

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 1st April 2013 up to the 31st March 2014 and reports operational activity by the relevant service elements for the financial year. The report summarises the key performance data for the service and a summary of the financial position.

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

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

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

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

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

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

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

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

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

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

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

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

Steve Jorden
Head of Regulatory Services

Jayne Pickering
Lead Financial Officer

Performance

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

Our key measures are around customer satisfaction and the positive compliance of businesses. The vast majority of higher risk businesses have been subject to inspection or some other form of suitable intervention and the key priorities of each partner council have been fulfilled. Business and consumer satisfaction have remained at high levels in spite of the many issues we have had with communication during the year. Previous year's scores appear in brackets in the relevant box. For complaints and compliments we can provide 2 years of comparison.

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

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

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

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

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

Performance Management

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

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

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

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

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

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

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

Audits

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

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

Joint Overview and Scrutiny Panel

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

Key Achievements for WRS in 2013/14:

These include:

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

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

OTHER HIGHLIGHTS

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

WRS Leads Nationally on Local Enterprise Partnerships

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

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

Soft Market Testing

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

BIS/BRDO Regulation Supporting Enterprise Pilot

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

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

Outturn figures for the Food Hygiene Rating Scheme (FHRS)

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

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

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

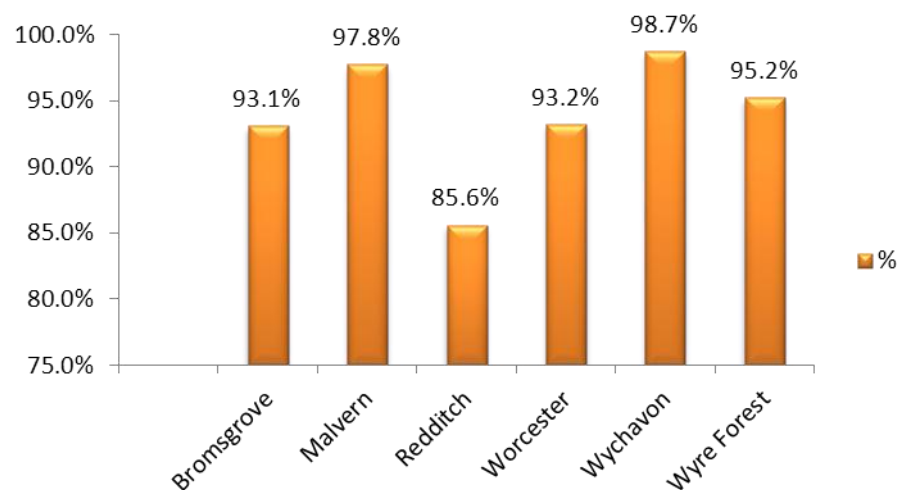
The table below outlines the numbers of premises found to be 0,1 and 2 star in each district as a proportion of those premises subject to the FHRS:

% of food businesses scoring 0,1 or 2

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

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

% businesses broadly compliant at first assessment/ inspection



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



Court orders Energy Reduction UK to act

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

Canny caterers celebrate

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

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

The businesses signed up to making some changes such as:

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

Part-worn Tyre issues

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

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

Farm Smell Case rumbles on

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

Residents might get some sleep during bridge repairs

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

Heat-wave Warnings

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

Support for overseas visitors

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

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

Unsafe pens lead to fine of thousands

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

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

Counterfeiter given curfew by Courts

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

Company Directors sentenced for health care training fraud

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

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

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

Counterfeit Cigarette Sellers Arrested

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

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

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

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

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

Response to flooding

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

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

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

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

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

Worcester City: 95 Businesses were contacted

Wyre Forest: 25 Businesses were contacted

Malvern Hills: 56 Businesses were contacted

Wychavon: 2 Businesses were contacted

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

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

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

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

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

Financial Management 2013/14

Monthly financial monitoring reports have been presented to the Management Board and to each Joint Committee meeting. In addition, a robust ordering and authorisation process is in place to ensure the transparency and accuracy of costing. Good management of costs and the management of vacancies led to an underspend of only £147,000 against the revenue budget, which is 2.6% of the total. This has largely resulted from two things:

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

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

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

Budget for 2014/15

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

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

Human Resources Issues

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

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

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

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

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

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

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

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

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

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

Accommodation

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

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

Business Transformation (Service Delivery)

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

ICT Project

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

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

Risk Management

WRS recognises that the development of policy, delivery of service priorities and the management of its services for seven partners attract risks. In reviewing its service risks and the effects of management strategies and policies WRS seeks to;

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

The Service aims to ensure that Risk Management becomes a natural component of its management process and that when and where appropriate; risks are avoided, reduced, transferred or retained. As part of these arrangements, a WRS risk register has been developed that can be integrated with partners own risk registers. This register will be maintained and reviewed periodically to assess current risks and identify forthcoming priorities. The current risk register appears as Appendix 3.

