

Worcestershire  
**Regulatory Services**

*Supporting and protecting you*

# **Service Plan 2012/13**

# **Worcestershire Regulatory Services Vision**

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

## **INTRODUCTION**

This is the second formal annual service plan to be produced by Worcestershire Regulatory Services and the first since the co-location of all staff at Wyatt House in Worcester. 2011/12 was a very busy year for the new service which was complicated by various communication and IT issues which, hopefully, before the end of 2012/13 will be totally resolved. The report follows a similar format to the previous plan but with more emphasis on outcome measures compared with last year and with some of the detail in appendices that follow on from the commentary.

## **OPERATING ENVIRONMENT**

At the national level the external environment in which the Service operates continues to face unprecedented change. The Government continues to demand a less interventionist society where voluntarism is a strong feature and de-regulation is a key part of its agenda. This does however need to be balanced with the need to protect and support the most vulnerable in our society, ensuring our services are targeted, proportional and effective. There are a number of changes and government policy initiatives nationally that will affect the operation of WRS over the next 1- 5 years. The key issues are summarised in Appendix 2.

These changes and initiatives will be taking place at a time of continued austerity and the lack of available funding is likely to be a key to shaping the service going forward. The service is likely to face further funding reductions and will seek to minimise the impact of this where it can, however, there are unlikely to be many opportunities for income generation in the immediate future. The wider impact of poor economic performance may also be seen through increased cutting of corners by businesses as they seek to survive in this current tough environment and a growth in the informal economy as people seek to make their money go further by buying cheaper products, including counterfeit and contraband items. Hence, we may see a double impact of increasing demand for our services at a time when the resources for delivery are falling drastically.

The Government tasked the Local Better Regulation Office (LBRO) with developing Priority Regulatory Outcomes for England for local authorities to consider when undertaking their service planning processes. These are intended to replace the "Roger's Priorities," which were outlined some three years ago with the intention of providing local authorities with a list of the key areas where central government felt resources should be focused. Published in May 2011, the LBRO Priority Outcomes are 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**

These are very different from the Roger's priorities and reflect the developing agenda of localism. The aim of these priorities is to help local authority regulators demonstrate their links to the main corporate priorities of their parent authorities and, by being less prescriptive, to give those authorities a better opportunity to shape what is delivered to local need. They are not dissimilar from the priorities previously created by this service for this purpose and are inclusive of everything that the service delivers.

## **PURPOSES**

Following the initial application of the Systems Thinking approach to transform our service so it is more customer focused and, after a lot of consultation with them, WRS has now established 3 purposes which will be used to underpin the way in which the Service is developed and delivered in the future.

1. Help me resolve my problem.
2. I want to assume everything is ok.
3. Help me trade well.

These purposes are expressed in terms a customer might use and provide a focus for staff. They will form the basis for reporting performance of the Service focussed on outcomes and have been agreed by the Joint Committee. These purposes, combined with the priorities outlined by LBRO, encapsulate the Service's contribution to the wider community agenda, reflecting as they do the broad themes relevant to all partners. Some of the activities undertaken by the Service to deliver against these purposes are highlighted below.

## **TRANSFORMATION**

Worcestershire Regulatory Services' Leadership Team has continued to adopt the Vanguard approach to transformation. This involves a fundamental redesign of the service, moving the strategic focus of the organisation to the customer and giving clarity of purpose. Leaders have been encouraged to pay 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 are now moving in to the redesign phase of transformation; the process of re configuring processes, roles and structure to deliver the service in the most lean and effective way.

Throughout 2011 a pilot team has been experimenting on two major workflows (proactive and reactive) in the Bromsgrove area. The data collected has enabled us to assess how well these new flows are working and has informed our service redesign. We are now expanding this pilot by rolling in the new way of working to the Business Compliance and Community Protection Teams across the County. Those teams outside of the pilot have completed 'what matters' exercises to confirm the purposes previously identified above.

This transformation work will be expanded throughout 2012, with teams carrying out a series of 'mini-checks' of their systems. The various flows will be mapped out, the areas of value and waste identified and data collected to provide an understanding of the "what and why" of current performance. We shall then be in an informed position to redesign these service areas. The leadership team will consider the outcomes of these 'mini – checks' and, based on knowledge, agree a plan to roll-in the new flows across the service and thereby improve performance.

