

Worcestershire
Regulatory Services

Supporting and protecting you

Service Plan

2011/12

Worcestershire Regulatory Services Vision

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

INTRODUCTION

This is the first formal service plan produced by the new Regulatory Service covering Environmental Health, Trading Standards and Licensing activities. This was intended to be a 3 year plan however it is difficult to include the detail beyond the first year due to the potential impacts of both the transformation process to be applied to the service and the service's current budgetary situation. The Systems Thinking Approach is designed to identify the operating environment. Once the initial work on Systems Thinking has been completed, we will have a clear picture of this, which will inform the plans for years 2 and 3. We have therefore focused activity detail on the first year, highlighting some of the key activities.

Everyone is aware of the severity of the financial difficulties faced by the whole of local government. The potential impact on the various elements of Regulatory Services had partners not taken the brave decision to go ahead with this project can now clearly be seen. Applying the level of cost saving now required would have made it impossible to deliver many of the service elements that members regard as important. With the Regulatory Service model adopted, there is still the opportunity to deliver meaningful outcomes that matter to members and local communities, however, it is essential that the transformation process is undertaken to make this possible within the budgetary envelope that partners have allowed. The Systems Thinking approach should focus staff activity on customer need, eliminate unnecessary steps in processes and reduce waste. This should free up resources to take on new activities, or allow the same volume of work to be done with a smaller workforce. There is still around half a million pounds to save before the end of year three, even after the reductions that have already taken place. Systems Thinking may also dramatically changed what is delivered, depending on customer demand, so members should not expect more of the same.

The new service will focus on delivering or contributing to the outcomes that matter to partners and customers. We will deliver the same outcomes as the previous seven services but using more cost effective, customer focused approaches, taking into account the statements of partner requirements previously produced during the creation of the service. Whilst these requirements will shape the early activities of the service, it is likely that Systems Thinking will lead to changes to what is delivered as we move forward. We would not wish to pre-empt too where Systems Thinking will take us, however, members need to appreciate that the service may change radically. There may be wider use of self service or supported self service through technology, via the internet or perhaps via the Hub. Information Technology is likely to have a key part to play in service delivery going forward so it is essential we get this right. Where we have seen best practice we will seek to deploy this across the County. Where we can find more cost effective ways of delivering the same outcomes we will change the approaches previously taken. We will introduce changes to what is done to ensure that we can meet the demands placed upon us by our customers.

OPERATING ENVIRONMENT

At the national level, the external environment in which the service operates is facing unprecedented change. The Big Society, Government's model for a less interventionist society where voluntarism is a strong feature has de-regulatory as a key part of its agenda, seeking to lift the burdens on business and encourage entrepreneurship. Government is seeking to re-shape the approach of regulators, making them more focused on supporting enterprise whilst targeting enforcement activity at the real rogues and businesses that flout the law. They claim to want to see an end to "tick-box" regulation. Most local authority regulatory services have been going down this path for a number of years, so would dispute this description of their activities. This approach tends to be generated by the demands of national bodies like the Food Standards Agency, and it is hoped that pressure will be applied here to combat this, which would support our developments through systems thinking, freeing resources to deliver what the customer values the most.

The piloting of civil sanctions as an alternative to criminal enforcement at a number of authorities is looking to expand the toolkit of proportionate interventions that regulators can use, whilst saving the criminal for the worst offenders. The Law Commission's consultation on de-criminalising regulatory enforcement is another example of some of the radical thinking being commissioned by Whitehall. The radical changes to local health provision (GP commissioning and the abolition of the PCTs,) and returning public health to local authority control offer some opportunities to the service going forward for wider engagement and for taking up commissions in areas around healthy eating, alcohol control and underage sales. This will inevitably facilitate close working between regulatory and health professionals for the benefit of the local community. Appendix 6 contains a short SWOT analysis highlighting some of the potential impacts that the changes at national level may have.

The internal agenda for many public bodies has been one of creating efficiencies for some time and this is now supplemented with delivering savings. The austerity measures are obviously impacting on partner authorities and other local services. There is a risk that organisations will focus too much on how to deliver their own savings without looking at the wider possibilities of delivering cost reductions through closer working and integration. Policing provision is likely to be cut, which may impact on our ability to deliver on some of the shared crime and disorder agendas. Local policing teams have worked closely with regulatory staff on issues around the night-time economy and underage drinking. We will only see whether policing input becomes more limited once the cuts take effect. We would expect to see some elements of business fraud being referred to the service that might normally be picked up by Police Economic Crime Units and we would also expect to see continuing or expanding issues with the "informal economy" as limited incomes may lead to an increased willingness to buy counterfeit or contraband products.

The operating environment at a local level has yet to respond fully to the government's commitment to move away from national indicators and focus more on outcome measures. All partners are currently facing tough choices and using a variety of methodologies to identify where savings can be made. WRS needs to be in a position to respond to these demands. Going forward, the localism agenda has huge potential for changing both local priorities and approaches to service delivery. The proposed freedoms that may come with a power of general competence will offer partners much wider options for both delivering service and generating income. All of these factors will be taken into account when we go through the System's Thinking process, however, the service's current priorities remain shaped by the various district and county council strategies around Health and Well-being, Community Safety, Economic Development and Environmental Control/ Protection. The latest developments in these areas, the creation of the Local Enterprise Partnership and the DEFRA-sponsored Total Environment pilot, are seen as key drivers for change that the service has taken steps to engage with.

