

# ANNUAL REPORT

**2019/20**

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

	<b>Page</b>
Introduction	3
Key Achievements	5
Performance	5
Performance Management	10
Service Delivery Highlights	11
Financial Management	16
Workforce Planning and Human Resources Management	17
Accommodation	18
Business Transformation	18
Risk Management	19
Equality and Diversity	19
Next Steps	19
Appendix 1: Structure (1 <sup>st</sup> April 2018)	20
Appendix 2: Risk Log	21
Appendix 3: Revenue Out-turn 2017/18	24
Appendix 4: Agreed WRS Budget 2017/18-2020/21	27
Appendix 5: Activity summary by individual partners	30

## **INTRODUCTION**

This Annual Report has been produced for the Joint Board 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 1<sup>st</sup> April 2019 up to the 31<sup>st</sup> March 2020 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.

The year has been dominated by flooding in both the Autumn and Winter and now towards the end of the year by Covid 19. Whilst the submerged landscape of Worcestershire and those chilling pictures of the water overtopping barriers in Bewdley and submerging streets in Worcester are memories, the pandemic remains with us and will likely shape the service's ability to operate for a significant part of 2020/21 and potentially beyond. There was still excellent work undertaken during 2019/20, with very good results across a range of service areas. WRS managers continued to work along the lines identified in the comprehensive 3-year Business Plan for the period 2018-2021, which was adopted in February 2017 and February 2020 saw the adoption of a replacement plan to take the service to March 2023. The new plan highlighted some of the potential issues faced by the service if new sources of income could not be developed and some of the threats as more local authorities consider income generation as a potential opportunity. It also highlighted the potential impacts of the proposed 2% per annum pay rises over the next 3 years and, what was at the time, the looming spectre of increasing inflation which may have diminished somewhat at the time of writing. It highlighted how close to the originally envisaged minimum service we have moved in recent years. These pressures led to the Partners agreeing to cover the cost of the 2% pay award that has been estimated and also the next 3-year refresh to pension contributions. In total this mean an increase of £90,000 divided across the 6 partners using the usual formula. This increase will allow the service to focus on achievable income generation targets moving forward,

WRS has continued to 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 and the value of service we can deliver. The client authorities have largely continued to request Environmental Health services like Air Quality, Contaminated Land, Environmental Permit inspections and all of the associated administration. The service has also looked more widely at contracts that we might have the skills to discharge perhaps outside of our role for the partners. There are restrictions in law on how far a local authority can go in its income generation activities before it needs to compete on a level playing field with other businesses through a vehicle such as a community interest company or a trust. At this point the service is well within the restrictions and can continue to build its portfolio of work areas.

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 by increasing income streams and now by an increase in contributions. Covid 19 may, it appears delay the Government's proposed revisions to local authority funding calculations which, it was anticipated would shift monies from lower tier to higher tier authorities. However, the current pandemic is seeing unprecedented levels of public expenditure and it is difficult to anticipate where this will leave councils once the disease is under control.

Whilst increasing the range of services delivered WRS has 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.

Our three strategic priorities, remain relevant for now and into the post-Covid 19 environment. They are:

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

We continue to support legitimate businesses and residents, particularly the vulnerable where we are able but at the same time we tackle those who break the law, ignore best practice or adversely impact the environment. 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 2018/19:**

These are covered in a number of sections below:

### **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 Board 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.

	<b>Measure</b>	<b>Figure</b>	<b>Commentary</b>
1	% of service requests where resolution is achieved to non-business customers satisfaction	<b>69.5%</b> (63.0%, 75.4%, 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% non-business customers replied to our questionnaires. 77.6% found their contact with WRS helpful and 84.1% found the information and advice provided easy to use. Both slightly higher than last year. 68.3% felt that the length of time to resolve their problem was satisfactory (an improvement on last year,) and 79.3% (11% points more than last year,) felt that the speed of initial response from WRS was satisfactory. For much of the year the score was above 70% but a poor level of response at the end of Q4, dominated by negative replies pushed the score below 70. Managers will continue to encourage staff to make decisions quickly in relation to the progress that can be made on service requests, and we will continue to look at how we can better manage public expectations around what is achievable with nuisance issues.

2	% of service requests where resolution is achieved to business customers satisfaction	<b>97.4%</b> (97.2%, 97.7%, 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, 97.7% felt that their business had been treated fairly and 98.5% of customers felt staff were polite in their dealings with them and informative. Some 98.7% of customers found the information and advice we provided easy to understand and 97.4% found their interaction with us helpful. 95.9% were happy with the speed of our responses and, of those who made enquiries rather than being visited, 96.5% were satisfied with the response. As you can imagine, as a regulator we cannot always tell businesses what they want to hear.
3	% Food businesses broadly compliant at first assessment/ inspection	<p>Bromsgrove <b>97.1%</b> (97.2%, 98.7% 99.1%, 97.1%,)</p> <p>Malvern Hills <b>98.1%</b> (97.2%, 97.0%, 97.7%, 97%,)</p> <p>Redditch <b>95.6%</b> (96.0%, 96.7%, 97.6%, 95.1%,)</p> <p>Worcester City <b>97.5%</b> (98.0%, 98.0%, 98.6%, 98.2%,)</p> <p>Wychavon <b>98.0%</b> (97.4%, 97.8%, 98%, 99.1%,)</p> <p>Wyre Forest <b>98.1%</b> (97.7%, 97.2%, 98.1%, 96.6%,)</p> <p>Worcestershire <b>97.5%</b> (97.3%, 97.6%, 98.2%, 97.4%,)</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. There are no significant changes in the figures so no real concerns.
4	% of food businesses scoring 0,1 or 2 at 1 <sup>st</sup> April each year	<p>Bromsgrove <b>2.9% (12)</b> (3.6%, 1.3%, 0.9%, 2.9%,)</p> <p>Malvern Hills <b>1.9% (9)</b> (2.8%, 3.0%, 2.3%, 3%, 2.4%)</p> <p>Redditch <b>4.4% (11)</b> (5.1%, 3.3%, 2.4%, 4.9%,)</p> <p>Worcester City <b>2.5% (14)</b> (2.2%, 2.0%, 1.4%, 1.8%,)</p> <p>Wychavon <b>2.0% (9)</b> (3.0%, 2.2%, 2%, 0.8%,)</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. Overall there is no change in the County average and only minor movements which are of no real significance at district level. Local newspapers remain interested in premises scoring zero or 1 and are keen to highlight this and then the improvement when we have finished helping the business into compliance. Numbers in brackets are the

		Wyre Forest <b>1.9% (8)</b> (2.4%, 2.8%, 1.9%, 3.4%,) Worcestershire <b>2.7% (63)</b> (2.7%, 2.4%, 2.4%, 2.6%,)	number of premises represented by % given.
5	% of drivers licence renewal applications issued within 5 working days of receipt of a complete application	<b>75.2%</b> (91.4%, 87.7%)	This measure was introduced in 2017/18 and looks at how quickly driver licenses are renewed. This is one of the licensing processes where generally no additional paperwork is required before someone is re-licensed so generally this is one where the WRS team is in most control over timescales. We now have three years of data so can probably say that this range is the norm of performance. We now need to look at what we can do to improve performance to move us up from ¾ of licenses being issued within 5 working days.
6	% of vehicles found to be defective whilst in service	<b>55 = 3.6%</b>  BDC 18 2.5% MHDC 1 0.9% RBC 21 5.4% WC 10 3.0% WDC 1 0.9% WFDC 4 2.6%	From 1572 vehicles operating in the County and based on vehicle stop checks and failures at garage inspections; some 55 vehicles were found to be defective whilst in service. This is higher than in the previous three years and shows that enforcement and improved communication between inspecting garages are yielding what is needed. This level offers a more realistic indication of the scale of the issue. District percentage figures are based on the numbers of vehicles registered in that district on 31 <sup>st</sup> March 2020. It still represents a small proportion of vehicles.
7	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	<b>58.1%</b> (59%, 72.5%, 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 compared to previous years, which is reflective of the poor scoring for wider customer satisfaction this year, albeit that is slightly up. Officers have noted increasing expectations of what can be achieved for customers so this too has almost certainly influenced the figure.
8	Review of register of complaints and compliments	<b>44 complaints</b> (27, 25, 31, 17, 24, 47, 70)	This is our longest running performance indicator in this format, hence the long list of previous year's figures.