Through this approach we continue to develop our leaders, maximize the use of resources and provide sustainable capacity for improvement whilst our service becomes more focused on what matters to the customer.

Whilst the current focus is on delivering savings against the business case it is recognised that, as part of the transformation process, some sort of ‘value for money’ calculation needs to be made. This is very difficult with a systems thinking methodology being used for transformation but there may be some work around capability (resources), and costs associated with meeting purpose. It is planned to hold a workshop later in the year to look at this issue and identify how Value for Money can be reported against, to further support partners commitment to tackling the ongoing budgetary pressures.

### **OUTCOMES, ACTIVITIES AND MEASURES**

The outcomes outlined relate to a range of activities (What we will do!) and outputs, the success of which is measured by the suite of outcome measures listed. We believe that these measures will give Members the confidence that the Service is performing well and contributing to the wider local agenda whilst better reflecting what matters to the customer and are very much in line with Government thinking. A list of detailed activities, currently under construction, will sit below the main plan. Reports on the outputs and results of some of these activities will be provided for the Joint Committee during the year.

A full list of Measures appear in Appendix 3

	<b>OUTCOME</b>	<b>WHAT WE Will DO</b>	<b>PURPOSE (WHAT THE CUSTOMER WANTS)</b>	<b>NATIONAL PRIORITY</b>	<b>MEASURES</b>
1	More compliant businesses (IPPC, H&S, Food, Fair Trading, Licensing)	Provide businesses with advice and assistance using a range of channels.  Conduct risk based/ intelligence-led interventions with businesses  Better targeting of resources towards non-compliant businesses  Undertake intelligence led projects including sampling of various consumer products including food.	I want to assume everything is ok.  Help me trade well	<b>1, 2, 3 and 5</b>	% businesses meeting purpose at first assessment/ inspection  % of service requests where resolution is achieved to business satisfaction  % of food businesses scoring 0,1,2* at 1 <sup>st</sup> April each year

2	Improved level of safety/ compliance of products and services being supplied within Worcestershire	Undertake intelligence led projects including sampling of various consumer products including food	I want to assume everything is ok.	<b>1 and 3</b>	% of practices harmful to collective consumer interests that are stopped
3	Reduced level of counterfeit items being supplied in Worcestershire	Undertake targeted, intelligence led interventions, including test purchases where appropriate	I want to assume everything is ok.	<b>1 and 3</b>	% of products originating in Worcestershire that pass the tests applied to them
4	Reduction in doorstep crime and associated increase in older people feeling safe in their homes	<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</p> <p>I want to assume everything is ok.</p>	<b>1 and 3</b>	% of service requests where resolution is achieved to customers satisfaction
5	Reduced number of complaints about businesses in Worcestershire, improving the local economy	<p>Respond to complaints and take appropriate action</p> <p>Provide businesses with advice and assistance</p>	Help me to solve my problem	<b>1</b>	<p>% of service requests where resolution is achieved to customers satisfaction</p> <p>% of service requests where resolution is achieved to business satisfaction</p> <p>Value (£) of contracts that are subject to intervention by officers on behalf of customers</p>

6	Reduced deaths/ injuries/ illness caused by work activities and incidents of infection (e.g. legionella)	<p>Provide businesses with advice and assistance</p> <p>Conduct risk based/ intelligence-led interventions with businesses</p> <p>Respond to accident notifications and outbreaks</p>	<p>I want to assume everything is ok</p> <p>Help me to solve my problem</p> <p>Help me trade well</p>	<b>1 and 4</b>	<p>% businesses meeting purpose at first assessment/ inspection</p> <p>Reduced trend in number of work related accidents and injuries</p>
7	Reduction in nuisance and other pollution related issues	<p>Respond to complaints and take appropriate action</p> <p>Provide relevant advice and information, available through a range of channels.</p>	<p>Help me to solve my problem</p>	<b>2 and 3</b>	% of service requests defined as "statutory nuisance" abated
8	Reduced incidence of food poisoning	<p>Provide businesses with advice and assistance</p> <p>Conduct risk based/ intelligence-led interventions with businesses</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</p> <p>Help me trade well</p>	<b>5 and 4</b>	Reduced trend in incidents of food-borne illness within County
9	Air quality standards are met/ air is safe to breath	Undertake air quality monitoring and develop action plans where limits are exceeded.	I want to assume everything is ok	<b>2 and 4</b>	Action plans are in place where necessary to support delivery of improvements
10	Reduced environmental emissions leading to reduced environmental damage	Conduct risk based/ intelligence-led interventions with businesses	I want to assume everything is ok	<b>2</b>	% businesses meeting purpose at first assessment/ inspection

