

Worcestershire
Regulatory Services

Supporting and protecting you

ANNUAL REPORT

2016/17

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

	Page
Introduction	3
Key Achievements	5
Performance	5
Performance Management	9
Service Delivery Highlights	10
Financial Management Information	18
Workforce Planning and Human Resources Management	19
Accommodation	21
Business Transformation	21
Risk Management	22
Equality and Diversity	22
Next Steps	22
Appendix 1: Structure (1 st April 2016)	23
Appendix 2: Risk Log	24
Appendix 3: Performance reporting structure for 2016/17	27
Appendix 4: Revenue Out-turn 2015/16	29
Appendix 5: Agreed WRS Budget 2016/2017	32
Appendix 6: Activity summary by individual partners	35

INTRODUCTION

This Annual Report has been produced for the Joint Committee in accordance with clause 11.1 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 2016 up to the 31st March 2017 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.

Whilst none of the Partner Authorities requested budget adjustments during this year, inflationary pressures have been felt and continue to create pressures on the budget, which have been relieved mainly by increasing income streams. 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.

This year there has been some further investment in our ICT system. The *UNIform* database used to record all case work and facilitate time recording has been upgraded as usual. But additionally the Electronic Data Record Management system and Oracle our database platform was upgraded. All were achieved with minimal disruption to service delivery and ensure the resilience of our systems and the data we provide to you.

WRS managers continued to work along the lines identified in the comprehensive 3-year Business Plan, 2015-2018, adopted in February 2015, which defined the strategic approach to be taken for service delivery and for delivering the identified savings for partners for the period. The amount of support that income generating activities was able to give the WRS budget was significantly increased on last year, which was due primarily to maintaining and developing existing relationships rather than any substantial increase in new opportunities. The new Business Plan for the period 2017-2020 was adopted in February 2016, building on the previous plan. It highlighted how close to the originally envisaged minimum service we have moved in recent years. This has been highlighted in some of the feedback from the staff survey, with a significant proportion of respondents reporting that they are working at capacity or a little beyond.

The Worcestershire Regulatory Services budget for 2016/17 was set at £3.025M. 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 2016/17. 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 have been successful in maintaining key arrangements with clients. 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 for three Gloucestershire authorities was again won by WRS this year and we have been successful in gaining a contract with a 'blue light service' for similar work. The WRS Business Plan was been updated (now 2017-2020 version,) 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. The continued co-location of the County Council's Trading Standards team with WRS helps to support this approach as well as providing an income stream to cover the cost of various support services that WRS provides to this team.

Simon Wilkes
Head of Regulatory Services

Jayne Pickering
Lead Financial Officer

KEY ACHIEVEMENTS FOR WRS IN 2016/17:

We are very pleased to report that WRS were finalists in the “Best UK Environmental Health Team” category at the Association for Public Service Excellence awards against very impressive competition. The awards, which took place in September, exist to showcase the ability of Local Authorities to “pursue innovation within service delivery and implement new approaches aimed at improving the level of service to local communities and people”. The award submission focussed heavily on innovation and transformation work within the Community Environmental Health, Technical Services, Duty Officer and Intel Teams, including:

- The self-help package for nuisances
- The carrying out of contract work for other authorities.
- Trying to resolve problems at the first point of contact through the Duty Officer system
- LEP work on schemes such as Worcestershire Food and Drink
- The Healthy Choices Food award
- Working closely with legitimate businesses and their relevant trade bodies including business seminars
- Self-help for Planning Officers
- The creation of an EH Intel Team and tasking
- Carrying out contract work for other authorities.

Additional key achievements 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, despite inflationary pressures.
- Development and refinement of the UNiform IT system including updates for this system, our Electronic Data Records Management system and Oracle to maintain resilience.
- Increasing income generation from various sources including: other local authorities (e.g. dog wardens services, planning consultation support, environmental permitting, PACE tape transcribing,) and contaminated land support work for various Gloucestershire authorities and Stratford-on-Avon, Council, Public Health funding the cost of delivering Worcestershire Works Well, our own in-house Healthier Eating Awards scheme and the provision of export certificates to enable businesses to trade abroad.
- Working closely with the Worcestershire Local Enterprise Partnership to build on the initial phase of a regulatory exemplar project to deliver on the Worcestershire Food and Drink initiative.
- Continuing to work very closely with Worcestershire County Council’s Trading Standards team to the mutual benefit of both organisations, particularly in respect of export certificates for business and Primary Authority agreements. Further, WRS provides management and administrative support on a contract basis which also serves to harmonise the relationship.
- Further development of the tasking model whereby Community Environmental Health, Technical Services and Licensing tactical tasking groups convene on a monthly basis to review on-going enforcement activity, consider proposals for new ‘project based’ work and assess the level of available resource.

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	78.9% (78.2%, 77.4%)	Based on an average score for 6 questions relating to the interaction of the service with non-business customers. Over 25.3% non-business customers replied to our questionnaires. 85.0%% found their contact with WRS helpful and 90.2% found the information and advice provided easy to use. However, only 77.8% felt that the length of time to resolve their problem was satisfactory (slightly up on last year by 5%) and 83.5% (again, slightly better than last year by 5%) 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	97.1% (97.9%, 97%)	Based on an average score for 9 questions relating to the interaction of the service with business customers. Over 500 businesses replied to our questionnaires. Of those who responded, 97.1% felt that their business had been treated fairly and 99.1% of customers felt staff were polite in their dealings with them and informative. Some 98.4% of customers found the information and advice we provided easy to understand and 97.3% found their interaction with us helpful. The lowest scoring response for businesses this year related to speed of response and even this was 95.4% satisfied.

3	% Food businesses broadly compliant at first assessment/ inspection	<p>Bromsgrove 99.1% (97.1%, 96.4%)</p> <p>Malvern Hills 97.7% (97%, 97.6%)</p> <p>Redditch 97.6% (95.1%, 96.1%)</p> <p>Worcester City 98.6% (98.2%, 96.4%)</p> <p>Wychavon 98.0% (99.1%, 97%)</p> <p>Wyre Forest 98.1% (96.6%, 96.1%)</p> <p>Worcestershire 98.2% (97.4%, 96.8%)</p>	<p>This focuses on food hygiene interventions and the number of premises where there are no significant non-compliances and the food produced in such premises can be considered safe. A very high proportion of premises in all districts are broadly compliant, indicating that the vast majority of food businesses are well run.</p>
4	% of food businesses scoring 0,1 or 2 at 1 st April each year	<p>Bromsgrove 0.9% (2.9%, 3.6%)</p> <p>Malvern Hills 2.3% (3%, 2.4%)</p> <p>Redditch 2.4% (4.9%, 3.9%)</p> <p>Worcester City 1.4% (1.8%, 3.6%)</p> <p>Wychavon 2.0% (0.8%, 2.3%)</p> <p>Wyre Forest 1.9% (3.4%, 3.9%)</p> <p>Worcestershire 1.8% (2.6%, 3.2%)</p>	<p>Food premises scoring 2 or below on the Food Hygiene Rating System are deemed to be at risk of not producing safe food and 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 however 5 premises were formally closed due to conditions which put public health at serious risk and 13 Hygiene Improvement Notices were served. Looking back, there is some natural variability as food businesses do change hands quite regularly in some sectors, however our robust approach appears to be paying dividends as numbers remain lower than 5 years ago when the County average for 0-2 stars was 5.6%.</p>
5	% of applicants for driver licenses rejected as not fit and proper	<p>15 = 0.91% (1.47%, 0.98%)</p> <p>BDC 0 0.00%</p> <p>MHDC 2 0.54%</p> <p>RBC 2 0.42%</p> <p>WC 9 2.48%</p> <p>WDC 0 0.00%</p> <p>WFDC 2 0.87%</p>	<p>Based on 1653 drivers licensed across the 6 districts of Worcestershire. Only 15 applicants/re-applicants were deemed not fit and proper people to hold a driver licence by members of the relevant committee. This is a decrease of 8 persons on the previous year. District percentage figures are based on number of drivers registered for that district.</p>

