an update on the Worcester City Council Pilot.

As requested at the previous meetings of the Committee, Mr. M. Kay, Business Manager, Worcestershire Regulatory Services (WRS) provided Members with an update on the Worcester City Council pilot. Members were informed that the pilot exercise had arisen from a request by Worcester City Council to examine ways of delivering £40,000 additional in year savings during 2013/2014. The original intention was to agree service reductions/changes that had the potential to achieve the required level of savings and implement them as a pilot from 1st April 2013.

As detailed in the report a 'menu' of fully costed options was prepared and discussed with Worcester City Council for consideration. Following further discussion, it was jointly decided to proceed with a pilot that delivered with respect to planning consultations and some categories of nuisance complaints. After preparing the necessary processes and documentation, which required significant input and officer time from WRS and Worcester City Council, the pilot commenced on 10th June 2013.

The report provided detailed information on the two parts of the pilot, Planning Consultations and Nuisance Complaints. The report highlighted that the intention of the pilot for Planning Consultations was to reduce the number of consultations significantly in order to achieve potential savings of up to £20,000. Initially Worcester City Council submitted approximately 150 applications a year with an estimated cost to WRS of £30,000 to £40,000. The intention of the pilot for Nuisance Complaints was to encourage complainants to help themselves, by initially dealing with the problem and only refer back to WRS if unsuccessful. If the complaint was from multiple sources, and/or a statutory nuisance, or from someone classed as vulnerable, then WRS would deal with the complaint from the outset.

Planning Consultations – The pilot involved WRS producing detailed advice for planning officers and an algorithm that enabled planning officers to make decisions on applications without the need to refer to WRS officers. In addition internal management systems within Worcester City Council were altered so that managers had to approve any referrals to WRS. As a failsafe WRS officers also checked the weekly planning list. For the pilot period 10th June to 17th December 2013 the number of planning applications referred for consultation was compared with the number referred over the same time period during the previous year:

- Consultations in 2012 numbered **74**
- Consultations in 2013 numbered **67**

There was a very small reduction in referrals, but Worcester City Council Development Control department indicated that there had been a 17% increase in the total number of applications received by the planning department over the same period. So, the number of referrals to WRS had remained about the same, at a time when Worcester City Council had experienced a 17% increase in workload. It was accepted that the time period for the pilot had been limited, the longer the pilot continued then the outcome and indications of potential savings would be more accurate.

Nuisance Complaints - Having considered the statutory responsibilities and the professional advice of officers it was decided to include the following three areas of nuisance complaint within the scope of the pilot:

- Air pollution (mainly garden bonfires)
- Rubbish and miscellaneous complaints
- Drainage

To aid with self help, changes were made to the Worcester City Council website with advice and letter templates made available to download. Duty officers were given advice and training on how to deal with complaints at the first point of contact. It was accepted by all involved that effective communication was essential for the pilot to work and for members of the public to understand what the new process involved. Regular update meetings were held to gauge the number of complaints received and to review comments received from Members and the public. It was accepted that initially the messages provided were not as clear as they could have been and

more work was required to identify potentially vulnerable persons. This resulted in changes to the training of WRS Duty Officers to reinforce the correct message and information on the web site was amended as a result of the feedback received. These areas of work were estimated to cost WRS around £25,000 - £40,000 with approximately 150 to 200 complaints per year. The figures for the relevant categories were compared with the same time period for the previous year, 10th June to 30th November 2013:

- Complaints in 2012 numbered **59**
- Complaints in 2013 numbered **64**

Of those 64 complaints, 30 were referred for self help. Of that 30, 15 complainants returned to WRS to deal with their complaint. Of those 15 complainants referred to self help and who did not return to WRS, no feedback was received from local Members or staff to indicate that the complaints had not been satisfactorily resolved without involving WRS. Overall WRS dealt with 49 complaints compared with 59 the previous year, with 23% of this year's complaints successfully diverted to self help. The numbers coming in each year are roughly similar and so the self help route seems to be delivering real benefits. Both WRS and Worcester City Council have reported that, following initial concerns, both the public and Members appeared to be happy with this new approach.

RESOLVED:

- (a) that the Worcester City Pilot report be noted. Members agreed that the pilot had produced a model for real cashable savings in respect of the areas of nuisance covered during the pilot carried out by Worcester City Council and 17% efficiency savings for Worcester City Council in respect of planning application referrals;
- (b) that Worcester City Council be provided with in year 2013/2014, savings of £3,746 to be funded from a top-slice of the projected end of year underspend to reflect the changes in the service provided, and reflecting six months of savings during 2013/14; and
- (c) that preparatory work be undertaken by Worcestershire Regulatory Services in consultation with partners, to consider options for extending the concept of "self-help" into other areas of work.

RECOMMENDATION that all partner authorities consider introducing the Worcester City Council pilot methodology to their own organisations when dealing with planning consultations and introduce the self help element for certain classes of nuisance complaints.

41/13 **PERFORMANCE AND ACTIVITY DATA QUARTER 2 AND QUARTER 3, 2012/2014**

The Committee considered a report which detailed the Worcestershire Regulatory Services (WRS) Activity Data for Quarter 2 and 3, 2013/2014.

Mr. M. Kay, The Business Manager, Worcestershire Regulatory Services (WRS) introduced the report and in doing so informed the Committee that the report was presented in the new format, which was initially introduced to the

Joint Committee Members who had attended the Joint Management Board and Joint Committee workshop on 20th January 2014.

The report showed that Trading Standards complaints from the Citizens Advice Consumer Service (CACS) had remained down so far this year compared with the historical figures from Consumer Direct. WRS officers will raise this with colleagues within the region to see if this was a common trend, suggesting a failing in the promotion of the CACS number. The highest areas of demand remained as home improvements, second hand cars and furniture supply. The report highlighted that a significant proportion of complaints were not linked to a district within Worcestershire. This was partly a data issue, which WRS were looking into, but also a significant proportion of complaints had arisen from people not resident in Worcestershire or the complaints related to goods/services purchased out of the county by Worcestershire residents.

The nuisance data showed the summer spike in complaints quite clearly, with a total of 1475 complaints being recorded between July and September. Complaints peaked at 650 per month in July and August then fell over the autumn period to 208 in December. Previous reports had included maps showing the location of noise issues in each district. Following discussions at the Joint Management Board and Joint Committee workshop on 20th January 2014, the report now detailed a table of wards with the highest levels of complaint. Officers felt that this would enable Joint Committee Members to engage more with other members in their authorities on particular problems.

The report also provided detailed information on the food inspection programme.

The data continued to highlight the large volumes of demand coming into the service for Licensing. Officers had identified some issues with the data transfer, which would need to be rectified before the service could report more fully on licensing activity from the Uniform system. A full update on Licensing would be provided in future reports. The final data pages contained improved end to end time reporting, with a breakdown by various categories of complaint, as detailed on page 99 of the report.

It was noted at the end of the last report that a significant volume of casework had gone through legal process during Quarter 3. Officers had agreed to keep Members informed of these. The four cases were detailed on page 99 of the report.

Members agreed that the area codes used on the graph, as detailed on page 111 of the report, should be shown in full in future reports.

Councillor Mrs. L. Denham expressed her thanks to officers for taking into account the feedback from the Joint Committee Members who had attended the Joint Management Board and Joint Committee workshop on 20th January 2014.

Agenda Item 5

Worcestershire Shared Services Joint Committee
20th February 2014

RESOLVED that the Worcestershire Regulatory Services Activity Data Quarter 2 and 3 report be noted.

The meeting closed at 6.01 p.m.

Chairman



JOINT COMMITTEE

Date 26th June 2014

WORCESTERSHIRE REGULATORY SERVICES ANNUAL REPORT

Recommendation

That the Joint Committee notes the Annual Report for 2014 and agree that a copy be forwarded to each Chief Executive of the 7 partner authorities.

Contribution to Priorities

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 1st April 2013 to 31 March 2014. If endorsed by the Joint Committee, a copy will be forwarded to each Chief Executive of each member authority.

Report

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. The report covers the period from 1 April 2013 to 31 March 2014. The annual report is co-signed by the Head of Worcestershire Regulatory Services and the Lead Financial Officer for the Host Authority as required by the legal agreement.

The report covers the performance of the service for that period, both in terms of KPIs and highlights of activity, an activity report appearing at appendix 7. It also gives a summary of the financial position, the key achievements and covers issues relating to human resources. There are also sections on transformation, risk management and equalities.

Agenda Item 6

It should be noted however that due to difficulties encountered with data transfer from the legacy systems, the activity data listed in appendix 7 only covers quarters 2 through 4 of the relevant time period. Officers are still working on to ensure accuracy of historic data and staff are encouraged to record work fully to ensure that all relevant information can be provided to members.

Financial Implications

The financial implications are contained within the annual report.

Sustainability

N/A

Contact Points

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Background Papers

Worcestershire Shared Service Partnership Service Level Agreement.



Worcestershire Regulatory Services

Supporting and protecting you

ANNUAL REPORT

2013/14

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

| | Page |
|---|------|
| Introduction | 3 |
| Performance | 5 |
| Performance Management | 7 |
| Key Achievements | 9 |
| Other Highlights | 9 |
| Financial Management Information | 16 |
| Human Resources | 17 |
| Accommodation | 19 |
| Business Transformation | 19 |
| Risk Management | 20 |
| Equality and Diversity | 20 |
| Next Steps | 20 |
| Appendix 1: 2013/14 Structure | 22 |
| Appendix 2: 2014/15 Structure | 23 |
| Appendix 3: Risk Log | 24 |
| Appendix 4: Performance Reporting Structure for 2012/13 | 27 |
| Appendix 5: Revenue Out-turn 2011/12 | 28 |
| Appendix 6: Agreed WRS budget 2012/13 | 31 |
| Appendix 7: Activity Data by individual partners | 34 |

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 April 2013 up to the 31st March 2014 and reports operational activity by the relevant service elements for the financial year. The report summarises the key performance data for the service and a summary of the financial position.

This year has seen continuing discussions around the future operating and financial models for the delivery of the service. Budget reductions requested by partners have been delivered by way off efficiencies and reductions identified for 2014/15 that include reductions in service level. The year 2013/14 was still and excellent one for work activity with excellent results across a range of service areas, some good outcomes from Court cases and a wide range of other project work being delivered.

On the IT front it has been a technologically difficult year, with the implementation of the IDOX Uniform system taking rather longer than originally anticipated, mainly down to supplier failings. Whilst staff are happy with the product, the transfer of data proved very problematic, with some data sets either incomplete or corrupted and we have ended up obtaining compensation from the supplier because of this.

This year has also seen the varying budgetary pressures faced by the partners become a reality for WRS. Limited in-year savings were delivered for Worcester City and they, along with both Wyre Forest and the County Council sought savings for the 2014/15 budget. This was brought before the Joint Committee and agreed in February, making the budget for 2014/15 very late. In response to these pressures Managers took the Joint Committee through the development of the thinking behind a Strategic Partnering approach intended to offset future savings requested by partners and this will be addressed formally through a procurement process in 2014/15.

The Worcester Regulatory Services budget was fixed at **£5,626,000** for 2013/14 but the service continued to explore opportunities to generate income, including increasing the scope of WRS to take on other partners. No additional partners came on-board, although we undertook some contract work to support some other local authorities, particularly around Licensing.

The “matrix of options,” based on a zero based budget developed by senior managers and agreed by Management Board, was used to support discussions with two of the district partners about how to deliver the mix of alternative service delivery/ efficiencies and channel shift that will be necessary to deliver their savings. Unfortunately, the size of reduction requested by the County Council over the three years makes reference to the matrix redundant in relation to the Trading Standards and Animal Health functions.

Our focus remained on contributing to our three strategic priorities, developed from our partners own priorities:

- Supporting the Local Economy,
- Improving Health and Well-being,
- Tackling and Preventing Crime and Disorder,

With the first one of these being the dominant focus. We continued to recognise improved public services and particularly, in relation to regulation, reducing the burdens on business to allow growth. We supported legitimate businesses and, at the same time, tackled rogues and criminals to protect the public, particularly the vulnerable and honest traders.

Central to this approach was and remains the availability of accurate data and intelligence sharing. With this in mind an intelligence unit was set up within the service during the year in order to coordinate and analyse intelligence obtained by WRS and from external agencies. The main aims of the unit are to record and analyse data in order to target WRS resources more effectively and to forge links with other enforcement agencies and partners to share intelligence and target enforcement action.

The unit has made great strides forward during the year. An effective relationship has been set up between WRS and West Mercia Police force intelligence which has resulted in effective information sharing and the arrest of rogue traders this year. The unit has also provided intelligence to other trading standards authorities assisting them with criminal investigations and contributes to the regional intelligence database.

We will continue to find ways of hearing our various customer's voices and respond accordingly, although as our resources shrink, the remainder will be focused on the most significant problems using intelligence, so it will become increasingly difficult to address individual wants or needs.

In summary, the year should be regarded as largely successful, with the service continuing to deliver high quality services, developing new ways of working such as the pilot around nuisance complaints whilst at the same time delivering real savings and efficiencies and also producing a plan for future savings. All this has been achieved whilst introducing a new single IT platform and transferring all existing data from up at least 11 legacy systems and assisting several partners and local business deal with the serious impact from the recent widespread flooding .

Steve Jorden
Head of Regulatory Services

Jayne Pickering
Lead Financial Officer

Performance

Our ability to report performance has gradually improved this year with the implementation across the board of the IDOX Uniform system. The activity data provided to Joint Committee members has improved and now, in our view, paints a better picture for them. Members were consulted in January 2014 on how to develop this further and a number of suggestions have been taken forward.

Our key measures are around customer satisfaction and the positive compliance of businesses. 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. Business and consumer satisfaction have remained at high levels in spite of the many issues we have had with communication during the year. Previous year's scores appear in brackets in the relevant box. For complaints and compliments we can provide 2 years of comparison.

| | Measure | Figure | Commentary |
|---|--|------------------|--|
| 1 | % of service requests where resolution is achieved to customers satisfaction | 77.3% (82%) | Based on an average score for 9 questions relating to the interaction of the service with non-business customers. Some 510 people replied to our questionnaires. 82.9% found their contact with WRS helpful and 88.5% found the information and advice provided easy to use. However, only 71.2% felt that the length of time to resolve their problem was satisfactory and 78.9% felt that the speed of initial response from WRS was satisfactory. |
| 2 | % of service requests where resolution is achieved to business satisfaction | 92.3% (88%) | Based on an average score for 9 questions relating to the interaction of the service with business customers. Of those who responded, 92.4% felt that their business had been treated fairly and 98.8% of customers felt our staff were polite in their dealings with them. Some 95.4% of customers found the information and advice we provided easy to understand and 92.9% found it helpful. |
| 3 | % businesses broadly compliant at first assessment/ inspection | 95.3% (94.4%) | This focuses on food hygiene inspection and the number of premises where there are no significant non-compliances and the food produced in such premises would be safe. There are variations across the districts, which will help to direct some of the work next year. This is outlined further on in the report. |
| 4 | % of food businesses scoring 0,1 or 2 at 1 st April each year | 4.7% (5.6%) | Food premises scoring 2 or below on the FHRS are deemed to be at risk of not producing safe food so are subject to further intervention until such time as they meet requirements or face formal action. The majority of businesses are supported to achieve compliance and none this year were deemed to be bad enough to prosecute following a routine |

| | | | |
|----|---|---|--|
| | | | inspection visit. |
| 5 | % of applicants for driver licenses rejected as not fit and proper | 0.64% (0.01%) | Based on 1414 drivers licensed across the 6 districts of Worcestershire. Only 9 applicants/ re-applicants were deemed not fit and proper people to hold a driver license by members for the relevant committee |
| 6 | % of vehicles found to be defective whilst in service | 1.76% (7.06%) | Based on 1473 vehicles operating in the County, during vehicle stop checks, some 26 vehicles were found to be defective whilst in service. |
| 7 | % of service requests where customer indicates they feel better equipped to deal with issues themselves in future | 73.7% (77%) | This focuses on non-business customers. It is a specific question asked to members of the public in the questionnaire to test if the information and support provided is likely to help them deal with their own problems in the future |
| 8 | Review of register of complaints and compliments | 24 complaints (47, 70) 57 compliments (36, 24) | Demonstrates the continued downward trend of complaints against service and up-swing of compliments. Complaints tend to fall into two areas: <ul style="list-style-type: none"> • Lack of response (6) • Speed of response/ Time to resolve (8) • Not happy with the outcome of complaint (9) • Service failure (1) Service failure was resolved after discussion with the complainant and a formal apology was provided. |
| 9 | Staff sickness absence at public sector average or better | 7.7 days per FTE (9.5 days per FTE) | This is significantly better than predicted by the Host's HR systems. It remains dominated by long term sickness, one members of staff suffering serious life threatening illness and another suffering serious injury and narrowly escaping with her life in a road traffic accident. 4.66 of the 7.7 days per FTE are contributed by long term sickness. |
| 10 | % of staff who enjoy working for WRS | 82% | Based on data from the most recent staff survey. |

For next year the performance indicators have changed slightly to reflect the outcome of the away-day session with members in January 2014. A number have been added and some changed so that they reflect a positive outcome rather than the negative side of the same equation. Next year's measures appear as Appendix 4. One of these is the number of noise complaints per 1000 head of population. We have been able to gather this data for 2013/14 and it is presented in a table below.

| Noise Complaints (rate per 1000 population) for 2013/14 | | | |
|--|----------------|------------------|---------------|
| District | Population | Noise complaints | Rate per 1000 |
| Bromsgrove | 93,441 | 159 | 1.70 |
| Malvern Hills | 75,381 | 155 | 2.06 |
| Redditch | 78,666 | 287 | 3.65 |
| Worcester City | 94,763 | 213 | 2.25 |
| Wychavon | 117,028 | 178 | 1.52 |
| Wyre Forest | 98,147 | 208 | 2.12 |
| Unknown district (Information not recorded) | | 122 | 0.22 |
| County Total & Average rate | 557,426 | 1,322 | 2.37 |

Again, due to our data transfer issues, it should be noted that this is only for three quarters of the year so is a slight under-estimate on the total. Once we have the data for Q1 2014/15 we will be able to have a firmer baseline for a 12 month period. As an estimate, dividing by three and multiplying by 4 gives an annual estimated level of 3.16 complaints per 1000 Head of population. This compares with 3.88 in 2012/13 and 4.20 in 2011/12.

Performance Management

Strong management of 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.

Fortnightly leadership team meetings are used to review data on the system and to highlight any issues of concern; senior practitioners (4th tier managers) are now invited to attend these meetings on a monthly basis to ensure a two way flow of information between the leadership team and staff. I. The Leadership Team also provides a forum to raise any concerns over general performance issues so that early interventions can be put in place as necessary. Teams have their own detailed plans that sit below the service plan signed off by members. Progress against this is monitored by Team Managers and Senior Practitioners and the main delivery division has experimented with quarterly performance reviews to drive on-going activity. This has worked well and will be adopted across the service for 2014/15.

Officers receive two performance reviews per annum through the services formal Performance Development Review (PDR) system. The annual detailed review and 6-monthly progress check is designed to identify training needs and talk about how staff contribute more widely to the services key strategic priorities and service delivery.

Implementation of our IT platform, has improved our ability to report to Joint Committee on our outcome measures. There is still work to do to ensure that the single system becomes fully embedded, but Uniform is now operating across all functions and the service will move into developing a public access front end during 2014/15

to increase channel shift and allow more direct customer interaction (e.g. direct submission of license applications and progress monitoring of service requests.) Reports going to the Joint Committee and Management Board will have data broken down into individual Councils areas where this is relevant and deliverable.

The 2014/15 Service plan approved by Joint Committee in February 2014 highlights the measures relating to outcomes (as shown above). Staff have worked hard to ensure that the necessary data has been produced, wherever possible, to ensure members are informed about the service's performance over the preceding 12 months and members have received 3 monthly activity reports.. Intelligence reports detailing activity data for each of the partners are now provided for each Joint Committee meeting and generally reflect activity during the previous quarter. These reports are also used internally and are produced to illustrate the activity carried out during the previous quarter. This is provided in tabular form supplemented by maps where appropriate. These reports also enable the service to identify hot spots for certain categories such as noise complaints and to help efficiently marshal and deploy resources.

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 were submitted so as to ensure that WRS continues to meet its partner's statutory obligations, however, where practicable, only one return for WRS has been provided so as to save both time and money. The majority of bodies are accepting of this approach and a number are reviewing the returns we are asked to make so that the volume of data can be reduced, lessening the burden. We have and will continue 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. We continued to keep the relevant government bodies informed of our different approaches and continued to receive their support and understanding.

Audits

Two audits have taken place within Licensing, and one looking more broadly at some elements of the service. The main issue highlighted in the audit of Licensing was around the difficulty some partners have in reconciling income with specific licenses issued. This is almost wholly due to the fact that the income is taken by partners before WRS receives the paperwork to process the license. WRS is looking to move much of this process into the self-service arena, and we will look to develop our web based application systems so that they link into the partner finance systems as part of the process.

The second audit looked again at data handling within the service. WRS had responded to a similar audit several years ago and continues to operate mainly within the data policy parameters set down by Bromsgrove as the host authority. Data Protection and Freedom of Information issues are handled following Bromsgrove policy and process, and Bromsgrove's IT systems are all protected and encrypted to minimise data loss. The recent requirements placed on all local authorities to achieve compliance with the PSN system, through which data is shared securely, means that the level of protection will only improve over time, and we will continue to work with our host to meet the stringent standards imposed. There was some concern expressed about staff potential carrying sensitive records in paper form, but this is discouraged and only occurs when it is essential. The increased availability of mobile technology so our staff can log into the host's network remotely will further reduce this risk.

Joint Overview and Scrutiny Panel

A panel of members from all seven authorities was formed for a Joint Overview and Scrutiny exercise of what WRS has delivered since its inception. Over the year they have held interviews with both officers of the service and the Management Board, and elected members on the Joint Committee. They have looked at the work of the service and visited Wyatt House to see what was done and to meet some of the staff. They are due to report their findings in June 2014.

Key Achievements for WRS in 2013/14:

These include:

The service has worked with the Worcestershire LEP to ensure that regulation has been included in the Strategic Economic plan submitted to government, one of the few in the country to have done so.

- The service has continued to deliver services as economically as possible, taking savings wherever they are available, whilst maintaining high levels of service delivery and performance. Efficiencies of £646,000 (which included some reductions capacity to deliver the County Animal Health function,) were delivered across the service and this has been followed up with requests for further significant savings from Wyre Forest District, Worcester City and Worcestershire County Councils.
- Performance against our outcome measures remains good, in spite of diminishing resources and budgetary pressures but this will be difficult to sustain..
- Delivery of IT project to implement the IDOX Uniform system with the Enterprise support and management solution considerably under budget,
- Obtaining external funding from bodies like BRDO (£35,000 for investigating Primary Authority opportunities around Animal Health and making WRS website more business friendly,) Public Health (£8000 towards cost of delivering Worcestershire Works Well,)
- The service has developed new ways of working to deliver savings for partners and these have been successfully piloted in some partner areas.
- The service has developed a detailed knowledge of its costs and by developing the service matrix has been able to show partners in detail where their money is spent and where future savings may be achieved.
- The service has worked closely with the Worcestershire Local Enterprise Partnership producing a joint action plan to support the Business Charter principles in the local business community.
- Assisting partners especially Worcester City, Malvern Hills, and Wyre Forest react and cope with the impact of the winter's floods. Providing staff to visit affected premises and offering advice and support to the local residents and businesses.

OTHER HIGHLIGHTS

There have been a number of highlights throughout the year to showcase the work of our teams.

WRS Leads Nationally on Local Enterprise Partnerships

Through its collaborations with both the Greater Birmingham and Solihull Local Enterprise Partnership (GB&SLEP) and the Worcestershire Local Enterprise Partnership (WLEP) Worcestershire Regulatory Services has become a leading service nationally. Its partnership with National Regulators and the LEP's gained Better Business for All Champion status with an established track record in supporting business. WRS & local sector business collaboration provides the foundations for in-depth practical solutions, locally and nationally, to inform future system and policy reform by Government.