11	Contaminated land in the County is identified so that consideration can be given to making it safe for future use	Review of maps, historical data and potentially testing where it appears necessary.  Responding to requests for information relating to potential development	I want to assume everything is ok  Help me trade well	<b>2 and 4</b>	% geographic area of the county that has been reviewed for the presence of historical activity that may have resulted in contamination
12	Drinking water is safe	Sampling of private water supplies	I want to assume everything is ok	<b>4</b>	% of private drinking water supplies in the County that pass the tests applied to them
13	Licensed premises cause no alcohol-fuelled crime/ disorder and ASB.	Respond to complaints regarding alcohol and similar licensing related issues  (underage sales, breach of conditions, conduct of licence holders etc )  Provide businesses with advice and assistance	I want to assume everything is ok  Help me to solve my problem  Help me trade well	<b>1 and 3</b>	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives
14	Taxi's drivers are suitable people to be licensed for the role and vehicles are safe whilst in use as Taxi/ Private Hire	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  Help me trade well	<b>3</b>	% of applicants for driver licenses rejected as not fit and proper  % of vehicles found to be defective whilst in service



15	Reduced under age sale of age restricted products including alcohol, and the resultant nuisances	Provide businesses with advice and assistance  Conduct risk based/ intelligence-led interventions with businesses	I want to assume everything is ok  Help me to solve my problem  Help me trade well	<b>3</b>	% of businesses that pass an attempt at test purchase for a relevant product
16	Create better educated, more aware consumers, who are more confident and make better informed choices	Respond to complaints within service scope as appropriate  Provide relevant advice and information, available through a range of channels.	Help me to solve my problem	<b>1</b>	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future
17	Consumers able to make informed choices on where to eat or purchase food through published food hygiene ratings.	Implement and promote a county wide food hygiene rating scheme  Publish hygiene ratings and accrediting those which improve health and wellbeing of their workforce.	I want to assume everything is ok  Help me trade well	<b>4 and 5</b>	% businesses meeting purpose at first assessment/ inspection
18	High levels of customer satisfaction	Respond to complaints and take appropriate action  Enabling customer access to services, where possible, by their chosen means  Getting it right first time so, where possible, we deal with customers through a single contact	Help me to solve my problem  Help me trade well	<b>1, 2, 3 and 5</b>	% of service requests where resolution is achieved to customers satisfaction  % of service requests where resolution is achieved to business satisfaction  Improved end to end time  Register of compliments and complaints with actions taken

19	Improved public awareness of WRS and its role	Provide information to the public and businesses to enable them to take informed action and make informed choices	I want to assume everything is ok  Help me to solve my problem  Help me trade well	<b>1, 2, 3, 4 and 5</b>	Increased number of hits on website  Number of positive press releases highlighting the work of WRS
20	Having engaged and satisfied staff who have the right skills, tools and support	Develop a training plan using the RDNA Toolkit.  Undertake annual staff survey.  Undertake quarterly staff performance reviews	All 5 as officers much be able to undertake work relating to the three purposes	<b>1, 2, 3, 4 and 5</b>	Staff sickness and absence at national average or better  % of staff who enjoy working for WRS  Capability charts plotting staff skills against demand
21	Preparedness for response to emergencies, including disease outbreak is maintained Maintenance of profitability in farming industry and consumer confidence	Take part in partner exercises to test plans, as appropriate  Conduct risk based/ intelligence-led interventions with businesses  Respond to disease notifications and outbreaks  Respond to complaints regarding farmed animal welfare	I want to assume everything is ok  Help me to solve my problem  Help me trade well	<b>1 and 5</b>	Business Continuity and Disease response plans are maintained, reviewed and updated on a regular basis  % businesses meeting purpose at first assessment/ inspection

## PERFORMANCE REPORTING

Performance against outcomes will be reported to Management Board and Joint Committee either quarterly or annually, depending on the measure. It should however be noted that due to the lack of a single IT platform the collection and analysis of measures data will be difficult therefore meaningful robust data will be unavailable for at least 12 months. Every effort will be made however to ensure that performance remains strong and any credible data that does become available is reported as soon as practicable. The service will also engage with members and the Management Board, at a later stage to clarify the level of detail members wish to receive in respect of future outcome measures.