PRIORITIES

The Service has five key priorities agreed by the Joint Committee, reflecting the local agendas around Health and Well-being, Community Safety, Economic Development and Environmental Control/ Protection. These demonstrate the service's contribution to the wider community agenda, reflecting as they do the themes of the Worcestershire Sustainable Community Strategy (see appendix 5 for further information.) Whilst business regulation remains at the core of what we do, the service will actively demonstrate the impact it can have on broader community needs. The five key priorities are as follows:

- **PROTECTING PUBLIC HEALTH & SAFETY**
- **MINIMISING CRIME & DISORDER**
- **SUPPORTING CONSUMERS, BUSINESSES AND ECONOMIC DEVELOPMENT**
- **PROTECTING THE ENVIRONMENT AND TACKLING THE EFFECTS OF CLIMATE CHANGE**
- **PROVIDING A GREAT SERVICE THAT OUR CUSTOMERS WANT**

FINANCE

Note re Finance : The Joint Committee will consider a revision to the Budget Projections for 2011/12 – 2013/14 at the meeting on 28th February 2011. The revised statement will be included in this plan once approved by the Joint Committee.

In the following months officers will work with the Host's Finance Team to ensure clarity of financial information across service areas. Licensing will be particularly important because of the legal controls imposed on local authorities that require most elements of licensing to be charged for on a cost recovery basis. We will ensure that we can provide a clear indication of how much it costs the service to deal with relevant elements of licensing so that we can support partners should they be challenged in relation to the levels of fee being required.

The forecast £295k carry-over from 2010/11 together with the remainder of the approved funding as detailed in the Business Case will be used to support any necessary severance costs that arise during the transformation process. We also intend to manage any vacancies that arise during the year to deliver further required savings. Obviously we need to ensure we have resources to deliver the service, and the significant initial reduction made during 2010/11 has taken us towards our initial target reduction. Currently, it is anticipated that that further savings may be made through:

- Potential consolidation of contracted services e.g. pest control, dog wardens
- Reduction of payments relating to car allowances and essential car user payments, as currently proposed by the Host Authority
- Further staff reductions (through natural turnover where possible) following the impact of transformation processes
- Increased income generation for example, the opportunities that the public health white paper may bring, Working with partners to release capacity and/ or deliver functions more efficiently.

As part of the service budget provision there is a significant element of cost that relates to purchase of external support and advice. The allocation of budget to this area includes funding associated with fees for contracted out services like dog wardens, pest control, on-going commitments to air quality consultants and the analytical costs of samples submitted to Worcestershire Scientific Services for the testing food and consumer products. The service's use of expert witnesses, for example for the forensic examination of computers used in counterfeiting, or of unroadworthy vehicles sold by local traders would fall within this definition, as would the use of local farming contractors to care for animals taken into protective custody by the Animal Health team. In some circumstances this type of expenditure may be recoverable through legal process however we are reliant on the Courts in such circumstances. Officers will continue to ensure that all opportunities for reducing costs, whilst ensuring quality of provision, are considered.

As approved within the Business Case, all income remains with the participating authority and therefore the service operates at a gross expenditure level and no account for income is attributed to the service.

The initial set up costs for the service were approved in the Business Case to include:

- Severance Costs (redundancy and retirement) - £718k
- General Set up £23k

In addition, the agreement on the funding of Capital Expenditure to improve service resilience and to ensure that the systems support the most efficient working practices was approved. The costs have been allocated over a 5 year period to be met from participating authorities and include funding for a new management information system, integration costs and support for redesign of systems. The costs have been partially offset by a RIEP grant of £270k.

The cost of the transformation programme is budgeted at £150,000. We are engaging with Vanguard, the leading exponents of Systems Thinking in the UK to begin the process at a cost of approximately £56,000. Following this we will review the need for further input based on the needs of the service and our ability to deliver what is required. The Chief Executives Group, the

Management Board and Joint Committee will be provided with training on the potential that Systems Thinking offers and their views on further development will be taken into consideration when we look at the full change programme.

The allocation to each Council for the relevant capital costs is :

Partner capital contributions - Approved within Business Case	2010/11- 2015/16 £'000
Bromsgrove	132,402
City	155,901
County	366,017
Malvern Hills	123,813
Redditch	131,678
Wychavon	222,817
Wyre Forest	133,868
Total	1,266,496

Audit arrangements

The Internal Audit Service will be provided under the current WETT 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.

The External Auditors (Audit Commission) of the Host Authority will provide an Audit opinion of the Joint Arrangement as a separate entity to the Host. The Financial Statement of Accounts will be presented to the Joint Committee in June for approval within the Statutory deadline.

ACTIVITIES

The activities in appendix 2 will give an indication of the type of work that the service will be undertaking during 2011/12 to deliver on our priorities. More detailed plans will be developed for 2012/13 and beyond based on the outcomes of the Systems Thinking Approach. We will involve members in the development of this, but it will be based on the customer demands identified by the process. We intend to work with the staff during the run up to April 2011 to develop a more detailed operational work programme outlining inspection and related intervention activities, sampling activities, projects and other activities that will contribute to the identified outcomes to supplement the work identified here. Managers will monitor the performance of teams on a regular basis and we will report on progress to the Joint Committee and partners on a quarterly basis to ensure activities receive the level of scrutiny necessary to help build confidence in the new service.

OUTCOME MEASURES

The activities outlined in the tables in appendix 2 below are aimed at delivering a range of outputs however they are focused on a relatively small number of common outcomes that will reflect the success of the service. Some of these are generic whilst others are specific to particular activities. We have identified the outcomes that we believe our activities can either deliver or support against each priority area however our impact in some areas is difficult to quantify. We believe that the measures indicated below will give members the confidence that the service is performing well and contributing to the wider local agenda. These will change as the Systems Thinking approach begins to transform the service and future measures will be more around measuring our response to demand and customer need rather than local or national indicators. This is very much in line with government thinking. Appendix 3 details the service's response standards.