Equality and Diversity

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

Next Steps

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

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

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

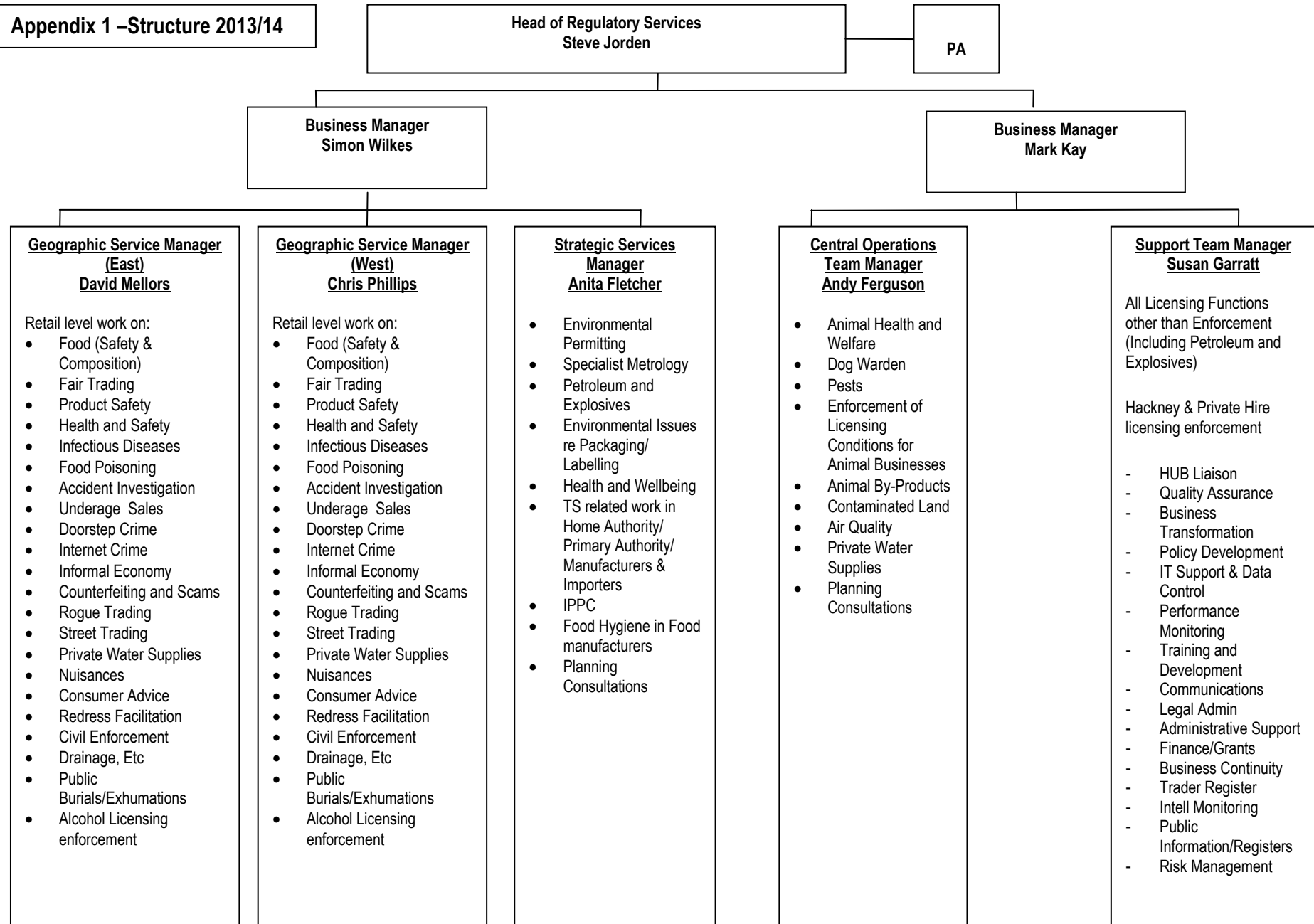
As we will continue to be in an ever changing environment, communications with staff will remain a key element of strategy for maintaining performance, so we will maintain our various channels of communication to keep them informed of developments and involve them in the change process.