6	% of vehicles found to be defective whilst in service	34 = 2.42% BDC 4 2.53% MHDC 0 0.00% RBC 12 2.80% WC 15 4.71% WDC 0 0.00% WFDC 3 2.01%	Based on 1403 vehicles operating in the County during vehicle stop checks and garage inspections; some 34 vehicles were found to be defective whilst in service. This is a significant increase in numbers over last year's figures (11) and shows that enforcement and improved communication between inspecting garages and Officers now offers more realistic figures being reported. District percentage figures are based on the numbers of vehicles registered in that district.
7	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	73.8% (76.8%, 74.2%)	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. The measure is down slightly but in line with the figure achieved 4 years ago, so this may simply indicate natural variation amongst customers.
8	Review of register of complaints and compliments	32 complaints (31, 17, 24, 47, 70) 92 compliments (103, 51, 57, 36, 24)	This is our longest running performance indicator in this format, hence the long list of previous year's figures. There has been a slight increase in complaints (31 recorded last year) this year, against a similar number of compliments (103 recorded last year); however the ratio remains stable at around 1:3 or 1:4. 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, not letting them have stray dogs back without paying and related issues. A small number of licensing issues related to people being unhappy with decisions of licensing committees rather than officers. One complaint, relating to the advertising of a street trading license was upheld as we consulted the wrong Parish Council (neighbouring the correct one.) Rather disappointingly that Parish did not tell us, so we could not change the

			consultation in time. In the end a Committee heard the matter, rejecting the application
9	Staff sickness absence at public sector average or better	5.95 days per FTE (2.3, 3.9, 7.7, 9.5)	This is the highest figure in 3 years. Some 393.24 days were lost but, of these, over 212 related to long term sickness (those exceeding 30 days or more.) One officer has had a significant illness last year and several others have required medical interventions resulting in recovery time being required. Short term sickness is also up slightly. It is clear from the staff survey that some officer are feeling the pressure of the pace at which the service now operates. We will continue to monitor this.
10	% of staff who are satisfied with working for WRS	80% (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. The bulk of those scoring 5-10 only. A significant proportion of staff now feel they are offering a worse service to the public than they were 12 months ago. This year the staff survey has highlighted some of the pressures being felt with officers trying to balance public expectation with what we can deliver with the current finances available. Whilst officers understand the need to pursue income generation and other strategies, there were a number of expressions indicating they were very stretched with what was expected. Managers will review the data more widely and look at what can be done to ease workloads.
11	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives	<p>Bromsgrove 3.8% (7.9%, 6.6%)</p> <p>Malvern Hills 3.6% (3%, 3.3%)</p> <p>Redditch 2.7% (8.1%, 10%)</p> <p>Worcester City 5.8% (9.4%, 8.6%)</p> <p>Wychavon 4.0% (5.5%, 3.6%)</p> <p>Wyre Forest 5.8% (9.4%, 7%)</p>	<p>Linked to the Crime & Disorder agenda and introduced following discussions with elected members, this measure is now in its third year 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 some fairly significant falls for a number of partners. It remains possible this is natural variation.</p> <p>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</p>

		Worcestershire 4.4% (6.9%, 7%)	welcomed by some living nearby. Simple precautions can result in resolution of most of these issues.
12	Rate of noise complaint per 1000 head of population	Bromsgrove 3.0 (2.7, 3.1) Malvern Hills 3.0 (2.3, 3.9) Redditch 4.1 (3.7, 3.5) Worcester City 4.2 (4.0, 2.9) Wychavon 2.7 (2.6, 2.5) Wyre Forest 3.4 (3.0, 3.0) Worcestershire 3.4 (3.1, 3.8)	We continue to report the County average and this is the third year we are able to report data by individual districts. Where we can resolve noise issues this is generally achieved through mediation between the parties concerned. Only 43 out of 1,948 noise-related service requests resulted in statutory nuisance notices being issued last year.
13	Total Income	7.8% Note: £234611 as a % of £3.025M This excludes WCC exit payment and income from initial delivery of their contract till June	The first half of the year was better than the second half slightly. Including the county council's exit payment would create a significant distortion of this as a measure of performance so we have not included it.
14	Cost of regulatory services per head of population.	Based on overrun cost of £2.986M against mid-2012 population estimate of 569,000 the service cost is: £5.25 per head	This is the amount spent by the partners following the off-setting of cost with income, then divided by the most recent mid-year estimate offered on the County Council's website. Unfortunately, CIPFA have discontinued their data collection for regulatory services so we will have to find another way to offer members a comparison of this figure.

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 (first 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, Gambling Commission 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 2016/17. An Internal Audit during March 2017 looked at income payments for licensing; the draft report recommending further work to be undertaken by all partners on the potential of Bromsgrove District Council and WRS collecting licensing income for partners. This is to enable a more streamlined payment method for the licensing system to be implemented Countywide. The report also continued to highlight the need for partner finance teams to work closely with WRS so that both parties can record data accurately.

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 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.) and either a partner authority or group of authorities (e.g. Worcester City Council or all District Councils). Some generic service elements are provided for corporate-type activities, mainly for management use. The audit considered the structures currently in place and it is hoped the final report and findings will be produced in due course.

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 another busy year for the team in respect of legal cases, with some 14 case investigations either in the Court system or in the final stages of investigation.

The following cases were determined in 2016/17:

Date	Defendant	Authority	Offence	Outcome (Fine/costs)
1.9.16	Kelly Edwards	Worcester City	Noise Nuisance	£2,711
29.9.16	Cell PI Limited & its 3 Directors	Redditch	Food Safety	£3,349
23.1.17	Sygnity Ltd and its Director	Redditch	Food Safety	£4,736
16.2.17	Mr and Mrs Mansell	Redditch	Noise Nuisance	£3,075

Operational reviews aimed at improving 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

The team investigated 3,065 nuisance complaints in 2016/17 of which 1,948 related to noise nuisance. Amongst these were a number of challenging and complex service requests. Nuisance problems caused by motorsport in Malvern, Wychavon and Bromsgrove continued to put pressure on resources and the team were also involved in two complex and intensive odour monitoring exercises.

Food Hygiene

During the year we completed 1,456 food hygiene inspections across the county which is slightly higher than last year. A high proportion (98.2%) of premises in all districts are broadly compliant, indicating that the vast majority of food businesses are well run. 1.8% 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 5 premises were formally closed due to conditions which put public health at serious risk and 13 Hygiene Improvement Notices were served.

Healthy Food Choices

Evolving from two successful initiatives (Truckers Tucker and Canny Catering) our 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.

Bricklehampton Hall Nursing Home near Pershore, Jaipur cottage Bromsgrove, Phoenix Group, WFDC cafe operator Midshire Catering Services, Cupcakes Catering Ltd, the three Worcester Subway branches, Churchfields farm in Droitwich, Malvern St James School in Malvern and The Orchard Café, Countryside centre, Worcester have all achieved the Healthier Choices Food Award this period. This takes the total number of businesses holding the award across the County to eighteen.

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 continue to work closely with the Worcestershire Local Enterprise Partnership to build on the initial phase of a regulatory exemplar project to deliver on the Worcestershire Food and Drink initiative. Worcestershire has some superb locally produced food and drink, made and served by the some of the most enthusiastic and passionate people in the industry. This project in partnership with local business aims to promote the wide variety of produce Worcestershire has to offer and boost Worcestershire's economy.

Primary Authorities

During the year we have entered into Primary Authority Agreements with three new businesses and organisations; My E Chef (Food Safety), Servest (Food Safety) and S.C Entertainment (Food, Health and Safety). This is in addition to the on-going relationships with Bobby's Foods (Health and Safety), Aspens (Food, Health and Safety) Galloping Gourmet (Food, Health and Safety and Trading Standards), Malvern Tyres Group (Health and Safety) and the Bangladesh Caterers Association (Food, Health and Safety).