Aspect Measured	Outcome Required
Business Satisfaction	Achieve/ maintain overall business user satisfaction at 85% or above
Consumer/ Client Satisfaction	Achieve/ maintain overall consumer/ client satisfaction at 85% or above
Business Compliance	Achieve/ maintain rate for businesses being broadly compliant with regulatory requirements, following a range of interventions, at 90% or above
Improvements in performance of Food Businesses	80% of zero and one star food premises moved to a rating of 2 stars or better.
Improve performance of licensed alcohol sellers	Maintain off-sales failure rate for test purchasing below 10% Reduce on-sales failure rate for test purchasing below 25%
Contaminated Land	Identify 100% of contaminated or potentially contaminated land sites within Worcestershire
Improved consumer confidence	75% of consumers using the service feel better equipped to deal with problems themselves in the future

STRUCTURE

The structure of the new service is outlined at appendix 4, including the main operational issues being dealt with by each team. The total number of posts within the service has fallen from 151FTE on 1st June 2010 to approximately 128FTE at the beginning of 2011. Going forward, we are anticipating that there may be further reductions, although we would look at a number of options for off-setting this rather than just focus on further job cuts. The structure is based on focusing resources on our key customer groups whilst being reflective of the approximate proportions of officers previously being used to deliver these functions. The Community Protection team will pick up the major issues raised by members of the public (e.g. nuisance, fair trading issues.) The focus of the Business Compliance team will be on those matters most likely to be raised by business, including technical issues around legal metrology, food and product safety. The Centralised Services team has two major elements. One element will deal with the most technical aspects of pollution control that can impact on both the public and businesses (air quality, contaminated land, etc.) The other will pick up all matters relating to businesses involving animals (e.g. farms, livestock markets, pet shops, etc,) both supporting these businesses and protecting the community from the potential ravages of diseases like Foot and Mouth. Finally the Licensing Team will process applications and support the decision making processes of our local Committees and the Support Services team will provide efficient back-office support to the operational teams.

The structure is not based on the traditional professional divide between Trading Standards and Environmental Health because customers do not recognise this and we want to provide a flexible service that addresses customer needs. This does however mean that there are significant training implications for the service in delivering the kind of multi-functional officers that our customer want to deal with. The approach to this is outlined below.

TRAINING AND DEVELOPMENT OF MULTI-FUNCTIONAL TEAMS

The training budget will need to be maintained at its current level certainly in the early years of the service to allow the development of the staff and to facilitate the integration of the professions. This equates to approximately £700 per professional officer employed in the service. This will allow us to create flexible, knowledgeable officers who can deliver the widest possible range of services to customers. This will allow many businesses to have a single contact for advice and support from the service, which businesses across the country have clearly articulated as one of their needs. The staff development process will be based around the Host's arrangements. We will utilise the RDNA (Regulators Development Needs Analysis) tool currently being developed through LBRO (Local Better Regulation Office,) This toolkit will help us to identify the skills and knowledge required, based on core competencies, to undertake the work of the service. From this information, personal training and development plans will be drawn up to ensure staff are properly trained and qualified to a level that matches customer demand. A service-wide training plan will be developed in order that activities can be prioritised and value for money achieved using the allocated budget.

Year one will see a significant level of investment in training around Systems Thinking for staff and managers. We will use the nominated Change Champions to assist with the process to reduce the need for external input into this and we would expect this demand on the training budget to fall away in year's two and three leaving additional funding to focus on cross training. Towards the end of year one it is likely that we will incur some costs in relation to training on the new IT system. This is anticipated that this cost will be included in the package from the successful provider.

ACCOMMODATION

Following the agreement of the Management Board and the Joint Committee (25/11/10), Bromsgrove DC, as host, and Worcester City Council as property provider will enter into a 10 year lease agreement for WRS to move to a single accommodation at Wyatt House, The Butts, Worcester. The move to a single site together with the relinquishing of existing property costs will save an average of around £160,000 pa reducing our current expenditure by half. The savings will be front loaded by the negotiation of an initial 12 months' rent free period.

The ability to move to a single site will be made possible by flexible and mobile working by all staff for whom this is feasible. Operational staff will therefore work either at home, from home, or using various touch-down points around the County to reduce travel time and expenditure and to maximise their availability to our customers. 'Surgeries' will also be maintained for elected members to ensure that their contact needs will be met. For customers who would prefer to do so we can arrange face to face appointments at Hub Centres or at their own premises.

Fixed desks at Wyatt House will only be allocated to staff who have a permanent need for such. Flexi-desk working at Wyatt House will be available for the remainder of the staff.

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

INFORMATION AND COMMUNICATIONS TECHNOLOGY

Client Access to Systems

The long term ICT Solution for WRS, is based on the SunRay technology from Sun Oracle. Implementing a Sun Ray solution will allow the WRS systems to be available on low cost client hardware (Thin Client), via home networks, 3g networks, external networks and internal networks. This approach allows the maximum flexibility in remote and home working and is also supported by the Southern partners' investment in the SunRay technology. This technology will be implemented in early March, and will be available for Wyatt House.

In the short term solution we are utilising a mix of SunRay devices (new), Laptops (current assets), and PCs (current assets) to prove the access to the existing systems and the new network. This approach supports the Partners role out of SunRay access in the south, and the Citrix usage in the North. The applications hosted by Bromsgrove and Redditch (Orb and Email) will be accessed from either approaches.

Connection for Wyatt House

Wyatt House is forming part of the Bromsgrove / Redditch network via a 100mb circuit allowing a fast link between Wyatt House and the Server location. This connection will support the traffic for the computer systems and the telephony. This connection is expected to be available in May 2011.

To allow for usage of Wyatt House, and a small amount of resilience for the system, an ADSL circuit will also be provided to Wyatt House which will offer limited data and voice traffic from Early April 2011.

Cost Benefit Analysis

The system choice and the options for back office and front office are currently being reviewed by MGS (External consultants). This work is concentrating on the options available to WRS and matching this to the desired solution.

BUSINESS CONTINUITY

The severe weather again this winter and the ever present threat of swine flu and flu pandemic makes planning for such eventualities a real priority. Over the next 12 months the service will develop plans on how we will operate should any of these foreseeable eventualities occur. Even issues like a wide-spread IT failure would have the potential to cause difficulties for our staff and their flexible working patterns. Also, as the lead local authority body for disease outbreaks, it is important that the service is prepared and that staff understand their roles in dealing with such an event. In the meantime, existing arrangements remain in place.