By exploring new combined innovative and streamlined Regulatory Frameworks for new business sector activity in the food/horticulture sector WRS and WLEP is forging good collaborative relationships with representative SME businesses across the Agri-Food sector in Worcestershire which is underpinning its accelerated growth focus and integrated approach to unravel regulatory barriers. In recognition of this work regulation has been included in the Worcestershire Strategic Economic Plan (SEP), one of the few in the country to recognise the importance of regulation to business. WRS is a leading member of the West Midlands Regulatory Forum and a member of the national Trading Standards and Environmental Health Boards (with LGA and professional bodies).

Soft Market Testing

Soft market testing was carried out for strategic partnering and obtained a good response.

BIS/BRDO Regulation Supporting Enterprise Pilot

WRS has been working with the Worcestershire Local Enterprise Partnership to produce an action plan “to improve local regulatory delivery which meets local business needs”. A working group comprising WRS officers and the Operations Manager from the Worcestershire Local Enterprise Partnership has been working to produce the plan. A workshop took place in March 2013 with local Worcestershire businesses and local regulators in order to determine business’ current experience of regulation and what, in the view of business, a better regulatory experience looks like. The workshop was well attended by both regulators and businesses and provided useful information for the action plan has run following this. We have:

- Signed up to our Business Charter,
- Redesigned our website with additional external funding
- Created written support documents for various businesses
- Broadly promoted our direct contact business advice number (shared across the region with other local authorities,)

Outturn figures for the Food Hygiene Rating Scheme (FHRS)

The FHRS is a Food Standards Agency/Local Authority partnership supported by government (in the Young Report) designed to help consumers choose where to eat out. It does this by providing information about hygiene standards in food outlets at the time they are inspected to check compliance with legal requirements. Some 95 per cent of Local Authorities have now moved to the FHRS. WRS uses FHRS as the driver for its food hygiene inspection programme, thereby focusing resources on premises that make food for sale.

| District | Number covered by FHRS | Inspected in 2013-2014 |
|--|------------------------|------------------------|
| Bromsgrove | 462 | 188 |
| Malvern Hills | 422 | 269 |
| Redditch | 232 | 106 |
| Worcester | 426 | 162 |
| Wychavon | 468 | 318 |
| Wyre Forest | 398 | 337 |
| Total | 2408 | 1380 |
| Additional food hygiene inspections to non-FHRS businesses | | 400 |
| | 2408 | 1780 |

The table below outlines the current number of premises by district that fall into the FHRS, against the number inspected during the last financial year. All of these premises will be subject to an intervention at time intervals determined by their previous history and, to some extent, the Food Standards Agency Code of Practice. This is why not all premises in each district were visited, only those that were due.

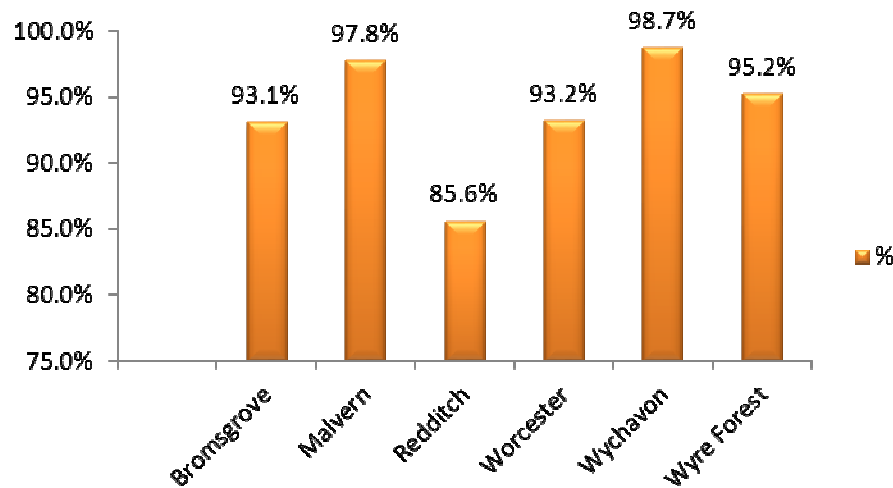
The table below outlines the numbers of premises found to be 0,1 and 2 star in each district as a proportion of those premises subject to the FHRS:

% of food businesses scoring 0,1 or 2

| District | Score | | | Total | % |
|--------------|----------|-----------|-----------|-----------|-------|
| | 0 | 1 | 2 | | |
| Bromsgrove | 1 | 3 | 9 | 13 | 6.9% |
| Malvern | 1 | 2 | 3 | 6 | 2.2% |
| Redditch | 2 | 1 | 12 | 15 | 14.4% |
| Worcester | 1 | 5 | 5 | 11 | 6.8% |
| Wychavon | | 1 | 3 | 4 | 1.3% |
| Wyre Forest | 2 | 5 | 9 | 16 | 4.8% |
| Total | 7 | 17 | 41 | 65 | |

The numbers remain small, leaving the following proportions of broadly compliant food premises in each district outlined in the table below.

% businesses broadly compliant at first assessment/ inspection



Page 26

Given the poorer performance of a proportion of businesses in Redditch this year, the service may need to invest a little more time proactively next year in this district. Businesses are issued with a window sticker and certificate, examples of which appear below. There is currently NO legal requirement to display these.



Court orders Energy Reduction UK to act

From April 8th 2013, a solar panel installation company had to honour promises it made to customers after a court order granted by Worcester County Court following work by WRS Trading Standards staff. Redditch-based Energy Reduction UK and its directors Steven Dickson and James Manley consented to an Enforcement Order. The Order prohibits the renewable energy company or its directors from making promises to carry out solar panel installations, taking money from consumers, and then failing to provide the solar panels within a reasonable time - or even at all. It also prohibits the company from failing to answer or resolve complaints. Breaches of court orders are contempt of court and failure to comply could lead to imprisonment or an unlimited fine.

Canny caterers celebrate

Health conscious businesses in Bromsgrove and Redditch were rewarded for their efforts at an inaugural awards ceremony in May 2013. The awards afternoon was run as part of the Canny Catering initiative which aimed to influence food choices towards healthier options at canteens and mobile catering services. Ten businesses across

Bromsgrove and Redditch were involved, ranging from small mobile businesses to canteens at large companies employing several hundred staff supported by Environmental Health officers from our Food team.

The businesses signed up to making some changes such as:

- The products they used e.g. using lower fat oils, spreads and mayonnaise and comparing the nutritional labels on products before purchasing them
- What they offered to customers e.g. salad box meal deals, wholemeal bread, fruit pots, poached and scrambled eggs instead of fried eggs and homemade soups and smoothies,
- Changes to cooking and preparation techniques e.g. trimming visible fat off the bacon, using less oil on the griddle and soaking up excess fat from bacon and eggs on kitchen roll before serving.

Part-worn Tyre issues

In May 2013, we advised motorists not to cut corners when it came to their tyres after undertaking a project which highlighted the potential dangers of doing so. Part worn tyres are widely available and very often, much cheaper than buying brand new tyres but are frequently unmarked as 'part worn' or non-compliant to safety guidelines. Such tyres could be extremely dangerous to consumers purchasing them.

The project undertaken by WRS Trading Standards Officers sought to establish the level of compliance with the Motor Vehicle Tyres (Safety) Regulations, 2003 across the county. An independent expert carried out the examination and found that over 25% of part worn tyres had a structural defect that would render the tyre unsafe whilst 100% of those examined did not possess the required part worn declaration.

Farm Smell Case rumbles on

Having lost their appeal against a notice imposed for odour nuisance, a farm business and its Directors have appealed against the decision of the Magistrates to uphold the notice imposed by WRS officers on behalf of Wychavon District Council. In order to find suitable clear space for the hearing, the Crown Court has scheduled this for September 2014.

Residents might get some sleep during bridge repairs

Officers worked with the company undertaking the work on Abbey Bridge in Evesham on behalf of the County Council in order to help the contractor minimise the impact of night-time noise on local residents.

Heat-wave Warnings

During the height of July's hot spell, Animal Health Officers and Dog Wardens issues warnings to farmers and pet owners about care of their animals. The public were warned that leaving their dogs in their cars during hot spells could lead to the animal's death and farmers received advice on providing shelter and water to livestock and advice on safely transporting animals.

Support for overseas visitors

In October, as part of a project funded by the EU, representatives from different tiers of Government in Bosnia and Herzegovina were working towards their integration into the EU market by visiting Britain. Part of their visit focused on the consumer products and compliance with EU market surveillance good practice. Worcestershire

Regulatory Services and the County Analyst laboratory, Worcestershire Scientific Services, supported the Department for Business, Innovation and Skills in its work with Bosnia and Herzegovina's government by hosting a session explaining the role of local Trading Standards services in ensuring the safety of consumer products and the testing undertaken by the Public Analyst laboratory. A Senior Manager from Worcester Bosch also attended to talk about the strong working relationship the company has with Trading Standards staff from WRS and how processes developed with the support of the WRS product safety lead were now in place not only in the British Factory but also in many of Bosch's other plants around the world.

Unsafe pens lead to fine of thousands

An investigation by WRS Trading Standards staff at a store in Redditch led to a company being fined £5,000 for supplying unsafe pens. On 3rd October Redditch Magistrates imposed the maximum fine available to them on the Liverpool-based company TJ Morris, which trades as Home Bargains Stores nationally. In addition they were ordered to pay £1685 costs with a victim surcharge of £120. This followed a complaint to WRS in July 2012, from a Rubery resident regarding a pack of ball point pens he had purchased, while on holiday, from a Home Bargains store in Pwllheli. The consumer believed the pens to be unsafe as they did not contain any ventilation holes in the caps. Although his concerns were raised with the store manager it was apparent that no action was taken at that time.

A test purchase was made at the Redditch store by officers who had the pens examined by Worcestershire Scientific Services. The Public Analyst confirmed that the pens were not compliant with BS 7272 Writing and Marking Instruments. This means the pens did not provide any safety measure for the protection of children against asphyxiation and they were therefore unsafe. The pens had been imported by the company and subsequently sold in Home Bargains Stores throughout the UK.

Counterfeiter given curfew by Courts

In October, Magistrates imposed a 28-day order curfew on a 44-year-old man after counterfeit goods including Jacks Wills T-shirts and Oakley sunglasses, were recovered from an Evesham shop. Darren Chamberlain appeared before the Worcester Magistrates Court and pleaded guilty to five offences of selling counterfeit goods. WRS officers attended the retail premises at 66 Port Street Evesham and recovered a total of 631 items of clothing and accessories all of which were believed to be counterfeit. Among the haul were Barbour jackets, Nike trainers and Pandora bracelets. Previously of Bells Lane, Kings Norton, Mr Chamberlain was given the Curfew Order from 7am to 7pm at his home in a Skegness caravan park called Royal Oak. A further order was made for a contribution to the prosecution costs of £750 and a victim surcharge of £60 and a Forfeiture Order was made for all of the 631 items recovered.

Company Directors sentenced for health care training fraud

In November, Two company directors were sentenced after investigations by WRS Trading Standards officers into their fraudulent business activities. Worcester Crown Court sentenced Michael Grice of Molesworth Drive, Bristol to an immediate 12 months prison sentence. Carol Grice, aged 57 of Strode Road, Clevedon, was given nine months imprisonment suspended for 18 months. Mr Grice, aged 67, was disqualified from being a director/co-director of a company for 5 years and Mrs Grice for 3 years.

At the trial it was heard that the pair had initially set up a business called Transnational Services GB Limited and then a second company HealthCare Training Academy. The companies purported to offer qualifications and work placements to overseas students primarily from the Philippines. They were each convicted of three offences of fraudulent trading as the jury found that they had defrauded students and their sponsors by accepting payment for the courses which they could not fulfil. Over the four years period that the companies, were in business, the final of which saw it based in Church Street, Kidderminster, more than £700,000 had been received from students or their sponsors who had hoped to gain vocational qualifications and training. The investigating officer from Worcestershire Regulatory

Services gave evidence at the trial showing that the fraudulent activity had been brought to the attention of WRS after they had received more than 60 letters of complaints from dis-satisfied students.

Counterfeit Cigarette Sellers Arrested

In February 2014, thousands of counterfeit and non-duty-paid cigarettes were recovered after a raid on three Worcester premises by WRS Trading Standards staff and West Mercia Police. Three people were arrested following the joint initiative where officers swooped on the premises with a sniffer dog after receiving information that a number of stores were selling suspected counterfeit and non-duty paid cigarettes.

The sale of counterfeit cigarettes poses a risk to the health of people who consume these and the sale of cigarettes which have circumvented the customs procedure puts other law abiding local traders at an unfair risk of loss. Other local shops informed WRS of a significant upturn in sales following this action.

Failure to dispose of carcass results in other animals eating from it

In February 2014, a 52 year old Drakes Broughton man was fined £2,500 with a victim surcharge of £120 and ordered to pay costs of £1,796.49 after pleading guilty to two offences of failing to dispose of animal carcasses correctly when he appeared before the Worcester Magistrates Court. Keith Gould, of Woodhall Farm, Brickyards Lane, Drakes Broughton, Worcestershire runs Gould Life Poultry Limited which sells lamb, pork, bacon, sausages, chickens and eggs and also advertises that it has a number of rare and unusual breeds of animal.

Page 29

The Magistrates heard how WRS Animal Health Officers attended the small holding having received a complaint that dead sheep could be seen in one of the fields. During the visit on the 5th March 2013 officers said they witnessed pigs feeding on the dead carcasses of a sheep and a lamb, and also found a number of other carcasses and bones discarded nearby.

Response to flooding

Officers from WRS were busy during February assisting with the multi-agency response to the flooding in Worcestershire. Officers were contacting and in some cases visiting residents and businesses to determine whether they had suffered from flooding and identifying assistance that could be provided by local authorities or partner agencies. Part of the role was also to provide information to assist with identification of businesses that may be able to claim for the government grant offered to support clean-up costs. The primary objective, however, was to identify any assistance that could be provided and to help the businesses get up and running as soon as possible.

Initially, it was also thought that only a small number of businesses were affected, 6 in Worcester City and 1 in Severn Stoke. The initial assessment of the number of affected residential properties in the County was 37 in the Malvern Hills area (Callow End, Severn Stoke and Upton) and 50 in Worcester City. Around 4 premises in Bewdley were thought to have flooded cellars.

In order to assist residential property owners, there were 9 support teams set up to provide information and assess the extent of any damage. Further support was discussed, such as provision of skips to clear out damaged goods, hiring of pumps etc. and the assessment was taken back to the Flood Response Team (which included both a TSO and an EHO and several other officers from Worcester City and County) to determine the level of assistance to be provided/financed. The 9 teams were made up of an EHO and a volunteer from Crisis Support. The support teams acted as on-going contact for any further assistance or to signpost to advice and

support. The EHO was primarily there because a lot of the information and advice required at that time was expected to relate to hygiene issues. There was also Trading Standards support at Wyatt House to provide information back to the support teams.

The business support team comprised a TSO/EHO/Animal Health Officer and a volunteer from Crisis Support provided the response to the affected businesses. This provided a consistent approach and avoided the situation where a number of people descended on the affected business. Over the time period we dealt with the following numbers of businesses by area:

Worcester City: 95 Businesses were contacted

Wyre Forest: 25 Businesses were contacted

Malvern Hills: 56 Businesses were contacted

Wychavon: 2 Businesses were contacted

In the region of 100 homes were directly affected by flooding.

Fifteen officers made a contribution on the ground and a number of team managers attended and supported the various control cell meetings used to co-ordinate the response. The effort from WRS was greatly appreciated by all partner agencies and those affected.

Wolverley festival licensee fined £1500 for out-of-hours music

The license holder of a music festival in Wolverley that kept residents awake for two nights was fined £1,500 for breaching the terms of a temporary events notice. Lesley Mountford, licensee of the White Swan pub in Bewdley, was found guilty by Kidderminster Magistrates of two charges relating to the one-off music, arts and dance (MAD) festival at Court Farm. Worcestershire Regulatory Service (WRS) and West Mercia Police received a barrage of complaints about the noise coming from the festival site, which residents claim carried on until 8am on Saturday, September 29, 2012 and 9am on Sunday, September 30, 2012.

Magistrates fined the defendant £1,500 for carrying on loud amplified music after 11.30pm on the Friday and knowingly allowing loud amplified music to be carried on after 11.30pm on Saturday after she had been told about complaints made the previous night.

Financial Management 2013/14

Monthly financial monitoring reports have been presented to the 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. Good management of costs and the management of vacancies led to an underspend of only £147,000 against the revenue budget, which is 2.6% of the total. This has largely resulted from two things:

- Obtaining various sources of income including grants, training, etc, (£117,000)
- Allowing people taking Voluntary redundancy to leave the service early (£45,000,)

This budget position is subject to final Audit as part of the statutory arrangements for the Joint Committee.

This shows that we are now at the point where the cost of activity taking place, even with good financial management, is close to matching the funding provided by partners. Appendix 5 details the final financial statement for the service in full.

Budget for 2014/15

Appendix 6 details the budget allocation for three years from 2014/15 to 2016/17 and identifies the savings currently highlighted by partners for delivery. It should be noted that, whilst all districts have highlighted savings for 2015/16, Bromsgrove, Redditch, Malvern Hills and Wychavon are all happy to take this spread over a two year period (15/16 and 16/17,) if necessary and both Malvern and Wychavon only want efficiencies not reductions in levels of service delivery. The contribution from each partner is based on the revised % share developed during 2013/14 and outlined at the end of Appendix 6.

The budget for 2014/15 has been developed to deliver the savings highlighted by three partners and managers will need to work hard to bring the service in on budget at the end of March 2015. Due to the timing of budget approval, all three partners requesting savings have accepted that full savings cannot be delivered so they will only have a proportion of the level requested. Managers will work as quickly as possible through the relevant processes to deliver these reductions. Significant reductions have been made in a number of budget areas. The allocation for car allowances has been reduced from £165,000 to £125,000 and the amount of money available for training has been cut from £70,000 (which included an allocation for management training,) to £25,000. The budget for spending with County Scientific Services has been reduced from £95,000 to £25,000, to reflect the large reduction by the County Council in its Trading Standards and Animal Health commitment, and the budget for equipment and furniture has been reduced from £87,000 to £34,000. The hosting charge (support service recharge,) made by Bromsgrove falls for the first time this year, from £250,000 to £225,000, with further reductions planned in future years. Members will be able to see where other reductions have been made by comparing the outturn at appendix 5 with the three year budget profile at appendix 6. A group of managers from the Management Board and WRS has been established to look at other fixed costs and overheads to see where other savings can be made which would have a more limited impact on the front line.

Human Resources Issues

The 2013/14 structure appears as Appendix A. The structure changed on 1st April 2014/15 and the new arrangement appears as Appendix B. The departure of both Andy Ferguson and Anita Fletcher from the Leadership team, along with the sizeable reduction in contribution from the County Council meant a need to re-think delivery arrangements. Pooling the resource delivering the County Council's Trading Standards and Animal Health functions within one team under the management of Chris Phillips has allowed us to maintain some economies of scale and support knowledge management within the team. This has allowed us to look again at the Environmental Health functions that fell within the Business Compliance and Community Protection team. David Mellors will now lead a team of Environmental Health staff focused on Food Safety, Health and Safety and Statutory Nuisance (with some other minor areas,) whilst the Planning, IPPC and the County Council's Petroleum/ Explosives functions move into what was the Central Operations team to join contaminated land and air quality under the temporary management of Mark Cox, who becomes the Acting Technical Pollution, Dog Wardens and Pest Control Manager.

Managers will seek to continue with the broadening of roles for individual officers. This will mainly focus within teams, maximising the range of work that officers can undertake within the professional groupings. The success of cross skilling between petroleum (county,) and IPPC functions (district,) means we have not abandoned this process and Team Managers will continue to look for suitable opportunities to take this wider. Teams will also continue to support one another on operations, providing additional pairs of eyes, hands and ears whenever it is necessary.

Sickness absence levels are running at 7.7 days per FTE person. This is better than was expected part way through the year and continues to be dominated by a small number of long term sickness issues (4.66 days per FTE person related to long term sickness issues, mainly relating to serious illness and accidents.) We will continue

to use Bromsgrove's processes to try to ease the sickness rates, however, at a time of rapid change, there is likely to be some impact on staff sickness, even where managers are providing all of the relevant support to staff.

During the IT implementation phase, it was necessary to use a number of agency staff to fill in for people working on the project. The main issue we faced from a staffing perspective was the difficulty in recruiting suitable contractors. We experienced a shortage in the Environmental Health field and it proved even more difficult to obtain backfilling for Trading Standards staff. However, we did secure the services of a number of excellent staff from the two disciplines who did sterling work in terms of food hygiene inspection, nuisance complaint investigation and investigations across the four core Trading Standards functions.

Turnover of staff has increased as we have been through both voluntary and compulsory redundancy processes. This has been off-set slightly by bringing the call taking in-house from the Worcestershire Hub, so that, at 1st April 2014, the staff complement is 99.5 and, of those, 96 are funded via local authority contributions. Grant funding is being used to allow a small number of additional posts to be retained as long as this source remains. Given the current financial situation and the savings indicated by partners for next year, a second compulsory redundancy process is anticipated unless a number of staff leave the service and/ or sufficient voluntary redundancy applications are received.

All staff participated in the Personal Development Review process last year and this has been fed into a personal training plan for each officer and an overall training plan for the service. The latter allows us to look at opportunities for running training in-house (bringing the trainer to us) where there is sufficient need, which is significantly more cost effective than going to external providers.

We have responded to staff needs for support in our fast changing environment by offering various support systems. Worcestershire Works Well, has been implemented offering us a wellness at work programme to support staff and the Bromsgrove Employee Assistance programme where staff members offer to provide support to other staff members who are struggling has been implemented. There have also been a number of staff briefings and a regular staff newsletter provided during this reporting period, to ensure staff remain supported, informed and engaged throughout the year.

The staff survey had a good response with 51 employees putting in a form. Satisfaction with working for WRS remains relatively good, although there are signs that staff are feeling the pressure created by budget reductions, the shrinking of the officer resource and on-going public expectations. The vast majority of staff are clear about their roles and responsibilities, have good relationships with their colleagues and understand their roles in their teams. The majority also feel that the teams work well together. Most respondents felt that they were supported by their colleagues and the vast majority felt they had sufficient support from their line managers.

Whilst the majority were happy, managers believe the results show room for improvement around communications in general, but particularly communications around change. This is a perennial issue in all organisations as there so many different views on what is enough in terms of meetings, briefings newsletters and one to ones. There was also some concern that some staff members felt they did not have sufficient facilities for airing their views and that perhaps their views were not being considered. This may be because so much of the change being created in WRS is beyond the control of managers and driven by budgets from the partners, so any objections to such proposals are difficult to take into account. It is clear that the majority understand why the changes are happening, and it is likely that some of the responses reflect a feeling of powerlessness in some. On a practical note, IT came in for heavy criticism and seemed to be a root cause of a certain amount of the dissatisfaction. This has been taken up with the Hosts' IT team to seek an improvement. The findings will be reviewed fully and managers will look to take action where changes are both necessary and deliverable.

Accommodation

Wyatt House continues to provide the service as a base. Work is being undertaken by a joint group of officers from WRS and the Management Board looking at fixed costs, including the accommodation. Going forward, with falling numbers of staff, the current office accommodation will exceed the requirements. However Wyatt House has just been sold by Worcester City Council but still appears to be one of the most cost effective solutions to accommodation and offers good value for money. It has also been established that the new landlord will honour the current leasing arrangements but is open to a negotiated early release which provides an opportunity for WRS to seek alternative cheaper accommodation.

The use of flexible and mobile working is generally now the norm, with staff frequently using home as their start and finish point for work in the field. Officers will come into Wyatt House two or three days per week to liaise with managers and colleagues or for meetings, and on the other days they work flexibly. The touch down points retained in each of the councils (excluding the City as Wyatt House is there,) have provided an excellent venue for licensing surgeries and these have been welcomed by the taxi trade in particular. This move has also enabled staff to strike a better work/life balance which is essential for good morale.

