

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

WORCESTERSHIRE REGULATORY SERVICES

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY 19TH FEBRUARY 2015 AT 4.30 P.M.

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: Councillor M. Hart
Wyre Forest District Council: Councillor P. Harrison

AGENDA

1. Apologies for absence and notification of substitutes
2. 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.
3. To confirm the accuracy of the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 27th November 2014 (Pages 1 - 8)
4. Appointment of Acting Head of Worcestershire Regulatory Services (Pages 9 - 12)
5. Creating and delivering a sustainable regulatory partnership for Worcestershire (Pages 13 - 32)

6. Worcestershire Regulatory Services Business Plan 2015/2018 (Pages 33 - 66)
7. Worcestershire Regulatory Services Service Plan 2015/2016 (Pages 67 - 118)
8. Accommodation and ICT hosting relocation progress report (Pages 119 - 130)
9. Worcestershire Regulatory Services Budget Monitoring April to December 2014 (Pages 131 - 138)
10. Activity and Performance Data Quarters 1, 2 and 3 (Pages 139 - 190)
11. Worcestershire Shared Services Joint Committee - Proposed 2015/2016 Meeting Dates

All meetings to commence at 4:30pm:

- Thursday 25th June 2015
- Thursday 8th October 2015
- Thursday 26th November 2015 (Budget)
- Thursday 18th February 2016

12. 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

10th February 2015

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

WORCESTERSHIRE REGULATORY SERVICES

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

27TH NOVEMBER 2014 AT 4.30 P.M.

PRESENT: Councillors M. A. Bullivant (Chairman), Mrs. B. Behan (Vice-Chairman), R. L. Dent, D. Hughes, B. Clayton, P. Mould (Substituting for Councillor J. Fisher), A. Roberts, Mrs. L. Hodgson, A. N. Blagg, R. Davis, K. Jennings, M. Hart and P. Harrison

Observers: Apologies were received from Mrs. R. Mullen, Corporate Director, Service Delivery, Worcester City Council

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

Officers: Mr. S. Jorden, Ms. C. Flanagan, Mr. V. Allison, Deputy Managing Director, Wychavon District Council and Mrs. P. Ross

23/14 APOLOGIES

Apologies for absence were received from Councillors J. Fisher, Redditch Borough Council and D. Wilkinson, Worcester City Council.

24/14 DECLARATIONS OF INTEREST

The following Members declared a Disclosable Interest, having a close connection with the matter under discussion, in Agenda Item Number 5, proposed change of accommodation for Worcestershire Regulatory Services; as Members for Wychavon District Council and Wyre Forest District Council, who had submitted bids to provide alternative accommodation for Worcestershire Regulatory Services:-

Councillors R. Davis and K. Jennings, Wychavon District Council and Councillors M. Hart and P. Harrison, Wyre Forest District Council.

25/14 MINUTES

The Minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 2nd October 2014 were submitted.

RESOLVED that the minutes be approved as a correct record.

26/14 **STRATEGIC PARTNERSHIP PROCUREMENT - PROGRESS REPORT**

The Head of Worcestershire Regulatory Services (WRS) informed the Committee that Capita had now withdrawn from the process and would therefore not be submitting its final solution in January 2015. The considerable progress made in developing the company's understanding of WRS had highlighted to Capita how far WRS had come, the level of service provided and the high reputation WRS had achieved. WRS officers would now determine the shape of the service to be delivered and have an outline of that service in January / February 2015.

Members expressed their disappointment that Capita had withdrawn. In response Councillor D. Hughes said it was sad news for Members to hear. He asked all partners to show their support to the Head of WRS and his team, in his opinion it was now essential that all partners gave their support to WRS.

27/14 **EXCLUSION OF THE PUBLIC**

"**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 the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I 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:-

<u>Minute No.</u>	<u>Paragraphs</u>	
28/14	3	"

28/14 **ACCOMMODATION RELOCATION REPORT**

The Committee were asked to consider a report which detailed the proposed change of accommodation for Worcestershire Regulatory Services (WRS), additional background papers and a revised recommendation from the WRS Management Board.

The Chairman reminded Members that they were being asked to consider and approve revised Recommendation 1, as detailed below and provided to all Joint Committee Members, with the confidential background papers:-

Joint Committee Members are asked to note the revised Recommendation, from the Worcestershire Regulatory Services Management Board, relating to agenda item five:-

Accommodation Relocation Report

Recommendation 1 – That the service relocates its main operating base to Wyre Forest House.

The Head of WRS introduced the report and highlighted that senior officers had had angst over making the right decision for the service. Further detailed information had been received by the Management Board from Wychavon

Agenda Item 3

Worcestershire Shared Services Joint Committee
27th November 2014

District Council with regard to their bid. The Head of WRS had met WRS Management Board representatives, Mr. I. Pumfrey, Chairman, WRS Management Board and Ms. J. Pickering, Executive Director, Finance and Resources, Bromsgrove District Council to determine the very best option for WRS.

Councillor K. Jennings proposed that Members considered and approved the original recommendation, as detailed in the report.

Councillor M. Hart responded that he was not pleased to hear this. In his opinion there was now a firm revised recommendation, from the WRS Management Board, which had resulted from the lengthy work of the Management Board and the proposals put forward by both potential bidders; Wychavon District Council and Wyre Forest District Council. A comprehensive scoring system had been followed with a clear distinction between each bid. He did not agree with Councillor K. Jennings that Joint Committee Members should consider and approve the original recommendation.

Councillor K. Jennings stated that in his opinion, which ever bidder was the clear winner and succeeded in securing the bid, he was concerned that the background papers provided, namely the scoring matrix, had been flawed. Councillor K. Jennings then highlighted to the Joint Committee the specific areas of the matrix that had caused him some concern.

Councillor P. Harrison raised the point that the decision, with regard to WRS moving its main operating base, should be taken by Joint Committee Members and not, as detailed in the original recommendation, be delegated to officers.

An in depth discussion followed with regard to the lateness of the background papers provided and information detailed in the matrix and the scoring awarded. Members questioned, that due to the lateness of the background papers being received, the additional information received by the WRS Management Board with regard to Wychavon District Council's bid, should officers be tasked to look further at the additional information provided by Wychavon District Council, the matrix information detailed and the scoring awarded, plus an indication of staff preference; which had not been included anywhere in the report, be provided and brought back to the next meeting of the Joint Committee. This would enable Members to make a valid decision taking into account all of the information as suggested in the pre-amble above.

The Chairman, WRS Management Board informed the Committee that it was imperative that Members agreed as a minimum the relocation arrangements in order that WRS could exit their current premises taking into account the timescales to be met by the University. The matrix, as detailed in the background papers and agreed by the WRS, Management Board had been as a result of the information provided to the Board. The original agenda papers issued to the Joint Committee had been as a result of that information. The Board acknowledged that they had not received the required information fast enough, hence the original recommendation in the report being revised by the WRS Management Board.

The Head of WRS reiterated that Members should consider the best solution for WRS at the earliest opportunity. Staff already had to face potential redundancies and it was important that staff felt settled with regard to the required move to new premises.

Members were in agreement that they considered the best solution for WRS. They had taken on board the comments made by the Head of WRS with regard to staff already facing uncertainties and were in agreement that it was important that a decision be made with regard to the proposed change of accommodation for WRS staff. Councillor K. Jennings having heard the Head of WRS speak in favour of an early decision being made in the interest of WRS staff; reiterated Members earlier comments in respect of the best solution for WRS and informed the Committee that he was now in support of revised recommendation one.

The Head of WRS expressed his thanks to Wychavon District Council Members.

The Chairman sought clarification that Members felt in a position to vote on recommendation one, as revised, and recommendation two and three, as detailed in the original report. The Chairman further informed the Committee that the decision would have to be a unanimous decision, as detailed in the Worcestershire Shared Services Partnership agreement.

RESOLVED:

- (a) that Worcestershire Regulatory Services relocate its main operating base to Wyre Forest House;
- (b) that authority be delegated to the Head of Worcestershire Regulatory Services, and the Executive Director, Finance and Resources, Section 151 Officer for Bromsgrove District Council, to enter into the required contractual and financial arrangements necessary to facilitate the relocation; and
- (c) that the one-off costs of relocation be shared between partner authorities in the following proportions:-
 - 50% to be borne by Worcestershire County Council
 - 50% to be borne by the District Council partners, divided equally amongst them.

29/14

OVERHEAD ALLOCATION AND PARTNER FUNDING 2015-2016

The Committee considered the Overhead Allocation and Partner Funding 2015/2016 report.

The Chairman welcomed Mr. V. Allison, Deputy Managing Director, Wychavon District Council to the meeting. The Chairman informed Members that Mr. V. Allison would present the report in the absence of the Executive Director, Finance and Resources, Bromsgrove District Council.

Mr. V. Allison presented the report and informed Members of the work that had been undertaken in relation to the reduction of the fixed costs / overheads

to be implemented from 2015/2016 and the revised percentages that had been identified as a result of that work. As a result of the fixed cost meetings an exercise was undertaken to establish the true costs (fixed/variable) attributed to Worcestershire County Council (WCC) as a result of the reduction in staffing numbers. Appendix 2 to the report detailed the revised allocation and the impact on the Districts. It was proposed that savings identified from the change of accommodation location and the IT associated cost could be used to fund the £158,000 of reduced overhead costs to WCC. This would ensure that the other partner authorities did not bear any additional costs.

RESOLVED:

(a) that the revised partner shares to address the allocation of overheads to ensure that all partners receive a fair allocation for the services provided, as detailed below be approved;

Bromsgrove District Council	11.53%
Redditch Borough Council	13.65%
Worcestershire County Council	21.31%
Wyre Forest District Council	12.69%
Worcester City Council	13.37%
Wychavon District Council	17.71%
Malvern Hills District Council	9.74%

(b) that approval be given to the revised percentage shares to be implemented from 2015/16 for any allocation of costs associated with the service excluding the base budget allocations.

30/14

WORCESTERSHIRE REGULATORY SERVICES 2015/2016 BUDGET REPORT & 3 YEAR ROLLING FINANCIAL PLAN

The Committee considered a report which detailed the Worcestershire Regulatory Service Budget (WRS) for 2015/2016 and 2017/2018.

Mr. V. Allison, Deputy Managing Director, Wychavon District Council presented the report and in doing so informed the Committee that the revenue budget for WRS had to be approved in November to enable partner authorities to include the allocation in their financial planning for future financial years.

The budget for 2015/2016 and 2017/2018 had been prepared to include the change in the overhead allocation to Worcestershire County Council, the savings delivered from the move of accommodation and the new IT arrangements. The WRS Management Board was aware that at present the costs associated with the delivery of the service exceeded the budgets from the participating authorities and therefore significant savings would be required. Members' attention was drawn to pension costs. There had been a number of discussions over the last few months in relation to the significant increase in the pension funding requirements. The forward funding rate of 14.8% was included in the revised budget which was an increase from the original 12.5%. This had increased the cost by approximately £66,000. This was primarily due to the impact of the significantly fall in gilt yields since the

date of admission which had increased the value placed on the liabilities. This impact was outside the Fund / employers control and affected all employers.

RESOLVED:

(a) that the Revenue Budget allocations for 2015/2016 be approved as detailed below:-

Bromsgrove	£489k
Malvern	£413k
Redditch	£579k
Worcester City	£537k
Wychavon	£751k
Wyre Forest	£500k
Worcester County	£812k
	£4,081k

(b) that the budgets for 2016/2017 and 2017/2018 as detailed below, be approved:-

- 2016/2017 £3.475 million
- 2017/2018 £3.475 million

31/14

WORCESTERSHIRE REGULATORY SERVICES BUDGET MONITORING
APRIL - SEPTEMBER 2014

The Committee was asked to consider and note the financial position for the period April 2014 to September 2014.

Mr. V. Allison, Deputy Managing Director, Wychavon District Council presented the report and in doing so informed the Committee there were projected final outturns overspend of £73,000. This overspend was made up of overspends within the main service amounting to £42,000, together with the pension deficit of £114,000, as detailed on page 35 of the report, that was liable to be paid for in 2014/2015; this was recently confirmed with the actuary.

Mr. V. Allison responded to the concerns raised by Members with regard to the pension deficit increasing year on year. Mr. V. Allison agreed that this was a worry and the figure would increase, therefore the service would need to make compensated savings each year. As detailed on page 30 of the report, officers had discussed the opportunities available to spread the associated costs and a recovery period of twenty one years had been put in place with payback figures for the next six years. In addition the forward pension rate had been increased from 12.5% to 14.8% from 1st April 2014, with the rate being further revised from 1st April 2017 onwards following the next valuation of the pension fund on 31st March 2016.

RESOLVED:

(a) that the financial position for the period April 2014 to September 2014 be noted.

32/14

ACTIVITY AND PERFORMANCE DATA - QUARTER 1 AND 2

The Committee considered a report which detailed the Worcestershire Regulatory Services Activity Data for Quarters 1 and 2, 2014/2015.

The Head of Worcestershire Regulatory Services (WRS) introduced the report, which covered both district and county functionalities. The report, as requested by Joint Committee Members, provided data on activity levels to help reassure local Members that WRS continued to tackle issues broadly across the county. The report also highlighted two recent court cases brought about by WRS Trading Standards Team.

The Head of WRS responded to Councillor B. Clayton in respect of the increased figure for loose straying dogs and agreed to provide Councillor B. Clayton with more detailed information. Councillor R. L. Dent sought clarification with regard to the information, as detailed on page 53 of the report, Noise Cases by Ward (top twenty), was St. Johns Ward in Worcester City or Bromsgrove? The Head of WRS responded and clarified that it referred to St. Johns Ward, Worcester City. Having taken the comment on board, the Head of WRS agreed to take the comment raised back to WRS officers to note for future activity reports.

The Head of WRS responded to Councillor L. Hodgson with regard to the Ebola crisis and informed the Committee that a multi-agency training session was taking place and that WRS were well prepared. The risk to the general public in the United Kingdom remained very low.

Councillor M. Hart expressed his thanks to the Head of WRS and his team for the comprehensive reports produced and he would ensure that the information was cascaded to Wyre Forest District Council Members. The Chairman endorsed the thanks expressed by Councillor M. Hart.

The Head of WRS briefly updated the Committee with regard to the closure of the C-block main kitchen at Kidderminster Hospital after a routine food hygiene inspection carried out by WRS officers. WRS officers had found contraventions during their inspection and the trust voluntarily closed the C-block main kitchen, which was used mainly to re-heat food. There was no risk to the public. Following on from that inspection, WRS officers were working closely with the trust, who were willingly carrying out the remedial work required. WRS officers would re-inspect the kitchen before it was reopened.

RESOLVED:

- (a) that the Activity Data for Quarters 1 and 2, 2014/2015 be noted; and
- (b) that Members use relevant forums within their respective authorities to share this information with all elected Members.

33/14

SPECIAL MEETING - STRATEGIC PARTNERSHIP PROCUREMENT

Following on from the update received from the Head of Worcestershire Regulatory Services, with regard to the Strategic Partnership, as detailed at Minute Number 26/14 it was agreed that the proposed special meeting of the

Agenda Item 3

Worcestershire Shared Services Joint Committee
27th November 2014

Joint Committee scheduled for Tuesday 3rd February 2015 was no longer required.

The meeting closed at 5.32 p.m.

Chairman

Worcestershire Regulatory Services

Supporting and protecting you

Joint Committee: 19 February 2015

Appointment of Acting Head of Worcestershire Regulatory Services

Recommendation

The Joint Committee is recommended to:

1. Note and approve the intention of the partner authorities not to recruit to the vacant Head of Service post pending further consideration of the future direction and structure of the service.
2. Appoint the holder for the time being of the position of Chairman of the Management Board as the "Acting Head of Service" for WRS, such arrangement to continue pending a final decision on the future structure of the service.
3. Agree that there will be a reimbursement to the partner authority for whom the Chairman of the Management Board/ Acting Head of Service is employed to reflect the costs of that officer being made available to carry out the Acting Head of Service functions.

Contribution to Priorities

Taking steps to arrange for the Chairman of the Management Board to be responsible for the role of acting head of service will ensure that there is clear leadership and necessary authority in place to ensure delivery of WRS objectives and priorities.

Introduction / Summary

The post of Head of WRS became vacant on 31 January 2015. The Worcestershire Shared Services Partnership agreement delegates a number of functions directly to the Head of WRS from partner Councils. It is therefore necessary for those functions to continue to be performed pending decision on a permanent appointment.

This report recommends that the Head of Service functions be performed by the Chairman of the Management Board who will be appointed as Acting head of service with the costs being reimbursed to the relevant partner council.

Background

Steve Jorden who headed WRS from its inception in June 2010 left the service at the end of January 2015 to take up a senior appointment with a council in Devon.

Following the unsuccessful outcome of the procurement for a strategic partnership there is a need to develop and bring forward proposals to ensure the future sustainability of WRS. This may result in changes to the nature and direction of the shared service. It is the view of both partner Chief Executives and WRS Management Board that recruitment of a new head of service is delayed until these changes are agreed to ensure a correct skills match.

The Worcestershire Shared Services Partnership agreement delegates a number of functions directly to the Head of WRS from partner Councils. It is necessary to fill the role on an acting basis pending a permanent appoint to be able to demonstrate continuity of delegation in any enforcement action undertaken by WRS personnel. Legal advice has flagged risks if the post were left vacant.

Report

It is proposed that the role Head of WRS is covered on an acting basis by the incumbent Chair of the WRS Management Board until agreement has been reached on the future direction of the shared service.

There are a number of benefits to this approach. All members of the WRS Management Board are experienced senior managers of partner Council, able to provide the necessary leadership and strategic management skills. Management Board members have a close knowledge of WRS business strategy and operations and are directly involved in current work to ensure future sustainability of the shared service. They also have established working relationships with members of the Joint Committee and WRS managers. This range of benefits could not be provided by traditional temporary arrangements such as appointment of an interim manager.

It is not proposed to try and provide full time cover for the role of Head of WRS as some of the workload required to cover the vacancy is best met by the two WRS Business Managers. It is anticipated that the Acting role will require an input of around one day per week though this will vary week on week depending upon the exigencies of the service. The current Chairman of the Management Board is Ivor Pumfrey from Malvern Hills. In accordance with the existing arrangements to rotate the role of Chairman of the Management Board from June the Chairmanship and the responsibilities for performing the Head of Service functions will pass to Ruth Mullen of Worcester City Council.

By arranging for the Head of Service functions to be taken on by the Chairman of the Management Board, there is a clear and robust link which will assist implementation of the necessary changes once agreed. This approach also ensures the burden of work is shared between WRS partner councils.

Financial Implications

Section 151 Officers have been consulted on these proposals and have agreed that the relevant partner council be reimbursed in respect of costs incurred in providing cover for the Head of Service functions. These costs will of course be met from savings accruing from the vacant Head of WRS post.

Legal Implications

The Worcestershire Shared Services Partnership Agreement, Part II Schedule 1 para 2.4 delegates authority from partner councils to the Joint Committee to appoint a Head of Regulatory Services.

However the partner authorities for the reasons set out in this report have decided not to exercise the ability to make a permanent appointment under that provision at this time. Instead the partners agree that the functions of the Head of Service will be exercised by the Chairman of the Management Board who will be appointed as the Acting Head of Service on a temporary basis

This approach ensures continuity of delegated authority under the Partnership Agreement.

Risk

There are no significant risks arising from these proposals which are intended amongst other things to avoid risks of WRS enforcement actions failing over challenges to the continuity of delegated authority.

Sustainability

These are interim arrangements pending agreement on the future direction of WRS and are sustainable for the anticipated period of operation.



Agenda Item 4

Contact Points

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Background Papers

Worcestershire Shared Services Partnership Agreement 1
June 2010

Worcestershire Regulatory Services

Supporting and protecting you

Joint Committee: 19 February 2015

Creating and delivering a sustainable regulatory partnership for Worcestershire

Recommendation

The Joint Committee is recommended to:

1. Approve the proposals set out in this report for consultation with partner Councils, WRS staff and stakeholders and;
2. Receive a further report setting out detailed recommendations taking account of the consultation exercise at the June meeting of the Joint Committee.

Contribution to Priorities

Creating a sustainable regulatory partnership for Worcestershire will contribute directly to delivery of partner authorities' priorities for economic, social and environmental well-being, including the agreed priorities for WRS set out in the WRS Service Plan 2015/16.

Introduction / Summary

This report addresses the future of Worcestershire Regulatory Services following the recent unsuccessful procurement for a strategic partnership with a commercial organisation. It identifies the key pressures on the partner councils and how these impact upon sustainability of the partnership.

Options for creating and delivering a sustainable regulatory partnership are explored with recommendations made for changes to the future WRS business model, partnership agreement and how these may be implemented. These proposals also respond to recommendations 7, 8, 9 and 10 of the Joint Scrutiny Task Group June 2014, referred to officers by the Joint Committee on 2 October 2014 (minute 16/14 refers).

Background

Worcestershire Regulatory Services (WRS) was established in June 2010 as the first two-tier shared service for environmental health, trading standards and licensing. Using a joint committee mechanism under S.101 of the Local Government Act 1972, it brought together the service delivery functions of the county and six district councils into a single operational organisation. It remains unique nationally and provides a model now being adopted by other groups of local councils.

The original business model for WRS was designed to achieve savings in costs of just over 17% compared to previous arrangements. This was predicated on efficiencies arising from pursuit of a common service standard across the partnership, rationalisation of management/ support costs and transformation of service delivery. The business case setting out this approach identified a high level of congruence between service levels of the seven participating authorities.

Savings attributable to this model have exceeded 20% and all partners have achieved greater reductions in their expenditure on regulatory services than was originally forecast. Whilst delivery of services has been transformed there have been only marginal reductions in environmental health services for some partners, with more significant reductions in trading standards services.

Financial pressures on local government resulting from austerity measures have resulted in some WRS partners having to make challenging reductions in service expenditure. Most notably the county council has reduced its expenditure on trading standards proportionately far greater than any district council has reduced its expenditure on environmental health. This has resulted in increased stresses on the business and financial model underpinning WRS.

In 2013, the Joint Committee examined a number of future options for growth for WRS as a means of addressing the stresses and pressures outlined above. It concluded that the best solution would be to enter into a strategic partnership with a commercial organisation. A procurement exercise for this was undertaken in 2014 but proved unsuccessful. The Joint Committee also recommended limited changes to the WRS partnership agreement which had the effect of removing the pursuit of a common service level, enabling greater flexibility and revising the cost sharing mechanism.

Partner service requirements and financial pressures

In 2013 a Joint Scrutiny Task Group was established to review the final business case for WRS against current operation and to consider the governance arrangements between the shared service and participating councils. This Group published its findings and recommendations in June 2014 which were considered by the Joint Committee on 2 October 2014. It was resolved that *'officers be tasked to bring forward collective proposals with regard to recommendations 7, 8, 9 and 10, as detailed...., to a future meeting of the Joint Committee'* (minute 16/14 at appendix 1 refers).

The recommendations of the Task Group are directly relevant to the future sustainability of WRS and are therefore addressed within this report and its recommendations.

Recently implemented changes to the WRS partnership agreement underscore that not all partner councils are able to commit to sustaining a common future service level. This is in large part due to the impact of financial pressures and the need to respond by prioritising resources allocation to services. The pattern of government funding reductions established since 2011 has recently been confirmed in the 2015/16 settlement announced in December 2014 and is expected to continue throughout the next Parliament.

In 2010 the County Council was the largest contributor to WRS with a well established, substantial trading standards service. The County Council has been especially hard hit by government funding reductions and has had to respond with ambitious cost reduction plans focusing on sustaining key services. The response has been to continue to provide those services which local people have said are important to them but to find new ways to deliver these services.. The County Council has identified trading standards as an area for cost reduction, with the current financial plan identifying net expenditure reducing to £450k in 2016/17.

The County Council acknowledges that a different service will be provided for the level of funding proposed. Based on the planned 2016/17 funding the trading standards service levels delivered by WRS will have moved from an initial position broadly comparable to environmental health service levels to one that is polarised. It is viewed that this polarisation has may impact adversely on service delivery for district partners and the reputation of the service and its partners. Arrangements therefore need to be considered and put in place to mitigate these potential impacts.

Agenda Item 5

There is some lesser degree of variation between the district councils in their current requirements for aspects of environmental health. This is reflected in use of self-help arrangements for domestic nuisance in Worcester City and Wyre Forest District. Presently the majority of district environmental health service levels remain broadly consistent and capable of being addressed by a collective organisational approach and solution.

WRS reviewed its rolling 3 year financial plan in November 2014. No new additional cost reductions were identified compared to the previous year however it is recognised that this position may well change following the general election in 2015. None the less the present financial envelope does provide a degree of stability within which WRS may modify its business model and governance arrangements to improve its longer term sustainability. It is Management Board's view that sustainability is achievable and that suitably modified WRS continues to provide a platform for successful operation.

Future financial pressures on district councils may well see a need for some degree of cost reduction in relation to environmental health functions. Though the rate of reduction may differ between authorities, the rate and magnitude of change is likely to be one which is capable of being managed effectively within a single modified framework. At this point in time no district council has indicated any intention of achieving cost reductions from its environmental health services to the extent proposed by the County Council.

The introduction of new cost sharing arrangements in 2013 aligned funding from partners more closely to the respective individual levels of service activity undertaken by WRS. This approach was supported by the Joint Scrutiny Task Group which expressed concern about the impact of financial pressures and tensions on WRS. There is a stated desire of all partners to wish to further develop this approach and bring greater transparency to the relationship between work undertaken by and funding of WRS. As part of the introduction of these arrangements it was recognised that there needs to be a periodic review of partner activity levels to ensure that funding remains in step with patterns of demand and activity.

District council licensing services provided by WRS are for the greater part unaffected by the financial challenges described above as they are funded from fees paid by applicants and license holders. In recognition of this, in 2013 the Joint Committee agreed the principle of considering licensing separately when dealing with financial planning for

Strategic Partnership procurement – learning for the future

WRS. Service levels funded by licensing income have therefore remained unchanged where costs of provision continue to be fully met by income. There is however an opportunity to consider whether a different approach to income collection may be advantageous both to partners and future development of the service.

Whilst procurement did not deliver the hoped for strategic partnership with a commercial organisation, it has provided a useful insight into the strengths and weaknesses of WRS and how the organisation is perceived by the private sector. These insights reinforce that WRS is technically and professionally robust and provide considerable value in charting the future course for the partnership.

Bidders saw WRS as commercially valuable in a number of ways. It contains a number of nationally recognised technical experts within its substantial professional resource base. It also has well established linkages to professional networks. It remains unique nationally in being an integrated service capable of delivering a range of regulatory functions which it has transformed using systems thinking. It already has some contracts for work with other local authorities and a growing commercial awareness ripe for further development to help sustain its core capabilities.

A number of bidders indicated that WRS is already highly efficient and that it has implemented much of the transformational change they would have expected to make to an organisation transferring from the public sector. This strength clearly limited the opportunity for a strategic partner to drive out further efficiencies, even when willing to make significant investment in commercialising the organisation. The challenging future financial requirements ultimately set a financial envelope that was too tight to enable bidders to meet their own requirements for profit.

Several bidders saw clear commercial opportunity in taking WRS to the wider local authority marketplace. Possible sales pipelines were discussed indicating potential to secure work from other Midlands councils and wider afield. The most likely areas of expansion identified were in relation to specialist aspects of environmental health. Some bidders were particularly interested in using the resources of WRS to support other contracts they held elsewhere though recent discussions indicate that the narrow commercial margins these companies achieve from environmental health and trading standards work may mean there is limited scope to pursue this avenue in future.

Options for change

On the negative side, bidders expressed considerable concern about the need to secure political agreement of all seven partners to enter into a strategic partnership. There was a commonly held preconception of disunity within the partnership. Bidders that participated in dialogue expressed a strong desire for governance arrangements that would increase future cohesion.

WRS Management Board has considered a wide range of possible options for creating and delivering a sustainable regulatory partnership for Worcestershire. Options include continuing with the current arrangements, dissolving the partnership and reverting to individual service delivery, restructuring the partnership and a further procurement for a strategic partnership. In evaluating each of these options, the Board has also drawn upon the findings and recommendations of the Joint Scrutiny Task Group regarding governance and structure.

Current arrangements

Continuing with the current arrangements is not considered a sustainable long term solution as the polarisation in service levels and available funding between County and district partner poses significant risks to district partner service delivery. Risks to district partners include disruption of routine service delivery, and reputational damage, as demand for trading standards services is expected to continue to present to WRS despite reduced resources being available to respond to it. An unintended outcome of this is that as well a potential risk transfer, polarisation is likely to lead to cross subsidisation. The checks and balances within the recently revised partnership agreement to enable greater flexibility in partner service provision are not adequate to control these risks.

The current arrangements have proven suitable for delivering a limited amount of income generating work for non-partner local authorities which helps to sustain core WRS capabilities. Some interest has also been shown by specialist private sector companies operating in markets where input from a regulator would provide competitive advantage. These arrangements have however also created some limitations because of varying partner risk appetite and perceptions of potential external customers about the cohesion and sustainability of the WRS partnership. Management Board considers it unlikely that continuation of the current arrangements would maximise the potential for exploiting income generation opportunities because of the level of WRS resources needing to be invested inwardly rather than externally.

Dissolution of partnership and reversion to individual service delivery

Dissolving the current partnership and reverting to individual service delivery does not provide a solution. At their current contribution levels, partners would be unable to fund even the most basic individual service delivery arrangements. The current specialist capabilities sustained within WRS could not be sustained by individual partners and would become lost. There would also be substantial costs associated with wholesale dissolution of WRS including the need for new investment in ICT systems and licensing. Historic investment in WRS would be lost, especially investment in business transformation and ICT.

It is considered unlikely that individual partners will have the capacity to take advantage of current and potential income generation opportunities as many external customers are attracted by the specialist capabilities of WRS. It is also likely that current and potential customers will take their business to emergent competitors to WRS which may increase loss of key personnel from unsustainable individual teams.

Restructuring the partnership

Restructuring of the current partnership to a smaller partnership of those authorities continuing to have closely aligned service levels with separate, distinctly defined arrangements with other councils is capable of offering future sustainability. A smaller partnership, continuing to take advantage of the proven Joint Committee mechanism, based on common or near-common service levels and interests is capable of sustaining many of the benefits currently delivered by WRS including its specialist capabilities. Close alignment of partner interests will provide the necessary stability to continue to undertake work for other Worcestershire councils on preferential agreed terms, buffering partners from unacceptable risks to their own service delivery arrangements.

To facilitate reduction in the current partnership, preferential arrangements would be established for other Worcestershire councils in which they would continue to receive the service delivery from WRS under Service Level Agreements on an 'at-cost' basis. Such preferential terms reflect the investment made by these councils in establishing WRS and would extend to the full range of potential work undertaken by WRS, for example in relation to the public health agenda.

A sustainable partnership, with established service delivery agreements with other councils, including preferential arrangements for other Worcestershire councils, provides a firm foundation for further commercial development to take advantage of identified income generation opportunities. These could continue to be facilitated through Bromsgrove DC on behalf of the partnership building on current arrangements.

Management Board's current assessment of partner service levels and financial requirements demonstrates that a smaller partnership based on the 6 district councils is achievable and sustainable. The County Council has indicated a willingness to consider realigning its relationship to such a partnership as this continues to provide it with a cost effective future service solution. This is therefore the Board's preferred future option for WRS and in line with recommendation 7 of the Joint Scrutiny Task Group it is proposed that this includes restructuring of the Joint Committee.

Further procurement for a strategic partnership

Management Board has given careful consideration to a further procurement for a strategic partner taking account of the lessons learned from the recent exercise. Given the reasons why the recent procurement was unsuccessful the Board believes that a further attempt at procurement at this time would be no more likely to succeed and that any future procurement should only proceed once WRS has been re-structured for long term sustainability.

Future business model

In identifying a restructured, smaller partnership as the preferred option, the Management Board recognised there is also a need for internal change within WRS to both meet future partner service requirements and position the partnership to take advantage of opportunities for income generation. The Board propose a new vision for WRS reflecting this refocusing of approach to become '*a leading commercially oriented professional regulatory services provider delivering flexible, individually agreed service outputs at agreed costs and against clear performance measures without cross-subsidy between partners and generating financial benefit for its partners*'.

This vision will be achieved by leveraging the core capabilities of WRS and the investment in WRS' UNIFORM management information system (MIS) to move to a commercial 'fee earner' model that can both align partner funding more closely to individual levels of regulatory activity and enable income generation from external organisations.

Agenda Item 5

This approach will focus on those key core capabilities identified in the recent procurement exercise as of high external income generation potential including contaminated land, air quality, dog control and licensing.

The core professional and technical structure of WRS will be modified to allow for greater flex to meet variations in demand over time. This will be accompanied by increased internal focus on productivity at individual and team level, utilising improved information for managers to intervene in a timely and appropriate manner. It will also provide a casework activity and cost database that will facilitate periodic reviews of partner contributions and provide a firm foundation for pricing of external income generating work.

The current management and support structure of WRS will need to be re-organised to ensure that the organisation has the right capacity to both optimise internal performance and realise external income generating opportunities. Learning from the recent procurement exercise it is proposed that rather than seek to expand WRS management structure to provide all the necessary commercial capability, this is provided through the creation of a network of delivery partners. Establishing this network has legal implications because of limitations on local authorities trading powers and this aspect requires further investigation to find out how it could be achieved. The commercial opportunity which the Management Board is seeking to explore includes whether WRS could undertake work for some of the bidders from the recent procurement.

The proposed delivery partner network will be underpinned by a combination of contracts and service level agreements facilitated either through Bromsgrove DC or a local authority trading company owned by the partners. This provides flexibility to match the type of agreement to the type of external partner recognising some local authorities may wish to engage through traditional public sector mechanisms whilst most private sector relationships will need the tighter definition of a contract. The service level agreements former WRS partners would be on a preferential 'at cost' basis as noted in the preceding section. This is illustrated diagrammatically in appendix 2.

The current WRS funding arrangement provides for income generated from external sources to be shared between the partners in proportion to their contributions to the overall gross running cost of the shared service. Continuation of this approach is advocated as it is the Management Board's view that it most equitably reflects the level of investment and risk borne by each partner. Given the proposed restructuring of the WRS partnership described in section 5

above it is likely that this mechanism will also provide stability in projecting partner financial benefit from each income generating agreement.