We will develop a priority plan that will outline what elements of service are essential and must be maintained at all times, and what elements would need to be restored within set time periods i.e. 24 hours, 3 days, 7 days, longer, and the levels of staff required to deliver these activities. These will be linked into partner business continuity plans. This should ensure that we are able to continue to provide services when these problems arise.

TRANSFORMATION

The service's intention is to apply Systems Thinking principles to review the activities that we undertake and the way in which we do them. This process will involve a root and branch review of the service's activities focusing on what customers really want from the service. There will be some constraints because of the nature of some of the work we do (legal process, statutory requirements, etc) however, there is the potential for change in many areas and our view is that this will help us to deliver the savings required. The Service's Management Team has agreed to adopt the Vanguard approach to transformation at least for the initial period of the work. This will involve a fundamental redesign of the service, moving the strategic focus of the organisation to the customer and giving clarity of purpose.

Operationally it will mean leaders paying attention to measures that help and guide in the attainment of purpose, understanding demands presented into the system, knowing what matters to our customers in respect of those demands and then re-configuring processes, roles and structure to deliver the service in the most lean and effective way.

There are several key principles to this proven method for transformation:

- Leaders lead the change personally. This means a commitment of time and effort, understanding and challenging the underlying assumptions about how organisations are managed, solving problems that the intervention throws up, modeling behaviour and giving support throughout the intervention and ongoing thereafter;
- It is not merely a 'process improvement' exercise. As well as tackling the work, the approach will lead to changes to measures (replacing targets), roles, structure, and the role of support teams, strategy development and the service's approach to change;
- There is a clear and important dependency between the speed and commitment of leadership and staff in the learning and change process and realisation of benefit;
- The core of the transformation design is enabling informed choice - change based on knowledge. It is an emergent process so to have too rigid a plan would be counterproductive;
- The approach centres on the importance of managing Value as opposed to Cost. These ideas are counter-intuitive to many managers but it is crucial that they are understood, especially in terms of the Finance Team's focus.

We intend to involve Elected Members, Chief Executives and the Management Board in this process, so that everyone has a clear understanding of the direction of travel for the service. Adopting the Systems Thinking approach will mean moving away from many of the traditional output targets that we use and front line officers will have greater responsibility for taking decisions on what action is required as they are closest to the customer. This is likely to be a significant culture change for many of us and one that we do not under-estimate. However, in these financially constrained times, we believe that applying this approach will give us the best opportunity to continue to deliver the things that matter. A plan of the process is included at appendix 7.

PARTNERSHIPS

The importance of the seven partners is recognised and we will continue to maintain our existing interfaces with other elements of the partner authorities 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. Closer partnership working with a range of professional and community groups are seen as key to further developing the service to deliver the outcomes required. Key partners for engagement will include:

- West Mercia Police
- The Environment Agency
- The Health and Safety Executive
- Local Partnership bodies e.g. District Crime and Disorder Reduction Partnerships (often known as Community Safety Partnerships,)
- Consumer Direct and Citizens Advice Bureaux
- Primary Care Trust

Existing links to these bodies will be maintained, along with our commitment to other groups formed below the Worcestershire Partnership. We will continue to support both the regional and national networks for EH and TS groups (e.g. CEnTSA,) and look to improve this to ensure the efficient co-ordination of service delivery.

CONSULTATION/ ENGAGEMENT

It is recognised that, as we move through the Systems Thinking process, there will be a need for wide ranging engagement and consultation with customers and stakeholders. We will develop a Customer/ Stakeholder engagement plan as part of this process.

RISKS

The table below indicates key risks for the service going forward into 2011/12. Some of these will involve making plans with various partners on how to respond to the changing delivery landscape. Others will require us to maintain vigilance and ensure our business continuity plans are robust. The Management Team will develop a risk register that will be formally reviewed twice per year. Risk will become a standard agenda item for Management Team meetings and managers will be tasked with identifying upcoming threats and opportunities.

Aspect	Issue	Impact	Mitigation
Business Risk	Too many divergent demands from partners	Service is unable to streamline delivery and therefore struggles to deliver within cost envelope	Communication of issues to Joint Committee and Management Board
Business Risk	Picture of transformed service is not politically acceptable	As above	Communication of issues to Joint Committee and Management Board
Business Risk	Staff reductions reach a point that model is unable to deliver agreed service level	Service cannot achieve levels in SOPR or deliver equivalent outcomes	Communication of issues to Joint Committee and Management Board
Business Risk	Food Standards Agency is giving consideration to alternative approaches to delivering food safety including a nationalised service	Potentially responsibility for delivering this element of service could be removed from local government responsibility. The financial impact on the service should this happen is currently unknown	Monitoring of developments and contributing to relevant consultations Communication of issues to Joint Committee and Management Board
ICT Risk	Insufficient resource is made available to support transformation, or wrong resource is provided	ICT infrastructure is not delivered to support new ways of working	Communication with ICT and accurate specification for high and low level user requirements
Operational Risk	Major incident or disease outbreak occurs	Excessive staffing reductions lead to service inability to deliver incident/ disease control and continue operations in other areas	Cross training within service to give flexibility combined with cross border warranting with neighbours
Operational Risk	Abolition of Consumer Direct for April 2012 and transfer of function to CABx.	Direct supply of intelligence and complaints lost. Need to build new relationship with CABx	Maintain relationship with CAB and use outcome of Systems Thinking to determine approach
Operational Risk	LGA closure of LG Regulation support mechanisms	Significantly more time must be allocated to continued co-ordination activities	Continue to support and further develop exiting Regional/ National structures
Operational Risk	Change in government policy/strategies that impact on WRS	Core business of Regulatory Services may change	Maintain watch on parliamentary developments