## FINANCE

A summary of the budget position for 2012/13 – 2013/14 is shown below. This schedule shows the main areas of expenditure within the Service and the savings made as required by the Service Level Agreement. It is noted however that further pressures from some partners on the budget are inevitable!

## REGULATORY SERVICES BUDGET TABLE 2011/12

NB: Pending Approval

Account description	Proposed Budget 2012/2013 - As per meeting 06.10.11 / 27.10.11      £
Employees	4,194
Premises	189
Transport	214
Supplies & Services	656
Contractors	420
Income	-3
<b>BUDGET TOTAL AS PER LEGAL AGREEMENT</b>	<b>5,670</b>

## PARTNER SHARES

<b>Bromsgrove</b>	<b>11.16%</b>	<b>Redditch</b>	<b>10.65%</b>	<b>Wychavon</b>	<b>16.72%</b>	<b>Worcestershire County</b>	<b>29.88%</b>
<b>Malvern Hills</b>	<b>9.67%</b>	<b>Worcester City</b>	<b>10.99%</b>	<b>Wyre Forest</b>	<b>10.93%</b>		

## **STRUCTURE**

The team structure (Appendix 1,) remains very similar to last year with around 120FTE, taking into account part-time staff. Having undertaken some test work in Bromsgrove using Systems Thinking using a small team, we have now widened this out to encompass the whole County for all core Environmental Health and Trading Standards work using the Business Compliance and Community Protection teams. The other three teams (Central Operations, Licensing and Support Services) will continue to develop the Systems Thinking approach in relation to their own distinct core activities. Further refining of this structure may take place as a result of the service's systems thinking approach.

Wendy Martin, former Policy Director at LACORS was recruited early in 2011 to provide support at Business Manager level and performed excellently in this role. Wendy was, however, unable to take the role permanently which led to a recruitment process in December. The process was robust and there were some good candidates but no one was thought to be wholly suitable to help take the service forward. On that basis the decision was taken not to appoint. There was still a need for additional capacity at this level so Mark Kay, Licensing Manager, has been appointed to the role of Acting Business Manager to help support the staff through the change process. A further review of management capacity will take place later in 2012/13. By this time a clearer picture of the budgetary position going forward will be available, so not appointing anyone permanently to this role will give some additional flexibility.

## **TRAINING AND DEVELOPMENT OF MULTI-FUNCTIONAL TEAMS**

The basic concept underpinning the structure under which the service is operating is that multi-functional officers can provide a wider range of options for intervention creating a more cost effective service. To test this we are using the Local Better Regulation Office's Regulatory Development Needs Assessment tool to support our officers in identifying the gaps in their competence. This tool, based on a model used by the Health and Safety Executive, has yet to provide a comprehensive suite of modules covering all local authority regulatory work, but there are plans to make this a reality over the coming year or two. Currently modules covering Food (Hygiene and Standards), Weights and Measures, Health and Safety at Work and Animal Health are available along with a core Regulatory Skills module and a Leadership module for managers. These will be supplemented with further modules covering Fair Trading, some elements of Pollution Control and Product Safety, early in the new financial year. By using this tool we hope to lessen the barriers between the professions within the service and ensure that our officers are capable of undertaking a wider range of duties and confident to undertake this more diverse role. This will allow us to focus resources on problems where they arise and improve resilience. The first set of Personal Development Reviews being used to implement the process will take place early in 2012 and this will be reviewed later in the year. It is essential that a strong Training and Development budget is maintained for this purpose.

## **BUSINESS CONTINUITY**

Business continuity plans for the service are in development and we hope to take these through the process of Management Board and Joint Committee for information during 2012/13.

There are however arrangements in place to support mobile/flexible working that will support the continuation of the service during significant events.