Business Transformation (Service Delivery)

Systems Thinking has remained at the root of what the service is seeking to deliver and the development of purposes from a customer perspective has assisted officers in shaping their responses to work within our framework of strategic priorities. However, as the service contracts it will become harder to deliver what individual customers want because there will be fewer options available, but we will try to deliver high levels of customer service within the financial envelope set by partners. Going forward, the use of intelligence will feature more and more, especially within the Trading Standards functions under the National Trading Standards Board's Integrated Operating Model that seeks to embed the intelligence led approach at local, regional and national levels. We will also look at how the model can be used with some Environmental Health functions. There will not be a full fit, but some elements of the model like its problem solving approach will be applicable. The Intelligence Unit within the service has helped to both direct the work of the service and to provide information for managers and members on outputs. This will continue to develop during the coming years.

ICT Project

The implementation of a single new ICT system has not gone entirely smoothly, although it is now complete and delivered under budget. Staff are positive about the system that we have developed and are now regularly using it, although there still remains concerns over the operating system on which our new Uniform system is built. There are still some teething issues with the latest version and there have been a number of problems associated with the transfer of data from so many legacy systems. Unfortunately our relationship with the supplier deteriorated towards the end of implementation and we had to ask for compensation in relation to a number of failings. We secured both financial compensation and a limited package of consultation days to support our own further development of the system, which we will use to support public access and develop more automated license application processes.

The ICT Project Team has returned to their substantive posts and the daily maintenance development and support duties around the system are now vested in three members of the Support Services team and the host ICT team.

Risk Management

WRS recognises that the development of policy, delivery of service priorities and the management of its services for seven partners attract 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 has been 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. The current risk register appears as Appendix 3.

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.

Next Steps

As we head into the next period the service's principal challenge will be developing a service that meets all our partners differing financial pressures. The development of IT based solutions to promote self-help/ channel shift and increasing the ability of our newly created in-house Duty Officers to resolve problems at first point of contact are key threads in our proposals for increasing efficiency and delivering the service at lower cost.

The process around Strategic Partnering will deliver a potential option for radical change to the way the seven Worcestershire authorities, which the partners will have to make a decision on towards the end of 2014/15.

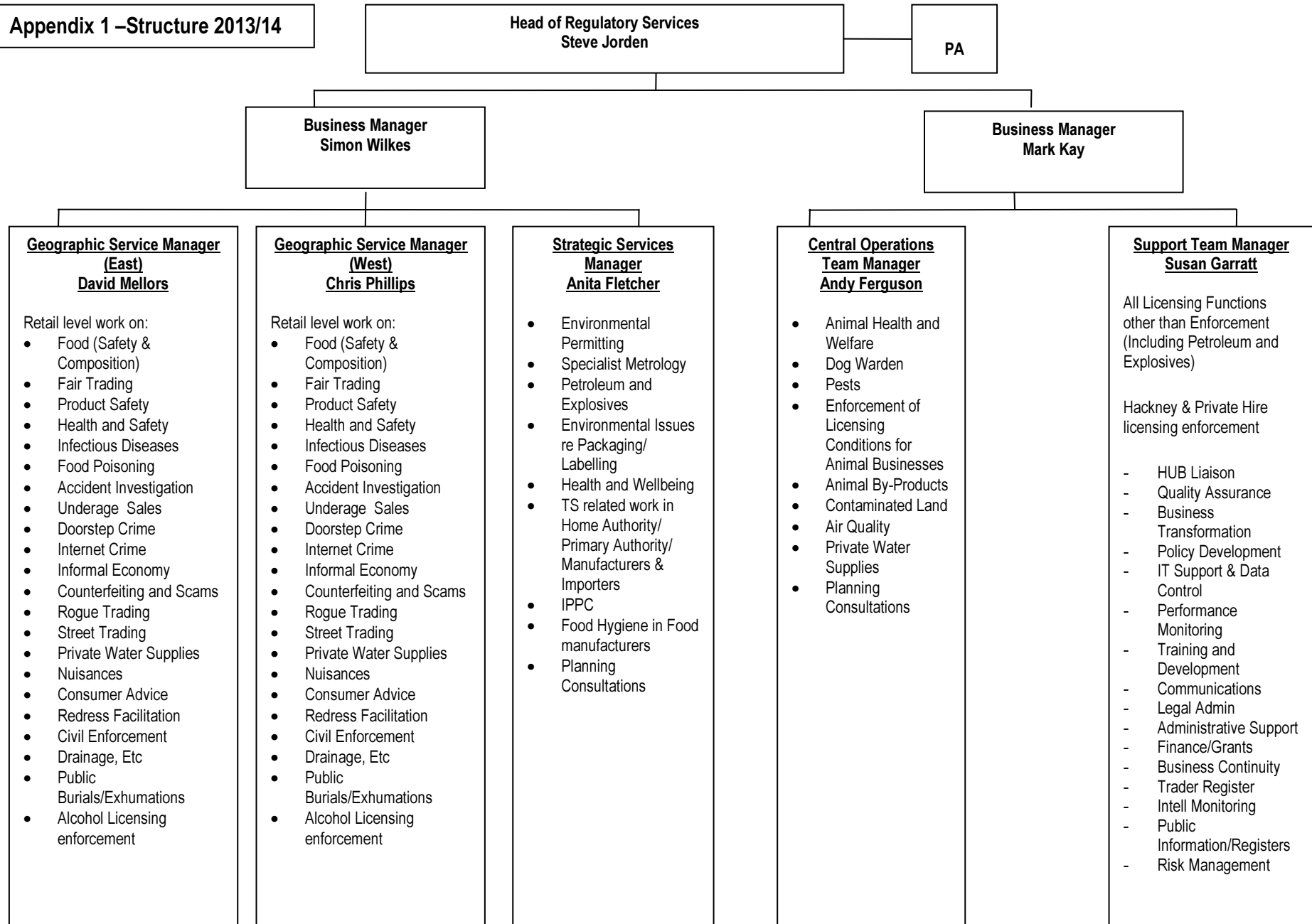
Should this option not be pursued, the service will need to continue to move forward, enabling itself to deliver the differing levels of service, both within the functions common across the districts and those relating to the much reduced County council contribution. Managers will be looking at this during the year so that a "Plan B" is available to follow. It should be noted however that with the current financial projections WRS will be deliver a failing service to some partners in relation to some of our statutory functions by 2016/17.

As we will continue to be in an ever changing environment, communications with staff will remain a key element of strategy for maintaining performance, so we will maintain our various channels of communication to keep them informed of developments and involve them in the change process.

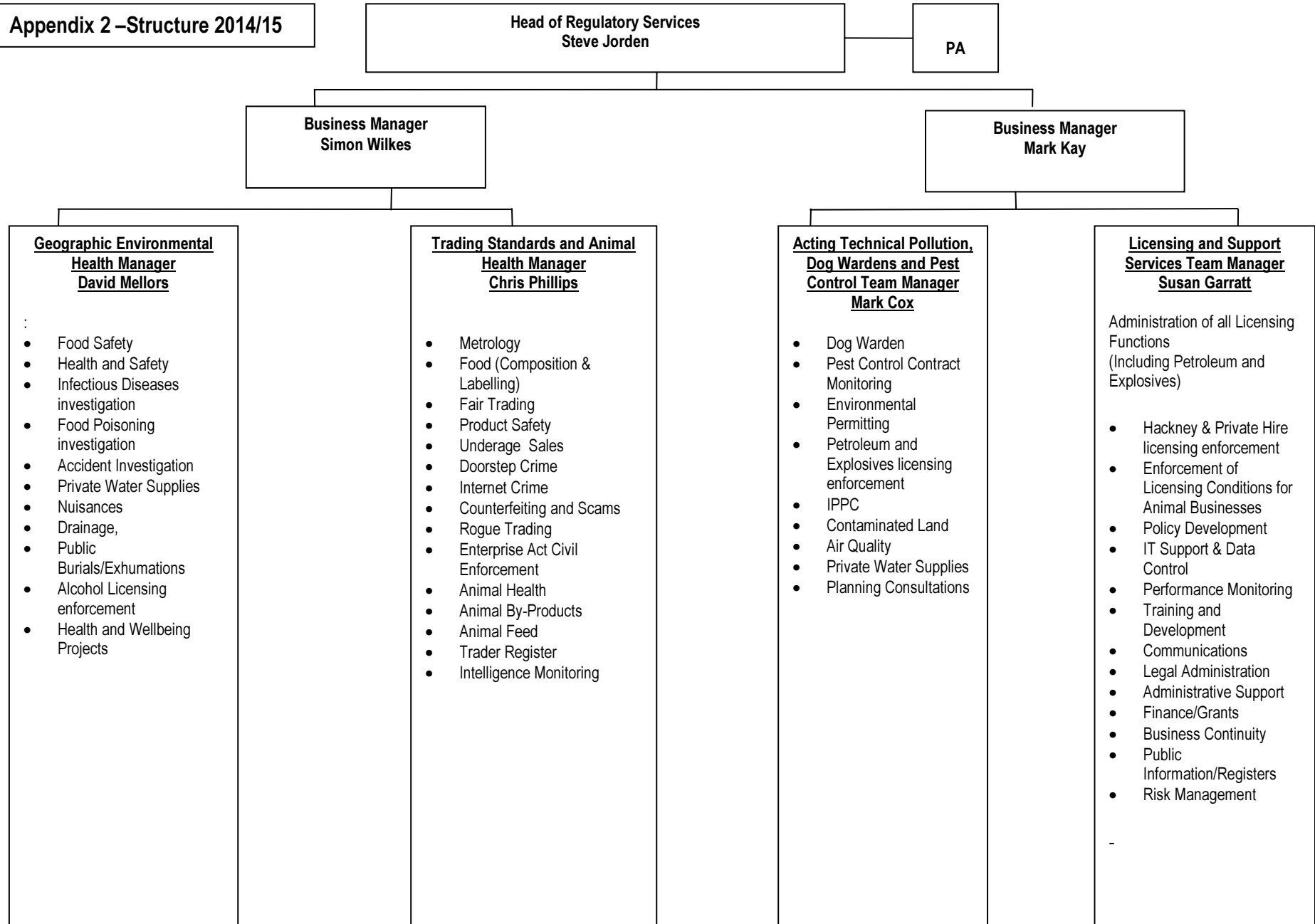
Key Milestones for 2014/15

- Process then decision on Strategic Partnering and plan for both success and contingency
- Develop a plan for continuing service delivery with current partnership model should members not agree to strategic partnering.
- Following our philosophy of continuous improvement, continue to review processes to eliminate obvious waste,
- Identify how future savings can be delivered whether this is through efficiency, channel shift/ transformation or by service reduction,
- Continue the process of channel shift by increasing the customer's ability to use self-help, do transactions on-line and monitor progress of their piece of work on-line.
- Continue to look at ways of generating income for the service
- Work through Management Board to review the governance arrangements

- To effectively manage the delivery of those savings already agreed with partners including planning for potential reductions in staffing numbers should strategic partnering not prove successful?
- Develop costings for a “base line “ service, above which, those that wish, can purchase a higher level
- A review of fixed and other costs including accommodation



Appendix 2 –Structure 2014/15



Appendix 3 – 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. | On-going | Low | High | Green | Bromsgrove ICT have effective processes and business continuity plans in place. |
| Insufficient funding from partners ? | | | | | | |
| Effective and efficient Business Continuity arrangements in place | Disruption to service if e.g. Major Power failures or other reasons that access to Wyatt House is not possible. | On-going | Very Low | Medium | Green | Staff are equipped for mobile/home working. Touchdown stations available in partner council locations. |
| Maintain our capacity to achieve service delivery | Disruption to service e.g Major staff sickness (e.g. flu pandemic) or Unable to recruit or retain suitably qualified staff. | On-going | Low | Medium | Green | Service priorities to be managed and partners informed of any changes to service. Consultants are available to provide short term cover and this has worked well where we have used them to cover peak demand periods. We are 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. Regular inventory and maintenance of equipment. In future budget for replace may be an issue but would be a relatively small amount for partners to share. |
| Pest and Dog Control contractors cease operations. | Disruption to service. Negative media coverage. Increased public health risks | On-going | Low | High | Green | New framework contract has 4 suppliers so the loss of one allows work to be moved to the other 3. |
| Effective and efficient contract arrangement for dog control | Disruption to service if no kennels available. Negative media coverage. Increased public health risks | On-going | Low | High | Amber | Budget available to use temporary staff or buy in use of other private sector providers in short term. New contracts are in place and Warden Service now fully in-house. |

| | | | | | | |
|---|---|--------------------------|---------------------|-----------------|----------------------------------|---|
| Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes. | Negative media coverage through loss of major case. Loss of confidence in the service. Financial loss | On-going | Low | Medium | Green | Use of competent staff to undertake investigations. Proper scheme of delegation to ensure authority to take decisions is clear and monitor for legislative changes. Clear enforcement policy in place & ensure compliance with legal procedures. Effective liaison with partner councils legal services departments. |
| Robust arrangements in place to respond to an environmental incident/disaster | Negative media coverage if major infectious disease incident or animal disease outbreak not handled well. Impact on other service areas. Well-being of staff. | On-going | Low | High | Amber | 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 | On-going | 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. Achieve stable levels of contribution from partner authorities | Reputational damage. Level of support from constituent authorities for Regulatory Services will vary due to variations in income | On-going On-going | Very low Low | low High | Green Amber | 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. Ok if partners conform with legal agreement on budgetary cost |
| Host provides high quality support services to ensure effective service provision | Cost of hosting may increase and level of support required may not be met resulting in the service performance being affected. Failure in host support | On-going | Medium | Medium | Amber | Ensure Management Board informed of significant failings Maintain on-going liaison with host authority Host authority to deal with issues in a timely fashion |

| | | | | | | |
|---|---|----------|-----|--------|--------------|--|
| Minimise any perceived or real democratic deficit | Members and citizens may perceive that the joint service is not as good as the previous one. | On-going | Low | Medium | Green | <p>Ensure good communications back to the constituent authorities</p> <p>Ensure all publicity pushes the joint nature of services</p> <p>Maintaining some kind of "localism" in the operational delivery</p> |
| Effective communication with internal partners | Some elements of the new service have key links back to services within the authorities e.g. Planning. These cannot be lost otherwise processes will not work properly | On-going | Low | Low | Green | <p>Ongoing liaison with relevant parts in partner councils (eg Planning)</p> |
| Development where possible of harmonised approach to service delivery by partners | Different conditions in different areas, Business customers operating in more than one area face different requirements from the same service. One system should create standard fees | On-going | | | Green | <p>Gradually move towards a more standardised approach within the demands of individual local authorities for savings</p> <p>Have clear scripting for Customer Service staff so that they know the different provisions in each district</p> |

Agenda Item 6

Appendix 4 Performance Reporting Template 2014/15

| | Measure | Reporting Frequency | Background |
|----|---|---------------------|--|
| 1 | % of service requests where resolution is achieved to customers satisfaction | Quarterly | An average score based on a number of questions contained in questionnaires send out to a significant number of members of the public who use the service. |
| 2 | % of service requests where resolution is achieved to business satisfaction | Quarterly | An average score based on a number of questions contained in questionnaires send out to a significant number of businesses inspected or otherwise contacted by the service. |
| 3 | % businesses broadly compliant at first assessment/ inspection | Annually | Based on the proportion of businesses meeting the key purpose from a regulatory perspective i.e. food businesses produce safe food. |
| 4 | % of food businesses scoring 0,1 or 2 at 1 st April each year | Annually | Based on proportion of businesses scoring 1-2 star on a national Food Hygiene Rating Scheme assessment (2 stars and below is deemed to be at risk of not producing safe food.) |
| 5 | % of applicants for driver licenses rejected as not fit and proper | 6-monthly | Percentage of applications received during the year that end up at Committee and are rejected for not being fit and proper persons. |
| 6 | % of vehicles found to be defective whilst in service | 6-monthly | Percentage of vehicles stopped during enforcement exercises that are required to be removed from service for remedial work before being allowed to carry on operating. |
| 7 | % of service requests where customer indicates they feel better equipped to deal with issues themselves in future | Quarterly | Based on questionnaires send out to a significant number of members of the public and businesses who have used the service. |
| 8 | Review of register of complaints and compliments | Quarterly | All are recorded Increasing compliments/ Reduced complaints |
| 9 | Staff sickness absence at public sector average or better | Quarterly | Sickness recorded using host processes. Public sector average 8.75 or better |
| 10 | % of staff who enjoy working for WRS | Annually | Taken from the staff survey. |
| 11 | % of licensed businesses subject to allegations of not upholding the 4 licensing objectives | 6-monthly | New indicator, linked to Crime & Disorder agenda, develop baseline in 2014/15 and look for reductions over time. |
| 12 | Rate of noise complaint per 1000 head of population | 6-monthly | Previous indicator, re-introduced to address gap in performance relating to potential ASB. |

Appendix 5: Detailed outrun for Regulatory Services 2013/14

| | Summary - Full year Budget | Summary - Budget 12 Mths Mar 14 | Summary - Expenditure to Mar 14 | Summary - Variance |
|----------------------------------|-------------------------------|------------------------------------|---------------------------------------|-----------------------|
| Direct Expenditure | £'000 | £'000 | £'000 | £'000 |
| Employees | | | | |
| Salary | 4,125 | 4,125 | 3,566 | -559 |
| Agency Staff | 0 | 0 | 397 | 397 |
| Recruitment | 0 | 0 | 0 | 0 |
| Subscription | 4 | 4 | 6 | 2 |
| Training | 2 | 2 | 3 | 1 |
| Employee Insurance | 16 | 16 | 15 | -1 |
| Sub-Total - Employees | 4,147 | 4,147 | 3,988 | -159 |
| Premises | | | | |
| Rent | 70 | 70 | 70 | 0 |
| Room Hire | 6 | 6 | 1 | -5 |
| Business Rates | 40 | 40 | 37 | -3 |
| Cleaning | 10 | 10 | 8 | -2 |
| Repairs & Maintenance / Security | 8 | 8 | 3 | -4 |
| Service Charges | 17 | 17 | 25 | 8 |
| Secure Storage | 17 | 17 | 9 | -8 |
| Utilities | 18 | 18 | 19 | 1 |
| Water & Sewerage Services | 2 | 2 | 1 | -1 |
| Sub-Total - Premises | 188 | 188 | 172 | -15 |
| Transport | | | | |

| | | | | |
|------------------------------|------------|------------|------------|------------|
| Vehicle Hire | 15 | 15 | 10 | -5 |
| Vehicle Fuel | 8 | 8 | 6 | -2 |
| Road Fund Tax | 1 | 1 | 1 | 0 |
| Vehicle Insurance | 3 | 3 | 4 | 1 |
| Vehicle Maintenance | 3 | 3 | 1 | -2 |
| Car Allowances | 165 | 165 | 134 | -32 |
| Public Transport | 0 | 0 | 0 | 0 |
| Sub-Total - Transport | 196 | 196 | 157 | -39 |

Supplies and Services

| | | | | |
|---|------------|------------|------------|-----------|
| Furniture & Equipment | 87 | 87 | 110 | 23 |
| Test Purchases | 8 | 8 | 2 | -5 |
| Clothes, uniforms and laundry | 5 | 5 | 11 | 6 |
| Printing & Photocopying | 23 | 23 | 22 | -1 |
| CRB Checks (taxi) | 25 | 25 | 28 | 3 |
| Publications | 3 | 3 | 5 | 2 |
| Postage | 12 | 12 | 13 | 1 |
| ICT | 69 | 69 | 99 | 30 |
| Legal Costs | 7 | 7 | 1 | -6 |
| Telephones | 39 | 39 | 34 | -4 |
| Training & Seminars | 70 | 70 | 58 | -12 |
| Car Parking & Subsistence | 0 | 0 | 0 | 0 |
| Insurance | 30 | 30 | 32 | 2 |
| Miscellaneous Expenses | 1 | 1 | 2 | 2 |
| Third Party Payments | | | | |
| Support Service Recharges | 250 | 250 | 250 | 0 |
| Customer Services Hub | 50 | 50 | 76 | 26 |
| Audit | 10 | 10 | 4 | -6 |
| Sub-Total - Supplies & Service | 687 | 687 | 748 | 61 |

Contractors

| | | | | |
|--------------|-----|-----|-----|-----|
| Dog Warden | 145 | 145 | 135 | -10 |
| Pest Control | 35 | 35 | 60 | 25 |

| | | | | |
|---|--------------|--------------|--------------|-------------|
| Analytical Services - Trading Standards | 110 | 110 | 96 | -14 |
| Trading Standards | 0 | 0 | 13 | 13 |
| Licensing | 12 | 12 | 13 | 1 |
| Other contractors/consultants | 10 | 10 | 56 | 46 |
| Water Safety | 10 | 10 | 6 | -4 |
| Food Safety | 6 | 6 | 0 | -6 |
| Environmental Protection | 20 | 20 | 40 | 20 |
| Taxi Tests | 30 | 30 | 32 | 2 |
| Grants / Subscriptions | 22 | 22 | 19 | -3 |
| Advertising | 8 | 8 | 7 | -1 |
| Publicity & Promotions | 2 | 2 | -2 | -4 |
| CRB Checks | 0 | 0 | 0 | 0 |
| Sub-Total | 409 | 409 | 473 | 64 |
| Income | | | | |
| Training Courses / Bereavement / Works in Default / Sewer Baiting etc | 0 | 0 | -117 | -117 |
| Reserve - Strategic Partnering / Hub | 0 | 0 | 58 | 58 |
| Sub-Total | 0 | 0 | -59 | -59 |
| Total | 5,626 | 5,626 | 5,479 | -147 |

Appendix 6: REGULATORY SERVICES BUDGET 2014/2015 - 2016/2017

| Account description | Budget 2014 / 2015 | Budget 2015 / 2016 | Budget 2016 / 2017 |
|--|-----------------------------------|-------------------------------|-------------------------------|
| | £000's | £000's | £000's |
| Employees | | | |
| Monthly salaries - assumes savings made to fund incremental increase | 3,399 | 3,275 | 3,275 |
| Training for professional qualifications | 2 | 2 | 2 |
| Medical fees (employees') | 2 | 2 | 2 |
| Employers' liability insurance | 16 | 16 | 16 |
| Employees' professional subscriptions | 3 | 3 | 3 |
| Sub-Total - Employees | 3,422 | 3,298 | 3,298 |
| | | | |
| Premises | | | |
| Internal repair/maint. | 4 | 4 | 4 |
| Rents | 97 | 97 | 97 |
| Utilities | 20 | 20 | 20 |
| Business Rates | 40 | 40 | 40 |
| Room hire | 15 | 15 | 15 |
| Trade Waste | 1 | 1 | 1 |
| Cleaning and domestic supplies | 9 | 9 | 9 |
| Sub-Total - Premises | 186 | 186 | 186 |
| | | | |
| Transport | | | |
| Vehicle repairs/maint'ce | 3 | 3 | 3 |
| Diesel fuel | 8 | 8 | 8 |

| | | | | | |
|---|------------|--|------------|--|------------|
| Licences | 1 | | 1 | | 1 |
| Contract hire of vehicles | 5 | | 5 | | 5 |
| Vehicle insurances | 3 | | 3 | | 3 |
| Van Lease | 9 | | 9 | | 9 |
| Fares & Car Parking | 5 | | 5 | | 5 |
| Car allowances | 126 | | 123 | | 123 |
| Sub-Total - Transport | 160 | | 157 | | 157 |
| Supplies & Service | | | | | |
| Equipment - purchase/maintenance/rental | 34 | | 34 | | 34 |
| Materials/test purchases/vending | 16 | | 14 | | 14 |
| Clothing and uniforms | 3 | | 3 | | 3 |
| Laundry | 1 | | 1 | | 1 |
| Training fees | 25 | | 24 | | 24 |
| General insurances | 30 | | 30 | | 30 |
| Printing and stationery | 25 | | 25 | | 25 |
| Books and publications | 3 | | 3 | | 3 |
| Postage/packaging | 11 | | 11 | | 11 |
| ICT | 69 | | 69 | | 69 |
| Telephones | 39 | | 39 | | 39 |
| Taxi Tests | 30 | | 30 | | 30 |
| CRB Checks (taxi) | 25 | | 25 | | 25 |
| Legal fees | 7 | | 7 | | 7 |
| Support service recharges | 225 | | 212 | | 200 |
| Customer service posts | 0 | | 0 | | 0 |
| Audit | 5 | | 5 | | 5 |
| Sub-Total - Supplies & Service | 548 | | 532 | | 520 |
| Contractors | | | | | |
| Consultants / Contractors' fees/charges/SLA's | 286 | | 261 | | 261 |
| Advertising (general) | 11 | | 11 | | 11 |
| Grants and subscriptions | 22 | | 22 | | 22 |
| Marketing/promotion/publicity | 2 | | 2 | | 2 |

| | | | | |
|---|--|--|--------------|--------------|
| Sub-Total - Contractors | 321 | | 296 | 296 |
| | | | | |
| Savings to be identified to keep council targets for 2014/15 & 2015/16 | | | | |
| Savings for partner councils | | | -95 | -590 |
| Sub-Total - Savings to be identified | 0 | | -95 | -590 |
| | | | | |
| PROPOSED BUDGET | 4,637 | | 4,374 | 3,867 |
| | | | | |
| Savings for Partner Councils | | | | |
| Bromsgrove | | | -50 | |
| Malvern | | | -27 | |
| Redditch | | | -50 | |
| Worcs City | | | -30 | -30 |
| Wychavon | | | -50 | |
| Wyre Forest | | | -38 | -37 |
| County | | | -250 | -550 |
| Sub-Total - Savings for Partner Councils | 0 | | -495 | -617 |
| | | | | |
| BUDGET ASSUMING ALL SAVINGS DELIVERED | 4,637 | | 3,879 | 3,250 |
| | | | | |
| Partner | Revised % contribution (2014 onwards) for allocation of savings, etc, | | | |
| Bromsgrove District Council | 10.01 | | | |
| Malvern Hills District Council | 8.53 | | | |
| Redditch Borough Council | 11.76 | | | |
| Worcester City Council | 12.13 | | | |
| Wychavon District Council | 15.13 | | | |
| Wyre Forest Council | 11.62 | | | |
| Worcestershire county council | 30.82 | | | |