		<b>163 compliments</b> (128, 138, 103, 51, 57, 36, 24)	There has been a slight increase in complaints this year (27 recorded last year) and a slightly increased number of compliments (128 recorded last year). The biggest area for complaint remains our dealings with stray dogs. This will always create some issues as it is a very emotional situation for many people and paying to get their pet back is something that does not sit well with many people. Nuisance complaints that cannot be resolved is another area we continue to address.
9	Staff sickness absence at public sector average or better	<b>4.4 days per FTE</b> (4.12, 12.45, 5.95, 2.3, 3.9, 7.7, 9.5)	The excellent improvement compared to 2 years ago has been maintained, with the indicated figure being reasonably normal. Response to last year's unprecedented high and shows the service returning closer to the norm. Members will likely recall that the source of the majority of this was long term sickness and this was actively being tackled by managers. Whilst an aging service is likely to have a slightly higher rate of sickness due to natural causes, managers will continue to work to maintain the figures in the normal range of 3-6 days.
10	% of staff who are satisfied with working for WRS	<b>98%</b> 88%, (NB: Annual figures for 2017/18 and before, 80%, 85%, 77%, 82%)	50 of our 68 staff responded to the survey. Comparable with previous years except 2017/18 when a different process was used, this score is 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. Due to current time constraints we have yet to do more detailed analysis of broader staff comments but it is good to know that many are happy working for the service. 34/50 scored working for the service as 8/10 or better which is really pleasing given our expectations of performance.
11	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives	Bromsgrove <b>6.8%</b> (8.7%, 6.73%, 3.8%, 7.9%) Malvern Hills <b>5.7%</b> (4.8%, 4.94%, 3.6%, 3%,) Redditch <b>8.5%</b> (7.1% 8.65%, 2.7%, 8.1%,)	Linked to the Crime & Disorder agenda and introduced following discussions with elected members, this measure is now in its fifth year. It still shows that generally premises across the County are well run and controlled by their operators. Looking at the figures over 5 years, the ones for 2016/17 stand out even more as a blip in terms of



		<p>Worcester City <b>8.8%</b> (8.1%, 8.19%, 5.8, 9.4%,)</p> <p>Wychavon <b>4.2%</b> (4.0%, 4.97%, 4.0, 5.5%,)</p> <p>Wyre Forest <b>8.5%</b> (7.0%, 8.29%, 5.8, 9.4%,)</p> <p>Worcestershire <b>6.8%</b> (6.4%, 6.78%, 4.4%, 6.9%,)</p>	<p>improved performance and the following 2 years show a return to a pattern similar to the two years prior to this dip. 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 can result in resolution of most of these issues.</p>
12	Rate of noise complaint per 1000 head of population	<p>Bromsgrove <b>1.96</b> (2.7, 2.82, 3.0, 2.7, 3.1)</p> <p>Malvern Hills <b>2.07</b> (2.2, 2.39, 3.0, 2.3, 3.9)</p> <p>Redditch <b>2.97</b> (3.2, 3.61, 4.1, 3.7, 3.5)</p> <p>Worcester City <b>2.78</b> (3.2, 3.13, 4.2, 4.0, 2.9)</p> <p>Wychavon <b>2.01</b> (2.1, 2.46, 2.7, 2.6, 2.5)</p> <p>Wyre Forest <b>2.37</b> (2.6, 3.23, 3.4, 3.0, 3.0)</p> <p>Worcestershire <b>2.35</b> (2.7, 2.93, 3.4, 3.1, 3.8)</p>	<p>We continue to report the County average and this is the fifth year we are able to report data by individual districts. Members will be aware from the quarterly activity data reports that 2019/20 appeared to be a slightly quieter year than average for nuisance work and this is reflected in the nuisance numbers. It appears like it was a quieter year for noise complaints than some. It is however worth reiterating that the complexity of the issues that the team does deal with appears to have increased and the tolerance of noise in some quarters is reduced. Where we can resolve domestic noise issues this is generally achieved through mediation between the parties concerned.</p> <p>1383 noise complaints were investigated during 2019/20; 187 fewer than the previous year. 886, or 64%, related to noise from domestic properties.</p>
13	Total Income	<p><b>14.65%</b> Note: £442,032 as a % of £3.017M</p>	<p>This is an impressive figure. The service will continue to pursue this strategy but the difficulties associated with capacity for both income generation and delivering statutory regulation remains.</p>
14	Cost of regulatory services per head of population.	<p>Based on outrun cost of £2.960M against the current population estimate of 592,057 the service cost is:</p> <p><b>£5.00 per head</b></p>	<p>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. It is difficult to benchmark this figure as WRS functions are not all of those reported in the relevant part of the RO return to the MHCLG.</p>

## **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 Board. 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 Board 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. It was hoped that the central bodies would accept a single data return for all partners but it now appears that all Departments with the exception of the Health and Safety Executive continue to require individual returns for each partner. WRS provides these as necessary.

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 for 2018/19, which members will receive at the same meeting where this Annual Report is presented.

### **Internal Audits**

An Internal Audit of the stray dog service is performed. Generally, audit were pleased with the way the service is managed, making a small number of recommendations about better timely tendering of contracts, in-contract auditing of contractors and improved detail of activity recorded on the stray dog register. Actions have been undertaken to address the recommendations.

## **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**

#### **Nuisance**

The team investigated 1,874 nuisance complaints in 2019/20 covering light, noise, odour and smoke. 73.8% (1,383) of these related to noise nuisance which places the greatest demand on the service. Amongst these nuisance investigations were a number of challenging service requests requiring complex investigations. The team are very skilful in resolving these issues informally, meaning that of all these cases, only 16 Abatement Notices were required.

#### **Food Hygiene**

This year, a total of 1,621 interventions were undertaken at food premises across the County which is an increase on 2018/19. A high proportion of these were found to be broadly compliant, indicating that the vast majority of food businesses are well run. At the year end, the proportion of businesses included in the FHRS found to be broadly compliant was 97.5%.

2.5% 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 including premises closure has been taken in respect of those cases where conditions were found to put public health at risk.

It is worth noting that towards the end of the year proactive inspections of food businesses were suspended by the Food Standards Agency due to COVID-19.

#### **Floods**

In November the Team responded to the floods in Evesham. We contacted all affected food businesses providing pre-opening advice and support and followed up with visits to ensure that good hygiene conditions were met before they re-opened. The following February the Team were again called upon in respect of the severe floods in Wyre Forest, Worcester, Malvern Hills and Wychavon. We contacted all affected food businesses providing pre-opening advice and support and followed these up with visits to ensure that good hygiene conditions were being met before they re-opened. This included swabbing to check that food preparation surfaces were safe to use. We also provided advice and support to the Hublets which were set up to help the affected communities.

#### **Brexit**

In preparation for Brexit your Team contacted all potential food exporters to appraise their needs in the event of a “no deal” Brexit. Contingency plans were put in place which involved stakeholder engagement and a plan to identify where support was needed. With food products the issue is that many are high risk with short shelf life so there cannot be any delays in providing a certification service. We have provided a strategic single point of contact for Brexit work and the Food Lead within the Team

has taken operational responsibility. Liaison arrangements are in place with Worcestershire Trading Standards who are responsible for Food Standards and Website information has been updated to ensure that businesses can readily access current information. Duty Officers with expertise on the export process are available to take relevant calls. WRS have also contributed to the West Midlands CEO response to Government in respect of Food Safety implications of a no deal Brexit.

### **Covid-19 Response**

March saw your Officers responding to the Covid-19 epidemic. To reduce social contact, the government required certain businesses and venues to close, by law, to members of the public. The Community Environmental Health Team provided advice and guidance to businesses and continue to provide assistance to business and monitor compliance with these regulations. Proactive patrols were organised including over the Bank Holidays and intelligence led investigations were carried out in partnership with West Mercia Police. Whilst compliance in Worcestershire was found to be high, several businesses breaching the regulations were subject to prohibition notices.

### **Working in partnership with the LEP**

An interim Board has been formed to manage and run the Worcestershire Food and Drink Association (WF&DA). The Association was created through a WRS project funded by the LEP to promote local business and a successful application has now been made for it to be recognised as an independent community interest company (CIC).

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. WF&DA serves to promote the wide variety of produce Worcestershire has to offer and boost Worcestershire's economy. It boasts a first class website and several successful events have again been held around the county this year.

This organisation will become a fully independent entity once the appropriate financial arrangements are in place, and WRS will continue to offer support and advice.

### **Primary Authorities**

The Community Environmental Health Team continues to support local businesses through Primary Authority Agreements, providing assured, paid for advice and expertise in the areas of Food Safety and Health and Safety.

### **Health & Safety at Work**

Whilst proactive health and safety inspections no longer form part of the routine 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. This has been exacerbated by the significant and prominent responsibilities placed on the team to ensure compliance with the Health Protection Regulations made to control the spread of Covid-19 through the control of health and safety at businesses and workplaces.

Further Health and Safety activity continues to be intelligence led, based on accident reports and complaints notified to us and is focused on enforcement activity. 264 Accident Reports and 151 complaints were investigated 2019/20 including 2 fatalities. Health and safety investigations are often complex and can take months, and sometimes years, to bring to completion.

### **Serious Crime**

WRS continues to work closely with partner organisations through the North and South Worcestershire Serious Organised Crime Joint Action Groups and the various Multi Agency Targeted Enforcement Strategy Groups which are committed to sharing intelligence and carrying out joint operations to both tackle and disrupt serious crime in Worcestershire. WRS have contributed to several such operations targeted at Food Businesses and Licensed Premises with colleagues from West Mercia Police, Fire and Rescue Service, Immigration, Border Force, HMRC, Local Authority Housing and the Gangmasters and Labour Abuse Authority.

### **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. During the COVID-19 pandemic, WRS has been in communication with all crematoria to assist with relaxations of abatement permitted whilst increasing throughput. Generally, compliance remains high within regulated industry sectors and thankfully WRS had completed all scheduled inspections prior to lockdown and all permits are up to date and appropriate for the industries regulated in Worcestershire and for Gloucester City who pay WRS to undertake this function on their behalf. WRS will continue to work with the businesses to ensure compliance whilst returning to business as usual.

