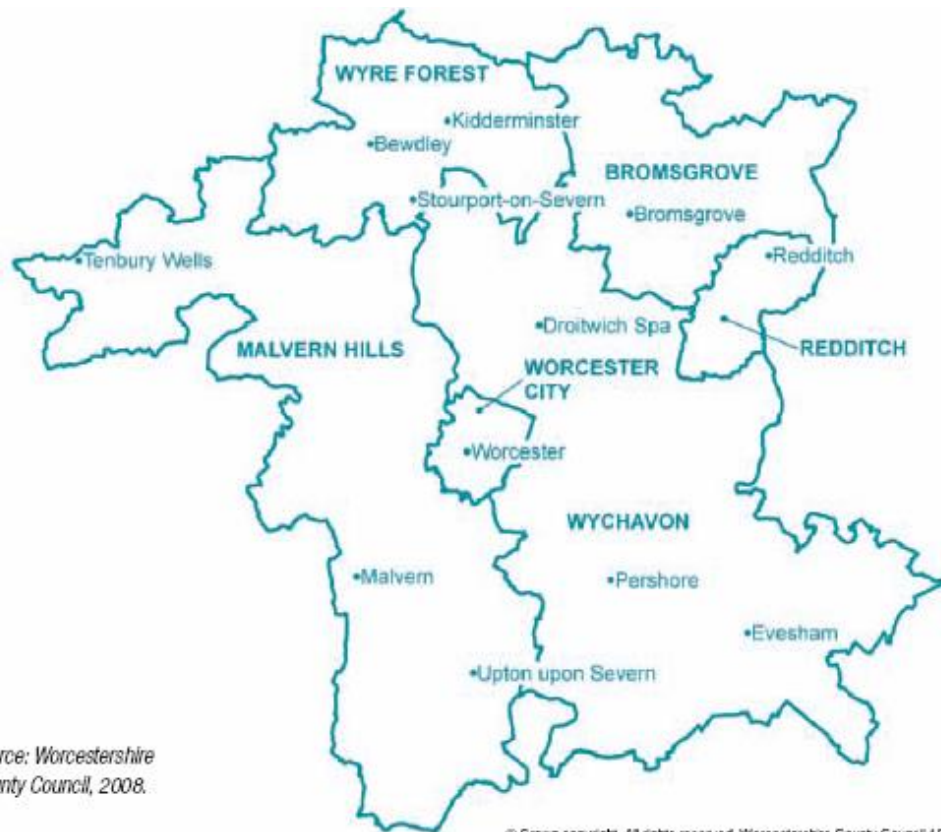


Business Plan for Worcestershire Regulatory Services

2023-2026



“A Local Government Solution to Local Government Challenges “

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Worcestershire Regulatory Services Vision

"That Worcestershire is a healthy, safe and fair place to live, where businesses can thrive"

Executive Summary: Worcestershire Regulatory Services (WRS) has a history of delivering savings whilst continuing to deliver high quality services and remains a strong solution to the delivery of local authority regulatory responsibilities. Spending by the Worcestershire district councils on these aspects of regulation within the County fell from £5M at the birth of WRS in 2010/11 to just under £3.5M by the end of 2016/17. At £3.017M in 2019/20, the core spending had fallen by 40%, yet outcomes within Environmental Health and Licensing remain good and performance, in terms of customer satisfaction and business compliance, remain relatively high. Whilst the six partners have needed to invest further in WRS since 2020 it still remains a relatively low-cost and effective method of delivering these functions.

It is common knowledge that the financial situation for all local authorities is difficult. None of the partners are telling us that all is rosy in the garden, and they are set fair for the next three years. As mentioned above, WRS has a history of achievement at low cost, and we intend to continue this but the scope for further cashable savings is very limited indeed and more is likely to be achieved by re-investment and looking at savings via wider sharing of delivery. There are always small, marginal efficiency savings to be had, but without a change in the paradigm for regulation, based around inspection, advice and investigation, further savings will be limited in the future and are unlikely to be at cashable levels.

WRS is already an efficient well-run organisation which offers excellent value for money, as pointed out by the potential private partners to our Strategic Partnering offer. They were also clear that the derivable margins in delivering regulatory service elements are small and unlikely to be hugely profitable. The benefits would come from, offering our services to other local authorities and expanding the footprint for WRS delivery as this would undoubtedly add to the resilience of the service for partners and new customers alike, and almost certainly help spread overhead costs further, with small margins being re-invested to support service delivery.

Going forward WRS will try to offer flexibility, in terms of its ability to respond to the wide range of changing partner needs and any changes to the operating environment, including its ability to respond to emergencies. Service levels can be tailored to individual partner budget envelopes where operating models and economies of scale permit, using time recording as an indicator of demand, but this must take place within a wider framework of common delivery standards for the majority of activities. The Service will offer its services more widely to other local authorities and public bodies, seeking to build on the economies of scale created by the formation of WRS, maintaining resilience for existing partners and offering a flexible cost-effective service to potential new customers that a single district council could not achieve on its own in the current economic climate.

The market has concluded that Regulatory Services on its own is not a saleable commodity, and private sector service providers will now only take these services on if bundled with a range of others. This should add to the attractiveness of WRS as an option for others to consider as a vehicle for the delivery of these statutory functions. The shared service vehicle developed by the Worcestershire local authorities remains fit for purpose as a service delivery option for the next 3 years but there will be challenges for partners in agreeing budgets going forward, with so much financial uncertainty.

The service has already demonstrated its flexibility by being able to accommodate variations in service delivery for its existing partners. Its delivery model that mixes geographically focused and centralised functions offers an expandable platform that could encompass anything from the delivery of additional service elements for partners or customers, even whole regulatory services under contract for new local authority customers. WRS remains the right local government solution to local government challenges in the regulatory environment.