Governance

In line with recommendation 7 of the Joint Scrutiny Task Group, it is proposed that the Joint Committee is retained as the mechanism for governing WRS but re-titled the WRS Board to make its purpose more explicit to external stakeholders. It is also proposed that the membership of the WRS Board is reduced from two elected members to one per partner, with clear arrangements for attendance by substitutes. In addition, and in response to recommendations 7 and 8, the Board will be attended by each partner's senior officer representative (though in a non-voting capacity). This will improve strategic decision making and remove much of the work associated with supporting both the Joint Committee and Management Board though it is acknowledged there will still be a need for the senior officer representatives to meet with WRS managers to deal with routine business matters and partner liaison.

A smaller WRS Board provides greater flexibility in how it may operate, including meeting from time to time at WRS offices to enable greater interaction with WRS personnel. It is also proposed to introduce provisions for urgent business to be dealt with by the Board Chair and Chief Financial Officer to the Board (Joint Committee).

To ensure that the future re-structured WRS partnership is protected from the risks associated with divergence of partner aims and requirements, it is proposed to include a provision obliging any partner unable or unwilling to maintain its position consistent with its peers to leave the partnership. This would be subject to a notice period of 12 months from 1 April annually and an entitlement to continue to receive WRS services under a Service Level Agreement on a preferential 'at cost' basis. The proposed threshold for application of this provision will need to be agreed as part of the recommended detailed engagement exercise.

Recommendation 9 of the Joint Scrutiny task Group was that the Head of WRS should be fully accountable to the WRS Board with the Chief Executive of the host authority acting as mentor. This is already the arrangement under the current partnership agreement though inclusion of the Head of WRS on the present Management Board does create some confusion. Implementation of the proposed WRS Board set out above resolves this issue which will also be underpinned by improved partner relationship management arrangements.

Implementing the change

The recommendations of the Joint Scrutiny Task Group regarding communicating decisions of the new WRS Board, set out in Recommendation 10 all underpin the increased transparency and engagement at the heart of the re-structured partnership. It is proposed that these are incorporated into updated procedural provisions within the refreshed partnership agreement.

The financial pressures on the WRS partnership mean that implementation of these proposals needs to be rapid and at minimal additional cost to current and future partners. Proposals have been developed with these needs in mind. It is also important that the proposed changes gain the widest possible support to avoid delay or derailment. To achieve these aims, three complementary strands of implementation are recommended – engagement, governance and organisational.

The engagement strand will concentrate on building understand of and support for the proposed changes. The audiences will be elected members, WRS personnel and other stakeholders including current and potential customers. Briefing sessions proved highly effective in building a non-partisan coalition of support for WRS in 2009/10 and it is intended to mirror this approach over the coming months. Direct engagement through briefings will be underpinned by email circulars, etc. This work will be largely undertaken by WRS Joint Committee members, WRS Management Board representatives, key senior officer and elected members.

Governance activities will concentrate on detailed negotiation of the terms of dissolution of the current partnership agreement, the preparation and engrossment of a new partnership agreement and a service level agreement covering County Council services. This work can proceed in parallel with engagement and be informed by it. As no TUPE transfer of staff is envisaged and many of the terms of the new agreement can be taken from the current this work could proceed and conclude over a period of a few weeks. Input will be necessary from partner legal teams, WRS Management Board representatives, senior financial officer and elected members.

Organisational activities will need to focus on internal structural change within WRS including any appointments to new roles. Again this work can proceed in parallel with engagement and be informed by it. Whilst no TUPE transfer of staff is envisaged there is likely to be some redeployment/re-designation which is likely to take some weeks. This work will need to be led by the acting Head of WRS and

input will be necessary from WRS Management Board representatives, senior financial officers and elected members.

Financial Implications

The proposals in this report are intended to ensure the future financial sustainability of the WRS partnership. There will be some costs of change arising from implementation however these cannot be clarified until after the engagement process recommended above.

The further report to this Committee proposed for June this year will contain detailed financial implications of final recommendations for the future of the WRS partnership.

Legal Implications

The proposals in this report have a number of legal implications. These include replacing the current WRS partnership agreement with a new one reflecting a reduced, more closely aligned partnership. This will incorporate a number of wider additions and revisions to improve the operation of the shared service.

The reports highlights that to achieve some of the identified potential for income generation there will have to be a number of service level agreements with non-partner public authorities, facilitated through Bromsgrove District Council. With reference to the issue of trading with private sector companies the legal position is that could only be achieved by the creation of a Local Authority Trading Company. As referred to in the main body of the report this aspect is going to require further investigation to assess the likely benefit that could be achieved as against the time and costs involved in establishing and operating a trading company.

Legal implications will be addressed as part of the recommended engagement process and reported in full to the June meeting of the Joint Committee.

Risk

There will be a number of risks associated with the preferred option described in this report and these will be addressed as part of the recommended engagement process and reported in full to the June meeting of the Joint Committee.

Without doubt the greatest risk identified is doing nothing to address the weaknesses in the current business model and governance arrangements.

Sustainability

These proposals are designed to achieve the long term sustainability of WRS and the WRS partnership.

Agenda Item 5

Contact Points

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Background Papers

Worcestershire Shared Services Partnership Agreement 1
June 2010

Appendix 1

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY, 2ND OCTOBER 2014 AT 4.30 P.M.

16/14

JOINT WORCESTERSHIRE REGULATORY SERVICES SCRUTINY TASK GROUP - FINAL REPORT

The Chairman welcomed Councillors R. J. Laight, Bromsgrove District Council, Chairman and P. Tomlinson, Wychavon District Council, Vice-Chairman of the Joint Worcestershire Regulatory Services Scrutiny Task Group who would present the Committee with the Task Group's final report and recommendations.

Councillor Laight gave his thanks to all Members of the Task Group and was of the opinion that the work of the Task Group although hard, had been conducted without any political influence in the Task Group discussions, deliberations or conclusions. Councillor Laight gave his sincere thanks to Councillor J. Raine, Malvern Hills District Council for his valuable input into the Task Group's final report. Councillor Laight also conveyed his thanks to Worcestershire Shared Service Joint Committee Members and senior officers (from Bromsgrove District Council and Redditch Borough Council), who had been invited and attended Task Group meetings to provide evidence as witnesses throughout the Task Group process.

Councillor Tomlinson then delivered a presentation on the Joint Worcestershire Regulatory Services (WRS) Scrutiny Task Group. The presentation provided background information on the original proposal from Wychavon District Council in July 2012 and the four specific areas covered in the final report:-

- WRS Performance and Communications
- Financing of WRS
- Governance of WRS
- Lessons Learned

Councillor Tomlinson highlighted what had been achieved at the time of the Task Group's report. The Joint Committee had managed to reduce the overall budget from £7.2 million to £4.6 million in a short period of time making significant savings for all partner authorities. Staffing had been reduced from 154 to 99.5 Full Time Equivalent posts.

Councillor Tomlinson briefly explained the reasons for each of the Task Group's recommendations. The Task Group saw themselves as a critical friend and had suggested recommendations that could help with improvements to WRS. The intention was none other than to come up with recommendations that helped the Joint Committee and therefore benefitted county residents. As mirrored in the private sector, ethical principles that the Joint Committee should adopt in order to ensure that the customer was first. Following on from the presentation Councillor Laight stated that as Chairman of the Task Group it was clearly established that WRS was a world class service that was recognised throughout the United Kingdom as a leader in partnership working.

There was detailed discussion on the recommendations contained within the final report. Joint Committee Members questioned the suggested governance arrangements and were of the opinion that any changes to governance arrangements should be considered following the outcome of the Strategic Partnering project, this would provide a more cohesive idea of the governance arrangements required. Members also questioned why Joint Committee meetings should be held at the base of WRS, as the host authority currently provided support for Joint Committee meetings. With regard to Members appointed to the Joint Committee for a period of two years; Joint Committee Members felt this was not practical since political parties could change within that two year timescale. Members agreed that the current quorum for meetings ensured fair political representation from each partner authority and were of the opinion that this would not be the case if the quorum was reduced to five representatives in attendance as suggested in recommendation 7.

In response Councillor Tomlinson informed the Committee that the Task Group had not taken into account the Strategic Partnering Project when looking at WRS, the Task Group had looked at WRS as it stood. The revised quorum of five had been recommended so that decisions to be made could be concentrated on and there was no pressure on Joint Committee Members to attend meetings.

The Joint Committee then considered the recommendations of the Task Group in detail.

Recommendation 1

Performance Management Information should continue to be made available for Members' consideration at every meeting of the Joint Committee and be sufficiently high on the agenda to be discussed in detail.

This was approved.

Recommendation 2

Twelve months after the new contact centre arrangements for WRS have been introduced, replacing the use of the Worcestershire Hub; the Joint Committee should review the effectiveness of these arrangements for communicating with the public.

This was approved.

Recommendation 3

The web-pages of each partner authority should be regularly monitored to ensure they are kept up to date, with the inclusion of a prominent and obvious link to the WRS website.

This was approved.

Recommendation 4

The purpose, content and circulation of the WRS newsletter should be thoroughly reviewed, with a view to it providing a more systematic and comprehensive account of the work and performance of the shared service and with the content and format being agreed by the Joint Committee.

The purpose, content and circulation of the WRS newsletter should be thoroughly reviewed, with a view to it providing a more systematic and comprehensive account of the work and performance of the shared service, this part of the recommendation was approved; but Members decided that there was not a need for the content and format of the WRS Newsletter to be approved by the Joint Committee.

Recommendation 5

That WRS have a designated member of staff to act as a Member Liaison Officer and as a single point of contact to signpost Member enquiries.

This was approved.

Recommendation 6

In order to reduce the focus on financial considerations which currently play a major part in influencing partner participation, to the detriment of other equally important aspects of the service, the following should be addressed:

- (a) A new business model for WRS be developed through the Chief Executives' Panel, building on the proposals already being produced by the Panel.
- (b) Consideration be given to the option for partner authorities to purchase an "out of hours service".

This was noted.

Recommendation 7

A new strategic decision making board for WRS should replace the Joint Committee, comprising one elected member per partner authority and supported by senior officers. This should be called the WRS Board.

- (a) Meetings of this Board should take place at the base of WRS.
- (b) Responsibility for attendance at Board meetings should lie with each authority's representative, and the quorum for meetings proceeding should be set at 5 representatives in attendance.
- (c) Meetings of the Board should take place bi-monthly.
- (d) Elected members appointed to the Board should be provided with an induction programme and sufficient on-going training to enable them to fulfil their role effectively.
- (e) Members appointed to the Board be expected to serve a minimum of two years to ensure continuity.
- (f) The Chair of the WRS Board should be elected annually by the members of the Board.

Recommendation 8

The Management Board be disbanded, with the WRS Management Team taking the lead responsibility for operational decision making under the leadership of the Head of Regulatory Services.

Recommendation 9

- (a) The Head of WRS should be fully accountable to the WRS Board (as the strategic decision making body).
- (b) The Chief Executive of the host authority to act in a mentoring role as and when necessary.

Recommendation 10

- (a) All decisions made by the WRS Board be formally reported back to all elected members of the partner authorities in a timely manner.
- (b) Attention should be paid to communicating updates about any planned changes to WRS services to all elected members of partner authorities.
- (c) The agendas and minutes of all WRS Board meetings should also be uploaded on to the WRS website in a timely fashion.

Members agreed that officers be tasked to bring forward collective proposals with regard to recommendations 7, 8, 9 and 10, as detailed above, to the next meeting of the Joint Committee.

Recommendation 11

The lessons learned from the WRS shared service experience, particularly as detailed in this report, should be heeded by elected members and senior officers when considering any future proposals for shared service arrangements involving multiple partners. Recommended that partner Council's approve this recommendation.

Recommendation 12

- (a) The Joint Scrutiny Protocol should be reviewed in order to take on board the lessons learned during this review.
- (b) Consideration should be given to the reinstatement of the Worcestershire Overview and Scrutiny Chairs Group as a means of feeding back the monitoring of recommendations from Joint Scrutiny exercises, as and when required.

This was noted.

In summary:-

RESOLVED:

- (a) that Recommendations 1, 2, 3 and 4, as detailed at Appendix 1 to the report be approved;
- (b) that Recommendation 5, as detailed in the preamble above, be approved,
- (c) that Recommendations 6 and 12, as detailed at Appendix 1 to the report, be noted; and
- (d) that officers bring forward collective proposals with regard to Recommendations 7, 8, 9 and 10, as detailed at Appendix 1 to the report, to the next meeting of the Joint Committee.

RECOMMENDED

That each partner authority approves Recommendation 11, as detailed in Appendix 1 to the report.

Appendix 2 - Relationship options

Relationship	Eligibility criteria	Relationship mechanism	Controlling stake/ strategic influence	Financial benefit share	Risk share
Partner	Minimum service level Risk sharing	Joint Committee	Yes via JC	Yes – share of net income	Yes – share of risks
Worcestershire local authority	Previous WRS partner	SLA via BDC	No	Preferential 'at-cost' terms defined by SLA	Defined by SLA
Local authority customer	None	SLA or contract via BDC	No	No – unless defined by SLA	Defined by SLA
Public sector customer	None	SLA or contract via BDC	No	No – unless defined by SLA	Defined by SLA
Third sector customer	No conflict of interest	Contract via LA trading company	No	No – unless defined in contract	Defined in contract
Commercial customer	No conflict of interest	Contract via LA trading company	No	No – unless defined in contract	Defined in contract

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Joint Committee

19th February 2015

WORCESTERSHIRE REGULATORY SERVICES Business Plan for Worcester Regulatory Services 2015/18

<p>Recommendation</p>	<p>That members approve the Worcester Regulatory Services Business Plan 2015/18</p> <p>That members approve the risk based inspection strategy based on the National Food Hygiene Rating System, to plan proactive food hygiene inspections, as described in section 4.3.1 of the plan</p>
<p>Background</p>	<p>Work on a 3 year business plan was commenced alongside the Strategic Partnering process in case the process failed to result in a positive outcome. Management Board and Senior Managers at WRS have reviewed and amended the plan to the point where they now seek Joint Committee approval for this to be the baseline strategic document to be used to take the service forward for the next 3 years.</p>
<p>Report</p>	<p>Following the search for a strategic partner proving unsuccessful WRS must plan how it proposes to deliver services over the coming 3 years.</p> <p>The proposed plan shows how WRS will:</p> <ul style="list-style-type: none"> • Provide a viable service within projected partner cost envelopes • Provide the option of a base service equivalent to the base line reached by the partners requiring the largest cost reductions. • Allow partners to “buy back” additional services if required • Accommodate a trading standard’s service to match the County Council’s £450,000 contribution • Define what standards of provision are in areas of common delivery • Provide details of plans to “grow the business” and increase income.

The business plan contains a number of appendices which

Agenda Item 6

provide details of how partner reductions in contribution are going to be achieved, details on risk and detailed scans of the regulatory environment

Financial Implications

The completed Business Plan will provide a template for delivering services within agreed cost envelopes and defined standards should the search for a strategic partner prove unsuccessful

Contact Points

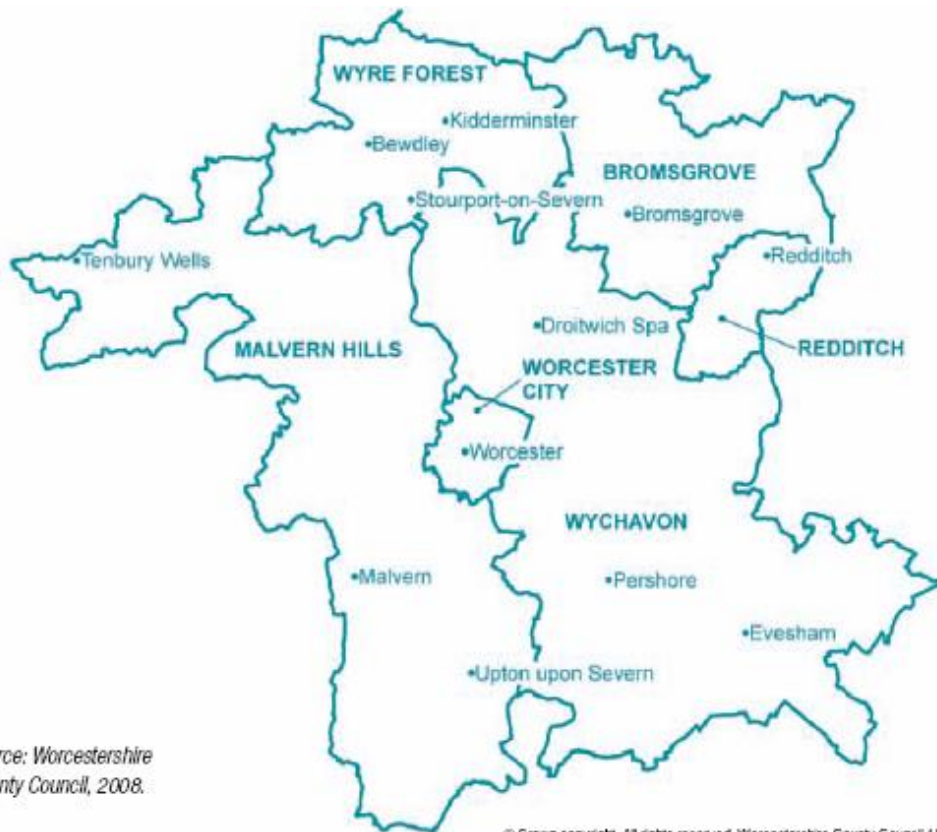
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Background Papers

Framework for WRS business plan 2015/18
Budget Matrix



Business Plan for Worcestershire Regulatory Services 2015-2018



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“A Local Government Solution to Local Government Challenges “

Contents

Heading	Page
Executive Summary	
1. Introduction	
2. Business Planning & Savings Realisation	
3. Income Generation	
4. Organisation and Performance	
5. Workforce & Workforce Planning	
6. Meeting the budget envelope for 2015 to 2018	
7. Evolution of the Business Model & Risk	
Appendices:	
A: Current WRS structure & possible future structure	
B: 3 year budgets and 3 year savings realisation sheets	
C: Market research on business advice in Worcestershire	
D: SWOT/PESTLE	
E: Statement of Partner Requirements	
F: Risk Matrix	

Executive Summary

WRS has a history of delivering savings whilst continuing to deliver high quality service and remains a viable entity as a local authority shared service at the levels of budget envisaged by most partners for the next 2 years. The table below outlines partner expectations and timescales.

Partner/ Saving	2015/16	2016/17	2017/18
Bromsgrove	£50K efficiencies only over 2 years		No addition
Malvern Hills	£27K efficiencies only over 2 years		No addition
Redditch	£50K efficiencies only over 2 years		No addition
Worcester City	£30K	£30K	No addition
Wyre Forest	£38K	£37K	No addition
Wychavon	£50K efficiencies only over 2 years		No addition
Worcestershire (to be formally agreed)	£250K	£350K	No addition

The overall partner spend on these functions has fallen from £7.15M at the birth of WRS and the service delivered on its original business case by saving 17.5% whilst maintaining service outcomes. At £3.45M in 2016/17, the budget will have been reduced by 52% compared with spending in 2009/10. The original 154FTE staff has been reduced over time to 88 currently and this will fall further as partners need to reduce their contributions.

So far most reductions in staff have been achieved whilst maintaining service levels and outcomes. Future significant efficiencies can only be yielded by increasing self-help (which may be perceived as a service reduction by some,) or by reductions in levels of service especially in the area of Trading Standards. There are no more significant efficiency savings to be had, as pointed out by the potential private partners to our Strategic Partnering offer and WRS is an efficient well run organisation which offers excellent value for money.

Going forward WRS will offer flexibility, in terms of its ability to respond to the wide range of changing partner needs and any changes to the operating environment, including its ability to respond to emergencies. Service levels will be tailored to individual partner budget envelopes, within a wider framework of common delivery standards. The Service will continue to seek external income generating opportunities to supplement its partner contributions, thus allowing a larger staff cohort to be maintained with the resilience this offers. The view of the market is outlined in the plan and, whilst it is limited in terms of what is presently accessible to WRS, managers remain hopeful that our current successes with authorities like those in the north of Gloucestershire can continue and that they can develop further access to such opportunities.

The recent Strategic Partnering exercise showed that there isn't a market for the commissioning of WRS, at least there is not a market solution that partners would find acceptable. However, if one of our local authority partners chose to enter the market for delivering groups of local authority services for others, WRS would be well placed to support such a bid. Equally, should a private sector company seek WRS

Agenda Item 6

support in them bidding for work delivering on behalf of other local authorities, these opportunities would be given serious consideration

The shared service vehicle developed by the Worcestershire authorities remains fit for purpose as a service delivery option for the next 3 years but the challenge for partners is agreeing budgets for 17/18 and beyond. The Strategic Partnering process has confirmed that the service is already efficient and offers excellent value for money to partners. There is limited room for pursuing marginal efficiencies. However, with the different positions partners find themselves in, there is a need to review the business model, moving away from the common delivery platform to one where partners can buy a more bespoke level of service to match their financial envelopes.

With this in mind WRS remains a local government solution to local government challenges.

1. Introduction

This plan outlines how Worcestershire Regulatory Services would develop over the next 3 years to enable the service to:

- Responding to the financial pressures faced by the various partners,
- Accommodate service variations for those partners, particularly where there are common functions (i.e. District functionality,) whilst maintaining service levels for others
- Modify financial arrangements to avoid cross subsidy between functionality and partners,
- Continue to provide a core level of service that meets partner's statutory obligations and, offer the option to fund a higher level of service in all functional areas.
- Maintain sufficient expertise to provide resilience, beyond the financial envelope envisaged by partners through income generating activities.
- Continue with high levels of performance as measured by existing KPIs

All of the potential Strategic Partners for the service identified how lean the WRS organisation already is and all praised the services' drive for efficiency and the way it has transformed many areas of regulatory delivery. All said they would have done little differently given the opportunity. This is high praise indeed from some of the leading local government outsourcing businesses in the country.

This plan provides partners with a clear and deliverable way to continue to tackle the issues outlined above in a logical and cost effective way. It will mean some changes to the look of the service and to what and how certain elements are delivered but partners must accept that efficiencies are all but exhausted within the existing operational paradigm for regulation and the delivery of further significant savings can only be based in mutually agreed reductions or changes in service levels which carry associated risks. All of the potential private partners recognised this in their submissions and in their discussions with WRS during dialogue. WRS will meet the cost envelope indicated by partners by:

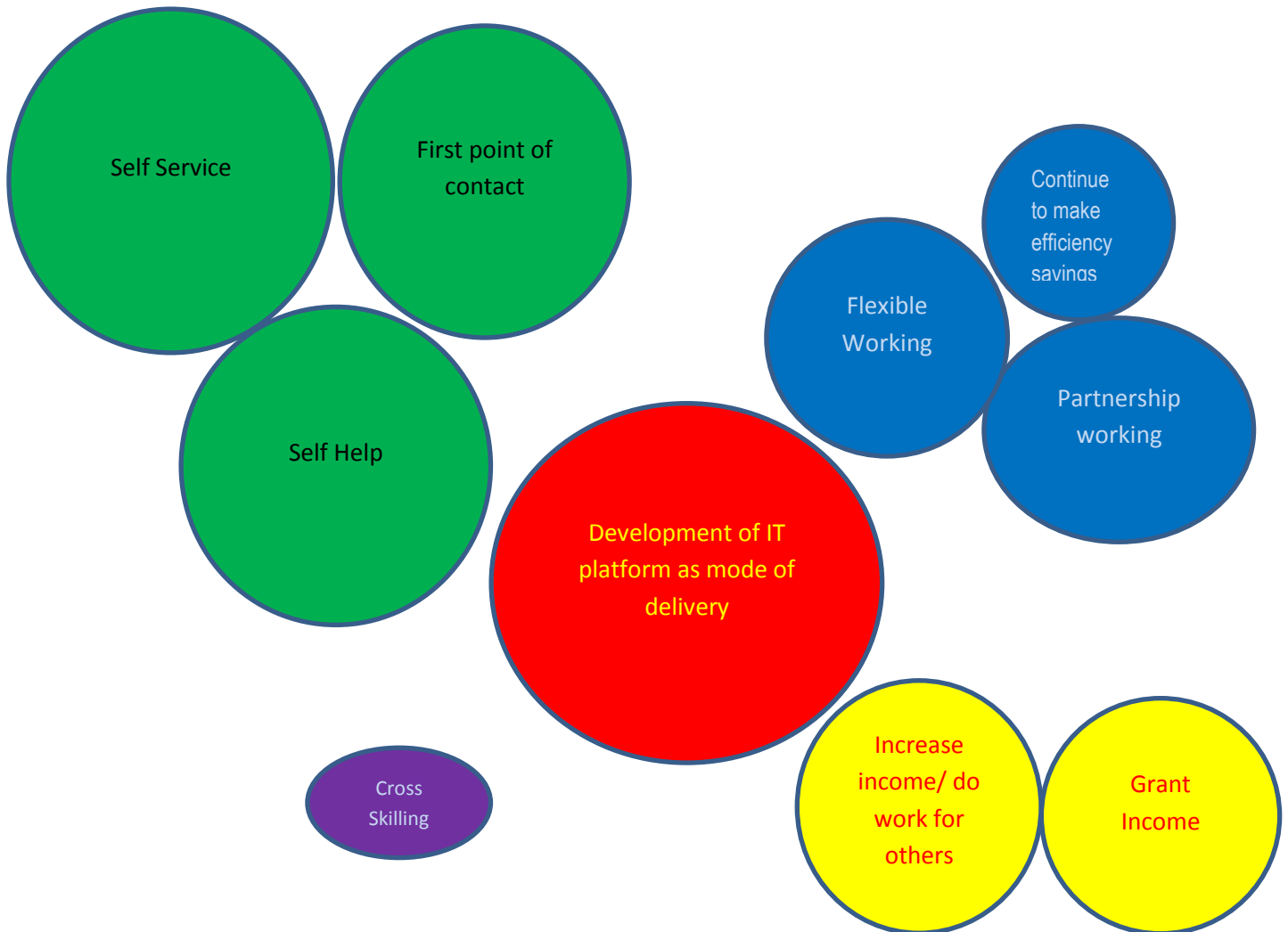
- Seeking further efficiencies where possible especially in relation to remote working and self-help/self-service and increasing productivity
- Continuing to develop new ways of working (streamlining processes and continue to innovate, first point of contact, etc,) make savings in accommodation and hosting costs (move to Wyre Forest, including IT hosting)
- Establish a base level service cost equivalent to what might be determined as the statutory minimum currently required but allow partners to purchase additional services to address local needs.
- Seek income in doing work for others and obtaining grant income for defined projects.

2. Business Planning & Savings Realisation

2.1 Picture of the plan

For some time the service has been developing plans on how to take activity forward beyond the end of the original business case period. The diagram below illustrates the directions in which the service would develop. A PESTEL and SWOT analysis appears as Appendix D.

Fig 1: Size of bubble reflects potential contribution/ease of introduction. Colours indicate work streams



The figure above outlines in a graphic format, the areas of work where the business will focus its efforts. These are:

- i) Identify and implement new ways of working (self-help, first point of contact, self service)**
- ii) Create efficiencies (mobile & flexible working, partnerships, pursuit of marginal efficiencies.)**
- iii) Generate streams of income (grants, work for others, paid advice, etc.)**

These three streams are all predicated on the successful development of the fourth:

iv) Development and maintenance of a suitable, stable, customer focused and interactive IT platform in association with our new IT host (Appendix E contains a plan for IT development and priorities.)

2.2 The Savings Picture

Appendix B contains an outline of the agreed and proposed savings platform for each partner during the period outlined. At this stage, although partners have stated that no further savings are required for 2017/18, we know that this could be subject to change, which introduces some uncertainty and potential risk. The table below summaries what is known in relation to partner financial requirements.

Partner/ Saving	2015/16	2016/17	2017/18
Bromsgrove	£50K efficiencies only over 2 years		No additions
Malvern Hills	£27K efficiencies only over 2 years		No additions
Redditch	£50K efficiencies only over 2 years		No additions
Worcester City	£30K	£30K	No additions
Wyre Forest	£38K	£37K	No additions
Wychavon	£50K efficiencies only over 2 years		No additions
Worcestershire (to be formally agreed)	£250K	£350K	No additions

The areas in which such savings are to be delivered for the district partners have already been identified. Licensing is treated separately in the savings process due to the cost recovery nature of the activity. Some efficiency gains will be yielded from this area during 2014/15 by better integrating it with the Support Services section of WRS. This should yield savings for all partners.

Those District Councils where efficiency gains will be insufficient to address their needs have agreed a programme of changes to service delivery methodology and reductions in limited service areas. The main thrust of these is:

- The introduction of self-help for the initial phases of, firstly non-noise related nuisance, followed at a later date by the more politically sensitive noise related nuisances,
- The reduction and then cessation of pro-active Health and Safety at Work activity, focusing the remaining resource on dealing with serious workplace accidents and near misses.
- One of the two partners is tentatively considering an option for reducing food hygiene proactive inspections in their area to yield the final part of their 2016/17 savings requirements.

These savings are on top of the common savings accrued to all partners via changes to hosting costs, being introduced by Bromsgrove D.C. over this time period.

In order to address the issue of overheads, work took place in 2014/15 to reduce such costs by changing accommodation to somewhere smaller and better suited to the needs of a reduced service, accompanied by a change to IT hosting arrangements. These savings will re-balance partner contributions following the agreed realignment of overheads.

3. Income Generation

3.1 Current Market for Local Authority Regulatory Services as a potential source of income generation

There are differing views on how the market for regulatory services may develop in the foreseeable future but this is the evidence currently. Only two services have been let as part of an outsourcing. Both of these were done by metropolitan authorities as part of a wider outsourcing tender process of which regulation was a minor part. More recently we have seen the first offer of a tender for regulatory services from a district council, again bundled with other wider environmentally related services. Discussion with regulatory colleagues around the country indicates that there appears to be no great appetite for a repeat of these models in relation to regulation currently. This may change post-general election, depending on the result.

However, given the drive for higher tier and all types of unitary authorities to become commissioning organisations, it seems logical that, if they do pursue an outsourced model of delivery, they are likely to bundle regulatory services with a larger group of other functions. WRS would never be in a position to tender for this type of work alone. If one or more of the existing local authority partners decided they want to enter the market for delivering services themselves, WRS could support this type of wider bid for work. Equally, if a private company approached WRS to be a partner in bidding for this type of contract, the service would be well placed to consider such an offer. There may also be other opportunities which WRS could consider if the financial benefits made them attractive.

The sharing of services remains a developing area for Regulatory Services Delivery. A number of Welsh authorities are going down this route (although Welsh local government may be subject to re-organisation in the near future,) and a number of London Boroughs are using the model as are some districts e.g. Cotswold and West Oxfordshire Districts. The DCLG is funding the development of shared management teams across District Councils, suggesting that shared workforces may be the next step for such authorities. The WRS story and experience may be saleable on a consultancy basis to such organisations.

Those authorities not considering these options, district councils in particular, are looking for experienced staffing resource that they struggle to retain themselves. This is mainly specialist expertise in areas such as Air Quality and Contaminated Land and for the wider support of planning consultation, but also includes short term cover in areas like nuisance investigation. These are all areas where WRS has significant local and even national expertise. These authorities may start to look at commissioning collectively as a model, as we are seeing in Gloucestershire, but this is a relatively new approach for regulatory service delivery. WRS is already providing cover activity for these services so will be well placed to bid for wider opportunities should they arise.

Finally, a few authorities have set up arms-length trading companies from whom they will buy their regulatory services following TUPE transfer of staff into them (e.g. Shropshire.) These business units are well placed to compete for any regulatory work that is available. It seems likely that the Shropshire business unit and any others developed will become the local competitors for work that WRS is currently picking up, meaning we must continue to improve our ability to deliver in a cost effective manner.

Looking at these options, the obvious area for WRS focus is the cover for district council activity and, in the medium to longer term, bidding for district council grouped regulatory contracts.

WRS currently carries out work for other districts/organisations as follows:

- Tewksbury Council-Dogs warden service/nuisance work
- Cheltenham-Dog warden service
- Gloucester-contaminated land
- Hereford-Air quality

3.2 Other Public Sector Income

Income generation need not just be related to delivering services for other local authorities. The service will continue to look at the potential for grant money from other public bodies to deliver related work. Currently there are limited areas for the service to access grants but this may widen in the future, including:

- Local Enterprise Partnerships
- The Police & Crime Commissioner
- Community Safety Partnerships
- Local Authority Public Health
- Central Government Departments (BIS, Food Standards Agency, etc.)

It appears, although it has yet to be confirmed, that a significant sum has been successfully obtained from the LEP to fund a project looking at reducing burdens on food and horticulture businesses linked to earned recognition. BIS may also offer some funding for this project.

The decision by partners to withdraw core financial support for Health and Well-being project work means that this activity has been scaled back to reflect only what is currently being brought in, supplemented by a small residue of specific grant income. This work will continue year on year as long as it is sustainable through cost recovery.

3.3 Commercial Income generation opportunities

The report commissioned by WRS through the County Council Research and Intelligence team (appendix C,) showed that, whilst businesses do spend a significant amount of money with private consultants, most of this was in the area of Health and Safety at Work which is already a well-served market. The legal advice provided to WRS made it clear that there were risks associated with charging regimes where the advisor might, at some point, have to become the enforcer with the same business.

There is also a marked reluctance amongst the business community to accept advice from anyone associated with their regulatory body, unless this was on a formal footing and free of charge or from within the auspices of a Primary Authority agreement, which allows charging. This was highlighted only recently where a commercial business that we have sought to partner with offered one of our staff to a company outside of Worcestershire for advice on IPPC issues. The business decided it did not want a local authority officer to attend its premises in this role. The company with whom we are working has not been put off by this. They still believe that, in the longer run, there are benefits to be had by working with us. They have approached a number of other businesses where this has been less problematic and we have signed an "MOU" with the company to promote the work of WRS on a commercial basis. This option will continue going forward.