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 continued to put pressure on resources. Health and safety investigations can be complex and take months, and sometimes years, to bring to completion. Investigations this financial year have included fatalities, one at a public house and another associated with activities at a builders merchants. One case is currently with the CPS for a possible corporate manslaughter charge. In addition we have investigated a number of serious cases including an eye injury arising out of the lack of personal protective equipment, a child who was seriously injured when shop furniture toppled onto him, a teenager who suffered head injuries when the gym equipment he was using collapsed and a large warehouse supplying and distributing a wide range of consumer goods shipped from China across the UK including furniture, electrical goods and toys, which failed to comply with nine improvement notices requiring safe systems of work to be introduced. The same company was investigated by Trading Standards colleagues for alleged breaches of product safety legislation.

Technical Services Team

Environmental Permitting

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. Compliance remains high within regulated industry sectors however some slippage of standards have been observed concerning SED(Solvent Emissions Directive)sites where operators have struggled with the reporting schedules. As reported previously there have been some changes to the regulations to tighten up environmental controls (such as Solvent Emission Directive limit reductions) and we have continued to support these businesses in maintaining compliance until they have the necessary processes in place to address these shortfalls.

WRS have dealt with a number of small waste incinerator plant enquiries this year due to the substantial increase in the cost of landfill. It is expected that there will be continued development in this sector relating to clinical waste disposal and waste weight minimisation. This will increase WRS role in waste management regulation in the under 3 tonne per hour classification for the forthcoming year. Public consultations for these applications will be hosted on the website as they are received.

Late in March DEFRA consulted all authorities on a proposed 4.75% increase in permit subsistence fees. WRS welcomed this increase as the first since 2011 however criticised the timing of the consultation which delays/complicates the collection of 2017-18 subsistence fees. WRS also questioned some of the proposed changes to the fee linked to environmental risk assessments due to the unfair re-classification of certain businesses into medium risk without any clear justification. The new fee structure introduction has been postponed until after the general election. Partner authorities were advised in advanced of these changes to postpone the sending out of subsistence invoices until the new fee structure is announced. At the request of Defra, WRS completed a technical review of the Guidance for Rendering processes and provided technical feedback with the hope that this will clarify things for local authorities.

Local Air Quality Management

WRS have continued to undertake all the statutory reporting on behalf of the six Worcestershire Districts, this year for most authorities in the new Annual Status Report format. We have updated the Countywide Action Plan detailing progress made on all the possible actions that could be taken to improve air quality in the County. We previously reported two 'green boxes' installed on the pavement at Foregate Street, Worcester and Worcester Road, Wychbold. They contained automatic continuous air quality analysers and were installed in these two locations following concerns regarding the air quality. The results of that monitoring is being reviewed and modelled to establish the nitrogen dioxide levels in the wider area, with consideration for traffic speeds, meteorological conditions and road layout. Once finalised, the reports will be published on the WRS website with any recommendations. Following declaration of St John's as an Air Quality Management Area previously, WRS have undertaken a 'Source Apportionment' exercise to establish the primary causes and influencing factors in the poor air in this locality which is contributing to the production of an Action Plan due for publication in 2017-18.

Dog Warden Service

Many will have seen the press coverage back in January when BBC Hereford & Worcester, the Malvern Gazette and the Redditch & Alcester Advertiser all ran stories on our successful prosecution of Anthony Poole for animal welfare offences.

The Redditch resident was been banned from owning dogs for 10 years after pleading guilty to two counts of cruelty. Anthony Poole was also given a 12 month community order with a 15-week curfew at his address in Northleach Close, between 7pm and 7am and ordered to pay costs of £1,400 and a victim surcharge of £85. The dogs have since been rehomed and are happy and healthy.

Licensing

The new renewal templates and process are a service delivery highlight of the last year. These will be deployed during 2017/18. Also the web improvements template is a huge stride forwards in helping us manage this point of entry to the service.

We have also restructured the team with a view to freeing up higher cost resources to focus on compliance and enforcement instead of having expensive officers doing admin work, thus improving our service delivery. A review of licensing surgeries has increased time on districts but helped to rationalise our use of resources for these.

The team supported the launch of Best Bar None in Worcester City, aimed at supporting the trade to improve its offer. Well managed, well-run premises mean less need for intervention from local regulators and the Police. If successful we hope that the trade and West Mercia Police will consider this more widely in suitable town centres in the County.

Having a larger team of officers working together means that our officers can develop skills and knowledge that smaller authorities cannot sustain for themselves. This has led to WRS taking up important roles in regional liaison forums and spreading our influence more widely. One of our officers now Chairs the influential Neighbouring Authorities Working Group for licensing (NAWG) and represents the West Midlands Region at Local Government Association Licensing Policy Forum. This means that WRS officers are able to influence decision makers in Government on behalf of the profession and local government in general.

Licensing contributes to the safeguarding of vulnerable children 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.
- All websites have been updated with the CSE awareness campaign and information.
- 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.

The protections put in place for children also help ensuring the safety of vulnerable adults, many with learning difficulties, who use licensed drivers and vehicles for regular transport.

FINANCIAL MANAGEMENT

Budget 2015/16

Monthly financial monitoring reports are provided and finances are regularly considered by officers from the partners ahead of each Joint Committee meeting. Bromsgrove DC operates a robust ordering and authorisation process to ensure the transparency and accuracy of costing. Good management of costs, income generation and the management of vacancies led to an underspend of £136,370 against the revenue budget of £3,025,000. This has allowed us to cover the partner's pension deficit cost and give partner a small amount back (£38996 between the 6.) The underspend is 4.5% of overall budget, however this was achieved mainly due to the large level of income generation exceeding the amount spent.

The draft outrun budget for 2016/17 is included as Appendix 4, along with the proposed budget for 2017/18 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. There are no firm plans from any partners for further savings in the immediate future, so the operating assumption for the time being is a standstill budget for 2017/18 onwards, with increasing income targets set to balance the budget. 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 during the forthcoming

period is stretching but achievable and is uppermost in the minds of the management team. 2016/17 saw the service bring in over £400,000 in income from all sources and over £230,000 from external sources, not including the county Council's exit payment and short period as a contractor.

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. This has turned into the Worcestershire Food and Drink Federation, which will develop further during 2017/18. On-going work on the Worcestershire Works Well project commissioned by the County Council's Public Health team yielded £10000 during 2016/17 and the service has been given assurances of a similar level of funding for the next 3 years.

In terms of commercial contract work, the largest income generation area was 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.

WORKFORCE PLANNING AND HUMAN RESOURCES MANAGEMENT

The WRS structure has now been in place since October 2015 with Simon Wilkes as the Head of Service with a team of four Managers looking after different areas of the service. David Mellors 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) on a contractual basis since the County's departure from the partnership in 2016. Mark Cox continues to head up the Technical Services Team covering Technical Pollution (managing Planning, IPPC, Contaminated Land, Air Quality and the County Council's Petroleum/ Explosives), Dog Wardens and Pest Control. Susan Garratt also continues in the role of Licensing and Support Services team Manager. In 2016, Kiran Lahel was appointed as the new Business and Relationship Manager looking after partnerships, the intelligence team and more recently the first contact team of Duty Officers.

Sickness absence levels increased significantly in 2016/17 to 5.9 days per FTE, well beyond what has been seen in past years. Two-thirds of the days lost were due to long term sickness (defined as sickness periods lasting more than 29 days.) A number of officers had to have medical interventions requiring re-cooperation time, and one officer has been ill for a significant part of the year. Short term sickness was up slightly but much of the increase will relate to this long term problem.

It is now about putting strategies in to reduce this number. 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, with the level of demand placed on officers and the increasing levels of public expectation that we face, 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 continue to have a fairly resilient staff cohort and that managers are doing their best to support people or deal with issues.