## **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
- Hereford & Worcester Fire & Rescue Service
- 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 (until 2013) / then GP Consortium
- Health Protection Agency (until 2013 / then Public Health England)
- Regional Regulatory Partnerships (CEntSA, WMCEHO, WMRSP) and National Bodies (TSI, CIEH, TSPF,)

Existing links to these bodies will be maintained, along with our commitment to other groups operating under the umbrella of the Worcestershire Partnership. This would include projects like Total Environment that bring together a number of services and partners.

## **CONSULTATION/ ENGAGEMENT**

We will continue to consult with customers and stakeholders to ensure we are delivering what is required through various forms of customer satisfaction survey and we will engage with any consultations relevant to the delivery of local regulatory services where necessary.

## **GOVERNANCE ARRANGEMENTS**

The Management Board, comprising of a representative from each local authority will continue to support the development of the service, focussing on the strategic direction of the service and providing a conduit between the service and the respective partners to discuss local issues/priorities. The Board currently meet monthly and provide a strong link to the Joint Committee.

The Joint Committee, comprising of 2 elected members from each local authority, one of which must be a Cabinet member, meet quarterly. They have clear terms of reference are responsible for the development of the service, setting the budget, reviewing progress and performance and for providing political support for the service.

It should be noted that Licensing Act issues are reserved matters which are dealt with by respective licensing committees.

### **RISK**

The service risk register is completed and has been approved by Management Board. It is included in the service forward plan so is reviewed routinely at Board meetings by exception and fully on an annual basis. A copy is included with this plan as Appendix 4.

