

Worcestershire
Regulatory Services

Supporting and protecting you

ANNUAL REPORT

2015/16

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 and performance of Worcestershire Regulatory Services (WRS) for the period 1st April 2015 up to the 31st March 2016 and reports operational activity by the relevant service elements for the financial year. The report summarises key performance data for WRS and provides a summary of the financial position. The report also meets the requirement of the Regulators Code, which requires local authorities to publish a summary of their regulatory activities on an annual basis.

This year saw the implementation of the future operating and financial model for the delivery of regulatory services incorporating the withdrawal of the County Council from the Partnership. In addition all budget adjustments requested by partners have been delivered by way of efficiencies and/ or changes in the way services are delivered. The year still saw excellent work activity with very good results across a range of service areas, high levels of performance and some good outcomes from Court cases alongside a wide range of other project work being delivered.

WRS have continued to develop and invest in IT systems and infrastructure. *UNIFORM*, the database used to record all case work and time recording has been upgraded and preparations are already being made for the next upgrade. To ensure data is clean and accurate, Team Managers receive error/omission reports monthly and take appropriate action to resolve any issues, training or errors. Preparations are also being made to upgrade and invest in our IT infrastructure during this coming year ensuring WRS are compliant with licensing requirements, business continuity and good practice.

WRS managers have continued to work along the lines identified in the comprehensive 3-year Business Plan, 2015-2018, adopted in February 2015, which defines the strategic approach to be taken for service delivery and for delivering the identified savings for partners for the period. The financial settlements from Government towards the end of 2015/16 further highlighted the varying budgetary pressures faced by partners. Going into 2016/17, the final savings identified for the period 2014/16 to 2016/17 were delivered for all partners through the broadest possible adoption of self-help methods for nuisance issues, changes to the management structure and by re-defining certain elements of service delivery. This was achieved in the main through a comprehensive transparent restructuring process which resulted in redundancies, of which only 1 was compulsory. Processes saw the management team reduced from 7FTE down to 4FTE, with Simon Wilkes taking over the reins as Head of Service from Ivor Pumfrey, who had been in an acting role following Steve Jordan's departure in February 2015. Other managerial appointments were made internally and two post holders took the opportunity to retire early.

The Worcestershire Regulatory Services budget for 2014/15 was set at £4.081M. WRS have continued to explore and develop opportunities to generate income, focusing on supplying services to other local authorities. Much of the bidding for work has succeeded because of a clear understanding of our cost-base. We continued to refine this during 2015/16 and have made contact with a number of our neighbours to discuss wider options for service delivery going forward. We have reported previously that providing expertise in the most complex and technical areas of Environmental Health has been fruitful with our neighbouring districts as they struggle individually to maintain knowledge in such areas. The client authorities have largely continued to request such services, so as well as Air Quality and Contaminated Land work we are delivering transcribing of PACE tapes and Environmental Permit inspections and administration.

Whilst increasing the range of services delivered we continue to increase the number of client authorities that we deliver to. Key to the success of this work has been to review charges, ensuring as well as recovering our costs they remain competitive and encourage greater commitment by the client. The level of service delivered is also important, which is why continued investment in staff is key so that they have the necessary skills and expertise in the rapidly changing field of technical

specialisms. The contract to deliver dog warden services won last year, has again for the second year met the agreed performance target and has improved the compliance level reported previously. The WRS Business Plan 2015-18 has been updated to recognise that all areas of regulatory services work would be considered and pushed for income generation to support the existing service.

Our three strategic priorities, developed from our partners own priorities remain the focus of what we do:

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

We continue to support legitimate businesses where we can and, at the same time, tackle 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. Our intelligence unit coordinates and analyses intelligence obtained by WRS officers and external agencies, helping managers to target WRS resources more effectively and to forge links with other enforcement agencies and partners to share intelligence and target enforcement action.

Ivor Pumfrey, long serving Chair of the WRS Management Board and the service's Acting Head for 6 months, who contributed so much to the development and success of WRS also left local government service at the end of this year, and we would like to put on record our thanks to him for the huge contribution he has made to making WRS what it is today.

The year saw the departure of two members of the WRS Management Team with Mark Kay (Business Manager) and Chris Phillips (Trading Standards Manager) retiring. We thank them for their contribution and wish them both well in the future. In September the Management Team was restructured with Simon Wilkes appointed as Head of Service. Simon is supported by appointment of David Mellors, Sue Garratt and Mark Cox as Team Managers. An interview process for the Business & Relationship Manager post has been completed and Kiran Lahel joined the Management Team from Walsall MBC in May 2016.

Simon Wilkes
Head of Regulatory Services

Jayne Pickering
Lead Financial Officer

KEY ACHIEVEMENTS FOR WRS IN 2015/16:

These include:

- Continuing to deliver services as economically as possible, realising savings wherever they are available, whilst maintaining high levels of service delivery and performance.
- Performance against our outcome measures remains very good, in spite of further budgetary pressures.
- Development and refinement of the UNiform IT system.
- Improving income generation from various sources including: other local authorities (e.g. dog wardens services, planning consultation support, petroleum licensing, environmental permitting, PACE tape transcribing,) air quality and contaminated land support work for various Gloucestershire authorities, Stratford-on-Avon, Derby and Herefordshire Councils, and Public Health funding the cost of delivering Worcestershire Works Well,
- Improving detailed understanding of WRS costs and developing the service matrix to show partners in detail where their money is spent and where savings may be more easily achieved.
- Working closely with the Worcestershire Local Enterprise Partnership to deliver the initial phase of a regulatory exemplar project in the south of the County.
- Review and re-drafting of the partnership legal agreement ahead of implementation for 2016/17.
- Work on changing the County Council's relationship with WRS.

Whilst the last of these is listed as an achievement it is included with mixed feelings. Initially, the County Council was to exit the partnership and re-engage with the partnership as its largest current customer. A further review of what could be delivered resulted in November in the County Council deciding to fully take back its functions into its direct control. The new Head of WRS has spent a significant amount of time since then arranging for this to happen in early 2016. The Head of Community Services from the County Council has worked closely with the Head of WRS to retain some of the benefits that running the shared service yielded to all 7 local authorities, hence the staff will remain based with WRS at Wyre Forest House and they will continue to use and share the cost of the UNiform database.

The original legal review of the partnership agreement still went ahead as planned and was delivered ahead of 1st April 2016. It created a new partnership that just included the 6 district partners and reflected the current levels of service being provided. It also included the provision for partners to move, should they wish, to a revised payment model based on the data collected through time recording in UNiform. This would not occur until 2019, to allow for sufficient data on fluctuations in demand and activity to be built up. The revised agreement also included the option for partners to consider asking WRS to collect their income through Bromsgrove District Council to streamline current processes but without any transfer of risk, the arrangement being a partnership not an outsourced contract. The viability of this option will be considered after an examination of the implications during 2016/17.

PERFORMANCE

Our ability to report performance has improved throughout the years with the refinement of the IDOX UNiform management information system. The corresponding demand and activity data provided to Joint Committee members has continued to provide a clear picture for them of the work being undertaken by WRS.

Our key performance measures continue to focus on 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 high in spite of changes made in some areas to service delivery. Previous year's results appear in brackets in the relevant box providing a comparative view of performance over time.