Key Milestones for 2014/15

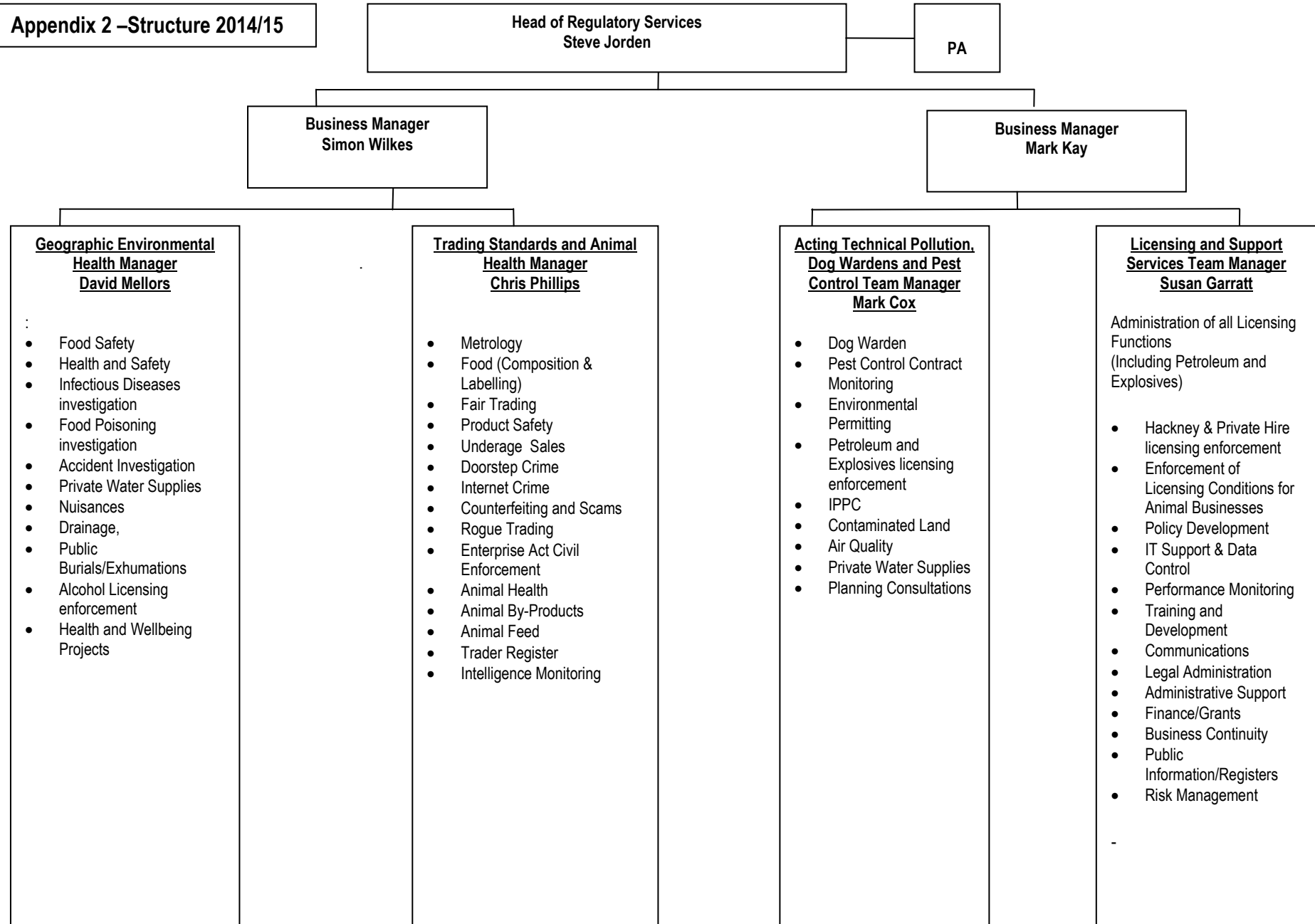
- Process then decision on Strategic Partnering and plan for both success and contingency
- Develop a plan for continuing service delivery with current partnership model should members not agree to strategic partnering.
- Following our philosophy of continuous improvement, continue to review processes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