Agenda Item 6

The above-mentioned survey involved face to face meetings and telephone interviews with local businesses and they were asked if they would commission a local authority provider even if badged as a private contractor. There was a marked reluctance to use expertise associated with the regulator even when provided at “arms-length” and this casts doubt on claims from some organisations that there is substantial income available locally for advising local business.

Primary Authority has been touted as a way of getting businesses to pay for assured advice but, up and down the Country, the scale of support that this is providing for services is very limited. Even a service like the West Yorkshire shared TS service (serving a population of 2.2M, covering Leeds/ Bradford and the rest of the old West Yorks Metropolitan County area and which is Primary authority for the likes of Asda and Morrisons,) only fund approximately 5FTE through Primary Authority arrangements. The service will seek to expand Primary Authority work as a means of recovering cost but the example above shows its limitations.

These factors have been recognised and, whilst the service will seek to develop paid for business advice as part of its income generation strategy, it has been recognised that this income stream will be limited and that the service must avoid any allegations of conflicts of interest in dealings with business.

3.4 Income Targets

The potential income for the forthcoming 3 years of this plan is highlighted in the detailed annual budget predictions contained within the report. The table below outlines the annual turnover targets.

Year	Forecast Turnover
15/16	£200,000
16/17	£250,000
17/18	£300,000

The table below identifies a potential breakdown of sources of income by year:

Turnover by area for Income Generation/ Year	Business Advice & Primary Authority	Health & Well-being and similar activities	Service Delivery/ Consultancy for others	Pre-application advice and similar	Other miscellaneous activities including Grants	Total turnover of income
2015/16	£5000	£20000	£90000	£10000	£75000	£200000
2016/17	£7000	£25000	£130000	£13000	£75000	£250000
2017/18	£7000	£25000	£180000	£13000	£75000	£300000

Proposed areas to target include:

- Air Quality and contaminated land work for district councils
- Dog warden services for District Councils
- Providing nuisance work support for district councils
- Training including food hygiene training
- Processing of licensing applications for others
- Charging for some advice
- Grants from central government/WLEP, etc,

Agenda Item 6

The list above demonstrates that the focus for income generation will be delivering services for other local authorities and grant income. Private sector income from business advice, primary authority and consultancy work will be limited. The vast majority of income for service delivery/ consultancy will come from the public sector.

The responsibility for income generation will sit with the individual members of the Leadership team. During 2015/16 this will mainly sit with the business managers, however, following the end of year re-organisation, going into 2016/17, this may then sit mainly with a nominated individual manager. Income will be reviewed on a monthly basis and will feature in the quarterly reporting process. There may be a need for further individual development of managers to facilitate this, especially as it is likely to feature in the PDRs of managers in the future.

Each potential source of income will need to be evaluated in a business case and a risk assessment be undertaken, in terms of potential financial yields versus the levels of investment required upfront and the on-going costs of any contract. There may be other factors such as reputation that need to be accommodated in terms of risks of failure during the contract, or customer dissatisfaction arising from poor performance. Finally, where the service is looking at income generation from businesses, the service will need to focus income generation activity outside of Worcestershire, to avoid conflicts of interest.

The service needs to look for a margin in all of the contractual work it seeks. Full cost recovery must be achieved and there needs to be an element of financial return for the existing partners, which the service will utilise to maintain resilience within the service.

4. Organisation & Performance

4.1 Introduction

The service has operated to a suite of outcome style measures which address key areas of member concern. There are no national indicators anymore, making it difficult for members to benchmark the performance of their service against others. Also, as historically we have not participated in CIPFA, we have not had other external benchmarks for comparison.

The outcome measures have been supplemented with activity data to provide members with reassurance that the service is addressing relevant issues in their areas (see Appendix F for a 12 month Activity Data report.) This has had the desired effect, and the wider member awareness of WRS activity generated by the joint Overview and Scrutiny exercise seems to have settled many members' concerns.

A suite of performance indicators have been developed during the now defunct Strategic Partnering process and the service will ask the Joint Committee to consider some or all of these as a replacement for the current performance framework during 2015/16. This combined with the improved activity data report proposed for Q2 2014/15 onwards would surely give members full confidence in the standard of service delivery, if the indicators and targets were met.

Intelligence is already the main driver for Trading Standards and Animal Health activity. This has been supported by our investment in our single database and the development of better activity reporting, as well as the adoption of a new operating model (the Trading Standards Intelligence Operation Model developed by the National Trading Standards Board,) and the use the regional Intelligence Database (IDB.) In the coming years the use of intelligence will also be developed to support Environmental Health delivery, particularly to try and develop preventive activities to help reduce demand on the service. This will be particularly relevant for nuisance work.

4.2 Core Level of Service.

In order to consider future performance we must first consider what our three key functions will look like in the foreseeable future operating at the common minimum base level service. Please note it is anticipated that most district partners will wish to operate a similar service to present. The County Council is treated separately due to the distinct nature of its group of functions.

The following paragraphs explain how this will look to partners in terms of service delivery.

4.3 Environmental Health

The core service would be developed on the platform of the minimum common elements of delivery that meets statutory requirements, with partners choosing to increase the service level in the areas they wish. This minimum common service is outlined below.

4.3.1 Food Hygiene and Infectious Disease Function

Subject to formal approval by Joint Committee and following the transformation work over recent years, this is now to be delivered using the Food Hygiene Rating Scheme as a means of determining visit requirements to food businesses. This applies only to food manufacturers and caterers, representing around 50% of food businesses, leaving the other 50% of businesses outside of our routine inspection regime. These businesses are currently visited either, as and when a complaint arises or when intelligence suggests there may be an issue. The service is currently in discussion with the Food Standards Agency as to how closely our delivery model must come to their requirements to match the brand standard for FHRs nationally. A number of local authorities find themselves in this position. The service may have to amend its approach to include more businesses if we are to retain the national FHRs brand for local businesses.

Infectious diseases are where Environmental Health interfaces with Public Health. Food poisonings are probably our largest, linked obviously to caterers and home cooking however the service must also support public health colleagues with outbreaks like TB in humans where the behaviour of infected individuals may need intervention through the legal process.

4.3.2 Health and Safety at Work function

The way this is delivered has changed dramatically in recent years, with the Health and Safety Executive pushing local authorities into less routine work and more focused proactive work using projects tackling potential problem areas. The minimum core service in this area would be a fully reactive one with no proactive work or initiatives designed to make the workplace a safer place. This poses a level of risk as a cessation of preventative work could lead to an increase in the number of accidents etc. thus negating any potential savings. Trend analysis will be undertaken to monitor if this is the case. Officers will review the on-line notification system investigating those which are serious accidents or serious near misses. Other minor accidents will not be investigated.

4.3.3 Statutory Nuisance (change in process)

This is a somewhat contentious area as the statutory duty could be interpreted as meaning that all complaints must be investigated immediately. We have adopted the view that asking people to try to resolve the matter for themselves before we intervene is the best way of achieving a long lasting outcome and natural justice. It avoids the expensive and time consuming option of legal action as where a statutory nuisance is identified the officer **MUST** serve notice according to the law.

Initially the pilot measures for this applied only to non-noise related nuisances however, in order to deliver efficiencies and savings at the level requested, the use of self-help must be extended to noise related nuisance too. This will take place in 2015/16 for both Worcester City and Wyre Forest. Where self-help does not deliver, the service will intervene as it would previously. Equally, where the complainant is a member of a particularly vulnerable group, the requirement for self-help will be waived.

4.3.4 Technical Pollution (air quality /contaminated land/planning applications)

This covers a range of the more detailed aspects of pollution work like air quality, contaminated land, planning consultations and IPPC inspection. This last regime is supposed to be self-funding, with licensed premises paying to cover the cost of the inspection regime. DEFRA have agreed, as part of their "Red

Tape Challenge” contribution, that they will deem inspection of 70% of premises that could be due as acceptable performance. It seems likely that this could be pushed further should partners be willing, hence saving could be achieved by focusing on known problem outlets, leaving the compliant alone and using resources to try to identify processes that should be authorised when they are not. Obviously, in such a situation, where compliant premises have been trusted to operate within legal parameters and they breach their permit, such breaches of trust will be treated very seriously.

Planning consultation is another key area of district council support. A number of algorithms have been created to improve the efficiency of decision making, allowing planners to make decisions without the intervention of EH staff. This is known to deliver some increased efficiency but there seems some reluctance from planning colleagues to acknowledge this and see a reduction of resourcing in this particular area.

No significant reductions are planned in this area, and it is likely to be a service area that we can sell to others. Some efficiencies will be considered by combining the two teams currently delivering the work.

4.3.5 Other Miscellaneous Complaint driven functions

These are all relatively small in volume and would tend to be tackled reactively with little or no proactive interventions taking place e.g. public burials

4.3.6 Dog Warden Service and Pest Control

The Dog Warden Service is another high profile area of service, adequately staffed currently but addressing high demand and tendering for work outside of Worcestershire. It also delivers on a number of other “dog related issues” (dangerous dogs, dog fouling for one partner,) so goes beyond simple collection of strays.

Our experience and expertise in this area is apparently in demand as a number of other local authorities are currently considering buying their dog warden service from us. Originally, as part of the 3 year saving plan, it was proposed to consider outsourcing the whole of this service element, however, the development of contracts may provide alternative income streams sufficient to deliver the level of savings anticipated in the plan. If achievable, this would make the planned outsource unnecessary whilst delivering an alternative source of income to support delivery of dog-related activity.

Pest control is currently only offered by 4 of the 6 district partners to people on various forms of benefit. It is outsourced via a framework contract to 4 suppliers operating in different parts of the County. When this contract was let, all relevant partners were keen to see smaller local businesses having the opportunity to deliver rather than defaulting to a national brand. The service is heading for a significant overspend in this area for 2014/15. The contracts will be due for renewal in 2015/16 and, should partners wish to continue with this level of pest control service, their contributions will need to be reviewed. Any new contract is likely to be offered on a fixed price basis to provide certainty to the partners as to cost. This could, however, be unattractive to smaller local providers and push us towards one of the national contractors. Partners will need to consider this nearer to the time.

4.3.7 Environmental Health Delivery Options for the core service

We have already brought most of Environmental Health under the remit of a single Manager. There may be a question going forward as to whether or not further amalgamation is possible. The developing structure within the Community Environmental Health team is to have three multi-functional teams delivering Food Hygiene, Health and Safety, Nuisances and the Miscellaneous work.

This leaves the Technical Pollution functions (IPPC/ Planning consultation, etc) Dog Wardens and monitoring of pest control contracts currently under the remit of another Manager, whose post is also responsible for County Petroleum and Explosives licensing enforcement functions, albeit this element is less than half a post and the service is likely to desist from pro-active activity in this area in 2016/17.

Given that:

- no partners have currently asked for reductions in the Technical Pollution area,
- there are high levels of demand across these functions and there currently appears to be significant potential for contract development in these areas,
- nuisance is politically sensitive with a lot of district elected member interactions,

We are minded that Environmental Health functionality retains two Team Managers to provide capacity to deal with all of these existing and developing situations. The table below outlines what we believe the minimum staffing capacity for the delivery of all of the functions identified in section 1 at the minimum core service levels. This excludes Senior Practitioner roles, management and support. Volumetrics for some of the main areas of demand are included in the activity column of the table.

Functional Area	Minimum Staff requirement for core work NB: can be flexed upwards from income generation	Activity to be undertaken linked to SOPR (please see appendix E)
Food Hygiene/ Infectious Diseases	9 staff, mix of EHO and Senior Technical Officer grades	Food Hygiene inspection (1300-1500 per annum) following FHRS Other food inspection on intel basis Infectious Disease investigation (650-675 per annum), Food Hygiene complaints (450-500 per annum)
Health & Safety	2 staff, mix of EHO and Senior Technical Officer grades	Reactive enforcement only in relation to serious accidents and potentially serious near misses only (up to 400 interactions per annum)
Statutory Nuisance & Miscellaneous Other	9 staff, mix of EHO and Senior Technical Officer grades	All nuisance complaints subject to self-help approach before service intervention. All relevant miscellaneous complaints/ service requests investigated (up to 8000 reported per annum)

Technical Pollution	7.3 staff, mix of EHO and Senior Technical Officer grades	Servicing of district air quality (10 AQMAs and 4 potentially additions,) and contaminated land needs (except CL in W City.) Inspection of IPPC premises at rate exceeding 70% minimum performance standard (202 premises permitted,) all required planning consultations dealt with following the algorithms provided (approximately 1000 per annum.)
Dog Warden Service	4 Dog Wardens	There have been no requests to reduce this level of service. We had considered full outsourcing of this service element, however, with other districts outside Worcestershire keen to use our service we are looking at this as income generating capacity and set a target of £60K to off-set the need for savings (1400 strays per annum for Worcestershire.)
Pest Control	N/A	Requires only Management time for monitoring of contracts and for the process of re-letting. The contracts are up for renewal in June 2015 and it is hoped that we can move to a better contracting model.

This level is being set by the identifying the minimum common level of service required and taking into account any other efficiency that can otherwise be delivered. The numbers indicated are for field staff only. Partners wanting a higher level of service would need to buy additional capacity that would be added to the above structure. For example, in 2015/16 two of the partners have agreed to cease proactive Health and Safety at Work projects in their districts. This would be the statutory minimum as currently defined. Reactive work will continue as districts have a statutory duty under the Act. The other 4 partners want this proactive work to continue so they will need to pay additional funds to retain sufficient competent staff to deliver these additional elements of service.

4.4 Trading Standards and Animal Health

A number of models for delivery at different funding levels were worked up before the County Council's decision on the 2016/17 budget contribution. At £450000 (which is proposed for that year but is yet to be agreed) there will be a number of areas where alternative methods of service delivery will have to be considered to guarantee minimum coverage of the County Council's statutory functions.

4.4.1 Staffing Compliment

The table below outlines the changes to staffing compliment within the Trading Standards and Animal Health team and the functions to which staff will be allocated in line with the County Council's Statement of Partner Requirements (SoPR.) The service may be able to lever in funding from other sources to retain additional resource beyond this.

Agenda Item 6

For example, a grant for the delivery of animal feed work from the Food Standards Agency and administered by the National Trading Standards Board currently supplements the budget to the equivalent of 1.5FTE professional staff. This resource has to deliver an inspection programme and sampling of animal feed that would not otherwise take place given the current level of local funding and priorities. This is however, only available year to year.

Local funding will continue to be sought from other local authority bodies and departments (Adult or Children's Services, Public Health.)

Function/ Staff allocation by contribution or year	2014/15 Current £1,062k	2015/16 With Revised Overheads £812k	2016/17 Proposed at £450k
Total staff (FTE)	16	13	5/6
Weights and Measures	0.5	0.5	0
Food Standards	3	2	1 (1.5 if 6 staff)
Agricultural Standards (Feed/ Fertilizers)	0.5	0.5	0
Product Safety	1.5	1.5	0.5 (1 if 6 staff)
Fair Trading	6.5	6.0	2.5
Animal Health	3.5	2	1
Petroleum and Explosives	0.5	0.5	0

The allocation of FTEs outlined above has been agreed in the County Council's SoPR. The following paragraphs describe likely service activity levels at the budget levels indicated in 2015/16 and 16/17.

4.4.2 2015/16: Budget at £812000

Work will continue to be carried out in all statutory areas. There will be wide ranging prioritisation of activity, with the most serious individual criminal issues being considered for direct intervention and everything else being subject to the tasking process. The number of interventions at high risk businesses would fall in line with the specification agreed with the County and all proactive requests for business advice will be addressed only where the full cost of the interaction can be recovered (unless this relates to a non-compliance raised by another local Trading Standards authority.).

Animal health disease prevention work (including foot and mouth disease) will be covered using 2FTE members of staff, focusing on areas agreed in the County's SoPR. A similar number of FTE resources will focus on food standards functions, again in line with the County's SOPR.

This would be the minimum viable service, as agreed with the County Council, to provide some resource in each statutory area.

4.4.3 2016/17: Budget at £450000 (yet to be formally agreed)

As this level the service will have approximately 5 or 6FTE. It is not possible to state specifically at this stage as it would depend on the team's make up. Should this level of service be agreed, the County has agreed to the service prioritising its Fair Trading, Food Standards and Animal Health functions with a little input into the Product Safety function. The County Council has agreed that other areas will not have any related proactive work undertaken in them and accepts that a minimum of knowledge will be maintained in

these areas. Where resource may be required to address non-priority issues, these will be raised with the County Council's Management Board representative.

The service will respond to the most serious issues (mainly Fair Trading related,) identified either through individual complaints or through intelligence, and there will be significant prioritisation of these.

In line with the County Council's agreed SOPR, the proactive inspection of any businesses (including all high risk businesses and lower risk ones such as petroleum storage facilities, firework sellers, any using weighing/ measuring equipment used for trade) will cease and all business advice offered will need to be paid for by the customer.

Again, as agreed with the County Council, there will be further changes in capacity to undertake both animal health and food standards work. Work on animal feed will only be undertaken where external funding is provided. Product safety would be subject to activity levels similar to food.

In terms of emergency response, the County Council accepts that it would need to provide additional funding to the service in event of an animal disease outbreak in order to provide sufficient response to meet its obligations as the enforcement authority. This will be achieved using a mix of mutual aid from neighbouring authorities and district focused resource from WRS (paid for by the County Council,) where the level of technical expertise required is more limited.

4.5 Licensing

The nature of Licensing is such that it is not subject to the same financial pressures as other elements of regulation i.e. most elements can only be cost recover. However, WRS has sought to increase the efficiency of the licensing process and it will continue to do this going forward.

During 2014/15, Licensing and Support Services will be re-organised to better integrate the two units to improve efficiency and reduce costs. This will then leave a very lean administrative support arm linked to the licensing team, with a small group of more specialist support officers covering technical roles like IT and Legal Administration.

4.6 Cost

The approximate cost of the core level service for each of the partners will be calculated based on performance requirements identified for 2016/17. These figures will come with some caveats as they are based on a single year's activity data and activity will vary somewhat from year to year. It is hoped that these calculations will be completed by March 2015 for discussion with the Management Board.

4.7 Performance

The service operates to a suit of performance indicators which are supplemented by activity data tables to give reassurance to members as to activity levels in their areas. The table of PIs for 2014/15 are outlined below. These were developed in consultation with both Management Board and members of the Joint Committee and we expect them to remain the same for the period of this Business Plan.

Agenda Item 6

	Measure	Reporting Frequency	Background	Current Performance
1	% of service requests where resolution is achieved to customers satisfaction	Quarterly	Based on questionnaires send out to a significant number of members of the public who use the service.	76.6% (75.8% Q1.) (77.3 for 2013/14)
2	% of service requests where resolution is achieved to business satisfaction	Quarterly	Based on questionnaires send out to a significant number of businesses inspected or otherwise contacted by the service.	94.3% (97.6% Q1) (92.3% for 2013/14)
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.	93.7% (95.3% for 2013/14)
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.)	6.3% (4.7% for 2013/14)
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.	99.4% (99.5% for 2013/14)
6	% of vehicles found to be defective whilst in service	6-monthly	Percentage of vehicles stopped during enforcement exercises that are required to be	95% (98.2% for 2013/14)

Agenda Item 6

			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.	70.6% (69.2% Q1) (73.7% in 2013/14)
8	Review of register of complaints and compliments	Quarterly	All are recorded Increasing compliments/ Reduced complaints	30 compliments (13 Q1, 57 in 13/14) 10 complaints (5 Q1, 24 in 13/14)
9	Staff sickness absence at public sector average or better	Quarterly	Sickness recorded using host processes. Public sector average 8.75 or better	0.6 days/ employee so far this year (7.7 days/ FTE in 13/14)
10	% of staff who enjoy working for WRS	Annually	Taken from the staff survey.	NA (82% in 13/14)
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.	Measure still in development
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.	2.6 per 1000 head of population so far this year (estimated 3.16 in 13/14)

The level of service required by each partner is set out in the revised statement of partner requirements, which is outlined in Appendix E.

5. Workforce and workforce planning

5.1 Current Workforce

The original business case was predicated on the service reducing from 154FTE to 120FTE over the initial three years of the plan. This was achieved earlier than expected and further rationalisation of staff numbers has subsequently taken place. There has been a strong focus on reducing managerial and supervisory roles within the service during this period. Before WRS was formed, some 33FTE had managerial or supervisory responsibilities. In 2014/15, this has fallen to 17.

The service will enter 2015/16 with its Head of Service post vacant. An interim solution has been put in place in which the two Business Managers will report to the Chair of the Management Board. This will allow time for the Management Board to undertake a governance review of the service and, with this, the need for senior management capacity.

Going into 2015/16, the workforce will be approximately 88 FTE posts. There are some concerns about the age profile of the workforce as it is highly biased towards those over 40 and a significant proportion over 50. This introduces risk in terms of the potential to lose staff of significant value and the service needs to consider how to address this. With current budget constraints this is not easy. The service will engage its first apprentice in Licensing in April 2015. There is some question as to whether or not this approach is suitable for the other professional areas.

In a number of areas, the service has officers with a regional and national profile who are highly regarded technical experts in their respective fields. This enables WRS to deliver high quality, high value services and to do work for others. Again, losing these key individuals could have a serious impact on the service's ability to deliver, especially in relation to income generation.

5.2 Staff Retention

Managers have identified that staff are critical for the on-going high-performance of WRS and giving the best potential for income generation. Being able to continue to offer opportunities for professional development and the ability to engage with the wider professional environment will help to retain people. Managers will continue to support these individuals and ensure that they benefit from the professionally from the wider development of the service by being allowed to use their skills and knowledge on a bigger stage. This will include, where appropriate, interaction with the private sector and the ability to use their knowledge on a consultancy basis to benefit the service. There are some obvious dangers in this approach however some of the other opportunities offered by the public sector will mitigate this risk.

5.3 Staff Development and succession planning

It remains crucial that the service retains a reasonable training budget, both to ensure the competency of existing staff but also to ensure that we can develop staff for the future. The service has been successful in assisting staff to take steps forward in their careers, both from field officer to first line supervisor and upward into the formal Management team.

With the need to focus on income generation, there will need to be some emphasis on developing the commercial acumen of staff to growth the streams of income coming into WRS. It is clear that our staff

have taken some steps on this road already and they show a willingness to go further. The steps previously taken need to be built upon in order that staff can recognise commercial opportunities when they arise.

5.4 Staff Appraisal

The service continues to follow the standard pattern of Personal and Professional Development Reviews on an annual basis, with a 6-monthly update, to ensure staff are competent. The new computer system is enabling managers to review the performance of their staff in more detail, allowing individual performance to be scrutinised and assessed. Managers can now see who their best performers are and identify those needing additional support and improvement. Going forward this can only improve performance at both individual and service level.

6. Meeting the budget envelope 2015-2018

A year by year explanation of how the budgetary envelope will be met across this time frame is included in Appendix B with the relevant budget sheets and savings realisation sheets.

6.1 Change of Accommodation and ICT hosting

In 2014/15 a group looked at potential savings from fixed costs and concluded that a possible total of approximately £200k of full year savings could potentially be achieved by:

- A change to accommodation by relocating the service (£100k)
- a change in IT hosting arrangements (necessitated by the above,) to be delivered within the accommodation cost (£100k from hosting, dependant on IT support at new location.)

Further savings will be achieved from a restructure in the support service function.

The table below outlines the savings required for 2015/16 by partners who require this through efficiencies and service reductions. Other partners have specified efficiencies only.

Authority	Savings required in 2015/16 £'000	Delivered via Overhead & % Share allocation £'000	Remaining Shortfall £'000
Worcester City	30	6	24
Wyre Forest	38	5	33
Worcestershire County	250	167	83

Plans are in place to deliver these savings.

6.2 Service Variations and Self-Help

The thrust of business plan development recently has been to cost the provision of a base level of service equivalent to the service for the partner requiring the largest reductions (this only works for Environmental Health so the starting point is Wyre Forest.) Having created this, as outlined in the section above, partners could they buy back work to bring them to the level they wish to offer.

Worcester City and Wyre Forest will cease proactive Health and Safety at Work enforcement activities for 2015/16. They will also introduce wider self-help processes covering all nuisance related activities including noise. These are the key areas of service variation to deliver their savings.

For 2015/16, self-help will be introduced across the board for all district partners in relation to non-noise nuisance service requests (with exceptions for vulnerable customers.) Other benefits such as increases in efficiency through flexible working, more resolution at first contact by the Duty Officers and increases self-service for business via the website will also accrue to all partners. Full details of all savings planned for delivery can be found at Appendix B.

The County Council's request for a £250K reduction into 2015/16 will be delivered mainly by the change in overhead costs. The remainder, approximately £90K will have to come from reduction in headcount by

approximately 3FTE. This will mean a further reduction in capacity across the board in Trading Standards but the service will still have cover of some sort for all statutory functions as previously outlined.

The thrust of the business plan will remain for districts, the base level of EH service provision and what relevant partners want to buy back in addition.

Experience from the Worcester City pilot suggests that self-help processes can take up to a year to bed in with both residents and members, so 2016/17 should start to show full efficiency yield for changes to non-noise related nuisances and also to noise related nuisance (for Wyre Forest and Worcester City only.)

For 2016/17, Wyre Forest will give consideration to reducing their commitment to Food Hygiene inspection activity. This approach comes with some risks to the service's ability to continue with the National Food Hygiene Rating Scheme within the district but that discussion will be had nearer the time. A decision to go ahead with this reduction would not impact on the wider delivery of Food Hygiene inspection across the other 5 partners.

Also, the Duty Officer team will have fully bedded in and be fully trained to maximise the volume of work that can be dealt with at first point of contact. The WRS website will also be fully developed and operating for both self-service for advice for business and with public access allowing people to register service requests and apply for licenses electronically. More FOI requests will be dealt with by referral to already published data and allowing customers access to sanitised data within the database will allow them to track progress without having to speak to the service. All of these will improve efficiency of delivery. Details of the indicative levels of saving can be found in Appendix B.

In 2017/18 the service will continue to look for efficiency gains in all areas. It must be accepted at this stage however that, unless there is some radical technological change that allows a major change in service delivery paradigm, that such efficiency gains will be marginal.

Further changes in service delivery can be considered, if required, but partners should be aware that this will only be achieved by reductions in service level. Some options may be more palatable than others, but elected members must expect this if the budget reductions continue to be significant. This would likely mean a reduction in the baseline service as well as changes for individual partners. Partners, other than Wyre Forest, may choose to move to the minimum service delivery level (WF achieves this for 2016/17).

6.3 Detail of Income Generation

The service has had some focus on income generation for several years. Initially this was through Health and Well-being funding to supplement activities done with core funding, but now the service has expanded into providing other services for authorities outside of Worcestershire.

For County Council functions, only 2 hours of free business advice per year was available in 2014/15. This will change to being fully chargeable in 2015/16, but one cannot assume a pro-rata increase in income due to the general unwillingness of businesses to pay. There is a risk that this will lead to increased non-compliance and work coming into the service through other channels because of this.

Business advice for District Council functions will remain available free of charge unless partners decide to change this policy. The service will offer training to businesses in areas like Food Hygiene and, again, we

Agenda Item 6

will seek to use this as an income generation platform to off-set costs. Licensing training may also be an area for consideration, particularly outside of Worcestershire, to avoid conflict of interest allegations.

The largest potential area for income generation to off-set cost and retain staffing numbers is by delivering work for other local authorities. In the part work has been done for Herefordshire, Gloucestershire and others. The main target authorities in 2014/15 into 2015/16 will be the Gloucestershire districts. The service is bidding to run the Dog Warden service for three of the districts on a 2 year contract, and is currently providing a range of other services around planning consultation, technical pollution and nuisance to Tewkesbury and Gloucester districts. This should continue into 2015/16.

Another area of income yet to be tapped is pre-application advice for planning and licensing services. Partner planning services already charge for this but without reference to the cost that this imposes on WRS in terms of our staff attending meetings and providing advice. We will seek to move to full cost recovery in this area in consultation with planning colleagues.

A similar approach could be developed for some areas of licensing, however, consideration would need to be given as to how the service would separate such advisory activity from its delegated decision making functions to avoid any perceived conflicts of interest.

Overall, required income estimated for 2015/16 is between **£150K and £200K**.

Income in 2016/17 and 2017/18 will continue to focus on:

- Developing Primary Authority arrangements where possible,
- Considering how to increase income in the area of business advice
- Considering further options for the development of training packages
- Continuing to seek business opportunities for delivering services for others.
- Continuing to develop pre-application advice processes

Also, by this time, we will have more clarity on the impacts of continued austerity. This may lead to an increase in opportunities for picking up commissions or for the delivery of consultancy services around the development and delivery of shared service platforms.

Overall, required income estimated for 2016/17 is between **£200K and £250K** and for 2017/18 is between **£250K and £300K**.

7. Evolution of the Business Model & Risk

Management Board have expressed a desire to move to contributions towards being based on activity and demand data. A variation on the original 2012/13 activity matrix has been developed to help calculate what the minimum service looks like. This is based on a single year's data, which means it does not account for any fluctuations in demand. Over the next two years, the matrix can be refined to accommodate a wider spread of data, improving its accuracy and increasing its capability to demonstrate the actual cost of delivery. A formal review every three years, commencing 2017/18 is proposed so that partners can be reassured that their level of contribution accurately reflects the need for service deliver in their area.

The main risks faced by the service going forward will be:

- Risk to sustainability of the service if partners cannot maintain core funding during the extended period of austerity
- Achieving income targets where non-partner local authorities may be reticent about outsourced delivery in these areas
- Retaining our highest quality staff and maintaining the range of competences necessary across the very broad range of functions required
- Changes to partner specifications for service fail to meet customer expectations of what should be offered.
- Potential reputational risks in areas where partners have made the most severe reductions taking delivery capacity below critical levels

The existing service risk matrix has been reviewed as part of the development of this plan and is attached at appendix F.

Appendices:

A: Current WRS structure: Possible End structure?

B: 3 year budgets and 3 year savings realisation sheets

C: Market research on business advice in Worcestershire

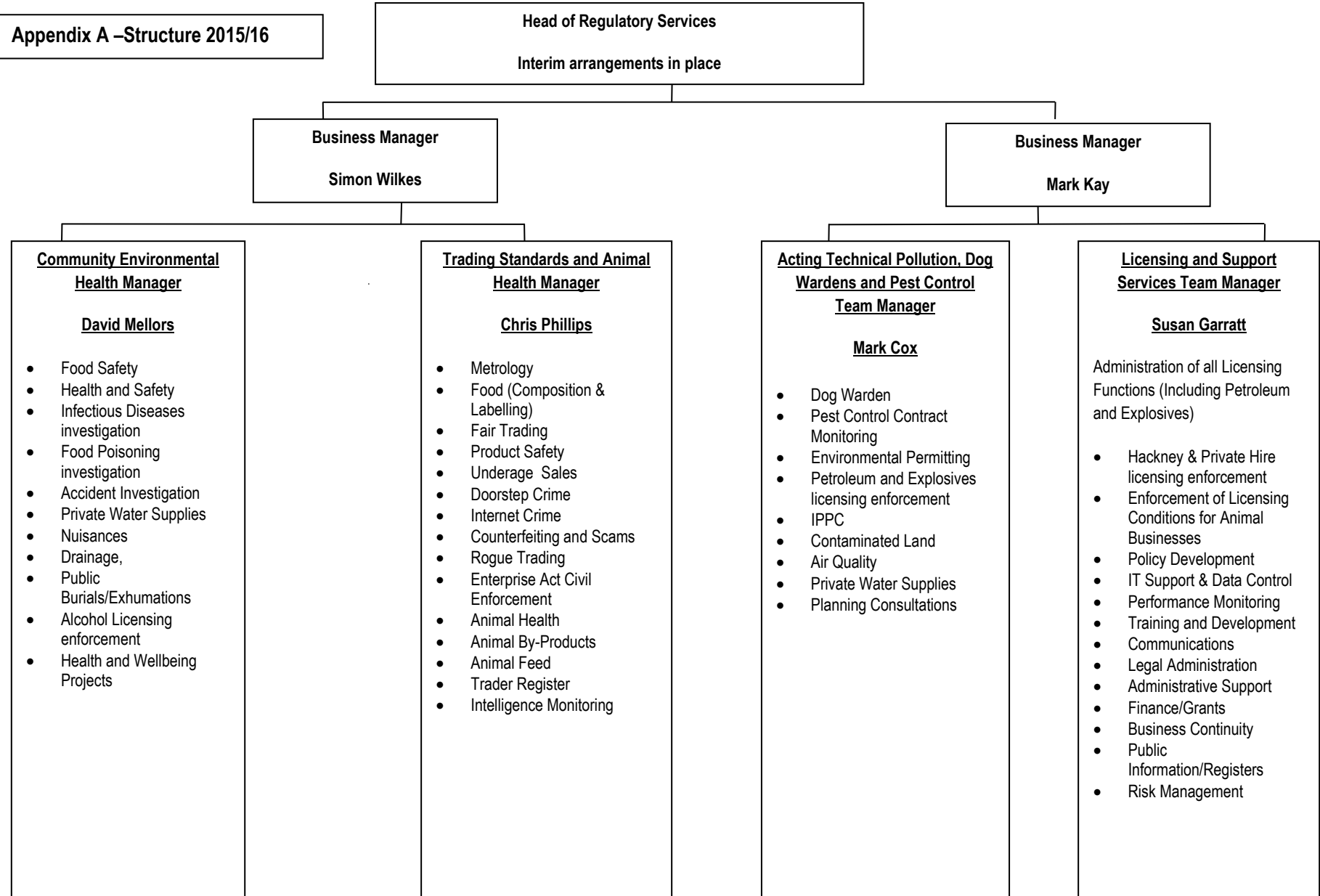
D: SWOT/PESTLE

- Highlight potential risks and advantages

E: Statement of Partner Requirements

F: Risk Matrix

Appendix A –Structure 2015/16



Appendix B: 3 Year budgets and 3 year realisation sheets

To include from Spreadsheets

Meeting Budget Envelope for 15/16

- **Change in accommodation and IT hosting**
- **Service variations and self-help** (will lead to reduction in head count)
- **Income generation**

5.1 Accommodation and IT Hosting

In 2014/15 a group looked at potential savings from fixed costs and concluded that a possible total of approximately £200k of full year savings could potentially be achieved by:

- A change to accommodation by relocating the service (£100k)
- a change in IT hosting arrangements (necessitated by the above,) to be delivered within the accommodation cost (£100k from hosting, dependant on IT support at new location.)