Staff turnover remains low, although occasionally a member of staff will decide to move onto pastures new. At the 1st April 2016, the total staff establishment was around 67 FTE. 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 under two-thirds of the team responding. Managers continue to encourage team members to contribute with their thoughts and how they feel about the service. 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 in relation to all of the questions, 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 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:

- Numbers of staff not routinely taking a daily lunch break, which was a focus for managers to improve work: life balance
- Staff who feel they have a healthy work: life balance

Some areas of reduction in scores that will need addressing include:

- Ability to get the required level of support from managers,
- All aspects of awareness and understanding of why change is happening to and within the service

Key areas of concern are around:

- Teams working well together
- Internal communications within teams and across WRS
- Coping with the demands placed on me and being able to get support when I need it
- 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

WRS remain located at Wyre Forest House , Finepoint Way, Kidderminster with the contract up for renewal on the 23rd March 2020. 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 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.

Training has now been rolled out to all WRS officers on the Intelligence Operating Model modified to incorporate Environmental Health functions. There will not be a full fit, but some elements of the model like its problem solving approach are applicable. This has seen a rise in intelligence logs and we are looking to roll the training out regionally in 2017 as an income generating activity. 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

Whilst WRS has traditionally undertaken strategic tasking in the form of business planning, the tasking and coordination process was not routinely employed at a tactical level until 2016. During the past year, Community Environmental Health and Licensing created tactical tasking groups that convene on a monthly basis to review on-going enforcement activity, consider proposals for new 'project based' work and assess the level of available resource. Technical Services, who typically deal with long term proactive work, introduced a scoring system for prioritising projects. Both methods ensure each operational team now consider a range of factors when allocating resources including risk, priorities and available intelligence. This change of thinking is of critical importance as the service places a greater emphasis on taking 'evidence based decisions' and moves towards an 'intelligence led' approach.

In addition to tasking, a service wide tactical assessment is now produced on a quarterly basis and disseminated to each of the team managers. Other intelligence products have also been commissioned including a problem profile on noise pollution.

Prior to the completion of this assessment, managerial and operational staff received 'in-house' training on the key components of the intelligence model and the process of developing raw information into finished intelligence (the intelligence cycle). This included the completion of intelligence reports.

RISK MANAGEMENT

WRS recognises that the development of policy, delivery of service priorities and the management of its services for six 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.

A Business Continuity Plan has been produced to assist WRS Management in managing the effects of any disruptive event or situation. This was adopted at the WRS Management Team meeting on May 16th and will be reviewed annually. A copy has been circulated to officer members of the Joint Board so that this can become part of each partners arrangements.

EQUALITY & DIVERSITY

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

THE NEXT STEPS

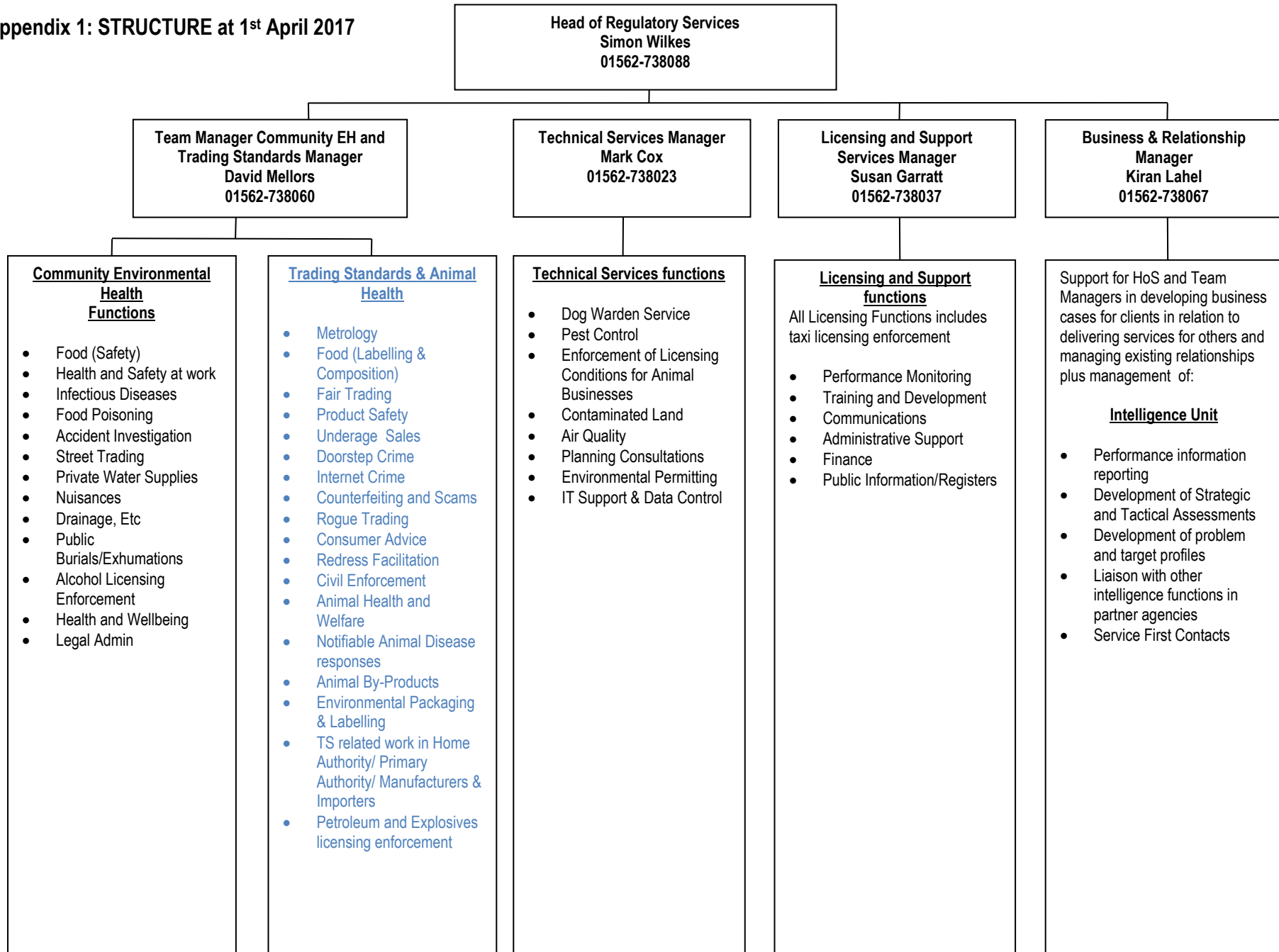
As we head into the next period the service's principle challenge remains maintaining a service delivery model that meets all our partner's requirements as well as creating sufficient efficiency to increase the income derived budget contribution. The development of IT based solutions to promote self-help/ channel shift and increasing the ability of our 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. However, the law of diminishing marginal returns does mean that efficiencies will only take us so far in dealing with the inflationary pressures on the service.

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 2017/8

- Continued delivery of the WRS Business Plan 2017-2020 and our annual operational service plans
- Continue to maintain existing income streams and look at ways of generating income for the service particularly looking to deliver a whole service area for a client either as a contract or potentially a new partner.
- 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.
- Continue to work closely with County Council Trading Standards colleagues by 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 2017