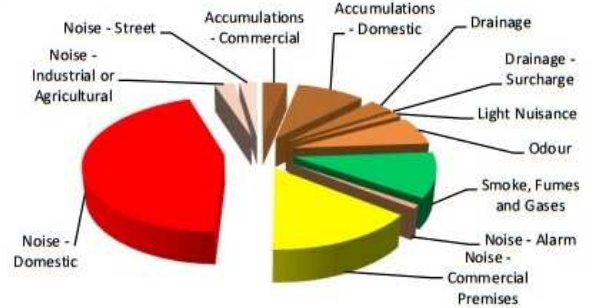
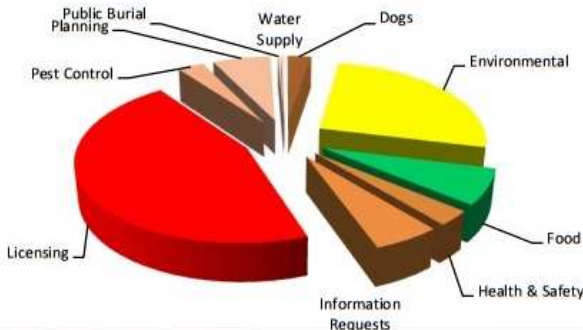
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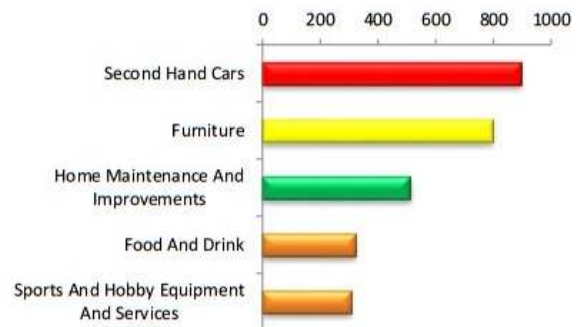
| Districts | Population | % of county |
|---------------------|----------------|----------------|
| Bromsgrove | 93,441 | 16.76% |
| Malvern Hills | 75,381 | 13.52% |
| Redditch | 78,666 | 14.11% |
| Worcester City | 94,763 | 17.00% |
| Wychavon | 117,028 | 20.99% |
| Wyre Forest | 98,147 | 17.61% |
| County Total | 557,426 | 100.00% |

| Environmental Health | 2013/2014 | % split |
|----------------------|---------------|----------------|
| Dogs | 306 | 2.64% |
| Environmental | 3,039 | 26.27% |
| Food | 825 | 7.13% |
| Health & Safety | 342 | 2.96% |
| Information Requests | 640 | 5.53% |
| Licensing | 5,241 | 45.30% |
| Pest Control | 343 | 2.96% |
| Planning | 758 | 6.55% |
| Public Burial | 29 | 0.25% |
| Water Supply | 46 | 0.40% |
| Total | 11,569 | 100.00% |

| Nuisance | 2013/2014 | % split |
|------------------------------------|--------------|----------------|
| Accumulations - Commercial | 98 | 3.30% |
| Accumulations - Domestic | 273 | 9.18% |
| Drainage | 100 | 3.36% |
| Drainage - Surcharge | 6 | 0.20% |
| Light Nuisance | 32 | 1.08% |
| Odour | 201 | 6.76% |
| Smoke, Fumes and Gases | 320 | 10.76% |
| Noise - Alarm | 27 | 0.91% |
| Noise - Commercial Premises | 443 | 14.90% |
| Noise - Domestic | 1322 | 44.45% |
| Noise - Industrial or Agricultural | 81 | 2.72% |
| Noise - Street | 71 | 2.39% |
| Total | 2,974 | 100.00% |

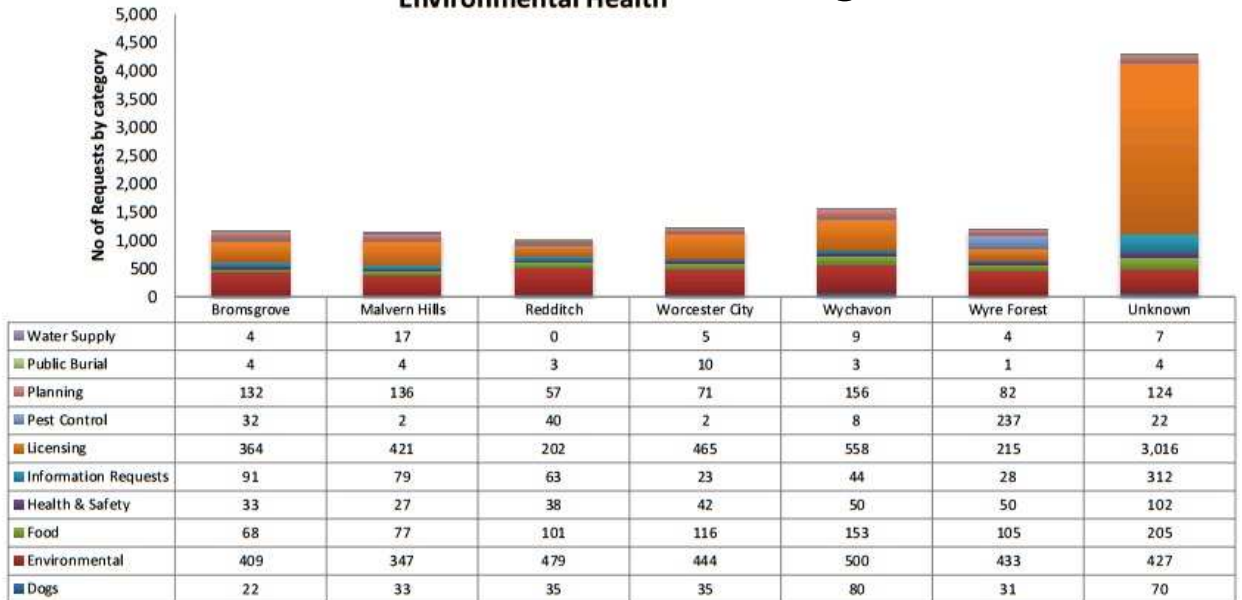


| Top 5 consumer complaint categories | 2013/2014 | % split |
|---|-------------|---------------|
| Second Hand Cars | 896 | 12.06% |
| Furniture | 797 | 10.73% |
| Home Maintenance And Improvements | 512 | 6.89% |
| Food And Drink | 321 | 4.32% |
| Sports And Hobby Equipment And Services | 307 | 4.13% |
| Top 5 Total | 2833 | 38.13% |

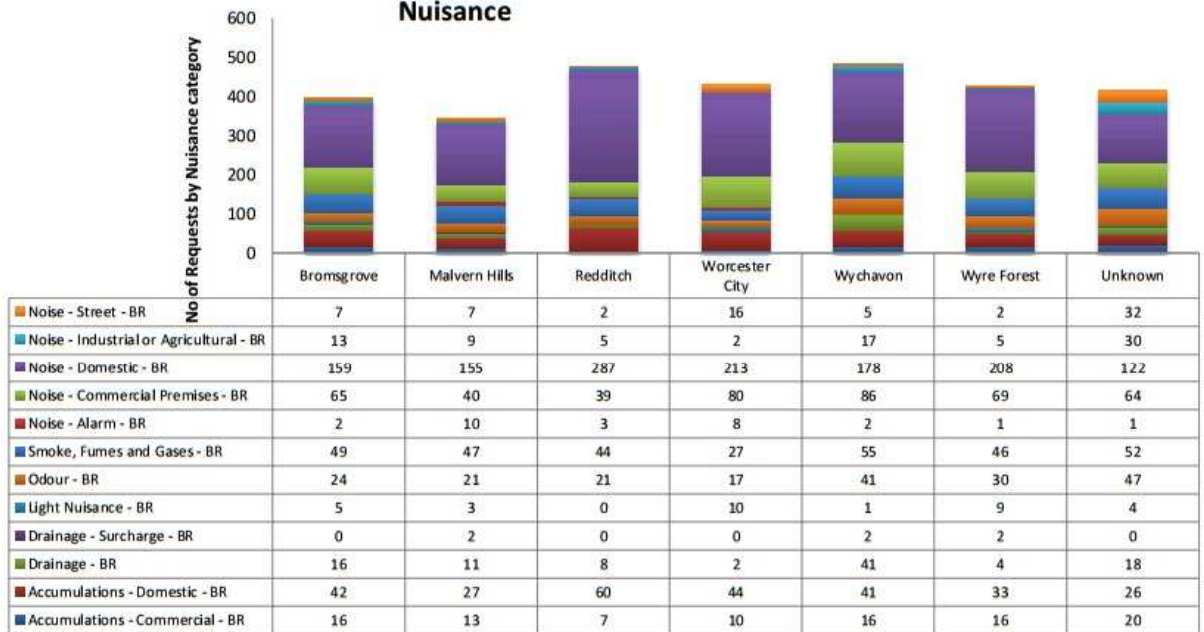


All complaints 7430

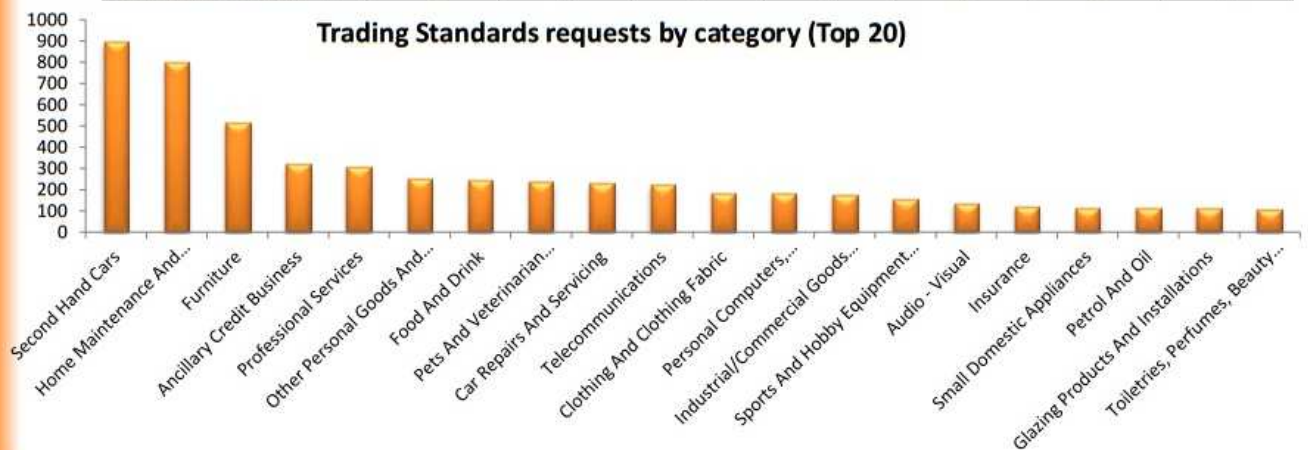
Environmental Health



Nuisance



Trading Standards requests by category (Top 20)



Food inspections

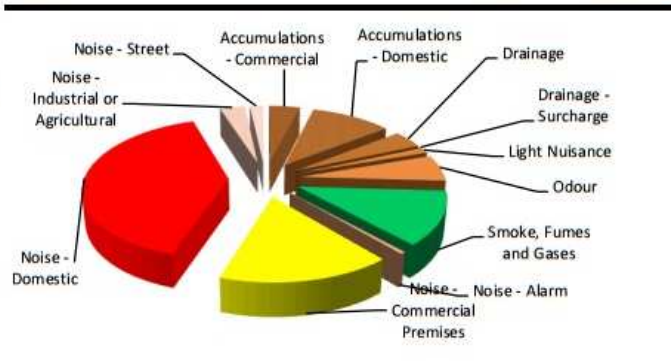
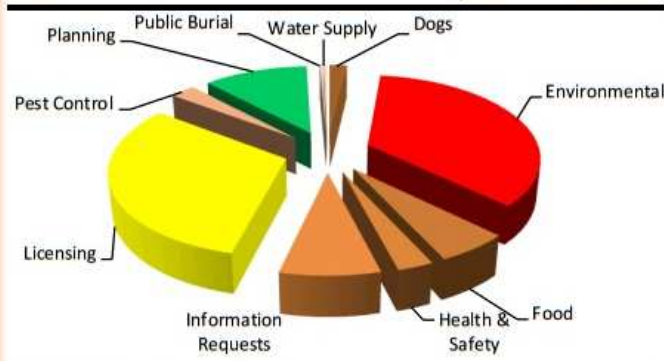
188

| Districts | Population | % of county |
|---------------------|----------------|----------------|
| Bromsgrove | 93,441 | 16.76% |
| Malvern Hills | 75,381 | 13.52% |
| Redditch | 78,666 | 14.11% |
| Worcester City | 94,763 | 17.00% |
| Wychavon | 117,028 | 20.99% |
| Wyre Forest | 98,147 | 17.61% |
| County Total | 557,426 | 100.00% |

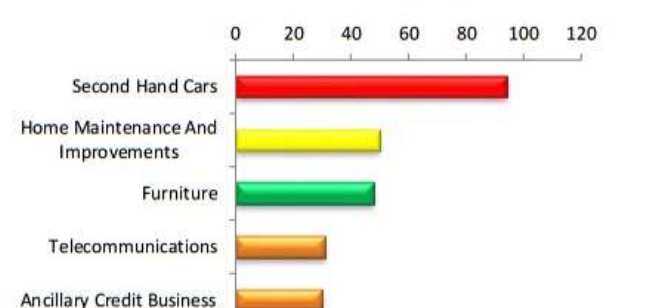


| Environmental Health | 2013/2014 | % split |
|----------------------|--------------|----------------|
| Dogs | 22 | 1.90% |
| Environmental | 409 | 35.29% |
| Food | 68 | 5.87% |
| Health & Safety | 33 | 2.85% |
| Information Requests | 91 | 7.85% |
| Licensing | 364 | 31.41% |
| Pest Control | 32 | 2.76% |
| Planning | 132 | 11.39% |
| Public Burial | 4 | 0.35% |
| Water Supply | 4 | 0.35% |
| Total | 1,159 | 100.00% |

| Nuisance | 2013/2014 | % split |
|------------------------------------|------------|----------------|
| Accumulations - Commercial | 16 | 4.02% |
| Accumulations - Domestic | 42 | 10.55% |
| Drainage | 16 | 4.02% |
| Drainage - Surcharge | 0 | 0.00% |
| Light Nuisance | 5 | 1.26% |
| Odour | 24 | 6.03% |
| Smoke, Fumes and Gases | 49 | 12.31% |
| Noise - Alarm | 2 | 0.50% |
| Noise - Commercial Premises | 65 | 16.33% |
| Noise - Domestic | 159 | 39.95% |
| Noise - Industrial or Agricultural | 13 | 3.27% |
| Noise - Street | 7 | 1.76% |
| Total | 398 | 100.00% |



| Top 5 consumer complaint categories | 2013/2014 | % split |
|-------------------------------------|------------|---------------|
| Second Hand Cars | 94 | 17.18% |
| Home Maintenance And Improvements | 50 | 9.14% |
| Furniture | 48 | 8.78% |
| Telecommunications | 31 | 5.67% |
| Ancillary Credit Business | 30 | 5.48% |
| Sub total | 253 | 46.25% |



Top 5 Total 547



Food inspections

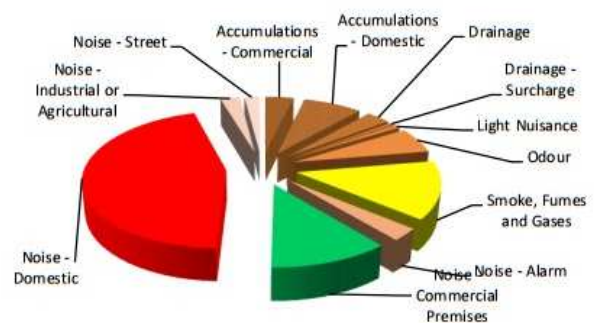
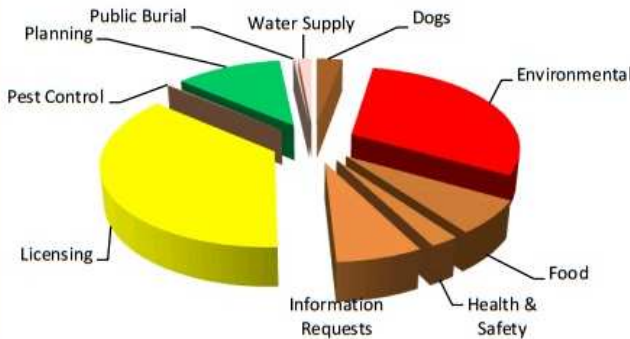
269

| Districts | Population | % of county |
|----------------------|----------------|----------------|
| Bromsgrove | 93,441 | 16.76% |
| Malvern Hills | 75,381 | 13.52% |
| Redditch | 78,666 | 14.11% |
| Worcester City | 94,763 | 17.00% |
| Wychavon | 117,028 | 20.99% |
| Wyre Forest | 98,147 | 17.61% |
| County Total | 557,426 | 100.00% |

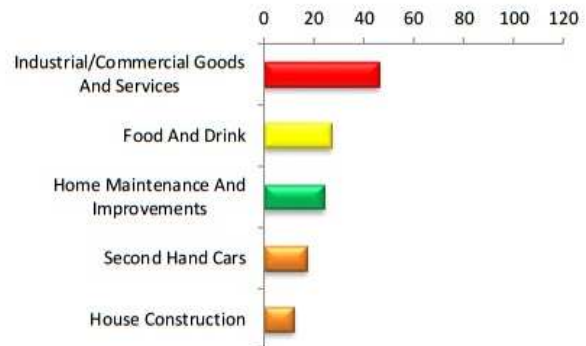


| Environmental Health | 2013/2014 | % split |
|----------------------|--------------|----------------|
| Dogs | 33 | 2.89% |
| Environmental | 347 | 30.36% |
| Food | 77 | 6.74% |
| Health & Safety | 27 | 2.36% |
| Information Requests | 79 | 6.91% |
| Licensing | 421 | 36.83% |
| Pest Control | 2 | 0.17% |
| Planning | 136 | 11.90% |
| Public Burial | 4 | 0.35% |
| Water Supply | 17 | 1.49% |
| Total | 1,143 | 100.00% |

| Nuisance | 2013/2014 | % split |
|------------------------------------|------------|----------------|
| Accumulations - Commercial | 13 | 3.77% |
| Accumulations - Domestic | 27 | 7.83% |
| Drainage | 11 | 3.19% |
| Drainage - Surcharge | 2 | 0.58% |
| Light Nuisance | 3 | 0.87% |
| Odour | 21 | 6.09% |
| Smoke, Fumes and Gases | 47 | 13.62% |
| Noise - Alarm | 10 | 2.90% |
| Noise - Commercial Premises | 40 | 11.59% |
| Noise - Domestic | 155 | 44.93% |
| Noise - Industrial or Agricultural | 9 | 2.61% |
| Noise - Street | 7 | 2.03% |
| Total | 345 | 100.00% |



| Top 5 consumer complaint categories | 2013/2014 | % split |
|--|------------|---------------|
| Industrial/Commercial Goods And Services | 46 | 8.41% |
| Food And Drink | 27 | 4.94% |
| Home Maintenance And Improvements | 24 | 4.39% |
| Second Hand Cars | 17 | 3.11% |
| House Construction | 12 | 2.19% |
| Top 5 Total | 126 | 50.00% |



All complaints 252



Food inspections

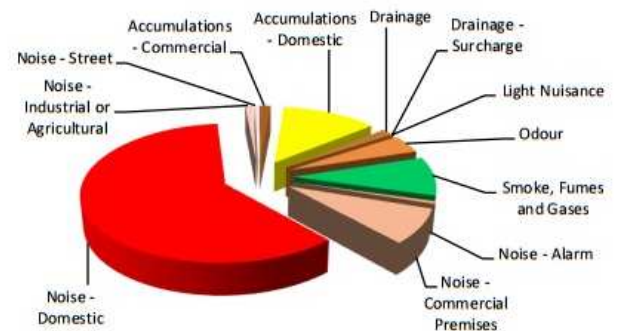
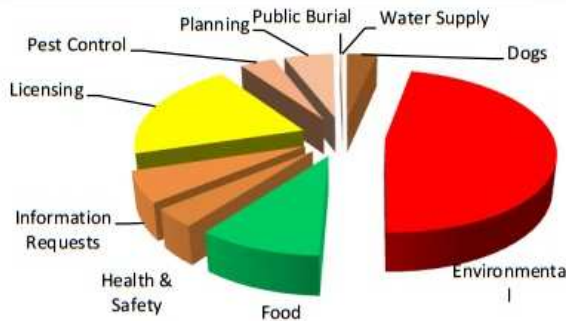
116

| Districts | Population | % of county |
|---------------------|----------------|----------------|
| Bromsgrove | 93,441 | 16.76% |
| Malvern Hills | 75,381 | 13.52% |
| Redditch | 78,666 | 14.11% |
| Worcester City | 94,763 | 17.00% |
| Wychavon | 117,028 | 20.99% |
| Wyre Forest | 98,147 | 17.61% |
| County Total | 557,426 | 100.00% |

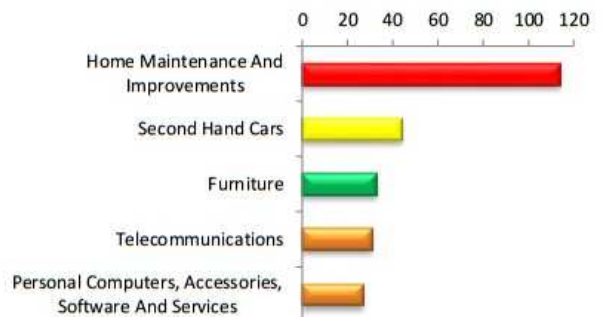


| Environmental Health | 2013/2014 | % split |
|----------------------|--------------|----------------|
| Dogs | 35 | 3.44% |
| Environmental | 479 | 47.05% |
| Food | 101 | 9.92% |
| Health & Safety | 38 | 3.73% |
| Information Requests | 63 | 6.19% |
| Licensing | 202 | 19.84% |
| Pest Control | 40 | 3.93% |
| Planning | 57 | 5.60% |
| Public Burial | 3 | 0.29% |
| Water Supply | 0 | 0.00% |
| Total | 1,018 | 100.00% |

| Nuisance | 2013/2014 | % split |
|------------------------------------|------------|----------------|
| Accumulations - Commercial | 7 | 1.47% |
| Accumulations - Domestic | 60 | 12.61% |
| Drainage | 8 | 1.68% |
| Drainage - Surcharge | 0 | 0.00% |
| Light Nuisance | 0 | 0.00% |
| Odour | 21 | 4.41% |
| Smoke, Fumes and Gases | 44 | 9.24% |
| Noise - Alarm | 3 | 0.63% |
| Noise - Commercial Premises | 39 | 8.19% |
| Noise - Domestic | 287 | 60.29% |
| Noise - Industrial or Agricultural | 5 | 1.05% |
| Noise - Street | 2 | 0.42% |
| Total | 476 | 100.00% |



| Top 5 consumer complaint categories | 2013/2014 | % split |
|-------------------------------------|------------|---------------|
| Home Maintenance And Improvements | 114 | 22.62% |
| Second Hand Cars | 44 | 8.73% |
| Furniture | 33 | 6.55% |
| Telecommunications | 31 | 6.15% |
| Software And Services | 27 | 5.36% |
| Top 5 Total | 249 | 49.40% |