#### **Primary Authority Relationships**

The two Primary Authority Contracts WRS have in this regulatory area have worked well during the last year. The contract with CEMEX has been very productive in drafting an inspection plan that all enforcing local authorities would have to have regard for when visiting their sites. More recently activity has focused on arranging a Welsh Partner to assist with their sites in Wales. It is hoped this work and publication of the Inspection Plan can be completed in the coming year. Considerable work has also been undertaken with Wienerberger to assist with communication and trouble-shooting where inconsistent enforcement has been proposed by other local authorities. As a company reliant on the construction trade their production staff are currently furloughed and sites mothballed but as a leading brick and tile manufacturer we are confident we will be continuing to support them in the near future.

#### **Local Air Quality Management**

WRS have continued to undertake all the statutory reporting on behalf of the six Worcestershire Districts.

In Worcester City WRS has continued to support other departments on work towards implementation of the Task & Finish Group for Air Quality recommendations. The measures prioritised by the group will form the Air Quality Action plan which has been in production by WRS during the last half of the year.

### **Planning support on technical issues**

The quarterly activity reports have consistently shown the significant demand for support on technical issues required by Planning Officers. WRS provides assistance with Air Quality, land contamination and nuisance matters, ensuring these matters are addressed in line with government guidance for the protection of new users, the general public and the environment. In the background, WRS have been assisting with the initial drafting of a Supplementary Planning Document for air quality, land contamination and nuisance which sits beneath the South Worcestershire Development Plan Policy on these subjects which WRS has also been heavily involved in, providing technical support development of that policy. In addition, WRS initiated discussions to ensure gull control measures are included in the SWDP design policy.

### **Dog Warden Service**

As well as providing the dog warden service for Worcestershire, the Dog Wardens and supporting staff (such as Duty Officers and Management) have successfully contributed to the income generation of the service in the provision of a dog warden service to Birmingham City (out of hours), Cheltenham Borough Council, Gloucester City Council, Tewkesbury Borough Council and provided ancillary services relating to dogs to a number of organisations, making it the most successful year to date financially. The focus has been on providing services that other organisations struggle with, such as long term boarding of dogs with enhanced environments (working with kenneling contractors), assisting with abandoned dogs and other animals in private properties.

### **Subsidised Pest Control & Worcester City Gull Control**

WRS manage a contract with a number of businesses who provide a subsidised pest control service to Bromsgrove, Redditch, Wychavon and Wyre Forest. We have worked with Wyre Forest during this year to assess the impact of removal of this service ahead of 2020/21. Under management by WRS the contractors also provided sewer baiting in all partner areas and in Forest of Dean, Warwick and Dudley on behalf of Severn Trent Water.

Management of the contractor providing egg replacement services in Worcester is undertaken by WRS every year, but during the last 12 months an enhanced gull control programme was completed during the 2019 breeding season despite withdrawal of the general licence used to tackle gulls legally by Natural England that year. An expanded programme has been developed and work commenced promptly ahead of the 2020 breeding season to ensure a robust assessment can be made of measures employed.

### **Licensing**

The Licensing team have had a challenging year ranging from the final implementation of the new regulations for the licensing of certain activities involving animals to implementing new processes in response to the Covid 19 pandemic.

The team have worked extremely hard with the sector to explain and advise on the new guidance and implement it across all relevant settings including Animal Boarding, Dog Breeding, Pet Shops and Riding Establishments. Due to our expert understanding and experience we were invited to sit on the Canine and Feline Sector group which feeds directly into DEFRA. We have also started the training process required for two of our officers to gain the new qualification required by the regulations with a view to sending more in the next year.

The year has required the team to take part in a number of exercise's that have required partnership working across the sector including working with the police, immigration, various departments from across the districts and this has developed better co-ordinated responses saving time and resources but also utilising the appropriate skills across the County appropriately.

Midway through the year WRS were asked, and took up the opportunity, to work with the West Midlands Safari Park on executing their emergency plan. Officers helped arrange and facilitate a number of exercise's with a variety of stakeholders including the police, fire and rescue, highways and local authority representatives to name a few with a view to test the plan of action in a emergency situation.

Towards the end of the year the team worked in response to the Covid 19 pandemic by proactively working with the taxi Trade and businesses ensuring they were provided with up to date information on changes not only to government guidelines but also changes to process that WRS have had to implement as a result. Officers explored alternative ways of working moving many licensing processes online challenging both customers and officers but resulting in a better, streamlined service. .

## **FINANCIAL MANAGEMENT**

### **Budget 2019/20**

Monthly financial monitoring reports are provided to managers and finances are regularly considered by officers from the partners ahead of each Joint Board 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 the service being some £57,000 underspent at the end of the year. The partners agreed that £20,000 of this could be carried forward into 2020/21 to support the replacement of dog warden vans. The underspend was some 1.9% of overall budget. This was achieved mainly due to the level of income generation during the year but also because we did not make some year-end investments in both our dog van replacement and some additional agency support capacity due to first the flood response and then due to Covid 19.

The draft outrun budget for 2019/20 is included as Appendix 3, along with the proposed budget for 2020/21 onwards at Appendix 4. 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.

Until 2020/21, the operating assumption was a cash standstill budget, with increasing income targets set to balance the budget each year. Whether this remains deliverable will depend on the likely level of pay increases going forward. Before the Covid pandemic, the service was aware that some partners were likely to ask the

service to consider some savings from 2021 onwards. The pandemic has created further uncertainty in terms of the model for local government funding as work on the implementation of a new model is on hold as far as we are aware. The figures in Appendix 4 are based on the pre-Covid assumptions, which will almost certainly be subject to change, which at this stage is unknown. Should it be necessary, the service's reserve may help partner to buffer some financial impacts whilst determining the way forward for the delivery of these functions should the local authority financial situation become significantly worse in the future. .

### **Increasing income generation**

In terms of commercial contract work, the largest income generation area was the Dog Warden Service. We provide the entire dog warden service for Cheltenham, Tewkesbury and Gloucester City Councils and an out-of-hours service only for Birmingham City Council. This is supported by helping other organisations including Social Services and Housing Associations. 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 Mendip Council areas and Air Quality/ Planning consultation support in Gloucester City and Tewkesbury. We also provided Industrial permitting inspections for Gloucester City and have provided environmental permitting activity for other public sector organisations such as NHS Trusts and the Gibraltar Authority. 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; with the volume and scope of commercial work has increased. This has enabled income to be either reinvested where required or contribute to monies 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), Dog Wardens, Pest Control, Information Management & Database administration and more recently the first contact team of Duty Officers. Susan Garratt retired due to ill health last year and Kiran Lahel has taken on the role of Licensing and Support Services Team Manager in an acting capacity while we look at how best to take things forward. This leaves her substantive post of Business and Relationship Manager vacant.

Staff turnover remains low, although occasionally a member of staff will decide to move onto pastures new. This has allowed us to recruit new but experienced staff from either other backgrounds to suit our income generation work or from other local authorities. All of the newcomers have added value to what is being delivered. At the 1<sup>st</sup> April 2019, the total staff establishment was around 68 FTE, although some of this capacity is on fixed term contract.



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.

### **Staff Survey**

50 of our 68 staff responded to the survey. Comparable with previous years except 2017/18 when a different process was used, this score is 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. Due to current time constraints we have yet to do more detailed analysis of broader staff comments but it is good to know that many are happy working for the service. 34/50 scored working for the service as 8/10 or better which is really pleasing given our expectations of performance.

### **Staff Sickness**

During 2018/19 staff sickness reached 4.4 days per FTE, which is an excellent improvement compared to 2 years ago and has been maintained, with the indicated figure being reasonably normal. Response to last year's unprecedented high shows the service returning closer to the norm. Members will likely recall that the source of the majority of this was long term sickness and this was actively being tackled by managers. Whilst an aging service is likely to have a slightly higher rate of sickness due to natural causes, managers will continue to work to maintain the figures in the normal range of 3-6 days.

### **ACCOMMODATION**

WRS remains located at Wyre Forest House, Finepoint Way, Kidderminster with the contract up for renewal on the 23<sup>rd</sup> 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. The service's original 5-year contract for accommodation at Wyre forest house came to an end on 23<sup>rd</sup> March 2020. The Head of Service agreed to continue to base the service there and agreed to an increase in payments based on inflation since the service located to the offices. He also agreed an extension of the Trading Standards use of Wyre Forest House as it continues to make sense for the Regulatory Services to be co-located. Generally, partners have been keen to keep the shared service accommodation costs within the local government family. It would make sense to do a more formal review of the location of the service in 2 years when hopefully the current crisis will have subsided somewhat.

## **BUSINESS TRANSFORMATION (SERVICE DELIVERY)**

Further training has been provided to both managerial and operational staff on the components of an intelligence model, the process of developing raw information into finished intelligence (the intelligence cycle) and how to use intelligence during decision making processes. Aspects of this training were previously rolled out to colleagues across the region, and are still offered by the service 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. Each operational team now has a tactical tasking group that convenes to review on-going enforcement activity, consider proposals for new 'project based' work and assess the level of available resource. This ensures a range of factors are considered during decision making processes including the level of risk, our 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 continues towards an intelligence led approach. In addition to tasking, a service wide tactical assessment is now produced on a six monthly basis and statistical bulletins on a quarterly basis. Other intelligence products have also been commissioned including 'problem profiles' on food hygiene standards and noise pollution and dog welfare.

## **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 service's Business Continuity Plan is going to be reviewed over the coming 12 months with the support of colleagues in North Worcestershire Emergency Planning. The restructured document should bring the service in line with the approach taken across other partner areas.