APPENDIX 1: REGULATORY SERVICES BUDGET TABLE 2011/12

NOTE : A REVISED BUDGET PROJECTION FOR 2011/12-2013/14 IS TO BE PRESENTED TO THE JOINT COMMITTEE FOR APPROVAL ON 28TH FEBRUARY 2011. WHEN APPROVED THE REVISED BUDGET WILL BE INCLUDED IN THIS PLAN

APPENDIX 2: ACTIVITY TABLES

PRIORITY: PROTECTING PUBLIC HEALTH AND SAFETY		
Key High Level Outcomes: <ol style="list-style-type: none"> 1. Reduced incidence of food poisoning 2. Improved public awareness of food safety issues 3. Improved Public Health & Well-being 4. More compliant businesses 5. Reduced hospital admissions and changed attitudes to smoking, healthy eating and sensible drinking, 6. Reduced deaths/ injuries/ illness caused by work and incidents of infection (e.g. legionella) are controlled 		
Key Activity	Headline Output Targets	Outcome
Conduct risk based/ intelligence-led visits to ensure compliance with relevant legislation	Inspect 100% of High Risk Food Premises. Use alternative enforcement activities to improve broad compliance rates at other businesses	Achieve/ maintain a rate of broad compliance at 90% or above. 80% of zero and one star food premises improve their rating to 2 stars or better
Undertake intelligence led and initiative based food sampling activity	Take 550 food samples/ 30 Feed samples for analysis or examination	Ensure food/ feed being offered for sale is accurately described and fit for consumption/ use
Provide Food Businesses with advice and education	Respond to 95% of requests received within service standard timescales	Achieve/ Maintain business satisfaction at 85% or better
Investigate Food complaints	Respond to 95% of requests received within service standard timescales	Achieve/ Maintain customer satisfaction at 85% or better
Investigate complaints regarding tobacco issues (underage/ counterfeit, smoke –free, etc)	Respond to 95% of requests received within service standard timescales	Achieve/ Maintain customer satisfaction at 85% or better
Test purchase tobacco from all persistent problem outlets using underage volunteers	Use test purchasing at 100% of identified persistent problem outlets	Maintain tobacco sale failure rate below 10%
Food Hygiene Rating System	Maintain current Scores on the Doors system and review in light of proposed national system	Supporting consumers to make informed choices

PRIORITY: REDUCING CRIME AND DISORDER

Key High Level Outcomes

1. **Reduction in public nuisance associated with licensed premises, alcohol-fuelled crime/ disorder and ASB**
2. **Reduced under age sale of age restricted products including alcohol, and the resultant nuisances**
3. **Improved customer confidence in the safe use of taxis**
4. **Reduction in doorstep crime and associated increase in older people feeling safe in their homes**
5. **Reduced level of counterfeit items being supplied in Worcestershire**
6. **Proceeds of crime removed from offenders and re-invested in the Community**
7. **[Environmental crimes???**

Key Activity	Headline Output Targets	Outcome
Processing of license applications (Alcohol, Hackney, Private Hire, etc)	Process 100% of application for premises and personal licenses within required timescales	Achieve/ Maintain business satisfaction at 85% or better
Investigate complaints regarding alcohol related issues (underage sales/ counterfeit/ contraband)	Respond to 95% of requests received within service standard timescales	Achieve/ Maintain customer satisfaction at 85% or better
Test purchase alcohol from all persistent problem outlets using underage volunteers	Test 100% of premises identified as problematic Retest 100% of premises that sell on a first test within 3 months of the initial failure	Maintain test purchase failure rate at below 10%
Investigate Licensing complaints (breaches of conditions, conduct of license holders, etc)	Respond to 95% of requests received within service standard timescales	Achieve/ Maintain customer satisfaction at 85% or better
Intelligence led multi-agency exercises looking at vehicle safety/ compliance	Undertake at least 4 sessions	Ensure the safety of users of these vehicles
Protecting older and vulnerable people from Rogue Trading	Respond to 100% of doorstep crime incidents following protocol Share all intelligence with police and regional intelligence unit Provide support to 100% of training opportunities for relevant partners	Contributes to the measures around older people feeling safe in their homes
Tackling the sale of counterfeit/ contraband goods across the county	Recorded value of goods seized	Reduce availability of counterfeit goods in local markets

PRIORITY: SUPPORTING CONSUMERS, BUSINESSES AND ECONOMIC DEVELOPMENT

Key High Level Outcomes

- 1. Reduction in ill health / sickness absence arising from accidents in the workplace**
- 2. Reduced risk of animal disease outbreaks and improved animal welfare**
- 3. Create better educated, more aware Consumers, who are more confident and make better informed choices**
- 4. Reduced number of complaints about businesses in Worcestershire, improving the local economy,**
- 5. Financial savings for consumers and increased income for legitimate businesses**
- 6. Supporting businesses to develop further, increase profitability and improve the local economy**

Key Activity	Headline Output Targets	Outcome
Conduct risk based/ intelligence-led visits to ensure compliance with relevant legislation	Inspect 100% of High Risk Non-Food Premises (including Animal Health related businesses) Use alternative enforcement activities to improve broad compliance rates at other businesses	Achieve/ maintain a rate of broad compliance at 90% or above
Undertake intelligence led and project based non-food sampling activity	Take 120 non-food samples for analysis or examination (e.g. safety of products, claims, etc)	Ensure products being offered for sale are safe to use and accurately described
Provide Non-food Businesses with advice and education, including licensed premises and others involved in the Night-Time Economy	Respond to 95% of requests received within service standard timescales	Achieve/ Maintain business satisfaction at 85% or better. Promote the Night-time Economy
Investigate H&S, Metrology, Consumer Safety, Animal Health and similar complaints	Respond to 95% of requests received within service standard timescales	Achieve/ Maintain customer satisfaction at 85% or better
Provide facilitation in disputes between customers and businesses where input may assist resolution	Total value of goods in facilitated complaints to exceed £500000	Achieve/ Maintain customer satisfaction at 85% or better
Respond to any disease outbreaks (e.g. Legionella, Foot and Mouth, etc)	Respond to 100% of requests received within service standard timescales	Reduced impact of outbreaks on local economy/ health

