

Worcestershire  
**Regulatory Services**

*Supporting and protecting you*

## **ANNUAL REPORT**

**2013/14**

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

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## Introduction

This Annual Report has been produced for the Joint Committee in accordance with clause 12 of Part 1 of the Worcestershire Shared Services Partnership Agreement. The report covers the progress of Worcestershire Regulatory Services (WRS) for the period from the 1<sup>st</sup> April 2012 up to the 31<sup>st</sup> March 2013 and reports operational activity by the relevant service elements for the financial year. The report summarises the key performance data for the service and a summary of the financial position.

This year has been very much one of embedding the results from our early work on transforming the service and continuing to explore options to reduce future financial pressures on the budget. Staff have continued to work flexibly and use mobile working patterns so that we continue to provide county-wide coverage for all activities with a local presence being maintained at touchdown points for licensing surgeries.

A major step forward for the service in this reporting period has been the procurement process and final appointment of a major supplier (IDOX) for the supply and implementation of a single IT platform. With a go live date planned for early autumn 2013, a team of 10 WRS staff have been heavily involved in the project, building the system, undertaking the training and working with the supplier to ensure the system is configured to suit our particular needs.

Due to the increasing and varied budget pressures our partners are facing we have been busy developing our strategy to meet this potential diversity in demands. Our strategy consists of three strands, work to attract additional partners, exploring opportunities to generate income and exploring the viability of a joint venture with a private company

The Worcester Regulatory Services budget is fixed at **£5,626,000** for next year but the service will continue to explore opportunities to generate income, including increasing the scope of WRS to take on other partners. Any proposals will be backed up by a full business case and reported to the Management Board and Joint Committee for discussion. As you will see from the financial information we have exceeded the savings indicated in the original business case (**23% against 17.5%**). We do however understand that, with the challenging financial situation continuing, partners have told us that further significant savings requirements are likely, and accepting this may lead to cuts in service delivery. A 'matrix of options, based on a zero based budget is currently being developed. This matrix will detail the cost of the various functions the service delivers and provide partners with a risk based, fully costed menu approach to future service delivery. In addition an informal request was received from Worcester City to develop a pilot that would find an extra **£40k (6% of contribution)**. We will look at what a range of potential cost reductions could mean for service delivery and what the potential impact and risks they represent both for Worcester City and the local community.

We have continued to redesign services to drive out waste of the system. The application of the 'Systems Thinking' approach to service redesign has been an ongoing theme during the year and this will continue as this approach to change is based on the concept of continuous improvement. Our focus will however remain on contributing to our three strategic priorities, developed from our partners own priorities:

- Supporting the local economy
- Improving Health and Well being
- Tackling and Preventing Crime and Disorder

In delivering against these there is recognition of the Governments demands for improved public services and particularly, in relation to regulation, reducing the burdens on business to allow growth. We will support legitimate businesses and, at the same time, tackle rogues and criminals to protect the public, particularly the vulnerable and honest traders.

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

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

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

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Steve Jorden

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Jayne Pickering

Head of Regulatory Services

Lead Financial Officer

## Performance

Performance has remained positive despite the difficulties encountered trying to extract accurate data from 20+ legacy systems but this will be much improved once the new IT system is up and running in the autumn 2013. Our key measures are around customer satisfaction and the positive compliance of businesses. The vast majority of higher risk businesses have been subject to inspection or some other form of suitable intervention and the key priorities of each partner council have been fulfilled. Business and consumer satisfaction have remained at high levels inspite of the many issues we have had with communication during the year.

Measure	Figure	Commentary
1. Business satisfaction	88%	Respondents asked if they are satisfied with the service provided
2. Client Satisfaction	82%	Respondents asked if they are satisfied with the service provided
3. Improved Customer Confidence	85% 77%	Both customer groups were asked if, following contact with the service, they felt better equipped to deal with future problems themselves
4. Proportion of business broadly compliant (of those inspected during the period)	94.4%	EH/TS Food Safety function. (District figures will be available once LAEMS return is confirmed by FSA.)
5. Percentage of food premises scoring 0,1,or 2 star at 1 <sup>st</sup> April each year (the poorest performers)	5.6%	This means that 94.4% of businesses are routinely producing safe food.
6. Percentage of premises selling alcohol to children	0%	The issue of direct sales of alcohol from shops to children has very much diminished in recent years due to improved business systems, better staff training and the historical interventions of the service. Underage drinking is still a significant issue but there are other avenues for access which need to be tackled.
7. No. noise complaints received per 1000 population	3.88	This is based on a county population of 566,000. Using a similar figure for population, last year's rate was 4.20 (we reported 4.29 based on population of 555,000.)
8. cost of environmental health functions per head of population	£5.89	This covers all former District Council functions including Food Safety, Health and Safety at Work, Pollution Control, Dog Warden, Pest Control but <b>EXCLUDES</b> Licensing.
9. cost of trading standards functions per head of population	£2.90	This includes all former County Council functions including Weights and Measures, Food and Agricultural Standards, Product Safety, Fair Trading, Animal Health, Petroleum and Explosives Licensing and accounts for TS income contributed directly to the County.
10. % of applicants for driver licences rejected as not fit and proper	0.01%	Of those drivers who applied either for new licenses or renewal of licenses, only 0.01% were deemed to be unfit to be given or to retain their licenses

11. % of vehicles found to be defective whilst in service	7.06%	This is based on the total number of vehicles in operation across the county rather than just on the proportion that failed of those that were stopped
12. Staff sickness absence at public sector average or better	9.5 days/ person	Analysis has shown that more than 2/3 of this is long term sickness. A number of officers have suffered serious illness or been involved in serious accidents this year.
13. Air quality action plans put in place where necessary to support delivery of improvement	Completed	The county wide air quality action plan was produced during 2012/13 and was put out to public consultation in April 2013, with the period ending in June 2013.
14. Review of register of unsolicited compliments and complaints	Unsolicited Compliments 36  (24)Complaints 47 (70)	Figures in ( ) are previous year's figures  Failure to reply in a timely fashion. Failure to resolve. Various issues around the collection of dogs from kennels.

### Performance Management

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

Fortnightly leadership team meetings are used to review data on the system and to highlight any issues of concern; senior practitioners (4<sup>th</sup> tier managers) are now invited to attend these meetings on a monthly basis to ensure a two way flow of information between the leadership team and staff. This arrangement was introduced at the behest of senior practitioners and is working well. The Leadership Team also provides a forum to raise any concerns over general performance issues so that early interventions can be put in place as necessary.

Officers receive two performance reviews per annum through the services formal Performance Development Review (PDR) system. The annual detailed review and 6 monthly progress check is designed to identify training needs and talk about how staff contribute more widely to the services key strategic priorities and service delivery. As part of this process we utilised the Better Regulation Delivery Office (BRDO) Regulatory Development Needs Assessment (RDNA) toolkit, which is aimed at supporting regulatory officers in identifying and maintaining their competence across all areas of regulatory work. This self assessment tool is used to inform our training and development programme and ensure that staff remain competent to do the job required of them.

With the on-going implementation of our IT platform, we will soon be in a position to report to Joint Committee on our outcome measures. Implementation of the new system is planned for early Autumn 2013 but there will still be work to do on the project to ensure that the single system becomes fully embedded. The Joint Committee has shown great patience and, once implementation is complete, reporting against these new measures (along with activity levels for each partner) will be carried out

on a quarterly basis, although some will be reported annually due to their nature. Reports will go to the Joint Committee and Management Board, with data broken down into individual Councils areas where this is relevant

The 2013/14 Service plan approved by Joint Committee in February 2013 highlights the measures relating to outcomes (as shown above). Staff have worked hard to ensure that the necessary data has been produced, wherever possible, to ensure members are informed about the service's performance over the preceding 12 months. Intelligence reports detailing activity data for each of the partners are now provided for each joint committee meeting and generally reflect activity during the previous quarter. These reports are also used internally and are produced to illustrate the activity carried out during the previous quarter and this is provided in both tabular and map format. These intelligence reports also enable the service to identify hot spots for certain categories such as noise complaints and to help efficiently marshal and deploy resources.

There are a wide range of bodies to which the service must report data (e.g. Food Standards Agency, Department of the Environment, Food and Rural Affairs, Health and Safety Executive, Department for Business, Innovation and Skills, etc) All statutory reports were submitted so as to ensure that WRS continues to meet its partner's statutory obligations, however, where practicable, only one return for WRS has been provided so as to save both time and money. The majority of bodies are accepting of this approach and a number are reviewing the returns we are asked to make so that the volume of data can be reduced, lessening the burden. We have and will continue to challenge these reporting bodies on the nature of the data that they are demanding and to question the necessity for the level of detail being requested, again to drive down costs and to reduce burdens on the service. We continued to keep the relevant government bodies informed of our different approaches and continued to receive their support and understanding.

## **Audits**

Two audits have taken place with regards to licensing during the year, one by Bromsgrove District Council and the other by Wychavon District Council.