Further savings will be achieved from a restructure in the support service function.

The table below outlines the savings required for 2015/16 by partners who require this through efficiencies and service reductions. Other partners have specified efficiencies only.

Authority	Savings required in 2015/16 £'000	Delivered via Overhead & % Share allocation £'000	Remaining Shortfall £'000
Worcester City	30	6	24
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Worcestershire County	250	167	83

Plans are in place to deliver these savings.

5.2 Service Variations and Self-Help

The thrust of business plan development recently has been to cost the provision of a base level of service equivalent to the service for the partner requiring the largest reductions (this only works for Environmental Health so the starting point is Wyre Forest.) Having created this, as outlined in the section above, partners could they buy back work to bring them to the level they wish to offer.

Worcester City and Wyre Forest will cease proactive Health and Safety at Work enforcement activities for 2015/16. They will also introduce wider self-help processes covering all nuisance related activities including noise. These are the key areas of service variation to deliver their savings.

For 2015/16, self-help will be introduced across the board for all district partners in relation to non-noise nuisance service requests (with exceptions for vulnerable customers.) Other benefits such as increases in efficiency through flexible working, more resolution at first contact by the Duty Officers and increases self-

service for business via the website will also accrue to all partners. Full details of all savings planned for delivery can be found at Appendix B.

The County Council's request for a £250K reduction into 2015/16 will be delivered mainly by the change in overhead costs. The remainder, approximately £90K will have to come from reduction in headcount by approximately 3FTE. This will mean a further reduction in capacity across the board in Trading Standards but the service will still have cover of some sort for all statutory functions as previously outlined.

5.3 Income generation

The service has had some focus on income generation for several years. Initially this was through Health and Well-being funding to supplement activities done with core funding, but now the service has expanded into providing other services for authorities outside of Worcestershire.

For County Council functions, only 2 hours of free business advice per year was available in 2014/15. This will change to being fully chargeable in 2015/16, but one cannot assume a pro-rata increase in income due to the general unwillingness of businesses to pay. There is a risk that this will lead to increased non-compliance and work coming into the service through other channels because of this.

Business advice for District Council functions will remain available free of charge unless partners decide to change this policy. The service will offer training to businesses in areas like Food Hygiene and, again, we will seek to use this as an income generation platform to off-set costs. Licensing training may also be an area for consideration, particularly outside of Worcestershire, to avoid conflict of interest allegations.

The largest potential area for income generation to off-set cost and retain staffing numbers is by delivering work for other local authorities. In the part work has been done for Herefordshire, Gloucestershire and others. The main target authorities in 2014/15 into 2015/16 will be the Gloucestershire districts. The service is bidding to run the Dog Warden service for three of the districts on a 2 year contract, and is currently providing a range of other services around planning consultation, technical pollution and nuisance to Tewkesbury and Gloucester districts. This should continue into 2015/16.

Another area of income yet to be tapped is pre-application advice for planning and licensing services. Partner planning services already charge for this but without reference to the cost that this imposes on WRS in terms of our staff attending meetings and providing advice. We will seek to move to full cost recovery in this area in consultation with planning colleagues.

A similar approach could be developed for some areas of licensing, however, consideration would need to be given as to how the service would separate such advisory activity from its delegated decision making functions to avoid any perceived conflicts of interest.

Overall, required income estimated for 2015/16 is between **£150K and £200K**. This is likely to be from:

Business Advice & Primary Authority	Health & Well-being and similar activities	Service Delivery/ Consultancy for others	Pre-application advice and similar	Other miscellaneous activities including Grants
£5000	£20000	£90000	£10000	£75000

Total staff numbers for this year are likely to start at around **88FTE**

Meeting Budget Envelope for 16/17

- **Service variations and self-help**
- **Income generation**

6.1 Variations to service and self-help/ self-service

The thrust of the business plan will remain for districts, the base level of EH service provision and what relevant partners want to buy back in addition.

Experience from the Worcester City pilot suggests that self-help processes can take up to a year to bed in with both residents and members, so 2016/17 should start to show full efficiency yield for changes to non-noise related nuisances and also to noise related nuisance (for Wyre Forest and Worcester City only.)

For 2016/17, Wyre Forest will give consideration to reducing their commitment to Food Hygiene inspection activity. This approach comes with some risks to the service's ability to continue with the National Food Hygiene Rating Scheme within the district but that discussion will be had nearer the time. A decision to go ahead with this reduction would not impact on the wider delivery of Food Hygiene inspection across the other 5 partners.

Also, the Duty Officer team will have fully bedded in and be fully trained to maximise the volume of work that can be dealt with at first point of contact. The WRS website will also be fully developed and operating for both self-service for advice for business and with public access allowing people to register service requests and apply for licenses electronically. More FOI requests will be dealt with by referral to already published data and allowing customers access to sanitised data within the database will allow them to track progress without having to speak to the service. All of these will improve efficiency of delivery. Details of the indicative levels of saving can be found in Appendix B.

6.2 Income Generation

Income in this year will continue to focus on:

- Developing Primary Authority arrangements where possible,
- Considering how to increase income in the area of business advice
- Considering further options for the development of training packages
- Continuing to seek business opportunities for delivering services for others.
- Continuing to develop pre-application advice processes

Overall, required income estimated for 2016/17 is between **£200K and £250K**. This is likely to be from:

Business advice & Primary Authority	Health & Well-being and similar	Service Delivery for others	Pre-application advice and similar	Other miscellaneous activities including Grants
£7000	£25000	£130000	£13000	£75000

Total staff numbers for this year will be in the region of **75FTE**.

Meeting Budget envelope 17/18 and beyond

- **Service variations**
- **Other partners may consider move to minimum service**
- **Income generation**

7.1 Continued search for efficiencies

The service will continue to look for efficiency gains in all areas. It must be accepted at this stage however that, unless there is some radical technological change that allows a major change in service delivery paradigm, that such efficiency gains will be marginal.

Further changes in service delivery can be considered, if required, but partners should be aware that this will only be achieved by reductions in service level. Some options may be more palatable than others, but elected members must expect this if the budget reductions continue to be significant. This would likely mean a reduction in the baseline service as well as changes for individual partners. Partners, other than Wyre Forest, may choose to move to the minimum service delivery level (WF achieves this for 2016/17).

7.2 Income generation

The planned areas of work outlined for 2015/16 onwards will continue to feature. Also, by this time, we will have more clarity on the impacts of continued austerity. This may lead to an increase in opportunities for picking up commissions or for the delivery of consultancy services around the development and delivery of shared service platforms.

Overall, required income estimated for 2017/18 and beyond is in excess of **£300K**. This is likely to be from:

Business advice & Primary Authority	Health & Well-being and similar	Service Delivery for others	Pre-application advice and similar	Other miscellaneous activities
£7000	£25000	£180000	£13000	£75000

We have yet to estimate staffing numbers for this period, but assuming the budget remains static at 3.45m numbers be approx. 73FTE

JOINT COMMITTEE

19th February 2015

Worcestershire Regulatory Services Service Plan 2015/16

Recommendation

That members approve the Worcestershire Regulatory Services Service Plan for 2015/16.

Contribution to Priorities

The Service Plan outlines the way in which the Service's activities link to National and Local Priorities relevant to regulatory services.

Introduction

The purpose of this report is to introduce the Service Plan for 2015/16 to Members, attached as Appendix A. The service's Risk Register, which forms part of that plan, is also attached as a separate document. The Plan provides Members with a picture of the rapidly changing operating environment within which the Service is expected to deliver.

The Plan also identifies key outcome measures with which to measure the performance of the Service. Many of these measures resulted from consultation with members and customers. The 12 key indicators from last year are retained.

Background

Under the Service Level Agreement, Worcestershire Regulatory Services has to produce a 3-year Service Plan, for adoption by all partners. The attached plan provides a financial picture for the next three years and offers members a taste of activities that the service will be focusing on over the next 12 months. The themes identified are likely to inform future plans, although the uncertainties around local government finance generally make it difficult to commit to detailed operational plans over periods longer than 12 months.

The attached Service Plan provides Members with a clear picture of the challenges ahead, national and local priorities driving the Service and the high level activities designed to

meet partners stated Service requirements.

Also included in the Plan are the Service's financial arrangements, the Service's current structure, operating environment and risk register.

The suite of twelve outcome type measures are detailed in the body of the plan. They remain the same as 2014/15 and have been informed by discussions with both members and customers since the creation of WRS. It is hoped that members are now comfortable with this approach to performance monitoring and that these, combined with the quarterly activity data reports, give members reassurance that the service is tackling what matters to them and local residents.

The lessons learned from the unsuccessful Strategic Partnering exercise, are included in the plan. The certainty derived from our engagement with the private sector that the way the service has been developed so far matches the approach a private partner would have taken, has given the service the confidence to look more widely to income generation and to see a positive future for the shared service model of delivery.

Changes will be necessary over the year, particularly around governance, and members will be fully involved in these debates.

Financial Implications

Financial arrangements are included in the Plan together with the budget details. Failure to deliver within the budget would have implications for partners and the Service going forward.

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Background Papers

Appendix A: Service Plan & Risk Register



Service Plan 2015/16

Worcestershire Regulatory Services Vision

"That Worcestershire is a healthy, safe and fair place to live, where businesses can thrive"

CONTENTS

	Page Number
Executive Summary	3
Introduction	4
Operating Environment	5
Strategic Priorities	6
Purposes	8
Finance	8
Audit Arrangements	8
Activities and Outcome Measures	8
Performance Reporting	12
Structure	12
Training and Development of Multi-Functional Teams	12
Business Continuity	14
Local Enterprise Partnerships	14
Other Partnerships	14
Consultation/Engagement	15
Governance Review	15
Risks	15
Appendix A Structure Chart	16
Appendix B Regulatory Services Budget Table 2013/2014	17
Appendix C Performance Measures Relating to Outcomes	20
Appendix D PESTEL Review	21
Appendix E Risk Register	29

Page 71

EXECUTIVE SUMMARY

The plan broadly follows previous years and outlines:

- How the service will operate over the following 12 months to deliver on both national and local priorities, some of which are highlighted in the plan,
- What activities the service will carry out to achieve or address those priorities and how success will be measured.

The Service will enter 2015/6 with a total agreed budget of £4,081,000. This fully delivers the savings required by partners in 2014/15 (last year some partners had to take slightly reduced in-year savings due to budget timings,) and also the reductions in contribution from Worcestershire County (£250,000) Wyre Forest (£38,000) and Worcester City (£30,000,) requested for the 2015/16 financial year. This is being delivered using a mixture of transformational efficiencies and changes in the level of service. Much of the County Council's reduction in budget contribution is being delivered by the change in accommodation, which is facilitating a cost neutral change in partner contributions. The other 4 partners (Malvern Hills, Wychavon, Redditch and Bromsgrove,) are asking for efficiencies totalling £177,000 over 2015/16 and 2016/17, but they will only accept savings if they can be delivered without reducing/changing levels of service. Further reductions in budget contribution for Wyre forest (£37000,) Worcester City (£30000,) and Worcestershire County (£350,000 to be formally agreed) are required for 2016/17. The lack of financial stability and stable cost base makes service planning and development very challenging.

A 3-year business plan, as distinct from this service plan, which has a number of strands for continuing the Service's development has been prepared. The Strategic Partnering process has confirmed that there is no current market solution to the current regulatory service offering and that the service is already highly efficient and offers excellent value for money to partners. There is some room for pursuing marginal efficiencies in the future. However, with the different positions partners find themselves in, there is a need to review the business model, moving away from the common delivery platform to one where partners can buy a more bespoke level of service to match their financial envelopes.

The service will continue to examine opportunities for commercial activities to bring in additional income, however such income streams are certain to be small compared with the reduction in budget contributions required. It has become clear over the past 12 months that the opportunities for income generation are limited in most areas and that there is a general reluctance from business to pay for advice from the local regulator. Work done on behalf of WRS by the County Council's Research and Intelligence Unit showed that many businesses pay for professional advice but are reluctant to pay for this advice from a public body. The service has been more successful in obtaining income by doing work for other local authorities. This will continue to be pursued going forward.

In making decisions regarding service delivery the service will continue to risk assess what it does taking into account the following criteria:

- a) Is there a positive/ negative impact on the local economy?
- b) Are vulnerable people impacted?
- c) Are health and wellbeing issues involved? And should we look to work with Public health?

The work on our risk matrix of services, which has the approval of both Management Board and the Joint Committee, will continue to inform this approach where possible. New matrices have been developed for 2015/16 and 2016/17.

1. INTRODUCTION

This is the fifth formal annual service plan to be produced by Worcestershire Regulatory Services and the fourth since the co-location of all staff at Wyatt House in Worcester. It will be the first plan delivered from the service's new operating base, Wyre Forest House, Kidderminster. It follows a similar format to the previous plans with an Executive Summary and much of the detail in appendices that follow on from the commentary. The financial information covers the three year accounting period 2015/16, 2016/17 and 2017/18 however the operational detail reflects the planned activities that the service will undertake in 2015/16 only. The latter is in recognition of the on-going discussions with partners as to the shape and composition of service delivery in future years.

2014/15 was again very busy and successful for WRS, dominated the Strategic Partnering process and by the continuing implementation of a single IT platform. In these financially challenging times, officers have continued to deliver excellent work, with some excellent results in recent Court cases involving WRS. Details of this will be reported in the Annual Report to be produced at the end of May 2015.

The coming year promises to be very challenging and is likely to be dominated by delivering agreed reductions in budget contributions for some partners which will result in further changes to staffing levels. With the scale of budget review currently proposed, noticeable changes in how the service is delivered are likely, particularly in relation to Trading Standards and Animal Health provision. The budget for 2015/16 has been agreed at £4,081M, which fully reflects the savings required for 2014/15 and a further reduction in contribution from three of the seven partners for 2015/16.

A significant proportion of this saving has been delivered by the move to Wyre Forest House, Kidderminster, which has facilitated a cost neutral change to the partner contributions, allowing the County Council's contribution to better reflect the staffing compliment committed to the delivery of its functions within the service. All partners have provided a profile of their savings requirements for 2015/16 and 2016/17 going forward. The service budget for 2016/17 is currently predicted to be around £3.475M. This will represent a reduction of approximately 50.5% compared with the £7.15M spend on relevant functions when the service came together in 2010. The service faces the same challenges that beset all of local government over the next few years.

Whilst last year's search for a Strategic Partner failed to deliver the hoped for outcome, a number of positive lessons were learned and the service received a great deal of praise from 3 of the main providers of professionalised local government services in the private sector. It is now clear that WRS delivers excellent value for money to its partners as none of the potential Strategic Partners could make the budgets add up in a way that allowed a high standard of service delivery within the current financial envelope. There was no margin for them to achieve,, nor was there the opportunity to make significant efficiency savings, these having already been made as part of the previous work done within the service. Indeed, both of the private suppliers who went into the dialogue sessions made it clear that they would have done nothing different in their pursuit of efficiency from that which the WRS Management Team has pursued. In terms of other lessons, tendering has forced us to develop a much better understanding of our own cost base, which has allowed us to push our own efficiency agenda and will allow us to bid for work in a cost effective manner going forward. A volume of short term work for the District Council's in north Gloucestershire was been secured and a successful bid made to provide Dog Warden services for three of them. Other neighbours have asked for support with situations like maternity leave. The focus of much of this work is in highly technical areas where the economies of scale created by bringing the six district service together have put us in an excellent position to deliver these service elements for other local authorities.

It has become clear over the past 12 months that other opportunities for income generation are available but there is a general reluctance from business to pay for advice from the local regulator. Work done on behalf of WRS by the County Council's Research and Intelligence Unit showed that many businesses pay for professional advice but are reluctant to pay for this advice from their local regulator. The Primary Authority concept has delivered little in terms of meaningful financial support for business advice but we will continue to offer it as it allows us to offer assured advice to local businesses and recover the cost of this service. We have begun to develop a relationship with a locally based environmental business that is going to use some of our officers on a consultancy basis outside of the County to support their work. It is hoped that this will develop over time into a reasonable income stream.

Moving customers onto the most efficient operating channel will also be a focus of 2014/15. The first contact point for telephone calls was moved in-house from May last year and this has been successful, with resolution of issues at first point increasing beyond 20%. Having calls coming to our own staff has enabled us to train them up to answer many of the basic questions that would otherwise have to go into our system to be dealt with by more expensive professionally qualified staff. Improvements in the website will continue with the development of public service. We are already publishing a range of public registers on-line, and we hope to further enable our website going forward to allow electronic application for licenses, including payment, the reporting of issues and allow the public to monitor progress of these without needing to speak to someone.

2. OPERATING ENVIRONMENT

Page 74 A PESTEL analysis appears as Appendix D, which outlines the nature of the environment within which the service operates. It has to focus on both national and local drivers as the majority of services delivered by WRS form part of the jigsaw puzzle that is part of the UK's national regulatory framework. At the national level the external environment in which the Service operates continues to face unprecedented challenges. National government continues to set challenging financial targets for local government and challenges regulators to demonstrate how regulation supports businesses and economic growth, whilst supporting and protecting local residents.

There is still a perception from some sectors of business that local authority regulators are not here to help. We know this is not the case, and along with colleagues in the professional institutes, the Local Government Association and the Local Enterprise Partnerships, we have sought to challenge this perception.

The service is sharing significant financial challenges with partners as their own allocations of central funding fall. The Strategic Partnering exercise highlighted that WRS is already a highly efficient and effective service, delivering value for money for the partners, the public and local business. There are no profit margins available and no easy wins for the delivery of cost saving efficiencies left. These have already been taken and, again the potential private partners praised the service indicating that would have taken the same steps had they been in our shoes. Therefore, the level of reduction requested by some partners cannot be delivered through efficiencies alone. There will have to be associated reductions/changes in the level of service delivery.

The service will continue to look for efficiencies where possible, and look to generate income to assist with the offsetting of budget shortfalls. There seems to be unwillingness on the part of businesses to pay local regulators for the advice that they have received previously without charge. This is likely to limit our ability to generate income from such sources. We will continue to work with bodies like the Worcestershire LEP and the Greater Birmingham and Solihull LEP to engage with businesses and where possible support business growth.

The budget for 2015/16 is agreed at £4.081M. This reflects the full savings asked for by three of the partners in 2014/15 (their actual contributions were above the level intended as the budget was not agreed in time so they had to accept in-year savings and delivers further savings to a number of partners requested for 2015/16:

- £30k from Worcester City
- £38k from Wyre Forest
- £250k from Worcestershire County

The methods of delivering the district savings were agreed last year and consist of:

- full implementation of self-help in relation to non-noise related nuisance complaints and
- the cessation of proactive Health and Safety at Work enforcement in the areas of these two partners.

The model of self-help will be deployed across the other district partners in 2015/16 to enable efficiencies to be delivered in this area.

The relocation of the service's operating base has delivered much of the rest of the savings for 2015/16, along with some reductions in service level for County Council functions. The falling headcount in the service meant that we were able to review alternative accommodation on offer from all partners and organise the relocation to Wyre Forest House. This has delivered significant savings which have allowed a cost neutral reorganisation of partner contributions.

Page 75 Shifting demand to the use of more cost efficient digital channels remains a major focus of efficiency proposals, with self-help in relation to service requests being a major area for action. Increasing the volume of helpful information on the service's website and giving public access to some of the data from our database (e.g. public registers being available on-line, effectively published directly from the database,) does help. Giving customers the ability to monitor the progress of their service requests on-line will also deliver some improvements in efficiency at the margins. Some care will need to be taken with this as some customers may find this difficult and it may be that face to face interaction is the most efficient channel for their demand.

Staff are now using the new IT system and this has significantly improved our ability to provide performance and activity data to members. Officers are already working flexibly, only attending Wyatt House 2 or 3 days per week, the rest of the time using either home or a touchdown site in another local authority building as their start and finish point for work. This helps to control the mileage bill and allows staff to have a better work/ life balance. These work patterns have allowed us to reduce from the current 102 desks at Wyatt House to 50 at Wyre Forest House.

The national elections in May leave significant uncertainty for local government over what will happen to funding going forward. Both of the main parties are indicating on-going austerity for some time so it is probably safest to assume that the challenging financial climate will remain for the foreseeable future.

3. STRATEGIC PRIORITIES

The Government tasked the BDRO (Better Regulation Delivery Office) with developing Priority Regulatory Outcomes for England for local authorities to consider when undertaking their service planning processes. Published in May 2011, the list is as follows:

1. Support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment
2. Protect the environment for future generations including tackling the threats and impacts of climate change
3. Improve quality of life and wellbeing by ensuring clean and safe neighbourhoods
4. Help people to live healthier lives by preventing ill health and harm and promoting public health
5. Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy

The aim of these priorities was to help local authority regulators demonstrate their links to the main corporate priorities of their parent councils, and public health, and to give those authorities the opportunity to shape what is delivered to local need. They have been used previously by the service for this purpose and still dovetail well with the priorities of the seven partners across Worcestershire. Whilst the wording is slightly different for each partner, the commonalities and similarities across their high-level priorities are such that the BRDO strategic priorities will enable us to engage with issues that matter across the districts and at county level. The service will also have the flexibility to engage with members and other stakeholders to identify any truly local priorities which may not easily fit into any of the above and this may, for example, cover issues around licensing and levels of enforcement of certain provisions.

In taking into account the effect of the potentially challenging budget situation moving forward and how the service can deliver against national and local priorities, there is no question that changes in service delivery and scope will be an inevitable consequence of further funding changes. We will need to prioritise what is delivered, to whom and how. To assist in this decision making, a risk matrix was developed in 2013/14 and approved by Management Board and Joint Committee, which identifies 3 key criteria to consider when making decision on service provision:

- a) Are vulnerable people impacted
- b) Are there Health and Well Being issues involved
- c) Is there a positive/negative impact on economic activity

This piece of work will continue to inform any process of service contraction that may be required. The financial elements of the matrix have been updated for 2015/16 and for 2016/17 so we can see how the changes requested by partners are impacting on our own cost base. There remains a risk that demand which can no longer be met by WRS is simply re-directed to partners in other ways e.g. via complaints. Where reductions have been largest, partners may face challenges relating to whether or not they are meeting their statutory obligations.

4. PURPOSES

Following its Systems Thinking work, WRS adopted 3 purposes to underpin service delivery and provide a common thread to run through all of its functions.

1. Help me resolve my problem and stop it from happening to anyone else,
2. I want to assume everything is ok
3. Help me trade well and ensure my competitors do the same.

These purposes are expressed in terms a customer (member of the public or a business,) might use, provide a focus for staff and have been agreed by the Joint Committee. These purposes, combined with the priorities outlined by BRDO, encapsulate the Service's contribution to the wider community agenda, reflecting as they do the broad themes relevant to all partners.

5. FINANCE

A summary of the budget position for 2015/16 is shown at Appendix B, along with the proposed budgets for the following two years. This includes an indication of the levels of saving partners are considering at the time of writing. Obviously the financial position may change going forward. A more detailed breakdown will be available to the Joint Committee in its regular financial reports. Income levels are difficult to estimate but we have set ourselves income targets going forward in order to maintain a greater resilience than would otherwise be possible.

6. AUDIT ARRANGEMENTS

The Internal Audit Service will be provided under the current arrangement by Worcester City Council to the Host Authority. The participating authorities S151 Officers will consider the Audit Plan of the Host to ensure adequate arrangements are in place. An assurance statement and copies of relevant Audit reports will be made available to the S151 officers when audits are undertaken. External Auditors appointed by our hosts will provide an Audit opinion of the Joint Arrangement as a separate entity to the Host's financial reports.

The Financial Statement of Accounts will be presented to the Joint Committee in June for approval within the statutory deadline. Member Authorities will liaise about requests from their Overview and Scrutiny Committees and Audit Committees. They will use reasonable endeavours to agree joint scrutiny arrangements with a view to avoiding duplication of effort

7. ACTIVITIES & OUTCOME MEASURES

The implementation of the new IT system has allowed the service to report more accurately on activities. The service has continued to work with members to demonstrate the service's performance and the service's current core performance indicators are listed as Appendix C. These have been amended following the half-day session with Joint Committee members in January 2014.

The activities outlined below are examples of what is planned by the service. We believe that activity data combined with the core performance indicators will give Members the confidence that the Service is performing well, given the current financial constraints, and contributing to the wider local agenda. The approach is very much in line with Government thinking in terms of reducing burdens on and supporting local businesses whilst tackling rogues who would ignore their responsibilities and criminals who use business as a model for generating criminal assets. It also addresses the significant demand that comes into the service as complaints/ service requests, covering a wide range of issues and concerns from residents, visitors and businesses within Worcestershire.

	OUTCOME	WHAT WE WILL DO	PURPOSE	NATIONAL PRIORITY	MEASURES
1	<p>Businesses are supported to become compliant with the law and successful (Pollution, H&S, Food Safety, Licensing)</p> <p>NB: for the Trading Standards functions (Metrology, Food and Agriculture Standards, Product Safety, Fair Trading and Animal Health,) this work will be chargeable unless it relates to infringements identified either locally or by other authorities</p>	<p>Provide businesses with advice and assistance using a range of channels.</p> <p>Conduct risk based/ intelligence-led interventions with businesses; targeting resources towards potentially non-compliant businesses</p> <p>Undertake intelligence led projects including sampling of various consumer products including food.</p> <p>Develop Commercial Products that businesses would be willing to pay for that would enhance business performance</p>	<p>I want to assume everything is ok.</p> <p>Help me trade well and ensure my competitors do the same</p>	1, 2, 3 and 5	<p>% businesses meeting purpose at first assessment/ inspection</p> <p>% of service requests where resolution is achieved to business satisfaction</p> <p>% of food businesses scoring 0,1,2* at 1st April each year</p>
2	<p>Doorstep crime is tackled and older people are supported and feel safer in their homes</p>	<p>Respond to complaints and take appropriate action</p> <p>Promote alternative to doorstep interaction e.g. Trader Register</p> <p>Share intelligence with Police and other partners</p> <p>Participate in multi-agency events e.g. Rogue Trader Day</p>	<p>Help me to solve my problem and stop it from happening to anyone else</p> <p>I want to assume everything is ok.</p> <p>Help me trade well and ensure my competitors do the same</p>	1 and 3	<p>% of service requests where resolution is achieved to customers satisfaction</p>

3	Reduction in nuisance and other pollution related issues	Respond to complaints and take appropriate action Provide relevant advice and information, available through a range of channels.	Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	2 and 3	% of service requests where resolution is achieved to customers satisfaction Rate of noise complaint per 1000 head of population
4	Protecting the environment and the public through monitoring air quality and the use of contaminated land for development. Controlling environmental emissions leading to reduced environmental damage and better health	Conduct risk based/ intelligence-led interventions with businesses, especially permitted premises Air quality monitoring Responding to contaminated land issues Supporting the planning system	I want to assume everything is ok	2	% businesses meeting purpose at first assessment/ inspection Monitoring of the County-wide Air Quality strategy % of service requests where resolution is achieved to customers satisfaction
5	Licensed premises cause no significant alcohol-fuelled crime/ disorder and ASB.	Respond to complaints regarding alcohol and similar licensing related issues e.g. underage sales, breach of conditions, poor conduct of licence holders, etc. Provide businesses with advice and assistance	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	1 and 3	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives
6	Taxi's drivers are suitable people to be licensed for the role and vehicles are safe whilst in use for Hackney Carriage / Private Hire activity	Conduct risk based/ intelligence-led interventions with taxi firms Respond to complaints and take appropriate action Provide businesses with advice and assistance	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	3	% of applicants for driver licenses rejected as not fit and proper % of vehicles found to be defective whilst in service

7	Consumers able to make informed choices on where to eat or purchase food through published food hygiene ratings.	<p>Implement and promote a county wide food hygiene rating scheme</p> <p>Publish hygiene ratings and accrediting those which improve health and wellbeing of their workforce.</p>	<p>I want to assume everything is ok</p> <p>Help me trade well and ensure my competitors do the same</p>	4 and 5	% businesses meeting purpose at first assessment/ inspection
8	High levels of customer satisfaction	<p>Respond to complaints and take appropriate action</p> <p>Enabling customer access to services, where possible, by their chosen means</p> <p>Getting it right first time so, where possible, we deal with customers through a single contact</p> <p>Maintain a register of compliments and complaints with actions taken</p>	<p>I want to assume everything is ok</p> <p>Help me to solve my problem and stop it from happening to anyone else</p> <p>Help me trade well and ensure my competitors do the same</p>	1, 2, 3 and 5	<p>% of service requests where resolution is achieved to customers satisfaction</p> <p>% of service requests where resolution is achieved to business satisfaction</p>
9	Having engaged and satisfied staff who have the right skills, tools and support	<p>Develop a training plan</p> <p>Undertake annual staff survey.</p> <p>Undertake annual staff performance reviews with regular feedback sessions from supervisors and managers</p>	All officers must be able to undertake work relating to the three purposes	1, 2, 3, 4 and 5	<p>Staff sickness and absence at public sector national average or better</p> <p>% of staff who enjoy working for WRS</p>
10	Maintained preparedness for response to emergencies, including disease outbreaks.	<p>Take part in partner exercises to test plans, as appropriate</p> <p>Conduct risk based/ intelligence-led interventions with businesses</p> <p>Visit critical disease control points</p> <p>Respond to disease notifications and outbreaks</p>	<p>I want to assume everything is ok</p> <p>Help me to solve my problem and stop it from happening to anyone else</p> <p>Help me trade well and ensure my competitors do the same</p>	1 and 5	<p>Disease response plans are maintained, reviewed and updated on a regular basis</p> <p>Business Continuity plans are maintained, reviewed and updated on a regular basis</p>

8. PERFORMANCE REPORTING

Performance against outcomes will be reported to Management Board and Joint Committee quarterly, six-monthly or annually, depending on the measure. The new IT platform has enabled the collection and analysis of measures data which will be both accurate and robust. The service's ability to provide activity data has improved over the past 12 months as the IT implementation plan has gone forward, and the system should be fully ready for reporting purposes by the beginning of 2015/16. Members will continue to be engaged so that we can update the type and extent of performance and activity type information required by them, so that they can be reassured that the service is delivering what is required.

9. STRUCTURE

The saving requirements for 2014/15 meant that we reduced management capacity at both Team Manager Level (5 to 4 NB: one Acting role,) and Senior Practitioner level (12 to 10,) to help maintain resources at the front line, and the need to meet further budget challenges on behalf of partners. Going into 2015/16 this management structure is retained and outlined at Appendix A:

- 1) The Community Environmental Health team provides Food Hygiene, Health and Safety at Work, Public Health and Nuisance functions using three teams. Two teams operate on an East: West Geographical basis, whilst the other delivers specialist Food and Health and Safety functionality county-wide.
- 2) The Trading Standards and Animal Health team provides Legal Metrology, Food and Agricultural Standards, Product Safety, Fair Trading and Animal Health functions on a county-wide basis,
- 3) The Technical Pollution and Dog Wardens team provides all environmental health support around planning matters, delivers IPPC inspection, most of the water quality work across Worcestershire, monitors the pest control contracts and directly delivers the Dog Wardens service. It is currently covered by an "acting-up" management role.
- 4) The Licensing and Support Services unit will deliver in-house first contacts, all WRS licensing administration and the wider in-house clerical/ administrative/ IT and financial support that is required.

10. TRAINING AND DEVELOPMENT OF MULTI-FUNCTIONAL TEAMS

Initial thinking when developing the service was that multi-functional officers could provide a wider range of options for intervention creating a more cost effective service. What we see from our activities is that where an activity requires good communication skills but can be undertaken with limited technical knowledge, a wide range of officers can undertake this work. Domestic nuisance complaints are probably the best example of this type of activity and they represent quite a large volume of reactive work. However, as soon as technical knowledge becomes a significant input into an activity, it requires a person with higher levels of competence to undertake this. So other activities, for example consumer safety investigations, industrial noise nuisance investigation, food factory inspection, all need both good communication skills and a high degree of competence to ensure correct legal process is followed and accurate legal advice is given. Hence, they require staff with significantly better specialist knowledge.

The development of self-help as the initial response to less serious service requests will also support this approach. Work on the Worcester City pilot suggests that around 20-25% of non-noise related nuisance demand can be dealt with by self-service. These will, however be just the kind of simple requests that a “non-expert” could deal with. As this type of demand is more widely referred for self service, this will mean that the remaining volumes will by definition be more likely to fall into the category mentioned above that requires a higher level of knowledge to achieve resolution.

Similarly, with proactive work, businesses tend to fall into different spheres of influence, where the main focus of regulatory interest is either a combination of Food Hygiene/ Health and Safety/ Pollution or a combination of Food Standards/ Product Safety/ Fair Trading/ Weights and Measures. This fits with an assessment by the Trading Standards Service in Essex and their colleagues at two of their districts, where there was only a 3% overlap in businesses commonly contacted by both district EH teams and the county TS service. Given that one of the key messages from businesses seems to be that they want a single point of contact, knowledgeable about the things that matter, it is likely that their main contact will be either an officer with an Environmental Health background or an officer with a Trading Standards or licensing background.

The Managers of our Community Environmental Health team and the Trading Standards and Animal Health unit continue to test these ideas together. Their focus currently, however, is to make staff more generic within their relevant professional areas. Trading Standards staff are being trained more widely in Animal Health work and vice-versa to make this team more generic when it comes to County functionality. Likewise, in Community Environmental Health, the loss of one of our Senior Practitioner posts has led us to move some of our qualified Environmental Health Officers from the EH Commercial team (Food and Health and Safety,) into our Geographic teams where they do a mix of the commercial inspection work alongside investigating nuisance complaints, using all of the knowledge they learned when undertaking their professional qualifications. What we are finding is having the teams together under one roof allows us to utilise pairs of hands, extra eyes and ears and boots on the ground, when necessary, to tackle and incidents that may require additional resource. It is hoped that this can continue going forward.

The BRDO toolkit (RDNA) was originally envisaged as a key tool to support our officers in identifying the gaps in their on-going competence however it has not been as successful as we had hoped. BRDO has not achieved the level of buy-in that they had hoped and they have yet to create a full portfolio of modules covering all relevant aspects of regulation. This tool, based on a model used by the Health and Safety Executive, retains its original failing in that it is highly bureaucratic for officers delivering more than one function, because the officer must review each of the functions that they deliver separately. BRDO accept that this is a flaw in the basis of the model but they do not appear to be looking at how this can be resolved.