	Measure	Figure	Commentary
1	% of service requests where resolution is achieved to non-business customers satisfaction	78.2% (77.4%, 77.3%,)	Based on an average score for 6 questions relating to the interaction of the service with non-business customers. Over 250 non-business customers replied to our questionnaires. 86.3% found their contact with WRS helpful and 89% found the information and advice provided easy to use. However, only 72.1% felt that the length of time to resolve their problem was satisfactory (slightly up on last year,) and 79.6% (again, slightly better than last year) felt that the speed of initial response from WRS was satisfactory. This has been shared with Managers who will continue to encourage staff to make decisions quickly in relation to the progress that can be made on service requests.
2	% of service requests where resolution is achieved to business customers satisfaction	97.9%, (97%, 92.3%,)	Based on an average score for 9 questions relating to the interaction of the service with business customers. Over 550 businesses replied to our questionnaires. Of those who responded, 96.6% felt that their business had been treated fairly and 99.4% of customers felt staff were polite in their dealings with them. Some 99% of customers found the information and advice we provided easy to understand and 98.5% found it helpful. The lowest scoring response for businesses this year related to speed of response and even this was 95.8% satisfied.
3	% Food businesses broadly compliant at first assessment/ inspection	97.4% (96.8%, 95.3%, 94.4%) Bromsgrove 97.1% (96.4%) Malvern 97% (97.6%) Redditch 95.1% (96.1%) Worcester 98.2% (96.4%) Wychavon 99.1% (97.7%) Wyre Forest 96.6% (96.1%)	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. A high proportion of premises in all districts are broadly compliant, indicating that the vast majority of food businesses are well run. There are variations across the districts, which will help to direct some of the work next year. This is outlined later in the report.
4	% of food businesses scoring 0,1 or 2 at 1 st April each year	2.6% (3.2% (4.7%, 5.6%) Bromsgrove 2.9%	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

		(3.6%) Malvern 3% (2.4%) Redditch 4.9% (3.9%) Worcester 1.8% (3.6%) Wychavon 0.8% (2.3%) Wyre Forest 3.4% (3.9%)	businesses are supported to achieve compliance and three were prosecuted for various hygiene issues.
5	% of applicants for driver licenses rejected as not fit and proper	1.47% (0.98% (0.64%,))	Based on 1565 drivers licensed across the 6 districts of Worcestershire. Only 23 applicants/ re-applicants were deemed not fit and proper people to hold a driver license by members of the relevant committee. Whilst this is an increase, the proportion remains very small.
6	% of vehicles found to be defective whilst in service	0.81% (0.96%, 1.76%)	Based on 1362 vehicles operating in the County, during vehicle stop checks, some 11 vehicles were found to be defective whilst in service. Again numbers remain very small.
7	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	76.8% (74.2%, 73.7%,)	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 to them by WRS is likely to help them deal with their own problems in the future
8	Review of register of complaints and compliments	31 complaints (17, 24, 47, 70) 103 compliments (51, 57, 36, 24)	There has been a significant increase in both compliments and complaints this year, however the ratio remains stable at 1:3. 4 of the complaints relate to work under our contract for Dog Warden services with the North Gloucestershire districts, which only started this year. The complaints from Worcestershire residents were more mixed than previous years. Generally they still focus on the service not delivering what they want; either not resolving a noise complaint because it is not a statutory nuisance, letting them have stray dogs back without paying or other similar issues, unhappy with decisions of licensing committees then attempting to blame officers for the outcome. One or two related to people not getting back to complainants quickly enough and 3 related to decisions by Trading Standards not to act in relation to issues.
9	Staff sickness absence at public sector average or better	2.3 days per FTE (3.9, 7.7, 9.5)	Members will see the significant downward trend from the figures year on year, and well below the average for local government generally. Given the level of change faced by the service and its staff, it shows that

			supporting staff during times of radical change can improve their well-being. Of the 186 days lost, roughly 2/3 rd were to short term illness and 1/3 rd was to long term illness (29+ days,) which one might expect with an older workforce.
10	% of staff who are satisfied with working for WRS	85% , 77%, 82%	Based on those who scored 5/10 or better for the question in the staff survey which asked, are you satisfied with working with WRS. A more detailed review of the picture is being undertaken and the whole team will look at how things can be improved. Generally the picture is good with a small number of areas requiring attention. Reading the responses, it is becoming clear that people are feeling the pressure of change and having to do more with less.
11	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives	Worcestershire Average 6.9% (7%) Bromsgrove 7.9% (6.6%) Malvern 3% (3.3%) Redditch 8.4% (10%) Wyre Forest 9.4% (7%) Worcester 9.4% (8.6%) Wychavon 5.5% (3.6%)	New indicator from last year linked to the Crime & Disorder agenda, introduced following discussions with elected members. This is the second year that this has been reported and still shows that generally premises across the County are well run and controlled by their operators. The average across the County remains similar, although we see increases and reductions of a couple of percentage points for a number of partners. With time we will be able to see the natural variation in this figure so we can identify exceptions. As highlighted last year, the complaints about premises generally relate to minor issues, mainly to do with noise. Many pubs are trying to diversify, offering music and other entertainment, which is within their license conditions, but sometimes this is not welcomed by some living nearby. Simple precautions like closing windows and doors during performances results in resolution of most of these issues.
12	Rate of noise complaint per 1000 head of population	Worcestershire Average 3.1 (3.8, est 3.16, 3.88) Bromsgrove 2.7 (3.1) Malvern 2.3 (3.9) Redditch 3.7 (3.5) Worcester 4.0 (2.9) Wychavon 2.6 (2.5) Wyre Forest 3.0 (3.0)	We continue to report the County average and this is the second year we are able to report data by individual districts. Figures continue to look similar and this year's figure indicates our estimate in 2013/14 appears to have been more reasonable than we had thought. You may recall that we did not see the usual summer spike in nuisance complaints, which probably explains the lower score. As with the figure in Indicator 11 above, there is some variation at district level but it will take some time to understand the natural variability of this measure. Where we can resolve noise issues this is generally achieved through mediation between the parties concerned. Only 26 resulted in a statutory nuisance notices being issues last year, out of 1788 service requests.

At meeting in November 2015, members of the Joint Committee and Management Board discussed potential changes to the framework of performance indicators. This was a very fruitful and positive discussion during which it was determined that one or two measures needed revision. A list of the agreed indicators for 2016/17 is included as appendix 3 for completeness.

PERFORMANCE MANAGEMENT

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

Management team meetings are used to review performance against the service plan and to highlight any issues of concern. Senior practitioners (front line managers) are invited to attend these meetings to ensure a two way flow of information between management and staff. This arrangement was introduced at the behest of senior practitioners and is working well. Teams have their own detailed plans that sit below the service plan signed off by Joint Committee. Progress against this is monitored by Team Managers and Senior Practitioners.

The Management team also looks to the strategic direction of the service and ensures that the operational and financial resources available to partners are used in the most efficient manner to achieve both their individual strategic aims together with WRS priorities.

Continued refinement of our IT platform ensures our ability to report to Joint Committee on our performance measures remains accurate. There is still work to do to use the system more effectively, but Uniform is now operating well across all functions.

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 are 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. A short summary of activity data is included at Appendix 5 to avoid duplication with the wider and more detailed set of activity data that is provided in the final Activity Data Report, which members will receive at the same meeting where this Annual Report is presented.

Internal Audits

There was limited engagement with the audit team during 2015/16. A further collation of work around reconciliation was undertaken in the summer. This continued to highlight the need for partner finance teams to work closely with WRS so that both parties can record data accurately. Some of the issues may be addressed by the work looking at the potential for WRS to collect income for partners.

A critical friend audit was also undertaken during this period on Time Recording. Following the introduction of the *UNiform* database, use of the time recording element has been quickly adopted to assist with customer invoicing. WRS Guidance and procedures have been produced for officers and managers to ensure time taken to undertake work that can be attributable against either a service element (e.g. taxi licensing, food inspections etc) or a partner authority or group of authorities (e.g. Worcester City Council or all District Councils) can be clearly inputted. The audit considered the structures currently in place and it is hoped the final report and findings will be produced in due course, during Q1 of 2016/17.

SERVICE DELIVERY HIGHLIGHTS

There have been a number of highlights throughout the year to showcase the work of our teams and illustrate the breadth of their responsibilities.

Community Environmental Health Team

This has been the team's busiest year on record for formal actions with over 20 case investigations either in the Court system or in the final stages of investigation.