### **a. Bromsgrove District Council.**

Worcestershire Regulatory Services carries out licensing functions on behalf of the partners but licensing is reserved, meaning that income goes to the partner and policy and regulatory decisions are still made by the relevant licensing committees. Income is collected by the finance departments at the partners and fees are set by each of the districts.

The draft audit report gave limited assurance in the licensing service and highlighted a number of areas that both Bromsgrove Council and WRS need to address

- a) Formal procedures need to be implemented to ensure non payments are chased and collected.
- b) Reconciliation needs to take place to ensure all due monies are collected.
- c) A formal procedure needs to be agreed to implement fee increases
- d) A formal procedure needs to be agreed to reconcile debtor and licensing information
- e) Performance management needs to take place to see licence deadlines are met
- f) Cheques are not always removed from licences before arriving at WRS

Work is already underway to formalise procedures where necessary and the new WRS IT system will improve financial management and make reconciliation much easier.



b. Wychavon District Council

The draft audit report gave limited assurance in the licensing service and highlighted some areas where both WRS and Wychavon need to address

- a) A formal procedure is required to ensure licensing debtors pay
- b) Reconciliation needs to take place to ensure all licensing income due is paid
- c) Performance management needs to take place to ensure licensing deadlines are met

It is interesting to note the variation in recommendations from the two audits of what is essentially the same process. Work is already underway to ensure that formal procedures are put in place where necessary and the new WRS IT system will improve financial management and make reconciliation easier.

Bromsgrove District Council was also audited by the Office of the Surveillance Commissioner in relation to its use of activities governed by the Regulation of Investigatory Powers Act 2000 (RIPA.) Most of the work undertaken falls within the Regulatory Service remit, with the Council doing small amounts of its own surveillance work in other areas. The auditor, a retired circuit judge, was very complementary about the way WRS staff used the processes under RIPA, and how the manager's oversee the processes. All the evidence showed that WRS was using these processes only when necessary and in a proportionate manner.

**Key Achievements for WRS in 2012/13:**

These include:

- The service has continued to deliver services as economically as possible, taking savings wherever they are available, whilst maintaining high levels of service delivery and performance. During 2012/13, a saving of £350,000, mainly through managing staff vacancies, was delivered back to partners. It has been very difficult to find suitable cover for the staff vacancies! This is on top of absorbing the cost of inflation and incremental wage inflation within the fixed £5.626M budget.
- In terms of performance against our outcome measures, the service has either matched or improved on last year's figures. There is a small increase in the proportion of broadly compliant food premises, a drop in the number of noise complaints and the levels of customer and business satisfaction remain broadly similar.
- Working with partners to progress the harmonisation of policies, fees and charges for Licensing, whilst recognising the local context where appropriate. The Licensing section has continued to highlight examples of good practice and ensure that these, where possible, are extended to all partners. Whenever new legislation comes in or changes to existing legislation occurs, generic policies are produced which partners can take, introduce any local variation, but essentially this ensures a significant level of uniformity across the county. This is to the benefit of all businesses being licensed as it removed any perceived barriers created by local authority borders. Licensing has continued to reduce its operating costs and has worked with partners to ensure a fair and equitable charging regime is introduced by each partner, reflecting the true cost of the licensing function as a whole.
- Launch of IT project to implement the IDOX Uniform system with the Enterprise mobile working solution, project is running on time and on budget
- Obtaining external funding from bodies like the Better Regulation Delivery Office (BRDO) to undertake various projects. Two grants have been obtained, one for £15,000 to further develop links between businesses and regulators within Worcestershire (to be carried out in conjunction with the Worcestershire LEP, so having a joint action plan and delivery via a number of stakeholders,) the second was £20,000 to examine the opportunities offered by the extension of Primary Authority provisions to cover bodies like trade associations, focusing on bodies in the agricultural and farming sector.

- We have continued to obtain grant support from the former PCT, now local Public Health team at the County Council, and also from the new Clinical Commissioning Groups. Some of the projects delivered are outlined below in our highlights.

## **OTHER HIGHLIGHTS**

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

### **Workplace Health and Wellbeing**

During the year, the Health and Wellbeing team have concentrated their activities around workplace health and the benefits that a healthy workforce brings to an organisation. These activities have specifically related to supporting more businesses achieve Worcestershire Works Well accreditation and also supporting a number of workplace canteens /catering outlets to improve their catering methods thus enabling staff to make healthier choices more easily. More importantly in the latter case, we wanted to establish that these positive changes could be made without loss of profit.

The workplace provides an excellent forum for promoting healthy lifestyles to a large proportion of the local population, as many people will additionally pass on what they have heard at work to their family and friends. Some compelling facts which support this approach have been documented in studies carried out by NICE (National Institute of Clinical Excellence), Sir Michael Marmot in his inequalities review 'Fair Society, Healthy Lives 'and the Department of Work and Pensions, which are detailed below.

Over the year we supported 19 businesses from across the County benefiting some 3500 employees through our Worcestershire Works Well programme. To date eight of the businesses have achieved Level 1 accreditation and we will continue to work with these and the remainder to achieve this level or greater during the next year.

We also supported a further 10 workplace caterers in the Redditch and Bromsgrove area help their clients lead healthier lives through our Canny Catering project. It is estimated that these healthier food choices will touch up to 1,500 customers on a daily basis. A number of the caterers reported a growing clientele as a result of the changes and none experienced any loss of profit during the project phase.

It will take time for these programmes to bed in and realise true financial potential but a number of our businesses are committed to collecting data in order to feed local evidence in to the national picture.

Some truly pivotal quotes from our caterers are:

“I’ve managed to sell porridge to lorry drivers!”

“You need to change the mind-set of the businesses and not so much the customers – they tend to eat what we provide – so the businesses need to have knowledge and passion for healthy food.”

This project has woken us up to what workers actually wanted and not a pre-conceived idea”.

### **BIS/BRDO Regulation Supporting Enterprise Pilot**

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

### **Launch of the Food Hygiene Rating Scheme**

WRS migrated to the Food Standards Agency national **Food Hygiene Rating Scheme** [FHRS] in June 2012. This scheme replaces the former Scores on the Doors local scheme.

The FHRS is a Food Standards Agency/Local Authority partnership supported by government (in the Young Report) designed to help consumers choose where to eat out. It does this by providing information about hygiene standards in food outlets at the time they are inspected to check compliance with legal requirements. Some 95 per cent of Local Authorities have now moved to the FHRS.

The FHRS also helps support local businesses who trade well and helps drive up and maintain food safety standards.

WRS has opted to include in the FHRS all catering outlets (restaurants, cafes, schools, mobiles, event caterers, hotels, etc.) and butchers selling raw and cooked meats.

At end of March 2013 the number of premises listed for the six Districts was

Bromsgrove	462
Malvern Hills	422
Redditch	232
Worcester	426
Wychavon	468
Wyre Forest	398

The FHRS level awarded is based on inspecting officers rating of

- food hygiene practices
- structure, equipment, cleanliness
- confidence in management [CIM] of which a key element to score well is having an appropriate food safety management system [FSMS] in place

Businesses are issued with a window sticker and certificate. There is currently no legal requirement to display these.



### **Horsemeat Scandal**

In February 2013 trading standards officers and environmental health officers from WRS were heavily involved in the horsemeat scandal undertaking a sampling programme at a number of cold stores, caterers and wholesalers to identify whether or not that beef products contained horsemeat.

A full sampling programme fed in to the national picture to provide an accurate cross section of the UK food chain that considers retail, catering and wholesale, and in particular wholesale business supplying schools and hospitals.

WRS officers used local knowledge to prioritise inspections at local types of premises that may be at most risk of being affected, including meat storage premises and cold stores within Worcestershire. The aim was to support customers to have confidence that meat on sale locally is not implicated in this scandal and provide much needed advice to local businesses who had concerns over the products they sold.

Officers visited various premises focusing on:

- Documentary, physical and identity checks
- Meat authenticity
- Traceability
- Health marks and identity marks
- Labeling
- Re-wrapping and packing

Where appropriate, samples were taken and submitted to Worcestershire Scientific Services for analysis.

Information identifying the three main catering providers to county schools was provided to WRS, together with those schools supplied by them and other schools carrying out in-house catering.

As a result WRS was invited to appear before the Parliamentary Select Committee to provide evidence on the Local Authorities response to the scandal.

### **Unsafe Toy Removed From Sale Following WRS Survey**

The European Commission amended the safety requirements for projectile toys with a suction cup as an impact surface intended for children above the age of three years after learning of a number of accidents. In 1997, a Swedish child of nine years old suffocated to death after having sucked on a suction cup tip which he accidentally inhaled. Two other fatalities have occurred in the United Kingdom. In addition, the Commission was informed of eight fatalities registered in the United States and in August 2005, the Spanish authorities informed the Commission of a fatal accident with a four year old child caused by a bow and arrow toy with a suction cup.