All complaints 504

Food inspections

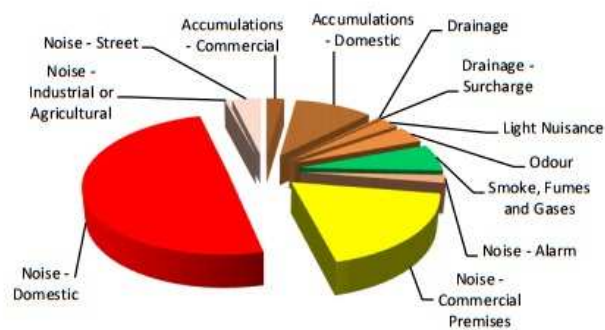
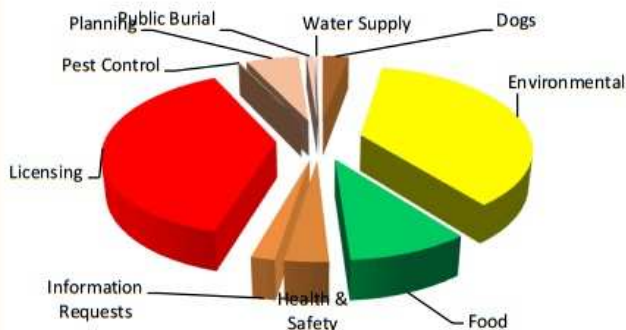
162

| Districts | Population | % of county |
|-----------------------|----------------|----------------|
| Bromsgrove | 93,441 | 16.76% |
| Malvern Hills | 75,381 | 13.52% |
| Redditch | 78,666 | 14.11% |
| Worcester City | 94,763 | 17.00% |
| Wychavon | 117,028 | 20.99% |
| Wyre Forest | 98,147 | 17.61% |
| County Total | 557,426 | 100.00% |

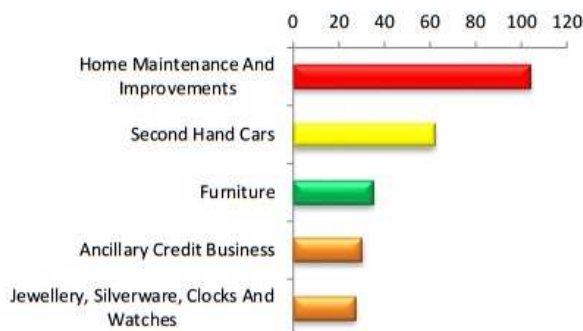


| Environmental Health | 2013/2014 | % split |
|----------------------|--------------|----------------|
| Dogs | 35 | 2.89% |
| Environmental | 444 | 36.60% |
| Food | 116 | 9.56% |
| Health & Safety | 42 | 3.46% |
| Information Requests | 23 | 1.90% |
| Licensing | 465 | 38.33% |
| Pest Control | 2 | 0.16% |
| Planning | 71 | 5.85% |
| Public Burial | 10 | 0.82% |
| Water Supply | 5 | 0.41% |
| Total | 1,213 | 100.00% |

| Nuisance | 2013/2014 | % split |
|------------------------------------|------------|----------------|
| Accumulations - Commercial | 10 | 2.33% |
| Accumulations - Domestic | 44 | 10.26% |
| Drainage | 2 | 0.47% |
| Drainage - Surcharge | 0 | 0.00% |
| Light Nuisance | 10 | 2.33% |
| Odour | 17 | 3.96% |
| Smoke, Fumes and Gases | 27 | 6.29% |
| Noise - Alarm | 8 | 1.86% |
| Noise - Commercial Premises | 80 | 18.65% |
| Noise - Domestic | 213 | 49.65% |
| Noise - Industrial or Agricultural | 2 | 0.47% |
| Noise - Street | 16 | 3.73% |
| Total | 429 | 100.00% |



| Top 5 consumer complaint categories | 2013/2014 | % split |
|---|------------|---------------|
| Home Maintenance And Improvements | 104 | 17.87% |
| Second Hand Cars | 62 | 10.65% |
| Furniture | 35 | 6.01% |
| Ancillary Credit Business | 30 | 5.15% |
| Jewellery, Silverware, Clocks And Watches | 27 | 4.64% |
| Top 5 Total | 258 | 44.33% |



All complaints 582



Food inspections

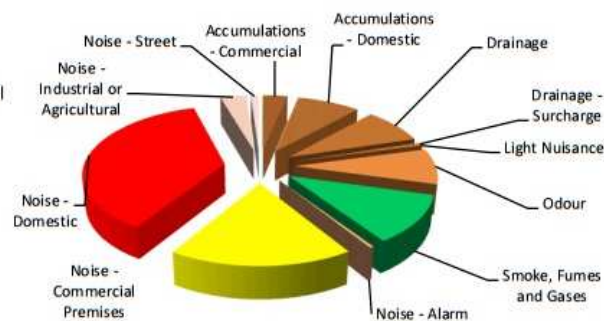
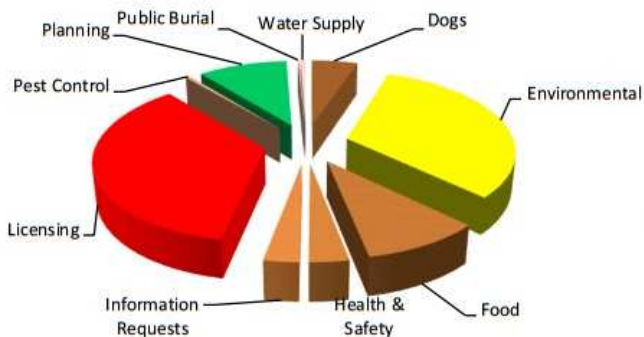
318

| Districts | Population | % of county |
|---------------------|----------------|----------------|
| Bromsgrove | 93,441 | 16.76% |
| Malvern Hills | 75,381 | 13.52% |
| Redditch | 78,666 | 14.11% |
| Worcester City | 94,763 | 17.00% |
| Wychavon | 117,028 | 20.99% |
| Wyre Forest | 98,147 | 17.61% |
| County Total | 557,426 | 100.00% |

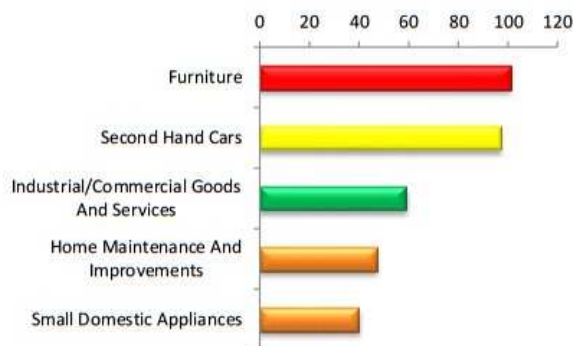


| Environmental Health | 2013/2014 | % split |
|----------------------|--------------|----------------|
| Dogs | 80 | 5.12% |
| Environmental | 500 | 32.03% |
| Food | 153 | 9.80% |
| Health & Safety | 50 | 3.20% |
| Information Requests | 44 | 2.82% |
| Licensing | 558 | 35.75% |
| Pest Control | 8 | 0.51% |
| Planning | 156 | 9.99% |
| Public Burial | 3 | 0.19% |
| Water Supply | 9 | 0.58% |
| Total | 1,561 | 100.00% |

| Nuisance | 2013/2014 | % split |
|------------------------------------|------------|----------------|
| Accumulations - Commercial | 16 | 3.30% |
| Accumulations - Domestic | 41 | 8.45% |
| Drainage | 41 | 8.45% |
| Drainage - Surcharge | 2 | 0.41% |
| Light Nuisance | 1 | 0.21% |
| Odour | 41 | 8.45% |
| Smoke, Fumes and Gases | 55 | 11.34% |
| Noise - Alarm | 2 | 0.41% |
| Noise - Commercial Premises | 86 | 17.73% |
| Noise - Domestic | 178 | 36.70% |
| Noise - Industrial or Agricultural | 17 | 3.51% |
| Noise - Street | 5 | 1.03% |
| Total | 485 | 100.00% |



| Top 5 consumer complaint categories | 2013/2014 | % split |
|--|------------|---------------|
| Furniture | 101 | 13.41% |
| Second Hand Cars | 97 | 12.88% |
| Industrial/Commercial Goods And Services | 59 | 7.84% |
| Home Maintenance And Improvements | 47 | 6.24% |
| Small Domestic Appliances | 40 | 5.31% |
| Top 5 Total | 344 | 59.11% |



All complaints 753



Food inspections

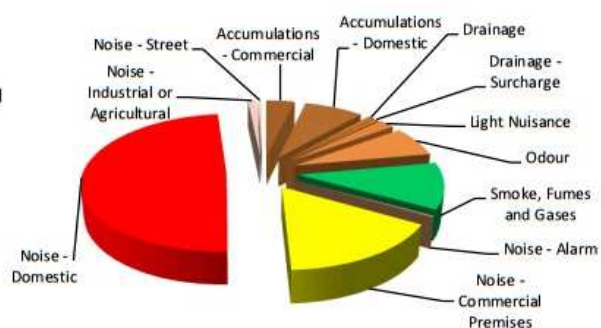
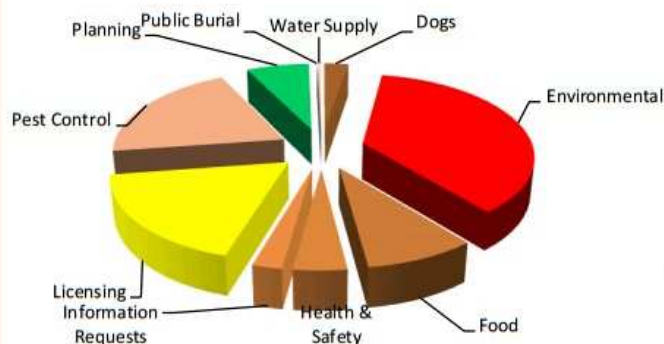
338



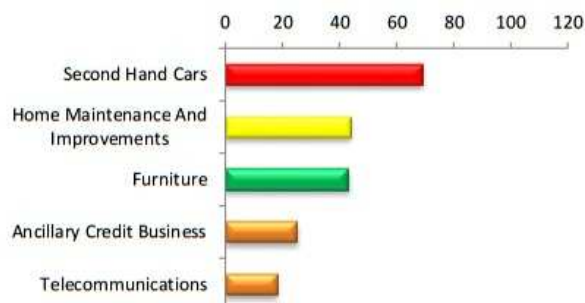
| Districts | Population | % of county |
|---------------------|----------------|----------------|
| Bromsgrove | 93,441 | 16.76% |
| Malvern Hills | 75,381 | 13.52% |
| Redditch | 78,666 | 14.11% |
| Worcester City | 94,763 | 17.00% |
| Wychavon | 117,028 | 20.99% |
| Wyre Forest | 98,147 | 17.61% |
| County Total | 557,426 | 100.00% |

| Environmental Health | 2013/2014 | % split |
|----------------------|--------------|----------------|
| Dogs | 31 | 2.61% |
| Environmental | 433 | 36.51% |
| Food | 105 | 8.85% |
| Health & Safety | 50 | 4.22% |
| Information Requests | 28 | 2.36% |
| Licensing | 215 | 18.13% |
| Pest Control | 237 | 19.98% |
| Planning | 82 | 6.91% |
| Public Burial | 1 | 0.08% |
| Water Supply | 4 | 0.34% |
| Total | 1,186 | 100.00% |

| Nuisance | 2013/2014 | % split |
|------------------------------------|------------|----------------|
| Accumulations - Commercial | 16 | 3.76% |
| Accumulations - Domestic | 33 | 7.76% |
| Drainage | 4 | 0.94% |
| Drainage - Surcharge | 2 | 0.47% |
| Light Nuisance | 9 | 2.12% |
| Odour | 30 | 7.06% |
| Smoke, Fumes and Gases | 46 | 10.82% |
| Noise - Alarm | 1 | 0.24% |
| Noise - Commercial Premises | 69 | 16.24% |
| Noise - Domestic | 208 | 48.94% |
| Noise - Industrial or Agricultural | 5 | 1.18% |
| Noise - Street | 2 | 0.47% |
| Total | 425 | 100.00% |



| Top 5 consumer complaint categories | 2013/2014 | % split |
|-------------------------------------|------------|---------------|
| Second Hand Cars | 69 | 16.16% |
| Home Maintenance And Improvements | 44 | 10.30% |
| Furniture | 43 | 10.07% |
| Ancillary Credit Business | 25 | 5.85% |
| Telecommunications | 18 | 4.22% |
| Top 5 Total | 199 | 46.60% |



All complaints 427



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Highlight Report – June 2014

Activities undertaken to date

Project Management - A project plan has been developed based on the competitive dialogue process and best practice. The plan has been issued to the project team and is being used as the basis of reporting going forward. A fortnightly project team meeting has been established and meetings are held at Bromsgrove DC at 9:30 every fortnight. Minutes of the meetings are taken and distributed. Key communications are sent out following all project team meetings to key stakeholders from WRS and SWBCP.

OJEU & PQQ - An OJEU Notice along with a Pre-Qualification Questionnaire (PQQ), initial Descriptive Document and PQQ Evaluation Criteria / Matrix was posted on the Improvement and Efficiency West Midlands (IEWM) e-Tendering Portal on the 2nd May. These were been circulated to the Project Team and Management Board and any comments / questions fed into the final documents. The principle change at this stage was the move to two (2) lots instead of the anticipated one (1) – Lot1, WRS and Lot 2 SWBC. The reason for this change was to better manage the final proposals and decision making process.

Interested bidders had until 12 noon on the 10th June to submit their responses to the PQQ. A total of four (4) submissions were received, these have been evaluated by the evaluation team consisting of Jayne Pickering (BDC/RBC), Ruth Mullen (WCC), Reza Saneie (SWBC) and Steve Jordan (WRS). A moderation exercise was carried out by Ivor Pumfrey as Chairman of the Project Board. All four (4) bidders have been invited to participate in the next phase, the dialogue process.

ITPD/ISOS - A set of draft templates have been developed for the Invitation to Participate in Dialogue (ITPD) stage. These documents include the ITPD itself together with a set of evaluation criteria for the remaining stages of the process. Alongside these documents are the partnerships requirements and baseline information regarding the current services.

Activities to be undertaken in the next stage

Project Management - The project team will continue to hold fortnightly meetings, monitor the plan and highlight any key risks and issues. They will communicate with key stakeholders on a regular basis.

Suppliers Day – There will be a Suppliers Day held on the 7th July at Redditch Borough Council starting at 1pm. The purpose of the Suppliers Day is to highlight to the bidders what the Worcestershire partners are looking for in a Strategic Partnership and the principles of which they are seeking in any proposals. This is an opportunity for WRS and SWBC to show case what they

can do and their significant achievements to date. Members of the Joint Committee are invited to attend the Suppliers Day if they wish.

The bidders will then be asked to go away and prepare their questions for the dialogue phase which will begin on week commencing 28th July and 11th August. Bidder will then have approximately four (4) weeks in which to submit their outline proposals.

Key Risks and Issues raised this period

Timeline for Competitive Dialogue Process have been developed but is really tight in order to achieve a contract signature in early 2015. The project plan will be monitored carefully at each project team meeting. The project manager will report slippages of any amount to the Management Board.

Status of Project

On Time: Yes

On Budget: Yes but more time of Project Manager is being called upon than anticipated due to the complexities involved in running two (2) lots in the same process.



Joint Committee: 26 June 2014

Title: Worcestershire Regulatory Services – Business model review

Recommendation

The Joint Committee is recommended to:

1. Endorse the revisions to the WRS business model detailed in this report and;
2. Recommend partner Councils approve the changes to the Worcestershire Shared Services Partnership Agreement set out in appendix 1 to this report at the earliest opportunity.

Contribution to Priorities

The recommended changes to business model directly support delivery of current WRS priorities.

Introduction / Summary

This report sets out proposals for modification to the business model of WRS to reflect changing needs of the partnership.

These proposals are intended to provide an interim solution recognising that further changes will be necessary once the outcome is known of the current procurement for a strategic partnership.

Background

WRS was established on 1 June 2010 when the county and six district councils delegated their environmental health, licensing and trading standards functions to the South Worcestershire Shared Services Partnership Joint Committee (hereafter referred to as the Joint Committee).

The Joint Committee is established under section 101 of the Local Government Act 1972. The arrangements governing the operation of the Joint committee, how it discharges its functions and the relationship between the Joint Committee and partner councils including how the Joint Committee is funded are set out in a detailed partnership agreement. Part I of the agreement contains general provisions relating to the

Report

Joint Committee and Part II contains provisions relating specifically to WRS.

With the exception of minor revisions to the scope of work contained within the Statement of Partner Requirements, the agreement has not been revised since it was completed in 2010. Significant revisions to the agreement are now needed to ensure it continues to be fit for purpose given the substantial changes that have occurred in the operating environment over the last four years.

The partnership agreement reflects the business model underpinning the detailed business case for WRS developed in 2009/10. This model achieves cost reductions by vigorous pursuit of a common approach to service delivery. Part I, clause 9.2 commits the participating authorities to work together to achieve consistent and standardised service delivery.

This commitment to a common approach is reinforced by other checks and balances built into the agreement, in particular the variation provisions in Part II, clause 9 which permits a participating authority to vary the nature and extent of services that it receives from the partnership but also obliges it to meet all the contingent financial consequences. This clause further permits the Joint Committee to decline to implement any variation sought by a participating authority if it considers it impracticable or to do so would have an adverse impact upon other participating authorities. These provisions follow through into the arrangements for apportionment of costs which were modified by this committee in 2013.

There is no doubt that this business model for WRS has enabled delivery of savings well in excess of the planned 17% over baseline in the detailed business case. It is however increasingly difficult to achieve a common approach to service delivery because of the marked difference in financial pressures confronting partner councils compared to 2010.

Negotiating agreement on the “Core Matrix” service level and new activity based cost sharing mechanism agreed by this committee in September 2013 was both complex and challenging because of these increasing differences in financial pressures faced by partners. Management Board considers that these challenges and pressures mean continued pursuit of a common approach can no longer be sustained and recognises that by 2016/17 there needs to be a greater differentiation in partner contributions to, and associated service levels received from, WRS. A new business model is required which will accommodate these

different requirements as well as deliver current savings and efficiency plans. This view is echoed by Worcestershire Chief Executives who are concerned to avoid repetition of the difficulties in agreeing a WRS budget and service position for the current year.

Management Board proposes achieving differentiated partner service levels and attendant financial contributions by replacing the current common “core matrix” service as the basis for agreed variations with a “core base plus” service. This will involve reducing the current “core matrix” service to a much lower “core base” cost and service level and building back up from this base to meet individual partner requirements. The “core base” will be the fundamental minimum managerial and technical infrastructure on which scaleable service delivery is then built.

The currently identified future gross running cost envelope of £3.250m in 2016/17 agreed by this Committee in February 2014 will be used to establish the new lower cost “core base” level of service. This will inevitably be significantly below the current “core matrix” service level and carry higher risks. Partners wishing to maintain, and fund, a level of service above this “core base” will purchase agreed additional services from WRS. As noted this approach will incorporate existing efficiency plans and is consistent with the revised activity based cost sharing model. These proposals also accord with recommendation 6 of the draft report of the Joint Worcestershire Regulatory Services Scrutiny Task Group.

Incorporation of the changes to business model and business processes described above into the partnership agreement to provide the necessary clarity and accountability will be accomplished through the revisions detailed in appendix 1.

Financial Implications

The recommendations in this report will ensure that the Worcestershire Shared Services Partnership and WRS can respond effectively to the financial pressures facing individual participating authorities.

Legal Implications

The changes proposed to the partnership agreement will require unanimous approval of all participating authorities to enable them to be incorporated. Partners are requested to progress recommendations from the Joint Committee as quickly as possible.



Changes to the agreement, once approved, will be undertaken by Bromsgrove District Council Legal Services.

Risk

Failure to implement the recommendations in this report are very likely to result in difficulty in securing a mutually acceptable financial settlement for WRS for 2015/16 and beyond.

Not only will this make setting of a budget for WRS this November exceptionally challenging but it also risks setting of individual partner budgets in 2015.

Sustainability

Management Board believes the recommendations in this report will ensure the financial sustainability of the Worcestershire Shared Service Partnership and WRS for the immediate future.

Contact Points

Ivor Pumfrey
Chairman, WRS Management Board
01684 862296 ivor.pumfrey@malvern hills.gov.uk

Background Papers

Worcestershire Shared Service Partnership Joint Committee
– 26 September 2013 – Item 8 “Core Service Matrix for WRS”

Worcestershire Shared Service Partnership Joint Committee
– 26 September 2013 – Item 9 “WRS Financial Planning Assumptions”

Worcestershire Shared Service Partnership Joint Committee
– 26 September 2013 – Item 10 “Review of Apportionment of Costs”

Appendix 1 Schedule of proposed revisions to partnership agreement

| Part, clause, schedule | Proposed revision |
|-------------------------------|---|
| Part I, clause 3.4 | Delete clause as partners no longer wish partnership to be expanded |
| Part I, sub-clause 6.1.3 | Delete sub-clause as roles have not rotated and this is not advantageous as linked to hosting costs. |
| Part I, clause 8 | Revise 8.1 requirement for annual business plan to incorporate requirement for production of rolling 3 year financial plan setting gross running cost envelopes linked to future partner contributions. |
| Part I, clause 9.2 | Modify to make clear no obligation on consistency beyond new reduced “core matrix” |
| Part II, clause 8.1 | Reference to replacement schedule 4 |
| Part II, clause 8.2 | Delete clause as its provisions are satisfied by the new schedule 4 |
| Part II, clause 9.1 | Modify to refer to individual partner service agreement based on new reduced “core matrix” plus additional components. |
| Part II, schedule 3 | Update to reflect current service standards |
| Part II, schedule 4 | Replace with new cost sharing arrangements schedule |
| Part II, Appendix 1 | Replace statement of partner requirements with new reduced core matrix and statement of individual additional partner requirements. |
| | |



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Joint Committee
26th June 2014

WORCESTERSHIRE REGULATORY SERVICES REVENUE MONITORING APRIL – MARCH 2014

Recommendation

It is recommended that the Joint Committee:

- 1.1 Note the financial position for the period April – March 2014
- 1.2 Approve the ICT funding required from partner Councils for 2013/14 as detailed at Appendix 2
- 1.3 Approve the refund of the 2013/14 underspend of £147k to the participating Councils.

| Council | Refund of Savings £'000 |
|-------------------------------|------------------------------------|
| Bromsgrove | 16 |
| Malvern Hills | 14 |
| Redditch | 16 |
| City of Worcester | 20 |
| Wychavon | 24 |
| Wyre Forest | 15 |
| Worcestershire County Council | 42 |
| TOTAL | 147 |

- 1.4 Approve the Annual Return at Appendix 3 to include the Accounting Statements for the Joint Committee for the period 1st April 2013 – 31st March 2014. This includes noting the report from the Internal Audit Manager at Appendix 5.

Contribution to

The robust financial management arrangements ensure the



Priorities

priorities of the service can be delivered effectively.