The following cases were determined in 2015/16:

Date	Defendant	Authority	Offence	Outcome
7.4.2015	Higley, & Parsons	Wyre Forest	Noise nuisance	Fine
1.5.2015	Easemore Social Club	Redditch	Noise nuisance	Fine £600 Costs £600
2.7.2015	Bartus Deli	Worcester	Food Safety	Fine £2,194 incl £1,500 costs
2.7.2015	Mr Sidor (Owner)	Worcester	Food Safety	Fine £2,194 incl £1,500 costs
12.11.2015	Dilshad Balti	Redditch	Food Safety	Fine £2,160 incl £1,500 costs
18.12.2015	Grimley – Adams Prosecution	Malvern	Noise Nuisance	£4,300 incl costs, compensation

Operational reviews aimed at improving operational efficiency have continued throughout the year, and development of the WRS website has led to a more business friendly front door and the promotion of the “self-help in the first instance” principle for all customers.

Nuisance

In response to the partners' desire to make efficiency savings in this area of work, a self-help package has been developed for domestic nuisances to encourage customers away from the traditional “one size fits all” direct intervention route which was adopted in all cases, whatever the individual need or circumstance. Self-help tools have been introduced to help customers try and resolve their own problems informally and amicably in the first instance without the immediate escalation to formal Environmental Health intervention. Advice and letter templates have been posted for people to download and initial indications suggest that this route has the potential to deliver real benefits. The team are working on the IT system now to develop measures to assess the effectiveness of this approach.

This did not prevent the need to issue 26 abatement notices for people to stop causing a statutory nuisance; 5 in Bromsgrove District, 8 in Malvern Hills district, 1 in Redditch Borough, 4 in Worcester City, 6 in Wychavon district and 2 in Wyre Forest district.

In addition the team has dealt with a number of challenging and complex service requests during 2014/15. Nuisance problems caused by motorsport in Malvern, Wychavon and Bromsgrove continue to put pressure on resources and December saw the team again working collaboratively with the Central operations team and Network Rail to keep to a minimum the nuisance caused to residents during essential construction works at Bromsgrove Station over the festive period.

The team carried out a major clearance at a property in Redditch – Officers had to obtain a warrant to force entry to carry out works under the Public Health Act to deal with filthy and verminous premises and removed two tonnes of waste and contaminated materials. Officers work closely with Adult Social Care officers from the County Council due to the potential safeguarding issues associated with this case.

WRS Officers worked with Highways England contractors to ensure that the impact from M5 Motorway Smart Motorway upgrade works being carried out overnight over a 12 month period were kept to a minimum.

In other work “Do not drink” advice was issued in relation to a private water supply sampled and found to be unsatisfactory due to the presence of arsenic and the contract to provide nuisance investigation work for Tewkesbury Borough Council was successfully completed, providing an income which has been re-invested in the service.

Food Hygiene

During the year we completed 1432 food hygiene inspections across the county. A high proportion (97.4%) of premises in all districts are broadly compliant, indicating that the vast majority of food businesses are well run. 2.6% of food businesses across the county do however have a score of 2 or below (out of five) on the Food Hygiene Rating Scheme. Such businesses 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. Whilst the majority of businesses are supported to achieve compliance, formal action has been taken in respect of a number of premises and those cases that have come to court are included in the table above. In addition four simple cautions were issued to individuals in respect of Food Hygiene contraventions.

The team also participated in the Food Hygiene Rating Scheme project which was grant funded by the Food Standards Agency. The aim of the project was to investigate how many businesses were publicly displaying a sticker showing their FHRS score. Of the 266 premises visited 76% of Level 4/Level 5 businesses were found to be displaying their rating, with 26% of Level 3s displaying theirs.

Healthy Food Choices

Evolving from two successful initiatives (Truckers Tucker and Canny Catering) our latest food award project demonstrates that businesses can make changes to their menus whilst maintaining (and in some cases increasing) their customer base and profits. This contributes to health improvements in local communities and raises the profile of participating businesses. The scheme is linked to the Food Hygiene Rating Scheme, so only those businesses that have achieved a level 4 or 5 are eligible, further promoting the highest hygiene standards in food businesses. It also provides an income stream which is re-invested in the service. So far 12 businesses have signed up to the award with more in the pipeline.

Working in partnership with the LEP

WRS has been recognised by the Department for Business Innovation and Skills as a positive, innovative and pioneering service which is leading in work to reduce regulatory burdens on business. We are now into the second year of a joint regulatory exemplar project with the Worcestershire LEP aimed at reducing the regulatory burden on the local food/ agri-business sector through earned recognition.

Further pioneering work to boost Worcestershire's economy by supporting an entire sector of food businesses to improve their practices and regulatory compliance has also been recognised through a national award.

National Innovation Award

The way WRS is helping the local Asian restaurant sector improve in areas like food composition, food safety and health has proved positive with the service winning the "Innovation" award at the Better Business for All Awards in London in March 2016. WRS beat competition from locations across England to be recognised for its innovative collaboration.

The award highlighted WRS's seminar programme, arranged with the Bangladeshi Catering Association UK, with the help of the Worcester Islamic Association. The seminars support restaurant owners and managers to gain confidence and understanding in self-compliance with regulations, as well as to understand the positive business support that local regulators can provide. The Rt Hon Sajid Javid, Minister for Business Innovation and Skills and MP for Bromsgrove attended one seminar to offer his support to the programme. These successes have resulted in Primary Authority agreements with the Bangladesh Caterers Association UK and the Guild of Bangladeshi Restaurateurs, establishing WRS as the potential "go-to" authority for some 30,000 business members nationwide.

Primary Authorities

During the year we have entered into Primary Authority Agreements with three new businesses and organisations; Galloping Gourmet (Food, Health and Safety and Trading Standards), Malvern Tyres Group (Health and Safety) and the Bangladesh Caterers Association (Food, Health and Safety). This is in addition to the on-going relationship with Bobby's Foods (Health and Safety) and Aspens (Food, Health and Safety). We have also secured a contract with My E-Chef to develop Food Safety training materials. This builds on the work of the Trading Standards team who have established Primary Authority relationships with a number of businesses including Halfords.

Health & Safety at Work

Whilst proactive health and safety inspections no longer form part of the work programme due to service changes and Central Government's drive to reduce the regulatory burden on business, the investigation of several serious accidents arising from work activities continues to put pressure on resources. Health and safety investigations can be complex and take months, and sometimes years, to bring to completion. Investigations this year have included fatalities, one at a public house and another associated with activities at a builders merchants, a forklift truck incident in a warehouse resulting in serious injuries and a dangerous occurrence involving a child in a major retailer. One case is currently with the CPS for a possible corporate manslaughter charge.

Trading Standards & Animal Health team

The following cases were determined in 2015/16. Further information about some of these case and other activities is included below in more detail:

Date	Defendant	Authority	Offence	Outcome
31.7.2015	Evesham Mini Market – Mr Ahmad	County	Tobacco Products Safety Regs	Fine £5,029 incl £3,129 costs
26.02.2015	Michael Rowley	County	Animal By Products	Fine £1,500 Costs £1,200
09.09.2015	Daniel Footman	County	Fraud Act & CPR's	12 months suspended, 250 hours unpaid work , costs £6,00
12.11.2015	Alpine Motorhome	County	Fraud & counterfeiting & Forgery	Mr Cooper – Suspended sentence, 200 hours unpaid work, compensation £10,000, Costs £4,6500 Alpine Motors: £1,000 fine; £890 costs Appeal Pending
24.3.2016	Mr Georgiev	County	Animal Health Act 1981	Conditional discharge £300 costs

Second hand cars continue to be the main source of complaints with home maintenance and home improvements a close second. Priority areas for investigation by the team are rogue traders preying on vulnerable people, unsafe consumer products that have caused/have the potential to cause injury and issues involving significant economic detriment. Activity is also tasked where a trader has a significant number of complaints recorded against him/her.

The following cases were of particular note during the year:

Animal Health: Ban and community order for farmer that allowed suffering

A Worcestershire farmer who kept animals in very poor conditions and breached a notice preventing him from moving cattle was banned from keeping livestock and given a community order, after a prosecution by Worcestershire Regulatory Services.