Simon Wilkes

Head of Regulatory Services

February 2023

1. Introduction

This plan outlines how managers will drive the development of Worcestershire Regulatory Services over the next 3 years to enable the service to:

- Respond to the financial pressures faced by the six partners
- Ensure the continued use of time recording as a reliable indicator of demand
- Continue to monitor the financial arrangements to avoid cross subsidy between functionality and partners,
- Continue to provide a core level of service that meets partner's statutory obligations and, offer the option to fund a higher level of service in all functional areas, or discharge new functions for partners.
- Maintain sufficient expertise to provide resilience, beyond the financial envelope envisaged by partners through income generating activities.
- Continue with high levels of performance

The plan provides partners with a clear route to continue to tackle the issues outlined above in a logical and cost-effective way. It may mean some changes to the look of the service and to what and how certain elements are delivered but partners must accept that all but marginal efficiencies are exhausted within the existing operational paradigm for regulatory activity and the delivery of further significant savings can only be based in mutually agreed changes in service levels.

WRS will meet the budget indicated by partners by:

- Seeking further efficiencies where possible, especially in relation to using digital channels for access,
- Whenever possible, continuing to develop new ways of working (streamlining processes and continue to innovate, first point of contact, etc.)
- Seek income by doing work for others and obtaining grant income for defined projects.

However, the pace of growth will be limited and shocks to the system such as pay awards beyond 1% and increases in pension requirements create financial pressures that the service cannot respond to immediately with income generation. Such increases in financial pressure will have to be found by the partner authorities to allow the income generation processes that underpins the level of service provided to continue.

The Strategic Partnering process in 2014 and our response to the pandemic have demonstrated how lean the WRS organisation already is, particularly in management roles. The levels of efficiency achieved should be a great selling point that will allow us to take on service delivery for other local authorities in those functional areas we already cover and potentially others that are aligned, either on behalf of partners or other authorities outside of the county e.g. EH Private Sector Housing, Enviro-crime enforcement. The delivery of entirely new work streams during the pandemic such as COVID Advisors and Contact Tracing demonstrates the flexibility of the WRS workforce and showcases a business model encouraging agile working, effective performance monitoring and a motivated skilled workforce.

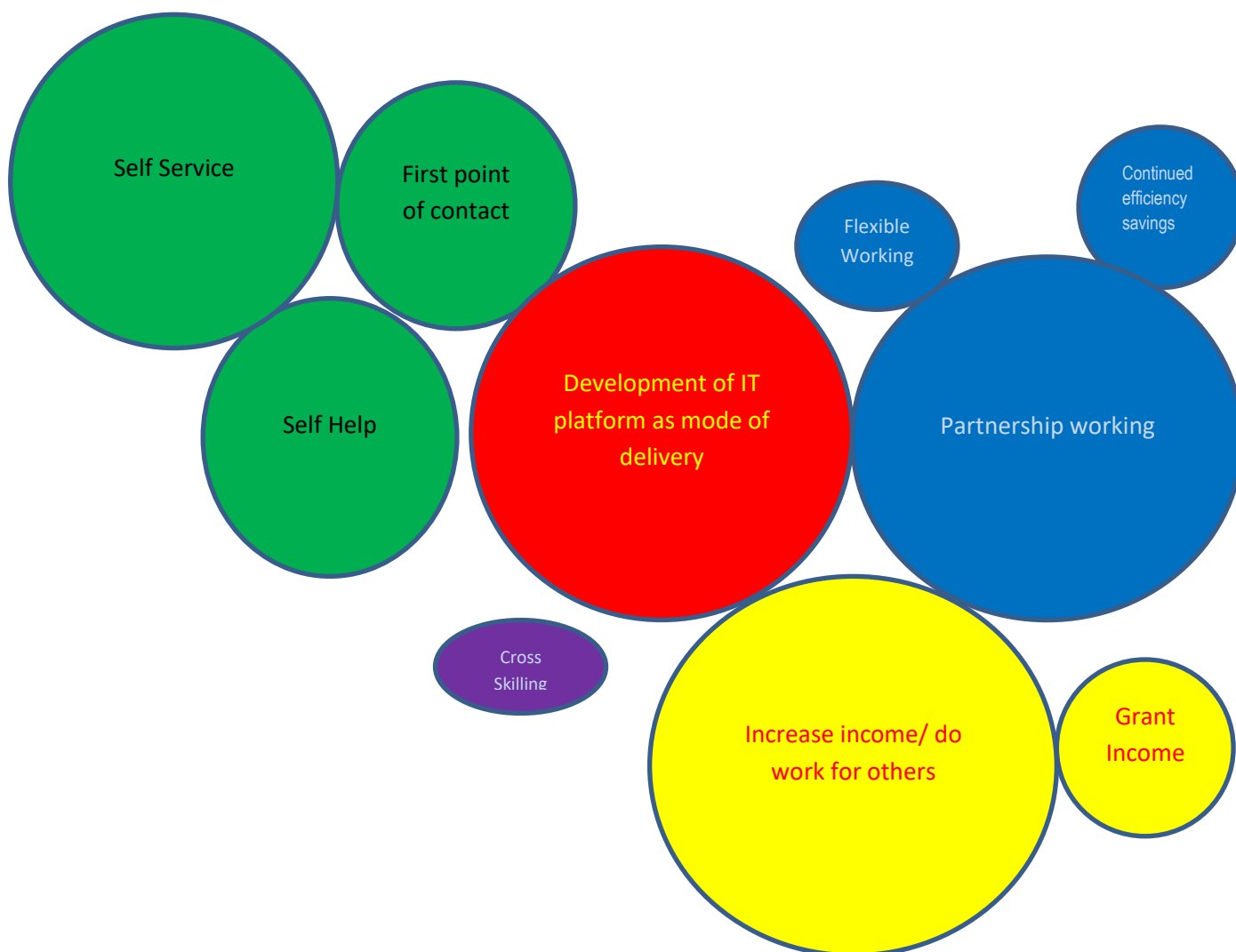
As we move out of the pandemic and back to business as usual, the local government environment remains uncertain, particularly from a financial perspective. Austerity appears to be back, accompanied by rampant inflation and a "cost of living crisis." Historically, both have led to greater demands on regulatory services as businesses seek to shave cost from their activities, which can lead to corners being cut unreasonably. Financial pressure can also lead to more disputes in our communities leading to increases in neighbour disputes. Add to this the ongoing uncertainties over the impact of BREXIT and the direction for UK PLC in terms of its regulatory alignment with the rest of the world, with the threat of abolition of much of the current regulatory playbook, which helps neither regulatory or those we regulate means we have a great deal of uncertainty to deal with. But, in these very uncertain times, Worcestershire Regulatory Services remains the local government solution to local government challenges in the regulatory environment.