The risk register at Appendix 2 does not include elements relating to Covid 19 as the report looks back to a period before the current pandemic got hold of all of our lives. All of the service's activities have been reviewed in light of Covid 19. Currently the vast majority of staff are working from home. The office remains open for staff

to use but this is only when it is necessary, for example if officers need to print materials. This means there are seldom more than 6-8 staff from the service in the building at any point in time. We will be working with the Wyre Forest DC facilities team in the near future to assess safe working patterns within the building and to establish what a maximum occupancy of our space in the building will be. Managers will then plan how best to use our space but with the majority working successfully remotely, this should be relatively achievable.

With much proactive work suspended, time has been taken to review how our activities will be undertaken moving forward whilst Covid 19 remains a risk. Protocols for inspection are being addressed and the types of PPE that may be necessary to keep our officers safe are being sourced. Social distancing will be an important part of this and it will be difficult to do unannounced visits for the foreseeable future in anything other than the most essential of circumstances to ensure that officers and the people they are visiting remain safe. With many legitimate businesses this will not be an issue.

### **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.

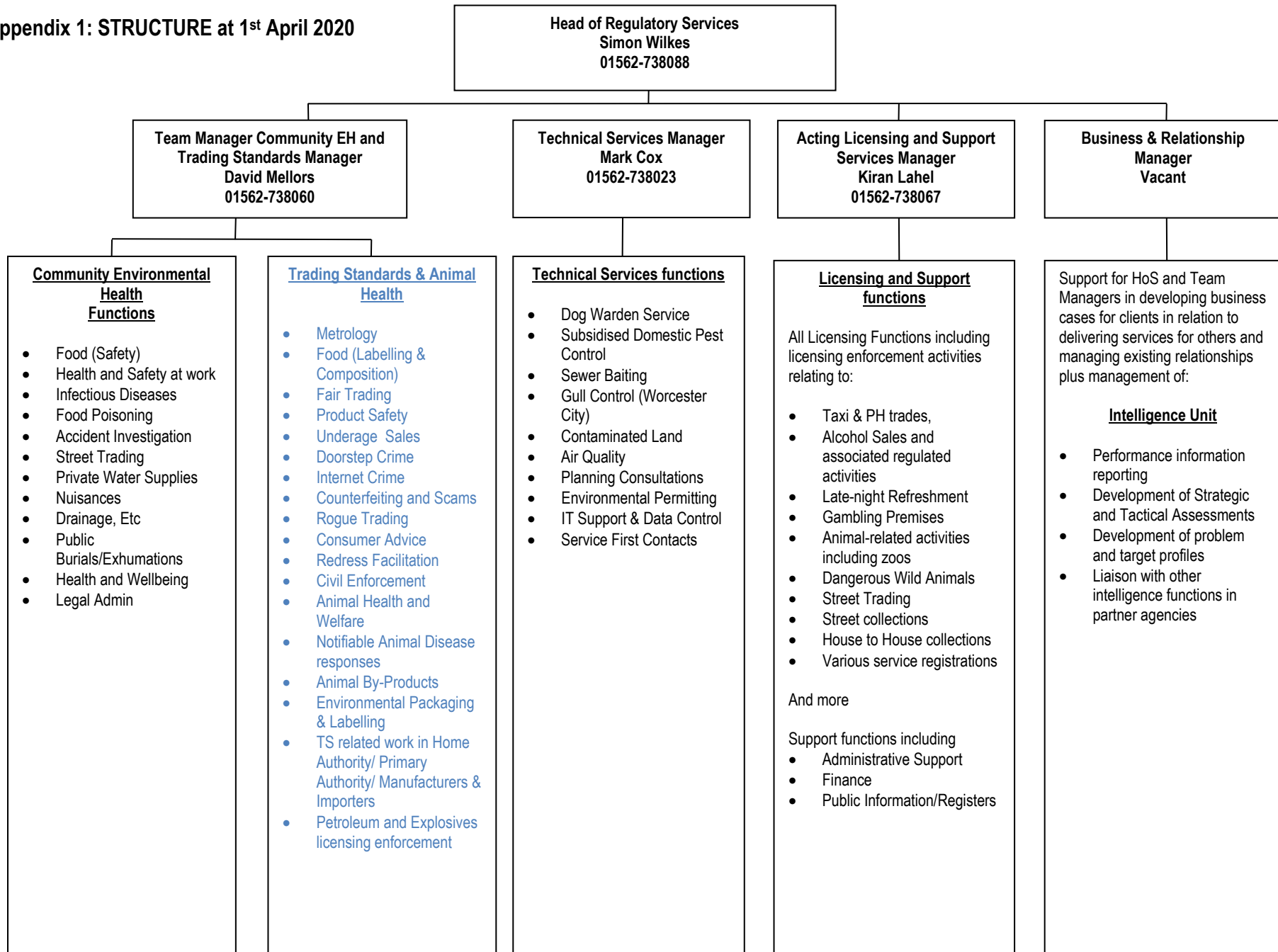
### **THE NEXT STEPS**

Without the challenges of Covid 19, this would be a look forward at how we move on into the new financial year and what the headline areas for work are. We would be talking about key areas for activity and development being:

- Continued delivery of the WRS Business Plan and our annual operational service plans
- Maintaining existing income streams and looking at other ways of generating income for the service,
- Following our philosophy of continuous improvement, continuing to review operations to improve marginal efficiencies,
- Continuing the process of channel shift by increasing the customer's ability to use self-help, do transactions on-line and monitor progress of work.
- Continue to work closely with County Council Trading Standards colleagues and other partner agencies by maintaining links that help to support both WRS and other services to the benefit of local people.

All of these things will feature, however, one cannot underestimate the potential impact of Covid on the world that we were anticipating. WRS as a service will continue to be engaged in the disease response. It seems almost certain that our Health and Safety at Work role will be needed to deal with social distancing measures in the work place. This is an area of work that partners had moved to statutory minimum provision so further resource from within the service will need to be drawn upon to keep the business operating. We will also be required to work alongside Public Health colleagues in the Track, Trace and Test regime, dealing with local outbreaks arising in a wide range of businesses and other premises, potentially including schools. HSE may also ask us to deal with some of their premises depending on their resourcing position. So there is a strong possibility that some of these provisions will have to wait for calmer waters before they can be progressed in a meaningful way.

**Appendix 1: STRUCTURE at 1<sup>st</sup> April 2020**



## 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	<b>Green</b>	Wyre Forest ICT has effective processes and business continuity plans in place. WFDC upgraded VMWare
Issues with the WRS database system	Impact on work planning. Self-help may not enable savings required	On-going	Low	High	<b>Green</b>	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..
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	<b>Green</b>	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	<b>Amber</b>	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	Disruption to service.	On-going	Low	High	<b>Amber</b>	New framework contract has 6 pest control suppliers

operations.	Negative media coverage. Increased public health risks					so the loss of one allows work to be moved to the others. The reduced number of authorities providing this service makes the viability of the contract to contractors less certain.
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	<b>Amber</b>	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 five District Councils that we provide the service for. Work for other Public Sector clients are restricted to one kennelling provider raising the risk this element poses. Out of hours contract now provided in house reducing risk but provides concerns over ability to provide cover in short term whilst appointing additional dog warden.
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	<b>Amber</b>	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	<b>Amber</b>	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	<b>Green</b>	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	<b>Amber</b>	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.
Failure to deliver external contract work at the level expected by the business or local authority with whom we have the contract	Damage to reputation, loss of future income streams, financial impact of paying damages	On-going	Low	High	<b>Green</b>	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

## Appendix 3: Detailed out-turn for Regulatory Services 2019/20

	Full Year Budget 19-20	Committed Expenditure Apr - Mar 20	Variance
Direct Expenditure	£'000	£'000	£'000
Employees			
Salary	2,700	2,522	-178
Agency Staff	0	91	91
Employee Insurance	25	13	-12
<b>Sub-Total - Employees</b>	<b>2,725</b>	<b>2,626</b>	<b>-99</b>
<b>Premises</b>			
Rent / Hire of Premise	54	53	-1
Cleaning	1	1	-0
Utilities	0	0	0
<b>Sub-Total - Premises</b>	<b>55</b>	<b>54</b>	<b>-1</b>
<b>Transport</b>			
Vehicle Hire	13	1	-12
Vehicle Fuel	8	5	-3
Road Fund Tax	1	0	-1
Vehicle Insurance	5	4	-1
Vehicle Maintenance	3	2	-1



Car Allowances	80	73	-7
<b>Sub-Total - Transport</b>	<b>109</b>	<b>84</b>	<b>-25</b>

### Supplies and Services

Furniture & Equipment	34	39	5
Clothes, uniforms and laundry	2	1	-1
Printing & Photocopying	17	22	5
Postage	11	15	4
ICT	40	60	20
Telephones	21	14	-7
Training & Seminars	24	20	-4
Insurance	20	10	-10
Third Party Payments	144	144	0
<b>Sub-Total - Supplies &amp; Service</b>	<b>313</b>	<b>323</b>	<b>11</b>

### Contractors

Dog Warden	145	86	-60
Pest Control	58	62	4
Taxi / Alcohol / & Other Licensing	62	89	27
Other contractors/consultants	3	0	-3
Water Safety	5	6	1
Food Safety	2	0	-2
Environmental Protection	12	55	43
Grants / Subscriptions	13	14	2
Advertising, Publicity and	6	2	-4