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. WFDC upgraded VMWare (scheduled)
Issues with the WRS database system	Impact on work planning. Self-help may not enable savings required	On-going	Low	High	Green	Initial implementation is completed. Further development of the system will be treated as business as usual, with priority going to public access and self-help/ self-service to continue the channel shift process. Service website remains key access point. Tested disaster recovery of our Uniform back up and fail over to the business continuity server. Completed Oracle upgrade to 12c completed. EDRMS upgrade completed 24 th December 2016.
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. Working from WFDC depot successfully tested over Christmas period.
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	Amber	In such event, 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. However, having taken on contracts with additional authorities the demand has increased and neighbouring authorities have lost the ability to be able to assist with technical specialisms. We are active within regional and sub-regional groups to share resources if required. Effective training and development processes are in place to ensure recruitment and retention of staff. There is increased training budget pressure, reduced technical knowledge in neighbouring authorities and increased importance in maintaining heightened skills for contractual obligations and commercial edge. 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 contractors cease operations.	Disruption to service. Negative media coverage. Increased public health risks	On-going	Low	High	Green	New framework contract has 6 pest control suppliers so the loss of one allows work to be moved to the others.
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 buy in use of other private sector providers in short term. Contracts tendered. The Dog Warden contracts are robust but we have one less kennel contractor but an additional three District Councils that we provide the service for.
Hosting support does not deliver necessary financial and HR support to ensure efficient management	Efficiency of management reduced; staffing issues remain unaddressed and performance suffers	On-going	Low	High	Amber	Some continuing issues around access to the financial system from Wyre Forest house, meaning managers are reliant on host finance officers for financial reporting. ICT team from WFDC and BDC continue to work to resolve the issue
One or more partners continue to be under great financial pressure and may consider alternatives to the partnership to deliver their service	Creates reputational issues for remaining partners and increases the need to manage overheads. Difficulties in delivering highly varied levels of service	On-going	Low-Medium	High	Amber	New legal agreement limits variations in contribution before partners have to move to contractual relationship. Leanness of organisation minimises overheads and focuses resource at the front line. Growth strategy should generate income to support partners in the future. Some reputational damage and perceived loss of commercial skills from the County Council withdrawing from the partnership.
Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes.	Loss of cases is costly and damages reputation.	On-going	Low	Medium	Green	Continued close working with BDC legal team and other partners who don't use BDC for advocacy. Technical and legal training days for staff. Difficulty in keeping informed of Case Law developments. Membership and attendance of Officer Technical Groups outside the County would assist.
Service provision complies with Government requirements	Adverse comments following audits e.g. FSA Intervention by Government bodies i.e. FSA, whilst highly unlikely, is damaging to reputation.	On-going	Low	High	Amber	Limited detail of what statutory minima are. LGA clearly aware of impact of budget reductions on regulation and has made it clear Government cannot expect what it had previously. Fewer interventions/ audits by government. Service has developed systems that follow the principles of the requirements of bodies like FSA so can show some level of compliance. WRS principle of moving away from rigid inspection programme of Food Standards Code (as approved by WRS Joint Board) to intelligence led interventions is compliant with Food Safety Act albeit not as FSA would be able to sanction. Environmental reporting for Local Air Quality Management, Pollution Prevention and Control and Private Water Supply Inspections to Defra and DWI have received positive responses with no issues of concern raised.

<p>Failure to deliver external contract work at the level expected by the business or local authority with whom we have the contract</p>	<p>Damage to reputation, loss of future income streams, financial impact of paying damages</p>	<p>On-going</p>	<p>Low</p>	<p>High</p>	<p>Green</p>	<p>Ensure contract negotiations are clear on performance criteria and these are clearly recorded in the final documentation. Monthly reviews against performance criteria. Select staff to ensure competence of those undertaking work outside Worcestershire. Maintain strong links with the customer's monitoring staff. Intervene early with corrective action</p>
--	--	-----------------	------------	-------------	---------------------	---

Appendix 4: Detailed out-turn for Regulatory Services 2016/17

	Full year Budget	Expenditure to Mar 17	Variance
	£'000	£'000	£'000
Salary	2,406	2,372	-34
Agency Staff	0	81	81
Subscription	3	5	3
Employee Insurance	16	18	2
	2,425	2,476	51
Rent	54	55	1
Cleaning	0	1	0
Utilities	0	0	0
	54	55	1
Vehicle Hire	13	10	-3
Vehicle Fuel	8	4	-4
Road Fund Tax	1	1	0
Vehicle Insurance	3	4	1
Vehicle Maintenance	3	2	-1
Car Allowances	87	82	-5
	115	103	-11
Furniture & Equipment	30	31	1
Test Purchases	0	1	1
Clothes, uniforms and laundry	3	1	-2
Printing & Photocopying	18	25	7

Publications	2	0	-1
Postage	11	12	1
ICT	60	39	-21
Legal Costs	0	1	1
Telephones	23	18	-5
Training & Seminars	24	16	-8
Car Parking & Subsistence	0	1	1
Insurance	30	29	-1
Third Party Payments			
Support Service Recharges	100	100	0
Audit	5	0	-5
ICT Hosting	44	47	3
	349	321	-28

Dog Warden	145	131	-14
Pest Control	46	84	38
Trading	0	1	1
Standards			
Licensing	12	18	6
Other contractors/consultants	3	1	-2
Water Safety	5	6	1
Food Safety	2	3	1
Environmental Protection	13	74	61
Taxi Tests	30	35	5
Grants / Subscriptions	11	16	5
Advertisng	4	2	-1
Publicity & Promotions	2	2	0
CRB Checks	25	20	-5
	297	394	97

Income

Training Courses / Bereavement / Works in Default / Sewer Baiting etc	-215	-461	-247
--	------	------	------

Income Total	-215	-461	-247
---------------------	-------------	-------------	-------------

Budget/ Spend Excl Pension Deficit	3,025	2,889	-136
Pension Deficit – Absorbed by WRS	0	124	124
Pension Deficit – Funded by County	0	-26	-26
Pension Deficit Total	0	97	97
Budget / Spend Including Pension Deficit	3,025	2,986	-39

Appendix 5: 3-year budgets 2017/18 to 2019/20

Account description

	Budget 2017/18	Budget 2018/19	Budget 2019/20
	£000's	£000's	£000's
Employees			
Monthly salaries	2,503	2,546	2,583
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	2,525	2,568	2,605
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	4	4	4

Vehicle insurances	3	3	3
Van Lease	9	9	9
Fares & Car Parking	5	5	5
Car allowances	82	82	82
Sub-Total – Transport	115	115	115