PRIORITY: PROTECTING THE ENVIRONMENT AND TACKLING THE EFFECTS OF CLIMATE CHANGE

Key High Level Outcomes

- 1. People feel safe in their environment**
- 2. Reduced environmental emissions leading to reduced environmental damage**
- 3. Reduced nuisance arising from businesses and relevant domestic premises**
- 4. Widened scope for brown-field development through reduced area of contaminated land**
- 5. Reduction in waste caused by excessive packaging and consequent reduction in environmental impacts**

Key Activity	Headline Output Targets	Outcome
Investigate complaints relating to statutory nuisance (e.g. noise, smoke, smells, etc)	Respond to 95% of requests received within service standard timescales	Achieve/Maintain customer satisfaction at 85% or better.
Issue permits to relevant businesses for local authority enforced industrial processes covered by the Environmental Permitting regime	Issue 100% of permits within statutory timescales Inspect 100% of permit holding premises within their risk based time periods. Respond to 95% of requests received within service standard timescales	Achieve/Maintain business satisfaction at 85% or better
Contaminated Land	Respond to 95% of requests/referrals received within service standard timescales Ensure all Contaminated land strategy specific targets, (and in particular high risk sites), have been identified and are either completed or on target	Robust and documented assessment of all known contaminated or potentially contaminated land sites across Worcestershire
Assessment of referrals from Planning Services across the partner authorities having a potential for any adverse environmental impact	Assess all planning applications within the service standard timetables, providing comments and advice to the relevant development control sections of Planning services	Timely advice to enable the determination of any potential environmental impacts. All potential adverse effects including relevant climate change implications are addressed
Total Environment Project	Work with other Regulators such as EA, Planning enforcement, etc to explore opportunities for coordinating approaches to environmental issues through e.g. sharing intelligence/data, cross warranting, joint training, joint prioritisation etc	Better joined up and co-ordinated approach to relevant issues

PRIORITY: PROVIDING A GREAT SERVICE THAT OUR CUSTOMERS WANT

Key High Level Outcomes:

- 1. Greater public awareness**
- 2. Getting it right first time so, where possible, we deal with customers through a single contact**
- 3. Enabling customer access to services by their chosen means**
- 4. Provide consistent, high quality service**
- 5. Joined up activities so service is seamless**
- 6. Having engaged and satisfied staff who have the right skills, tools and support**
- 7. Satisfied customers and reduced numbers of complaints**
- 8. Improved public contentment with their neighbourhoods**

Key Activity	Headline Output Targets	Outcome
Deliver great customer service	Complete the application of systems thinking to all areas of service delivery	Levels of customer satisfaction (both business and consumer) are maintained or improved
Deliver great customer service	Maintain ISO9000 accreditation for metrology elements of service delivery	Maintain or extend customer base for calibration and related services
Attend relevant events to promote the activities of the Service and use relevant national publicity opportunities to engage with the public to develop a picture of what customers want	Planned activities/ events e.g. Three Counties Show, National Food Safety Week National Consumer Week	Improved service profile, greater public awareness and wider range of access channels for customers
Maintain and extend staff competencies to allow individuals to undertake wider ranging activities	Develop a competency based framework to identify the skills and knowledge required to ensure staff are competent. Work towards compliance with relevant guidance e.g. FSA Code of Practice, HSE Section 18 Guidance, etc	Ensure highly competent staff are available to deliver excellent services

APPENDIX 3: SERVICE STANDARDS

SERVICE RESPONSE STANDARDS		
<p>We aim to respond to all letters within 7 working days, or tell you if it's going to take longer. We aim to answer emails within 1 working day, or tell you if it's going to take longer. We aim to answer the telephone within 15 seconds We aim to see you within 15 minutes, or tell you if it's going to take longer. We aim to deal with 80% of enquiries, so that you do not have to speak to numerous different officers to have your problem resolved. We will be friendly, helpful and attentive. We will avoid jargon and explain technical terms. We will respect people's differences, and treat everyone fairly and to the same high standard. We will not make promises that we cannot keep. If you need special help, for example because you have a disability or any other special needs we will: Arrange a home visit by the appropriate person if you are housebound or disabled and we cannot resolve your enquiry in any other way; Arrange for leaflets, letters or other information to be available in large print or on audio tape/CD;</p>		
SERVICE REQUEST STANDARDS:	STANDARD	TARGET
Emergency response - (Imminent risk to public safety / health / environment/ serious offence etc- Refer to Service Response Definitions Table)	Immediate	100%
Priority 1 - [High / Urgent response - Potential for significant risk to public safety / health / environment/ serious offence etc- Refer to Service Response Definitions Table)	Same working day	95%
Priority 2 [Medium response] - General service requests- (Refer to Service Response Definitions Table)	Within 3 days	90%
Priority 3 [Low response] Intelligence from the public, provision of advice and information * - Refer to Service Response Definitions Table	Within 10 days	90%
Complaint resolution / Case review	Within 12 wks	90%
LICENSING SPECIFIC STANDARDS		
Appointments for tests, inspection of vehicles, and assistance with applications (working days, where a slot is available)	Within 5 days	95%
Determination of application or decision to refer to hearing (working days from receipt of all completed application forms and reports, and conclusion of inspections and works)	Within 10 days	95%
Issue of notice of decision/determination (working days)	Within 1 day	95%

ADDENDUM

- **Statutory time limits will be met where required**
- ***Does not apply to Freedom Of Information Requests (FOI) or Environmental Information Requests (EIR)**

DEFINITION

“Response” = Advice or information provided by professional officer via telephone, visit, letter, email etc. [this would not include message taking]