Promotion			
<b>Sub-Total</b>	<b>305</b>	<b>315</b>	<b>10</b>
<b>Income</b>			
Training Courses / Bereavement / Works in Default / Sewer Baiting etc	-490	-442	48
<b>Sub-Total</b>	<b>-490</b>	<b>-442</b>	<b>48</b>
<b>Service Total</b>	<b>3,017</b>	<b>2,960</b>	<b>-57</b>
<b>To be recommended</b>			
Refunded to Partners	0	37	37
Stray Dog Van Reserve	0	20	20
<b>Sub-Total</b>	<b>0</b>	<b>57</b>	<b>57</b>
<b>Net Position</b>	<b>3,017</b>	<b>3,017</b>	<b>-0</b>

## Appendix 4: 3-year budgets 2020/21 to 2022/23

### Account description

	Budget	Budget	Budget
	2020 / 2021	2021 / 2022	2022 / 2023
	£000's	£000's	£000's
<b>Employees</b>			
Monthly salaries	2,749	2,789	2,833
Training for professional qualifications	0	0	0
Medical fees (employees')	2	2	2
Employers' liability insurance	40	40	40
Employees' professional subscriptions	2	2	2
<b>Sub-Total - Employees</b>	<b>2,793</b>	<b>2,833</b>	<b>2,877</b>
<b>Premises</b>			
Rents	52	52	52
Room hire	2	2	2
Trade Waste	0	0	0
<b>Sub-Total - Premises</b>	<b>54</b>	<b>54</b>	<b>54</b>
<b>Transport</b>			
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	5	5	5
Van Lease	9	9	9
Fares & Car Parking	5	5	5
Car allowances	70	70	70
<b>Sub-Total - Transport</b>	<b>105</b>	<b>105</b>	<b>105</b>
<b>Supplies &amp; Service</b>			
Equipment - purchase/maintenance/rental	22	22	22

Materials	9	9	9
Clothing, uniforms & laundry	2	2	2
Training fees	23	23	23
General insurances	5	5	5
Printing and stationery	18	18	18
Books and publications	2	2	2
Postage/packaging	11	11	11
ICT	40	40	40
Telephones	21	21	21
Taxi Tests	22	22	22
CRB Checks (taxi)	26	26	26
Support service recharges	100	100	100
Support service recharges - ICT	44	44	44
<b>Sub-Total - Supplies &amp; Service</b>	<b>344</b>	<b>344</b>	<b>344</b>

**Budget  
2020 / 2021  
£000's**

**Budget  
2021 / 2022  
£000's**

**Budget  
2022 / 2023  
£000's**

**Contractors**

Consultants / Contractors' fees/charges/SLA's	234	234	234
Advertising (general)	5	5	5
Grants and subscriptions	11	11	11
Marketing/promotion/publicity	2	2	2
<b>Sub-Total - Contractors</b>	<b>252</b>	<b>252</b>	<b>252</b>

**Income**

Grants / Primary Authority / Food Training / Contaminated Land / Stray Dogs / Ad Hoc	-310	-310	-310
<b>Sub-Total - Income</b>	<b>-310</b>	<b>-310</b>	<b>-310</b>

**Income**

From partners for Technical Officers

-70-64-66**Sub-Total - Income**-70-64-66**Additional Income**

Income to be Determined

-60-60-60

Income to be found due to unavoidable salary pressures

-90-136-178**Sub-Total - Income**-150-196-238**DISTRICT PARTNERSHIP BUDGET**3,0173,0173,017**Current Partner Percentages**

Bromsgrove

14.55%

Redditch

17.53%

Wyre Forest

15.35%

Wychavon

23.24%

Malvern

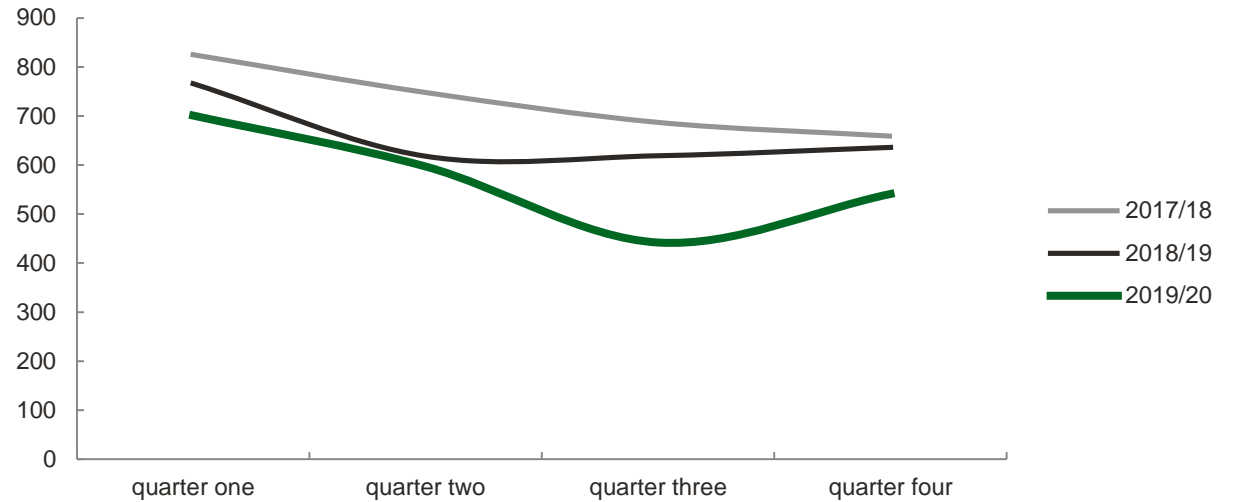
12.79%

Worcs City

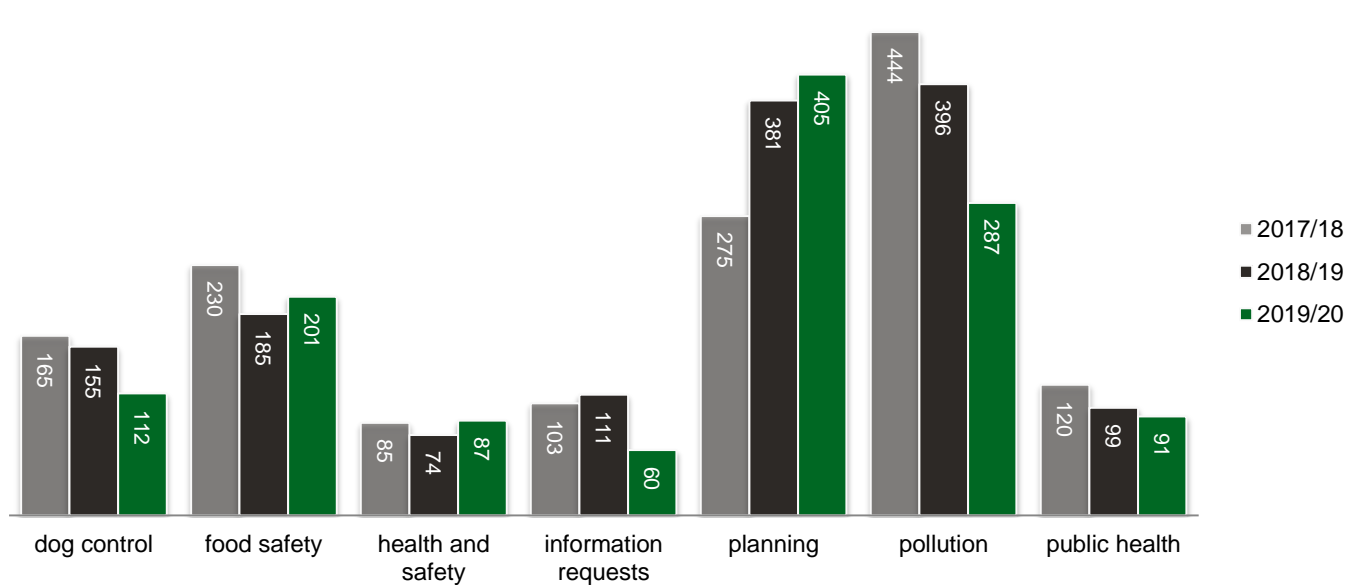
16.54%**Total**100.00%

## Appendix 5: Activity Summary for individual partners – Bromsgrove District Council

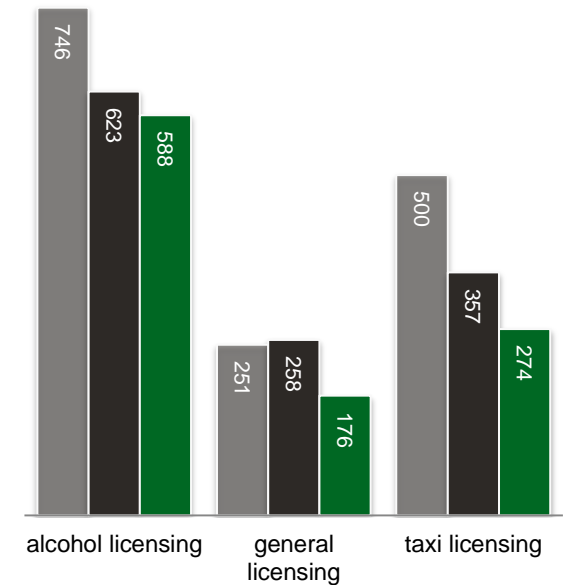
The data on this page relates to Environmental Health and Licensing cases (complaints, enquiries, applications and notifications) where the subject or enquirer was located within the district of Bromsgrove.