Supplies & Service

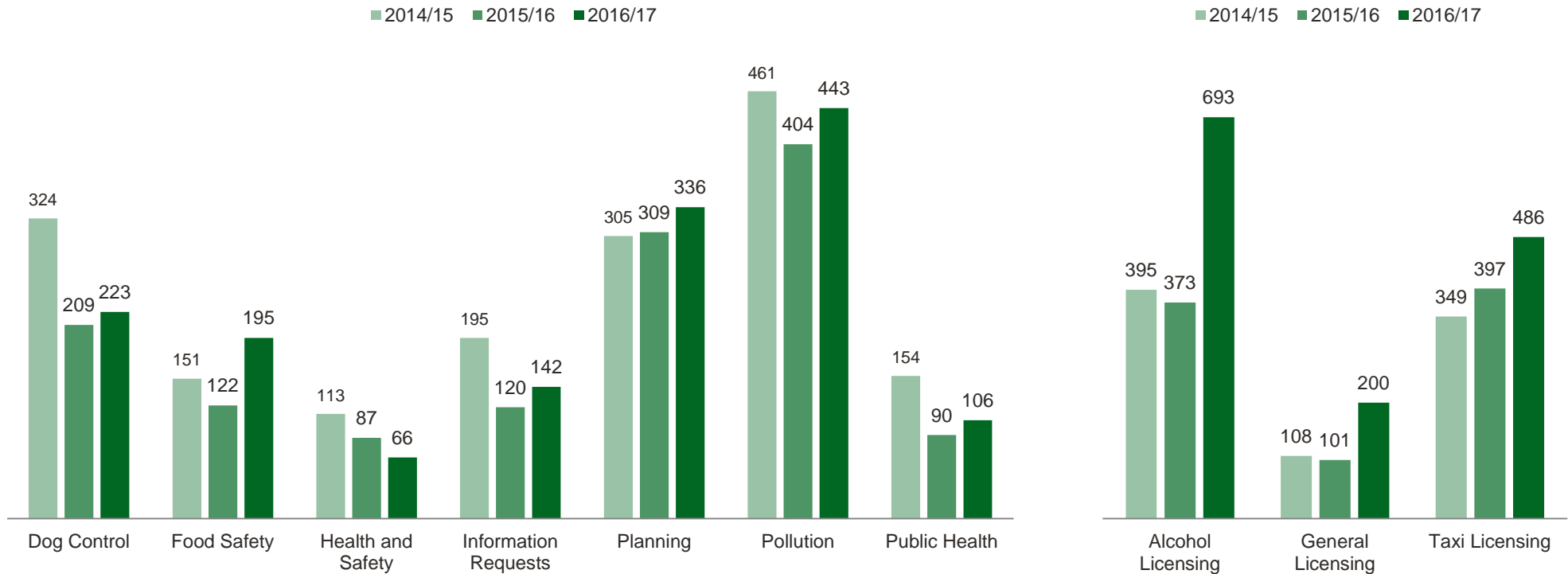
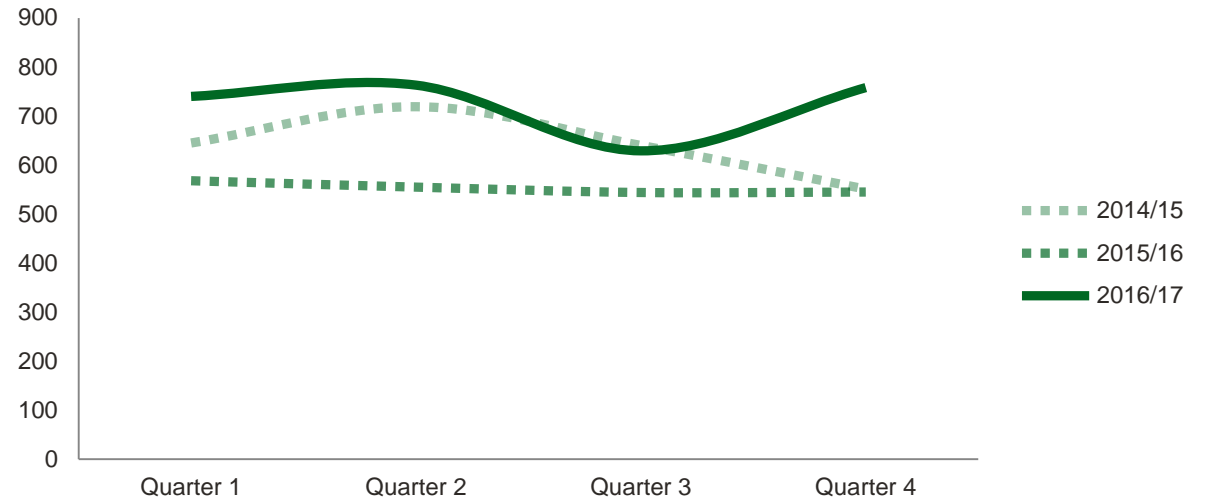
Equipment - purchase/maintenance/rental	19	19	19
Materials	9	9	9
Clothing and uniforms	2	2	2
Laundry	1	1	1
Training fees	23	23	23
General insurances	30	30	30
Printing and stationery	18	18	18
Books and publications	2	2	2
Postage/packaging	11	11	11
ICT	40	40	40
Telephones	23	23	23
Taxi Tests	30	30	30
CRB 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	376	376	376

Contractors

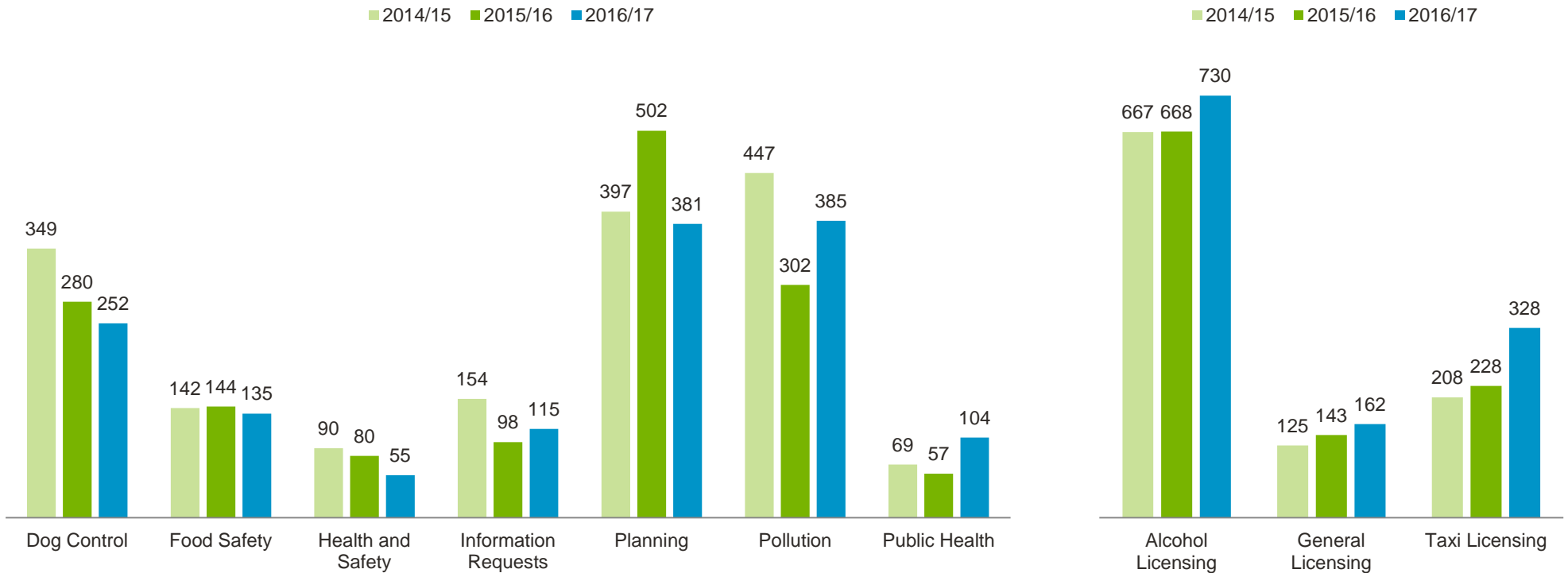
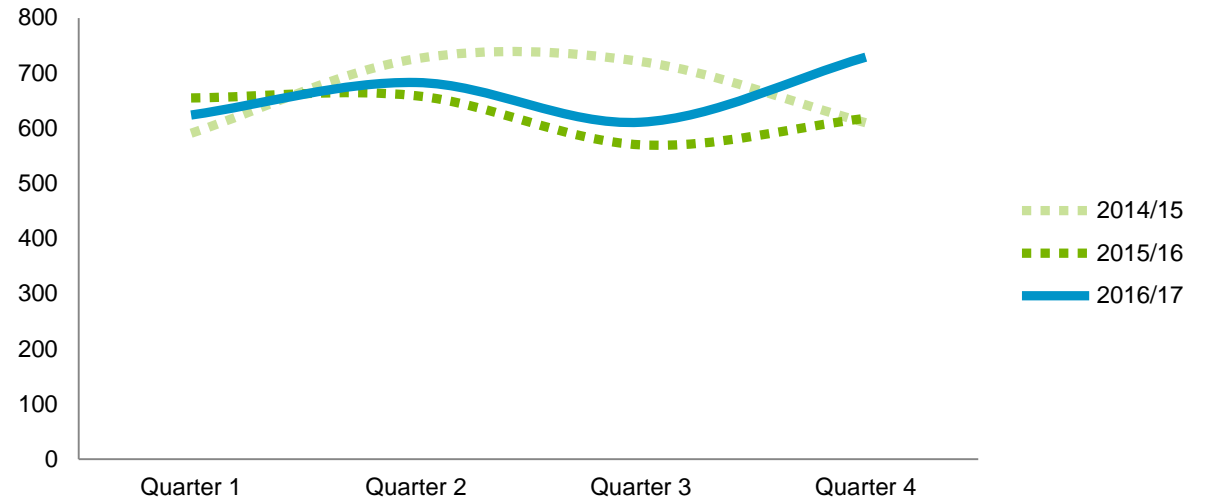
Consultants / Contractors' fees/charges/SLA's	223	223	223
Advertising (general)	4	4	4
Grants and subscriptions	11	11	11
Marketing/promotion/publicity	2	2	2
Sub-Total – Contractors	239	239	239
Income			
Sources including Grants / Nuisance Work / Food Training / Contaminated Land / Stray Dogs / Sewer Baiting etc.	-284	-327	-364
Sub-Total – Income	-284	-327	-364
DISTRICT PARTNERSHIP BUDGET going forward	3,025	3,025	3,025



The data on this page relates to **Environmental Health** and **Licensing** complaints, enquiries, applications or notifications where the subject or enquirer was located within the district of **Bromsgrove**.