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

Appendix 1 –Structure 2013/14



Appendix 2 –Structure 2014/15



Appendix 3 – WRS Risk Register

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

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

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

Appendix 4
Performance Reporting Template 2014/15

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

Appendix 5: Detailed outrun for Regulatory Services 2013/14

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

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

Supplies and Services

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

Contractors

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

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

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

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

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

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

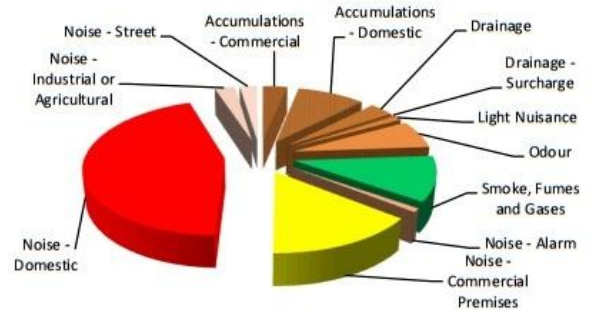
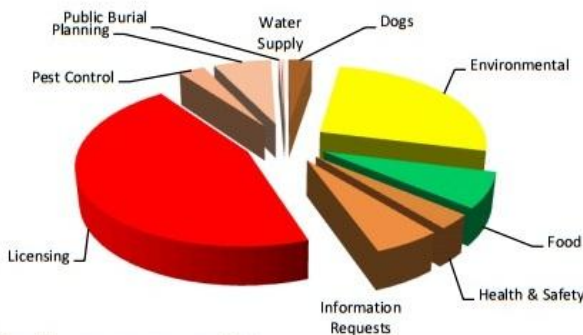
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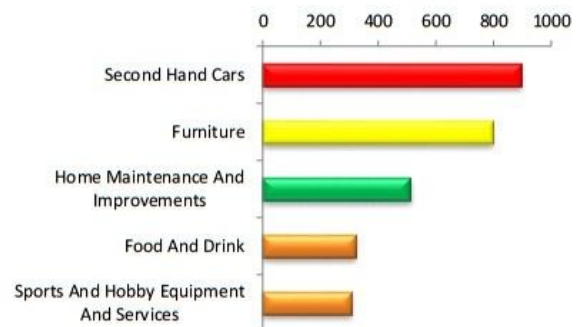
Districts	Population	% of county
Bromsgrove	93,441	16.76%
Malvern Hills	75,381	13.52%
Redditch	78,666	14.11%
Worcester City	94,763	17.00%
Wychavon	117,028	20.99%
Wyre Forest	98,147	17.61%
County Total	557,426	100.00%

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

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

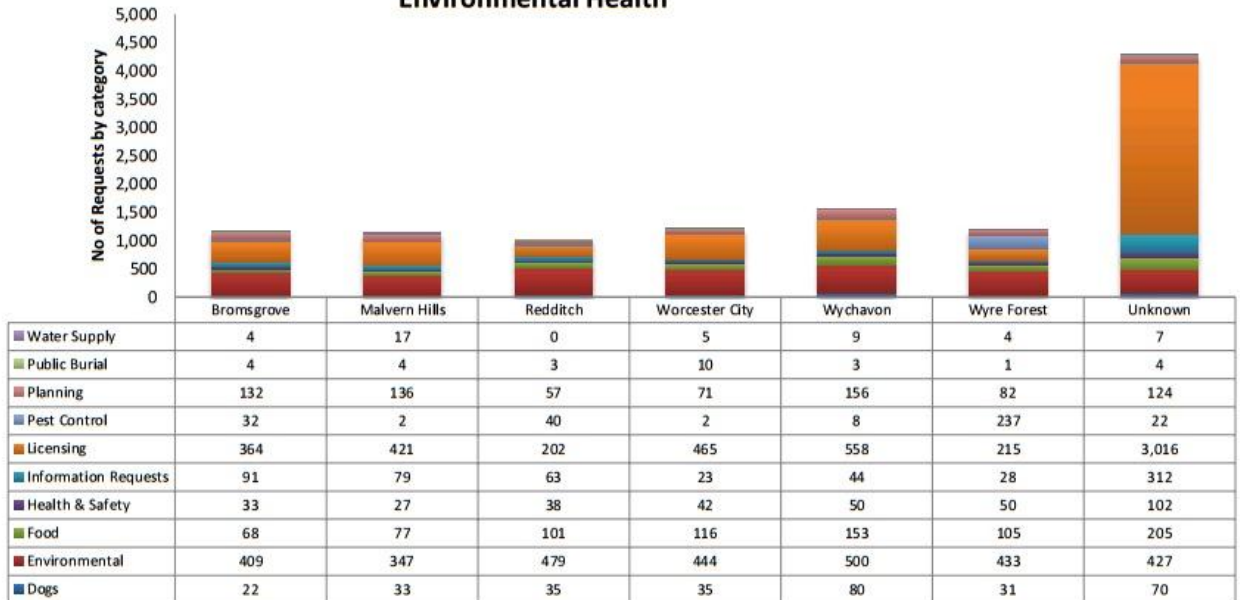


Top 5 consumer complaint categories	2013/2014	% split
Second Hand Cars	896	12.06%
Furniture	797	10.73%
Home Maintenance And Improvements	512	6.89%
Food And Drink	321	4.32%
Sports And Hobby Equipment And Services	307	4.13%
Top 5 Total	2833	38.13%