We have looked to develop our own lists of competency requirements for post holders. Our ‘in house’ technical training days will continue to be held to increase awareness of the different professions knowledge base and to support relevant cross training. This continues to provide a cost effective way of increasing the skills base of our work force and will therefore continue as appropriate. The leadership team continues to meet regularly following its leadership development programme to look at ways of deploying the learning to support day-to-day activities. We will also continue to use the training offered by the regional Trading Standards group (CEnTSA,) who look to provide low cost/ high quality training across a range of regulatory areas, including some environmental health and licensing aspects.

11. BUSINESS CONTINUITY

Business continuity plans for the service are in development (and may change with the impending office re-location) and we hope to take these through the process of Management Board and Joint Committee for information during 2015/16. Recognising the reduction in the County Council's contribution we have adopted the updated generic Animal Health response plans from the National Trading Standards Board's Programme Office as these revised versions will reflect the reduced staffing levels at local level. The experience of the recent avian influenza outbreaks in the East of England would suggest we will struggle to respond if we can only use staff currently allocated to delivering County Council functionality. We would need to commit staff currently undertaking district functions in order to fulfil all of the requirements in the plan. The County Council has indicated, informally, that in such an eventuality, it would consider covering the cost of utilising such staff to facilitate the delivery of its duty. Larger reductions than currently envisaged in relation to district functions might also threaten our ability to maintain the full range of interventions across these functions whilst responding to large scale events.

12. LOCAL ENTERPRISE PARTNERSHIPS

The service has remained engaged with the two Local Enterprise Partnerships (Greater Birmingham and Solihull, and Worcestershire,) with the aim of improving our relationships with local businesses, identifying their needs with a view to contributing to the growth of the local economy. The Business Charter for Regulators, launched during 2012 in both LEPs, clearly outlines the relationship that we are seeking to have with the business community in Worcestershire. We are seeking funding to support an initiative To allow SMEs to gain "Earned Recognition" looking at reducing burdens on businesses in the food and horticulture sector in a range of regulatory areas. We have made it clear to the LEP that this cannot go forward without financial support and at the time of compiling this plan the indicators were that this support was indeed on track.

Government still seems keen to use the LEPs to drive economic growth at a local level so we will seek to maintain engagement into 2015 at a suitable level.

13. OTHER PARTNERSHIPS

The service continues to need to work closely with a range of partners to deliver what is required against a number of agendas. The importance of the seven local authority partners is recognised and we will continue to maintain our existing interfaces with other elements of these organisations e.g. Planning, Worcestershire Hub, Economic Development teams, etc. Customer demand will have a significant impact on the nature of these interfaces as we move the service forward. Close partnership working with a range of professional and community groups is key to further developing the service to deliver the outcomes required. Key partners for engagement include:

- West Mercia Police & West Mercia Police and Crime Commissioner
- Hereford & Worcester Fire & Rescue Service
- The Environment Agency
- The Health and Safety Executive
- Health Protection England
- Local Partnership bodies e.g. District Crime and Disorder Reduction Partnerships (often known as Community Safety Partnerships)
- Citizens Advice Consumer Service, local Citizens Advice Bureaux and other 3rd sector organisations
- GP Consortia and Public Health team at the County Council
- Regional Regulatory Partnerships and National Bodies (TSI, ACTSO, NTSB, CIEH).

Existing links to these bodies will be maintained.

14. CONSULTATION/ ENGAGEMENT

In relation to national consultations on legislative changes, we will address these through the relevant professional channels at both local and regional level. We will continue to engage local members in relation to local policy issues, especially around licensing matters. For general engagement with the wider community of elected members, we will provide at least 3 Member Newsletters per year so that all are updated on the various activities that the service undertakes across the County. We will try to make this information specific to districts where it is relevant to reassure members that our activities are seeking to protect everyone and support businesses across the whole of Worcestershire. Licensing specific newsletters will also be produced for committee members and these may be more frequent due to the nature of this function.

In terms of customer engagement, we will continue to work with colleagues at both the Worcestershire LEP and the Greater Birmingham and Solihull LEP on engaging with our business customers to improve our ability to address their needs. The approach outlined in our business charter will provide the basis for our interactions with the business community. We will continue to survey those businesses subject to interventions to identify how to improve and to help ensure businesses remain satisfied with our performance.

For members of the public, we will continue to survey customers who have used the service to look at how we dealt with their issues, not only from a satisfaction point of view, but also to see if they feel better equipped to deal with future problems. Helping people to help themselves is at the heart of “the Big Society” model of public service engagement and it is essential we move people down this route and reduce the expectation that we will always do it for them. The pilot work done with Worcester City on using self-help with certain forms of nuisance case has shown that this approach can help reduce service delivery costs and this is being rolled out County-wide for some aspects of nuisance work.

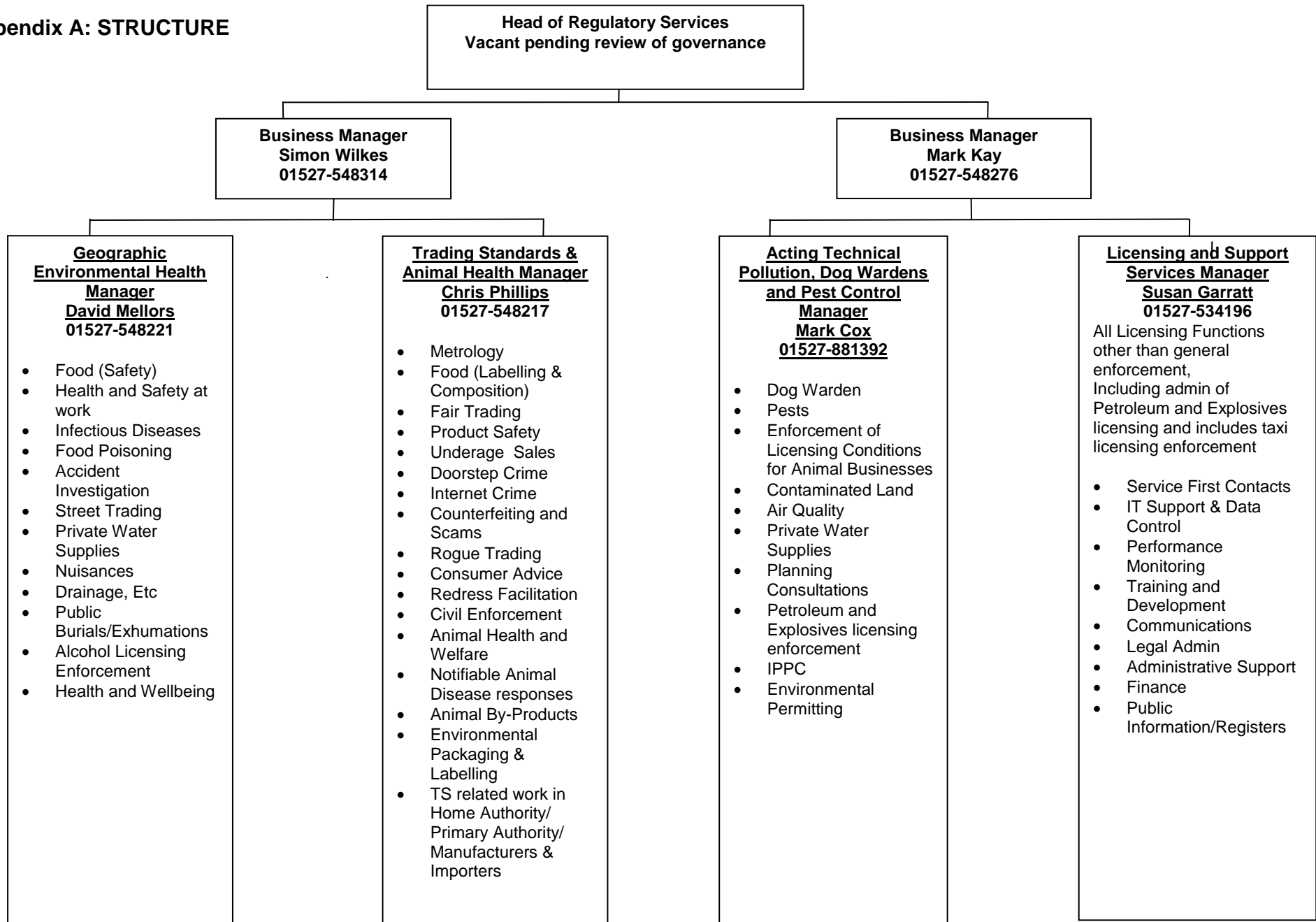
15. GOVERNANCE REVEIW

Now that Strategic Partnering is not going ahead, the Management Board will start to consider future governance arrangements for the service in 2015/16. This was one of the recommendations of the Joint Overview and Scrutiny report published in 2014/15. It will also include a look at the current business model and how this could be changed to better fit the financial position of partners. The departure of the Head of Service for a new role outside of WRS will allow the Board to also consider whether changes to the senior management structure might be desirable, depending on the model of governance adopted going forward. In the interim, the Chair of the Management Board will provide support to the two Business Managers in order to ensure that the service continues to deliver.

16. RISKS

The service risk register is completed and has been approved by Management Board. A copy of the current Risk Register is appended at Appendix E. It is included in the service’s forward plan so it is reviewed at Board on an annual basis. It already includes an entry relating to the potential impacts of partners reducing their budget contributions, so anticipated our current difficulties. The reductions in budget are likely to increase some risks, particularly in relation to responding to larger scale disease outbreaks and, in relation to other County Council functions, in relation to responding to low and moderate impact issues that the public may perceive as important.

Appendix A: STRUCTURE



Appendix B: REGULATORY SERVICES BUDGET 2015/2016 - 2017/2018

Account description	Budget 2015 / 2016 £000's	Budget 2016 / 2017 £000's	Budget 2017 / 2018
Employees			
Monthly salaries - assumes savings made to fund incremental increase	3,390	3,395	3,400
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
Employees	3,413	3,418	3,423
Premises			
Internal repair/maint.	0	0	0
Rents	55	55	55
Utilities	0	0	0
Business Rates	0	0	0
Room hire	12	12	12
Trade Waste	1	1	1
Cleaning and domestic supplies	0	0	0
Premises	68	68	68
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	123	123	123
Transport	157	157	157
Supplies & Service			
Equipment - purchase/maintenance/rental	34	34	34
Materials/test purchases/vending	14	14	14
Clothing and uniforms	3	3	3
Laundry	1	1	1
Training fees	24	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	112	100	100
IT Hosting	60	60	60
Audit	5	5	5
Supplies & Service	492	480	480
Contractors			
Consultants / Contractors' fees/charges/SLA's	261	261	261
Advertising (general)	11	11	11
Grants and subscriptions	22	22	22
Marketing/promotion/publicity	2	2	2
Contractors	296	296	296

TOTAL NET SPEND	4,426	4,419	4,424
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Savings to be identified to keep council targets for 2014/15 & 2015/16

Pension Forward Funding	-66	-66	-66
Pension Deficit Funding	-119	-124	-129
Savings for partner councils		-160	-754

Sub-Total - Savings to be identified	-185	-350	-949
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PROPOSED BUDGET	4,241	4,069	3,475
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Savings for Partner Councils

Bromsgrove	0	-50	
Malvern	0	-27	
Redditch	0	-50	
Worcs City	-30	-30	
Wychavon	0	-50	
Wyre Forest	-38	-37	
County	-92	-350	

Sub-Total - Savings for Partner Councils	-160	-594	0
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BUDGET ASSUMING ALL SAVINGS DELIVERED	4,081	3,475	3,475
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Appendix C: Performance Measures Relating to Outcomes

For the majority of indicators, good will be shown by a stable or improving baseline from that year.

	Measure	Reporting Frequency	Background
1	% of service requests where resolution is achieved to customers satisfaction	Quarterly	Based on 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	Based on 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 D: PESTEL Analysis

A: Political

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

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

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

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

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

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

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

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

The White Paper categorised services into Individual Services, Neighbourhood Services and Commissioned Services. Trading Standards was specifically mentioned in the section on Commissioned services, indicating government's view that it is not one that should be seen as suitable for individualisation, nor for delivery at neighbourhood level. The same is probably

true for the majority of Environmental Health and Licensing functionality. So far only North Tyneside Metropolitan Borough Council and the London Borough of Barnet have outsourced their EH, TS and Licensing services, with provision going to Capita. We have also recently seen Burnley Borough Council (district tier,) ask for tenders for a range of its environmental services, including regulation. In all of these cases, regulation was or has been packaged with other services with a significant capital base. The WRS experience with outsourcing as a single regulatory entity would suggest that these bundles of services offer a far more lucrative prospect to service providers and hence, we are unlikely to see large volume outsourcing of regulatory services outside of such bundled packages.

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

B: Economic

i. Central Government Policy

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

ii. Businesses: Births and Deaths

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

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

The numbers appear to have remained reasonably stable following on from the recession. The 5 year survival rate for businesses born in Worcestershire is 51.8%, slightly above the UK average. Nationally, the rate of business births returned to a level higher than the rate of business deaths in 2011. This pick-up followed the economy’s emergence from the downturn and is consistent with the strengthening of the labour market since the end of 2011. Locally, the number of claimants for Job Seekers Allowance is now at levels below those seen during the recession suggesting the local economy has recovered from the down-turn.

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

engage with and support these businesses, encouraging them to remain in Worcestershire, due to the contribution they make in terms of jobs, and because of the benefits to the local supply chains.

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

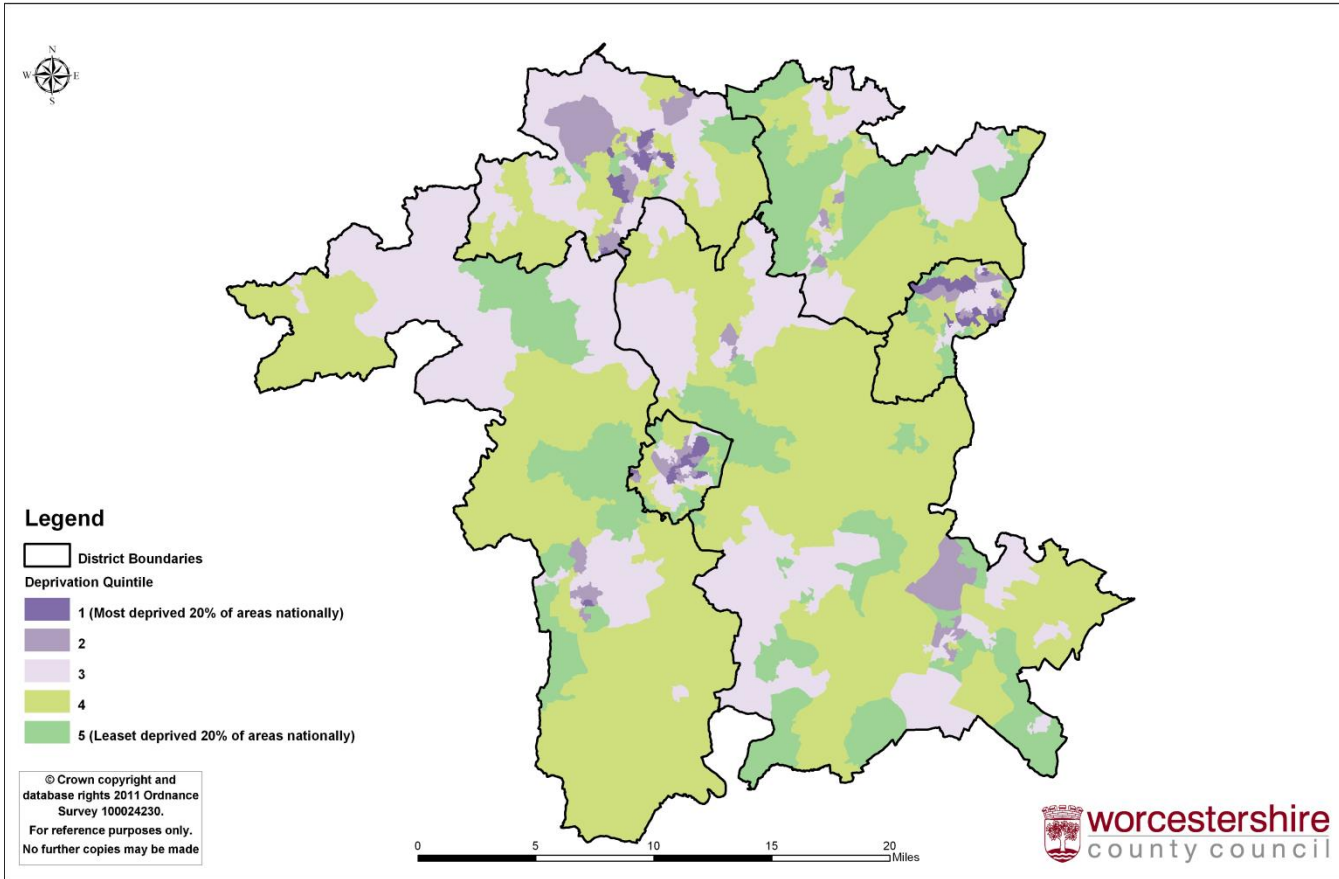
C: Social

i. Income

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

ii. Deprivation

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



Index of Multiple Deprivation, 2010

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

VN

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

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

iii. Population

In mid-2011 population estimate for Worcestershire was 566,500. The county has a lower proportion of young children (0-4) and young adults (18-34) and a higher proportion of people aged 45-plus than are seen regionally and nationally. Around 50.7% of the Worcestershire population is female, a similar proportion as the national average. Worcestershire follows the

national pattern of having a population "spike" at around the 60-64 age group. This is a product of the large increase in births just after World War II, known as the "baby boomers". Many of these people will reach retirement age, and therefore be lost to the work-force, in the next 5 years or so. In terms of five-year age bands, the highest percentages in the county are in the 40-44, 45-49 and 60-64 groups. In older age groups, most notably those aged 75-plus, the female population is significantly higher than the males, due to higher life expectancy and lower death rates in females in comparison to males.

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

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

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

Page 94 On a social level, Worcestershire has a population older than the national average and also somewhat more affluent, so we should expect to see the impacts of this in what services are required. There is likely to be a targeting of the vulnerable elements of our older populations by rogue traders of various types, so this needs to be accommodated in any long term service planning. Whilst household incomes are generally above average, for those who work within Worcestershire the picture is less good and the County remains a relatively low wage economy with some pockets of severe deprivation. The needs of people in these areas are likely to be different from those who are more affluent. The service may need to work with partners in a different way in deprived areas to deliver the relevant strategic outcomes. Similarly, there are a number of ethnic minority communities who may need to be supported in a different way from the core.

D: Technology

I. Technological Economy

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

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

The Central Technology Belt (CTB) made up of a number of educational establishments (Aston, Birmingham and Central England Universities, University College Worcester,) and QinetiQ in Malvern was the basis for this concept. The aim was to exploit the expertise of these organisations to develop Knowledge based industries along the A38 corridor, which formed one cornerstone of Worcestershire's Economic Strategy. Other elements included supporting sustainable infrastructure development, removing barriers to employment and increasing access to skills. Whilst this remains a part of the strategy, other areas that are ripe for potential development have been identified more recently in both Redditch and Kidderminster that could provide locations for growth opportunities.

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

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

ii. Technology & the market:

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

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

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

E: Environment

i. 24/7 Operations & Rapid Transit:

The development of the 24-hour economy means that regulatory work is no longer a 9 to 5 occupation. Field officers need to visit businesses during their normal operating hours to assess compliance, and many illegitimate business activities e.g. supply of counterfeit goods, take place at the weekend. This latter issue is particularly important as organised crime looks for better ways of laundering the money it obtains from hard-core criminal activity such as drug dealing and robbery. The transport network in Worcestershire is good. The M5 runs through the county from top to bottom, and one of the main routes from the Welsh ports enters the south of the county. There are also fast A-roads running east across the county to Warwickshire. This gives criminals the potential to strike and move from the area quickly.

Global Warming

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

Noise and other Nuisances

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

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

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

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

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

F: Legal

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

The replacement of most of the Consumer Credit regime and the move of most credit regulation to the Financial Conduct Authority, has gone reasonably smoothly so far. There is still a transitional period until 1st April 2016, during which businesses will be formally assimilated into the new regime, however, there will be an on-going need for local authorities to provide information to the FCA about any issues of poor conduct from credit suppliers and the County Council will still have a statutory duty to enforce the criminal provisions of the Consumer Credit Act 1974, including illegal money-lending.

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

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

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

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

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

Risk Register

Service Worcestershire Regulatory Services

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

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

Action Ref.	Rating	Actions / Improvements
1.1	High	Design specification correctly and on time
1.2	High	Follow procurement process in timely fashion
1.3	High	Ensure sufficient in-house support for system maintenance and
1.4		
1.5		
1.6		
1.7		
1.8		
1.9		
1.10		
1.11		
1.12		
1.13		
1.14		
1.15		

Action Ref.	Rating	Action / Improvements
2.1	Low	Mobile / flexible working equipment for all staff
2.2	Low	Have business continuity plan in place
2.3		
2.4		
2.5		
2.6		
2.7		
2.8		
2.9		
2.10		
2.11		
2.12		
2.13		
2.14		
2.15		

Action Ref.	Rating	Action / Improvements
3.1	Low	Have business continuity plan in place
3.2	Medium	Active participation regional, sub regional groups by team members
3.3		
3.4		
3.5		
3.6		
3.7		
3.8		
3.9		
3.10		
3.11		
3.12		
3.13		
3.14		
3.15		

Action Ref.	Rating	Action / Improvements
4.1	Medium	Design specifications contracts correctly and on time
4.2	Medium	Follow procurement process in timely fashion
4.3	Medium	Restructure dog warden service
4.4		
4.5		
4.6		
4.7		
4.8		
4.9		
4.10		
4.11		
4.12		
4.13		
4.14		
4.15		

Action Ref.	Rating	Action / Improvements
5.1	Medium	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.
5.2		
5.3		
5.4		
5.5		
5.6		
5.7		
5.8		
5.9		
5.1		
5.11		
5.12		
5.13		
5.14		
5.15		

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

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

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

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

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

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

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

Acceptable	
Impact	Likelihood
High	Low
Risk Colour (Score)	
AMBER (3)	

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

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

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

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

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

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

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

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

Current Key Controls
Maintain robust emergency plans
An arrangement in place for Managers to deploy staff to support other teams
Have mutual aid arrangements in place with neighbouring authorities

Current Key Controls
Devolution of cost centres to managers
Monthly reporting within WRS
Quarterly reporting to management board and Joint Committee
Compliance with Bromsgrove's financial procedures

Current Key Controls
Keep key government stakeholders apprised of WRS plans and business transformation and address any concerns at an early stage

Current Key Controls

Current Key Controls
Transfer of ICT hosting to Wyre Forest and a review of performance will be made after 12 months

Action Ref.	Rating	Action / Improvements
6.1	Medium	Maintain emergency plans for foreseeable incidents
6.2		
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Action Ref.	Rating	Action / Improvements
7.1	Medium	Monthly monitoring of budgets
7.2	Low	Regular report to Management Board
7.3		
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Action Ref.	Rating	Action / Improvements
8.1	Low	Ongoing liaison with Government stakeholders
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Action Ref.	Rating	Action / Improvements
9.1	High	Partners conform with legal agreement on budgetary cost
9.2		
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9.15		

Action Ref.	Rating	Action / Improvements
10.1	Medium	Maintain ongoing liaison with host authority
10.2	Medium	Ensure Management Board informed of significant failings
10.3	High	Host authority to deal with issues in a timely fashion
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Key Objective: Ref. No. 11	
Minimise any perceived or real democratic deficit	
Responsibility:	MB/JC
Associated Key Risk(s)	
Local Member / Citizen identifies or perceives lack of democratic accountability for new service	
Impact(s)	
Members may not buy into the Shared Service arrangement	
Citizens may have concerns over loss of localised provision	
Members and citizens may perceive that the joint service is not as good as the previous one.	
High Impact Areas	
Financial	L
Political	H
Social	L
Technical	L
Legal	L
Environmental	L
Performance	L
Climate Change	L

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls

Action Ref.	Rating	Action / Improvements
11.1	Medium	Ensure good communications back to the constituent authorities
11.2	Low	Ensure all publicity pushes the joint nature of services
11.3	Low	Maintaining "localism" into the operational delivery
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11.15		

Action Ref.	Rating	Action / Improvements
12.1	Medium	Ongoing liaison with relevant parts in partner councils (eg Planning)
12.2		
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12.8		
12.9		
12.10		
12.11		
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12.13		
12.14		
12.15		

Action Ref.	Rating	Action / Improvements
13.1	Medium	Have clear scripting for Customer Service staff so that they know the different provisions in each district
13.2	Medium	Gradually move towards a more standardised approach within the demands of individual local authorities
13.3		
13.4		
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Action Ref.	Rating	Action / Improvements
14.1	High	Clear timetable for application of systems thinking in all areas
14.2	High	Implement changes in timetable
14.3	Medium	Effective communication with staff around change procedures
14.4	Medium	Regular reports to Management Board
14.5	Low	Ensure all managers and senior practitioners have had change management training
14.6		
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Action Ref.	Rating	Action / Improvements
15.1		
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Key Objective: Ref. No. 16

Taking on additional partners and commercial trading

Responsibility:

Associated Key Risk(s)

Potential financial risk to partners in relation to trading activities

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

Not achieving the projected income levels

Impact(s)

Larger economies of scale may deliver potential further savings

If it goes wrong, potential for higher costs

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

High Impact Areas

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

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

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

Current Key Controls

Part 108

Action Ref.	Rating	Action / Improvements
15.1		
15.2		
15.3		
15.4		
15.5		
15.6		
15.7		
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Page 109

15.13		
15.14		
15.15		

Risk Scorecard

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

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

Risk Matrix

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

Action Ratings

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

Risk Register

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

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
1	One effective and efficient database system across the partners enabling remote working, self service and on-line payment	1.1	Design specification correctly and on time	SW	Business Manager	Oct-11	High		
		1.2	Follow procurement process in timely fashion	SW	Business Manager	Mar-12	High		
		1.3	Ensure sufficient in-house support for system maintenance and	SW	Business Manager	Mar-12	High		
		1.4							
		1.5							
		1.6							
		1.7							
		1.8							
		1.9							
		1.10							
		1.11							
		1.12							
		1.13							
		1.14							
		1.15							
2	Effective and efficient Business Continuity arrangements in place	2.1	Mobile / flexible working equipment for all staff	Team Managers	Team Managers	Dec-11	Low		
		2.2	Have business continuity plan in place	Level B	Business Manager	Mar-12	Low		
		2.3							
		2.4							
		2.5							
		2.6							
		2.7							
		2.8							
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		2.14							
		2.15							

Page 12

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
3	Maintain our capacity to achieve service delivery	3.1	Have business continuity plan in place	Level B	Business Manager	Mar-12	Low		
		3.2	Active participation regional, sub regional groups by team members	Team Managers	Team Managers	Ongoing	Medium		
		3.3							
		3.4							
		3.5							
		3.6							
		3.7							
		3.8							
		3.9							
		3.10							
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		3.12							
		3.13							
		3.14							
		3.15							
4	Effective and efficient arrangements for contracted elements of dog control	4.1	Design specifications contracts correctly and on time	WM/AF	Business Manager/Team Manager (Central Operations)	Sep-11	Medium		
		4.2	Follow procurement process in timely fashion	WM/AF	Business Manager/Team Manager (Central Operations)	Dec-11	Medium		
		4.3	Restructure dog warden service	Level B/AF	Business Manager/Team Manager (Central Operations)	Mar-12	Medium		
		4.4							
		4.5							
		4.6							
		4.7							
		4.8							
		4.9							
		4.10							
		4.11							
		4.12							
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		4.14							
		4.15							
5	Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes	5.1	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	Team Managers	Team Managers	Ongoing	Medium		
		5.2							
		5.3							
		5.4							
		5.5							
		5.6							
		5.7							
		5.8							
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		5.14							
		5.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
6	Robust arrangements in place to respond to an environmental incident/disaster	6.1	Maintain emergency plans for foreseeable incidents	Team Manager	Team Managers	Ongoing	Medium		
		6.2							
		6.3							
		6.4							
		6.5							
		6.6							
		6.7							
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		6.11							
		6.12							
		6.13							
		6.14							
		6.15							
7	Effective and efficient budgetary control	7.1	Monthly monitoring of budgets	Team Managers	Team manager	Ongoing	Medium		
		7.2	Regular report to Management Board	SJ	Head of Regulatory Services	Ongoing	Low		
		7.3							
		7.4							
		7.5							
		7.6							
		7.7							
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		7.14							
		7.15							
8	Service provision complies with Government requirements	8.1	Ongoing liaison with Government stakeholders	SJ	Head of Regulatory Services	Ongoing	Low		
		8.2							
		8.3							
		8.4							
		8.5							
		8.6							
		8.7							
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		8.12							
		8.13							
		8.14							
		8.15							
9	Achieve stable levels of contribution from partner authorities,	9.1	Partners conform with legal agreement on budgetary cost	Management Board	Management Board members	Ongoing	High		
		9.2							
		9.3							
		9.4							
		9.5							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
		9.6							
		9.7							
		9.8							
		9.9							
		9.10							
		9.11							
		9.12							
		9.13							
		9.14							
		9.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
10	Host provides high quality support services to ensure effective service provision	10.1	Maintain ongoing liaison with host authority	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers and Team Managers	Ongoing	Medium		
		10.2	Ensure Management Board informed of significant failings	SJ	Head of Regulatory Services	Ongoing	Medium		
		10.3	Host authority to deal with issues in a timely fashion	KD	Chief Executive, Bromsgrove	Ongoing	High		
		10.4							
		10.5							
		10.6							
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		10.9							
		10.10							
		10.11							
		10.12							
		10.13							
		10.14							
		10.15							
11	Minimise any perceived or real democratic deficit	11.1	Ensure good communications back to the constituent authorities	Team Managers and Senior Management Team	Head of Regualtory Services, Business Managers, Team Managers	Ongoing	Medium		
	Page 116	11.2	Ensure all publicity pushes the joint nature of services	Team Managers and Senior Management Team	Head of Regualtory Services, Business Managers, Team Managers	Ongoing	Low		
		11.3	Maintaining "localism" into the operational delivery	Senior Management Team	Head of Regualtory Services, Business Managers,	Ongoing	Low		
		11.4							
		11.5							
		11.6							
		11.7							
		11.8							
		11.9							
		11.10							
		11.11							
		11.12							
		11.13							
		11.14							
		11.15							
12		Effective communication with internal partners	12.1	Ongoing liaison with relevant parts in partner councils (eg Planning)	Team Manager	Team Managers	Ongoing	Medium	
		12.2							
		12.3							
		12.4							
		12.5							
		12.6							
		12.7							
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		12.11							
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		12.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
13	Development where possible of harmonised approach to service delivery by partners	13.1	Have clear scripting for Customer Service staff so that they know the different provisions in each district	Team Manager	Team Managers	Ongoing	Medium		
		13.2	Gradually move towards a more standardised approach within the demands of individual local authorities	Senior Management Team	Head of Regulatory Services, Business Managers	Ongoing	Medium		
		13.3							
		13.4							
		13.5							
		13.6							
		13.7							
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		13.14							
		13.15							

14	Business transformation to deliver required cost savings	14.1	Clear timetable for application of systems thinking in all areas	DM	Team manager Support Services	Sep-11	High		
	Page 117	14.2	Implement changes in timetable	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Dec-11	High		
		14.3	Effective communication with staff around change procedures	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Medium		
		14.4	Regular reports to Management Board	SJ	Head of Regulatory Services,	Ongoing	Medium		
		14.5	Ensure all managers and senior practitioners have had change management training	Senior Management Team	Head of Regulatory Services, Business Managers,	30/09/2011	Low		
		14.6							
		14.7							
		14.8							
		14.9							
		14.10							
		14.11							
		14.12							
		14.13							
		14.14							
		14.15							

15	Shunting of cost from other public services if partners seek to off load activity or other regulatory services fail to deliver in their areas	15.1							
		15.2							
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		15.9							
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Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
		15.11							
		15.12							
		15.13							
		15.14							
		15.15							

Completed by:	Wendy Martin
Job Title:	Business Manager
Date:	40798



Joint Committee 19th February 2015

Update on Move To Wyre Forest House and Transition of ICT

Recommendations	<p>The Joint Committee is asked to note:</p> <p>That the preparations for the move to Wyre Forest House on 20 March 2015 are progressing well and on track in accordance with the project plan.</p> <p>That the current ICT host is working to a timetable of 1 July 2015 for supporting the transition of the required systems to Wyre Forest District Council. An agreed project plan is in place and a project Board formed to oversee the transition</p>
Introduction	<p>This report updates the Management Board on the work undertaken since the beginning of December to support the move to Wyre Forest House and prepare for the transition of ICT arrangements.</p>
Report	<p>The key areas of work progressed are as follows:</p> <ul style="list-style-type: none">• Familiarisation Visits to Wyre Forest House for WRS Staff – to date 9 visits have been co-ordinated, which have been attended by over 70 staff. The feedback has been most positive. The most important priority identified by staff during the visits has been the need for a robust ICT system.• Staff Move Bulletins – two bulletins have been issued to date with key information to keep staff updated on the preparations for the move and the actions they need to start to progress e.g. supporting forthcoming destruction days to clear unwanted items.• Seating Areas – Team Managers have agreed a first draft of where service teams will be seated at Wyre Forest House. Once these have been finalised work will commence on mapping officer names to those desks which are fixed.• Inventory audit of all furniture and non ICT Equipment – has been produced of all items at Wyatt House to ensure a clear audit trail is available (i.e. whether they move to Wyre Forest House or are part of the disposal strategy).