John Bruce, aged 43 of Crabbe Yard, Wadborough, pleaded guilty at Worcester Magistrates Court to a total of five offences including allowing unnecessary suffering as well as failures to provide the required care, feed, separation of animals, and notification of the death of an animal. He also asked the court to take into consideration a further seven offences relating to breaking a prohibition notice that prevented him from moving cattle without a license, after previously failing to comply with bovine tuberculosis (TB) testing at the farm.

The court heard that on two separate occasions last year one animal had been found dead and the majority of the remaining herd had been found in very poor conditions at Mr. Bruce's Ridgeway Park Farm in Throckmorton.

Mr. Bruce had previously repeatedly ignored advice from APHA vets who had visited the farm on several occasions.

Magistrates handed Mr. Bruce a 12-month Community Order with 200 hours unpaid work and 10 days rehabilitation activities, ordered him to pay £9,850 costs and a £60 victim surcharge, and gave him a Banning Order from any involvement with livestock for two years.

Animal Health: Vale man fined over rabies risk dog

An Evesham resident was given a conditional discharge for 12 months and ordered to pay £300 costs after illegally bringing a puppy into the country which hadn't had the required Rabies vaccination.

The missing vaccination was spotted in September 2015 on the pet passport when the owner Ventseslav Georgiev brought the Chihuahua puppy into a local veterinary surgery. The Vets noticed the passport failed to show the necessary vaccination and contacted Worcestershire Regulatory Services. The Officers paid a visit to the surgery, confirmed the passport was invalid as the puppy had not been vaccinated and it was immediately placed in quarantine. It was noted that the puppy would have been too young to have received the relevant vaccination when it arrived in the UK via the Port of Dover in July 2015.

Redditch Magistrates heard that Mr. Georgiev, of Old School Court, Hampton, had bought the puppy whilst on holiday as he was aware that it was cheaper to buy it abroad. The court also heard that Mr. Georgiev had not purchased a ferry ticket for the puppy thereby failing to disclose that a puppy was being transported. The 34-year-old also failed to notice the warning signs at the Port regarding bringing an animal into the UK.

Mr. Georgiev pleaded guilty and was also ordered to pay a victim surcharge of £15 having also paid for the puppy's quarantine fees and subsequent vaccinations.

Man fined for transporting counterfeit goods

In December David Dudley appeared before Redditch Magistrates Court in relation to offences under the Trade Marks Act 1994. He had been stopped by Police Officers on the M5 motorway and a quantity of counterfeit clothing had been found in the rear of his van.

Mr Dudley had been summoned to Court the previous Thursday but failed to turn up and so a warrant without bail was issued. That warrant was executed on the night of the 7th and Mr Dudley appeared the following morning. A Bail Act offence was also put to Mr Dudley who pleaded guilty to that and also all 8 Trade Mark offences.

The defendant indicated that he knew there were counterfeit items of clothing in the rear of the vehicle and that he had been paid £40 to transport them to Birmingham.

In sentencing the Magistrates said they gave credit for his guilty plea, and were mindful of his limited finances and that he had spent a night in custody. Mr Dudley was fined £73 for the Trade Marks offending and a fine of £50 for the Bail Act offence, plus a victim surcharge of £20 and criminal court charge of £150. Costs were ordered in full in the sum of £1,933 making a total of £2,226 payable at a rate of £5 per week. A Forfeiture Order for all items seized as detailed on the schedule was made.

Consumer protection

The case against Harvil Shaw resulted in a 2 year prison sentence being imposed for the Fraud Act and Consumer Protection from Unfair Trading Regulations offences. The offences included use of a false name to hide his history from Internet searches and false claims regarding membership of trade associations and insurance backing for the product. The Judge when summing up referred to Mr Shaw as a common criminal, a conman who had caused loss to decent trusting people. The loss was not only financial but the anxiety and stress caused to actual victims.

Costs in the sum of £8,824 were sought and the judge ordered a contribution of costs of £5,000. An application was also made for disqualification as a director and the judge made an order that he be disqualified for a period of 10 years.

There are two other cases waiting to be heard – one relating to the possession of non-duty paid cigarettes and the other for various fraud offences relating to a kitchen fitter.

Rogue Trading

Alpine Motors sold a mis-described motor home that had previously been involved in an accident. None of this history was disclosed to the purchaser and to compound matters the seller then sent a forged vehicle report indicating there was no indication of it being damaged.

Following a two day trial at the Magistrates court Mr Cooper was convicted of 5 offences including the Regulatory matters, fraud and an offence of forgery. The company was also convicted of the two regulatory offences.

For the offence of Fraud Mr Cooper received 26 weeks in custody. For the Forgery and Counterfeiting Act offence he was handed 26 weeks in custody consecutive to the first sentence. Both sentences were suspended for 2 years. In addition he was sentenced to 200 hours of unpaid work.

The consumer received compensation of £10,000 with a Victim surcharge of £100. Costs of £4,659.96 were awarded.

Operation Rogue Trader

Rogue traders and forceful doorstep sellers who con vulnerable people into paying for unnecessary or overpriced work to their homes were targeted in a special operation in October. WRS' Trading Standards team joined forces with West Mercia Police and national agencies to question traders in relation to their activities, requested to examine and verify their paperwork, identify vehicles used by criminals through automatic number plate recognition (ANPR) and conduct intelligence-led patrols in areas where older or more vulnerable people live.

'Operation Rogue Trader' took place in Worcestershire in a campaign to highlight the constant work that takes place to deal with rogue traders and the risks of cold callers.

It was a successful week, with officers out and about speaking to traders and giving advice and assistance to consumers. This work gives us great intelligence on the whereabouts of known individuals and traders, which we share nationally with other agencies so we can track their activities.

Illicit tobacco

Ahmad Mohammed Ahmad pleaded guilty to 18 offences relating to the sale of illicit tobacco from Evesham Mini Market, High Street, Evesham. He also previously had his alcohol licence revoked due to the seizure of illicit tobacco that was made from the shop. He was fined £1080 and WRS were awarded full costs of some £3200.

Suspended goods at a Chinese importer

Officers exercised powers under the Consumer Protection Act 1987 and suspended from supply a vast quantity of items ranging from upholstered furniture, electrical goods, ladders, cot mattresses and toy scooters, which are either faulty or dangerous from a warehouse in Wyre Forest earlier this year. Investigations remain on-going

Scams

Worcestershire Trading Standards Officers are part of the National Trading Standards Board Scams Team initiative. The National Scams team, based at East Sussex Trading Standards Service, identify Worcestershire residents who may have fallen victim to scams and an officer from the Worcestershire team visits them. We discuss what mail they have had delivered or visits they may have received, explain what has been happening to them and assist them to take control. We are currently working with the Royal Mail to see if we can stop scam mail getting through and considering a "mail marshal" scheme where scam mail is collected from consumers for examination and destruction.

Technical Services Team

Environmental Permitting

Whilst local authorities are required to permit certain industrial processes which require payment of an annual fee by the affected companies for compliance inspections, WRS works hard to reduce the regulatory burden on businesses by advising and assisting the operators in compliance and coming out of the regulatory

regime. There have been some changes to the regulations to tighten up environmental controls (such as Solvent Emission Directive limit reductions) and we have worked with a number of companies to assist them in complying with these stricter controls (AMS Group & Heartbeat in Redditch, SP Group Bromsgrove and Mazak & Aeromet in Worcester City). With assistance from WRS, MPB Garden Buildings has now fallen out of the permitting regime with the successful conversion to water based paints which removes a significant regulatory burden from the firm.

In line with our Enforcement Policy however, where a business flouts the law and benefits from the unfair advantage of avoiding regulation, WRS will take action. In November WRS prosecuted Webflex Ltd for operating a regulated activity without a permit or abatement equipment. The company and directors were fined a total of £14,334 at Worcestershire Magistrates Court. The company now have a strategy in place to install abatement equipment and WRS are assisting them in achieving full compliance.