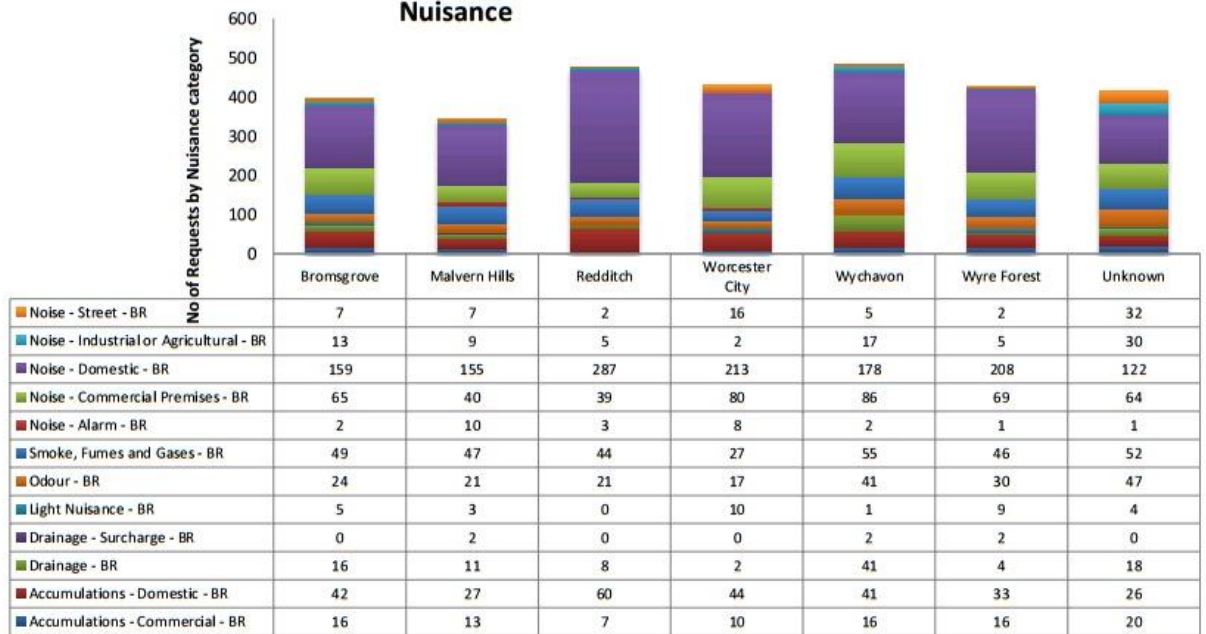


All complaints 7430

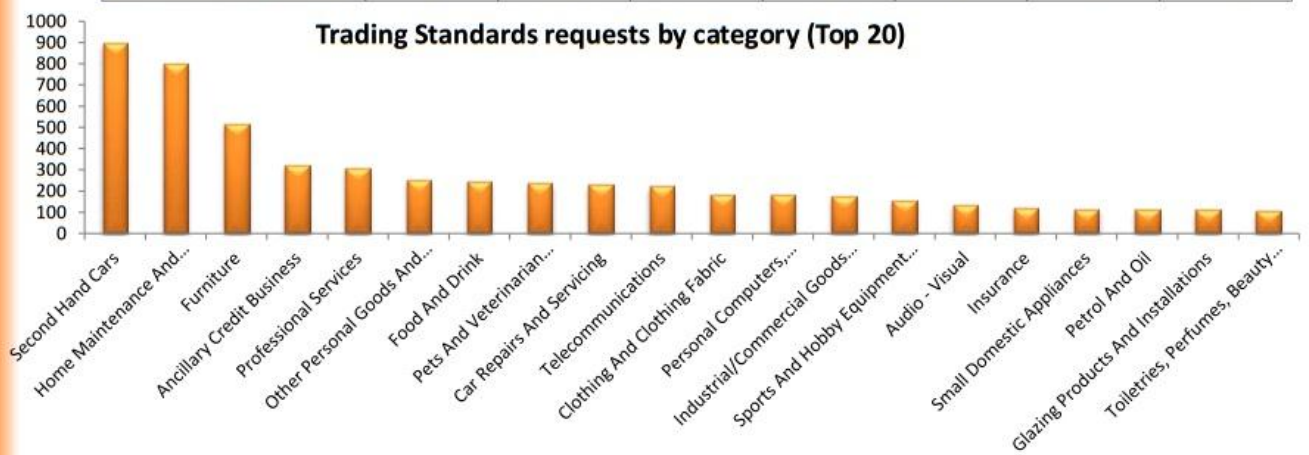
Environmental Health



Nuisance



Trading Standards requests by category (Top 20)