Agenda Item 8

- **Audit of files and required storage solutions** – has been completed in consultation with Team Managers to identify the required storage solutions in advance of the move to Wyre Forest House.
- **Move Contractor Specification and Timetable** – has been agreed. Quotes are being invited from three removal and clearance contractors and are to be returned by 2 February 2015.
- **Confidential and Non Confidential Waste Paper Contract** – has been agreed with Printwaste once WRS move to Wyre Forest House. This will enable WRS to have their own destruction security certificate for confidential waste.
- **Disposal Strategy for surplus items** – the majority of the office furniture will not be taken to Wyre Forest House. Therefore, a disposal strategy has been agreed whereby partners and WRS staff will initially be offered items and then charitable bodies. It is acknowledged that there is little market for office furniture and it is anticipated that the majority will probably be taken by a clearance company and recycled where at all possible.
- **Draft Heads of Terms** – these are currently being progressed jointly between WRS Management and Wyre Forest District Council. A licence agreement will be put in place for the accommodation and a service agreement for the ICT host arrangement. It is anticipated that by the time of the Management Board meeting that an 'in principle' cost for the accommodation and ICT host arrangement will have been agreed between WRS and Wyre Forest District Council.

ICT Transition

- A detailed ICT project plan has been produced by Wyre Forest District Council and agreed with Bromsgrove IT for the transition of ICT systems in accordance with the current ICT host's timetable, which is to transfer systems across and have a go live date of 22nd June 2015. Wyre Forest District Council and Bromsgrove IT have agreed this date to ensure that due to the complex nature of the procedure we can ensure that it progresses smoothly and that it is done correctly.
- In addition to the project plan the group working on the project have also produced details of:
Risks associated with the transition
Any additional costs not previously identified.

Members can be assured that on and after moving day on 20th March the WRS systems including telephony will be working enabling the service to work as normal and for the transition of the ICT hosting to proceed.

Monitoring of Progress

A project Board has been established consisting of 4 persons chaired by Alison Braithwaite (project manager for the accommodation and ICT changes) and a representative from, Wyre forest DC, Bromsgrove Council and Worcestershire Regulatory services. Regular updates will be provided to the board who will monitor progress

Agenda Item 8

A risk register is also updated and monitored by the Wyre Forest district Councils Council's IT project team, who meet on a weekly basis.

Background Papers: Project plan
Risks and costs

Contact Point

Alison Braithwaite, Head of Transformation and Communications
(alison.braithwaite@wyreforestdc.gov.uk) and **Dave Johnson, ICT**

Manager (dave.johnson@wyreforestdc.gov.uk)

Mark Kay Business manager WRS mark.kay@worcsregserices.gov.uk

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Costs

	£	Annual / One off	Notes
ESRI GIS Update Licences	£7,425.00	One Off	Year 2 onwards annual maintenance cost of £2,175 covering ESRI GIS Update Licence and ArcGIS Spatial Analyst Desktop
Esri Productivity Tools	£1,150.00	Annual cost	
ArcGIS Spatial Analyst Desktop	£2,650.00	One Off	
BDC Support Weekend / Consultancy	£1,500.00	One off	
EDRM Split	£30,000.00	One off	Believe already agreed by management board
Civica for IP change Cash R/C	£1,000.00	One off	To allow access to RBC cash receipting system from WFH
County Routing main number	£1,000.00	One off	Main number routing from WCC to WFDC
IDOX Server setup costs / consultancy	£3,000.00	One off	not known at time of writing bid
Cost Danwood move printers	£1,000.00	One off	How pays WRS to RBC
PDQ machines	£500.00	Annual cost	This is per annum plus transaction charges
Good Licences		Annual Cost	We currently payless than £50.00pa per user but this depends on how BDC have licensed Good.
WFDC Interim ICT Host Cost (until the transfer date)	£2,500.00	per month	
			Covers infrastructure support (cabling, network Switches, Telephone Switches, Wireless, Internet Lines on-site printing issues) Support for any WFDC ICT equipment handed out to WRS including laptops. Fronting helpdesk although this will be discussed at a meeting next Monday between WFDC and BDC ICT and Legal.
DDI numbers	£516.00	Annual cost	Annual charge to BT, setup charge already accounted for

Risks

	Likely	Impact	Risk		Mitigation
Potential unknown Licence costs, Microsoft, SDG, Oracle, VMWare etc	Medium	Medium	Medium	Financial	Time allocated in plan to resolve or already spoken to vendors
Key ICT Resources availability	low	Medium	Low / Medium	Financial	Specialist help if required
No ICT on go-live WFH 20/03	low	high	Low / Medium	Service Delivery	Testing with WRS staff and pilot
ICT issues e.g. speed issues	low	Medium	Low / Medium	Service Delivery	Test with significant number of staff prior to go live
Printing solution	low	high	Medium	Service Delivery	Investigate early as part of the plan and setup contingency solution
Call centre not working when system go-live	low	high	Medium	Service Delivery	Engage with WCC as part of the plan and test prior to go-live
System go-live issues (July)	low	low	Medium	Financial	delay until issues resolved
System heavily integrated	high	high	high	Technical	Systems will need to all migrate over same weekend. Agree acceptable down time. Some systems may need to be down longer.
Idox don't deliver to project plan or price	Medium	low	Low / Medium	Technical / Financial	delay until issues resolved
WRS Users not available to test at go-live	Low	medium	Low / Medium	Service Delivery	WRS staff need to be available to sign off systems and data transfer over go-live period

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Joint Committee 19th February 2015

WORCESTERSHIRE REGULATORY SERVICES BUDGET MONITORING APRIL – DECEMBER 2014

Recommendation

It is recommended that the Joint Committee:-

- 1.1 Consider and note the financial position for the period April – December 2014

Contribution to Priorities

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

Introduction/Summary

To report to the Joint Committee the Financial Position of the Regulatory Services Function for the period April – Dec 2014/15.

Background

Quarterly financial reports are presented for consideration by the Management Board.

Reports

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

- Revenue Monitoring April – Dec 14 – Appendix 1
- ICT System projected financial position 2014/15 – 2015/16 - Appendix 2

Revenue Monitoring

The detailed revenue report is attached at Appendix 1. This shows a projected outturn underspend of £138k, however with the £114k pension deficit for 14-15 offset this leaves a final outturn underspend of £24k. This underspend is mainly due to :

- A number of vacant posts, this underspend is offset by the costs associated with additional agency staff being used to cover the vacancies and to assist with the data cleanse of the new system. It was agreed

Agenda Item 9

that the agency staff recruited to data cleanse the new system would be funded by the partner councils as part of the transformation costs. However it is estimated that all associated agency costs will be met from other savings within the service and not require further funding from partners. In addition the savings realised from the HOS post have been factored into the financial position, offset slightly by the costs of the interim management arrangements

- .During 2014-15 WRS has been successful in securing the following income streams:-
 - Animal Feed Grant - £46k
 - Secondments - £36k
 - Contaminated Land Work Glous City Council - £14k
 - Dog Warden Tewkesbury & Cheltenham - £15k
 - Nuisance Work for Tewkesbury - £27k
 - Sewer Baiting Grant - £12k
 - FSA Inter Authority Audit - £11k
- Costs associated with additional work for partners, eg bereavement charges and works in default is offset by additional income received.
- Both additional forward funding costs (£69k) and deficit funding costs (£114k) have been met from savings realised across the service.
- The budget for domestic pest treatment for the four partners who offer this service (Bromsgrove, Redditch, Wychavon & Wyre Forest) has a total projected overspend of £35k. It is expected that partners will find the overspend at the end of the financial year and therefore the overall projected underspend will increase.

ICT System Projected Costs

Appendix 2 details the expenditure for the one off costs associated with the implementation of the project for 2014/15. There is a possibility that the budget could be reduced by a further £50k, but with the uncertainty over the cost of the mobile working and the costs associated with the move to Wyre Forest it is proposed that a decision on the reduction should be made at the end of the financial year.

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 - Full year Budget	Summary - Budget 9 Months to December 2014	Summary - Expenditure to December 2014	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Direct Expenditure						
Employees						
Salary	3,401	2,550	2,503	-47	3,318	-83
Agency Staff	0	0	71	71	139	139
Recruitment	0	0	0	0	0	0
Subscription	3	2	4	2	5	2
Training	2	2	7	5	7	5
Employee Insurance	16	12	17	5	20	4
Sub-Total - Employees	3,422	2,566	2,603	37	3,489	67
Premises						
Rent	70	53	53	0	70	0
Room Hire	6	5	1	-4	6	0
Business Rates	40	40	38	-2	38	-2
Cleaning	10	8	6	-2	9	-1
Repairs & Maintenance / Security	7	2	2	0	7	0
Service Charges	19	13	8	-5	19	0
Secure Storage	17	11	8	-3	9	-8
Utilities	17	6	5	-1	16	-1
Water & Sewerage Services	3	2	1	-1	2	-1
Sub-Total - Premises	189	139	121	-18	175	-14
Transport						
Vehicle Hire	14	11	7	-3	10	-4
Vehicle Fuel	8	4	3	-0	8	0
Road Fund Tax	1	1	1	-0	1	0
Vehicle Insurance	3	2	2	0	3	0
Vehicle Maintenance	3	1	2	1	4	1
Car Allowances	131	98	96	-2	129	-2
Sub-Total - Transport	160	117	111	-5	155	-5

Underspend is due to early creation of Vacancies,
Agency staff recruited to data cleanse new system / Hub Staff April £8k 13-14 Reserve

	Summary - Full year Budget	Summary - Budget 9 Months to December 2014	Summary - Expenditure to December 2014	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	
Direct Expenditure							
Supplies and Services							
Furniture & Equipment	43	24	19	-5	37	-7	
Test Purchases	6	4	0	-3	2	-4	
Clothes, uniforms and laundry	4	2	1	-1	3	-1	
Printing & Photocopying	25	17	11	-6	19	-6	
CRB Checks (taxi)	25	19	19	0	25	0	
Publications	3	2	2	-0	3	-0	
Postage	11	8	11	3	15	4	
ICT	69	38	38	0	70	1	
Legal Costs	7	5	0	-5	2	-5	
Telephones	39	28	27	-1	42	3	
Training & Seminars	25	15	9	-5	19	-6	
Car Parking & Subsistence	0	0	0	0	0	0	
Insurance	30	23	24	1	30	0	
Miscellaneous Expenses	1	0	1	0	1	1	
Third Party Payments							
Support Service Recharges	225	169	169	0	225	0	
Audit	5	4	2	-1	4	-1	
Sub-Total - Supplies & Service	518	356	333	-23	495	-23	
Contractors							
Dog Warden	145	109	119	10	159	14	
Pest Control	40	30	58	28	81	41	Income of £12k received from Severn Trent for Sewer Baiting, offset in Income
Analytical Services - Trading Standard	25	14	11	-3	21	-4	
Trading Standards	10	10	10	-0	10	0	
Licensing	22	17	10	-6	13	-9	
Other contractors/consultants	11	7	62	55	67	56	Strategic Partnering - 13-14 Reserve
Water Safety	10	6	6	-0	10	0	
Food Safety	5	4	0	-4	1	-4	
Environmental Protection	15	10	34	24	39	24	Bereavement / Works in Default to be charged to relevant partners
Taxi Tests	30	23	24	1	32	2	
Grants / Subscriptions	22	16	16	-0	20	-2	
Advertisng	11	8	1	-8	4	-7	
Publicity & Promotions	2	1	0	-1	1	-1	
CRB Checks	0	0	0	0	0	0	
Sub-Total	348	254	351	96	458	110	

	Summary - Full year Budget	Summary - Budget 9 Months to December 2014	Summary - Expenditure to December 2014	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance	
Direct Expenditure	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income							
Training Courses / Bereavement / Works in Default / Sewer Baiting / Secondments etc	0	0	-142	-142	-206	-206	Animal Feed Grant £46k / Secondments £36k / Gloucs Contaminated Land Work £14k / Dog Warden Tewkesbury & Cheltenham £15k / Nuisance Work For Tewkesbury £27k / Sewer Baiting Grant £12k
2013/14 Reserve - Strategic Partnering / Hub - Cont From MHDC	0	0	-68	-68	-68	-68	
Sub-Total	0	0	-210	-210	-274	-274	
Total Excl Pension Deficit	4,637	3,432	3,309	-123	4,499	-138	
Pension Deficit			86	86	114	114	
Sub-Total	0	0	86	86	114	114	
Total - Incl Pension Deficit	4,637	3,432	3,394	-37	4,613	-24	

Percentage saving from original budget £7,181 in 2010-11

37.35%

Grant Funded Spend	Spend 14-15	Remaining Balance	Funded By	
Nutrition For Older People	0		16 Primary Care Trust	Unconditional
Health & Well Being	0		47 Primary Care Trust	Conditional
Worcs Works Well	0		15 Public Health Dept	Unconditional
Grant Income	0			
Total	0	78		

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Agenda Item 9

Capital Asset/ Investment description	Budget - 14/15 £'000	Spend - 14/15 £'000	Variance 14/15 £'000	Budget 2015/16
ICT - Capital				
Software Licences (break down into individual modules if appropriate)	20		-20	
Software			0	
Mobile Working Devices	100	18	-82	
Hardware required including implementation (e.g. servers onsite or hosted - please describe)	25		-25	
Modifications and software customisation			0	
Systems integration and interface development (cost per interface if possible on separate lines)			0	
Data Cleansing / Transfer	48		-48	
Sub-Total Capital	193	18	-175	0
ICT - Revenue (one off only)				
Project Management / Hosting	19	2	-17	
Training for end users	19		-19	
Sub-Total Revenue	38	2	-36	0
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	310	20	-290	79

Partner Transformation Project Contributions - Based on Business Case at Budget	Total Capital Contribution 14/15 £'000	Annual Revenue Funding Requirement 2014/15 £'000	Total Partner Funding Requirement 2014/15	Review of Partner Contribution % From 01.04.14
Bromsgrove	19	12	31	10.01%
Worcs City	23	14	38	12.13%
Worcs County	59	36	96	30.82%
Malvern Hills	16	10	26	8.53%
Redditch	23	14	36	11.76%
Wychavon	29	18	47	15.13%
Wyre Forest	22	14	36	11.62%
Total	193	117	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 2012/13 - 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

Worcestershire Regulatory Services

Supporting and protecting you

JOINT COMMITTEE

19th February 2015

Activity & Performance Data Quarters 1, 2 and 3 2014/15

Recommendation

1. That members note the report

2. That members use relevant forums within their authorities to share this information with all elected members

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 continues to tackle issues broadly across the county.

Activity Data

The activity report attached as Appendix B comes in the new extended format put forward last quarter, providing members with wide ranging information across a number of parameters. It will build into the full end of year activity report. It contains all of the cross-county comparators that members will be used to and also a new section for each district covering each one's particular activities in more detail.

Each of the Team Managers has again provided a commentary on their areas of work to give members a flavour for what is happening and explaining some of the wider activity.

For the Technical Pollution team, in Air Quality the focus has been on the forming of a Steering Group to take forward the County-wide strategy, on revoking one AQMA whilst preparing to declare several others and, in Contaminated Land, the focus has been on the resolution of a long-standing soil contamination issue in Redditch, plus assisting Bromsgrove Planning with complex landfill fill gas issues. In their work on Environmental Permitting, the team have visited the premises scheduled for inspection and assessed their processes

against their permits based on risk. Data has been passed to partner finance teams so that invoices can be raised for the annual charges for these permits. The team has also been working with a number of businesses to either change or develop their permit applications, and also to improve compliance. One business in particular is of interest as its process provides an innovative method of disposing of worn motor-vehicle tyres. This is at the cutting edge of technology and needs careful handling by the team to support the business but protect the public from the potential impacts of the tyre pyrolysis process.

For the Community Environmental Health team, the number of food interventions has increased as we move into the quieter period for nuisance issues. As we said last time, food competent officers were diverted onto nuisance work to cover off the summer spike (now clearly visible in the tables,) and now these officers are picking up the pace on food visits. The team is on target to meet its target number of visits for the year. The last quarter was quieter for nuisance than the same quarter in 2013/14 and, for reasons unknown, there were more industrial related noise issues than in that quarter and more complaints about accumulations. Pests also seemed to feature more in the complaint data, possibly because of last year's mild winter and the reasonable summer. Staff had to deal with fewer accidents in this quarter than the same quarter in 2013/14 but the number of infectious disease notifications appears to be higher.

For the Trading Standards and Animal Health team there was a fall in the number of consumer complaints referred onto the service by the Citizens Advice Consumer Service compared with the same period last year, but overall demand for the year is similar to the previous one. The team is now focusing its resources only on the most serious of complaints, with everything else being reviewed as part of a tasking process where persistent issues and problem traders are allocated to officers to tackle. The team have also had a number of great successes in Court, which are highlighted at the end of this report.

For Licensing, this is the first report where we have been able to give you a breakdown of the areas of activity being covered by our staff. As you will see from the tables, the two largest areas by far relate to taxis and to the Licensing Act 2003 (alcohol and entertainment.) This applies to both applications (new, renewals and the numerous variations that can be requested,) and for service requests. Going forward this will help us to paint a clearer picture of what work needs to be done and help us to match the skills and knowledge required against the demand faced.

Performance Indicators

The table at Appendix A outlines the performance information so far. These are County-wide figures. A number of these will be provided on a district by district basis at the end of the year. We have updated those which are provided quarterly. Where we have been able to update others outside of the agreed timeframe, these are indicated in



red

Customer satisfaction for members of the public increased slightly to just over 77% for the year to date. This compares favourably with last year's figure. The proportion of people who feel better equipped to deal with their issues in the future has improved from last quarter and is now at 74% for the year, slightly ahead of the last annual figure (73%.)

Compliments continue to outstrip corporate complaints by 2 to 1. Employee sickness rates remain low compared with the national averages.

Cases coming to fruition in the second quarter included:

Fine for mislabelled 'cheese'

A company has been fined for falsely describing a mislabelled mix of vegetable fat, water and cheese as „pizza cheese“. Welsh company, GRH Food Company Ltd of Pwllheli pleaded guilty to breaching the Food Safety Act and the Food Labelling Regulations, by selling food not of the substance demanded or specified on the label and for failing to provide a full list of ingredients, at Kidderminster Magistrates Court on Friday 19th December 2014.

The court heard that the prosecution was brought by Worcestershire Regulatory Services after trading standards officers discovered the product, called Pappa Gino's Pizza Cheese, at a Kidderminster retailer. Laboratory analysis showed it contained water and vegetable oil that were not declared on the label, in addition to milk fat.

The law requires products labelled as „cheese“ to contain exclusively dairy ingredients. „Cheese analogues“ made with vegetable oil and other additives are not illegal, but must be properly identified.

Magistrates fined the company £4,750 plus a £120 victim surcharge and £1,300 costs.”

Preventive work was also undertaken including:

Patrol to deter rogue traders

This week, rogue traders providing gardening and tree cutting services across Redditch were pursued by Worcestershire Regulatory Services and West Mercia Police. Trading Standards Officers from WRS and Police Officers carried out a roving rogue trader patrol around the borough on Tuesday 11th November. The patrol, to engage with and check out traders in the area, came as a result of receiving a number of reports of illegal activity involving gardening and tree cutting services.

A number of traders were stopped and issued advice in relation to the legal obligations they have to their customers. They were reminded that, since July 2014, the law now states that traders must provide a 14 day cooling off period for all contracts agreed in a

customer's home.

As well as publicising cases, with Christmas coming at the end of the quarter, the service pushed messages about canine welfare very strongly in the press during the run up to the festive period. One is reproduced below in full:

Think Twice Again To Stamp Out Animal Cruelty

One of Worcestershire's dog wardens has revealed more cases of cruelty towards dogs which she says "would break the hearts of even the hardest of men." Pip Singleton who works for Worcestershire Regulatory Services, is hot on the heels of a campaign which she launched earlier this month highlighting the plight of the dogs which had been dumped and rescued by officers. A social media and press campaign ensued and Pip has been inundated with calls from the public who were distressed by the increase of cases of cruelty towards dogs. To keep up momentum Pip has revealed the latest cases which she has come across in a bid to urge residents to speak out against cruel dog owners and to encourage people to think twice before purchasing a pet.

Pip said: "I am delighted with the support the first tranche of photographs and case studies generated – but unfortunately this isn't even the tip of the ice-berg. These are just four cases of the many which we have dealt with over the last three weeks.

"I have been in this job for nearly 20 years and my heart still gets broken.

"In fact Charlie, who was found in a mop-bucket of broken concrete with a deformed leg, the fur he had left was matted and dreadlocked and he was malnourished, would break the hearts of even the hardest men. He was left with a note saying "My name is Charlie, Please love me."

"Luckily a passer-by found him and rushed him to our vets – but despite me nursing him for two week, he had to be put down in the end.

"I cannot comprehend why people feel the need to do these awful things to such lovely innocent creatures.

"We are being faced with more and more welfare and cruelty in our areas, than we've ever seen before. We are in a very sad situation, in that people feel the need to do this instead of trying to ask for help."

Residents can help raise the plight of these pups by searching #WRStwice and re-tweeting our tweets or sharing the stories on WRS hosts Bromsgrove District Council's Facebook page.

WRS Joint Committee Chairman Cllr Mark Bullivant said: "I cannot bear cruelty to animals and I am delighted at the success of this campaign already and thanks go to the officers involved. But we need to keep this message in the headlines especially as we approach Christmas when it seems like a good idea to buy a new pet. We need people to think twice about whether they can afford to keep a dog and we definitely need to encourage residents to report cases of cruelty so we can stamp out this needless suffering."

If you want to report a case of cruelty or need help with re-homing your pet, you can call the dog warden service on 01905 822799 who will be happy to help.

All of the service's press releases can be found on the service's website by following this link or pasting it into your search engine:

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

Financial Implications

None

Sustainability

None

Contact Points

Simon Wilkes
Business Manager
01527-548314

Background Papers

Appendix A: Performance Indicator data
Appendix B: Activity Data Report

Appendix A: Performance Indicator Data at 6-month point

	Measure	Reporting Frequency	Quarter 2 Performance	Background
1	% of service requests where resolution is achieved to customers satisfaction	Quarterly	77.2% (75.8% Q1, 76.6% Q2) (77.3 for 2013/14)	Based on 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	96.3% (97.6% Q1, 94.3% Q2)) (92.3% for 2013/14)	Based on 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	93.7% (95.3% for 2013/14)	Based on the proportion of businesses meeting the key purpose of producing safe food. The number of inspections for each district is included in the activity data report for each district.
4	% of food businesses scoring 0,1 or 2 at 1 st April each year	Annually	6.3% (4.7% for 2013/14)	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 accepted as fit and proper	6-monthly	99.4% (99.5% for 2013/14)	Only six driver applications have been rejected by the 6 licensing committees since 1 st April 2014
6	% of vehicles found to be fit for use whilst in service	6-monthly	95% (98.2% for 2013/14)	Percentage of vehicles stopped during enforcement exercises that are up to standard and safe for the purpose of acting either as a private hire vehicle or hackney carriage

7	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	Quarterly	74% (69.2% Q1, 70.6% Q2, (73.7% in 2013/14)	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	40 compliments (13 Q1, 17 in Q2, 57 in 13/14) 16 complaints (5 Q1, 5 in Q2, 24 in 13/14)	Main area of complaint is either timeliness of response or where we are unable to take action, usually where a problem does not meet the threshold for statutory nuisance
9	Staff sickness absence at public sector average or better	Quarterly	3.38 days/ employee so far this year (7.7 days/ FTE in 13/14)	Sickness recorded using host processes. Public sector average was 8.75. We will ask BDC HR to check that this is still current at the end of the Financial Year.
10	% of staff who enjoy working for WRS	Annually	NA (82% in 13/14)	Taken from the staff survey.
11	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives	6-monthly	Measure still in development	The integral design of our Uniform database has made this indicator more difficult to extract than anticipated. We will have a figure for the year-end
12	Rate of noise complaint per 1000 head of population	6-monthly	2.6 per 1000 head of population so far this year (estimated 3.16 in 13/14)	It should be noted that our busiest quarter is included in this so the rate will not increase uniformly for the rest of the year. Hence we can only give a figure so far as doubling would over-estimate the outcome.

Appendix B: Activity Report
Attached as separate document

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Activity Report 2014/15

Produced by WRS Intelligence | wrsintel@worcsregservices.gov.uk

Index

Front Cover

Index

Summary & Performance (COUNTY WIDE)

Service Overview	1
Environmental Health Overview	2
Service Requests	3
Nuisance and Noise Cases	4
Top 20 noise cases by Ward	5
Accident reports	6
Dog control	7
FHRS (food inspections)/Infectious diseases	8
Planning requests	9
Planning requests continued	10
Air quality	11
Contaminated land	12
PPC (Pollution prevention control)	13
(TS) Trading standards overview	14
(TS) Service requests	15
Service requests continued	16
Licensing Overview	17
Licensing continued, <i>to be expanded Q3</i>	18
End-to-end	19

Quarter one - District level

Bromsgrove	20-22
Malvern Hills	23-25
Redditch	26-28
Worcester City	29-31
Wychavon	32-34
Wyre Forest	35-37

Quarter two - District level

Bromsgrove	38-40
Malvern Hills	41-43
Redditch	44-46
Worcester City	47-49
Wychavon	50-52
Wyre Forest	53-55

Quarter three - District level

Bromsgrove	56-58
Malvern Hills	59-61
Redditch	62-64
Worcester City	65-67
Wychavon	68-70
Wyre Forest	71-73

Quarter four - District level

Bromsgrove	74-76
Malvern Hills	77-79
Redditch	80-82
Worcester City	83-85
Wychavon	86-88
Wyre Forest	89-92

Summary



Service Overview

Welcome to the performance data for quarter three in the new format. We hope you find this informative once again. Each of the Team Managers talks a little about what their teams have been working on in the previous quarter. You will also see that, as promised, we are now able to provide you with a breakdown of the licensing service requests and applications, which we hope you will find informative.

If you need any further information please contact either of us and please do share this information with other members in your Authorities to demonstrate the excellent work that the team is doing.

Page 151

Simon Wilkes & Mark Kay

Simon Wilkes

Mark Kay



Environmental Health Overview - David Mellors (Community Environmental Health Team Manager)

A significant proportion of the team's activity this quarter has been committed to the investigation of food safety, health and safety and nuisance offences. There are currently 12 case investigations either in the court system or in the final stages of investigation. The investigation of several serious accidents arising from work activities (including a fatality) continues to put pressure on resources.

In October we secured a contract to provide pollution work for Tewkesbury Borough Council until March 2015 providing an income which is being re-invested in the service.

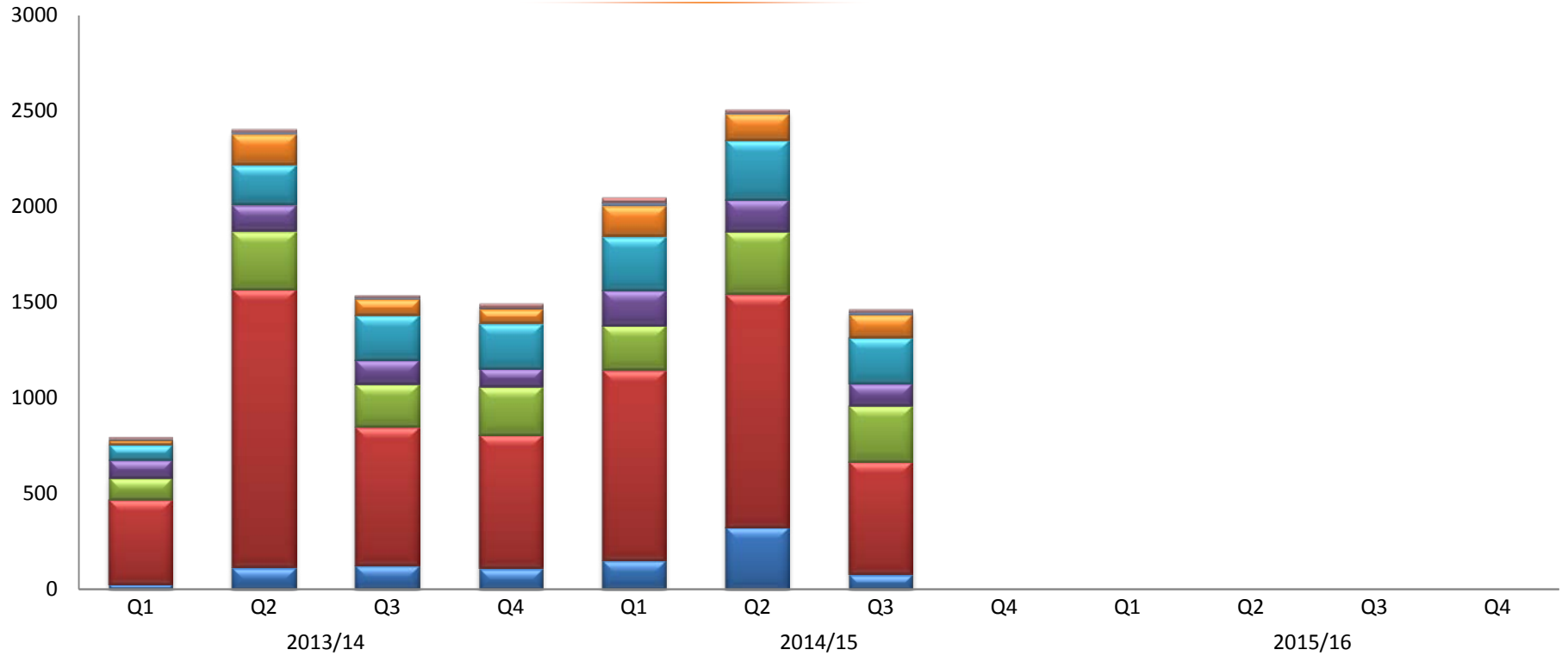
December saw the team working very closely with Network Rail to keep to a minimum the nuisance caused to residents during essential construction works at Bromsgrove Station over the festive period.

The team delivered a very successful Asian Business Seminar in November aimed at helping local Asian businesses to comply with legislation in respect of Food Safety, Health and Safety and Allergens.

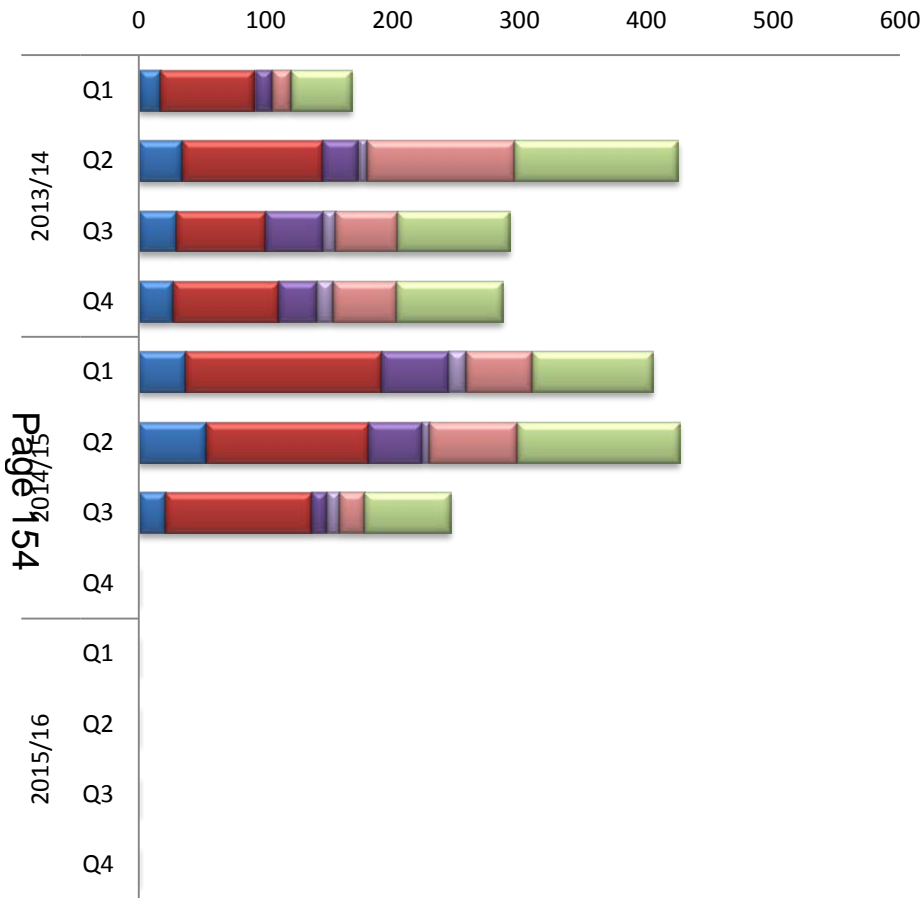
The Worcestershire Works Well partnership (of which WRS is a key member) has won a prestigious Health & Wellbeing Award from the Royal Society for Public Health. The programme is designed to improve health and well-being through the workplace and to benefit organisations by increasing staff engagement and business productivity. Only 14 organisations across the UK's public, private and voluntary and community sector gained award which recognises innovation, good practice and significant achievement in health promotion activities in the community.

Service improvements have been made in licensing compliance and the investigation of infectious disease to provide a more streamlined and effective service. The Food Safety role is to be subjected to service review in Quarter 4.