Local Air Quality Management

WRS have continued to undertake all the statutory reporting on behalf of the six Worcestershire Districts. For the Worcester City annual report, WRS piloted the new style report format. The experience gained by WRS in that process and our formal response to Defra's Air Quality Review this year has helped shape the updated Local Air Quality Management Regime introduced in early 2016. As part of the air quality work over the past year WRS updated the Countywide Action Plan detailing progress made on all the possible actions that could be taken to improve air quality in the county. As part of that work, a strong funding bid was submitted to Defra for an Air Quality Grant in conjunction with Worcestershire County Council. The bid was for support and promotion of the Worcestershire Car Share Scheme, an action that has been specifically identified in the County Air Quality Action Plan for a number of the AQMAs. Defra commented on the standard of the bid but the funding was heavily oversubscribed and unfortunately we were unsuccessful. However lessons learnt and experiences gained will be utilised for the same next year.

The very observant would have noticed two new 'green boxes' installed on the pavement at Foregate Street, Worcester and Worcester Road, Wychbold. These green boxes contain automatic continuous air quality analysers and have been installed in these two locations following concerns regarding the air quality. They will be in place for six months after which time we will be able to establish whether an Air Quality Management Area is required to be declared in each area.

Dog Warden Service

Many will have seen the press coverage back last spring when 'Skeeter' a Staffordshire Bull Terrier was found battered and bruised tied to a tree in Wyre Forest District during sub-zero temperatures. Thankfully Skeeter now has a new home and has recovered from his injuries. Paul Hine, the WRS Senior Dog Warden presented a thorough and high quality prosecution file to Wyre Forest solicitors to enable them to prosecute the perpetrator. Thomas Hobbins was given an 18-month community order, during which time he must complete 250 hours unpaid work in the community, is disqualified from keeping an animal for life and ordered to pay £500 court costs and a £60 victim surcharge.

Licensing

WRS Licensing Officers have worked closely with Immigration Officers on a campaign pilot to target illegal working within the Taxi and Private Hire Industry. The campaign run by the Home Office Immigration and Enforcement team was aimed at rooting out illegal working within the trade and some of the work carried out jointly included exchange of relevant data sets (as a pilot 500/600 out of 2500 records were exchanged) and visits to Private Hire Operator bases across the county to raise awareness on how to identify those who have the right to work in the United Kingdom versus those that do not. This exercise also gave Officers an opportunity to build on professional relationships between the Home Office/Immigration control and Licensing Officers, to cleanse data sets and match it to the information held by the

Home Office (immigration) and also to gather further intelligence by carrying out direct operational activities with those regulatory bodies. The outcomes from this pilot scheme have been very positive; out of 500/600 records exchanged only 2 drivers were investigated further and interviewed - with both of those cases ending in no further action required. There are plans to extend this work further and we are working with the Home Office to extend this exercise later in the year.

Licensing Officers have also reviewed a number of polices and conditions across the County during 2015/16 on a variety of subjects, these include consultation on each districts Gambling Act Policy Statement, Mobile Street Trading Conditions in two of the districts, review of the vehicle testing regime and another introducing a new night-time rank.

Following on from some joint visits to licensed gambling premises across the County with the Gambling Commission; Licensing Officers continued this good work and have now visited all licensed gambling premises across the County. Enforcement action is now being considered against one premise that has a possible illegal gaming machine on site and Officers have issued advice and guidance to a number of other licence holders for minor infringements of mandatory conditions.

Joint taxi vehicle enforcement exercises were also carried out with West Mercia Police and VOSA across the County during the year, which resulted in various outcomes, for example an immediate suspension due to a fuel leak; alongside other vehicles with minor policy infringements which drivers were given two weeks to correct. During these exercises West Mercia Police also impounded a non-taxi vehicle which had been modified – this vehicle had no valid insurance and due to its modifications was later destroyed.

The large project to improve licensing webpages in each district continues; Worcester City Council piloted the completely redesigned and re-launched web pages and this work is now being rolled out for Redditch with Bromsgrove, Wychavon, Malvern and Wyre Forest to follow.

Licensing contributes to the safeguarding of vulnerable children and adults by continuing to raise awareness of child sex exploitation amongst the licensed taxi trade and premise licence holders. We continue to be at the forefront of raising awareness of these real dangers by:

- Ensuring our own staff and Local Councillors are given awareness training – annually.
- Distributing our information leaflet on this subject matter to all 2.500 licensed Hackney Carriage and Private Hire Drivers - annually.
- Ensuring that raising awareness of CSE is on all Taxi Forum Agendas across the County.
- That a regular review of the systems we have in place are working, to ensure that any accusations against licensed taxi drivers are dealt with immediately and, where necessary, that the licence is suspended pending a formal hearing.

FINANCIAL MANAGEMENT

Budget 2015/16

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, income generation and the management of vacancies led to an underspend of £149,115 against the revenue budget of £4,081,000 after all costs including pension deficit are taken into account, which is 3.65%.

The draft outrun budget for 2015/16 is included as Appendix 4, along with the proposed budget for 2016/17 onwards. The outrun position is subject to final Audit, although the budget has now reduced so far that this is no longer a statutory requirement for specific audit of the WRS accounts. Hence, this will be done as part of the overall audit of Bromsgrove District Council's accounts. From 2016/17 onwards, there are no firm plans for further savings so the operating assumption for the time being is a standstill budget for 2017/18 onwards. The budget is set containing an income target of £263,000 to achieve break even. This income is to come from all sources, from sewer baiting grants from Severn Trent to contracted work for dog warden activity and everything else in between. This target is stretching but achievable and is uppermost in the minds of the management team. Last year the service brought in a total of over £300,000 including income from partners so we hope to achieve this again and extend it if we can, in line with our overarching business plan up to 2015-2018.

Increasing income generation

Income was generated from a range of sources. WRS delivered on the first 12 months of 2-years funding from the Worcestershire Local Enterprise Partnership to explore the potential for an Earned Recognition scheme for small food producers and manufacturers which will enable them to seek new markets. On-going work on the Worcestershire Works Well project commissioned by the County Council's Public Health team yielded £10000 during 2015/16.

In terms of commercial contract work, the largest income generation was from the Dog Warden Service provision for Cheltenham, Tewkesbury and Gloucester City Councils. This was helped by the extension of the service provided in Gloucester City from dealing with dogs when they arrive at the kennels onwards to include collection of dogs. This has successfully utilised the existing Dog Wardens and contractors to make better use of resources and benefit from economies of scale. The next two significant income generators were contaminated land advice to planners and service requesters in Gloucester City, South Gloucestershire and Stratford-on-Avon Council areas and investigating Statutory Nuisance and providing Planning consultation support in Tewkesbury. Industrial permitting inspections, transcription of PACE tapes and planning support for Gloucester City, petroleum licensing inspections for Derby and Industrial permit inspections and air quality reporting for Herefordshire made up the remainder. There are a number of significant points concerning the work this year. The team has managed to maintain high standards of service for new clients, existing clients and the Partner Authorities; the volume of commercial work has increased and the variety of work has increased. This has led to more Officers being involved in income generation, sharing the burden and ensuring that income is either reinvested where possible or contributes to the underspend provided back to Partners at the end of the year.

The Trading Standards and Animal Health team earned over £50,000 in grant income from the Food Standards Agency via National Trading Standards Board for delivering Animal Feed inspections at premises in Worcestershire. This particular income stream has come about because of threatened action by the EU's Food and Veterinary Mission in relation to the UK's failure to undertake regulatory activity in relation animal feed. This grant scheme should remain in place for 2016/17 following which the Agency will review how the work is delivered.

WORKFORCE PLANING AND HUMAN RESOURCES MANAGEMENT

With the departure of the original Head of Service and the need to find savings to meet the needs of all seven partners, a review of both management structures and the legal agreement upon which the partnership is founded was commenced by the Acting Head of Service, Ivor Pumfrey, working with the WRS Management Board and supported by the Host's HR and Legal Teams. The County Council's exit from the partnership, and the savings it requested, required further changes to the management team. The final agreed proposal saw the deletion of the Business Manager level, a reduction in the number of Team Manager Posts and a re-organisation of responsibilities at this level, plus the introduction of a new post focused on business development and relationship maintenance. Appendix 1 contains the new structure chart for April 2016 onwards.