SERVICE DEFINITIONS TABLE			
EMERGENCY RESPONSE (Imminent risk to public safety / health / environment/ (Imminent risk of serious offences being committed / targeting of vulnerable victims)	PRIORITY 1- URGENT (Potential for significant risk to public safety / health / environment.) (Potential for serious offences to be committed)	PRIORITY 2 - MEDIUM (General service requests)	PRIORITY 3- LOW
<p>To include:</p> <ul style="list-style-type: none"> - Competent authorised officer to be contactable in the event of an emergency out of normal office hours and will consider whether further action is required - Response to emergencies as defined in Civil Contingencies Act / Partners Emergency plan e.g. flooding, etc - Major food poisoning incident, notifiable animal disease outbreak, major communicable disease outbreak - Fatality in the workplace/ LA H&S enforced premises' - Doorstep Crime incident where trader is still on premises 	<p>To include:</p> <ul style="list-style-type: none"> - sounding burglar alarms - overflowing sewage - stray dogs - other major accidents / dangerous occurrences (work related) - communicable disease outbreak notification - Itinerant Trader with counterfeits goods operating on local market - Unsafe product with potential to cause fatality or serious injury - Food Alert involving serious hazard - Other complaints where there is an urgent need to secure either the evidence or the perpetrator 	<p>To include:</p> <ul style="list-style-type: none"> - Response to complaints where public safety / health / environment damage is not at significant risk - Response to complaints regarding established traders where the evidence is either not mobile or unlikely to move, where any safety implications are limited, or there is no immediate risk of loss of statutory rights - Specific response / provision of advice to businesses 	<p>To include:</p> <ul style="list-style-type: none"> - Responding to intelligence information from the public - General provision of advice / information - Complaints where the offence is minor and there is no pattern of previous problems of this nature at the business concerned

APPENDIX 4: STRUCTURE

Head of Regulatory Service: Steve Jordan

Business Manager: Simon Wilkes (NB: Two vacant posts at this level)

Community Protection <u>Team Managers</u>	Business Compliance <u>Team Managers</u>	Central Operations <u>Team Manager</u>	Licensing <u>Team Manager</u>	Support <u>Team Manager</u>
<p>Lisa Roberts (East) Geoff Carpenter (West)</p> <p><u>Senior Practitioners</u> Louise Burns Pete Holmes John Dell Richard Williams</p> <p>Complaint Investigation re:</p> <ul style="list-style-type: none"> • Consumer Complaints • Underage Sales • Doorstep Crime • Internet Crime • Informal Economy • Counterfeiting and Scams • Rogue Trading • Street Trading • Private Water Supplies • Nuisances • Consumer Advice • Redress Facilitation • Civil Enforcement • Drainage, Etc • Environmental Permitting • Public Burials/Exhumations Enforcement • Alcohol and Taxi Licensing <p>6 FTE: TS Officer /EH Officer, 21.8 FTE: Technical Officers 2 FTE: Technical Support Officers 2 FTE: Admin/ Clerical Officers</p>	<p>Anita Fletcher (East) Chris Phillips (West)</p> <p><u>Senior Practitioners</u> Amanda Carpenter Ian Keagle Mark Strain Sally Harber Helen Cameron</p> <p>All Risk Assessed Inspections and Sampling</p> <ul style="list-style-type: none"> • Food & Feed • Fair Trading • Product Safety • Metrology • Health and Safety • Petroleum and Explosives • Infectious Diseases • Food Poisoning • Accident Investigation • Health and Wellbeing • Education and Award Schemes • Home Authority • Regulatory Awareness • Training • Accident Investigations <p>14.1 FTE: TS Officer /EH Officer, 16 FTE: Technical Officers 2 FTE: Technical Support Officers 2 FTE: Admin/ Clerical Officers</p>	<p>Andy Ferguson</p> <p><u>Senior Practitioners</u> Andy Williams Mark Cox</p> <ul style="list-style-type: none"> • Animal Health and Welfare • Dog Warden • Pests • Enforcement of Licensing Conditions for Animal Businesses • Animal By-Products • Contaminated Land • Air Quality • Private Water Supplies • Planning Consultations <p>9 FTE: Technical Officer, 2 FTE: Dog Wardens 2 FTE: Pest Control Off, 3 FTE Technical Support Officers 0.6 FTE Admin/ Clerical Officers</p>	<p>Mark Kay</p> <p><u>Senior Practitioners</u> Susan Garratt Niall McMenamin</p> <p>All Licensing Functions other than Enforcement (Including Petroleum and Explosives)</p> <p>7.6 Technical Officers 1.6 Technical Support Officers 1.8 Admin/Clerical Officers</p>	<p>David Mellors</p> <ul style="list-style-type: none"> • HUB Liaison • Quality Assurance • Business Transformation • Policy Development • IT Support & Data Control • Performance Monitoring • Training and Development • Communications • Legal Admin • Administrative Support • Finance/Grants • Business Continuity • Trader Register • Intel Monitoring • Public Information/Registers • Health/Wellbeing Co-ordination • Risk Management <p>7.4 FTE Technical Officer equivalents 3.4 Admin/ Clerical officers</p>

APPENDIX 5: LOCAL STRATEGIC PARTNERSHIP THEMES

The overall themes for the Worcestershire Sustainable Community Strategy are as follows:

- **Communities that are safe and feel safe**
- **A better environment for today and tomorrow**
- **Economic success that is shared by all**
- **Improving health and well-being**
- **Meeting the needs of children and young people**
- **Stronger communities - covering a range of issues including housing, culture and volunteering**

Redditch, Bromsgrove, Wyre Forest and Wychavon have all used these themes directly within their own sustainable community strategies. Each has a different set of priorities that reflect the needs of those communities, but under the umbrella of the county-wide themes.