Food inspections

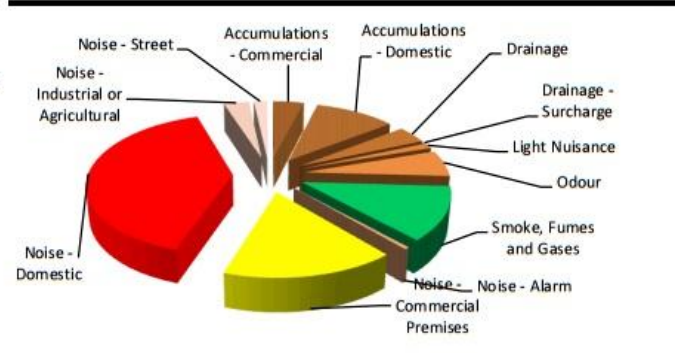
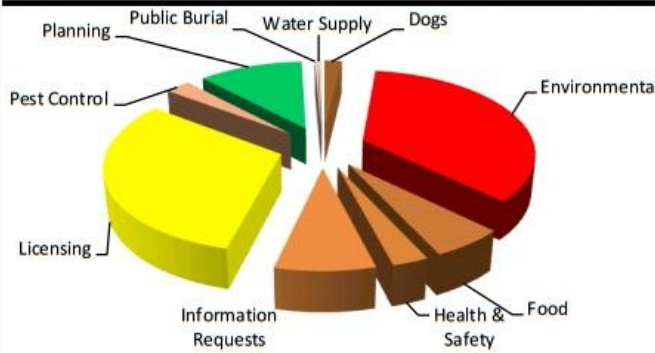
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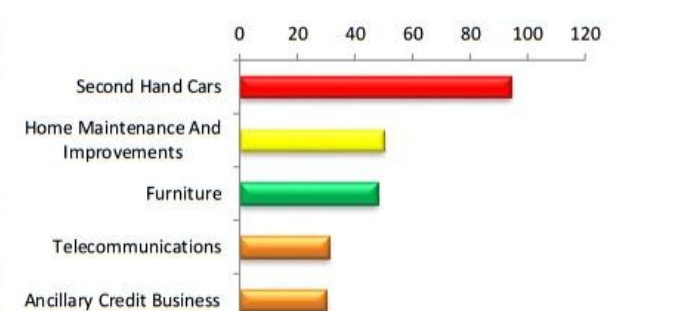
Districts	Population	% of county
Bromsgrove	93,441	16.76%
Malvern Hills	75,381	13.52%
Redditch	78,666	14.11%
Worcester City	94,763	17.00%
Wychavon	117,028	20.99%
Wyre Forest	98,147	17.61%
County Total	557,426	100.00%

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

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



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



Top 5 Total 547

Food inspections

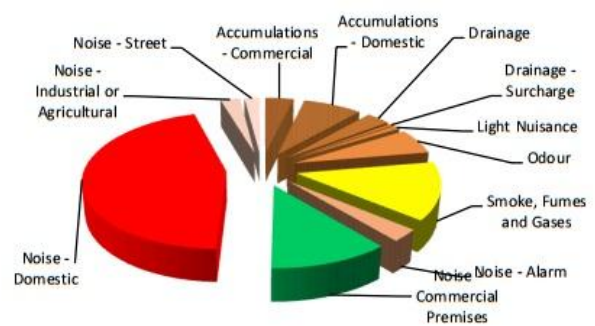
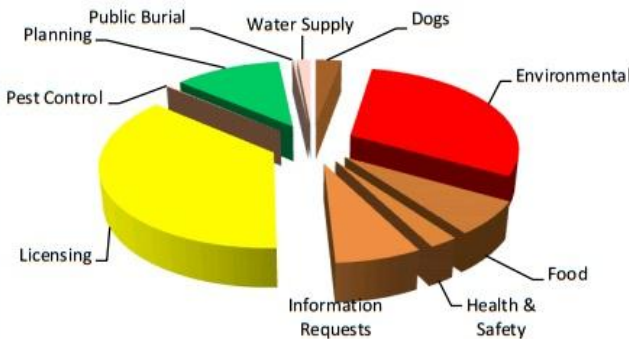
269

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

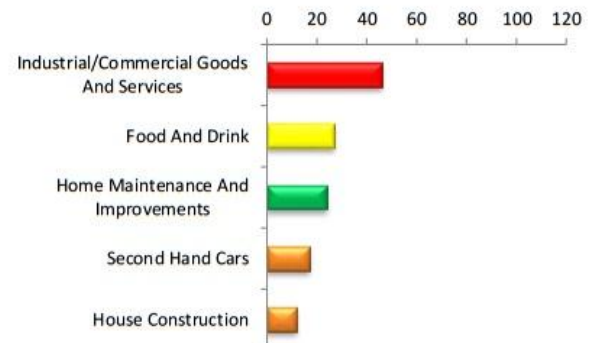


Environmental Health	2013/2014	% split
Dogs	33	2.89%
Environmental	347	30.36%
Food	77	6.74%
Health & Safety	27	2.36%
Information Requests	79	6.91%
Licensing	421	36.83%
Pest Control	2	0.17%
Planning	136	11.90%
Public Burial	4	0.35%
Water Supply	17	1.49%
Total	1,143	100.00%