The new WRS structure effectively came into being during October 2015 with David Mellors being appointed as Environmental Health and Trading Standards Manager covering all of the responsibilities of his Community Environmental Health team, (Food Safety, Health and Safety and Statutory Nuisance, with some other minor areas) and the Trading Standards remit (Weights and Measures, Food and Agricultural Standards, Product Safety, Fair Trading, Animal Health.) Mark Cox was appointed as Technical Services Manager covering Technical Pollution (managing Planning, IPPC, Contaminated Land, Air Quality and the County Council's Petroleum/ Explosives), Dog Wardens and Pest Control. Susan Garratt was appointed to head up our Licensing and Support Services team. This all followed on from the appointment of Simon Wilkes to the Head of Service role. Mark Kay and Chris Phillips volunteered for redundancy, leaving the service before the end of the financial year.

The new Business and Relationships Manager will work with the management team on developing leads and winning new business, as well as supporting the team with maintaining its relationships with partners. The new post-holder was appointed during February 2016 and commences with the service in early May.

Sickness absence levels are running at 2.3 days per FTE person. This continues the downward trend seen previously but, with levels this low, it is now about maintaining this kind of figure. It is impossible to prevent all illness and people with active lives away from work will have accidents from time to time. 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. Figures so far would suggest that we have a fairly resilient staff cohort and that managers are doing their best to support people or deal with issues.

Turnover of staff has increased as we have been through both voluntary and compulsory redundancy processes to deliver efficiencies and re-shape delivery for some partners. Some staff also decided to move onto pastures new. To deliver planned savings going into 2015/16, whilst much of this was delivered through the change of accommodation, some further savings had to be achieved through redundancy. Only one of these was compulsory. At the 1st April 2015, the total staff establishment was around 84 FTE. To go into 2016/17 at the budget envelope envisaged, a further round of efficiency savings and one or two re-designs of delivery for certain partners resulted in a further redundancy process during 2015/16. By moving people around within the service and allowing volunteers to go, we kept again to a single compulsory redundancy during the year. The service starts 2016/17 with a staff compliment of 73, including the Trading Standards team who will become employed by the County Council during 2016/17.

All staff participated in the Personal Development Review (PDR) 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. WRS Officers receive two performance reviews per annum through the service's formal PDR system. The annual detailed review and 6-monthly progress check is designed to identify development needs and discuss how each person contributes more widely to the service's key strategic priorities and service delivery. All PDR reports are countersigned by the next level of management to ensure consistency, openness and transparency and ensure that nothing is missed.

The staff survey had a reasonable response with just over half of the team responding. Managers will be working with staff to understand why this was the case. The performance indicator reported is a straight-forward one based on those scoring 5 or above to the relevant question. In order to get a better picture, the net positive/negative scores have been calculated by subtracting the number of respondents scoring 0-4 from those scoring 8-10. Score 5-7 have been excluded as these are considered neutral which is not where we want to be as an organisation

As with last year, the Management Team were able to review these initial results at a meeting in May and are very pleased that most are positive with many being strongly positive (+40 or more). There are however some areas which have changed since last year. There were slight increases in numbers who reported:

- Concerns over sufficiency of training
- Using their skills to full effect
- Concerns about conflict within teams- although the score of 60 still makes the overall position strongly positive
- Coping with the demands placed on me and being able to get support when I need it

There were also improvements in a number of areas including:

- Teams working well together (although this still needs to improve further)
- Clarity of how their role contributes to the service's purposes
- Receiving praise when I deserve it (one of the things managers were asked to work on last year)
- All aspects of awareness and understanding of why change is happening to and within the service

Key areas of concern are around:

- Numbers of staff not routinely taking a daily lunch break
- People not feeling they are delivering the same levels of service as they were 12 months ago

Some of these responses highlight the increasing pressures being created by the reduced resource base however these need to be seen in the light of some very positive responses to the majority of questions. Management Team will be addressing the findings of the workforce survey over the coming months through dialogue with colleagues during briefings and 1-2-1 meetings, to see if some of these issues can be resolved or allayed.

ACCOMMODATION

On 23rd March 2015, WRS re-located to Wyre Forest House, Finepoint Way, Kidderminster. Staff have settled quickly and are enjoying their new surroundings. Our hosts have made us very welcome and offered great support to the service in a number of areas.

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 the office 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 (we are still looking to establish a new presence in Worcester,) 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)

We have spent the year embedding and normalising many of the slight changes to working practices that have been created, and adopting the continuous improvement model of thinking.

We will continue to look at how the Intelligence Operating 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, even following the departure of Trading Standards from the partnership. There are some areas of the system like Public Access, where implementation remains an on-going process. The system is now in day to day use by staff and, whilst there are some niggles (which should be resolved by the latest version,) it is providing valuable performance data for the service and has been very useful in developing our fee-earner model, which members will see more of during 2015/16. One thing that this work has highlighted is the need for good time recording of activity to give accurate costings. The system can do this and managers will continue to work with staff to maximise the levels of information recorded.

RISK MANAGEMENT

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

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 the partners individual 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 & 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.

THE NEXT STEPS

As we head into the next period the service's principle challenge remains developing a service delivery model 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.

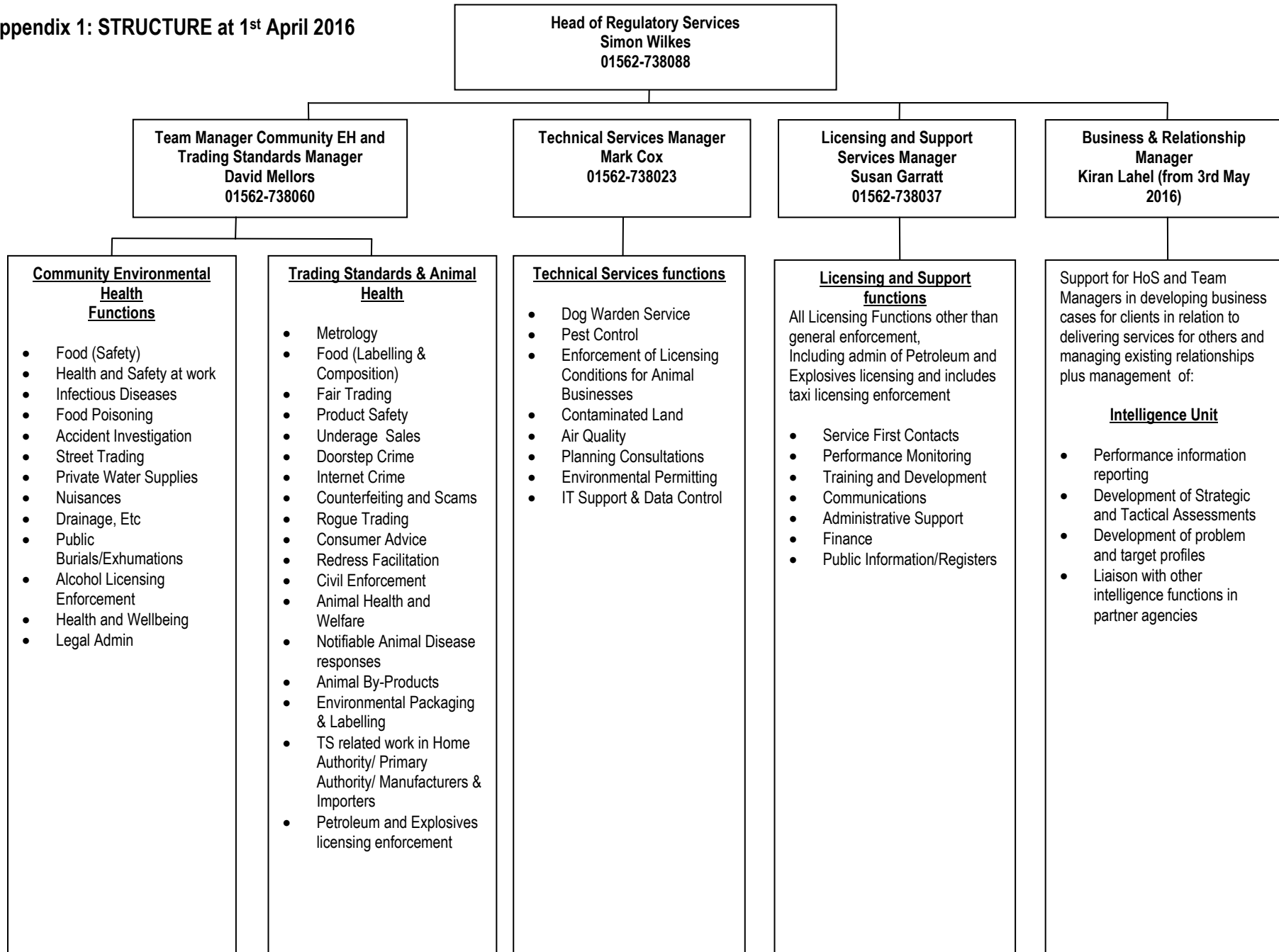
As we will continue to be in an ever changing environment, communications with staff will remain a key element of strategy for maintaining performance, so we will maintain our various channels of communication to keep them informed of developments and involve them in the change process.