Following a WRS market surveillance project on these types of toy a toy gun with an unsafe projectile was discovered on sale at a major retailer. The toy failed the test against the current standard relating to the force required to remove the suction cap. The company initially challenged the results and the WRS interpretation, but

following further discussion accepted that they had erred in importing product that failed to comply with the new standard and withdrew many thousands of the offending products from sale.

### **Working with Business to Reduce Complaint Levels**

WRS has been successful working with a business with unacceptable complaint levels using an approach adopted during its transformation work. Problem businesses are identified from complaints taken by the Citizens Advice Consumer Service and notified or referred to WRS.

One of these businesses is an internet toy retailer supplying larger play items. The business did not appear to understand its legal obligations as a trader and poor customer service resulted in consumer complaints. An officer concentrated on raising the issues and agreeing solutions until the business changed its trading methods. Intervention with the business has resulted in a much reduced level of complaints and currently no further intervention is necessary.

### **Calibration Lab – partnership working with Warwickshire**

WRS has engaged in an innovative joint working partnership with Warwickshire Trading Standards Service in relation to its metrology (weights & measures) calibration function. The Calibration Laboratory at County Hall housed the service's standards of mass and volume, which were used to test and calibrate the working standards taken out by officers during weights & measures visits. In addition the laboratory used to test and adjust weights submitted by businesses. In order to carry out this work the service was accredited under a Quality Assurance system to ISO9001. The partnership has seen the closure of the laboratory and some work transferred to Warwickshire. Officers from Worcestershire are able to maintain their competency and continue with other work involving testing weighing and measuring equipment for local businesses by operating under the Warwickshire Quality system.

### **Sunbed Project**

This was a combined project looking at compliance with health and safety at work legislation and trading standards legislation and to prevent the use of ultra violet (UV) tanning equipment by young people under 18 years of age.

Eighteen businesses were visited. It was found that:

All appeared to comply with the over 18 age requirement;

Only minor health and safety items were found in approximately 15% of premises;

Concerns about the UV output of sunbeds in over 90% of businesses were found which is consistent with the findings of other LA's nationally.

The initial survey was then followed up with a questionnaire with regard to UV outputs of sunbeds sent to all known businesses within the County.

Of the responses received businesses indicated that:-

- 22% were compliant
- 38% were non compliant or part compliant
- 40% were not yet known

A large amount of work is still required to establish the full picture for all premises throughout County. A strategy will then be developed to deal with non compliant businesses.

### **Outbreak of Illness Associated with Animal Petting**

Officers from WRS were involved in an investigation into eight confirmed cases of cryptosporidium infection associated with visits being made to a three week long animal attraction held within Bromsgrove. Cryptosporidium infection affects both humans and animals and the most common symptom is watery diarrhoea which can range from mild to severe. Symptoms in this case also included upset stomachs and general sickness.

It has been estimated that a total of some 10,000 people attended the venue many of whom were children. The display included a range of animals such as pigs, goats, donkeys, calves, lambs and chicks. Those attending were able to stroke the animals, handle chicks and to feed the lambs. Although hand washing facilities and antibacterial gel were available on the site it seems likely that some children may not have washed their hands thoroughly after handling animals and later became ill. Of the eight cases notified seven were young children and one adult was also affected. This person was an employee who had helped out with the feeding of the lambs for a day.

### **Operation Archer**

In March 2013 a coordinated WRS and West Mercia Police raid took place at Arrow Car boot sale in Redditch. An organised ring of criminal counterfeiters had been operating at the sale selling counterfeit DVD film, CD music and unclassified pornography. The perpetrators had been kept under surveillance for a number of weeks by WRS offices which culminated in the Operation.

5 individuals were arrested in their vehicles and their houses were subsequently searched by WRS and Police officers. All suspects were formally interviewed at Redditch and Kidderminster police stations and have been released on bail while enquiries continue. A substantial quantity of evidence has been seized.

The investigation is on going and other targets have been identified for action. One of those arrested had previously been prosecuted by WRS for counterfeiting offences and had received a two year prison sentence. He was released on licence and continued with counterfeiting.

West Mercia Police praised the professionalism and organisation of this WRS lead operation. Jamie Colley, an East team officer, leads the investigation but the raid and surveillance involved both Trading Standards officers and Environmental Health Officers.

### **Love Your Home Event**

This was a week long Multi Agency event held in Worcester aimed at protecting citizens in their own home and raising awareness of hidden dangers. The event was manned by WRS staff advising consumers on protecting themselves from rogue traders and scams.

This proved to be an excellent opportunity to help consumers and promote WRS to other agencies, consumers and councillors. There was a high attendance by consumers classed as potentially vulnerable with an estimate of 1000 consumers attending each day.

A victim of rogue trader activity was identified and given extensive help and advice in order to prevent further targeting.

WRS also interacted with an organisation called Site and Sound who provide assistance to visually and hearing impaired citizens. Links to advice and information provided by WRS were given to them.

WRS have estimated that 5000 "No Cold Caller" signs were distributed during the week.

### **Illegal Car Sales**

Several investigations have been instigated concerning the sale of vehicles that are dangerously un-roadworthy, have had their mileages reduced (clocked) or have been sold with false service histories. These investigations will lead to the prosecution of the traders involved.

An example includes a prosecution against a car dealer who sold cars that he didn't own. The trader leased cars from finance companies and then sold them to unwitting consumers. These were high value vehicles worth several thousand pounds. This man was prosecuted for fraud and received a custodial sentence.

WRS officers have also instigated car forecourt checks. Officers have visited car dealers who have generated consumer complaints to check the business and advise them of their legal obligations. Vehicles advertised for sale have also had their histories checked.

## Financial Management

### 2012/13

Monthly financial monitoring reports have been presented to the Management Board and to each Joint Committee meeting. In addition, a robust ordering and authorisation process is in place to ensure the transparency and accuracy of costing. Good management of costs and the management of vacancies led to another significant underspend of £350,000 against the revenue budget. This position is subject to final Audit as part of the statutory arrangements for the Joint Committee. The overall saving achieved against the original budgets from partners is around 23%.

This has allowed partners to receive a financial bonus as the saving has been returned to partners in the proportions they contribute albeit this came with a commitment to honour any further redundancy costs that the services incurs as it continues to streamline its operations, at least to the level agreed in the business case. Appendix 4 details the final financial statement for the service. In summary the position was as follows:

**Table 5 –Budget Outturn for 2011/12**

	Budget	Expenditure	Variance
Employees	4150	3905	-245
Premises	194	148	-45
Transport	215	177	-38
Supplies & Services	647	670	22
Contractors	423	448	25
Income	-3	-61	-59
Sub-Total	5626	5286	-340
Transfer to Reserve –Training	35	26	-9
Total	5661	5312	-349

### Budget for 2013/14

Appendix 5 details the budget allocation for 2013/14. The contribution from each partner is based on the same revised % share outlined at the end of Appendix 4. The budget for 2012/13 was delivered by significantly reducing the funding for various activities (services and equipment) and by eliminating virtually all of the vacant posts within the service. This means that there is very little scope for reduction within the revenue budget other than salaries of front line staff. We envisage that the completion of transformation will allow us to develop some further small efficiencies.



Whilst the budget for 2013/14 is the same as 12/13, we are now aware that we will be required to deliver further savings on behalf of partners and, depending on the size of these reductions, will almost certainly result in reductions in the level of service delivered. The potential level of saving required will not be clear before September 2013 but we will be reviewing elements of service delivery during this financial year and, where it is possible and appropriate, we will look to use the VCR process to find staff savings and quantify the impact on service delivery and the associated risks. WRS Managers have been tasked with preparing a cost base for current activities and also to introduce a risk assessment methodology so partners can properly assess the impact of any budget reductions across the scope of the service, assisting them to make informed decisions.

## **Human Resources Issues**

The current structure appears as Appendix A. This has been delivered by a minor re-structuring within what was Business Compliance and Community Protection, as a result of the data we were gathering, to deliver two Geographic teams and our Strategic Services team. This provided a better balance of resource allocation to demand spread. Further changes to our structure will be considered during 2013/14 when further data on demand and trends will be available.

Sickness absence levels are running at above the public sector average but around 2/3rds of this is made up of long term sickness resulting from either serious illness or injury. To help mitigate the impact of this we have implemented training for all managers on how to handle sickness absence and by a combination of careful monitoring and management a significant reduction in the current level is expected.

Money was carried forward last year to fund a Leadership training programme for the Managers within WRS. This has gone well and will be completed during Summer 2013. Further to this, a training and development programme has been developed and implemented for the Senior Practitioner tier (4<sup>th</sup> tier managers,) to ensure that areas such as performance and sickness absence can be effectively monitored and managed.

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

Turnover of staff has been low, although we have lost two field officers who obtained promotions in other organisations. Re-organisation and ill health retirement have also contributed to some staff leaving the service. The main issue we have faced from a staffing perspective is that it has been very difficult to get suitable contractor cover to fill in for people on long term sick and for those seconded onto the IT implementation project. We were surprised by the shortage of suitable contractors in the Environmental Health field and it has proved even more difficult to obtain backfilling for Trading Standards staff.