Introduction/Summary

This report presents the financial position for Worcestershire Regulatory Services for the period April – March 2014, together with the information required to enable members to agree the formal annual return to be submitted to the External Auditors. The financial statements included in the appendices include:-

- Annual Revenue 2013/14 final position
- Annual Return
- Annual and Projected Financial position of the ICT Information Management System

Background

During the financial year quarterly financial reports are presented for consideration by the Management Board. At the end of each financial year the accounts are closed and the Annual Return is prepared to enable the accounts to be audited. This document is a prescribed form which has to be completed and approved by the Joint committee.

Report

The following reports are included for Joint Committee's Attention:

- Revenue Monitoring April – March 14 – Appendix 1
- ICT System projected financial position 2013/14 – 2015/16 - Appendix 2
- WRS Annual Statement 2013-14 + Analysis – Appendix 3
- Redundancy / Pension Strain – Appendix 4

The detailed revenue report is attached at Appendix 1. This shows a final outturn underspend of £147k This underspend is mainly due to :

- A number of vacant posts within the service together with savings resulting from maternity leave, long term sick etc. The underspend is offset by the costs associated with additional agency staff being used to cover the vacancies and to backfill for those staff that have been seconded to support the service transformation project.
- Costs associated with additional work for partners, e.g. bereavement charges and works in default is offset by additional income received.
- Any grant funded expenditure is shown separate to the core service costs as this is not funded by the participating Councils.

The 2013/14 underspend of £147k, it is proposed that this be

refunded back to partners as below:-

| | |
|---------------|---------|
| Bromsgrove | £15,814 |
| Malvern Hills | £13,710 |
| Redditch | £16,186 |
| Worcs City | £19,636 |
| Wychavon | £23,685 |
| Wyre Forest | £15,485 |
| Worcs County | £42,333 |

Pension Fund

The Redundancy / Pension Strain funding required from partners for 2013/14 is as follows:-

| | | |
|---------------|---------|--------|
| Bromsgrove | £21,034 | 11.05% |
| Malvern Hills | £18,236 | 9.58% |
| Redditch | £21,529 | 11.31% |
| Worcs City | £21,148 | 11.11% |
| Wychavon | £31,503 | 16.55% |
| Wyre Forest | £20,596 | 10.82% |
| Worcs County | £56,307 | 29.58% |

This has been charged to the partner Councils during 2013/14 in agreement with the S151 Officers.

Appendix 4 details the remaining balance as agreed in the original business for future redundancies / pension strain. There is an expectation that this will be drawn down from partner Councils in the future.

ICT System Projected Costs

Appendix 2 details the expenditure for the one off costs associated with the implementation of the project for 2013/14.

The capital funding required from partners for 2013/14 is £60k allocated as:-

| | | |
|---------------|---------|--------|
| Bromsgrove | £6,625 | 11.05% |
| Malvern Hills | £5,744 | 9.58% |
| Redditch | £6,781 | 11.31% |
| Worcs City | £6,661 | 11.11% |
| Wychavon | £9,923 | 16.55% |
| Wyre Forest | £6,487 | 10.82% |
| Worcs County | £17,735 | 29.58% |

Revenue transformation costs for 2013/14 totalled £67k; £22k has been funded via the RIEP grant received from Improvements and Efficiency West Midlands. The remaining £45k funding required from partners for

2013/14 is as follows:-

| | | |
|---------------|---------|--------|
| Bromsgrove | £4,908 | 11.05% |
| Malvern Hills | £4,255 | 9.58% |
| Redditch | £5,023 | 11.31% |
| Worcs City | £4,934 | 11.11% |
| Wychavon | £7,350 | 16.55% |
| Wyre Forest | £4,806 | 10.82% |
| Worcs County | £13,137 | 29.58% |

As previously reported there is a saving of £282k from the costs originally included in the business case, another £250k has been released during 2013/14 making a total saving of £533k from the original business case.

Annual Return

As members are aware the accounting arrangements for Regulatory Services are different from those in place for the Council accounts. This is due to WRS being classified as a small body with annual turnover of under £6.5m.

The Annual Return is attached at Appendix 3 to include a detailed financial analysis of the return to enable members to reconcile the return with the budget monitoring report.

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

| | Summary - Budget 12 Mths Mar 14 | Summary - Expenditure to Mar 14 | Summary - Variance | | |
|----------------------------------|------------------------------------|---------------------------------------|-----------------------|--|--|
| | £'000 | £'000 | £'000 | | |
| Direct Expenditure | | | | | |
| Employees | | | | | |
| Salary | 4,125 | 3,566 | -559 | Underspend is due to Vacancies, Secondments, LTS, Maternity Agency staff recruited during transformation / vacancies - Difficulty in recruiting to level required | |
| Agency Staff | 0 | 397 | 397 | | |
| Recruitment | 0 | 0 | 0 | | |
| Subscription | 4 | 6 | 2 | | |
| Training | 2 | 3 | 1 | | |
| Employee Insurance | 16 | 15 | -1 | | |
| Sub-Total - Employees | 4,147 | 3,988 | -159 | | |
| Premises | | | | | |
| Rent | 70 | 70 | 0 | | |
| Room Hire | 6 | 1 | -5 | | |
| Business Rates | 40 | 37 | -3 | | |
| Cleaning | 10 | 8 | -2 | | |
| Repairs & Maintenance / Security | 8 | 3 | -4 | | |
| Service Charges | 17 | 25 | 8 | | |
| Secure Storage | 17 | 9 | -8 | | |
| Utilities | 18 | 19 | 1 | | |
| Water & Sewerage Services | 2 | 1 | -1 | | |
| Sub-Total - Premises | 188 | 172 | -15 | | |
| Transport | | | | | |
| Vehicle Hire | 15 | 10 | -5 | | |
| Vehicle Fuel | 8 | 6 | -2 | | |
| Road Fund Tax | 1 | 1 | 0 | | |
| Vehicle Insurance | 3 | 4 | 1 | | |
| Vehicle Maintenance | 3 | 1 | -2 | | |
| Car Allowances | 165 | 134 | -32 | | |
| Public Transport | 0 | 0 | 0 | | |
| Sub-Total - Transport | 196 | 157 | -39 | | |
| Supplies and Services | | | | | |
| Furniture & Equipment | 87 | 110 | 23 | | |
| Test Purchases | 8 | 2 | -5 | | |
| Clothes, uniforms and laundry | 5 | 11 | 6 | | |
| Printing & Photocopying | 23 | 22 | -1 | | |
| CRB Checks (taxi) | 25 | 28 | 3 | | |
| Publications | 3 | 5 | 2 | | |
| Postage | 12 | 13 | 1 | | |
| ICT | 69 | 99 | 30 | | |
| Legal Costs | 7 | 1 | -6 | | |
| Telephones | 39 | 34 | -4 | | |

| | Summary - Budget 12 Mths Mar 14 | Summary - Expenditure to Mar 14 | Summary - Variance |
|---|------------------------------------|---------------------------------------|-----------------------|
| | £'000 | £'000 | £'000 |
| Direct Expenditure | | | |
| Training & Seminars | 70 | 58 | -12 |
| Car Parking & Subsistence | 0 | 0 | 0 |
| Insurance | 30 | 32 | 2 |
| Miscellaneous Expenses | 1 | 2 | 1 |
| Third Party Payments | | | |
| Support Service Recharges | 250 | 250 | 0 |
| Customer Services Hub | 50 | 76 | 26 |
| Audit | 10 | 4 | -6 |
| Sub-Total - Supplies & Service | 687 | 747 | 60 |

| | Summary - Budget 12 Mths Mar 14 | Summary - Expenditure to Mar 14 | Summary - Variance | |
|--|------------------------------------|---------------------------------------|-----------------------|--|
| Direct Expenditure | £'000 | £'000 | £'000 | |
| Contractors | | | | |
| Dog Warden | 145 | 136 | -9 | |
| Pest Control | 35 | 60 | 25 | Income of £12k received from Severn Trent for Sewer Baiting, offset in Income |
| Analytical Services - Trading Standards | 110 | 97 | -13 | |
| Trading Standards | 0 | 19 | 19 | |
| Licensing | 12 | 16 | 4 | |
| Other contractors/consultants | 10 | 39 | 29 | |
| Water Safety | 10 | 6 | -4 | |
| Food Safety | 6 | 2 | -4 | |
| Environmental Protection | 20 | 44 | 24 | Bereavement / Works in Default to be charged to relevant partners |
| Taxi Tests | 30 | 32 | 2 | |
| Grants / Subscriptions | 22 | 19 | -3 | |
| Advertising | 8 | 4 | -3 | |
| Publicity & Promotions | 2 | 0 | -2 | |
| CRB Checks | 0 | 0 | 0 | |
| Sub-Total | 409 | 474 | 65 | |
| Income | | | | |
| Training Courses / Bereavement / Works in Default / Sewer Baiting etc | 0 | -117 | -117 | |
| Sub-Total | 0 | -117 | -117 | |
| Total | 5,626 | 5,421 | -205 | |
| Reserve - Strategic Partnering / Hub | 0 | 58 | 58 | |
| Sub-Total | 0 | 58 | 58 | |
| Total | 5,626 | 5,479 | -147 | |
| Percentage saving from original budget £7,181 in 2010-11 | | 23.70% | | |

Notes:-

| 13-14 Underspend refunded to partners | £'000 |
|---------------------------------------|------------|
| Bromsgrove | 16 |
| Malvern Hills | 14 |
| Redditch | 16 |
| Worcs City | 20 |
| Wychavon | 24 |
| Wyre Forest | 15 |
| Worcs County | 42 |
| Total Refund | 147 |

| | Summary - Budget 12 Mths Mar 14 | Summary - Expenditure to Mar 14 | Summary - Variance |
|-------------------------------------|------------------------------------|---------------------------------------|--|
| Direct Expenditure | £'000 | £'000 | £'000 |
| Grant Funded Spend | Spend 13-14 | Remaining Balance | Funded By |
| | £'000 | £'000 | |
| Nutrition For Older People | 0 | 16 | Primary Care Trust |
| Health & Well Being | 0 | 47 | Primary Care Trust |
| Worcs Works Well | 0 | 14 | Public Health Dept |
| Canny Catering | 7 | 0 | CCG |
| RIEP | 22 | 0 | Improvement & Efficiency West Midlands |
| Better Business For Champions | 15 | 0 | BRDO |
| Primary Authority For Animal Health | 20 | 0 | BRDO |
| Grant Income | -64 | | |
| Total | 0 | 77 | |

ICT MANAGEMENT INFORMATION SYSTEM PROJECT 2013/14 - 2014/15 BUDGET

APPENDIX 2

| Capital Asset/ Investment description | Budget - 13/14 £'000 | Spend - 13/14 £'000 | Variance - 13/14 £'000 | Budget 2014/15 |
|--|-------------------------|------------------------|---------------------------|-------------------|
| ICT - Capital | | | | |
| Software Licences (break down into individual modules if appropriate) | 96 | | -96 | 20 |
| Software | 4 | | -4 | |
| Mobile Working Devices | 120 | | -120 | 100 |
| Hardware required including implementation (e.g. servers onsite or hosted - please describe) | 41 | 19 | -22 | 25 |
| Modifications and software customisation | 14 | | -14 | |
| Systems integration and interface development (cost per interface if possible on separate lines) | 10 | | -10 | |
| Data Cleansing / Transfer | 218 | 41 | -177 | 48 |
| Sub-Total Capital | 503 | 60 | -443 | 193 |
| ICT - Revenue (one off only) | | | | |
| Project Management / Hosting | 86 | 67 | -19 | 19 |
| Training for end users | 19 | | -19 | 19 |
| Sub-Total Revenue | 105 | 67 | -38 | 38 |
| Annual Software License etc | | | | |
| Software Licences | 12 | | -12 | 12 |
| Other Licences | 8 | | -8 | 8 |
| Maintenance Costs | 59 | | -59 | 59 |
| Sub-Total Annual software license etc | 79 | 0 | -79 | 79 |
| TOTAL FUNDING REQUIRED | 687 | 127 | -560 | 310 |
| RIEP Funding to be drawn down | 22 | 22 | 0 | |
| TOTAL TO BE FUNDED BY PARTNERS | 665 | 104 | -561 | 310 |

| Partner Transformation Project Contributions - Based on Business Case at Budget | Total Capital Contribution 14 £'000 | Annual Revenue Funding Requirement 2013/14 £'000 | Partner Savings % | Partner Contribution % | Partner Funding Requirement 2014-15 | Revised Partner Contribution % From 01.04.14 |
|---|--|---|-------------------|------------------------|-------------------------------------|---|
| Bromsgrove | 7 | 5 | 59 | 11.05% | 31 | 10.01% |
| Worcs City | 7 | 5 | 59 | 11.11% | 38 | 12.13% |
| Worcs County | 18 | 13 | 158 | 29.58% | 96 | 30.82% |
| Malvern Hills | 6 | 4 | 51 | 9.58% | 26 | 8.53% |
| Redditch | 7 | 5 | 60 | 11.31% | 36 | 11.76% |
| Wychavon | 10 | 7 | 88 | 16.55% | 47 | 15.13% |
| Wyre Forest | 6 | 5 | 58 | 10.82% | 36 | 11.62% |
| Total | 60 | 44 | 533 | 100.00% | 310 | 100.00% |

| | £ |
|--|--------------|
| Budget as per Business Case | 1,538 |
| Funded by:- | |
| Spend 2010/11 - Funded by partners | 101 |
| Spend 2011/12 - Funded by RIEP | 119 |
| Spend 2012/13 - Funded by Partners | 142 |
| Spend 2013/13 - Funded by RIEP | 128 |
| Spend 2013/14 Funded by Partners | 104 |
| Spend 2013/14 - Funded by RIEP | 22 |
| Annual Revenue Funding Requirement 15/16 | 79 |
| Funding Requirement From Partners 14/15 | 310 |
| RIEP Funding to be drawn down | 0 |
| Total Project | 1,005 |
| SAVINGS FROM ORIGINAL BUSINESS CASE | 533 |

Small Bodies in England

Annual return for the financial year ended 31 March 2014

Small relevant bodies in England with an annual turnover of £6.5 million or less must complete an annual return in accordance with proper practices summarising their annual activities at the end of each financial year.

The annual return on pages 2 to 5 is made up of four sections:

- **Sections 1 and 2** are completed by the person nominated by the body.
- **Section 3** is completed by the external auditor appointed by the Audit Commission.
- **Section 4** is completed by the body's internal audit provider.

Each body must approve this annual return no later than 30 June 2014.

Completing your annual return

Guidance notes, including a completion checklist, are provided on page 6 and at relevant points in the annual return.

Complete all sections highlighted in red. Do not leave any red box blank. Incomplete or incorrect returns require additional external audit work and may incur additional costs.

Send the annual return, together with your bank reconciliation as at 31 March 2014, an explanation of any significant year on year variances in the accounting statements and any additional information requested, to your external auditor by the due date.

Your external auditor will identify and ask for any additional documents needed for audit. Therefore, unless requested, do not send any original financial records to the external auditor.

Audited and certified annual returns will be returned to the body for publication or public display of sections 1, 2 and 3. You must publish or display the audited annual return by 30 September 2014.

It should not be necessary for you to contact the external auditor or the Audit Commission directly for guidance.

More guidance on completing this annual return is available in the Practitioners' Guides for either local councils or internal drainage boards. These publications may be downloaded from the National Association of Local Councils (NALC) or Society of Local Council Clerks (SLCC) websites (www.nalc.gov.uk or www.slcc.co.uk) or from the members area of the Association of Drainage Authorities website (www.ada.org.uk).

Section 1 – Accounting statements 2013/14 for:

Enter name of reporting body here:

Worcestershire Regulatory Services

| | Year ending | | Notes and guidance |
|--|-----------------------|-----------------------|---|
| | 31 March 2013 £ | 31 March 2014 £ | |
| 1 Balances brought forward | 52,793 | 22,562 | Total balances and reserves at the beginning of the year as recorded in the body's financial records. Value must agree to Box 7 of previous year. |
| 2 (+) Income from local taxation and/or levy | 0 | 0 | Total amount of local tax and/or levy received or receivable in the year including funding from a sponsoring body. |
| 3 (+) Total other receipts | 5,550,576 | 5,903,467 | Total income or receipts as recorded in the cashbook less the taxation and/or levy (line 2). Include any grants received here. |
| 4 (-) Staff costs | 4,027,152 | 4,218,171 | Total expenditure or payments made to and on behalf of all employees. Include salaries and wages, PAYE and NI (employees and employers), pension contributions and employment expenses. |
| 5 (-) Loan interest/capital repayments | 0 | 0 | Total expenditure or payments of capital and interest made during the year on the body's borrowings (if any). |
| 6 (-) All other payments | 1,553,655 | 1,618,920 | Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5). |
| 7 (=) Balances carried forward | 22,562 | 88,938 | Total balances and reserves at the end of the year. Must equal (1+2+3) – (4+5+6) |
| 8 Total cash and short term investments | 883,728 | 667,030 | The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – to agree with bank reconciliation. |
| 9 Total fixed assets plus other long term investments and assets | 379,500 | 437,696 | The original Asset and Investment Register value of all fixed assets, plus other long term assets owned by the body as at 31 March |
| 10 Total borrowings | 32,505 | 26,274 | The outstanding capital balance as at 31 March of all loans from third parties (including PWLB). |

I certify that for the year ended 31 March 2014 the accounting statements in this annual return present fairly the financial position of the body and its income and expenditure, or properly present receipts and payments, as the case may be.

Signed by Responsible Financial Officer:

Date

I confirm that these accounting statements were approved by the body on:

and recorded as minute reference:

Signed by Chair of meeting approving these accounting statements:

Date

Section 2 – Annual governance statement 2013/14

We acknowledge as the members of WORCESTERSHIRE REGULATORY SERVICES our responsibility for ensuring that there is a sound system of internal control, including the preparation of the accounting statements. We confirm, to the best of our knowledge and belief, with respect to the accounting statements for the year ended 31 March 2014, that:

| | Agreed – | | 'Yes' means that the body: |
|--|----------|-----|---|
| | Yes | No* | |
| 1 We approved the accounting statements prepared in accordance with the requirements of the Accounts and Audit Regulations and proper practices. | ✓ | | prepared its accounting statements in the way prescribed by law. |
| 2 We maintained an adequate system of internal control, including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness. | ✓ | | made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge. |
| 3 We took all reasonable steps to assure ourselves that there are no matters of actual or potential non-compliance with laws, regulations and proper practices that could have a significant financial effect on the ability of the body to conduct its business or on its finances. | ✓ | | has only done what it has the legal power to do and has complied with proper practices in doing so. |
| 4 We provided proper opportunity during the year for the exercise of electors' rights in accordance with the requirements of the Accounts and Audit Regulations. | ✓ | | during the year has given all persons interested the opportunity to inspect and ask questions about the body's accounts. |
| 5 We carried out an assessment of the risks facing the body and took appropriate steps to manage those risks, including the introduction of internal controls and/or external insurance cover where required. | ✓ | | considered the financial and other risks it faces and has dealt with them properly. |
| 6 We maintained throughout the year an adequate and effective system of internal audit of the body's accounting records and control systems. | ✓ | | arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of the body. |
| 7 We took appropriate action on all matters raised in reports from internal and external audit. | ✓ | | responded to matters brought to its attention by internal and external audit. |
| 8 We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on the body and where appropriate have included them in the accounting statements. | ✓ | | disclosed everything it should have about its business activity during the year including events taking place after the year-end if relevant. |

This annual governance statement is approved by the body and recorded as minute reference

dated

Signed by:

Chair

dated

Signed by:

Clerk

dated

***Note: Please provide explanations to the external auditor on a separate sheet for each 'No' response. Describe how the body will address the weaknesses identified.**

Section 3 – External auditor certificate and opinion 2013/14

Certificate

We certify that we have completed the audit of the annual return for the year ended 31 March 2014 of:

WORCESTERSHIRE REGULATORY SERVICES

Respective responsibilities of the body and the auditor

The body is responsible for ensuring that its financial management is adequate and effective and that it has a sound system of internal control. The body prepares an annual return in accordance with proper practices which:

- summarises the accounting records for the year ended 31 March 2014; and
- confirms and provides assurance on those matters that are important to our audit responsibilities.

Our responsibility is to conduct an audit in accordance with guidance issued by the Audit Commission and, on the basis of our review of the annual return and supporting information, to report whether any matters that come to our attention give cause for concern that relevant legislation and regulatory requirements have not been met.

External auditor report

(Except for the matters reported below)* on the basis of our review, in our opinion the information in the annual return is in accordance with proper practices and no matters have come to our attention giving cause for concern that relevant legislation and regulatory requirements have not been met. (*delete as appropriate).

(continue on a separate sheet if required)

Other matters not affecting our opinion which we draw to the attention of the body:

(continue on a separate sheet if required)

External auditor signature

External auditor name Date

Note: The auditor signing this page has been appointed by the Audit Commission and is reporting to you that they have carried out and completed all the work that is required of them by law. For further information please refer to the Audit Commission's publication entitled Statement of Responsibilities of Auditors and of Audited Small Bodies.

Section 4 – Annual internal audit report 2013/14

WORCESTERSHIRE REGULATORY SERVICES

The body's internal audit, acting independently and on the basis of an assessment of risk, carried out a selective assessment of compliance with relevant procedures and controls expected to be in operation during the financial year ended 31 March 2014.

Internal audit has been carried out in accordance with the body's needs and planned coverage. On the basis of the findings in the areas examined, the internal audit conclusions are summarised in this table. Set out below are the objectives of internal control and alongside are the internal audit conclusions on whether, in all significant respects, the control objectives were being achieved throughout the financial year to a standard adequate to meet the needs of the body.

| Internal control objective | Agreed? Please choose one of the following | | |
|---|--|-----|---------------|
| | Yes | No* | Not covered** |
| A Appropriate accounting records have been kept properly throughout the year. | ✓ | | |
| B The body's financial regulations have been met, payments were supported by invoices, all expenditure was approved and VAT was appropriately accounted for. | ✓ | | |
| C The body assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these. | ✓ | | |
| D The annual taxation or levy or funding requirement resulted from an adequate budgetary process; progress against the budget was regularly monitored; and reserves were appropriate. | ✓ | | |
| E Expected income was fully received, based on correct prices, properly recorded and promptly banked; and VAT was appropriately accounted for. | ✓ * | | |
| F Petty cash payments were properly supported by receipts, all expenditure was approved and VAT appropriately accounted for. | ✓ | | |
| G Salaries to employees and allowances to members were paid in accordance with body approvals, and PAYE and NI requirements were properly applied. | ✓ | | |
| H Asset and investments registers were complete and accurate and properly maintained. | ✓ | | |
| I Periodic and year-end bank account reconciliations were properly carried out. | ✓ | | |
| J Accounting statements prepared during the year were prepared on the correct accounting basis (receipts and payments or income and expenditure), agreed to the cash book, were supported by an adequate audit trail from underlying records, and, where appropriate, debtors and creditors were properly recorded. | ✓ | | |

For any other risk areas identified by the body (list any other risk areas below or on separate sheets if needed) adequate controls existed:

* The Internal Audit follow up in relation to the licensing Audit for 2012/13 identified that a number of high recommendations remained outstanding. This was mainly due to the resources required for implementation of the new system. A revised timeline has been agreed.

Name of person who carried out the internal audit:

Signature of person who carried out the internal audit: Date:

*Note: If the response is 'no' please state the implications and action being taken to address any weakness in control identified (add separate sheets if needed).

**Note: If the response is 'not covered' please state when the most recent internal audit work was done in this area and when it is next planned, or, if coverage is not required, internal audit must explain why not (add separate sheets if needed).