Key Milestones for 2016/17

- Continued delivery of the WRS Business Plan 2015-2018 and our annual operational service plans
- Continue to look at ways of generating income for the service, particularly look to deliver a whole service area for a client.
- Increase income from grants and other forms like Primary Authority arrangements

- Following our philosophy of continuous improvement, continue to review operations to improve marginal efficiencies,
- 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.
- Support the County Council to achieve its aspiration of leaving the partnership fully but maintaining links that help to support both WRS and the trading standards service to the benefit of local people

Appendix 1: STRUCTURE at 1st April 2016



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	Wyre Forest ICT has effective processes and business continuity plans in place.
Ability to deliver self-help through the ICT system and internet is more limited than anticipated	System cannot deliver all that was promised or efficiencies are not delivered as the channels offered to the public do not satisfy their demand. Increased demand for F2F or telephone support results in long wait times and poor customer service.	April 2016 onwards	Low	High	Amber	Development of the system is now treated as business as usual, with priority going to public access and self-help/ self-service to continue the channel shift process. Re-structure in Licensing & Support Services has created new roles to increase telephony capacity for first point of contact solution delivery, a range of registers are now published on the website and more information is being added. Development of the module to allow direct recording of service requests from the website is underway.
Effective and efficient Business Continuity arrangements in place	Disruption to service if e.g. Major Power failures or other reasons that access to Wyre Forest House is not possible.	On-going	Very Low	Medium	Green	Staff are equipped for mobile/home working. Touchdown stations available in partner council locations. The Christmas 2015 exercise of operating from the emergency control centre in Kidderminster was a success, indicating that such measures would work well in event of an emergency.
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 Compliance with Bromsgrove's financial procedures.
Criticism or intervention by Government if they are unhappy with service provision.	Reputational damage.	On-going	Very low	low	Green	Keep key government stakeholders apprised of WRS plans and business transformation and address any concerns at an early stage.
Achieve stable levels of contribution from partner authorities	Level of support from constituent authorities for Regulatory Services will vary due to variations in income	On-going	Low	High	Amber	Ok if partners conform with legal agreement on budgetary cost
Host provides high quality support services to ensure effective	Cost of hosting may increase and level of support required may not be	On-going	Medium	Medium	Amber	Ensure Management Board informed of significant failings

service provision	met resulting in the service performance being affected. Failure in host support					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	Ensure good communications back to the constituent authorities Ensure all publicity pushes the joint nature of services Maintaining some kind of "localism" in the operational delivery
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	Ongoing liaison with relevant parts in partner councils (e.g. Planning)
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	Gradually move towards a more standardised approach within the demands of individual local authorities for savings Have clear scripting for Customer Service staff so that they know the different provisions in each district

**Appendix 3
Performance Measures 2016/17**

	Measure	Reporting Frequency	Background
1	% of service requests where resolution is achieved to customers satisfaction	Quarterly	Based on questionnaires send out to a significant number of members of the public who use the service.
2	% of service requests where resolution is achieved to business satisfaction	Quarterly	Based on questionnaires send out to a significant number of businesses inspected or otherwise contacted by the service.
3	% businesses broadly compliant at first assessment/ inspection	Annually	Based on the proportion of businesses meeting the key purpose from a regulatory perspective i.e. food businesses produce safe food.
4	% of food businesses scoring 0,1 or 2 at 1 st April each year	Annually	Based on proportion of businesses scoring 1-2 star on a national Food Hygiene Rating Scheme assessment (2 stars and below is deemed to be at risk of not producing safe food.)
5	% of drivers licence renewal applications issued within 5 working days.	6-monthly	New 2016/17 Based on the proportion of drivers licence renewals issued within 5 working days of receipt of application. Note new applicants all require DBS checks and time frames for these fall outside of WRS control, hence they are not included.
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	Indicator, linked to Crime & Disorder agenda, looking at performance of premises license holders and control on their activity.
12	Rate of noise complaint per 1000 head of population	6-monthly	Place indicator, potential link to quality of life and health and well-being.
13	Total income	6-monthly	New for 2016/17 Expressed as a % of district base revenue budget (16/17)
14	Cost of regulatory services per head of population	Annually	New for 2016/17. Will be total spend divided by the total population, based on the most recent mid-year estimate available at the time of publication. NB: Calculation will offset income against revenue budget to account for external income sources

Appendix 4: Detailed outrun for Regulatory Services 2015/16

	Summary - Budget 12 Months to March 2016	Summary - Expenditure to March 2016	Summary - Variance
	£'000	£'000	£'000
Employees			
Salary	3,229	2,921	-309
Agency Staff	0	182	182
Subscription	3	4	1
Employee Insurance	16	16	-0
Sub-Total – Employees	3,248	3,123	-125
Premises			
Rent	67	63	-4
Cleaning	1	0	-1
Utilities	0	0	0
Sub-Total – Premises	68	63	-5
Transport			
Vehicle Hire	13	9	-4
Vehicle Fuel	8	3	-5
Road Fund Tax	1	1	-0
Vehicle Insurance	3	2	-1
Vehicle Maintenance	3	10	7
Car Allowances	105	161	56
Sub-Total – Transport	133	186	53
Supplies and Services			
Furniture & Equipment	36	77	42
Test Purchases	5	1	-4
Clothes, uniforms and laundry	3	1	-2
Printing & Photocopying	25	24	-1

Publications	3	2	-0
Postage	11	11	0
ICT	69	44	-25
Legal Costs	5	2	-3
Telephones	40	21	-18
Training & Seminars	24	20	-4
Car Parking & Subsistence	0	0	0
Insurance	30	34	4
Third Party Payments			
Support Service Recharges	113	113	0
Audit	5	-2	-7
ICT Hosting	60	53	-7
Sub-Total - Supplies & Service	427	405	-23
Contractors			
Dog Warden	145	135	-10
Pest Control	35	83	48
Analytical Services - Trading Standards	24	17	-7
Trading Standards	10	22	12
Licensing	15	9	-6
Other contractors/consultants	3	11	8
Water Safety	10	6	-4
Food Safety	2	0	-2
Environmental Protection	17	60	43
Taxi Tests	30	39	9
Grants / Subscriptions	22	19	-3
Advertising	11	2	-9
Publicity & Promotions	2	0	-2
CRB Checks	25	24	-1
Sub-Total	351	427	76
Income			
Training Courses / Bereavement / Works in Default / Sewer Baiting etc	-80	-390	-310