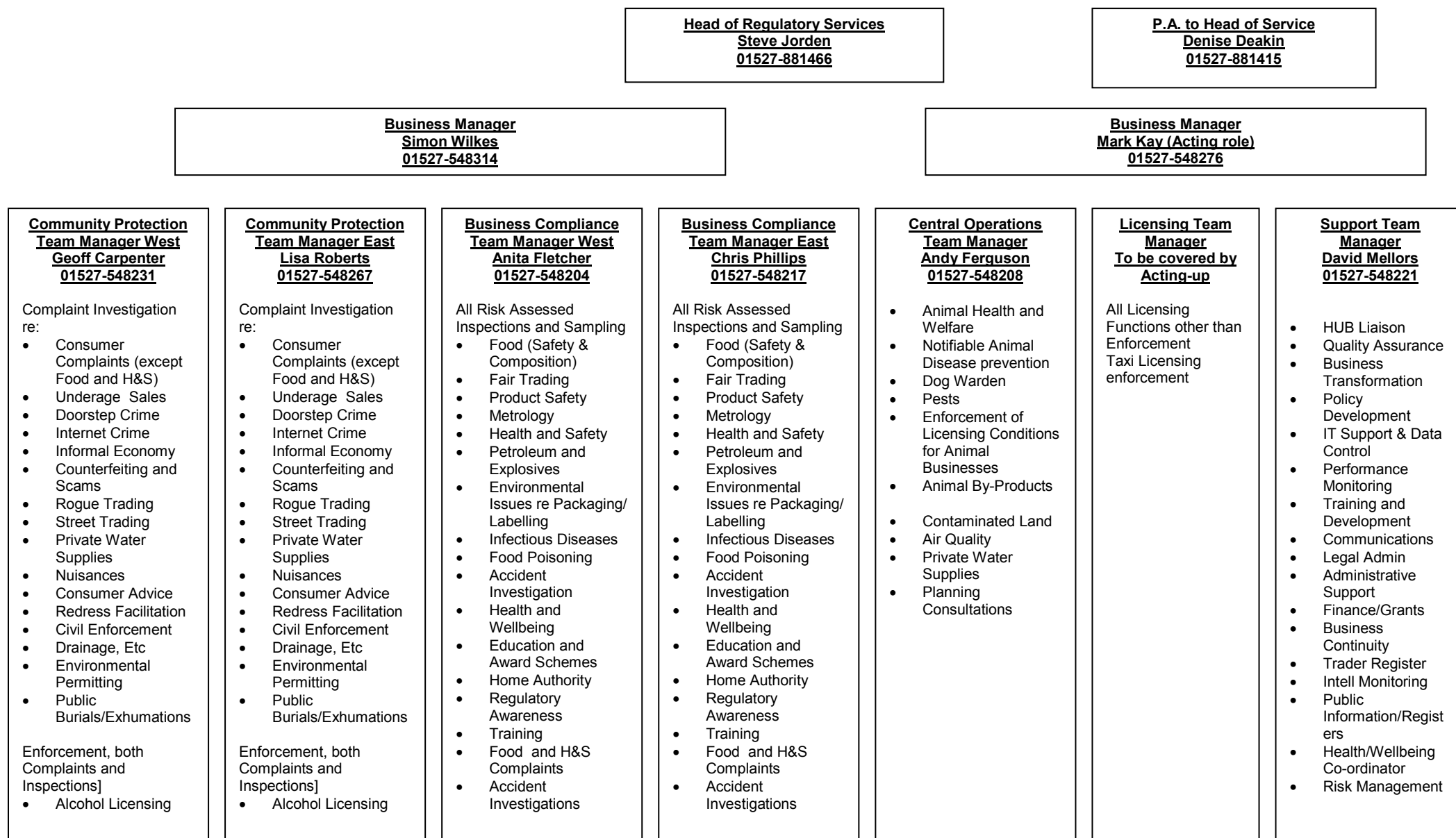
### **AUDIT ARRANGEMENTS**

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

Member Authorities will liaise about requests from their Overview and Scrutiny Committees and Audit Committees and shall use reasonable endeavours to agree joint scrutiny arrangements with a view to avoiding duplication of effort

## APPENDIX 1: STRUCTURE



## APPENDIX 2: OPERATING ENVIRONMENT

Government initiatives and policy changes likely to impact in the short to medium term

### 1. “Better Regulation” Agenda

The Government has published its response to a recent consultation titled “*Transforming Regulatory Outcomes*”. There is a clear dichotomy in Governments view of local authority regulatory activity. Department of Business, Innovation and Skills’ report states “*there is evidence of good practice of regulators and business working together on compliance, there are too many areas where on the enforcement of regulation is heavy-handed, inefficient, overly prescriptive and culturally risk-averse,*” and, “*None of this should be taken as overlooking the important role regulation plays, safeguarding public health, for example, or protecting consumers and the environment*”.

The dominant view is one of local authority regulators being a burden on business, introducing unnecessary bureaucracy in a risk-averse way that hinders economic growth. Their view is that greater accountability; recognising and promoting good practice and greater transparency should form the basis of their strategy to improve the outcomes of enforcement activity. The report does recognise local authorities are

*“...responsible for securing compliance with a large and diverse range of regulations. They also provide support and high quality tailored advice of the kind which is particularly important to smaller business” and “Local regulatory professionals can provide low cost authoritative advice that can make a real difference to the way that local businesses operate.”*

Key changes expected in the next 1- 2 years from Government are:

- The introduction of a web based tool to collect information and views on regulators and enforcement (including local authorities);
- A review of all regulators to see where fundamental reform is required but a specific requirement that “*they want a **sharp** reduction in overall unnecessary inspections and have a presumption that regulators primary role is to help businesses comply rather than to penalise them for not doing so*”. It is clear that central government enforcement agencies will be subject to a rolling programme of these reviews and that these will impact on local authorities due to changing policies or guidance, but it is not clear if/how any reviews will be applied directly to local authorities;
- Publication of data listing all regulators, size, budget, level of activity including numbers of inspections and prosecutions and business views on behaviour and performance. Again there is no clarity as yet as to how this will apply to local authorities;
- Increasing focus on the Primary Authority (PA) scheme and Local Enterprise Partnerships as being critical going forward. In particular they quote LEPS as having, “*...a lead role in transforming the way that regulation impacts at a local level*”. WRS is looking to engage



both of the LEPS that our constituent authorities are supporting and we will look at the best ways to engage. PA is view by Government as a positive measure (i.e. where a local authority provides support and guidance to a business with its head office in its area and this advice must be borne in mind by other regulators,) and the way to address many of the perceived issues of businesses and government;