Guidance notes on completing the 2013/14 annual return

- 1 You must apply proper practices for preparing this annual return. Proper practices are found in the Practitioners' Guides* which are updated from time to time and contain everything you should need to prepare successfully for your financial year-end and the subsequent audit. Both NALC and SLCC have helplines if you want to talk through any problem you may encounter.
- 2 Make sure that your annual return is complete (i.e. no empty red boxes), and is properly signed and dated. Avoid making any amendments to the completed return. But, if this is unavoidable, make sure the amendments are drawn to the attention of and approved by the body, properly initialled and an explanation is provided to the external auditor. Annual returns containing unapproved or unexplained amendments will be returned unaudited and may incur additional costs.
- 3 Use the checklist provided below. Use a second pair of eyes, perhaps a member or the Chair, to review your annual return for completeness before sending it to the external auditor.
- 4 Do not send the external auditor any information not specifically asked for. Doing so is not helpful. However, you must notify the external auditor of any change of Clerk, Responsible Financial Officer or Chair.
- 5 Make sure that the copy of the bank reconciliation which you send to your external auditor with the annual return covers all your bank accounts. If your body holds any short-term investments, note their value on the bank reconciliation. The external auditor must be able to agree your bank reconciliation to Box 8 on the Accounting statements. You must provide an explanation for any difference between Box 7 and Box 8. More help on bank reconciliation is available in the Practitioners' Guides*.
- 6 Explain fully significant variances in the accounting statements on page 2. Do not just send in a copy of your detailed accounting records instead of this explanation. The external auditor wants to know that you understand the reasons for all variances. Include a complete analysis to support your explanation. There are a number of examples provided in the Practitioners' Guides* to assist you.
- 7 If the external auditor has to review unsolicited information, or receives an incomplete bank reconciliation, or you do not fully explain variances, this may incur additional costs for which the auditor will make a charge.
- 8 Make sure that your accounting statements add up and the balance carried forward from the previous year (Box 7 of 2013) equals the balance brought forward in the current year (Box 1 of 2014).
- 9 Do not complete section 3. The external auditor will complete it at the conclusion of the audit.

| Completion checklist – 'No' answers mean you may not have met requirements | | Done? |
|--|--|-------|
| All sections | All red boxes have been completed? | |
| | All information requested by the external auditor has been sent with this annual return? Please refer to your notice of audit. | |
| Section 1 | Approval by the body confirmed by signature of Chair of meeting approving the accounting statements? | |
| | An explanation of significant variations from last year to this year is provided? | |
| | Bank reconciliation as at 31 March 2014 agreed to Box 8? | |
| | An explanation of any difference between Box 7 and Box 8 is provided? | |
| Section 2 | For any statement to which the response is 'no', an explanation is provided? | |
| Section 4 | All red boxes completed by internal audit and explanations provided? | |

*Note: Governance and Accountability for Local Councils in England – A Practitioners' Guides, is available from NALC and SLCC representatives or Governance and Accountability for Internal Drainage Boards in England – A Practitioners' Guides, is available from the ADA at The Association of Drainage Authorities, 12 Cranes Drive, Surbiton, Surrey, KT5 8AL or from the NALC, SLCC or ADA websites - see page 1 for addresses.

Worcestershire Regulatory Services Annual Statement Breakdown 2013-14

WRS Income received 13-14

Income from Partners

| | |
|------------------------------|---------------------|
| Budget | 5,626,199.21 |
| Refund of Savings | -146,858.70 |
| Bereavement | 16,767.60 |
| Redundancy / Pension Strain | 190,353.11 |
| Revenue Transformation | 44,412.35 |
| Marlpool - Redditch | 5,219.75 |
| IT Licence Rchgs | 10,421.18 |
| Taxi Rank Survey - Worcs Cty | 1,980.00 |
| Stoulton / WID - Wychavon | 3,855.38 |
| | <u>5,752,349.88</u> |

Grant Income

| | |
|-------------------------------------|------------------|
| Food Standards Agency Grant | 22,262.50 |
| Business Innovation & Skills Grants | 35,000.00 |
| CCG - Worcs Works Well | 6,569.92 |
| Severn Trent - Sewer Baiting | 11,500.00 |
| Public Health | 8,376.00 |
| | <u>83,708.42</u> |

Other Income

| | |
|--|------------------|
| Environment Agency / Glous Trading Standards | 2,161.20 |
| CeNTSA | 2,628.00 |
| Training Courses | 4,938.80 |
| Staff Secondments | 31,473.66 |
| Ad-Hoc | 3,800.10 |
| | <u>45,001.76</u> |

Movement in Balances

| | |
|------------------|------------------|
| RIEP Rev Funding | 22,406.89 |
| | <u>22,406.89</u> |

Income Received - Box 3

5,903,466.95

Expenditure Breakdown

| | |
|--------------------|-------------------------|
| Employees | 3,987,943 |
| Premises | 172,469 |
| Transport | 156,780 |
| Supplies & Service | 747,377 |
| Contractors | 473,780 |
| Sub-Total | <u>5,538,349</u> |

| | |
|-----------------------------|-----------------------|
| Initiatives | 41,570 |
| Revenue Transformation | 66,819 |
| Redundancy / Pension Strain | 190,353 |
| Sub-Total | <u>298,742</u> |

Overall Total - Box 4 & 6

5,837,091

Fixed Assets

| | |
|-----------------------------|-----------------------|
| ICT Project | 401,457 |
| Dog Warden Vans | 30,400 |
| Refurb of Dog Warden Vans | 5,840 |
| Total Assets - Box 9 | <u>437,697</u> |

Total Borrowings

| | |
|---|----------------------|
| Finance Lease - 4 Dog Warden Vans | 38,000 |
| Re-Paid 12-13 | -5,495 |
| Re-Paid 13-14 | -6,231 |
| Outstanding Capital Balance - Box 10 | <u>26,274</u> |

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Agenda Item 9

REGULATORY SERVICES - REDUNDANCY / PENSION STRAIN

Appendix 4

| | |
|--|-------------|
| Balance remaining as at 1st April 2014 to fund additional severance costs | 247,881.09 |
| FUNDING REQUIRED - 2014/15 | |
| REDUNDANCY | 0.00 |
| PENSION STRAIN | 0.00 |
| TOTAL | 0.00 |
| Balance remaining to fund additional severance costs not yet drawn from partners | 247,881.09 |

| Partner Redundancy / Pension Strain Contributions - Based on Business Case | Revised Partner Contribution % From 01.04.14 | Funding Required 14-15 | Contribution Remaining to fund additional severance costs |
|--|---|------------------------|---|
| Bromsgrove | 10.01% | 0.00 | 24,812.90 |
| Worcs City | 12.13% | 0.00 | 30,067.98 |
| Worcs County | 30.82% | 0.00 | 76,396.95 |
| Malvern Hills | 8.53% | 0.00 | 21,144.26 |
| Redditch | 11.76% | 0.00 | 29,150.82 |
| Wychavon | 15.13% | 0.00 | 37,504.41 |
| Wyre Forest | 11.62% | 0.00 | 28,803.77 |
| Total | 100.00% | 0.00 | 247,881.09 |

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Worcestershire Internal Audit Shared Services Manager's Opinion on the Effectiveness of the System of Internal Control at Bromsgrove District Council (the Council) for the Year Ended 31st March 2014

1. Audit Opinion

- 1.1 The internal audit of Bromsgrove District Council's systems and operations during 2013/14 was conducted in accordance with the Internal Audit Annual plan which was approved by the Audit Board on 14th March 2013.
- 1.2 The Internal Audit function was set up as a shared service in 2010/11 and hosted by Worcester City, for 5 district councils. The shared service operates in accordance with the Institute of Internal Auditors Public Sector Internal Audit Standards 2013.
- 1.3 The Internal Audit Plan for 2013/2014 was risk based (assessing audit and assurance factors, materiality risk, impact of failure, system risk, resource risk fraud risk, and external risk) using a predefined scoring system. It included:
 - a number of core systems which were designed to suitably assist the external auditor to reach their 'opinion' other corporate systems for example governance and
 - a number of operational systems, for example environmental enforcement, depot and stores and Land Charges were looked at to maintain and improve its control systems and risk management processes or reinforce its oversight of such systems.
- 1.4 The 2013/14 internal audit plan was delivered in full providing sufficient coverage for the s151 and Internal Audit Service Manager to form an overall opinion.
- 1.5 In relation to the twenty one reviews that have been undertaken, fourteen audits have been finalised and seven are nearing completion at clearance meeting or draft report stage. Risk management was re-launched during 2012/13 with a Corporate Risk Register being formulated and training being provided. However, further development and embedding is required to move towards a trustworthy system which can be relied upon. An audit in this area returned an assurance level of 'limited assurance'. Further work is required to embed this throughout the organisation with the outcomes being monitored by the Risk Management Group. Other areas which also returned an assurance level of 'limited' included Corporate Governance ~ Fraud and, NDR. A

Agenda Item 9

key area which returned a 'no' assurance level was ICT. All areas where assurance was 'limited' or below will be addressed by management and have a defined action plan in place in order to address the weaknesses and issues identified. Where audits are to be finalised a comprehensive management action plan will be required and agreed by the s151 Officer.

- 1.6 As part of the process of assessing the Council's control environment, senior officers within the Council are required to complete an annual "Internal Control Assurance Statement" to confirm that the controls in the areas for which they are responsible are operating effectively. Officers were required to acknowledge their responsibilities for establishing and maintaining adequate and effective systems of internal control in the services for which they are responsible and confirming that those controls were operating effectively except where reported otherwise. For the majority of areas no areas of significant risk have been identified. Any concerns raised by managers will be assessed and addressed by the Authorities Corporate Management Team.
- 1.7 The majority of the completed audits have been allocated an audit assurance of either 'moderate' or above meaning that there is generally a sound system of internal control in place, no significant control issues have been encountered and no material losses have been identified during a time of continuing significant transformation and change.
- 1.8 WIASS can conclude that no system of control can provide absolute assurance against material misstatement or loss, nor can Internal Audit give that assurance. This statement is intended to provide reasonable assurance based on the audits performed in accordance with the approved plan and the scoping therein. Based on the audits performed in accordance with the approved plan, the Worcestershire Internal Audit Shared Service Manager has concluded that the internal control arrangements during 2013/14 managed the principal risks identified in the audit plan and can be reasonably relied upon to ensure that the Council's corporate objectives have been met.

Andy Bromage

Worcestershire Internal Audit Shared Services Manager

June 2014



JOINT COMMITTEE

Date 26th June 2014

The Regulators' Code

Recommendation

That the Joint Committee notes the headline requirements of the Code and endorses the approach being taken by Worcestershire Regulatory Services in relation to embedding these.

Contribution to Priorities

The Code is to help regulatory services balance enforcement responsibilities with the need to ensure growth and supporting the local economy. It is to help regulators to avoid putting unnecessary burdens on legitimate businesses whilst allowing them the freedom to deal with the real rogues.

Background

The Regulators Code replaces the Regulators Compliance Code, previously published by the Better Regulation Delivery Office. These codes have statutory implementation through the Regulatory and Enforcement Sanctions Act 2008. The Regulators' Code was published in July 2013, ahead of its statutory implementation, in order to allow regulators time to comment, review their existing practices and to identify any steps that they needed to take in order to meet the expectations of revised Code, which came into force on April 6th 2014. From this date, local authorities will be under a statutory duty to have regard to the Code when developing the principles and policies which guide their regulatory activities.

Report

The Code requires Regulators to:

- Carry out activities in a way that supports those they regulate to comply and grow
- Provide simple and straightforward ways to engage

with those they regulate and hear their views

- Base their regulatory activities on risk
- Share information about compliance and risk
- Ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply
- Ensure that their approach to their regulatory activities is transparent

All functions of WRS are risk-based, using national risk assessment schemes to target businesses for intervention. This approach has been further complemented by the recent implementation of intelligence-led enforcement, particularly across Trading Standards functionality. Managers will be looking at options for use of intelligence more widely going forward.

Close working with the Worcestershire LEP has enabled WRS to engage more with the business community and this work is on-going. Reviewing the WRS approach to businesses during work on Systems Thinking has led to more streamlined processes with a reduction in both unnecessary documentation and contact with better performing businesses. In order to meet the Code requirements of transparency a document entitled "What you can expect from Worcestershire Regulatory Services" is currently being completed for publication on the WRS website.

The recent reduction in funding for the Trading Standards functions has resulted in a reduction in the business advice offer for this part of WRS as this was not included in the activities which constitute "minimum statutory duty" requested by the County Council. It is intended to provide up to date leaflet materials for businesses in order to "channel shift" businesses more towards self-help. This will go some way towards meeting the Code requirement which specifically states

"When designing and reviewing policies, operational procedures and practices, regulators should consider how they might support or enable economic growth for compliant businesses".

Other requirements of the Code are met through the existing WRS Enforcement Policy, which was written with the previous Code in mind, although this Policy will be further reviewed to ensure all elements are caught and put before

Financial Implications

members for ratification should it need amending.

None

Sustainability

Not applicable

Contact Points

Chris Phillips, Trading Standards & Animal Health Manager
Tel: 01527 548217
email: cphillips@worcsregservices.gov.uk

Background Papers

Regulators Code:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/300126/14-705-regulators-code.pdf

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Joint Committee

Date: 26th June 2014

Activity Data Q3 and 4 2013/14

Recommendation

That:

1. Joint Committee notes the report,
2. Members of the Committee comment on the nature of the content and its presentation, to enable officers to provide the right information to them in an acceptable format
3. Members of the Committee consider the appropriateness of using this type of activity data to publicise the activities of WRS

Contribution to Priorities

The report covers both district and county functionality so covers the wide range of local authority corporate priorities to which regulatory services contribute

Introduction & Report

Joint Committee members have asked the service to provide data on activity levels to help reassure local members that WRS activity continues to tackle issues broadly across the county.

The attached report follows the format of the previous one and shows members three full quarters of data for comparison. Officers would ask members, whilst they are reviewing the content of the data, to consider the nature of the content and the way it is presented. Officers are keen to put the right data before members in a way that supports both their understanding of and their confidence in the service's activities.

In the last report it was noted that complaints from Citizens Advice Consumer Service are down. This appears to be a national issue, with authorities in many regions reporting this. It has been raised with CACS through the Association of Chief Trading Standards Officers representative on the CACS Boar which engages with partners. The situation will be monitored. Locally we may need to ensure that the

number is as well broadcast as possible.

The highest areas of demand from local consumers relates to remain home improvements, second hand cars and furniture supply. These are usually the top three areas. Members will see that a significant proportion of complaints are not linked to a district in Worcestershire. This is partly a data issue, which we are looking at, but also a significant proportion of complaints arise from people not resident in Worcestershire or they relate to goods/ services purchased out of county by Worcestershire residents. This reflects the nature of modern economic transactions with people being less focused on purchases being made locally.

The nuisance data shows the lower level of service requests that one would expect for the winter months. Domestic nuisance issues return to their pre-summer levels. Members will be able to see from the data how big an increase in nuisance workload the summer brings by comparing figures across the three quarters.

The ward data relating to nuisance shows wards from most of Worcestershire featuring in the top 10, however, reviewing the data for the 9 months highlights Redditch as a particular area for nuisance issues. The Geographic Environmental Health Manager and his team will be considering if there are any proactive measures that could be taken to tackle this.

Since the last report we have identified a slight error in the way officers have been recording their work for the district planning partners which means we have under-reported on this activity. This should be corrected for the 2014/15 reports.

We completed the programme of food hygiene inspection for the year, exceeding our target of 1310. Details by district are provided in the Annual Report which is on the same agenda as this report. All of this data is used to support the Food Standards Agency's Food Hygiene Rating Scheme (formerly referred to as Scores on the Doors,) which rates the level of hygiene at our local catering establishments and contributes to the performance indicators agreed for the service.

The data continues to highlight the large volumes of demand coming into the service for Licensing, although there was a reduction in quarter 4. This is likely to be a post Christmas effect, with fewer temporary events taking place.

The final data pages contain improved end to end time reporting, with a breakdown by various categories of complaint, each one identifying:

- Average days to allocate a case

- Average days to close from allocation
- End to End time

Certain areas of noise nuisance are similarly broken down due to the very varied nature of this category.

Staff in the Intelligence team who extract this data have noted that we need to ensure we continue to encourage staff to record data accurately to make these figures as meaningful as possible.

A number of cases were also concluded in quarter 4, some highlights are below:

1. A Batchley woman has been fined £3,087.46 for causing a noise nuisance to her neighbours. On 17 January Vicky Hawthorne of Evesham Road, was convicted at Redditch Magistrates Court for failing to comply with a noise abatement notice.

The case was brought by Worcestershire Regulatory Services, on behalf of Redditch Borough Council, when Ms Hawthorne failed to comply with the noise abatement notice. Officers seized her CD player, speakers, media players and CDs. The 33-year-old failed to attend court and the case was heard in her absence

2. A Worcester woman was sentenced to 200 hours of unpaid work after she was found selling counterfeit goods over the internet. On 30 January at Worcester Magistrates Court Sharon Proctor pleaded guilty to five counts of breaching the Trade marks Act 1994.

This followed a raid on her home by Worcestershire Regulatory Services Trading Standards Officers which was being used to manufacture the goods. The court heard how Miss Proctor was making and selling hooded tops with the JLS logo and T-shirts with the Children In Need logo Pudsey Bear. EBay records show over a short period of around 18 months the 40-year-old has sold 9,592 items with a value of £64,730. Miss Proctor was also ordered to pay £3000 costs and a victim surcharge £60. When considering sentence the Magistrates said that she was only just below the custody threshold.

3. A Kidderminster woman was fined for selling pre-packed meats which weighed less than the label stated. JMF Meats Director, Joanne Foran of Oxbow Way, appeared at Kidderminster Magistrates Court on 19 March following an investigation by Worcestershire Regulatory Services Trading Standards officers. The 43-year-old pleaded guilty to

Agenda Item 11

charges under the Weights and Measures Act 1985 and the Consumer Protection from Unfair Trading Regulations 2008 and Ms Foran and the company were each fined £330 and ordered to pay costs of £696 and a victim surcharge of £15. The company which traded as Clover Meats in Oxford Street Kidderminster, and has since ceased trading although Ms Foran as the company director at the time of the offences will be liable to pay all of the fines and costs imposed by the court.

As a result of a consumer complaint the shop was visited by a Trading Standards Officer in November 2013. Checks were carried out on a selection of pre packed meats displayed for sale, which revealed weights of meat significantly less than their labelled weight. It was found that metal trays and packaging had been included in the weighting process and this increased the overall weight, and therefore price, of the packs. The steel tray and packaging was then removed when the product was purchased. These trays and packaging weighed anything up to 1 kg and caused short weights of between 27% and 36%, which averaged out at £3.11 per pack sold.

Full details of these and other cases can be found on the WRS website at:

<http://www.worcsregservices.gov.uk/latest-news-press-releases.aspx>

Members are also asked to consider whether the data in this report would be suitable for use for publicity purposes again to inform the public of the service's activity.

Financial Implications

None

Sustainability

None

Contact Points

Simon Wilkes
Business Manager
01527-548314

Background Papers

Activity Data Report

Quarterly Activity Report



| | |
|---------|---------------------|
| Report | WRS activity report |
| Version | V1.0 |
| Date | 08/04/2014 |
| Year | 2013/2014 |
| By | Intelligence Team |



worcestershire
countycouncil



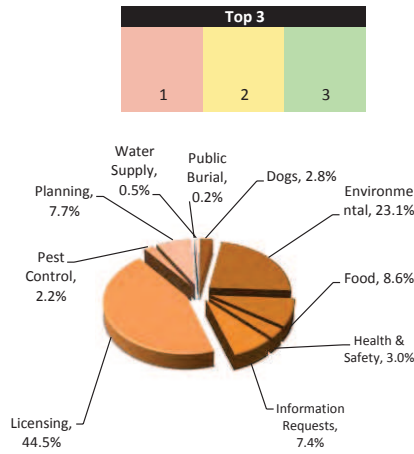
Index

| | |
|--------|---------------------------------------|
| Page 1 | Cover Sheet |
| Page 2 | Index |
| Page 3 | Environmental health Q4 |
| Page 4 | Trading Standard Q4 |
| Page 5 | Environmental health YTD |
| Page 6 | Trading Standard YTD |
| Page 7 | Environmental health End to End times |
| Page 8 | Trading Standard End to End times |



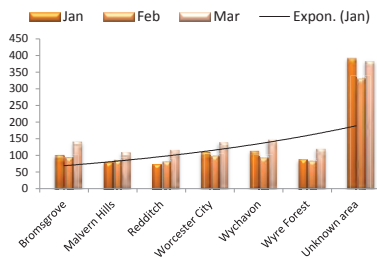
Environmental Health

| By type | | | | | |
|----------------------|------------|------------|-------------|-------------|---------------|
| Type of request | Jan | Feb | Mar | Q4 total | Q4 % |
| Dogs | 20 | 24 | 40 | 84 | 2.8% |
| Environmental | 184 | 200 | 302 | 686 | 23.1% |
| Food | 79 | 85 | 93 | 257 | 8.6% |
| Health & Safety | 18 | 33 | 39 | 90 | 3.0% |
| Information Requests | 95 | 69 | 56 | 220 | 7.4% |
| Licensing | 454 | 367 | 501 | 1322 | 44.5% |
| Pest Control | 22 | 18 | 24 | 64 | 2.2% |
| Planning | 76 | 70 | 82 | 228 | 7.7% |
| Public Burial | 3 | | 4 | 7 | 0.2% |
| Water Supply | 4 | 4 | 8 | 16 | 0.5% |
| Total | 955 | 870 | 1149 | 2974 | 100.0% |



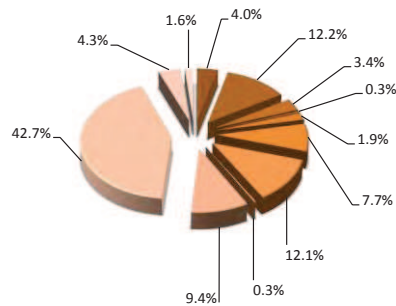
Environmental health by type Q4 Notes:

| By district | | | | | |
|-----------------|------------|------------|-------------|-------------|---------------|
| Type of request | Jan | Feb | Mar | Q4 total | Q4 % |
| Bromsgrove | 100 | 95 | 140 | 335 | 11.3% |
| Malvern Hills | 79 | 86 | 108 | 273 | 9.2% |
| Redditch | 74 | 82 | 116 | 272 | 9.1% |
| Worcester City | 110 | 97 | 138 | 345 | 11.6% |
| Wychevon | 113 | 94 | 146 | 353 | 11.9% |
| Wyre Forest | 87 | 84 | 119 | 290 | 9.8% |
| Unknown area | 392 | 332 | 382 | 1106 | 37.2% |
| Total | 955 | 870 | 1149 | 2974 | 100.0% |



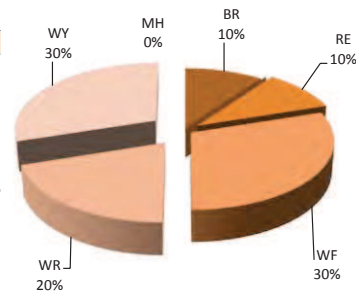
Environmental health by district Q4 Notes:

| Nuisance | | | | | |
|------------------------------------|------------|------------|------------|------------|---------------|
| Type of request | Jan | Feb | Mar | Q4 total | Q4 % |
| Accumulations - Commercial | 6 | 14 | 7 | 27 | 4.0% |
| Accumulations - Domestic | 25 | 19 | 38 | 82 | 12.2% |
| Drainage | 10 | 7 | 6 | 23 | 3.4% |
| Drainage - Surcharge | 1 | | 1 | 2 | 0.3% |
| Light Nuisance | 5 | 3 | 5 | 13 | 1.9% |
| Odour | 22 | 7 | 23 | 52 | 7.7% |
| Smoke, Fumes and Gases | 14 | 19 | 48 | 81 | 12.1% |
| Noise - Alarm | | | 2 | 2 | 0.3% |
| Noise - Commercial Premises | 15 | 18 | 30 | 63 | 9.4% |
| Noise - Domestic | 78 | 86 | 123 | 287 | 42.7% |
| Noise - Industrial or Agricultural | 3 | 16 | 10 | 29 | 4.3% |
| Noise - Street | | 5 | 6 | 11 | 1.6% |
| Total | 179 | 194 | 299 | 672 | 100.0% |



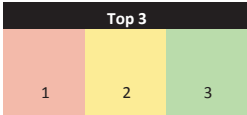
| Nuisance by Ward (Top 10) | | |
|------------------------------|-----|----------|
| Ward | No. | District |
| Arboretum | 7 | WR |
| Bengeworth | 6 | WY |
| Headless Cross and Oakenshaw | 6 | RE |
| Droitwich South West | 5 | WY |
| Alvechurch | 5 | BR |
| Oldington and Foley Park | 4 | WF |
| Lickhill | 4 | WF |
| Broadwaters | 4 | WF |
| Droitwich West | 4 | WY |
| Cathedral | 4 | WR |

| Top 10% (split by district) | | |
|-----------------------------|-----------|----------|
| District | of the 10 | District |
| BR | 1 | 10% |
| MH | | |
| RE | 1 | 10% |
| WF | 3 | 30% |
| WR | 2 | 20% |
| WY | 3 | 30% |