2. Business Planning & Savings Realisation

2.1 Picture of the plan

The Business Plan remains a high-level strategic document that outlines the framework within which the service will build and develop. The diagram below shows where we were at the beginning of the last business planning period, in 2020 before the pandemic hit. A number of these have changed due to work undertaken in recent years and the changing landscape outside of Worcestershire.

Fig 1: Size of bubble reflects potential contribution and/ or ease of introduction in 2020-2023. Colours indicate work streams



It has become clear that the likelihood of another local authority coming on board with the partnership is low, although we remain hopefully that the County Council may seek to re-engage at some point as they have placed a small number of linked workstreams with us in recent years and we are discharging these well. Grant income has also all but dried up with changes to the way government operates. The LEP has seen its budget cut significantly and the Public Health ring-fenced grant is already heavily committed at county level to a range of project work. The Worcestershire Works Well project supported by Public Health is being re-organised, which may limit our involvement from 2023 onwards. There are few other grant schemes available outside of capital type projects for things like Air Quality available to support our activities. So, in our new model below, these aspects are reduced or removed completely. Cross skilling is taken as far as it can, and the focus now moves to cross team working against cross cutting themes from our Strategic Assessment.

Fig 2: Size of bubble reflects potential contribution and/ or ease of introduction for 2023 to 2026. Colours indicate work streams



We continue to use our graphic representation of the areas of work where the business will focus its efforts. These are:

- I) **Generating streams of income (grants, work for others, paid-for advice, etc.)**
- II) **On-going implement new ways of working (self-help, first point of contact, self service)**
- III) **Looking at where we can better support the partners with other enforcement work, particularly those activities requiring criminal investigation**

With the delivery of payment automation early in the period covered by this business plan, a significant area of development will be completed but the 4th point below may still be able to bring improvements like live chat, or the use of bots to further enable web-based engagement with customers:

- IV) **Continued development of a suitable digital front door for services.**

Whilst we have substituted cross-skilling with addressing cross-cutting issues, if partners were to add more functions to WRS this could allow further cross skilling and enable further efficiencies to be delivered. Many of the balloons have shrunk as we have made changes in related areas, delivering on the most suitable options, which then makes further changes harder.

2.2 The Financial Picture for Partners

Looking back to the last plan, where we indicated that several partners were set fair as far as finance was concerned, the intervening 3 years has left us with the situation where all the partners have potential future issues with financial holes that need to be filled. It would seem unfair to pick out individual authorities as worst placed than others. Better to simply assume

that the financial environment, even with the delay to the worst of Government reductions being pushed back to 2025, with high inflation, cost of living pressures and limited ability to increase local taxation, will remain tough for all public bodies.

Inflation is leading to demands for pay increases for staff to help them bridge the gap. The 2022/3 settlement added significantly to the WRS salary bill and, with the private sector apparently willing to pay more for staff, the attractions of roles in the public sector may become more limited. The skills and knowledge of our staff are in demand in both the private sector and from other public bodies, so there is a risk that we will lose the best if better offers become more attractive. This probably applies to many local government professions, so increased salary pressures are likely to continue for the immediate future.

Against this picture of financial constraints, the current model WRS operating model makes offering individual savings difficult. Licensing services are based on full cost recovery and, since efficiencies have already been made in this area, further savings would necessitate a reduction in fees, which would be counterproductive for most partners. The automation project is likely to deliver efficiencies in licensing administration but re-investing these in licensing enforcement to promote a safer, more inclusive night-time economy which can potentially encourage growth, would probably make more sense than taking any limited savings.

The Technical Services team is the heart of our income generation machine. Any reductions in these areas would create a risk for the service's income generation capacity and therefore have an impact on the partners more broadly. The only area that could be considered is the non-statutory planning support being undertaken as this would free up resource that could be redirected into income generation. Having said this, most partners are clear that this support is essential for getting development right, particularly where this has the potential to build the local economy and, in the longer run lead to better local taxations yields with more households and more business rate potential. Hence, even this is probably not viable.

This would leave Community Environmental Health as the focus for any savings required. Currently each partner has the equivalent of somewhere between 3 and 4FTE discharging its Food Hygiene, Infectious Diseases, Health and Safety at Work, Statutory Nuisance, Private Water Supplies, Public Burials, and a range of other smaller functions within this team. This is a very small resource for the volume of work being undertaken. Partners would need to specify carefully what functions they might wish to stop. One area that could be ceased is the commissioned pest control service for people on benefits as again this is not statutory. Wyre Forest have recently come off the framework provision, but Worcester City have decided to come on board, so clearly their remains a desire to support people who may need such services. The WRS business model has enabled those partners wishing to take on such services, to benefit by doing so in an efficient and timely manner utilising the systems and contracts already in place.

To retain the flexibilities developed, the economies of scale and the ability to generate income, it will be important for partners to try to agree any changes to service delivery collectively, in order that a rational approach can be taken should service reductions become necessary. Should partners look at different aspects for reductions, the risk will be that this simply breaks the service model as the partners are unable to agree a vision for the future.