- An extension of the PA scheme to cover other business models not currently covered (e.g. franchises, trade associations etc), an extension in scope to include age-related sales including gambling and knives. A pilot extension of PA into fire safety. At this point there is no intention to extend it to the Licensing Act due to concern raised by police and local authorities about the loss of local decision making and accountability BUT the report states "*..we will continue to consider this issue carefully in consultation with local authorities and the police, including the consideration of a pilot within existing legislation*".
- The devil will be in the detail in relation to such an implementation and WRS will contribute to any further consultations on implementation;
- The Government also want to promote the role of co-regulation (i.e. the formal sharing of responsibility for compliance between the state and third parties). They state that "*businesses should be rewarded for consistently good behaviour for example by reducing the burden of inspections*". WRS is seeking to deploy this approach for those areas where it is felt possible to make it work but also recognises that co-regulation is a misnomer in some areas (e.g. rogue trading, counterfeiting, etc). Primary authority is again quoted by Government as a key tool in delivering this vision. However, it is possible that both elected members and the public may express concerns about businesses not receiving inspections at their historical frequency and the closeness of the relationship engendered by the PA scheme between business and the regulator;
- A review and reinforcement of the Regulators Compliance Code.

## **2. Review of the Consumer Landscape**

The Department of Business, Innovation and Skills (BIS) has been consulting on major changes to the consumer protection landscape in Great Britain. The formal Government response is expected in February 2012. It proposed radical changes to the provision of consumer information, advice, education, and advocacy with Citizens Advice becoming the lead agency for most of this work. It proposes that all consumer protection functions delivered regionally/nationally under various BIS direct grants and some work currently done by the Office of Fair Trading could be delivered by lead council trading standards services or groups of trading standards services working together.

There is likely to be a political level oversight structure comprising politicians from the LGA and BIS. At an operational level, Heads of Trading Standards will be responsible for the delivery and governance. This will be via a national trading standards policy board which will have regional representation. WRS is already a very active partner in CeNTSA (Central England Trading Standards Authorities) and these changes will require a focus on working with partners in the area and ensuring the WRS voice is heard at the national level via its Board representative.

These proposals do not in any way affect the vast majority of Trading Standards work which will continue to be wholly delivered, funded and managed locally by councils, but it will have a big impact, and increase local authority control over, regionally and nationally delivered consumer protection work which helps Worcestershire residents in terms of dealing with loan sharks, internet frauds, major scams, etc, WRS must therefore continue to work regionally and indeed nationally in delivering some aspects of service.

### **3. Age Restricted Sales**

The Local Better Regulation Office (LBRO) have published a framework of principles clarifying responsibilities of all parties affected by sales of age-restricted products and are developing a new code of practice.

The responsibilities of regulators focus on being transparent, targeted and proportionate and WRS already operates in this way so this is unlikely to impact on our approach. However as yet the detail of the Code has not been published, nor is it clear whether or not the Government intend to make it voluntary and mandatory. This could affect the enforcement of age restricted sales legislation in all areas from next year.

### **4. Macdonald Report into Farming Regulation**

The Farming Regulation Task Force made over 200 recommendations to Department of Environment, Food and Rural Affairs. It concluded that ***“DEFRA, its agencies and delivery partners need to establish an entirely new approach to regulation, including a tighter risk based approach to regulation, rewarding good practice with less frequent inspection.”***

The Government has highlighted a range of developments that may change how WRS undertakes its on-farm regulation over the next 1-5 years, including:

- A review all key areas of farming regulation over the next 2 years
- an increasing emphasis on partnership approaches.
- Improving Inspections through Earned Recognition.
- Improved data sharing between local authorities and DEFRA
- Services and guidance will be on-line where possible.
- Changes to the Nitrates Directive and the Integrated Pollution Prevention and Control regime for farms.
- Development of E-reporting of sheep movements.
- Possible changes to livestock standstill controls in the event of a disease outbreak.

### **5. Public Health**

The continued increased role of local authorities in the public health arena will also directly impact on WRS activities. We already work closely with the Health and Wellbeing Boards and Director of Public Health.

## **6. Changes to Powers**

A consultation is expected in February 2012 which could fundamentally alter the powers available to WRS to carry out its trading standards work. The Consumer Rights Bill is expected to contain provision to simplify and rationalise many different sets of powers which are currently contained in a plethora of different legislation. This is to be welcomed but there are concerns that the legislation will also seek to remove the local authority's ability to enter some premises without a court warrant or to limit entry powers to set hours during the day (9-5etc) and to limit the ability to carry out unannounced inspections. As yet the detail is not clear but WRS will ensure it inputs into any consultation once published.