We have responded to staff needs for support in our fast changing environment by offering various support systems. Worcestershire Works Well, has been implemented offering us a wellness at work programme to support staff and the Bromsgrove Employee Assistance programme where staff members offer to provide support to other staff members who are struggling has been implemented. Due to time constraints an Annual Staff Survey was not completed during this reporting period but one has been undertaken recently and will be reported in next year's Annual Report. There has however been a number of staff briefings and regular staff newsletter provided during this reporting period, to ensure staff remain supported, informed and engaged throughout the year.

## **Accommodation**

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

## **Business Transformation (Service Delivery)**

Systems Thinking has remained at the root of what the service is seeking to deliver, however, as the service contracts it will become harder to deliver what individual customers need. Going forward, the use of intelligence will feature more and more, especially within the Trading Standards functions under the National Trading Standards Board's Integrated Operating Model that seeks to embed the intelligence led approach at local, regional and national levels. The development of purposes from a customer perspective has assisted officers in shaping their responses to work within our framework of strategic priorities, keeping the service focused on what customers want.

During 2012/13, the service has trialled the use of a small intelligence unit within the service to both help direct the work of the service and to provide information for managers and members on outputs. This will be formalised during 2013/14 and will support the implementation of the intelligence led approach more widely across the service.

## **ICT Project**

The implementation of a single new ICT system to replace the legacy systems currently being used within WRS has been a priority for the service during 2012/13. Customer focus and service transformation aimed at improving performance and efficiency is key to its design.

The WRS Project Team overseen by a Project Board has been formed comprising users drawn from across the service. This team, which is based at The Guildhall in Worcester, is being trained and supported by supplier IDOX. The team is tasked with building and developing the UNiform system tailored to WRS needs, and providing training to the end users. This approach will lead to the service becoming much more self-sufficient going forward with much less reliance on supplier support.

Since early March the team has been working on transferring historical data from existing partner systems. One by one, the data from these legacy systems is being loaded into UNiform with the ICT Team carrying out data and user acceptance testing prior to implementation across the service in late June.

Further features of the ICT system will be improved public access to data, a new integral document management system, spatial information and mobile working tools which will give Officers instant access to "live" information in the field which will facilitate a more efficient and customer focussed way of working

## **Risk Management**

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

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

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

The Service aims to ensure that Risk Management becomes a natural component of its management process and that when and where appropriate; risks are avoided, reduced, transferred or retained. As part of these arrangements, a WRS risk register has been developed that can be integrated with partners own risk registers. This register will be maintained and reviewed periodically to assess current risks and identify forthcoming priorities. The current risk register appears as Appendix 2.

## **Equality and Diversity**

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

## **Next Steps**

As we head into the next period the service will face a number of key challenges, principally developing a service that meets all our partners differing financial pressures. The new IT system should be configured and implemented by autumn 2013 and this will improve both our ability to report and should streamline some processes.

We will look at opportunities to extend the partnership to increase resilience and deliver some further cost savings. We are currently in discussion with several potential new partners. The potential increase in geographical scope of the service may require a review of governance arrangements to ensure that this element is delivered efficiently and cost effectively. It may also be necessary to consider a name change in order to reflect and changes on geographical coverage. Any proposal will be put before the Management Board and Joint Committee for consideration and decision.

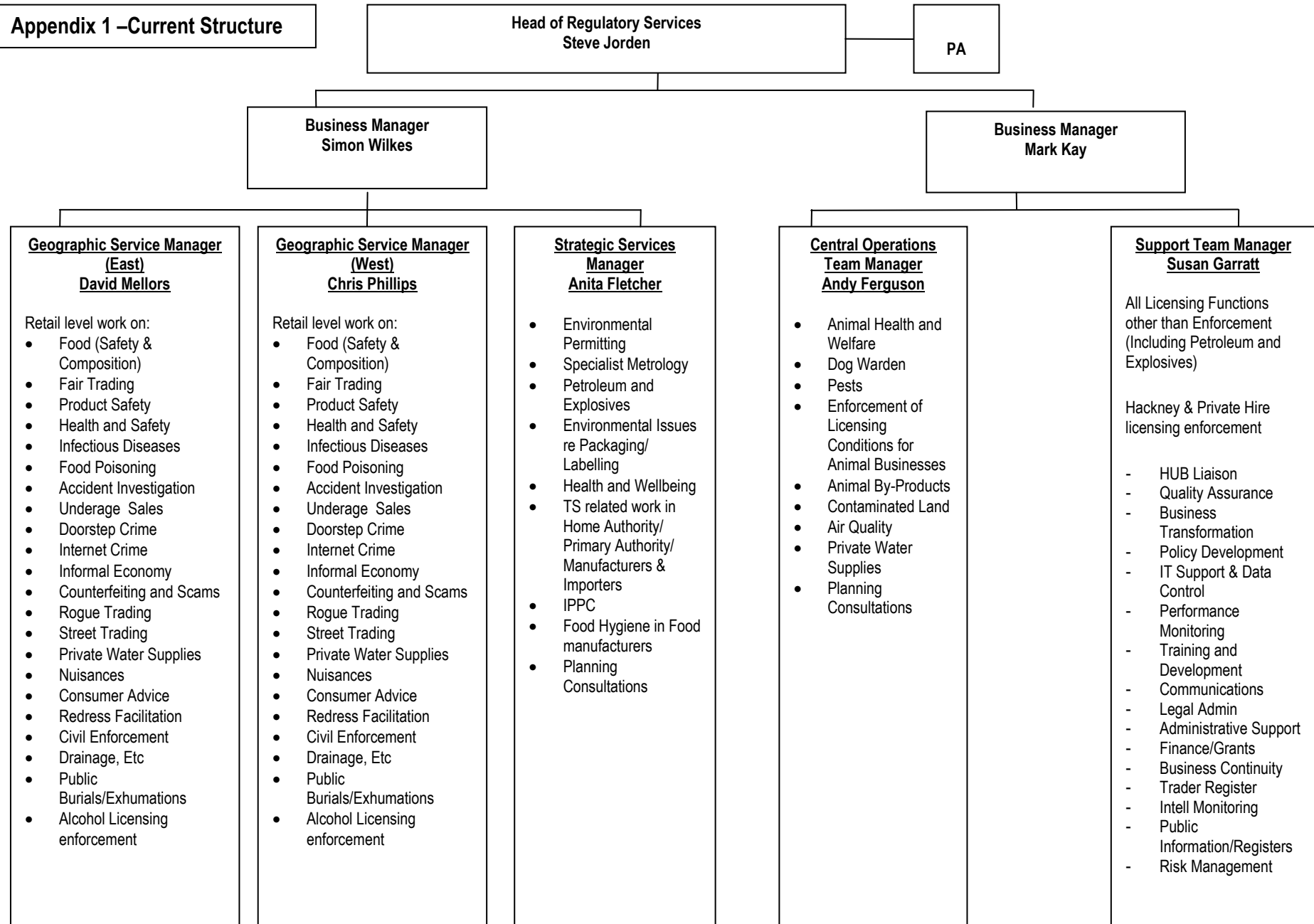
As we will continue to be in an ever changing environment, communications with staff will remain key to maintaining performance, so we will maintain our various channels of communication to keep them informed of developments and involve them in the change process.

## **Key Milestones for 2013/14**

- Detailed business case to members re taking on other partners
- Implementation of the new IT solution so old systems can be switched off,
- Following our philosophy of continuous improvement, we will continue to review processes to eliminate obvious waste,

- Identify how future budgetary restrictions might impact on service delivery going forward, including the risk of any service reductions envisaged.
- To achieve agreement with management board and joint committee on the scale and scope of savings on base budget that the service will be required to deliver during the next financial settlement period.
- Following on from this, to agree future levels of service delivery for all partners.
- Review of governance arrangements

**Appendix 1 –Current Structure**



## Appendix 2 – WRS Risk Register

Risk Description	Consequences	When is this likely to happen	Current Position			Control measures
			Likelihood	Impact	Matrix RAG Status	
Loss of Data through IT failures	Disruption to Service Provision. Inability to produce records and data.	On-going	Low	High	Green	Bromsgrove ICT have effective processes and business continuity plans in place.
Delays in procuring and implementing new single WRS IT System	Impact on work planning. Additional time taken in cross referencing data sets and reporting from 7 different systems.	Sept 2013 onwards	Low	High	Amber	System implementation is well underway under the supervision of a Project Board and is currently on target. There have been significant issues with data transfer but so far these have been overcome by our dedicated implementation team and we remain on target.
Effective and efficient Business Continuity arrangements in place	Disruption to service if e.g. Major Power failures or other reasons that access to Wyatt House is not possible.	On-going	Very Low	Medium	Green	Staff are equipped for mobile/home working.  Touchdown stations available in partner council locations.
Maintain our capacity to achieve service delivery	Disruption to service e.g Major staff sickness (e.g. flu pandemic) or Unable to recruit or retain suitably qualified staff.	On-going	Low	Medium	Green	Service priorities to be managed and partners informed of any changes to service.  Consultants are available to provide short term cover and this has worked well where we have used them to cover peak demand periods.  We are active within regional and sub regional groups to share resources if required. Effective training and development processes in place to ensure recruitment and retention of staff.  Regular inventory and maintenance of equipment. In future budget for replace may be an issue but would be a relatively small amount for partners to share.
Pest and Dog Control contractors cease operations.	Disruption to service. Negative media coverage. Increased public health risks	On-going	Low	High	Green	New framework contract has 4 suppliers so the loss of one allows work to be moved to the other 3.
Effective and efficient contract arrangement for dog control	Disruption to service if no kennels available. Negative media coverage. Increased public health risks	On-going	Low	High	Amber	Budget available to use temporary staff or buy in use of other private sector providers in short term. New contracts are in place and Warden Service now fully in-house.

Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes.	Negative media coverage through loss of major case.  Loss of confidence in the service.  Financial loss	On-going	Low	Medium	<b>Green</b>	Use of competent staff to undertake investigations.  Proper scheme of delegation to ensure authority to take decisions is clear and monitor for legislative changes.  Clear enforcement policy in place & ensure compliance with legal procedures.  Effective liaison with partner councils legal services departments.
Robust arrangements in place to respond to an environmental incident/disaster	Negative media coverage if major infectious disease incident or animal disease outbreak not handled well.  Impact on other service areas.  Well-being of staff.	On-going	Low	High	<b>Amber</b>	Processes for response to incidents clear.  Effective liaison with government departments and agencies.  Managers to deploy staff to support other teams.  Mutual aid arrangements with neighbours in place for Animal disease outbreaks
Failure to maintain effective budgetary control	Financial loss  Inability to pay staff/contractors  Reputational damage	On-going	Low	High	<b>Green</b>	Effective delegation of financial decisions.  Devolution of cost centres to managers.  Monthly reporting within WRS.  Quarterly reporting to management board and Joint Committee
Criticism or intervention by Government if they are unhappy with service provision. Achieve stable levels of contribution from partner authorities	Reputational damage.  Level of support from constituent authorities for Regulatory Services will vary due to variations in income	On-going	Very low	low	<b>Green</b>	Compliance with Bromsgrove's financial procedures. Keep key government stakeholders apprised of WRS plans and business transformation and address any concerns at an early stage.
Host provides high quality support services to ensure effective service provision	Cost of hosting may increase and level of support required may not be met resulting in the service performance being affected. Failure in host support	On-going	Low	High	<b>Amber</b>	Ok if partners conform with legal agreement on budgetary cost
		On-going	Medium	Medium	<b>Amber</b>	Ensure Management Board informed of significant failings Maintain ongoing liaison with host authority Host authority to deal with issues in a timely fashion

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



**Appendix 3**  
**Performance Reporting Template 2013/14**

<b>Measure</b>	<b>Reported</b>	<b>Comments/queries</b>
1. Business satisfaction	quarterly	To be based on standard questionnaire sent to businesses with which WRS has had contact that quarter.
2. Client Satisfaction	quarterly	To be based on standard questionnaire sent to customers with whom WRS has had contact that quarter.
3. Improved Consumer Confidence	quarterly	To be based on standard questionnaire that contains a specific question about whether consumer feel better informed and able to deal with their own problems after their contact with WRS
4. No. of business broadly compliant (of those inspected during the period)	quarterly	At this stage all 7 council can only access this data for food – not other subject areas.  We can ensure that if Management Board and Joint Committee feel this is a key measure that it is available for all areas for any new IT system that is procured for WRS.
5. No. of improving food premises	annually	Will use %age 0,1,2 star premises under FHRS so should see improvements
6. Percentage of premises selling alcohol to children	quarterly	This will be reported at the end of each quarter where there has been a test purchasing exercise, as these do not happen every quarter.
7. No. noise complaints received per 1000 population	quarterly	Self explanatory.
8. cost of environmental health function per head of population	quarterly	This will be based on the service plan/budget for 2011/2012.
9. cost of trading standards function per head of population	Quarterly	This will be based on the service plan/budget for 2011/2012.
10. % of applicants for driver licences rejected as not fit and proper	Annual	To show service ensuring only fit people are licensed
11. % of vehicles found to be defective whilst in service	Annual	To show we are making the trade ensure safety of travelling public
12. Staff sickness absence at public sector average or better	Quarterly	Hope to see falling trend over time getting below the Host's target.
13. Air quality action plans put in place where necessary to support delivery of improvement	Annual	Since a county wide plan is out for consultation this may be superfluous by the end of the year
14. Review of register of compliments and complaints	Annual	Report both complaints and complements

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

Appendix 4: Detailed outrun for Regulatory Services 2011/12

Regulatory Services - Revenue Monitoring 2012/13 - 12 Months to end of March 2013

	Summary - Full year Budget	Summary - Budget 12 Mths Mar 13	Summary - Expenditure to Mar 13	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Direct Expenditure</b>						
Employees						
Salary	4,124	4,124	3,791	-333	3,791	-333
Agency Staff	3	3	86	84	86	84
Recruitment	0	0	0	0	0	0
Subscription	2	2	9	7	9	7
Training	2	2	2	-0	2	-0
Employee Insurance	19	19	17	-2	17	-2
<b>Sub-Total - Employees</b>	<b>4,150</b>	<b>4,150</b>	<b>3,905</b>	<b>-245</b>	<b>3,905</b>	<b>-245</b>
<b>Premises</b>						
Rent	88	88	70	-18	70	-18
Room Hire	3	3	1	-2	1	-2
Business Rates	35	35	34	-1	34	-1
Cleaning	10	10	7	-3	7	-3
Repairs & Maintenance	4	4	1	-3	1	-3
Service Charges	17	17	9	-8	9	-8
Secure Storage	17	17	17	0	17	0
Utilities	18	18	7	-11	7	-11
Water & Sewerage Services	2	2	2	-0	2	-0
<b>Sub-Total - Premises</b>	<b>194</b>	<b>194</b>	<b>148</b>	<b>-45</b>	<b>148</b>	<b>-45</b>

**Transport**

Vehicle Hire	12	12	10	-2	10	-2
Vehicle Fuel	7	7	7	-0	7	-0
Tyres	0	0	0	0	0	0
Road Fund Tax	1	1	1	-0	1	-0
Vehicle Insurance	3	3	4	0	4	0
Vehicle Maintenance	2	2	2	0	2	0
Car Lease	7	7	4	-3	4	-3
Car Allowances	183	183	150	-33	150	-33
Public Transport	0	0	0	0	0	0
<b>Sub-Total - Transport</b>	<b>215</b>	<b>215</b>	<b>177</b>	<b>-38</b>	<b>177</b>	<b>-38</b>

**Supplies and Services**

Furniture & Equipment	46	46	69	23	69	23
Test Purchases	12	12	1	-11	1	-11
Clothes, uniforms and laundry	5	5	2	-3	2	-3
Printing & Photocopying	27	27	30	3	30	3
CRB Checks (taxi)	28	28	29	1	29	1
Publications	10	10	10	1	10	1
Postage	12	12	9	-3	9	-3
ICT	69	69	104	35	104	35
Legal Costs	7	7	1	-6	1	-6
Telephones	41	41	33	-8	33	-8
Training & Seminars	60	60	42	-18	42	-18
Car Parking & Subsistence	0	0	1	1	1	1
Insurance	20	20	33	13	33	13
Miscellaneous Expenses	1	1	2	1	2	1
Third Party Payments						
Support Service Recharges	250	250	250	0	250	0
Customer Services Hub	50	50	50	0	50	0
Audit	10	10	5	-5	5	-5
<b>Sub-Total - Supplies &amp; Service</b>	<b>647</b>	<b>647</b>	<b>670</b>	<b>22</b>	<b>670</b>	<b>22</b>

<b>Contractors</b>						
Dog Warden	145	145	140	-5	140	-5
Pest Control	40	40	55	15	55	15
Analytical Services - Tr Standards	95	95	95	0	95	0
Trading Standards	8	8	5	-3	5	-3
Licensing	14	14	10	-4	10	-4
Other contractors/consultants	18	18	15	-3	15	-3
Water Safety	5	5	8	3	8	3
Food Safety	8	8	0	-7	0	-7
Health & Safety	2	2	4	3	4	3
Environmental Protection	33	33	66	33	66	33
Taxi Tests	31	31	34	3	34	3
Grants / Subscriptions	14	14	13	-1	13	-1
Advertising	11	11	2	-8	2	-8
Publicity & Promotions	2	2	0	-2	0	-2
CRB Checks	0	0	0	0	0	0
<b>Sub-Total</b>	<b>423</b>	<b>423</b>	<b>448</b>	<b>25</b>	<b>448</b>	<b>25</b>
<b>Income</b>						
Car Lease Contributions / Training Courses / Bereavement / Works in Default / Sewer Baiting etc	-3	-3	-61	-59	-61	-59
<b>Sub-Total</b>	<b>-3</b>	<b>-3</b>	<b>-61</b>	<b>-59</b>	<b>-61</b>	<b>-59</b>
<b>Total I</b>	<b>5,626</b>	<b>5,626</b>	<b>5,286</b>	<b>-340</b>	<b>5,286</b>	<b>-340</b>
Training Reserve From 2011/12	35	35	26	-9	26	-9
<b>Sub-Total</b>	<b>35</b>	<b>35</b>	<b>26</b>	<b>-9</b>	<b>26</b>	<b>-9</b>
<b>Total</b>	<b>5,661</b>	<b>5,661</b>	<b>5,312</b>	<b>-349</b>	<b>5,312</b>	<b>-349</b>