Workforce pressures across the public sector are huge currently. The aging workforce is an issue and the slimming down of services since 2010 has led to little or no investment in a new generation of professional officers in all the professions necessary for local authorities. This must be addressed in the coming years and WRS intends to utilise the developing apprenticeship schemes to deliver at least some new blood into the service going forward. Even though the service is shared, because of the way the Apprenticeship Levy is structured, the service can only access this via the staffing host Bromsgrove DC. We cannot access funds from the other partners in this way currently.

The budget picture at Appendix B demonstrates the pressures that the service will face. Increases in income generation will be essential to meet our financial requirements. Further invest to save roles may be necessary to achieve this as capacity is already at a premium and, whilst our staff are flexible and hard-working, there are only so many hours in the day that we can expect them to work.

3. Income Generation to meet the budget envelope 2023-26

3.1 Current Market for Local Authority Regulatory Services as a potential source of income generation

Nothing has happened since the last iteration of this plan to make it more likely that the private sector would be interested in running WRS as a unit separate from a package of other local authority functions. If anything, the fragility of private sector involvement, with the thinness of the margins available, has become more obvious. It has been clear for some time that the private sector will only take on regulatory services if it is bundled with a wider group of services for delivery. Partners would probably need to agree to bundle several core services with WRS across the county, such as the broad swathe often contained within an Environmental Services directorate to get any interest from the major out-sourcers.

The partners could consider entering this market in some way collectively to offer services to other local authorities. Public bodies can trade with one another with relative ease and avoiding some of the more expensive elements of procurement. In such circumstances, WRS could be part of a broader organisation or be well placed to support any commercial activity that partners choose to undertake. However, the demise of Shropshire's wholly owned company from which it purchased various services including regulatory ones should also be a salutary lesson to local authorities that the private sector is not the right option for all functions. Also, the fact that Publica, the wholly owned vehicle for West Oxfordshire District Council and a number of the Gloucestershire district authorities, has yet to look for work more widely might indicate limitations to this approach.

The sharing of services is a tried and trusted model for local government with Regulatory Services having a long history of using the model dating back into the 1960s. The shared arrangement of the 5 West Yorkshire Metropolitan Borough Councils is probably the longest lasting, having been established in 1986. Three unitary authorities in South Wales have had a fully shared regulatory service for some time now. A number of London Boroughs are using the model for Trading Standards. A number of the unitary authorities in Berkshire have built on the collaboration between Wokingham and West Berkshire for a range of regulatory activities so this now covers many of the Berkshire authorities. Devon and Somerset County Councils have been operating a shared Trading Standards service for some time now, with Torbay and Plymouth Unitary Councils subsequently joining them. Buckinghamshire Council and Surrey County Council have continued to operate their shared Trading Standards service successfully, even after Buckinghamshire has obtained unitary status. Eight of the district councils in Essex are about to enter discussions reminiscent of the conversations that were happening in Worcestershire under the WETT programme in 2009, albeit the involvement of Essex CC in this is not clear from what is said in the local government press and discussions appear to be in their very early stages.

Those authorities not considering these options, particularly district councils, continue to require experienced staffing resource that they struggle to retain themselves, mainly focused in specialist areas such as Air Quality, Contaminated Land and for the wider support of planning consultation. These are all areas where WRS has significant local and even national expertise. WRS is already providing cover activity for these services to several councils so is well placed to continue to bid for a range of opportunities should they arise. At the time of writing, WRS is carrying out work for other districts/organisations in the following functional areas:

- Dog warden services
- Air quality
- Industrial Pollution Control
- Contaminated Land
- Planning Consultation advice
- Gull control
- Private Water Supply sampling and risk assessment
- Database administration

The pandemic did cause a down-turn in the service's income; however, the service has lost few customers. Most have returned as we have come out of pandemic controls and work is returning to normal levels. During previous business plan

cycles, WRS reached the point where it is turning away work in these areas as its capacity was insufficient. An invest to save business case was made and Members agreed to the provision of an additional post within Technical Services with a view to this being funded by income within 2 years. This was achieved and it may be that further saleable capacity will be needed going forward to continue to build on this approach. The above options are the obvious areas for WRS to focus on in terms of contracted district council activity.

The original post 2016 Business Plan considered that bidding for district council grouped regulatory contracts would be at the heart of what WRS would look for. Members also agreed that the option for someone to join the partnership should also be an option rather than a purely contractual relationship, to ensure member engagement for that authority. Despite this, we have not been successful in attracting new partners or full-service contracts. We have engaged or attempted to engage with the districts in Warwickshire and Gloucestershire that are our near neighbours, but this has never been fruitful beyond the work we do for some of them currently. Given the current financial situation, we might expect some shift in their thinking, however, the devolution agenda in its current form seems likely to push 2-tier areas to consider wider intra-county co-operation rather than reaching out across administrative borders looking for help. It still seems strange that our near neighbours have not considered the WRS model as an option for their own areas, given its transferability and success here.

The County Council's decision to remain engaged with WRS by buying management capacity, support and other functions is welcome. The Trading Standards team's move to being part of Public Health shows recognition of their contribution to this agenda and the level of Public Health ring-fenced grant funding that supports the service also demonstrates this. This remains a positive for WRS income generation, especially in food as together the services can offer a comprehensive package of Primary Authority engagement. Officers will also continue to discuss the potential for County's re-engagement with the partnership more formally as this again would offer broader marketing capability for the shared service with both two tier and unitary councils. Our on-going engagement has led to WRS taking on petroleum licensing for delivery alongside the district's vapour recovery/ permitting provisions as well as the County Council's Safety at Sportsgrounds function.