Forward Pension Rate Increase by 2.5% in 15-16	-66	0	66
Sub-Total	-146	-390	-244
	4,081	3,813	-268
Pension Deficit - Funded by Partners	0	119	119
Sub-Total	0	119	119
	4,081	3,932	-149

Appendix 5: REGULATORY SERVICES BUDGET 2016 / 2017 and onwards

Account description	Budget 2016 / 17 £000's	Budget 2017/18 £000's	Budget 2018/19 £000's
Employees			
Monthly salaries	2,452	2,452	2,452
Training for professional qualifications	2	2	2
Medical fees (employees')	2	2	2
Employers' liability insurance	16	16	16
Employees' professional subscriptions	4	4	4
Sub-Total – Employees	2,475	2,475	2,475
Premises			
Internal repair/maint.	0	0	0
Rents	52	52	52
Utilities	0	0	0
Business Rates	0	0	0
Room hire	2	2	2
Trade Waste	0	0	0
Cleaning and domestic supplies	0	0	0

Sub-Total – Premises	54	54	54
Transport			
Vehicle repairs/maint'ce	3	3	3
Diesel fuel	8	8	8
Licences	1	1	1
Contract hire of vehicles	3	3	3
Vehicle insurances	3	3	3
Van Lease	9	9	9
Fares & Car Parking	5	5	5
Car allowances	82	82	82
Sub-Total – Transport	114	114	114
Supplies & Service			
Equipment - purchase/maintenance/rental	19	19	19
Materials	9	9	9
Clothing and uniforms	2	2	2
Laundry	1	1	1
Training fees	22	22	22
General insurances	30	30	30
Printing and stationery	18	18	18
Books and publications	2	2	2
Postage/packaging	11	11	11
ICT	60	60	60
Telephones	23	23	23
Taxi Tests	30	30	30
CRB Checks (taxi)	25	25	25
Legal fees	0	0	0
Support service recharges	100	100	100

Support service recharges – ICT	44	44	44
Audit	5	5	5
Sub-Total - Supplies & Service	401	401	401
Contractors			
Consultants / Contractors' fees/charges/SLA's	228	228	228
Advertising (general)	4	4	4
Grants and subscriptions	11	11	11
Marketing/promotion/publicity	2	2	2
Sub-Total – Contractors	245	245	245
Income			
Grants / Nuisance Work / Food Training / Contaminated Land / Stray Dogs / Sewer Baiting etc	-263	-263	-263
Sub-Total – Income	-263	-263	-263
DISTRICT PARTNERSHIP BUDGET going forward	3,025	3,025	3,025

Pension Deficit Partner Contributions going forward

	£'000	£'000	£'000
Bromsgrove	14	15	15
Redditch	17	18	18
Wyre Forest	16	16	17
Wychavon	22	23	24
Malvern	12	13	13
Worcs City	17	17	18
County	26	27	29
Total	124	129	134



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Appendix 6: Individual Activity data for Partners

Environmental Health

<i>Complaints, enquiries and notifications</i>	2015/16	%
Dog Control	31	2.4
Dog Control (number of lost, found or stray dogs)	178	13.8
Food Safety	122	9.4
Health and Safety	39	3.0
Health and Safety (accident reports)	48	3.7
Information Requests	120	9.3
Planning	286	22.1
Pollution	378	29.3

FHRS Inspections
270

Licensing

<i>Complaints, enquiries and applications</i>	2015/16	%
Animal	61	5.1
Caravan	0	0.0
Gambling	32	2.7
Licensing Act	523	44.0
Scrap Metal	2	0.2
Sex Establishments	0	0.0
Skin Piercing	21	1.8
Street	67	5.6
Taxi	483	40.6
	1,189	100.0

Environmental Health

<i>Complaints, enquiries and notifications</i>	2015/16	%
Dog Control	50	3.6
Dog Control (number of lost, found or stray dogs)	230	16.5
Food Safety	144	10.3
Health and Safety	39	2.8
Health and Safety (accident reports)	41	2.9
Information Requests	98	7.0
Planning	444	31.8
Pollution	294	21.0

FHRS Inspections
200

Licensing

<i>Complaints, enquiries and applications</i>	2015/16	%
Animal	57	5.5
Caravan	1	0.1
Gambling	37	3.6
Licensing Act	631	60.7
Scrap Metal	3	0.3
Sex Establishments	0	0.0
Skin Piercing	7	0.7
Street	75	7.2
Taxi	228	21.9
	1,039	100.0

Environmental Health

<i>Complaints, enquiries and notifications</i>	2015/16	%
Dog Control	43	3.9
Dog Control (number of lost, found or stray dogs)	225	20.5
Food Safety	80	7.3
Health and Safety	40	3.6
Health and Safety (accident reports)	27	2.5
Information Requests	94	8.6
Planning	127	11.6
Pollution	363	33.1

FHRS Inspections

158

Licensing

<i>Complaints, enquiries and applications</i>	2015/16	%
Animal	11	0.6
Caravan	0	0.0
Gambling	16	0.9
Licensing Act	302	17.8
Scrap Metal	3	0.2
Sex Establishments	1	0.1
Skin Piercing	26	1.5
Street	40	2.4
Taxi	1,302	76.5
	1,701	100.0



Environmental Health

<i>Complaints, enquiries and notifications</i>	2015/16	%
Dog Control	49	3.4
Dog Control (number of lost, found or stray dogs)	294	20.2
Food Safety	190	13.0
Health and Safety	68	4.7
Health and Safety (accident reports)	43	3.0
Information Requests	98	6.7
Planning	88	6.0
Pollution	484	33.2

FHRS Inspections

232

Licensing

<i>Complaints, enquiries and applications</i>	2015/16	%
Animal	17	1.0
Caravan	0	0.0
Gambling	54	3.2
Licensing Act	656	38.6
Scrap Metal	4	0.2
Sex Establishments	3	0.2
Skin Piercing	28	1.6
Street	206	12.1
Taxi	730	43.0
	1,698	100.0

Environmental Health

<i>Complaints, enquiries and notifications</i>	2015/16	%
Dog Control	63	2.8
Dog Control (number of lost, found or stray dogs)	362	16.3
Food Safety	238	10.7
Health and Safety	48	2.2
Health and Safety (accident reports)	41	1.8
Information Requests	143	6.4
Planning	768	34.6
Pollution	456	20.5
Public Health	102	4.6

FHRS Inspections
323

Licensing

<i>Complaints, enquiries and applications</i>	2015/16	%
Animal	105	5.2
Caravan	34	1.7
Gambling	92	4.5
Licensing Act	898	44.2
Scrap Metal	2	0.1
Sex Establishments	4	0.2
Skin Piercing	11	0.5
Street	126	6.2
Taxi	760	37.4
	2,032	100.0



Licensing

Environmental Health

<i>Complaints, enquiries and notifications</i>	2015/16	%
Dog Control	44	3.1
Dog Control (number of lost, found or stray dogs)	351	24.8
Food Safety	142	10.0
Health and Safety	59	4.2
Health and Safety (accident reports)	30	2.1
Information Requests	105	7.4
Planning	168	11.9
Pollution	374	26.4

FHRS Inspections

249

<i>Complaints, enquiries and applications</i>	2015/16	%
Animal	42	4.0
Caravan	2	0.2
Gambling	49	4.6
Licensing Act	504	47.6
Scrap Metal	8	0.8
Sex Establishments	4	0.4
Skin Piercing	17	1.6
Street	113	10.7
Taxi	319	30.2
	1,058	100.0

Complaints and enquiries received directly by WRS
551

Trading Standards

<i>Received via Citizens Advice Consumer Service</i>	2015/16	%
House fittings and appliances	1,572	26.1
Other household requirements	560	9.3
Personal goods and services	636	10.6
Professional and financial services	430	7.1
Transport	1,289	21.4
Leisure	499	8.3
Commercial goods and services	30	0.5
Broadcasting	1	0.0
Cases with no category assigned	999	16.6
	6,016	100.0