**Percentage saving from original budget £7,181 in 2010-11 26.02%**

<b>12-13 Underspend refunded to partners</b>	<b>£'000</b>	<b>%</b>
Bromsgrove	39	11.05
Malvern Hills	33	9.58
Redditch	39	11.31
Worcs City	39	11.11
Wychavon	58	16.55
Wyre Forest	38	10.82
Worcs County	103	29.58
<b>Total Refund</b>	<b>349</b>	<b>100.00</b>

## Appendix 5:

**WRS BUDGET 2012/2013 - 2014/2015**

<b>Account description</b>	<b>Budget 2012/2013 £'000</b>	<b>Budget 2013/2014 £'000</b>	<b>Budget 2014/2015 £'000</b>
<b>Employees</b>			
Monthly salaries	4,123	4,123	4,123
Agency workers	3	3	3
Training for professional qualifications	2	2	2
Medical fees (employees')	1	1	1
Employers' liability insurance	19	19	19
Employees' professional subscriptions	2	2	2
<b>Sub-Total - Employees</b>	<b>4,150</b>	<b>4,150</b>	<b>4,150</b>
<b>Premises</b>			
Internal repair/maint.	4	4	4
Rents	102	102	102
Utilities	20	20	20
Business Rates	35	35	35
Room hire	23	23	23
Trade Waste	1	1	1
Cleaning and domestic supplies	9	9	9
<b>Sub-Total - Premises</b>	<b>194</b>	<b>194</b>	<b>194</b>
<b>Transport</b>			
Vehicle repairs/maint'ce	8	8	8
Diesel fuel	7	7	7
Licences	1	1	1
Contract hire of vehicles	5	5	5
Vehicle insurances	3	3	3

Car Lease	7	7	7
Fares & Car Parking	5	5	5
Car allowances	178	178	178
<b>Sub-Total - Transport</b>	<b>214</b>	<b>214</b>	<b>214</b>

### Supplies & Service

Equipment - purchase/maintenance/rental	35	35	35
Materials/test purchases/vending	23	23	23
Clothing and uniforms	4	4	4
Laundry	1	1	1
Training fees	60	60	60
General insurances	20	20	20
Printing and stationery	27	27	27
Books and publications	10	10	10
Postage/packaging	12	12	12
ICT	69	69	69
Telephones	42	42	42
Taxi Tests	34	34	34
CRB Checks (taxi)	20	20	20
Legal fees	7	7	7
Support service recharges	250	250	250
Customer service posts	50	50	50
Audit	10	10	10
<b>Sub-Total - Supplies &amp; Service</b>	<b>674</b>	<b>674</b>	<b>674</b>

### Contractors

Consultants / Contractors' fees/charges/SLA's	369	369	369
Advertising (general)	10	10	10
Grants and subscriptions	16	16	16
Marketing/promotion/publicity	2	2	2
<b>Sub-Total - Contractors</b>	<b>397</b>	<b>397</b>	<b>397</b>

### Income

INCOME miscellaneous fees	-3	-3	-3
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<b>Sub-Total - Income</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>
<b>BUDGET TOTAL</b>	<b>5,626</b>	<b>5,626</b>	<b>5,626</b>
Bromsgrove	602		
Malvern Hills	534		
Redditch	604		
Worcester City	623		
Wychavon	948		
Wyre Forest	620		
Worcester County	1,694		
	<b>5,626</b>		



## Appendix 6: Activity Data



	Nuisance	4287
A**	Air Pollution	321
D**	Drainage	190
M**	General Nuisance / Pollution	860
N**	Noise	2195
P**	Pests	721
	Food	1030
	Health & Safety	202
	Planning	1035
	Public Burial	34
	Other Complaints or Enquiries	635

Complaints received by Citizens Advice	11556
Investigated by WRS	4548

	Top 5 consumer complaint categories	
EE	Second Hand Motor Vehicles	1252
AB	Home Improvements	1145
AD	Furniture & Pictures	791
DE	Ancillary Credit Business	496
BM	Telecommunications	397



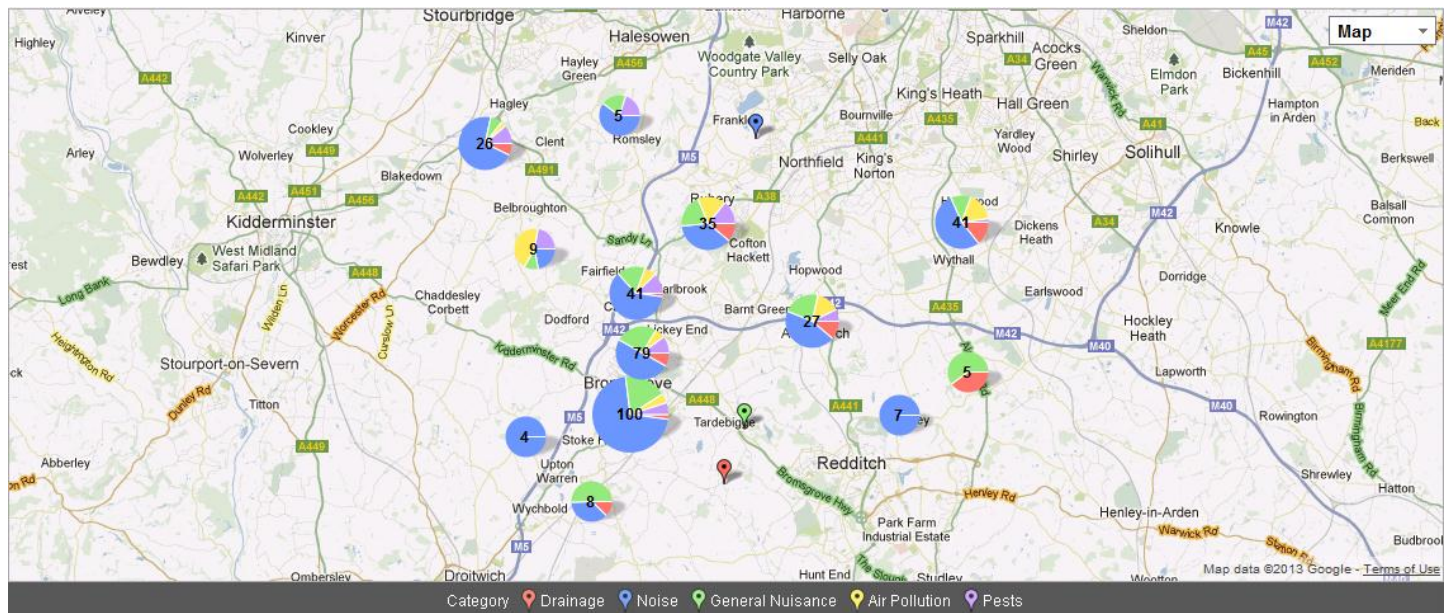
	Nuisance	393
A**	Air Pollution	34
D**	Drainage	30
M**	General Nuisance / Pollution	75
N**	Noise	221
P**	Pests	33
	Food	131
	Health & Safety	22
	Planning	162
	Public Burial	1
	Other Complaints or Enquiries	52
Complaints received by Citizens Advice where the subject is located in Bromsgrove		893
Investigated by WRS		383

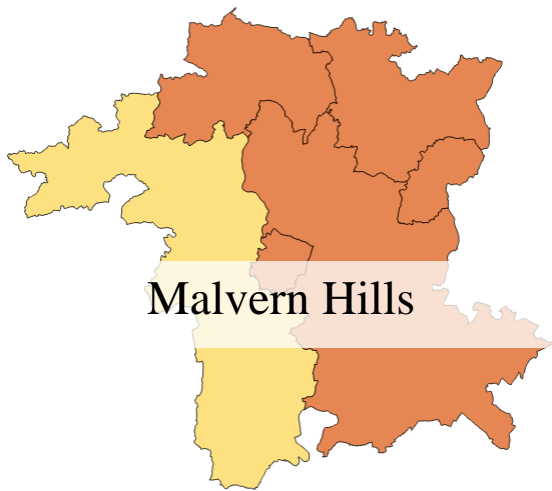
For a

wide range of statistics for this district, visit the following link:

[www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx](http://www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx)