3.2 Other Public Sector Income

The service will continue to look at the potential for grant money from other public bodies to deliver related work. Pre-pandemic, on-going austerity measures had limited the availability of funding from other public sector bodies and, currently there are limited areas for the service to access grants. This may widen in the future, and may include:

- Local Enterprise Partnerships
- The Police & Crime Commissioner
- Local Authority Public Health

The service needs to rebuild its links with a range of partners in the coming years, to re-establish bonds broken during the pandemic when workloads became so different. Our approach to regulation through the Better Business for All philosophy is essential in supporting sound economic growth within the county and we will strengthen our links with the Worcestershire LEP through our engagement with Worcestershire Business Central, our local Growth Hub and other economic development forums across the County. However, the significant reduction in funding for the LEP may mean it is unable to offer the kind of financial support for WRS projects that has previously been offered, so it is likely that our relationship with the LEP will be as a route to support business, not one that yields significant funding streams.

We have strong links into Public Health through our support for Trading Standards, which falls under the Director of Public Health. Again, the commitments already required for Public Health ring-fenced grant may limit the DPH's ability to support WRS activities, even when they feed into the public health agenda. Although we engage with both community safety and local policing, we have yet to develop formal links with the PCC's office. Previously, ensuring links into district community safety activity was seen as the best way to look for funded opportunities, and this may remain unchanged given the PCC's wider geographical remit covering Herefordshire, Shropshire and the Telford and Wrekin unitary councils.

Despite these issues, we will continue to bid for support for Health and Well-being project work, supplementing this with a small residue of specific grant income, as long as it is sustainable through cost recovery. There are several schemes like the Healthy Eating Award programme, suspended during Covid that can be refreshed and re-launched. The Triple 5 Award, which was being developed before the pandemic for businesses consistently achieving 4-star and 5-star food hygiene ratings will also incentivise better run businesses to maintain their standards to allow resource to be focused on poorer performing businesses. Hence, the right kind of health and well-being interventions can also provide benefits to statutory areas of work.

As we mentioned earlier, the Worcestershire Works Well programme run by the County Council's Public Health team is going to receive post-Covid re-vamp and we will try to continue to be engaged, although the scheme may seek a sole supplier, so we will have to wait and see what emerges.

Beyond the local, the service will revisit the application of our skill sets to other areas. Work on supporting permit applications to the Environment Agency is something that has been seen positively by several health authorities and the MOD facilities service. We even worked for the Gibraltar government in the past, so even international work may be within our ability to deliver.

3.3 Commercial income generation opportunities

The report commissioned by WRS through the County Council Research and Intelligence team showed that, whilst businesses do spend a significant amount of money with private consultants, most of this was in Health and Safety at Work which is already a well-serviced market. It is probably worth revisiting this piece of work given the time elapsed to see if there have been any changes to business's attitude to paying for advice from local regulators. Whilst the legal advice provided to WRS made it clear that there were risks associated with charging regimes where the advisor might, at some point, must become the enforcer with the same business, there are ways of overcoming these issues.

Business advice for District Council functions remains available free of charge for individual requests, however the service will continue to look to move suitable businesses into Primary Authority relationships where the potential demands are high. Training may be an area for consideration, particularly outside of Worcestershire, to avoid conflict of interest allegations. The service is currently looking at what accreditations may be needed to set up a training centre for several courses related to licensing and environmental health related activities. We know the market is already quite well served so this is only likely to be pursued if we can find a niche offer.

Pre-application advice for licensing is now offered with separation of functions so the person advising does not handle the application when it moves into the formal process. This has created a very small but steady stream of income. Pre-application advice for planning may also be an area that the service could develop alongside the current charging mechanisms used by the partners. Currently the service receives no part of the fee levied by planning colleagues although it can be required to contribute significantly to these processes. Clearly, we would not do anything that might damage the current process so any proposed changes would only be implemented following consultation with planning colleagues.

The service continues to expand its Primary Authority work as a means of recovering cost, but this does have some limitations, especially the fact that it can only be a full cost recovery operation. We became the first service to provide Primary Authority support in the Environmental Permitting area and our first two companies are very pleased with what they have bought into so far. Post-pandemic, we can now look to push this area of work as it is one of our strengths and there is limited overlap with other regulatory functions. However, it still needs to be recognised that, up and down the country, Primary Authority is only delivering income sufficient to support relatively small numbers of posts within services and it will never be a substitute for local authority funds. It should also be recognised the these more lucrative Primary Authority contracts are also the most challenging and problematic and carry the greatest reputational risk.

These factors have been recognised and, whilst the service will seek to develop paid for business advice as part of its income generation strategy, even with a wide range of business types being eligible to have a Primary Authority, it has been

recognised that this income stream will be limited and that the service must avoid any allegations of conflicts of interest in its dealings with businesses.

3.4 Income Targets

The table below outlines the annual turnover targets that need to be achieved to retain the current workforce capacity.

Year	Forecast Turnover Income Required
2022/23	£372,000*
2023/24	£524,000*
2024/25	£607,000**
2025/26	£687,000**

*After partners agreed to fund known unavoidable pressures ** Assumes partners cover any additions bar salary increases.

For 2023/4 partners have agreed to fund the increases in costs of previously agreed additional posts, uplifts for increases in partner contributions for hosting and a salary increase of 2%. For 2024/5 and 2025/6, the quoted figures assume that partners at this stage only cover the uplifts in hosting and additional post costs. The salary uplifts for these two years are left out, hence the jump in income requirements for subsequent years. If none of these assumptions are made, the figure for 2024/5 is over £800,000 and by 2025/6, the income requirement to balance the books will be over £900,000.

Until 2020/21, because of the cash standstill budget, the service had to accommodate the costs of inflation, salary increases and incremental spinal point increases for officers. After this date, the speed of increases with pay awards and increased pension contributions meant this strategy could no longer be followed and partners were asked for increased contributions.