Worcester City has taken a slightly different approach in that the Sustainable Community Strategy from the Worcester Alliance links the following headers to the themes of the county-wide strategy:

- **Communities that are safe and feel safe**
- **Health and wellbeing**
- **The Environment**
- **Children and Young People**
- **Economy and Transport**
- **Housing and Development**
- **Volunteering and the Community**

A number of priorities exist below these, but these reflect the county-wide strategy. Malvern Hills has gone slightly further in that the three key priorities for their Sustainable Community Strategy are:

- **Protecting Our Environment and Tackling Climate Change**
- **Meeting local Housing needs**
- **Improving Economic Viability**

The Malvern Hills District Council strategy also identifies the following as being central to the wellbeing of the people who live and work in the district. This is a different approach compared with the other districts but varies only slightly from the overall county-wide approach:

- **Stronger Communities**
- **Improving Health and Wellbeing**
- **Meeting the Needs of Children Young People Communities that are Safe and Feel Safe**

APPENDIX 6: SWOT ANALYSIS ON IMPACTS OF THE BIG SOCIETY AND OTHER GOVERNMENT POLICIES

<p>Strengths</p> <ul style="list-style-type: none"> • Large team provides better resilience to impact of cuts • One service limits local inconsistency, one of business's greatest criticisms of local regulation • Pooled resources can deliver key messages to businesses county-wide e.g. identical website information but labelled as if from partners • Single service is better able to bid for the limited funding available locally, regionally and nationally • Service and professions have good links to local and regional bodies and is well respected • National priorities being re-drawn along the outcome lines identified by the service 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Regulation frequently portrayed as barrier to enterprise instead of protection • Co-regulation approaches are based on assumptions about the good-will of businesses that may not be universal • Loss of national performance framework may lead to varying demands from partners, which may make delivery more difficult • Loss of LG Regulation will force local authorities to provide alternative forms of co-ordination • GP commissioning widens number of targets for funding access rather than single health commissioning PCT • Local authority cuts may undermine third sector ability to pick up work e.g. CABx takeover of consumer advice
<p>Opportunities</p> <ul style="list-style-type: none"> • Increased voluntarism may increase pool of people willing to provide support in communities (e.g. Consumer Champions, Lorry Watchers,) • Authorities may be looking to join the partnership because of their budget situations • Elements of service delivery may be available to bid for, increasing opportunities for generating income • Developing civil sanctions agenda may give more flexible approach to enforcement 	<p>Threats</p> <ul style="list-style-type: none"> • Imposition of further controls on use of powers may limit ability to respond to criminality • Localism may lead to perception of increased inconsistency for businesses • Partner budget reductions may mean further cuts required • Current level of service to be delivered by CABx following Consumer Direct abolition is unknown. Will service need to step in? • GPs have limited experience interacting with EH/TS compared with PCT officers • Cuts in policing may limit joint impacts on criminal behaviour and ASB • Civil sanction regime may turn out to be as difficult and more expensive, to pursue than criminal action

APPENDIX 7: WORCESTERSHIRE REGULATORY SERVICES' APPROACH TO TRANSFORMATION

1. System Leader (Management Team) Scoping (10 days)

Purpose: Leaders spending the necessary facilitated time in the operation.

Outcome: de-brief centered on the opportunity for improvement, the key levers for change, the main system conditions that are/would impact the service and planning for next steps.

2. Orientation Workshops (1/2 day workshops)

Purpose: Successful and sustainable service transformation demands learning and understanding across all areas of the system – from members, operational management and front line staff.

“Introduction to Systems Thinking Workshops” will be provided to engage a wider cohort of Stakeholders, Managers and Councillors.

3. Planning and Logistics; knowing the right thing to do (4 weeks)

Purpose: To ensure that the Transformation Plan is set up effectively.

Following Scoping detailed logistics can be put in place to commence the transformation work. This will include the design of the Check activities and learning workshops.

At this stage it is anticipated that following scoping, understanding customer demand and capability across the whole system will be undertaken as part of the initial Check but process analysis will focus on one of the most significant purpose systems in the Regulatory Services portfolio. Focusing leadership to change in one part of the system will not only deliver benefits quickly but also, crucially, help leaders learn how to change “end to end”. The need for subsequent external facilitation across the remaining areas of the service shall therefore be diminished.

4. Transformation; Check, redesign and make normal phases

Transformation needs to involve not only understanding new ways of working but also, crucially, new ways of leading and managing. To this end, a number of “parallel” work-streams (WS) are planned to ensure learning and engagement in the transformation across the leadership and management, as well as from the perspective of the end-to-end service user journey. These will span the Stages of ‘Check’, Redesign and Make Normal.

Summary of Proposed Work Streams:

WS1: Building the new “Top Team” Leadership Framework: scoping using the Top Team, planning and logistics for the next steps.

WS2 –Stakeholder engagement: Involving: Members & other key stakeholders

WS3 – Core System interventions: Detailed Check phase (4-6 weeks)

Purpose: To understand the “what and why” of current performance to be in an informed position to change to a Systems design & thereby improve performance.

Involving: key staff from across the “end to end” system under scope to build the blueprint for the new service delivery model. The issues associated with managing the “headroom” for key people to take part in this learning and change whilst managing to deliver day-to-day service will be addressed during the planning and logistics stage.

WS4 Local Management engagement: involving those not so far involved.

A wider cohort of managers / team leaders from across the service will need to be “familiarised” into the Systems approach as the new ways of working are rolled out.

WS5 Support Service engagement

Purpose: To ensure that support service are aligned to understand and support the emerging redesign

Involving: Selected staff from Finance, HR, IT, Audit etc.

WS6 Redesign phase (6-18 weeks)

WS7 - Make normal phase (1-6 months)

The transformation work will be completed within the agreed budget. Our approach is to place great emphasis on in-house leadership learning method to then complete check and redesign across the remaining demand and pro-active driven parts of the system. This will reduce the need for consultant support, thus developing our leaders, maximising the use of resources and providing sustainable capacity for improvement.