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



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



All complaints 252

Food inspections

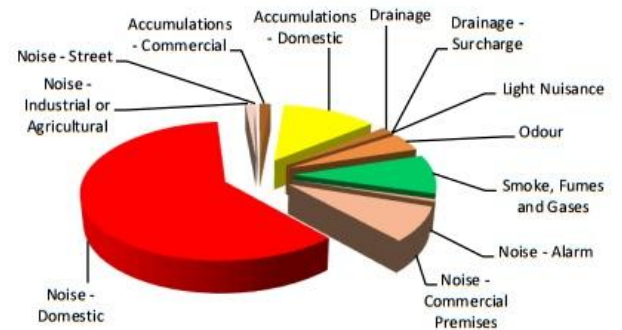
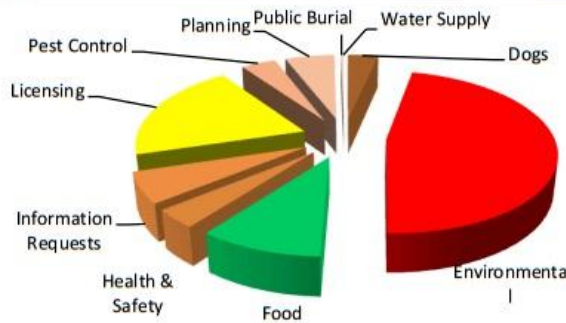
116

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

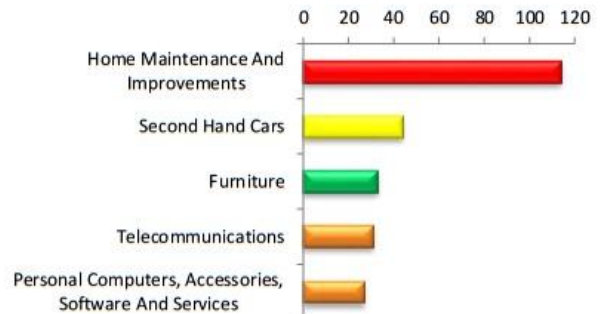


Environmental Health	2013/2014	% split
Dogs	35	3.44%
Environmental	479	47.05%
Food	101	9.92%
Health & Safety	38	3.73%
Information Requests	63	6.19%
Licensing	202	19.84%
Pest Control	40	3.93%
Planning	57	5.60%
Public Burial	3	0.29%
Water Supply	0	0.00%
Total	1,018	100.00%

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



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



All complaints 504

Food inspections

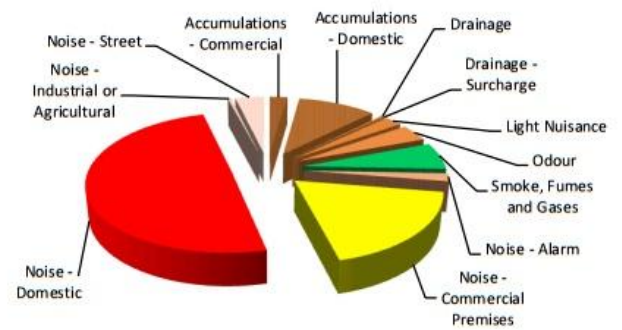
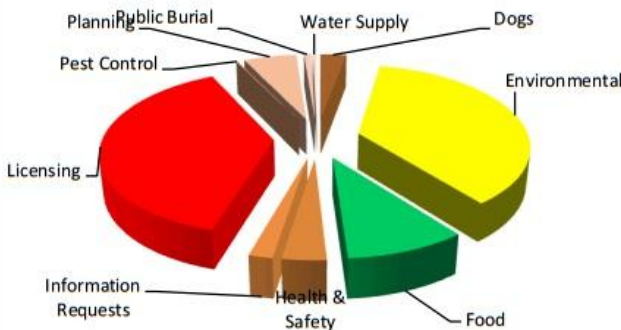
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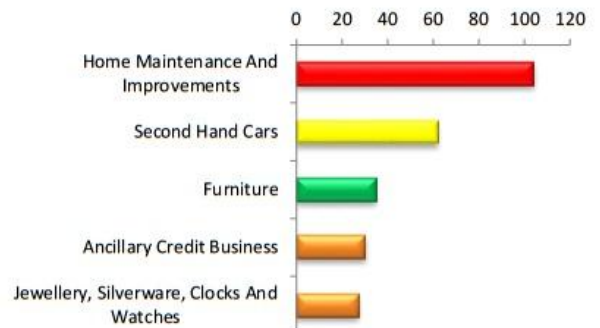
Districts	Population	% of county
Bromsgrove	93,441	16.76%
Malvern Hills	75,381	13.52%
Redditch	78,666	14.11%
Worcester City	94,763	17.00%
Wychavon	117,028	20.99%
Wyre Forest	98,147	17.61%
County Total	557,426	100.00%