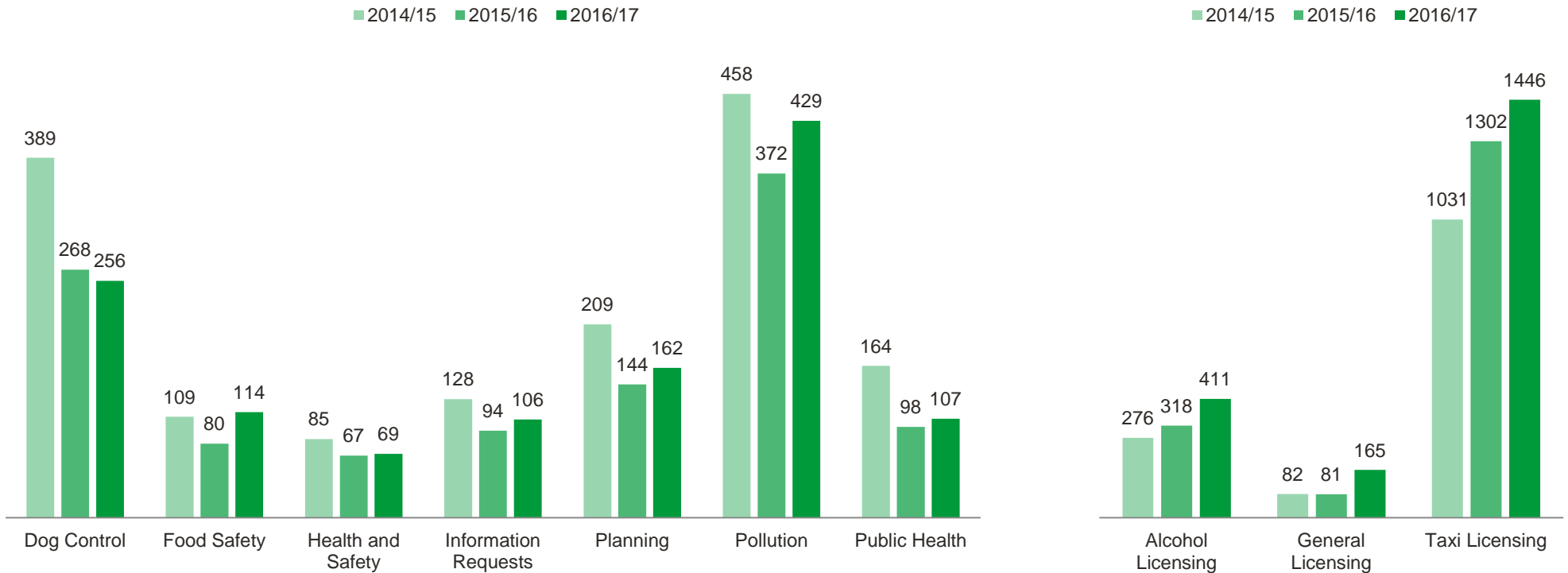
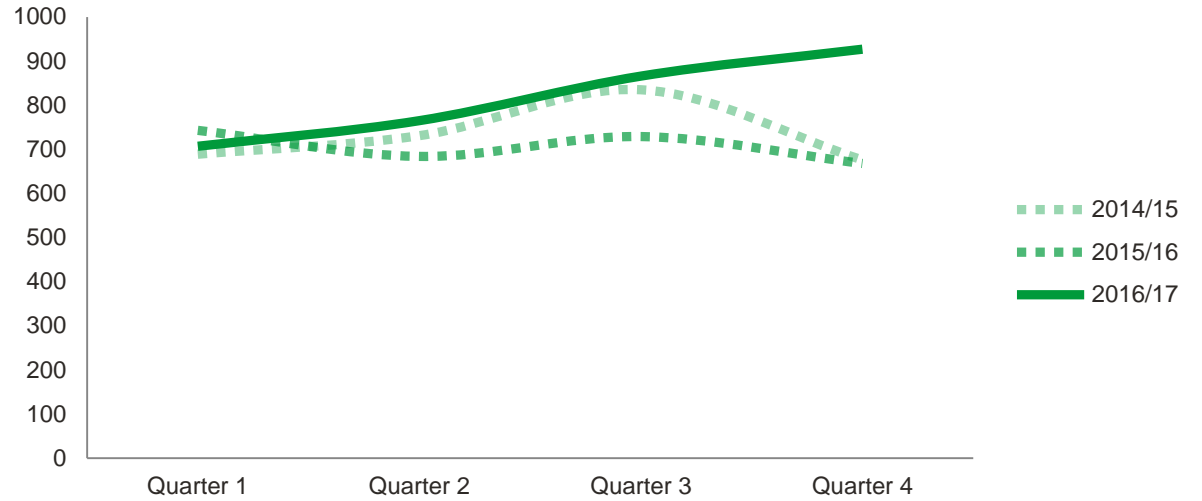


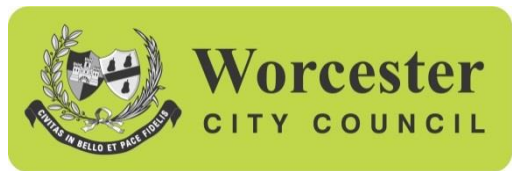
The data on this page relates to **Environmental Health** and **Licensing** complaints, enquiries, applications or notifications where the subject or enquirer was located within the district of **Malvern Hills**.