	Top 5 consumer complaint categories	
EE	Second Hand Motor Vehicles	139
AB	Home Improvements	85
DE	Ancillary Credit Business	65
AD	Furniture & Pictures	51
BA	Food & Drink	42





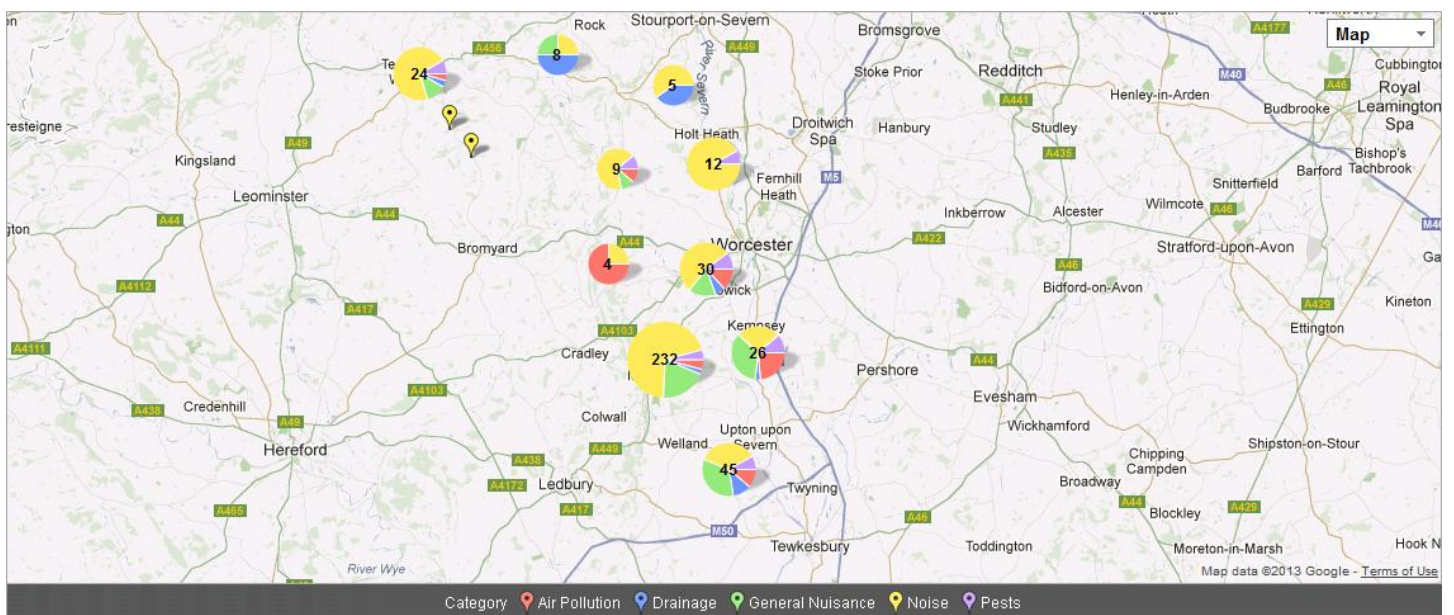
## Malvern Hills

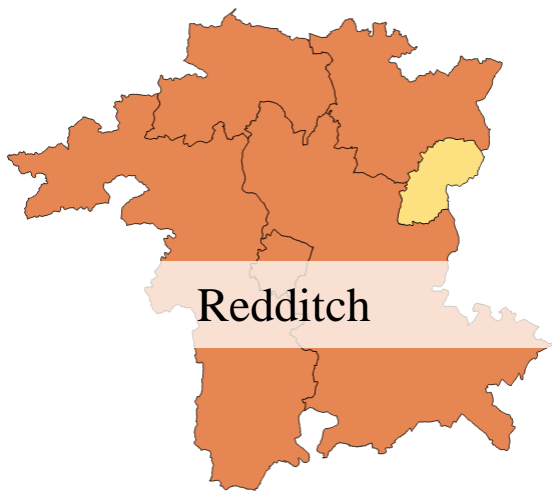
	Nuisance	412
A**	Air Pollution	32
D**	Drainage	21
M**	General Nuisance / Pollution	83
N**	Noise	250
P**	Pests	26
	Food	140
	Health & Safety	21
	Planning	174
	Public Burial	6
	Other Complaints or Enquiries	51
Complaints received by Citizens Advice where the subject is located in Malvern Hills		481
Investigated by WRS		245

For a wide range of statistics for this district, visit the following link:

[www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx](http://www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx)

Top 5 consumer complaint categories		
AB	Home Improvements	62
BA	Food & Drink	43
EE	Second Hand Motor Vehicles	32
BA	Food & Drink	32
AN	Large Domestic Appliances	27





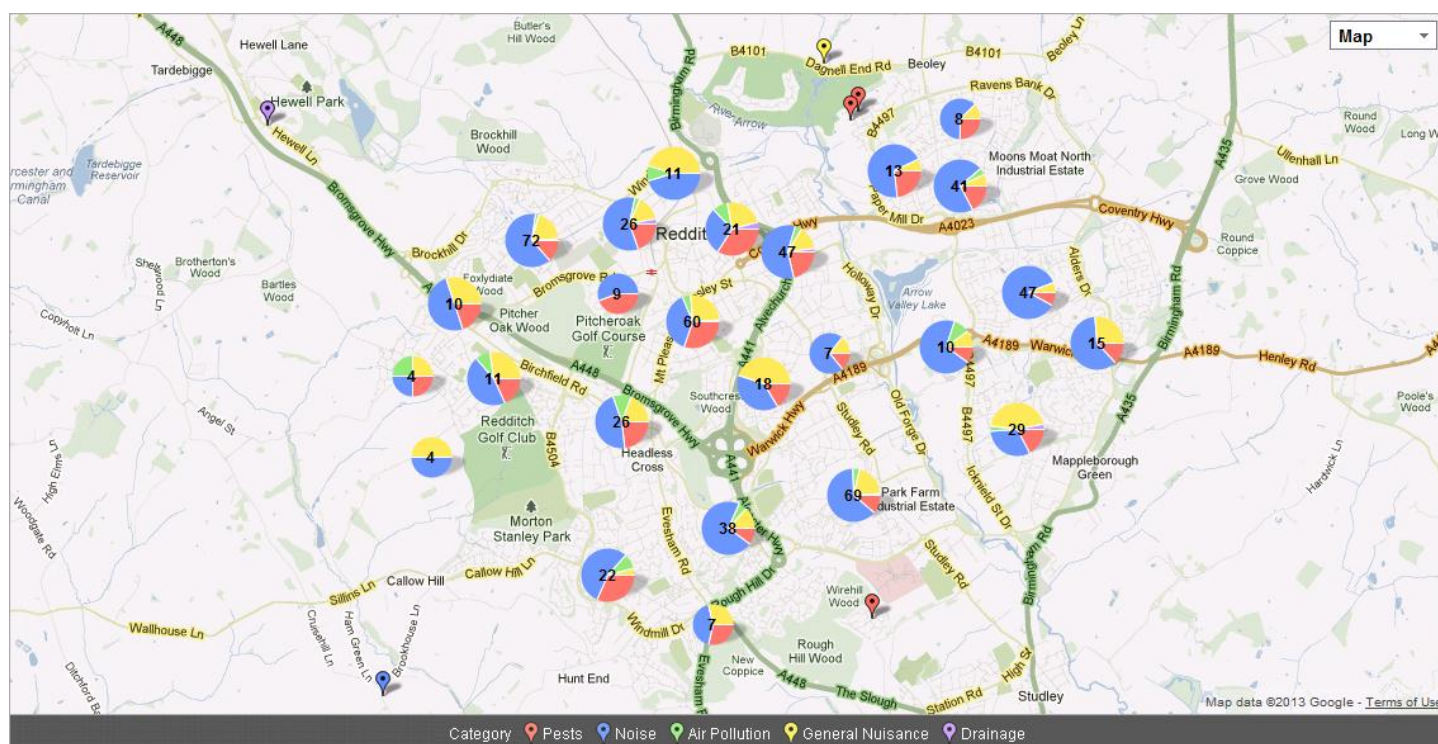
	Nuisance	655
A**	Air Pollution	28
D**	Drainage	8
M**	General Nuisance / Pollution	130
N**	Noise	368
P**	Pests	121
	Food	76
	Health & Safety	16
	Planning	74
	Public Burial	3
	Other Complaints or Enquiries	44

Complaints received by Citizens Advice where the subject is located in Redditch	982
Investigated by WRS	344

Top 5 consumer complaint categories		
AB	Home Improvements	185
EE	Second Hand Motor Vehicles	87
DE	Ancillary Credit Business	73
AD	Furniture & Pictures	64
EF	Car Repairs & Servicing	43

For a wide range of statistics for this district, visit the following link:

[www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx](http://www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx)