With inflation above 10% per annum and likely to stay high for a year or more, it is likely that these shocks to the system will continue, and partners will need to increase payments going forward to some extent. Whilst the service will seek to drive its income generation activities to achieve greater yields, this is unlikely to be able to cover all cost increases in the current climate. The bar chart below at figure 3 identifies the income streams currently identified and the proportion they have contributed in recent years.

Given the absence of leads turning into larger scale relationships, either through contract or partnership, we have decided to use the funding from the Business and Relationships Manager post to support the business in other ways. We are looking to recruit a part-time Communications Officer to work with the management team on both links to members locally but also for marketing what we do outside of the area. The addition of an Intelligence Researcher role to the Intelligence Unit will provide additional capacity to support work locally but also make our Intelligence Unit (with the help of the Trading Standards Intelligence Officer post too,) a saleable commodity at a time when the Food Standards Agency is about to embed intelligence-led operating into the Codes of Practice for Food Standards, Food Hygiene and Animal Feed. The service is already well ahead in this area and the additional capacity can provide paid-for support to help other authorities transition to the new approach.

For bigger pieces of contracted work, a risk assessment will continue to be undertaken, in terms of potential financial yields versus the levels of investment required upfront and the on-going costs of any contract. There may be other factors such as reputation that need to be accommodated in terms of risks of failure during the contract, or customer dissatisfaction arising from poor performance. Consideration will also need to be given for the potential for partnership and the impact this would have on both the baseline income/ performance of the service and the loss of income streams should a customer become a partner.

The service has always looked for full cost recovery being the norm for all of its contracts as there needs to be an element of financial return for the existing partners, which the service will utilise to maintain resilience within the service.

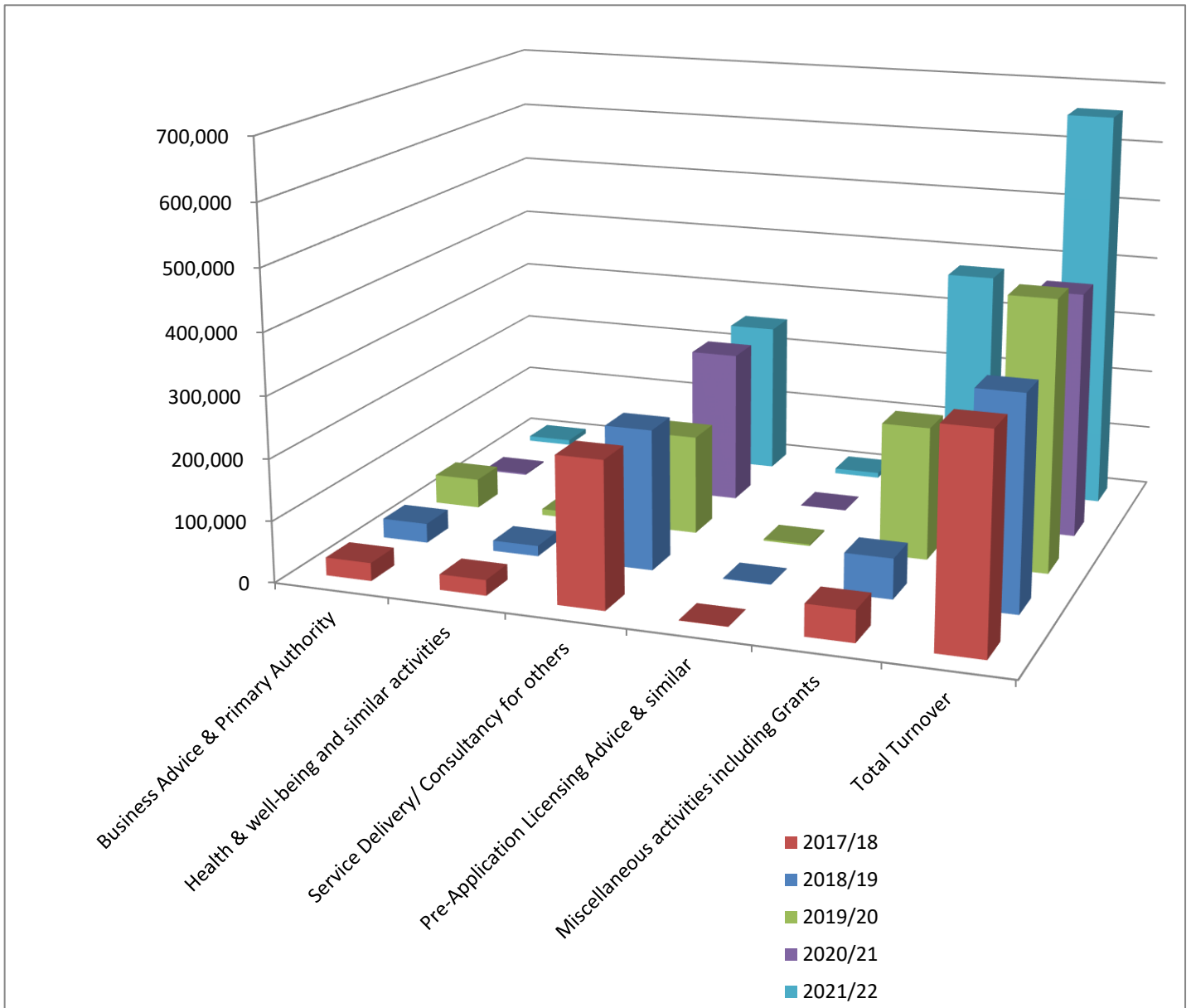


Figure 3: bar chart of income sources over time

3.5 Building on the WRS Platform

The option for widening the partnership under the right circumstances is one way of building on this successful model and the Management Team will work with officers from the WRS Joint Board to consider how this could work whilst seeking out potential interested authorities.