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

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



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



All complaints 582

Food inspections

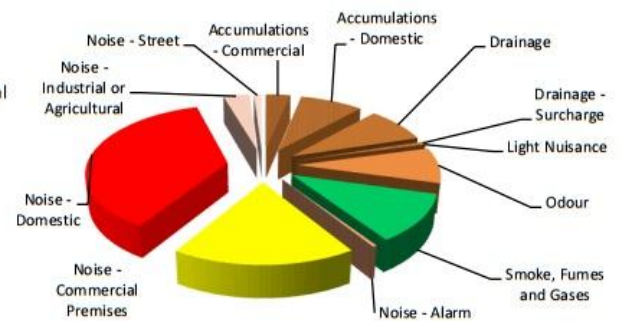
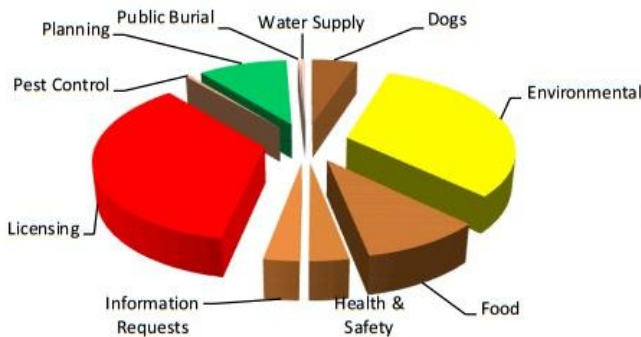
318

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

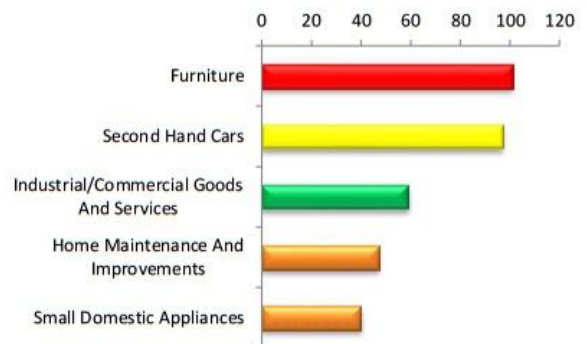


Environmental Health	2013/2014	% split
Dogs	80	5.12%
Environmental	500	32.03%
Food	153	9.80%
Health & Safety	50	3.20%
Information Requests	44	2.82%
Licensing	558	35.75%
Pest Control	8	0.51%
Planning	156	9.99%
Public Burial	3	0.19%
Water Supply	9	0.58%
Total	1,561	100.00%

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



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



All complaints 753

Food inspections

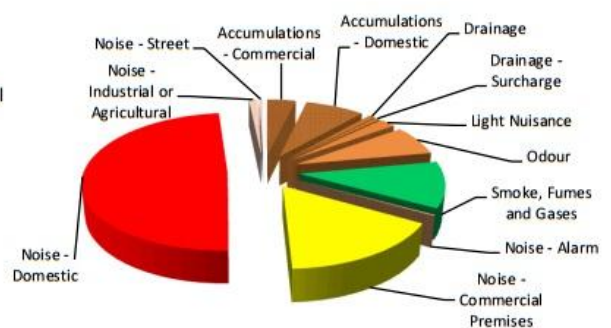
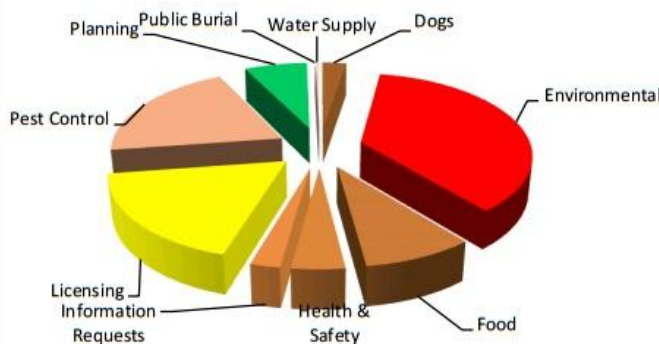
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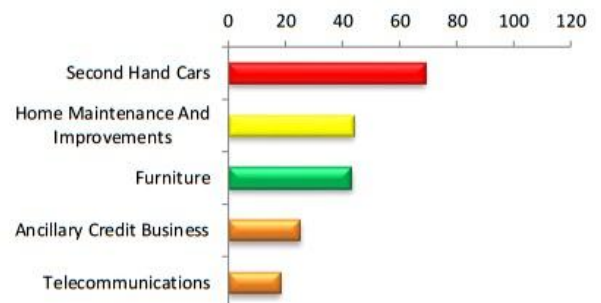
Districts	Population	% of county
Bromsgrove	93,441	16.76%
Malvern Hills	75,381	13.52%
Redditch	78,666	14.11%
Worcester City	94,763	17.00%
Wychavon	117,028	20.99%
Wyre Forest	98,147	17.61%
County Total	557,426	100.00%

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

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



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



All complaints 427