### environmental health

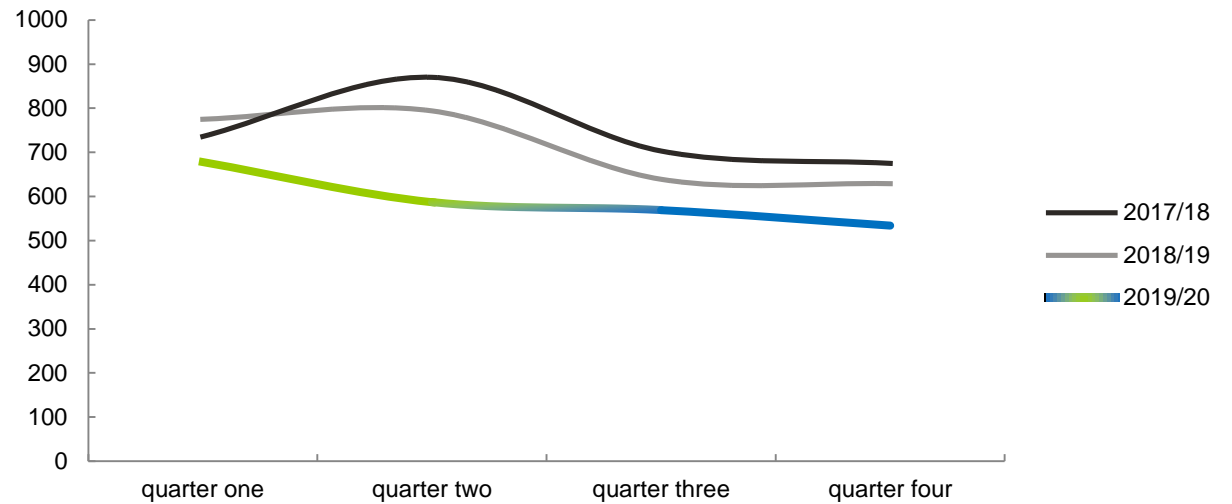


### licensing

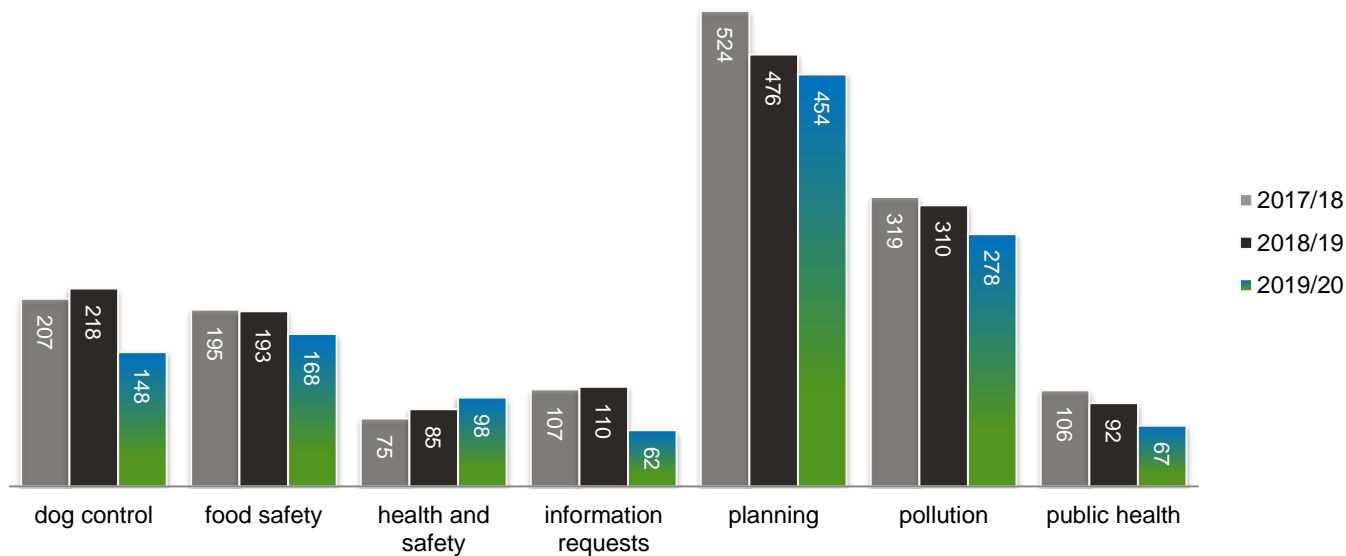


## Appendix 5: Activity Summary for individual partners – Malvern Hills District Council

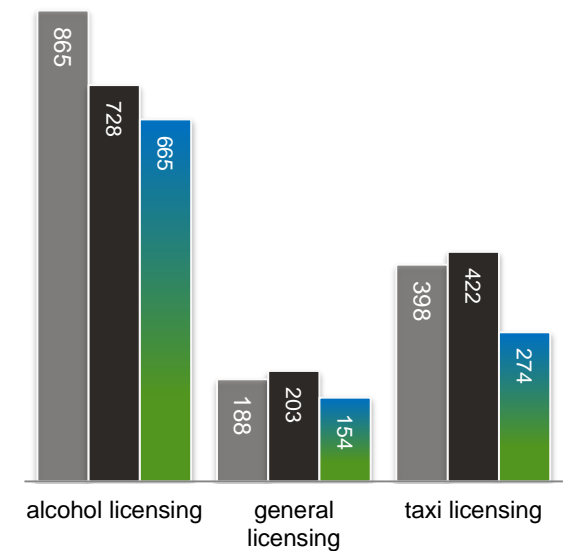
The data on this page relates to Environmental Health and Licensing cases (complaints, enquiries, applications and notifications) where the subject or enquirer was located within the district of Malvern Hills.