WRS's continued operation alongside our County Council Trading Standards colleagues has maintained the high standard of enforcement practices developed and honed when the service was part of the partnership. Whilst the subject matters being enforced by each of the teams in the organisations may be different, the ability to investigate crime, collate evidence, produce witness statements, and prepare an enforcement file is the same. These are crucial skills in adherence to our Enforcement Policy and in enabling a successful prosecution to achieve our vision, "That Worcestershire is a healthy, safe and fair place to live, where businesses can thrive".

In recent months, the team have been utilising the knowledge and skills we have in this area to support several of our partner authorities in relation to planning enforcement, initially with basic collation of evidence to assist the Planning Officer to make an informed decision in a timely manner, but later to address the significant backlog of casework had been created by COVID

related restrictions and, in some cases, historically by capacity and recruitment issues. This enabled significant progress with some very complex and difficult cases.

This clearly demonstrates that having enforcement functions under one roof can provide improvements in performance where skill set exist, and they are used with reasonable frequency. One of the issues in some fields is that officers struggle to maintain the knowledge and skill to discharge the enforcement elements of their functions, even assuming this forms part of the training they have undertaken. Partners can, therefore, be confident that building these into the WRS model can be a success. Functions previously mentioned as possibly benefiting from becoming part of the WRS platform have included:

- Enviro-crime and Fly-tipping
- Planning enforcement
- Private Sector Housing
- Building Control
- Emergency Planning
- Land Drainage

The current legal agreement allows partners to add functions to the delivery platform if funding arrangements are agreed. This could also create wider income generation activities for the service and provide partners with efficiency savings in those areas added.

4. Organisation & Performance

4.1 Introduction

As an intelligence-led service, WRS produces a Strategic Assessment every other year that reviews data from a wide range of sources to identify current trends and emerging threats in our key work areas. The work is undertaken by the WRS Intelligence team who will review all of the data and make recommendations to the management team on key strategic priorities and possible tactical responses that might maximise influence and outcomes. This leads directly into the development of the annual Service Plans that sit below this document.

With the proposed adoption of intelligence principles within the Food Standards Agency's Code of Practice, Environmental Health work programmes are likely to be influenced nationally by use of the intelligence sharing protocols as use of intelligence is embedded in day-to-day operations. We are at the forefront of exploring how the intelligence-led approach can lead to better use of resources following on from its development for the delivery of Trading Standards and Animal Health activity some time ago. This approach will continue to be particularly relevant to try and develop preventive activities to help reduce demand on the service.

4.2 Core Level of Service.

Given the current and foreseeable financial pressures that local government will face for the period of this plan, it is worth reiterating what has been said previously about minimum service levels. In previous plans we have explained why the current professional officer cohort across the teams represents the minimum to deliver what is reasonably expected by customer, businesses, and members. The only exception to this is the areas where significant income is generated, however, we have also explained that this work does subsidise what the partners would otherwise need to put in to achieve their desired service levels. The table below compares the current staffing cohort against the functions identified in the previous plans for Environmental Health.

Functional Areas	Estimated minimum required for core work	Current staff compliment allocated below Senior Practitioner level
Food Hygiene and Food Safety/ Infectious Diseases Health and Safety at Work Statutory nuisances and other	18.5 staff, mix of EHO and Technical Officer grades	18.4 FTE in Community Environmental Health Team
Technical Pollution	8.9 staff, mix of EHO, Technical Officer grades and a Technical Support Officer	8.9 FTE including invest to save post delivering this in Technical Pollution team as well as work outside the service in 5 other council areas.
Dog Warden Service	3 Dog Wardens	3FTE delivering services across the 6 partner districts plus 4 other districts outside Worcestershire.

This level was being set by identifying the minimum common level of service required and considering any other significant efficiency that could be delivered. The additional resource in Technical Services is supported as an "invest to save" post to increase our ability to generate income. This post has delivered a positive contribution to income generation since its inception. Our three dog wardens continue to deliver for the whole of Worcestershire, Birmingham City out of hours and three districts in Gloucestershire, plus other work so any change in numbers here would be a disbenefit to partners.

4.4 Licensing

Licensing regimes must operate on a cost recovery basis so, as such, are not subject to the same financial pressures as other elements of regulation. However, WRS has sought to increase the efficiency of the licensing processes and it will continue to do this going forward. We have tried to adopt common approaches where possible, across the 6 districts, to streamline processes and, in many areas, particularly around alcohol and gambling, policies are relatively similar already. The new animal activity regime is fully delegated to officers for decision making. The taxi regimes continue to be an area of relative diversity but over time and with the introduction of national standards, we should start to see these become more aligned. The adoption of on-line application processes feeding directly into the Uniform back-office during the early part of 2023/4, will further support efficiency.

Following implementation of the on-line processes, the team manager will look at reviewing how the service operates, to see whether improvements in activities and outcomes can be achieved. Post-pandemic, there is a demand for some quarters for an increased enforcement presence, particularly out of normal working hours, so this will be considered as part of this review. The decision in the Westminster case, which allows a reasonable amount of fee money to be allocated to compliance activities, means that savings can be re-invested in a better compliance regime for partners.

4.5 Cost

The service is already at a point where the partner's total contributions do not cover the cost of maintaining the staffing cohort within the service. This is achieved by income generation and, as has already been indicated, the figure necessary to maintain the current staffing levels is growing with things like salary and pension pressures. Even accepting that two or three FTE could be shaved off the staffing compliment if the 6 partners were to only want the minimum required to deliver their own work at minimum levels, this saving is far exceeded by the income generated by these posts, so it is safe to say that it is income generation that is enabling the partners to operate above the minimum levels required.