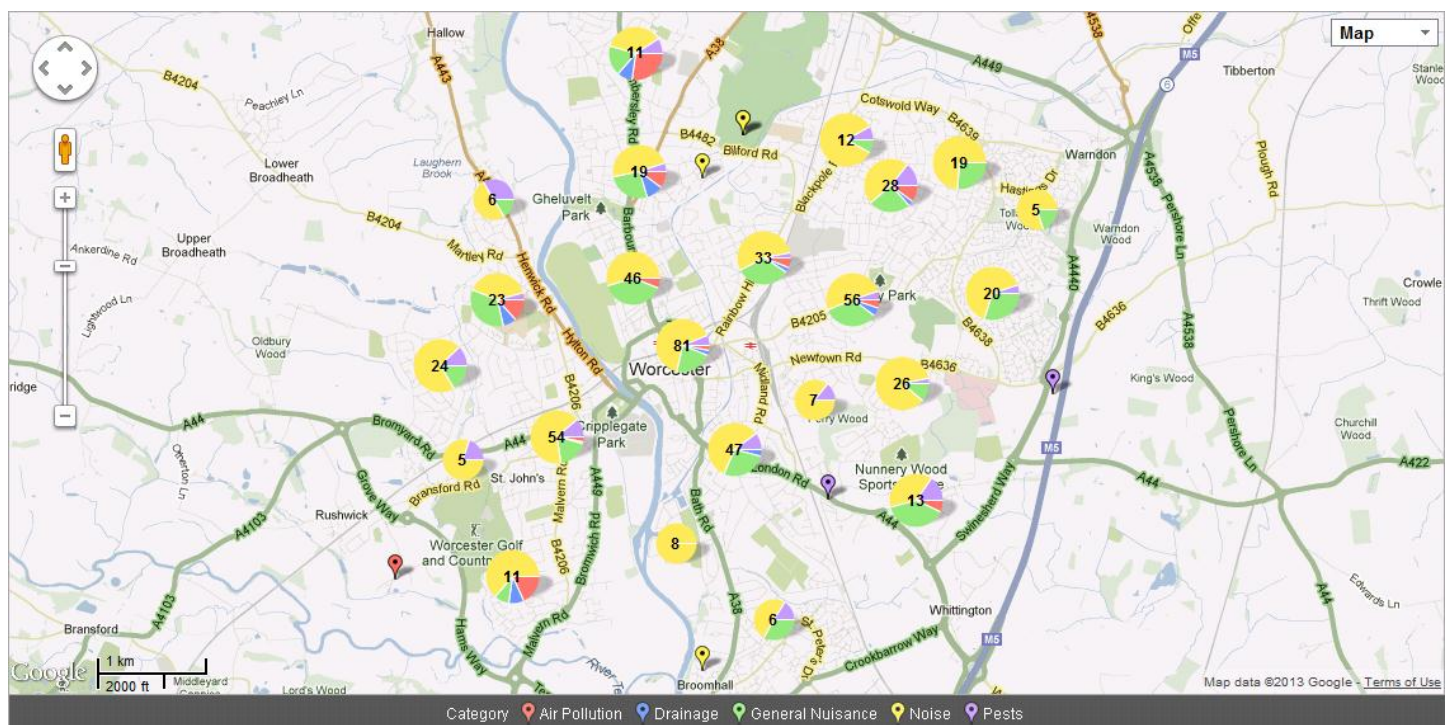
	Nuisance	578
A**	Air Pollution	29
D**	Drainage	17
M**	General Nuisance / Pollution	141
N**	Noise	348
P**	Pests	43
	Food	149
	Health & Safety	32
	Planning	157
	Public Burial	5
	Other Complaints or Enquiries	75

Complaints received by Citizens Advice where the subject is located in Worcester City	1193
Investigated by WRS	427

For a wide range of statistics for this district, visit the following link:

[www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx](http://www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx)

	Top 5 consumer complaint categories	
AB	Home Improvements	135
EE	Second Hand Motor Vehicles	97
CA	Clothing & Fabrics	83
AD	Furniture & Pictures	66
BA	Food & Drink	60





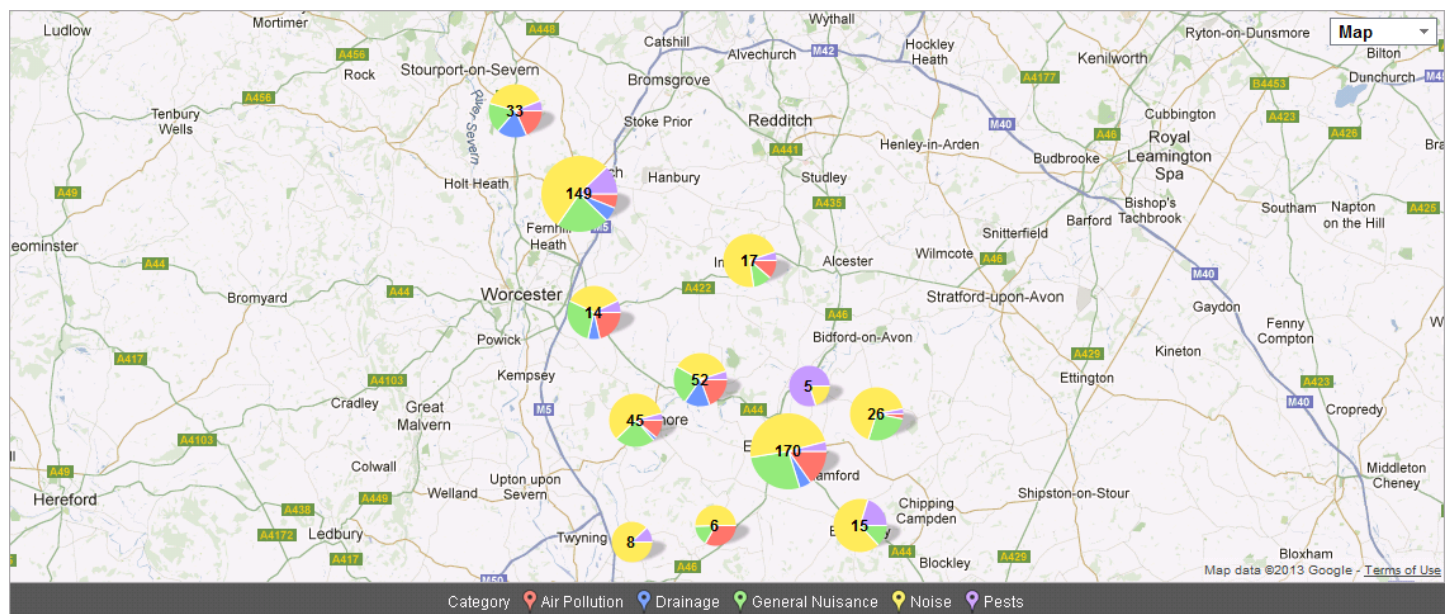
	Nuisance	547
A**	Air Pollution	64
D**	Drainage	37
M**	General Nuisance / Pollution	127
N**	Noise	275
P**	Pests	44
	Food	147
	Health & Safety	32
	Planning	161
	Public Burial	
	Other Complaints or Enquiries	80

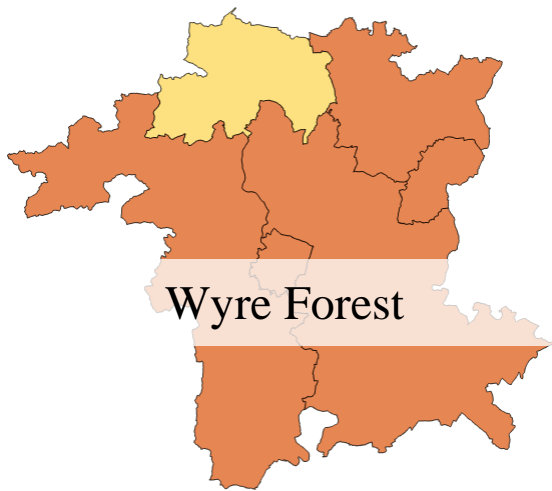
Complaints received by Citizens Advice where the subject is located in Wychavon	1283
Investigated by WRS	536

	Top 5 consumer complaint categories	
AD	Furniture & Pictures	242
EE	Second Hand Motor Vehicles	151
AB	Home Improvements	83
GA	Industrial / Commercial Goods & Services	72
BA	Food & Drink	52

For a wide range of statistics for this district, visit the following link:

[www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx](http://www.worcestershire.gov.uk/cms/research-and-intelligence/local-area-profiles.aspx)





	Nuisance	549
A**	Air Pollution	47
D**	Drainage	8
M**	General Nuisance / Pollution	94
N**	Noise	288
P**	Pests	112
	Food	120
	Health & Safety	25
	Planning	53
	Public Burial	4
	Other Complaints or Enquiries	54

Complaints received by Citizens Advice where the subject is located in Wyre Forest	825
Investigated by WRS	313

	Top 5 consumer complaint categories	
EE	Second Hand Motor Vehicles	130
AD	Furniture & Pictures	84
AB	Home Improvements	66
AN	Large Domestic Appliances	47
BA	Food & Drink	39

For a wide range of statistics for this district, visit the following link:

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