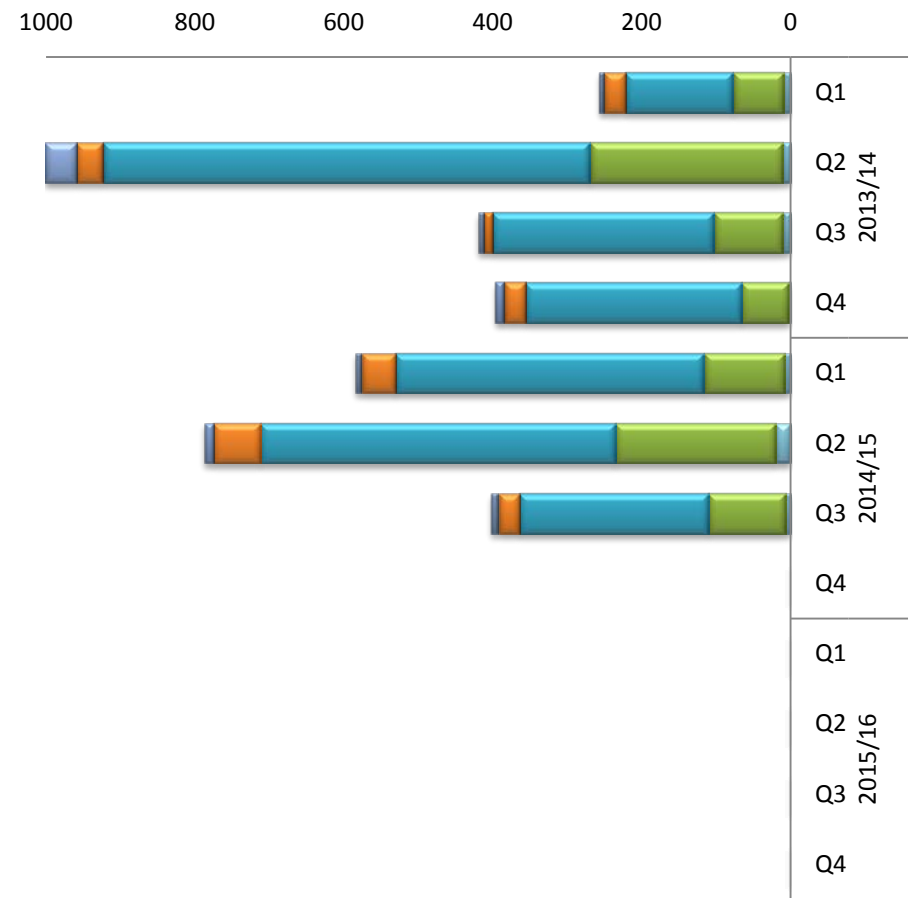
Service Requests



Nuisance Cases (excluding noise)



Noise Cases



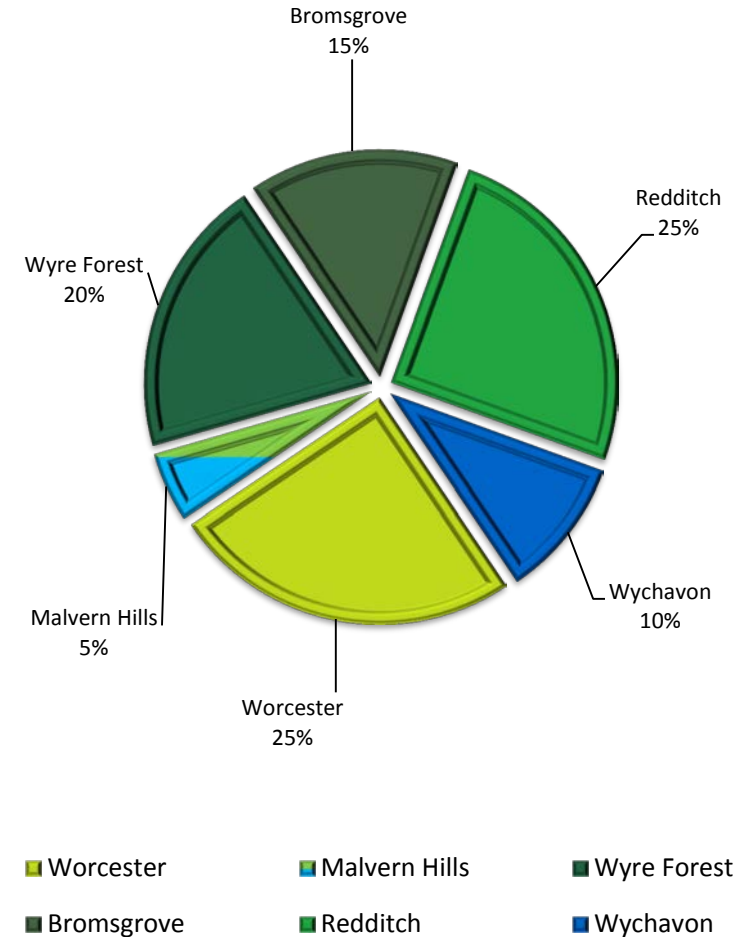
- Accumulations - Commercial
- Accumulations - Domestic
- Drainage
- Light Nuisance
- Odour
- Smoke, Fumes and Gases

- Noise - Alarm
- Noise - Domestic
- Noise - Industrial or Agricultural
- Noise - Commercial Premises
- Noise - Street

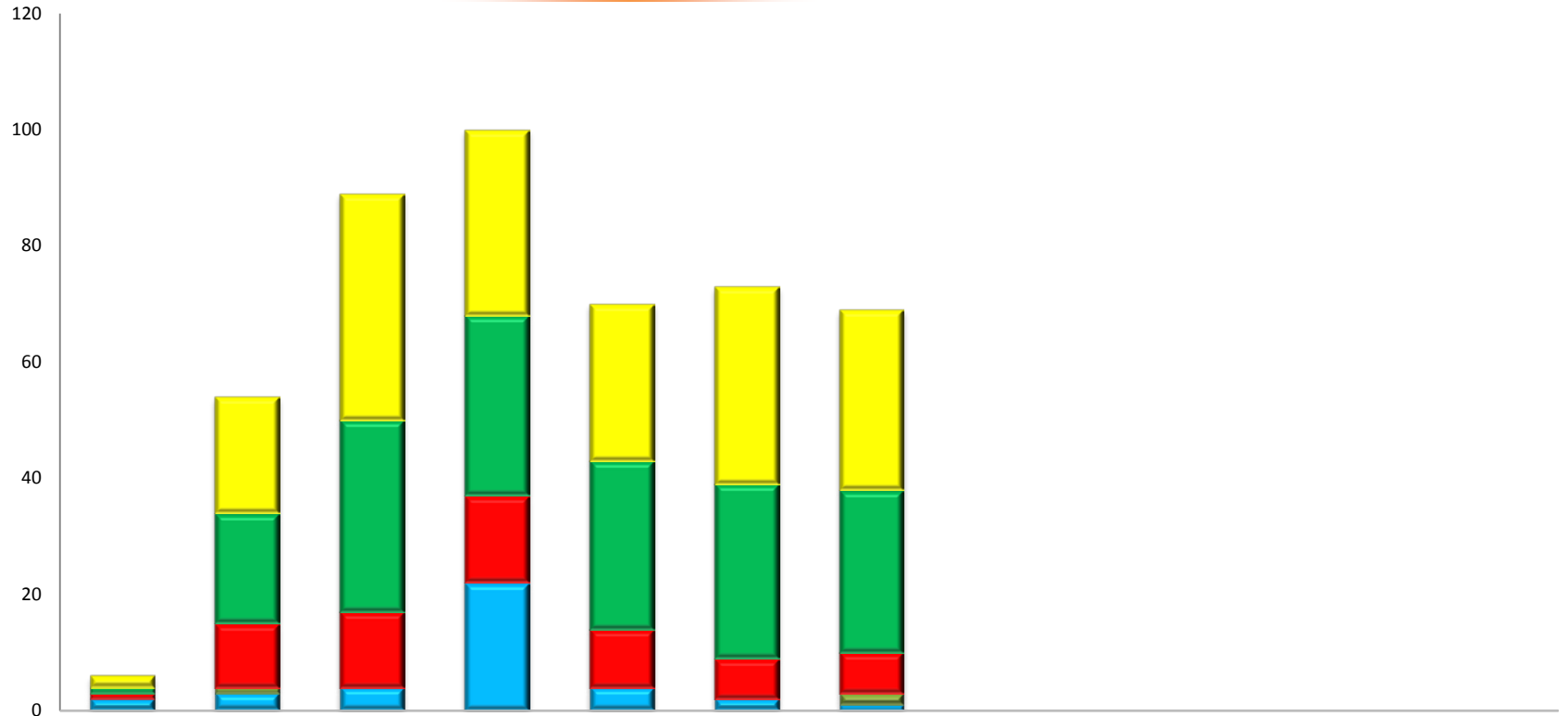
Noise Cases by Ward (top 20)

Ward	Population	Total	Rate (%)
Cathedral	10,372	82	0.79%
Winyates	8,409	41	0.49%
St Johns	5,025	41	0.82%
Greenlands	8,984	35	0.39%
Abbey	6,063	33	0.54%
Nunnery	8,103	31	0.38%
Church Hill	7,982	31	0.39%
Headless Cross and Oakenshaw	8,706	30	0.34%
Mitton	7,697	28	0.36%
Rainbow Hill	5,865	27	0.46%
Warndon	5,812	26	0.45%
Bengeworth	5,589	25	0.45%
Broadwaters	7,936	25	0.32%
Gorse Hill	5,353	24	0.45%
Greenhill	8,003	24	0.30%
Charford	6,639	24	0.36%
Link	6,213	23	0.37%
Sidemoor	5,171	23	0.44%
Evesham North	5,079	22	0.43%

% of top 20 noise cases by District

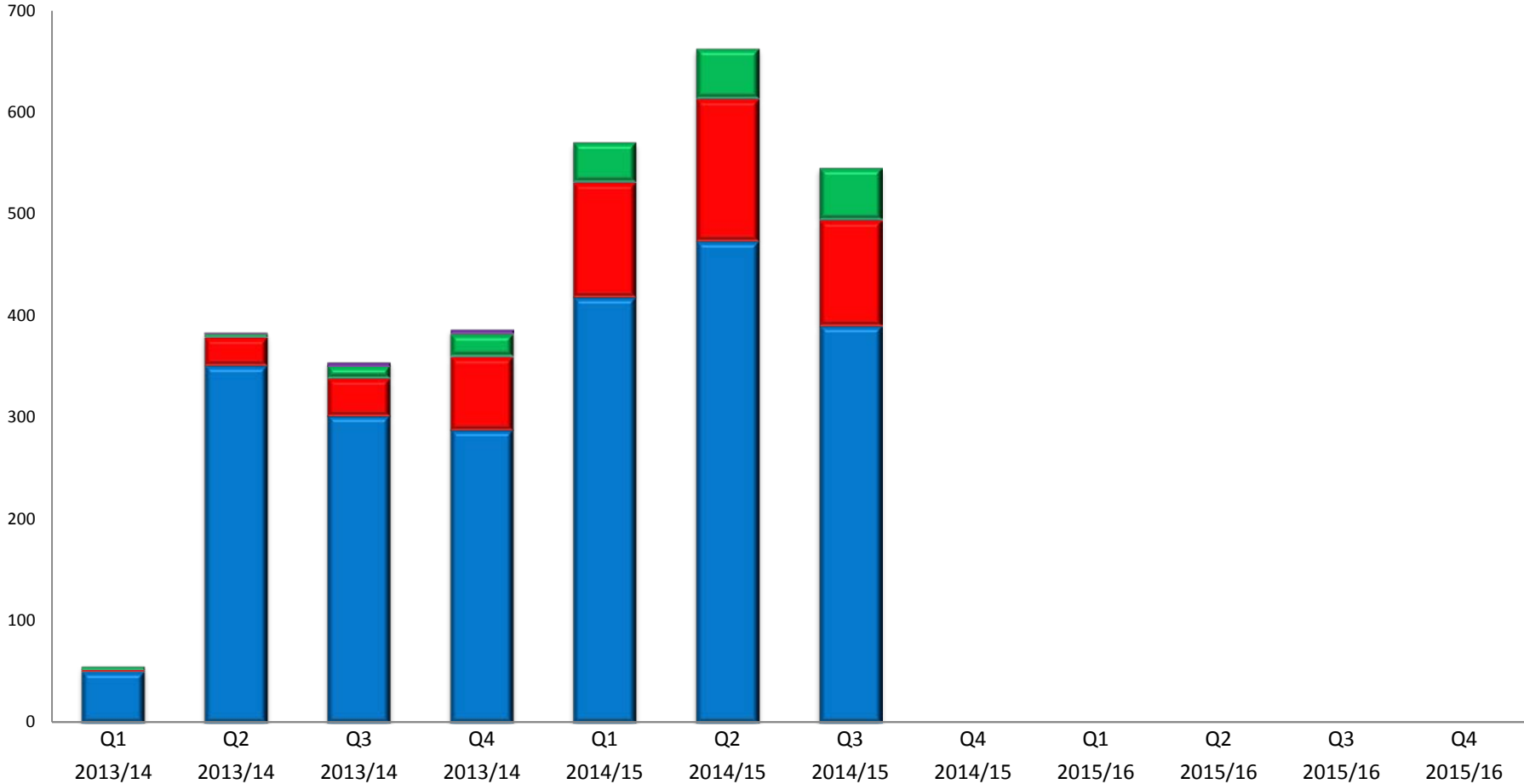


Accident Reports

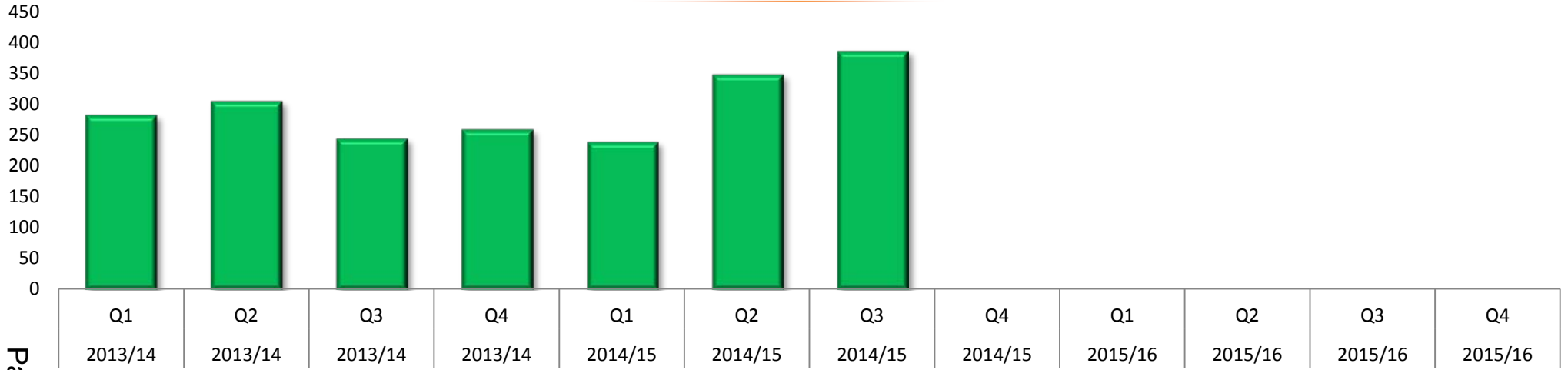


	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
■ Injury to Member of the Public	2	20	39	32	27	34	31	0	0	0	0	0
■ Over 7 Day Injury	1	19	33	31	29	30	28	0	0	0	0	0
■ Major Incident	1	11	13	15	10	7	7	0	0	0	0	0
■ Fatality	0	1	0	0	0	0	2	0	0	0	0	0
■ Reportable Disease	0	0	0	0	0	0	0	0	0	0	0	0
■ Dangerous Occurance	2	3	4	22	4	2	1	0	0	0	0	0

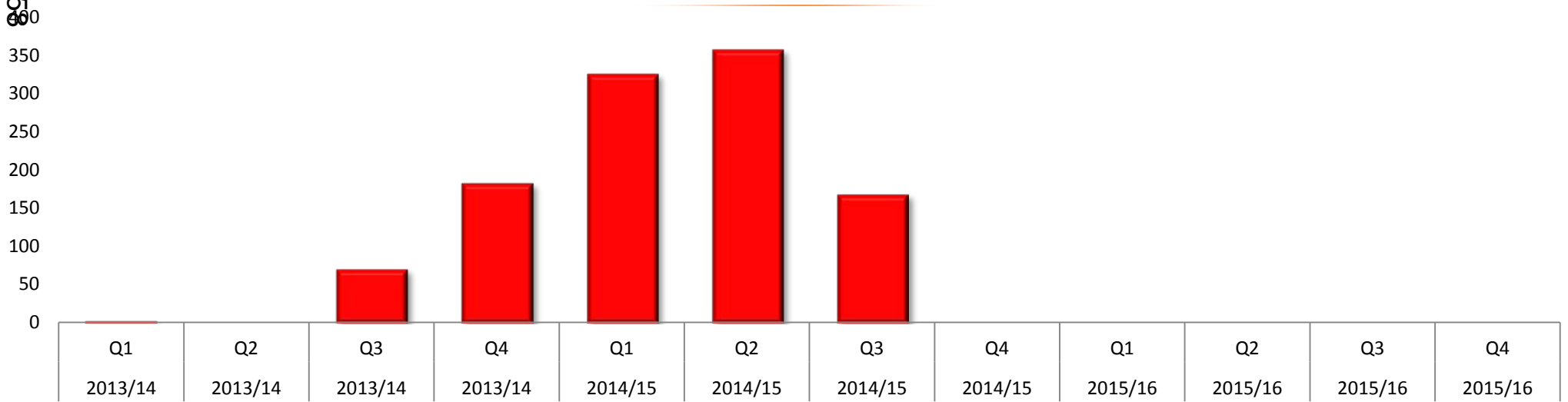
Dog Control



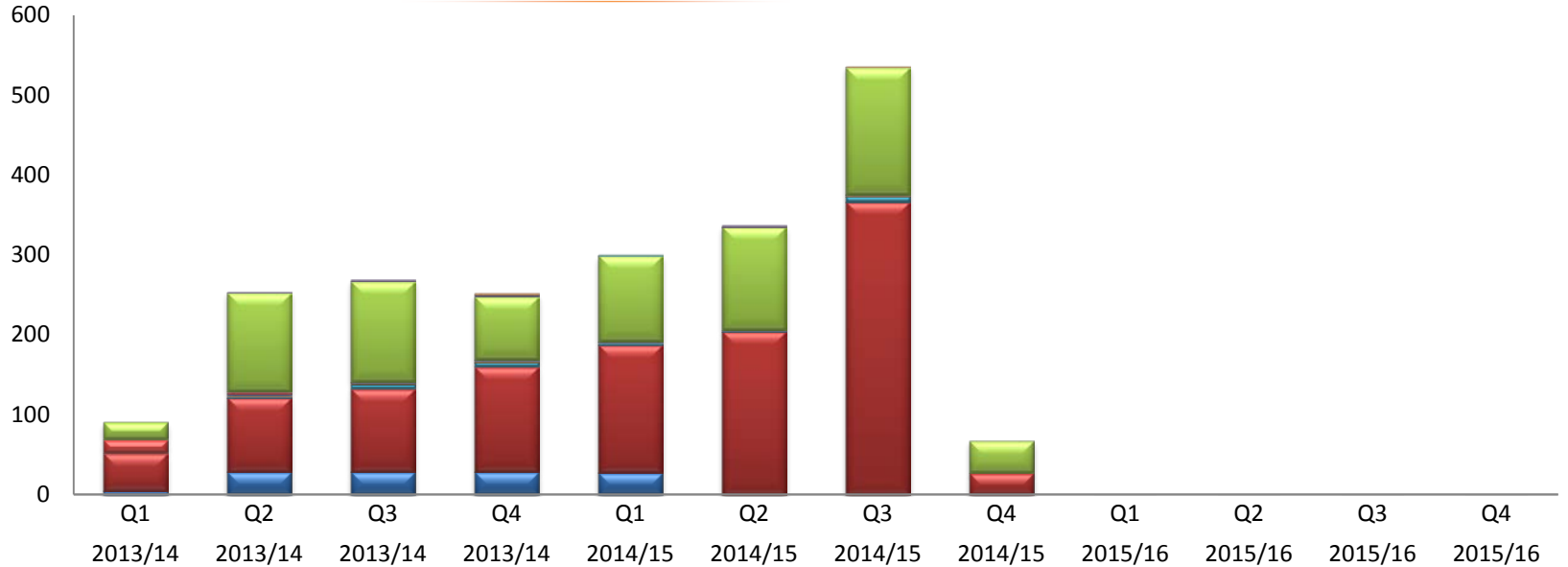
FHRS Inspections



Infectious Disease Notifications

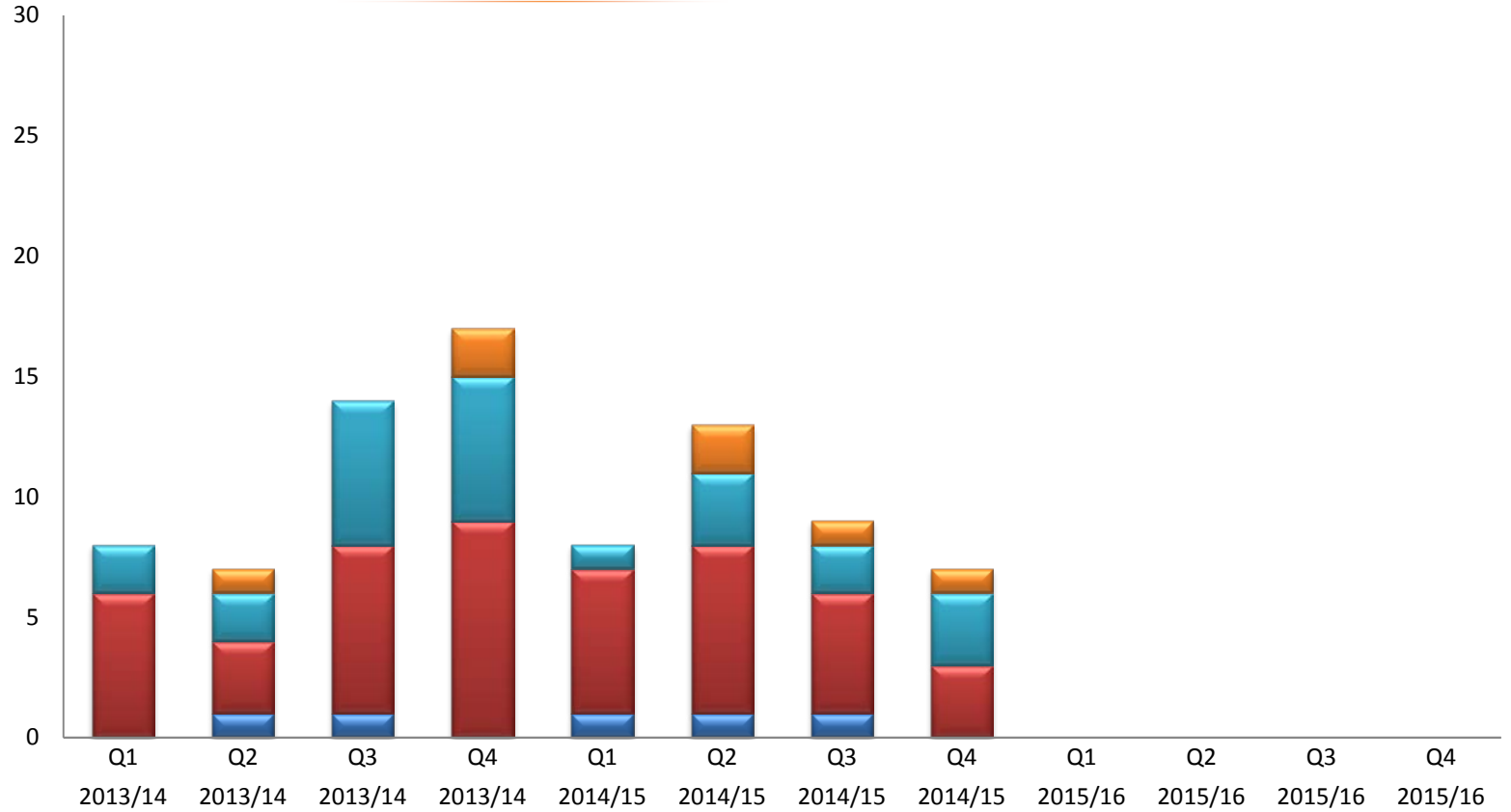


Planning Requests



	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Consultation - Trading Standards	0	0	0	2	0	0	1	0	0	0	0	0
Consultation - Private Water Supplies	0	0	0	0	1	0	0	0	0	0	0	0
Consultation - PPC	0	1	2	2	0	2	0	0	0	0	0	0
Consultation - Nuisance / Noise	21	124	126	79	107	129	159	40	0	0	0	0
Consultation - Noise	17	3	0	0	0	0	0	0	0	0	0	0
Consultation - Licensing	0	2	1	1	1	0	1	0	0	0	0	0
Consultation - Health and Safety	0	1	2	2	1	0	2	0	0	0	0	0
Consultation - Food	0	2	5	6	3	2	7	0	0	0	0	0
Consultation - Dogs, Pests, Gulls	0	0	0	0	0	0	0	0	0	0	0	0
Consultation - Deaths/Burials	0	0	0	0	0	0	0	0	0	0	0	0
Consultation - Contaminated Land	47	92	104	131	159	204	366	27	0	0	0	0
Consultation - Air Quality	5	29	29	29	28	0	0	0	0	0	0	0

Planning Requests (continued)





Air Quality Overview - Mark Cox (Team Manager – Technical Pollution)

A considerable amount of work continued on the countywide Air Quality Action Plan. Following the initial Steering Group meeting, much communication followed with the County Council on action undertaken, proposed or effecting the individual actions highlighted as priorities in reducing pollution levels in the AQMAs. This provided a new status for most of the actions identified and enabled several Steering Group subgroups to meet and consider the options that are now available. Some actions are no longer considered viable but action on others has commenced. For example, through liaison with the County Council, improving air quality formed the rationale for the introduction of traffic enforcement in Lowesmoor Air Quality Management Area (AQMA), Worcester and considering the options for traffic enforcement by the District Council in Port Street AQMA, Evesham.

The Statutory Progress Reports were produced and submitted for all Worcestershire authorities during this quarter and whilst good progress is being made with proposed remedial action unfortunately the data analysis done as part of the reporting process identified several additional areas requiring closer scrutiny for pollution levels with a view to determining whether they should be AQMAs. Earlier in the year the Continuous Analyser of air quality in Stourport was decommissioned as the monitoring was concluded and analysis and preparation of the Detailed Assessment report was commenced. Arrangements have been ongoing for it's installation on Foregate Street, Worcester to enable the same process to be undertaken there. Once six months monitoring is concluded, the analyser will be moved and installed in one of the other areas of concern from the following; Upton town centre; London Road, Worcester; Worcester Road, Wychbold; and Other Road, Redditch. These sites have been identified by diffusion tube monitoring which is a method of low cost indication of poor air quality and potential breach of air quality objectives. This monitoring is undertaken on a monthly basis across the County in likely problem areas to inform the Local Air Quality Management process the District Councils are required to undertake.

As well as the above, WRS provided support to Councillors with queries they faced on air quality and the local Council role in Worcester City; responded to resident concerns about traffic diversion through Bromsgrove when the M5 is shut and provided advice and technical expertise to the County Council on the effects of the dualling of the Worcester Southern Link Road being undertaken under Permitted Development Rights.

Contaminated Land Overview - Mark Cox (Team Manager – Technical Pollution)

Due to priorities in others work streams contaminated land has maintained the same for Q3.

The soil survey work in the Smallwood, Lodge Park and Mayfields areas of Redditch has come to a close for most properties. Part funded by a Defra Grant, soil sampling and assessment of the results has concluded that the majority of the houses initially investigated are no longer considered potentially contaminated and have been advised of this. A small number of houses have elevated levels of lead or nickel in their soil. The options available to the Council and residents concerned are still being considered with additional sampling potentially an option to provide greater clarity and confidence in the results.

Landfill gas monitoring results from a number of landfill sites in Bromsgrove District continue to be reviewed by WRS. At Dale End the Highways Agency have commissioned remedial measures to prevent groundwater contamination and landfill gas migration. The result of this work is being reviewed. At Marlbrook tip we continue to work on behalf of the Local Planning Authority to review monitoring data but additionally have been trying to work with the applicant to ensure any monitoring results are relevant and appropriate for this highly sensitive site. A breakthrough came last month when the Agent and Landowner agreed to comparison monitoring to be undertaken, to be arranged by WRS on behalf of Bromsgrove such that clarity on the gas regime and therefore risk from the site can be determined.

Environmental Permitting Overview - Richard Williams (Senior Practitioner)

April-June, visits to all inspected processes written up and risk assessed, next inspection date determined. Annual subsistence charges updated, collated and passed onto the district finance teams for them to raise invoices and collect the monies.

Defra annual PPC survey completed for each district and submitted to Defra.

EPRTTR (Pollutant Transfer Register) notices served on all A2 processes, submitted data checked and submitted to Defra.

Throughout the year inspections continue to be carried out along with administration of new applications / variations / transfers and surrenders of permits.

Current major issues:

1. Wood Treatment Processes to become A2 processes, two applications due before the end of the year. There is not currently any published guidance so we have been involved with the Local Authority working group.
2. Mayfield farm Rendering Process, currently dealing with a Permit Transfer Application.
3. MPB Garden Buildings, MPB to convert process to water based 'decorative' coating material, they currently use a high VOC based coating.
4. Application for an A2 Tyre Pyrolysis Process due any day.
5. Application for an A2 waste incinerator expected within the next two months.
6. Working with Wienerburger (Brick Manufacturer) on Hydrogen Fluoride emissions

We have advised these companies on the current Defra guidance (where it exists).

(Steve Williams on behalf of Richard Williams)

Trading Standards Overview - Christopher Phillips (Trading Standards & Animal Health Manager)

The data shows that there has been a slight reduction in the number of complaints received via the Citizens Advice Consumer Service over the past two quarters, but overall there has been a similar number received by this stage last year.

As previously reported, the team has adopted a change of approach when dealing with complaints with only the more serious complaints receiving a direct response. A further 3 members of the team have left the service during quarter 3, leaving approx. 9.3 FTE operational officers covering the full range of activities across the county.

A significant proportion of the team's activity from the beginning of the year has been committed to the investigation of offences and a number of these have now either been before the courts, in the court system (3) or have been submitted to Legal Services for prosecution (3).

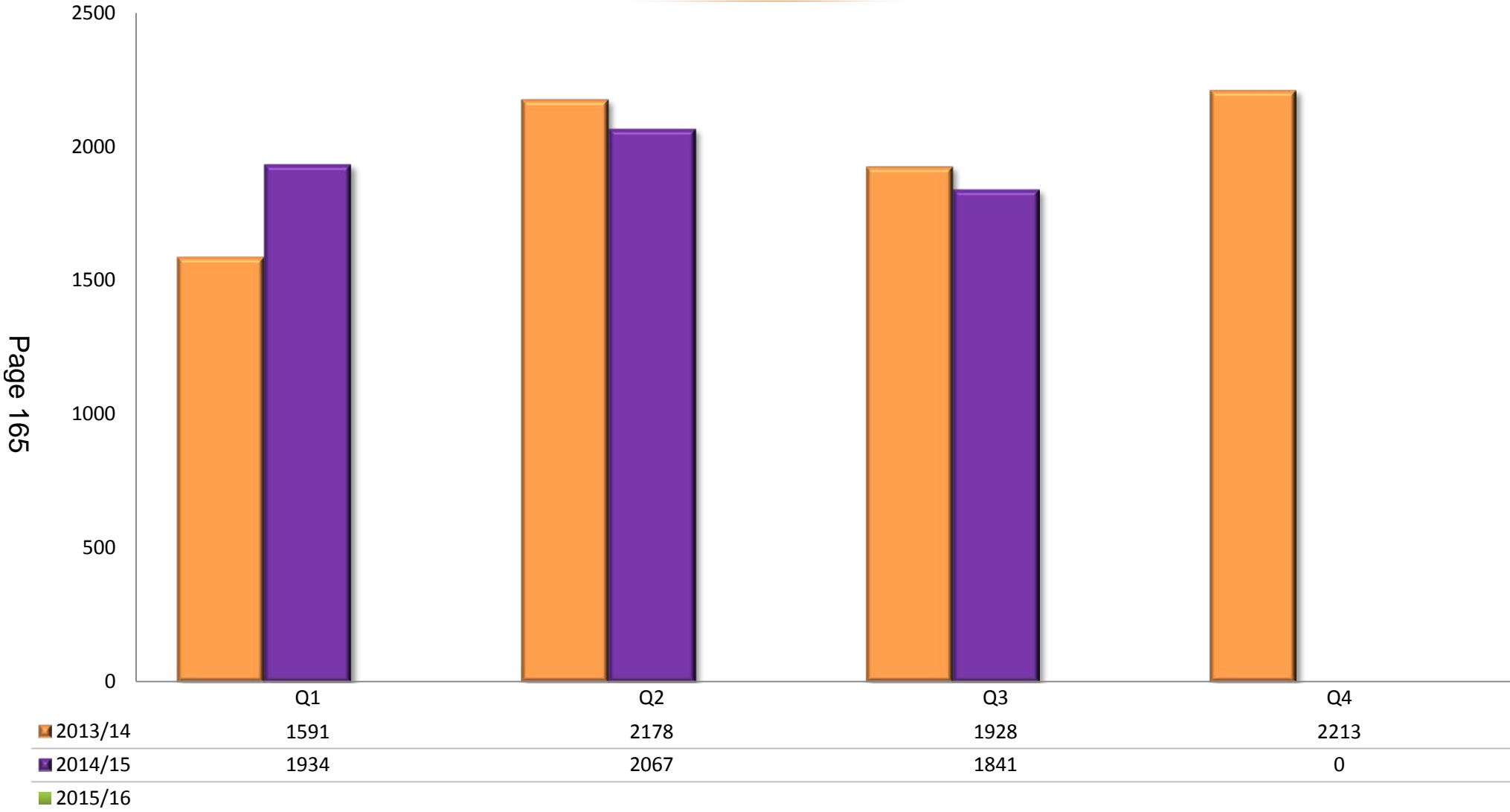
Below is a summary of cases that have been before the courts during the third quarter of 2014/15.

Currently the team is committing resources to undertaking food and feed sampling activities to meet agreed activity for the Food Standards Agency (FSA) and undertaking food sampling both on behalf of the FSA and as a follow up to the recent prosecution against a company that was found to be selling pizza cheese containing vegetable fat rather than 100% dairy fat from milk.