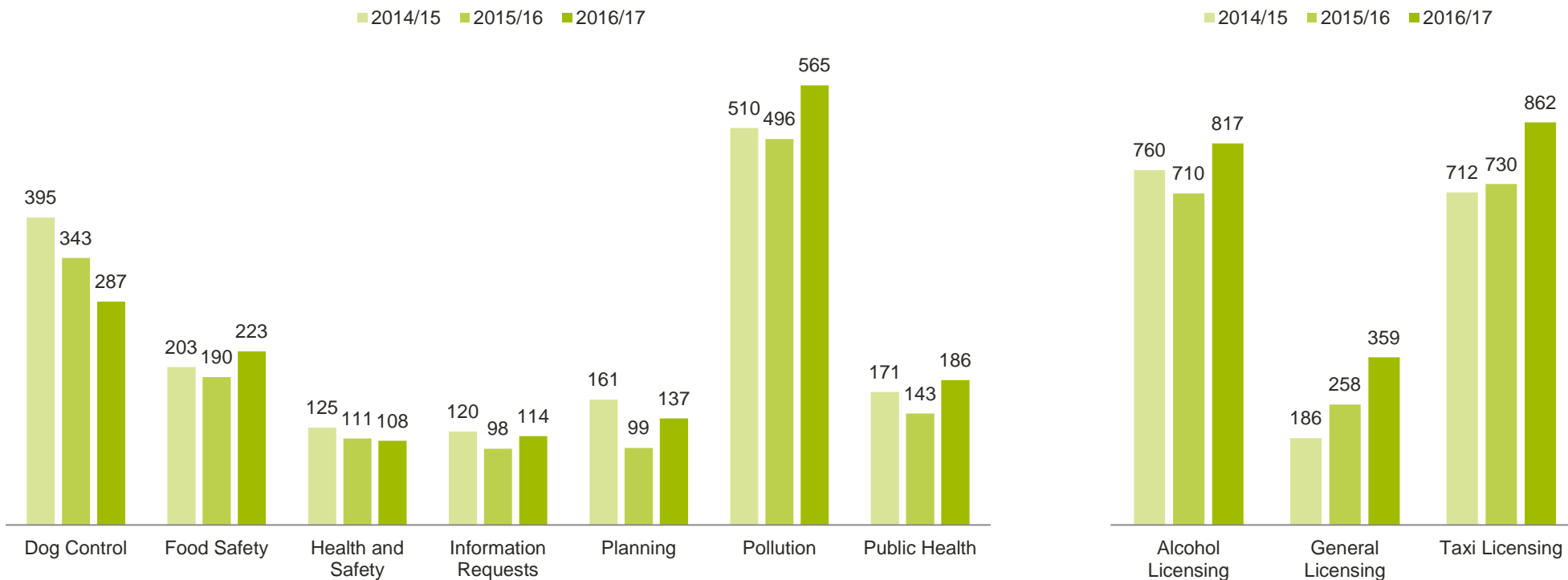
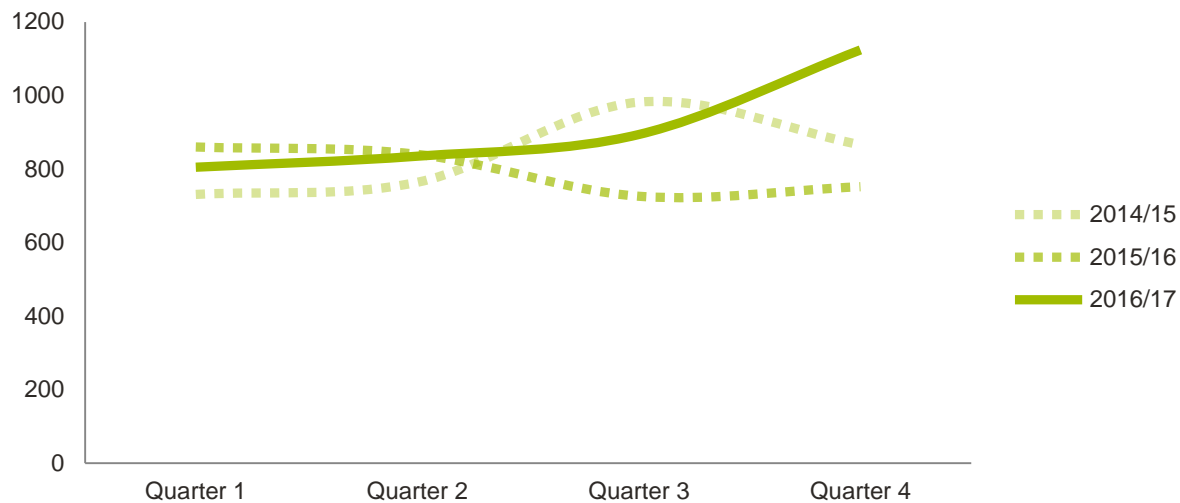


The data on this page relates to **Environmental Health** and **Licensing** complaints, enquiries, applications or notifications where the subject or enquirer was located within the district of **Redditch**.

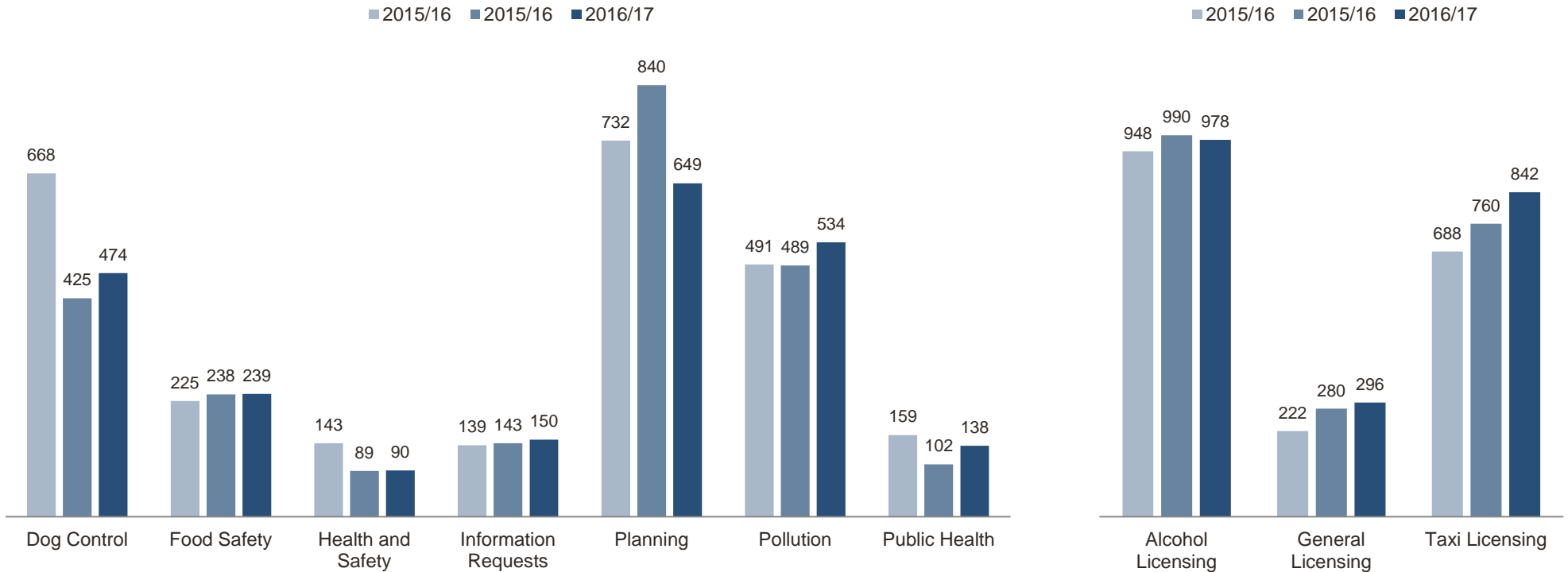
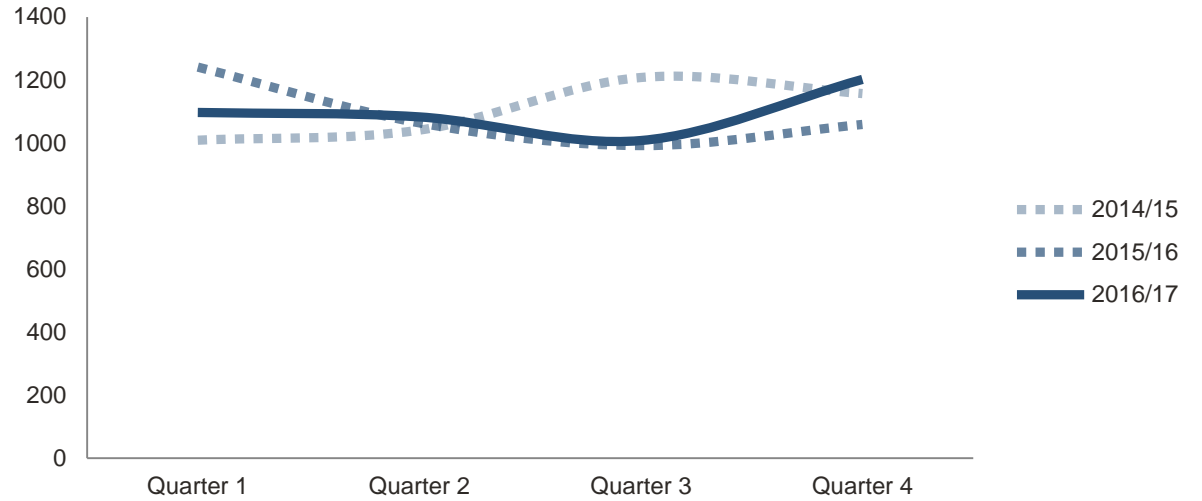




The data on this page relates to **Environmental Health** and **Licensing** complaints, enquiries, applications or notifications where the subject or enquirer was located within the district of **Worcester City**.



The data on this page relates to **Environmental Health** and **Licensing** complaints, enquiries, applications or notifications where the subject or enquirer was located within the district of **Wychavon**.





**Wyre Forest
District Council**

The data on this page relates to **Environmental Health** and **Licensing** complaints, enquiries, applications or notifications where the subject or enquirer was located within the district of **Wyre Forest**.