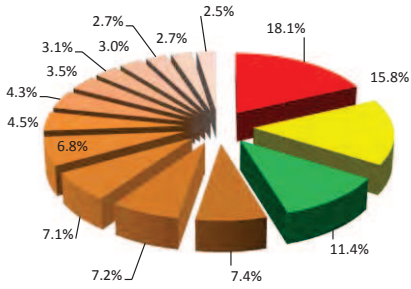


Notes

Trading Standards



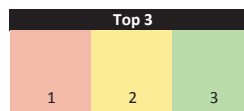
| Top 15 requests | | | | |
|-----------------|----------|------|---|-------|
| No. | quantity | Code | Discription | % |
| 1 | 225 | EE | Second Hand Cars | 18.1% |
| 2 | 196 | AB | Home Maintenance And Improvements | 15.8% |
| 3 | 142 | AD | Furniture | 11.4% |
| 4 | 92 | DY | Professional Services | 7.4% |
| 5 | 90 | BM | Telecommunications | 7.2% |
| 6 | 88 | CZ | Other Personal Goods And Services | 7.1% |
| 7 | 85 | AM | Personal Computers, Accessories, Softw: | 6.8% |
| 8 | 56 | CA | Clothing And Clothing Fabric | 4.5% |
| 9 | 54 | AN | Large Domestic Appliances | 4.3% |
| 10 | 44 | BA | Food And Drink | 3.5% |
| 11 | 38 | CE | Toiletries, Perfumes, Beauty Treatments | 3.1% |
| 12 | 37 | DG | Insurance | 3.0% |
| 13 | 33 | AN | Large Domestic Appliances | 2.7% |
| 14 | 33 | AL | Audio - Visual | 2.7% |
| 15 | 31 | AC | Glazing Products And Installations | 2.5% |



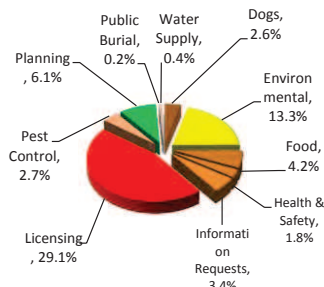
| Top 20 by Ward | | | | | | | | | | |
|------------------|--------------------------|---------|----|----|----|----|----|----|-------------|-----|
| No | Ward | Unknown | BR | MH | RE | WF | WR | WY | Grand Total | % |
| 1 | | 1209 | | | | | | | 1209 | 84% |
| 2 | Abbey | | | | 29 | | | | 29 | 2% |
| 3 | Greenhill | | | | | 20 | | | 20 | 1% |
| 4 | Lovett and North Claines | | | | | | | 19 | 19 | 1% |
| 5 | Stoke Prior | | 18 | | | | | | 18 | 1% |
| 6 | Hartlebury | | | | | | | 16 | 16 | 1% |
| 7 | Alvechurch | | 15 | | | | | | 15 | 1% |
| 8 | Bretforton and Offenham | | | | | | | 14 | 14 | 1% |
| 9 | Warndon | | | | | | 12 | | 12 | 1% |
| 10 | Evesham North | | | | | | | 11 | 11 | 1% |
| 11 | Droitwich West | | | | | | | 11 | 11 | 1% |
| 12 | Link | | | 7 | | | | | 7 | 0% |
| 13 | Aggborough and Spennells | | | | | 7 | | | 7 | 0% |
| 14 | Broadway and Wickhamford | | | | | | | 7 | 7 | 0% |
| 15 | Cathedral | | | | | | 7 | | 7 | 0% |
| 16 | Franche | | | | | 7 | | | 7 | 0% |
| 17 | Bedwardine | | | | | | 6 | | 6 | 0% |
| 18 | Matchborough | | | | 6 | | | | 6 | 0% |
| 19 | Droitwich East | | | | | | | 6 | 6 | 0% |
| 20 | Lodge Park | | | | 6 | | | | 6 | 0% |
| Total of Top 20 | | 1209 | 33 | 7 | 41 | 34 | 25 | 84 | 1433 | |
| Percentage split | | 84% | 2% | 0% | 3% | 2% | 2% | 6% | 100% | |

Notes:

Environmental Health

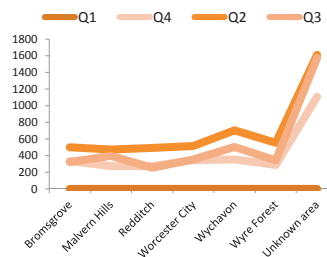


| By type | | | | | | |
|----------------------|----|-------------|-------------|-------------|--------------|--------------|
| Type of request | Q1 | Q2 | Q3 | Q4 | Total | YTD % |
| Dogs | | 106 | 116 | 84 | 306 | 2.6% |
| Environmental | | 1626 | 727 | 686 | 3039 | 13.3% |
| Food | | 349 | 219 | 257 | 825 | 4.2% |
| Health & Safety | | 128 | 124 | 90 | 342 | 1.8% |
| Information Requests | | 192 | 228 | 220 | 640 | 3.4% |
| Licensing | | 1952 | 1967 | 1322 | 5241 | 29.1% |
| Pest Control | | 193 | 86 | 64 | 343 | 2.7% |
| Planning | | 275 | 255 | 228 | 758 | 6.1% |
| Public Burial | | 12 | 10 | 7 | 29 | 0.2% |
| Water Supply | | 17 | 13 | 16 | 46 | 0.4% |
| Total | | 4850 | 3745 | 2974 | 11569 | 90.9% |



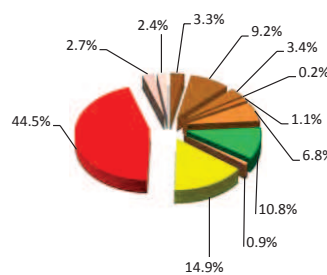
Environmental health by type YTD Notes: Please note Planning figures don't show the true figures due to the way they're record them within uniform

| By district | | | | | | |
|-----------------|----|-------------|-------------|-------------|--------------|---------------|
| Type of request | Q1 | Q2 | Q3 | Q4 | Total | YTD % |
| Bromsgrove | | 499 | 325 | 335 | 1159 | 10.0% |
| Malvern Hills | | 475 | 395 | 273 | 1143 | 9.9% |
| Redditch | | 492 | 254 | 272 | 1018 | 8.8% |
| Worcester City | | 515 | 353 | 345 | 1213 | 10.5% |
| Wychavon | | 705 | 503 | 353 | 1561 | 13.5% |
| Wyre Forest | | 553 | 343 | 290 | 1186 | 10.3% |
| Unknown area | | 1611 | 1572 | 1106 | 4289 | 37.1% |
| Total | | 4850 | 3745 | 2974 | 11569 | 100.0% |



Environmental health by district YTD Notes: Nearly 40% are either out of area or without Postcode known

| Nuisance | | | | | | |
|------------------------------------|----|-------------|------------|------------|-------------|---------------|
| Type of request | Q1 | Q2 | Q3 | Q4 | Total | YTD % |
| Accumulations - Commercial | | 40 | 31 | 27 | 98 | 3.3% |
| Accumulations - Domestic | | 121 | 70 | 82 | 273 | 9.2% |
| Drainage | | 34 | 43 | 23 | 100 | 3.4% |
| Drainage - Surcharge | | 2 | 2 | 2 | 6 | 0.2% |
| Light Nuisance | | 10 | 9 | 13 | 32 | 1.1% |
| Odour | | 99 | 50 | 52 | 201 | 6.8% |
| Smoke, Fumes and Gases | | 148 | 91 | 81 | 320 | 10.8% |
| Noise - Alarm | | 15 | 10 | 2 | 27 | 0.9% |
| Noise - Commercial Premises | | 288 | 92 | 63 | 443 | 14.9% |
| Noise - Domestic | | 738 | 297 | 287 | 1322 | 44.5% |
| Noise - Industrial or Agricultural | | 40 | 12 | 29 | 81 | 2.7% |
| Noise - Street | | 53 | 7 | 11 | 71 | 2.4% |
| Total | | 1588 | 714 | 672 | 2974 | 100.0% |

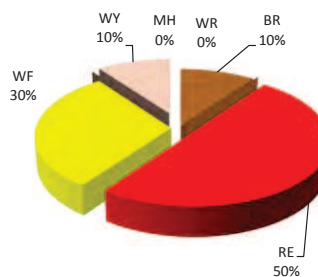


Nuisance by Ward (Top 10)

| Ward | No. | District |
|------------------------------|-----|----------|
| Greenlands | 59 | RE |
| Winyates | 53 | RE |
| Bengeworth | 49 | WY |
| Greenhill | 48 | WF |
| Church Hill | 44 | RE |
| Lodge Park | 38 | RE |
| Headless Cross and Oakenshaw | 37 | RE |
| Broadwaters | 35 | WF |
| Alvechurch | 35 | BR |
| Sutton Park | 34 | WF |

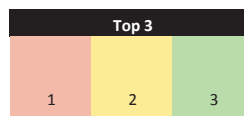
Top 10% (split by district)

| District | of the 10 | District |
|----------|-----------|----------|
| BR | 1 | 10% |
| MH | | |
| RE | 5 | 50% |
| WF | 3 | 30% |
| WR | | |
| WY | 1 | 10% |

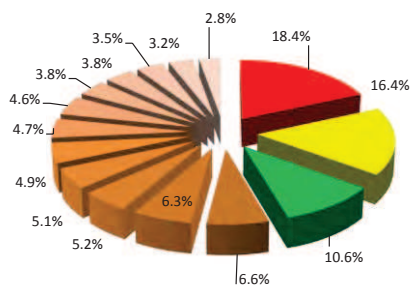


Notes: 44.5 % of all nuisance complaints are domestic noise. Overall Redditch covers 5 wards out of the Top 10 Nuisance complaints across the county

Trading Standards



| Top 15 requests | | | | |
|-----------------|----------|------|---------------------------------------|-------|
| No. | quantity | Code | Discription | % |
| 1 | 894 | EE | Second Hand Cars | 18.4% |
| 2 | 797 | AB | Home Maintenance And Improvement | 16.4% |
| 3 | 512 | AD | Furniture | 10.6% |
| 4 | 321 | BM | Telecommunications | 6.6% |
| 5 | 307 | DE | Ancillary Credit Business | 6.3% |
| 6 | 251 | DY | Professional Services | 5.2% |
| 7 | 245 | CZ | Other Personal Goods And Services | 5.1% |
| 8 | 236 | BA | Food And Drink | 4.9% |
| 9 | 227 | AM | Personal Computers, Accessories, Soft | 4.7% |
| 10 | 224 | GA | Industrial/Commercial Goods And Serv | 4.6% |
| 11 | 185 | CA | Clothing And Clothing Fabric | 3.8% |
| 12 | 183 | AN | Large Domestic Appliances | 3.8% |
| 13 | 172 | EF | Car Repairs And Servicing | 3.5% |
| 14 | 156 | DG | Insurance | 3.2% |
| 15 | 136 | AL | Audio - Visual | 2.8% |



| Top 20 by Ward | | | | | | | | | | |
|------------------|--------------------------|---------|-----|----|-----|-----|-----|-----|-------------|-----|
| No | Ward | Unknown | BR | MH | RE | WF | WR | WY | Grand Total | % |
| 1 | | 4276 | | | | | | | 4276 | 75% |
| 2 | Abbey | | | | 220 | | | | 220 | 4% |
| 3 | Greenhill | | | | | 129 | | | 129 | 2% |
| 4 | Lovett and North Claines | | | | | | | 125 | 125 | 2% |
| 5 | Stoke Prior | | 109 | | | | | | 109 | 2% |
| 6 | Alvechurch | | 103 | | | | | | 103 | 2% |
| 7 | Droitwich West | | | | | | | 81 | 81 | 1% |
| 8 | Aggborough and Spennells | | | | | 62 | | | 62 | 1% |
| 9 | Bedwardine | | | | | | 61 | | 61 | 1% |
| 10 | Warndon | | | | | | 58 | | 58 | 1% |
| 11 | Bretforton and Offenham | | | | | | | 58 | 58 | 1% |
| 12 | Franche | | | | | 57 | | | 57 | 1% |
| 13 | Evesham North | | | | | | | 56 | 56 | 1% |
| 14 | Matchborough | | | | 50 | | | | 50 | 1% |
| 15 | Evesham South | | | | | | | 49 | 49 | 1% |
| 16 | Link | | | 46 | | | | | 46 | 1% |
| 17 | Hartlebury | | | | | | | 45 | 45 | 1% |
| 18 | Charford | | 44 | | | | | | 44 | 1% |
| 19 | Mitton | | | | | 43 | | | 43 | 1% |
| 20 | Tardebigge | | 40 | | | | | | 40 | 1% |
| Total of Top 20 | | 4276 | 296 | 46 | 270 | 291 | 119 | 414 | 5712 | |
| Percentage split | | 75% | 5% | 1% | 5% | 5% | 2% | 7% | 100% | |

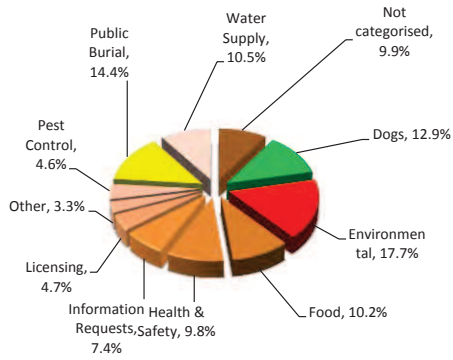
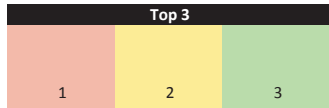
Notes: 4357 missing either postcodes or anre out of area so we're unable to determin area.

End to end times

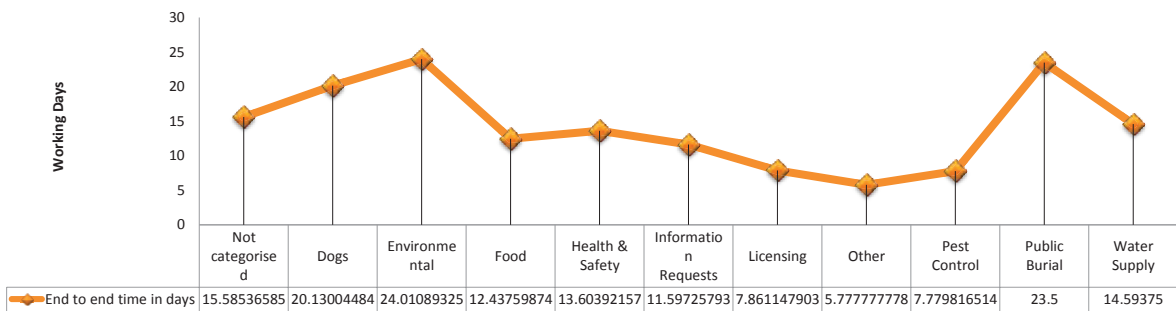
End to end times per Environmental Health category

| Environmental health Area | Average days to allocate case | Average days to close from allocation | End to end time in days | % Split of time taken by area |
|---------------------------|-------------------------------|---------------------------------------|-------------------------|-------------------------------|
| Not categorised | 1.3 | 14.3 | 15.6 | 9.9% |
| Dogs | 1.3 | 18.9 | 20.1 | 12.9% |
| Environmental | 1.1 | 22.9 | 24.0 | 17.7% |
| Food | 1.3 | 11.1 | 12.4 | 10.2% |
| Health & Safety | 1.1 | 12.5 | 13.6 | 9.8% |
| Information Requests | 1.5 | 10.1 | 11.6 | 7.4% |
| Licensing | 1.1 | 6.8 | 7.9 | 4.7% |
| Other | 1.4 | 4.3 | 5.8 | 3.3% |
| Pest Control | 1.0 | 6.8 | 7.8 | 4.6% |
| Public Burial | 1.0 | 22.5 | 23.5 | 14.4% |
| Water Supply | 1.3 | 13.3 | 14.6 | 10.5% |
| Average | 1.2 | 13.0 | 14.3 | |

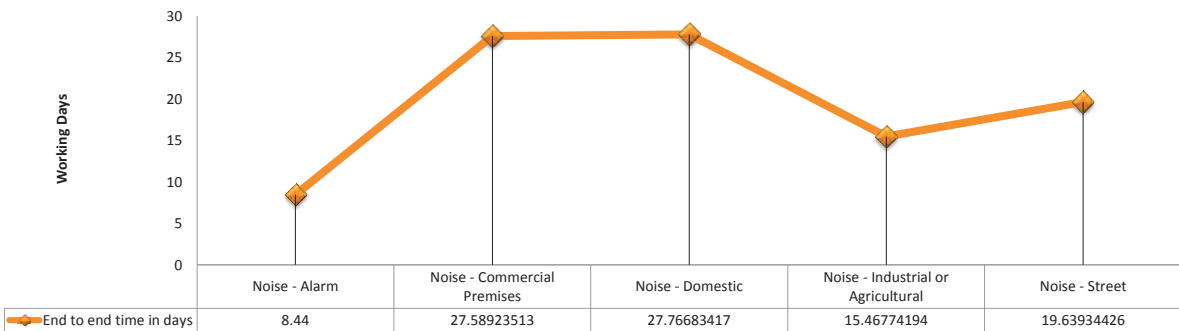
| Number of days taken End to End for Noise | | | | |
|---|-----|------|------|-------|
| Noise - Alarm | 1.0 | 9.7 | 10.7 | 9.7% |
| Noise - Commercial Premises | 1.0 | 27.7 | 28.7 | 26.0% |
| Noise - Domestic | 1.2 | 30.7 | 31.9 | 28.9% |
| Noise - Industrial or Agricultural | 1.0 | 20.3 | 21.3 | 19.3% |
| Noise - Street | 1.0 | 16.8 | 17.8 | 16.1% |



Avg No of days taken end to end by request type



Avg No of days taken end to end by Noise request type

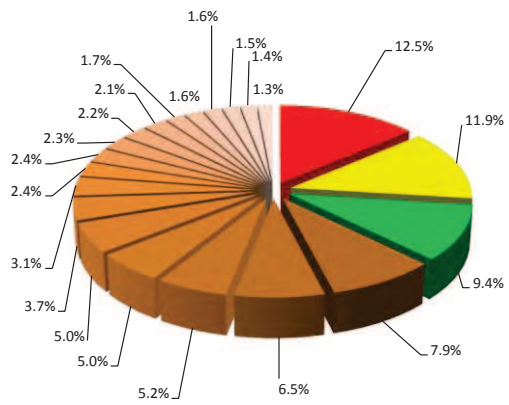
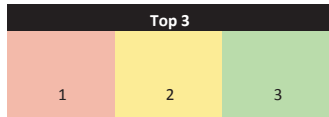


Notes: A small reduction in end to end times across the board around an Hour with the largest drop being domestic noise which has reduced by over 3 hours from the last quarter.

Agenda Item 11

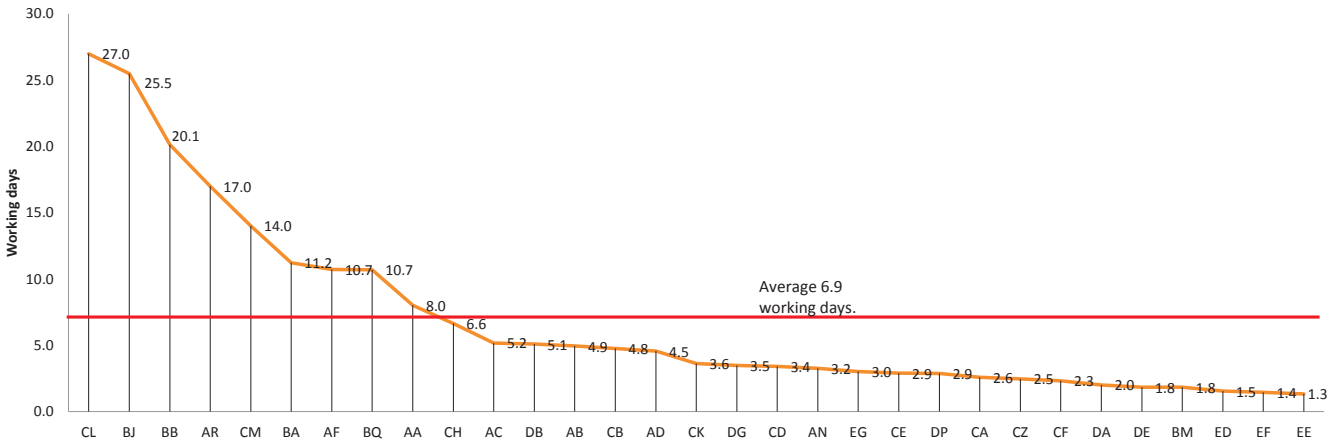
Trends and End to End times

| (Overall) Number of days taken End to End for Trading Standards | | | | |
|---|--|------------------------------|-----------------------------|-------------------------------|
| Trading Standards | Avg no of days to First allocation date & first response | Avg No of days to allocation | Avg End to end time in days | % Split of time taken by area |
| CL | 0.4 | 0.3 | 27.0 | 12.5% |
| BJ | 0.5 | 0.3 | 25.5 | 11.9% |
| BB | 1.3 | 1.0 | 20.1 | 9.4% |
| AR | 1.0 | 0.6 | 17.0 | 7.9% |
| CM | 2.0 | 1.0 | 14.0 | 6.5% |
| BA | 1.7 | 0.8 | 11.2 | 5.2% |
| AF | 0.9 | 0.8 | 10.7 | 5.0% |
| BQ | 1.3 | 2.0 | 10.7 | 5.0% |
| AA | 0.3 | 0.2 | 8.0 | 3.7% |
| CH | 2.8 | 0.8 | 6.6 | 3.1% |
| AC | 0.7 | 1.2 | 5.2 | 2.4% |
| DB | 1.6 | 0.8 | 5.1 | 2.4% |
| AB | 2.5 | 1.3 | 4.9 | 2.3% |
| CB | 1.3 | 0.3 | 4.8 | 2.2% |
| AD | 1.7 | 0.9 | 4.5 | 2.1% |
| CK | 1.0 | 0.5 | 3.6 | 1.7% |
| DG | 2.2 | 0.9 | 3.5 | 1.6% |
| CD | 4.3 | 0.9 | 3.4 | 1.6% |
| AN | 1.5 | 0.5 | 3.2 | 1.5% |
| EG | 2.1 | 0.9 | 3.0 | 1.4% |
| CE | 2.0 | 0.8 | 2.9 | 1.3% |
| DP | 1.0 | 2.3 | 2.9 | 1.3% |
| CA | 2.2 | 0.7 | 2.6 | 1.2% |
| CZ | 2.5 | 0.8 | 2.5 | 1.1% |
| CF | 2.3 | 2.6 | 2.3 | 1.1% |
| DA | 2.7 | 0.8 | 2.0 | 0.9% |
| DE | 1.3 | 0.7 | 1.8 | 0.9% |
| BM | 1.9 | 0.9 | 1.8 | 0.9% |
| ED | 0.9 | 0.7 | 1.5 | 0.7% |
| EF | 1.9 | 1.3 | 1.4 | 0.7% |
| EE | 3.7 | 1.4 | 1.3 | 0.6% |



(CL) Nursery Goods and Services, (BJ) DIY Materials, (BB) Domestic Fuel have taken the longest to resolve, although very few in actual number.

Avg No of days taken end to end by Area



| Top 10 | YTD | Type | % |
|--------|-----|------|-------|
| 1 | 894 | EE | 18.4% |
| 2 | 797 | AB | 16.4% |
| 3 | 512 | AD | 10.6% |
| 4 | 321 | BM | 6.6% |
| 5 | 307 | DE | 6.3% |
| 6 | 251 | DY | 5.2% |
| 7 | 245 | CZ | 5.1% |
| 8 | 236 | BA | 4.9% |
| 9 | 227 | AM | 4.7% |
| 10 | 224 | GA | 4.6% |