### environmental health

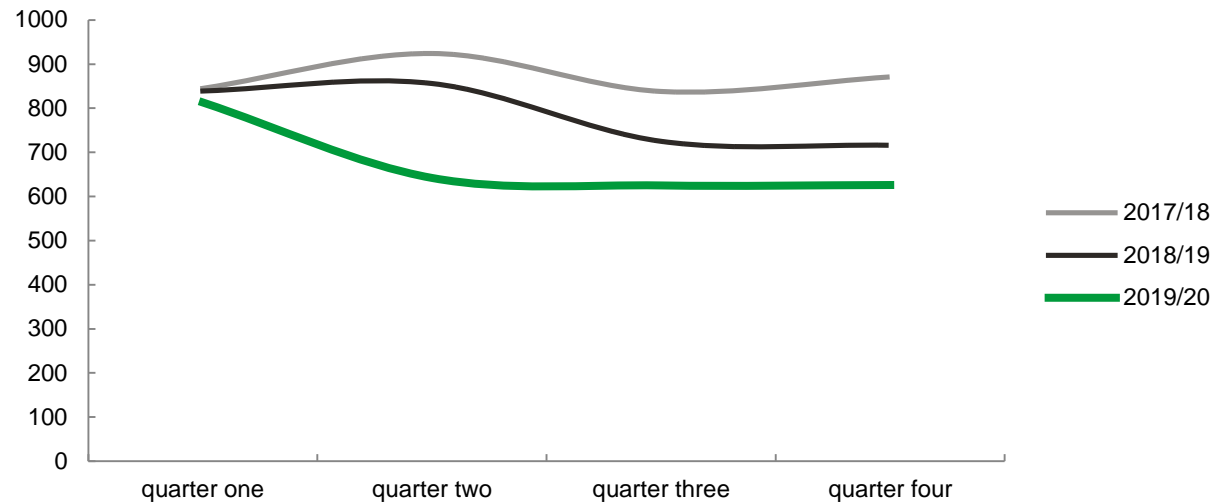


### licensing

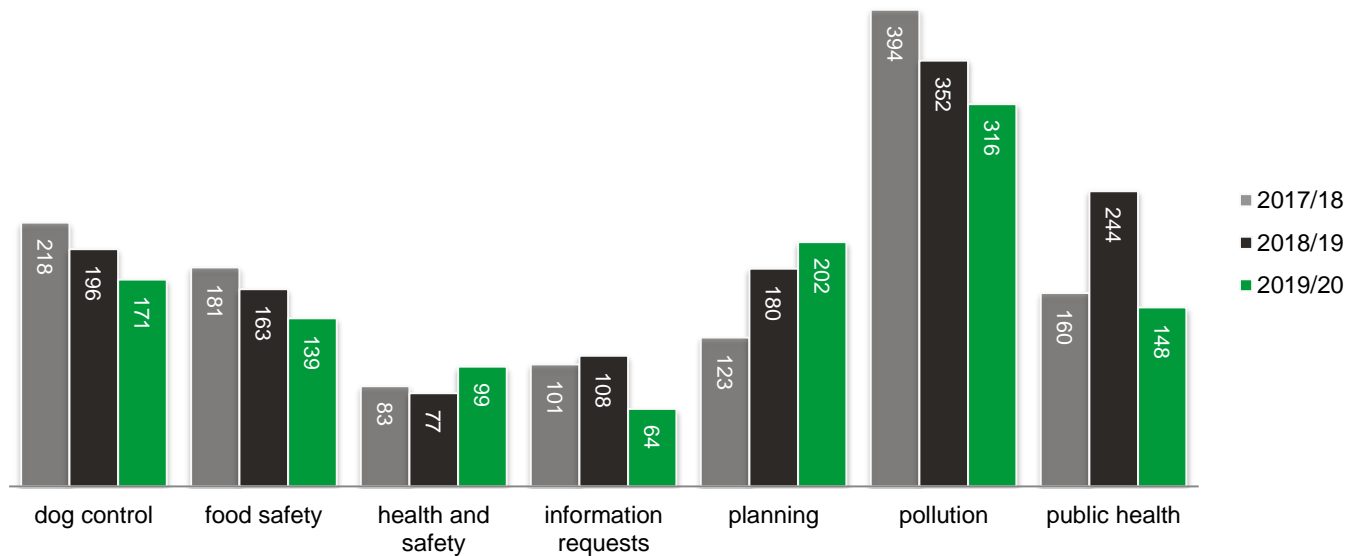


## Appendix 5: Activity Summary for individual partners – Redditch Borough Council

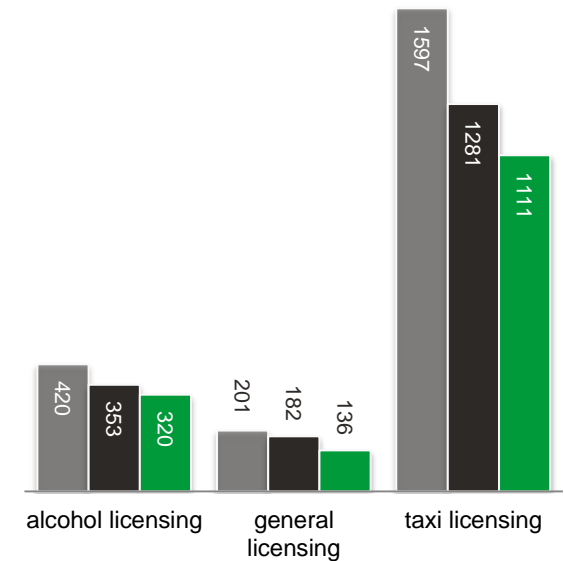
The data on this page relates to Environmental Health and Licensing cases (complaints, enquiries, applications and notifications) where the subject or enquirer was located within the district of Redditch.



### environmental health



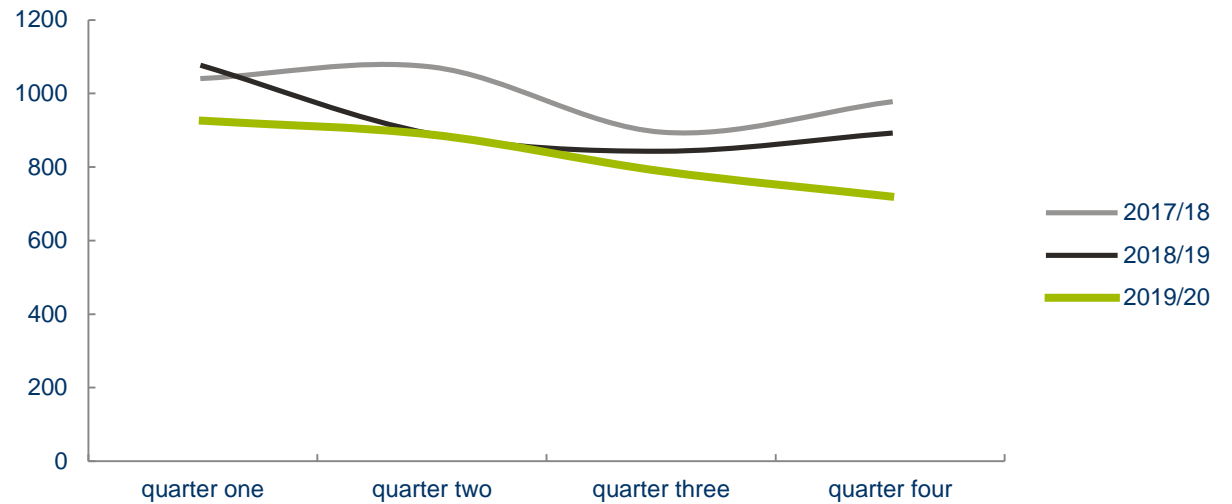
### licensing



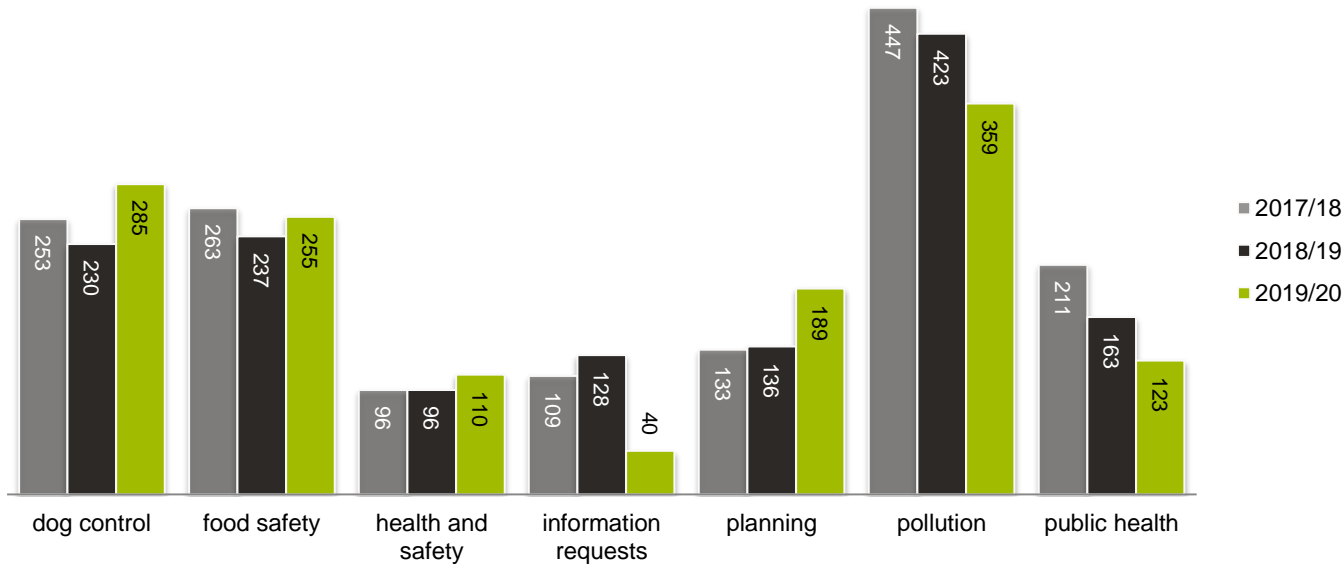


## Appendix 5: Activity Summary for individual partners – Worcester City Council

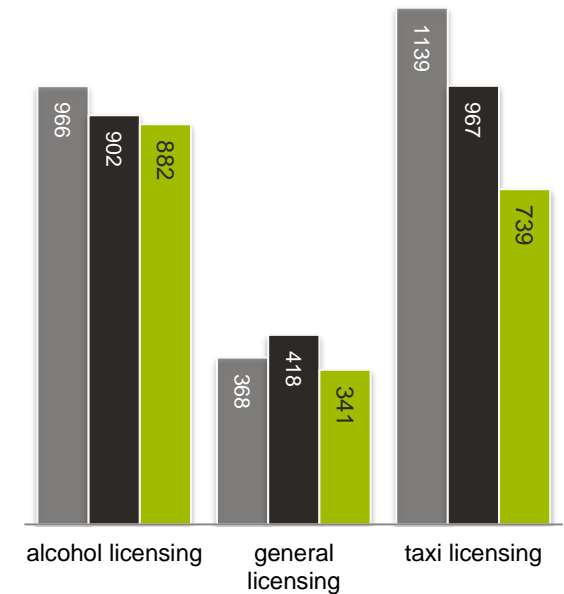
The data on this page relates to Environmental Health and Licensing cases (complaints, enquiries, applications and notifications) where the subject or enquirer was located within the district of Worcester City.