The prosecution information is:

Defendant	Date		Total Offences
Sharif Bakrali	6/11/14	Counterfeit and non-duty paid cigarettes/tobacco	14
GRH Foods	19/12/14	Sale/labelling/misdescription on website relating to Misdescribed pizza cheese (contained vegetable fat rather than 100% dairy fat).	3

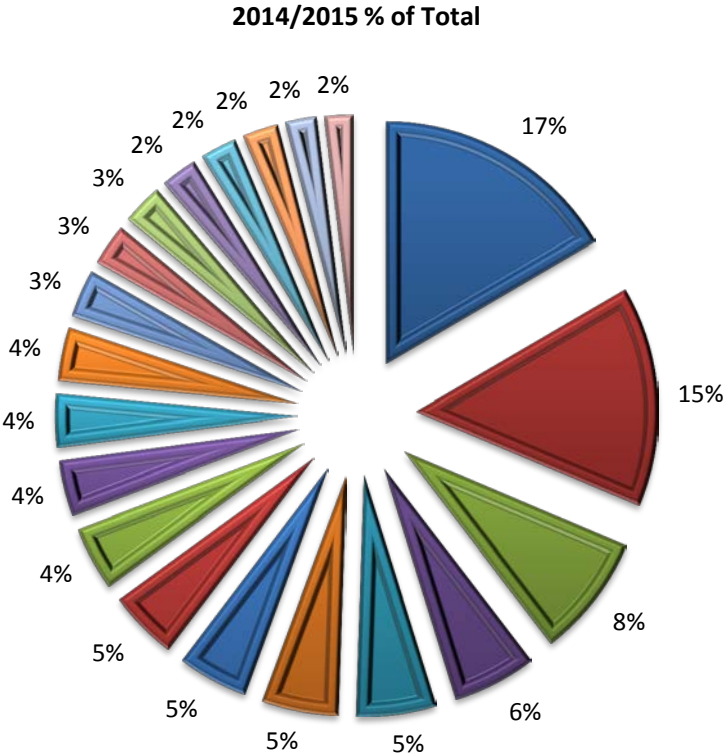
Consumer Complaints



Consumer Complaints (continued)

Top 20 Consumer Complaint Categories 2014/15 Total

Category	Total
Second Hand Cars	723
Home Maintenance and Improvements	645
Furniture	359
Clothing and clothing fabric	245
Telecommunications	232
Food and Drink	221
Personal Computers, accessories, software and services	206
Other Personal Goods and Services	203
Professional Services	187
Car repairs and servicing	161
Large Domestic Appliances	155
Gardening products and services	154
Industrial/commercial goods and services	138
Toiletries, perfumes, beauty treatments and hairdressing	122
Small Domestic Appliances	119
Petrol and Oil	107
Glazing Products and Installations	107
Audio-visual	104
Pets and Veterinarian Products/Services	90
Insurance	84



Licensing Overview - Sue Garrett (Licensing Manager)

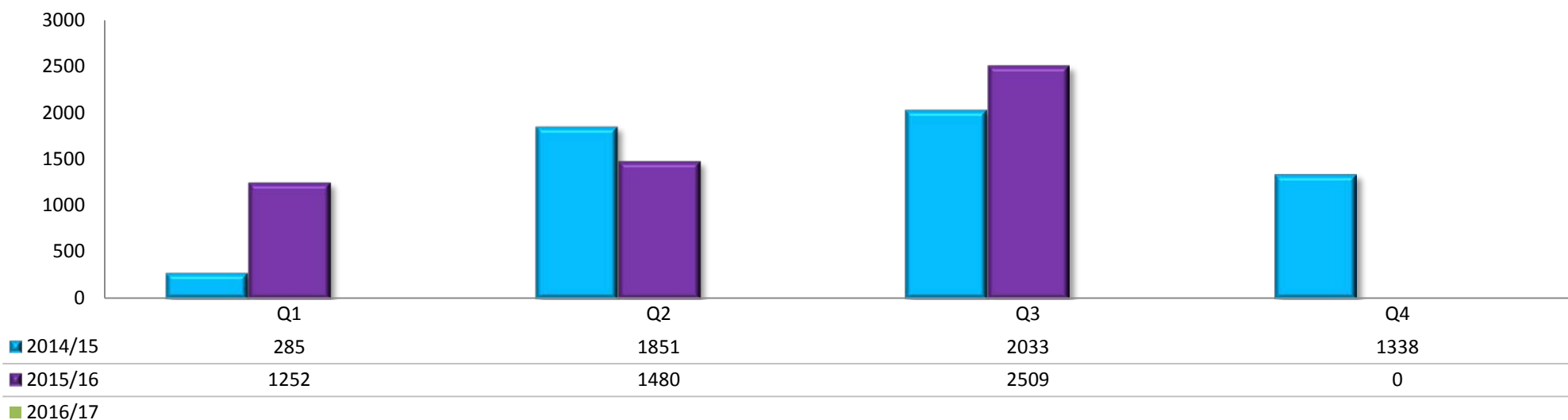
The Licensing Office continues to undertake its duties in relation to all licensing matters on behalf of the District Council's within Worcestershire. As well as dealing with all general licensing enquiries received by WRS Duty Officers, details of which are highlighted in this Activity report there are a number of other activities which will be reported on in more detail, moving forward.

Licensing Surgeries – Officers continue to attend licensing surgery's which are held in each district on a twice weekly basis. Surgery's are a popular route for applicants to be able to visit and see a Licensing Officer for general advice and assistance on all licensing matters.

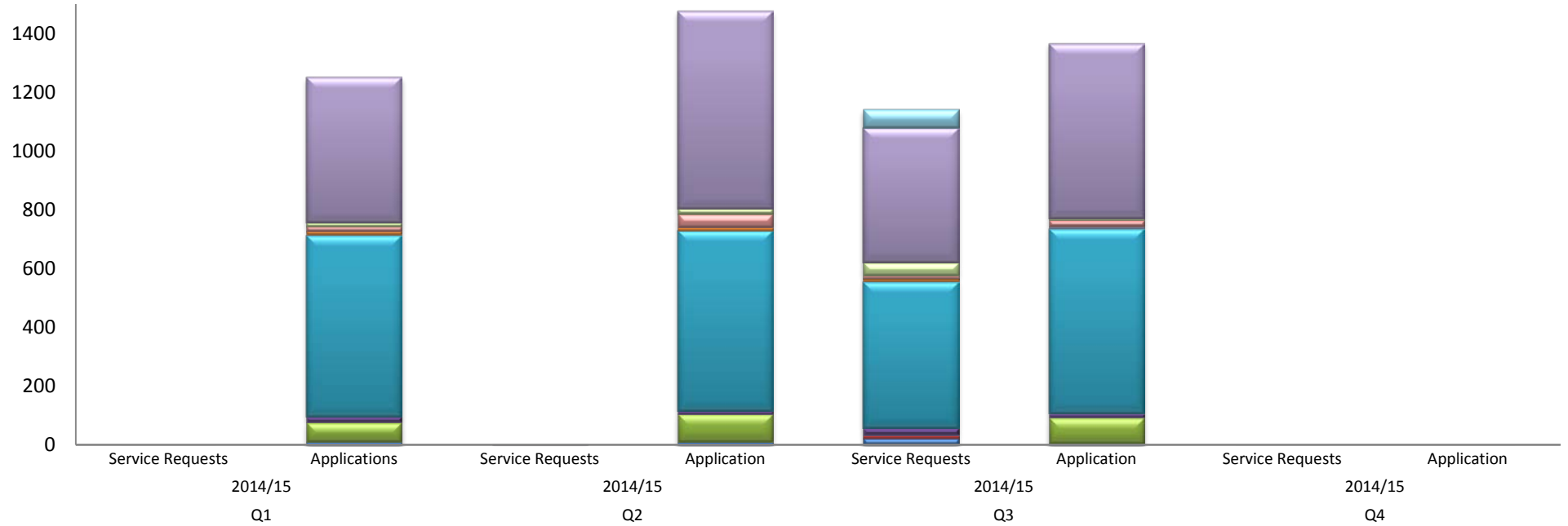
Licensing Duty Officers – With the ongoing review of licensing working practices the introduction of a dedicated Licensing Duty Officer to deal with all incoming telephone enquiries is proving very useful in reducing the amount of services requests being passed to individual officers, this has led to improved response rates and outcomes for customers.

Licensing enforcement – Officers have undertaken a number of visits and enforcement duties relating to taxi, alcohol licensed premises and animal licensed premises throughout the county. (Niall McMenemy on behalf of Sue Garrett).

Page 167

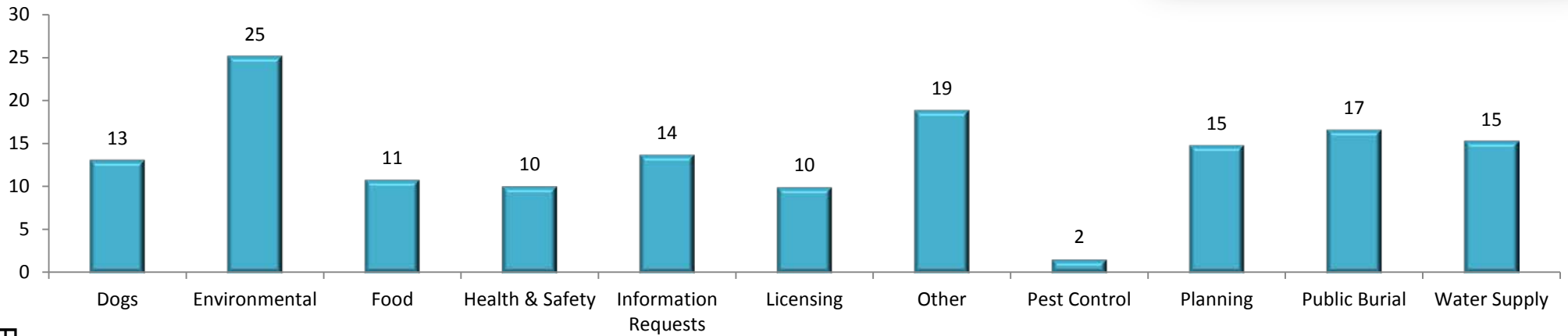


Licensing

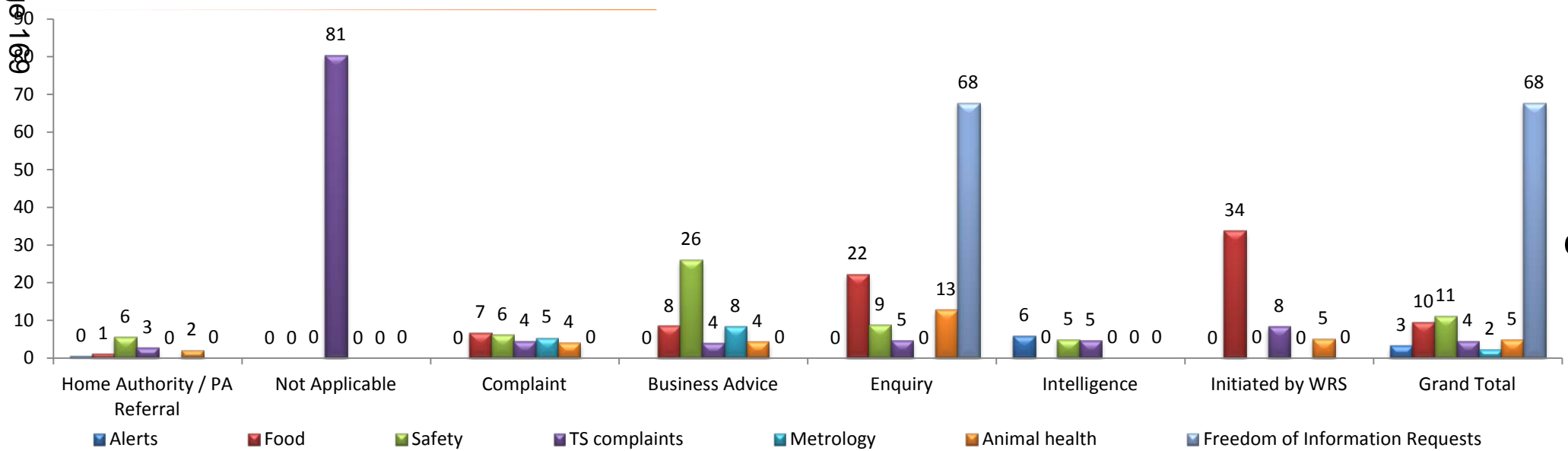


	2014/15 Q1		2014/15 Q2		2014/15 Q3		2014/15 Q4	
	Service Requests	Applications	Service Requests	Application	Service Requests	Application	Service Requests	Application
Surgery	0		2	0	63	0	0	0
Taxi		496	1	672	458	595	0	0
Street	0	13	0	20	46	7	0	0
Skin Piercing	0	17	0	45	6	21	0	0
Sex Establishment	0	0	0	0	3	8	0	0
Scrap Metal	0	12	0	10	9	1	0	0
Licensing Act		618	0	613	500	628	0	0
Gambling	0	20	0	12	25	14	0	0
Charity		66		96		87		0
Caravan	0	0	0	0	9	0	0	0
Animal	0	10	0	9	23	6	0	0

Environmental Health Average end-2-end time in days



Trading Standards average end-2-end times by category and Type





Request Category	Total	% Split
Dog Control	6	3.8%
Environmental	75	47.5%
Food	31	19.6%
Health & Safety	8	5.1%
Information Requests	19	12.0%
Pest Control	17	10.8%
Public Burial	2	1.3%
Water Supply	0	0.0%

The table (left) shows the number of complaints and enquiries received during Q3 where the subject was located within the district of Bromsgrove. Cases are displayed by the request category. Environmental cases generally relate to nuisance but can also include contamination incidents.

The tables (below) provide a breakdown of nuisance cases and show the top 5 wards with the highest incident rate for noise cases.

Request Category	Total	% Split
Accumulations - Commercial	2	2.7%
Accumulations - Domestic	10	13.3%
Drainage	1	1.3%
Light Nuisance	2	2.7%
Noise - Alarm	0	0.0%
Noise - Commercial Premises	3	4.0%
Noise - Domestic	36	48.0%
Noise - Industrial or Agricultural	3	4.0%
Noise - Street	2	2.7%
Odour	6	8.0%
Smoke, Fumes and Gases	10	13.3%

Ward	Population	Total	% Rate
St Johns	5,025	13	0.26%
Sidemoor	5,171	5	0.10%
Charford	6,639	5	0.08%
Whitford	4,879	4	0.08%
Waseley	4,428	4	0.09%

environmental health - continued

Accident Reports	Total	% Split
Dangerous Occurance	0	0.0%
Reportable Disease	0	0.0%
Fatality	0	0.0%
Major Incident	2	11.1%
Over 7 Day Injury	6	33.3%
Injury to Member of the Public	10	55.6%

Dog Control	Total	% Split
Dangerous Dog	0	0.0%
Contained Stray Dog	53	73.6%
Report of Lost Dog	13	18.1%
Loose Straying Dog	6	8.3%
Petlog Notification	0	0.0%

Number of FHRS Inspections 58
Infectious Disease Notifications 23

The following tables look at the number of accident reports, dog control cases and planning requests received during Q3. The dog control cases are in addition to those identified on the previous page. Also included are the number of FHRS inspections and Infectious disease notifications.

Planning Requests	Total	% Split
Consultation - Air Quality	6	6.1%
Consultation - Contaminated Land	69	70.4%
Consultation - Deaths/Burials	0	0.0%
Consultation - Dogs, Pests, Gulls	0	0.0%
Consultation - Food	0	0.0%
Consultation - Health and Safety	0	0.0%
Consultation - Licensing	0	0.0%
Consultation - Noise	0	0.0%
Consultation - Nuisance / Noise	23	23.5%
Consultation - PPC	0	0.0%
Consultation - Private Water Supplies	0	0.0%
Consultation - Trading Standards	0	0.0%
Request to Discharge - Air Quality	0	0.0%
Request to Discharge - Contaminated Land	0	0.0%
Request to Discharge - Food	0	0.0%
Request to Discharge - Health and Safety	0	0.0%
Request to Discharge - Noise	1	100.0%
Request to Discharge - Nuisance	0	0.0%

licensing

Complaint Type	Total	% Split
Animal	0	
Caravan	0	
Gambling	0	
Licensing Act	0	
Scrap Metal	0	
Sex Establishments	0	
Skin Piercing	0	
Street	0	
Taxi	0	
Surgery Requests	2	
Licensing Service Requests	0	

Enquiry Type	Total	% Split
Animal	1	3%
Caravan	0	0%
Gambling	3	8%
Licensing Act	26	65%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	2	5%
Street	4	10%
Taxi	4	10%

To be added...

Request Category	Total	% Split
Dog Control	10	7.1%
Environmental	60	42.6%
Food	35	24.8%
Health & Safety	13	9.2%
Information Requests	20	14.2%
Pest Control	0	0.0%
Public Burial	0	0.0%
Water Supply	3	2.1%

The table (left) shows the number of complaints and enquiries received during Q3 where the subject was located within the district of Malvern Hills. Cases are displayed by the request category. Environmental cases generally relate to nuisance but can also include contamination incidents.

The tables (below) provide a breakdown of nuisance cases and show the top 5 wards with the highest incident rate for noise cases.

Request Category	Total	% Split
Accumulations - Commercial	6	10.3%
Accumulations - Domestic	9	15.5%
Drainage	4	6.9%
Light Nuisance	3	5.2%
Noise - Alarm	1	1.7%
Noise - Commercial Premises	3	5.2%
Noise - Domestic	22	37.9%
Noise - Industrial or Agricultural	3	5.2%
Noise - Street	0	0.0%
Odour	2	3.4%
Smoke, Fumes and Gases	5	8.6%

Ward	Population	Total	% Rate
Priory	4,069	8	0.20%
Link	6,213	4	0.06%
Dyson Perrins	4,207	3	0.07%
Chase	6,218	3	0.05%
Broadheath	3,395	3	0.09%

environmental health - continued

The following tables look at the number of accident reports, dog control cases and planning requests received during Q3. The dog control cases are in addition to those identified on the previous page. Also included are the number of FHRS inspections and Infectious disease notifications.

Accident Reports	Total	% Split
Dangerous Occurance	0	0.0%
Reportable Disease	0	0.0%
Fatality	0	0.0%
Major Incident	0	0.0%
Over 7 Day Injury	1	25.0%
Injury to Member of the Public	3	75.0%

Dog Control	Total	% Split
Dangerous Dog	0	0.0%
Contained Stray Dog	48	62.3%
Report of Lost Dog	22	28.6%
Loose Straying Dog	7	9.1%
Petlog Notification	0	0.0%

Number of FHRS Inspections 62
 Infectious Disease Notifications 27

Planning Requests	Total	% Split
Consultation - Air Quality	13	10.2%
Consultation - Contaminated Land	77	60.6%
Consultation - Deaths/Burials	0	0.0%
Consultation - Dogs, Pests, Gulls	0	0.0%
Consultation - Food	1	0.8%
Consultation - Health and Safety	0	0.0%
Consultation - Licensing	0	0.0%
Consultation - Noise	0	0.0%
Consultation - Nuisance / Noise	36	28.3%
Consultation - PPC	0	0.0%
Consultation - Private Water Supplies	0	0.0%
Consultation - Trading Standards	0	0.0%
Request to Discharge - Air Quality	0	
Request to Discharge - Contaminated Land	0	
Request to Discharge - Food	0	
Request to Discharge - Health and Safety	0	
Request to Discharge - Noise	0	
Request to Discharge - Nuisance	0	

licensing

Complaint Type	Total	% Split
Animal	1	50%
Caravan	0	0%
Gambling	0	0%
Licensing Act	1	50%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	0	0%
Street	0	0%
Taxi	0	0%
Surgery Requests	0	
Licensing Service Requests	0	

Enquiry Type	Total	% Split
Animal	1	3%
Caravan	1	3%
Gambling	1	3%
Licensing Act	31	89%
Scrap Metal	1	3%
Sex Establishments	0	0%
Skin Piercing	0	0%
Street	0	0%
Taxi	0	0%

Quarter Three

environmental health



Request Category	Total	% Split
Dog Control	10	6.2%
Environmental	93	57.8%
Food	19	11.8%
Health & Safety	10	6.2%
Information Requests	18	11.2%
Pest Control	8	5.0%
Public Burial	3	1.9%
Water Supply	0	0.0%

The table (left) shows the number of complaints and enquiries received during Q3 where the subject was located within the district of Redditch. Cases are displayed by the request category. Environmental cases generally relate to nuisance but can also include contamination incidents.

The tables (below) provide a breakdown of nuisance cases and show the top 5 wards with the highest incident rate for noise cases.

Request Category	Total	% Split
Accumulations - Commercial	3	3.2%
Accumulations - Domestic	20	21.1%
Drainage	1	1.1%
Light Nuisance	0	0.0%
Noise - Alarm	2	2.1%
Noise - Commercial Premises	3	3.2%
Noise - Domestic	59	62.1%
Noise - Industrial or Agricultural	3	3.2%
Noise - Street	1	1.1%
Odour	0	0.0%
Smoke, Fumes and Gases	3	3.2%

Ward	Population	Total	% Rate
Batchley and Brockhill	8,338	13	0.16%
Greenlands	8,984	11	0.12%
Headless Cross and Oakenshaw	8,706	10	0.11%
Abbey	6,063	9	0.15%
Winyates	8,409	6	0.07%

environmental health - continued

Accident Reports	Total	% Split
Dangerous Occurance	1	25.0%
Reportable Disease	0	0.0%
Fatality	0	0.0%
Major Incident	0	0.0%
Over 7 Day Injury	0	0.0%
Injury to Member of the Public	3	75.0%

Dog Control	Total	% Split
Dangerous Dog	0	0.0%
Contained Stray Dog	57	68.7%
Report of Lost Dog	18	21.7%
Loose Straying Dog	8	9.6%
Petlog Notification	0	0.0%

Number of FHRS Inspections 36
 Infectious Disease Notifications 20

The following tables look at the number of accident reports, dog control cases and planning requests received during Q3. The dog control cases are in addition to those identified on the previous page. Also included are the number of FHRS inspections and Infectious disease notifications.

Planning Requests	Total	% Split
Consultation - Air Quality	5	7.1%
Consultation - Contaminated Land	49	70.0%
Consultation - Deaths/Burials	0	0.0%
Consultation - Dogs, Pests, Gulls	0	0.0%
Consultation - Food	3	4.3%
Consultation - Health and Safety	0	0.0%
Consultation - Licensing	0	0.0%
Consultation - Noise	0	0.0%
Consultation - Nuisance / Noise	13	18.6%
Consultation - PPC	0	0.0%
Consultation - Private Water Supplies	0	0.0%
Consultation - Trading Standards	0	0.0%
Request to Discharge - Air Quality	0	0.0%
Request to Discharge - Contaminated Land	2	66.7%
Request to Discharge - Food	0	0.0%
Request to Discharge - Health and Safety	0	0.0%
Request to Discharge - Noise	0	0.0%
Request to Discharge - Nuisance	1	33.3%

licensing

Complaint Type	Total	% Split
Animal	0	0%
Caravan	0	0%
Gambling	0	0%
Licensing Act	0	0%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	0	0%
Street	0	0%
Taxi	2	100%
Surgery Requests	6	
Licensing Service Requests	0	

Enquiry Type	Total	% Split
Animal	0	0%
Caravan	0	0%
Gambling	1	2%
Licensing Act	24	55%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	0	0%
Street	0	0%
Taxi	19	43%



Request Category	Total	% Split
Dog Control	10	4.7%
Environmental	123	58.0%
Food	41	19.3%
Health & Safety	11	5.2%
Information Requests	22	10.4%
Pest Control	1	0.5%
Public Burial	4	1.9%
Water Supply	0	0.0%

The table (left) shows the number of complaints and enquiries received during Q3 where the subject was located within the district of Worcester City. Cases are displayed by the request category. Environmental cases generally relate to nuisance but can also include contamination incidents.

The tables (below) provide a breakdown of nuisance cases and show the top 5 wards with the highest incident rate for noise cases.

Request Category	Total	% Split
Accumulations - Commercial	4	4.1%
Accumulations - Domestic	31	31.6%
Drainage	0	0.0%
Light Nuisance	0	0.0%
Noise - Alarm	1	1.0%
Noise - Commercial Premises	3	3.1%
Noise - Domestic	45	45.9%
Noise - Industrial or Agricultural	3	3.1%
Noise - Street	3	3.1%
Odour	2	2.0%
Smoke, Fumes and Gases	6	6.1%

Ward	Population	Total	% Rate
Cathedral	10,372	32	0.31%
Nunnery	8,103	12	0.15%
Gorse Hill	5,353	5	0.09%
Warndon	5,812	4	0.07%
Rainbow Hill	5,865	4	0.07%

environmental health - continued

Accident Reports	Total	% Split
Dangerous Occurance	0	0.0%
Reportable Disease	0	0.0%
Fatality	0	0.0%
Major Incident	1	12.5%
Over 7 Day Injury	5	62.5%
Injury to Member of the Public	2	25.0%

Dog Control	Total	% Split
Dangerous Dog	0	0.0%
Contained Stray Dog	73	76.0%
Report of Lost Dog	12	12.5%
Loose Straying Dog	11	11.5%
Petlog Notification	0	0.0%

Number of FHRS Inspections 86
Infectious Disease Notifications 26

The following tables look at the number of accident reports, dog control cases and planning requests received during Q3. The dog control cases are in addition to those identified on the previous page. Also included are the number of FHRS inspections and Infectious disease notifications.

Planning Requests	Total	% Split
Consultation - Air Quality	2	5.6%
Consultation - Contaminated Land	5	13.9%
Consultation - Deaths/Burials	0	0.0%
Consultation - Dogs, Pests, Gulls	0	0.0%
Consultation - Food	0	0.0%
Consultation - Health and Safety	1	2.8%
Consultation - Licensing	1	2.8%
Consultation - Noise	0	0.0%
Consultation - Nuisance / Noise	26	72.2%
Consultation - PPC	0	0.0%
Consultation - Private Water Supplies	0	0.0%
Consultation - Trading Standards	1	2.8%
Request to Discharge - Air Quality	0	
Request to Discharge - Contaminated Land	0	
Request to Discharge - Food	0	
Request to Discharge - Health and Safety	0	
Request to Discharge - Noise	0	
Request to Discharge - Nuisance	0	

licensing

Complaint Type	Total	% Split
Animal	0	0%
Caravan	0	0%
Gambling	0	0%
Licensing Act	8	73%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	0	0%
Street	0	0%
Taxi	3	27%
Surgery Requests	16	
Licensing Service Requests	0	

Enquiry Type	Total	% Split
Animal	0	0%
Caravan	0	0%
Gambling	2	3%
Licensing Act	33	43%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	0	0%
Street	4	5%
Taxi	38	49%

Request Category	Total	% Split
Dog Control	16	8.3%
Environmental	79	40.9%
Food	52	26.9%
Health & Safety	12	6.2%
Information Requests	25	13.0%
Pest Control	5	2.6%
Public Burial	3	1.6%
Water Supply	1	0.5%

The table (left) shows the number of complaints and enquiries received during Q3 where the subject was located within the district of Wychavon. Cases are displayed by the request category. Environmental cases generally relate to nuisance but can also include contamination incidents.

The tables (below) provide a breakdown of nuisance cases and show the top 5 wards with the highest incident rate for noise cases.

Request Category	Total	% Split
Accumulations - Commercial	2	2.5%
Accumulations - Domestic	21	26.3%
Drainage	1	1.3%
Light Nuisance	3	3.8%
Noise - Alarm	0	0.0%
Noise - Commercial Premises	2	2.5%
Noise - Domestic	29	36.3%
Noise - Industrial or Agricultural	2	2.5%
Noise - Street	0	0.0%
Odour	5	6.3%
Smoke, Fumes and Gases	15	18.8%

Ward	Population	Total	% Rate
Evesham South	5,359	5	0.09%
Dodderhill	2,503	4	0.16%
Bretforton and Offenham	2,535	4	0.16%
Bengeworth	5,589	4	0.07%
Pershore	7,101	3	0.04%

environmental health - continued

Accident Reports	Total	% Split
Dangerous Occurance	0	0.0%
Reportable Disease	0	0.0%
Fatality	2	14.3%
Major Incident	3	21.4%
Over 7 Day Injury	5	35.7%
Injury to Member of the Public	4	28.6%

Dog Control	Total	% Split
Dangerous Dog	0	0.0%
Contained Stray Dog	88	76.5%
Report of Lost Dog	20	17.4%
Loose Straying Dog	7	6.1%
Petlog Notification	0	0.0%

Number of FHRS Inspections 66
 Infectious Disease Notifications 41

The following tables look at the number of accident reports, dog control cases and planning requests received during Q3. The dog control cases are in addition to those identified on the previous page. Also included are the number of FHRS inspections and Infectious disease notifications.

Planning Requests	Total	% Split
Consultation - Air Quality	20	9.7%
Consultation - Contaminated Land	137	66.5%
Consultation - Deaths/Burials	0	0.0%
Consultation - Dogs, Pests, Gulls	0	0.0%
Consultation - Food	2	1.0%
Consultation - Health and Safety	0	0.0%
Consultation - Licensing	0	0.0%
Consultation - Noise	0	0.0%
Consultation - Nuisance / Noise	47	22.8%
Consultation - PPC	0	0.0%
Consultation - Private Water Supplies	0	0.0%
Consultation - Trading Standards	0	0.0%
Request to Discharge - Air Quality	1	33.3%
Request to Discharge - Contaminated Land	1	33.3%
Request to Discharge - Food	0	0.0%
Request to Discharge - Health and Safety	0	0.0%
Request to Discharge - Noise	1	33.3%
Request to Discharge - Nuisance	0	0.0%

licensing

Complaint Type	Total	% Split
Animal	0	0%
Caravan	0	0%
Gambling	0	0%
Licensing Act	6	67%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	1	11%
Street	0	0%
Taxi	2	22%
Surgery Requests	4	
Licensing Service Requests	0	

Enquiry Type	Total	% Split
Animal	6	8%
Caravan	2	3%
Gambling	5	7%
Licensing Act	38	52%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	0	0%
Street	1	1%
Taxi	21	29%

Request Category	Total	% Split
Dog Control	8	4.2%
Environmental	59	30.9%
Food	29	15.2%
Health & Safety	12	6.3%
Information Requests	13	6.8%
Pest Control	69	36.1%
Public Burial	0	0.0%
Water Supply	1	0.5%

The table (left) shows the number of complaints and enquiries received during Q3 where the subject was located within the district of Wyre Forest. Cases are displayed by the request category. Environmental cases generally relate to nuisance but can also include contamination incidents.

The tables (below) provide a breakdown of nuisance cases and show the top 5 wards with the highest incident rate for noise cases.

Request Category	Total	% Split
Accumulations - Commercial	1	1.9%
Accumulations - Domestic	8	14.8%
Drainage	0	0.0%
Light Nuisance	1	1.9%
Noise - Alarm	0	0.0%
Noise - Commercial Premises	2	3.7%
Noise - Domestic	29	53.7%
Noise - Industrial or Agricultural	2	3.7%
Noise - Street	0	0.0%
Odour	3	5.6%
Smoke, Fumes and Gases	8	14.8%

Ward	Population	Total	% Rate
Broadwaters	7,936	7	0.09%
Sutton Park	7,499	5	0.07%
Wribbenhall	4,955	4	0.08%
Oldington and Foley Park	5,183	4	0.08%
Greenhill	8,003	4	0.05%

environmental health - continued

Accident Reports	Total	% Split
Dangerous Occurance	0	0.0%
Reportable Disease	0	0.0%
Fatality	0	0.0%
Major Incident	0	0.0%
Over 7 Day Injury	4	57.1%
Injury to Member of the Public	3	42.9%

Dog Control	Total	% Split
Dangerous Dog	0	0.0%
Contained Stray Dog	71	69.6%
Report of Lost Dog	19	18.6%
Loose Straying Dog	12	11.8%
Petlog Notification	0	0.0%

Number of FHRS Inspections 79
 Infectious Disease Notifications 27

The following tables look at the number of accident reports, dog control cases and planning requests received during Q3. The dog control cases are in addition to those identified on the previous page. Also included are the number of FHRS inspections and Infectious disease notifications.

Planning Requests	Total	% Split
Consultation - Air Quality	6	16.7%
Consultation - Contaminated Land	29	80.6%
Consultation - Deaths/Burials	0	0.0%
Consultation - Dogs, Pests, Gulls	0	0.0%
Consultation - Food	1	2.8%
Consultation - Health and Safety	1	2.8%
Consultation - Licensing	0	0.0%
Consultation - Noise	0	0.0%
Consultation - Nuisance / Noise	14	38.9%
Consultation - PPC	0	0.0%
Consultation - Private Water Supplies	0	0.0%
Consultation - Trading Standards	0	0.0%
Request to Discharge - Air Quality	0	0.0%
Request to Discharge - Contaminated Land	2	100.0%
Request to Discharge - Food	0	0.0%
Request to Discharge - Health and Safety	0	0.0%
Request to Discharge - Noise	0	0.0%
Request to Discharge - Nuisance	0	0.0%

licensing

Complaint Type	Total	% Split
Animal	0	0%
Caravan	0	0%
Gambling	0	0%
Licensing Act	0	0%
Scrap Metal	0	0%
Sex Establishments	0	0%
Skin Piercing	0	0%
Street	0	0%
Taxi	2	100%
Surgery Requests	4	
Licensing Service Requests	0	

Enquiry Type	Total	% Split
Animal	1	2%
Caravan	0	0%
Gambling	1	2%
Licensing Act	22	36%
Scrap Metal	1	2%
Sex Establishments	2	3%
Skin Piercing	0	0%
Street	1	2%
Taxi	33	54%

Dog Control

Dog Control (none Worcestershire)

Council Area	Q1	Q2	Q3	Q4	YTD
South Gloucestershire Council					
Dangerous Dog	0	0	0	0	0
Contained Stray Dog	0	0	0	0	0
Report of Lost Dog	0	0	0	0	0
Loose Straying Dog	0	0	0	0	0
Petlog Notifications					0
Gloucester City Council					
Dangerous Dog	0	0	0	0	0
Contained Stray Dog	0	0	1	0	1
Report of Lost Dog	0	0	1	0	1
Loose Straying Dog	0	0	0	0	0
Petlog Notifications	0	0	0	0	0
Cheltenham Borough Council					
Dangerous Dog	0	0	0	0	0
Contained Stray Dog	2	33	44	0	79
Report of Lost Dog	0	1	7	0	8
Loose Straying Dog	0	1	0	0	1
Petlog Notifications	0	0	0	0	0
Tewkesbury Borough Council					
Dangerous Dog	0	0	0	0	0
Contained Stray Dog	0	27	19	0	46
Report of Lost Dog	0	5	6	0	11
Loose Straying Dog	0	1	0	0	1
Petlog Notifications	0	0	0	0	0

Year to Date

Planning



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