## **7. Food Standards Agency Fundamental Review of Enforcement**

In January 2011 the Food Standards Agency Board agreed to undertake a review of the effectiveness of the current model of enforcement. It will cover food and feed safety official controls and associated activities undertaken by local authorities. The FSA confirmed that they "remain entirely open-minded about what may emerge from the review process and envisage it will take at least 24 months to complete". The most likely early changes, if indeed there are any, may be in terms of the enforcement of animal feed controls at import points and in high risk premises where the FSA have been concerned at some time about local authority performance. WRS has decided, in consultation with the FSA, to use its "Scores on the Doors" rating scheme to help target resources at 0, 1 and 2 star premises.

## **8. Licensing Act – Deregulation of Regulated Entertainment**

The Government are currently consulting on changes to the licensing regime, which could mean events of up to 5000 people will not require any form of licence unless they are selling alcohol. This could include those where amplified music is played. WRS has key concerns about the impact of noise and other nuisances on the local communities of this were to happen and has responded to the consultation accordingly. The government is expected to make its response early in 2012 when we will be clear on the timescales and scope of any changes and the impact it has on how WRS deals with both its licensing and statutory nuisance activities.

## **9. Future Budget Issues for Partners**

Economic prospects continue to look problematic going forward and it seems highly likely that partners will seek further reductions in their budgetary contributions going forward. This will have implications for service delivery as all of the less difficult cost reductions will have taken place and it is likely that we will have to consider what elements of service delivery are stopped in order to meet these financial constraints.

### APPENDIX 3: MEASURES

	MEASURE	REPORTING FREQUENCY	WHAT DOES GOOD LOOK LIKE
1	% of service requests where resolution is achieved to customers satisfaction	Quarterly	Improving trend from baseline data at year1
2	% of service requests where resolution is achieved to business satisfaction	Quarterly	Improving trend from baseline data at year1
3	% businesses meeting purpose at first assessment/ inspection by category	Annually	Improving trend from baseline data at year1
4	% of food businesses scoring 0,1,2* at 1 <sup>st</sup> April each year	Annually	Improving trend from baseline data at year1
5	% of practices harmful to collective consumer interests that are stopped	Quarterly	Reducing trend from baseline data at year 1
6	% of products originating in Worcestershire that pass the tests applied to them	Quarterly	Improving trend from baseline data at year1
7	Value (£) of contracts that are subject to intervention by officers on behalf of customers	Quarterly	Improving trend from baseline data at year1
8	Reduced trend in number of work related accidents and injuries	Quarterly	Reducing trend from baseline data at year 1
9	% of service requests defined as “statutory nuisance” abated	Quarterly	Improving trend from baseline data at year1
10	Reduced trend in incidents of food-borne illness within County	Quarterly	Improving trend from baseline data at year1

11	Action plans are in place where necessary to support delivery of improvements	Annually	Yes
12	% geographic area of the county that has been reviewed for the presence of historical activity that may have resulted in contamination	Quarterly	Improving trend from baseline data at year1
13	% of private drinking water supplies in the County that pass the tests applied to them	Quarterly	Improving trend from baseline data at year1
14	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives	Quarterly	Reducing trend from baseline data at year 1
15	% of applicants for driver licenses rejected as not fit and proper	Quarterly	Reducing trend from baseline data at year 1
16	% of vehicles found to be defective whilst in service	Quarterly	Reducing trend from baseline data at year 1
17	% of businesses that pass an attempt at test purchase for a relevant product	Quarterly	Improving trend from baseline data at year1
18	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	Quarterly	Improving trend from baseline data at year1
19	Improved end to end time by function	Quarterly	Improving trend from baseline data at year1
20	Register of compliments and complaints with actions taken	Quarterly	<p>Increasing number of compliments</p> <p>Reduced number of complaints against service</p> <p>Corrective actions taken</p>

21	Increased number of hits on website	Quarterly	Improving trend from baseline data at year1
22	Staff sickness and absence at national average or better	Quarterly	8.75 days or better
23	% of staff who enjoy working for WRS	Annually	Improving trend from baseline data at year1
24	Capability charts plotting staff skills against demand	Annually	Training Plan in place Improved customer and business satisfaction results.
25	Business Continuity and Disease response plans are maintained, reviewed and updated on a regular basis	Annually	Yes

**APPENDIX 4: CURRENT RISK REGISTER**

**(See Separate Sheet)**