### environmental Health

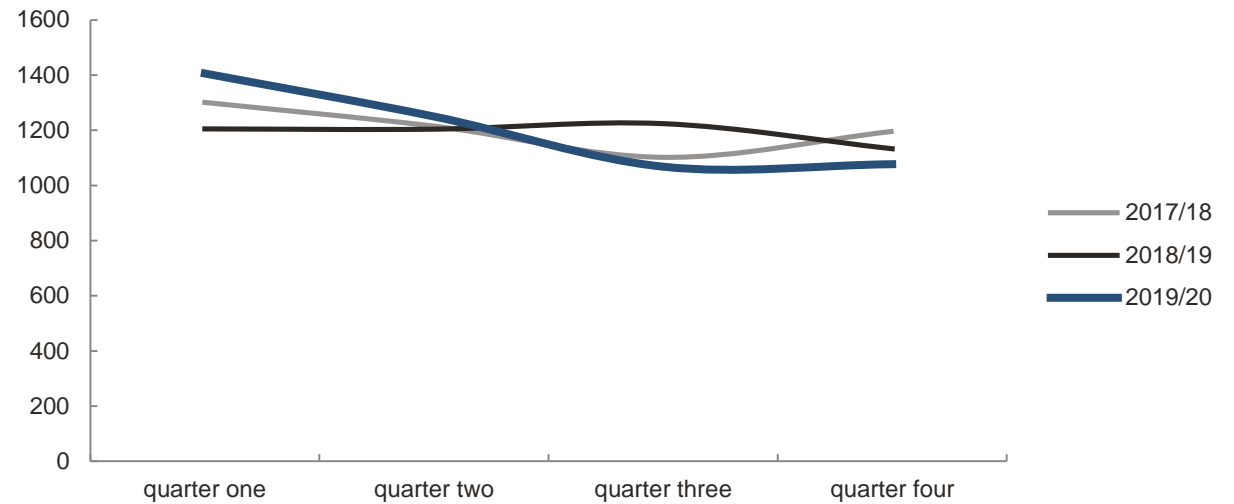


### licensing

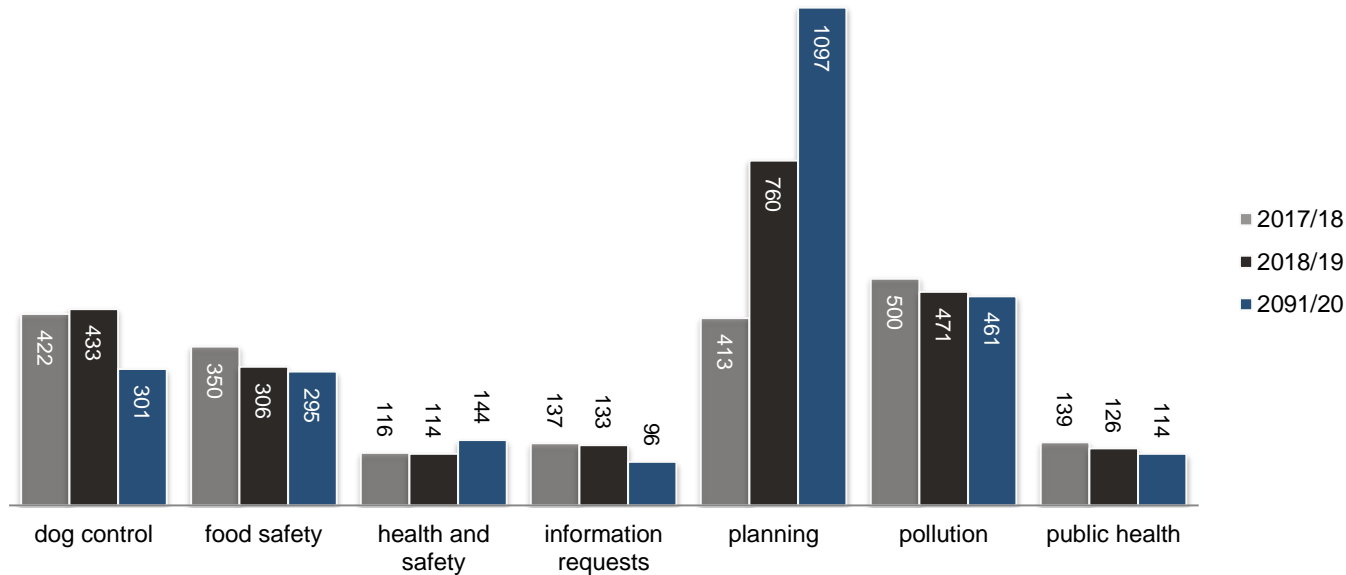


## Appendix 5: Activity Summary for individual partners – Wychavon District Council

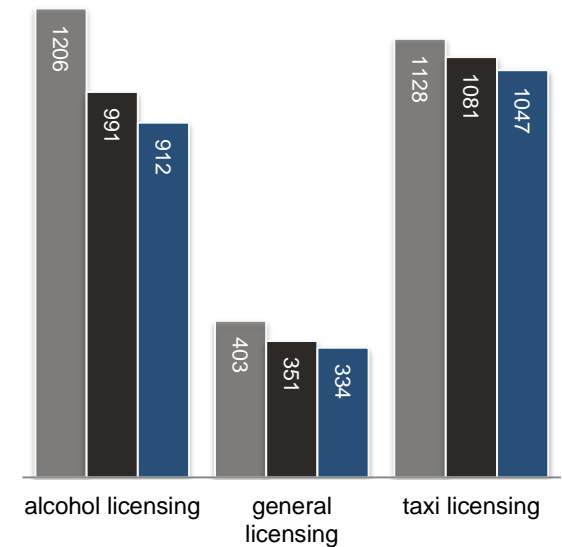
The data on this page relates to Environmental Health and Licensing cases (complaints, enquiries, applications and notifications) where the subject or enquirer was located within the district of Wychavon.



### environmental health

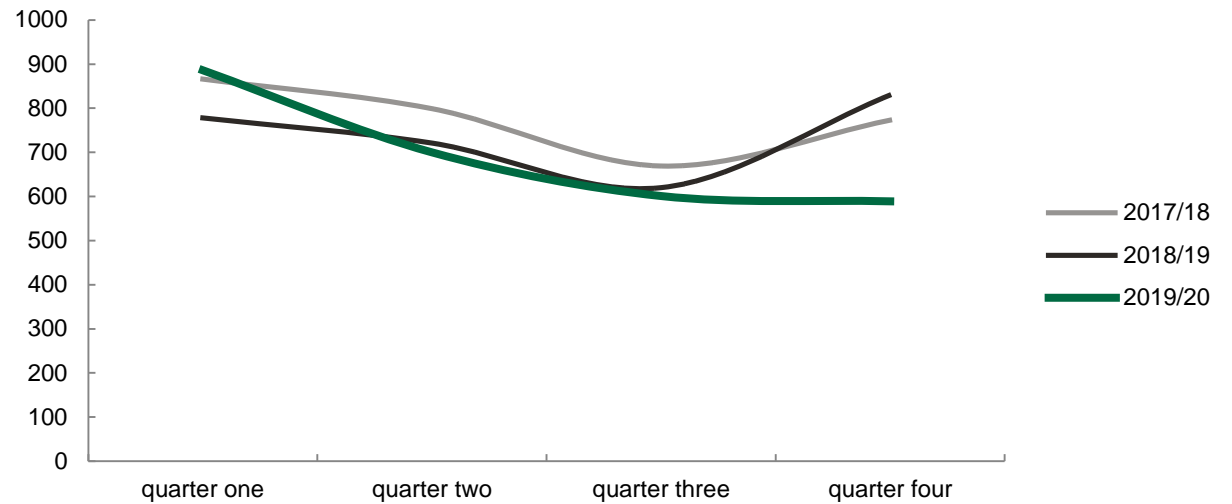


### licensing

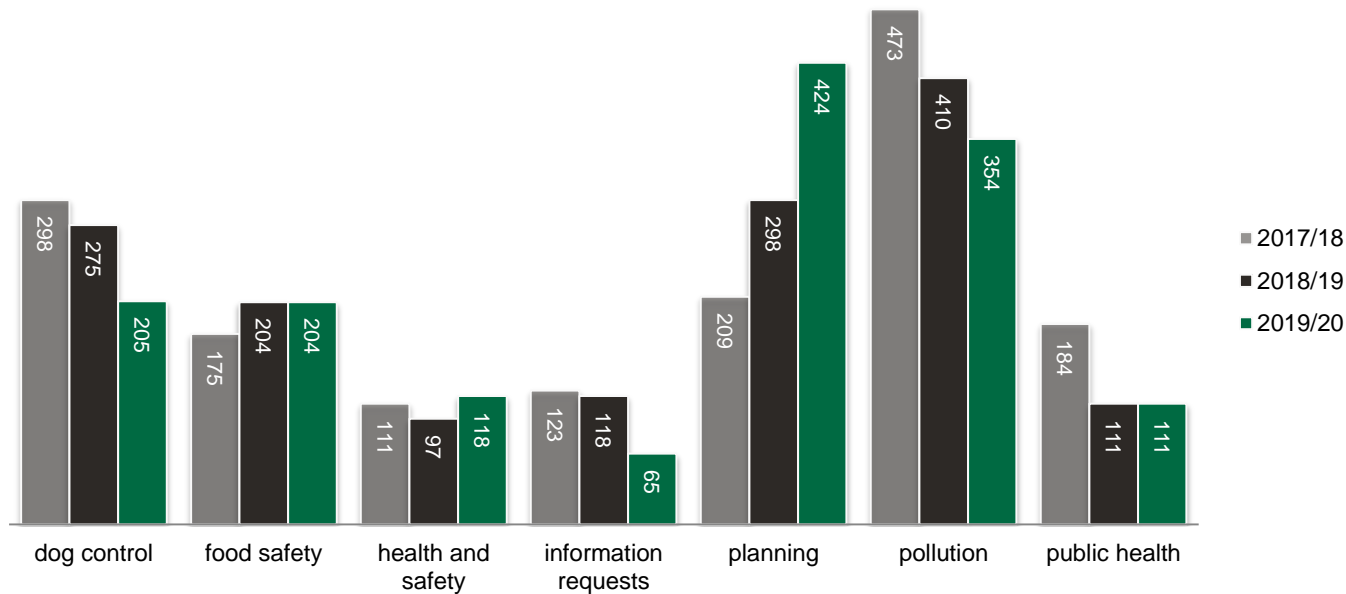


## Appendix 5: Activity Summary for individual partners – Wyre Forest District Council

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



### environmental health



### licensing