4.6 Performance

There are no national indicators anymore, making it difficult for members to benchmark the performance of their service against others. Even CIPFA stopped their collection of statistics on regulatory functions in 2015/16 meaning there are no national comparators for these functions at all beyond what the professional bodies collect from willing volunteers. Since 2018/19 the Association of Chief Trading Standards Officer's Impacts and Outcomes Framework for Trading Standards, a voluntary scheme developed to highlight the impact of local services nationally, as well as providing a set of indicators to demonstrate the value added by services locally. No similar schemes have yet been developed for Licensing or Environmental Health.

The service has operated to a suite of outcome style measures more or less since its inception, which address key areas of member concern. The outcome measures are supplemented with activity data to provide members with reassurance that the service is addressing relevant issues in their areas. The table of PIs for 2023 onwards are outlined in Appendix D. These were developed in consultation with both Management Board and members of the Joint Committee in October 2015 and subject to further consultation with the Board members in October 2019. At the last review members felt that these remained suitable and sufficient for them to be confident in what was being delivered on their behalf.

5. Workforce and workforce planning

5.1 Current Workforce

A structure chart appears as Appendix A. It retains the Trading Standards functions as these are managed under contract. As part of the last business plan, we indicated that we would experiment with 4 FTE as the management team in WRS, to see if this was viable. Having come through the pandemic period, we now know that this is as lean as it could be given the current demands made by the six partners and those other authorities we have as customers. This is far below the 11 envisaged in the original structure used to integrate all the previous operational units (Head of Service, 3 Business Managers and 7 Operational Unit Managers,) and relies on the competence of our Principal Officer cohort to be both first line supervisors and experts in the specific fields that we require of them.

On 1st April 2023, the service will have lost all its Covid related posts, and the workforce establishment will have approximately 69FTE. Of this, 2.5FTE are supported with funding whose calculation is different from the main bulk of WRS funding. These posts cover things like gull control for Worcester City, animal activity licensing (as demand bears no resemblance to the current funding formula,) and an invest to save post for income generation. We also have a number of posts currently funded through income for:

- Piloting planning enforcement on the WRS platform for Redditch and Bromsgrove (3.3FTE)
- Support Home for Ukraine in Redditch, Bromsgrove, Wychavon and Malvern (2.8FTE)

In a number of areas, the service has officers with a regional and national profile who are highly regarded technical experts in their respective fields. This enables WRS to deliver high quality, high value services and to do work for others. Again, losing these key individuals could have a serious impact on the service's ability to deliver, especially in relation to income generation.

5.2 Staff Retention

Managers have identified that staff are critical for the on-going high-performance of WRS and giving the best potential for income generation. Being able to continue to offer opportunities for professional development, our agile working arrangements and the ability to engage with the wider professional environment will help to retain people. Managers will continue to support those willing and able to perform on the bigger stage, marketing the service and its achievements at a regional and national level. Those coming into WRS from other local authorities see how heavy their workloads are but revel in the positive atmosphere and relish the challenges offered by our innovative approach to delivery. They welcome the ability to use their broad skill base on a day-to-day basis enabling them to give of their best.

5.3 Staff Development and succession planning

It remains crucial that the service retains a reasonable training budget, both to ensure the competency of existing staff but also to ensure that we can develop staff for the future. The age profile of the workforce is quickly becoming critical, with recent work with the host authority showing risks with individuals in positions where their skills and knowledge are key, but also the overall age profile being biased towards those over 40 and a significant proportion over 50. With current financial constraints, addressing this is not easy.

The service engaged its first apprentice in Licensing in April 2015. The main Apprenticeship route currently available for local authorities remains the Regulatory Compliance apprenticeship, which is now well established. Whilst this is probably sufficient, along with existing elements of training to fulfil our needs in Licensing, it only gives a first set of steps into the qualification regimes of the other regulatory professions. Trading Standards South-East, the partnership for councils in that region has just had a level 6 Apprenticeship programme approved for Trading Standards, that should be available for an initial cohort of students UK-wide in 2023. They are now in discussion with the Chartered Trading Standards Institute (CTSI,) to ensure the qualification can be matched easily against CTSI's professional qualification framework to minimise the need

for further work. Unfortunately, we don't appear to be progressing in the same way with Environmental Health and, some of our Technical Services roles don't meet the traditional EHO requirements, so alternatives are being investigated.

The need to focus on income generation clearly remains and, historically there has been some emphasis on developing the commercial acumen of staff. The steps previously taken will be built upon in order that staff can recognise commercial opportunities when they arise. Many staff now understand the value of what they know and do and can see the positives from obtaining some support for the service in this way.

5.4 Staff Appraisal

The service continues to follow the standard pattern of Personal and Professional Development Reviews on an annual basis, with a 6-monthly update, to ensure staff are competent. The new computer and performance management systems enable managers to review the performance of their staff in more detail, allowing individual performance to be scrutinised and assessed. Managers can now see who their best performers are and identify those needing additional support and improvement.

Going forward this will continue to improve performance at both individual and service level, albeit resources are already at a premium. Finding a route to enable managers to draw performance information themselves without having to rely on either the Database Administrator or the Intelligence Officer are key to making this more efficient.

6. Evolution of the Business Model & Risk

The basic premise of the service model since 2016 has been for the service to seek wider business opportunities with other local authorities, either through contracts for small areas of service where WRS is well placed due to its economies of scale, or by offering full engagement with environmental health and or licensing services by way of contract or membership of the partnership. The service has done well on the former due to its reputation in the areas around air quality, contaminated land, and environmental permitting. Other areas like private water supplies have also been helpful for existing customers. Having a strong working relationship with the County Council has also enabled us to maintain the income stream from managing Trading Standards, although our preferred outcome of the service returning to the partnership has not been achieved, and it has allowed us to offer the role of a trusted partner to deliver Safety at Sportsgrounds and Petroleum licensing.

Our Fee-Earner model has stood us in good stead for this purpose for more than 6 years now and, whilst it was resource intensive to create with the support of the Host's Finance Officer, it has allowed us to model changes in our own structures and how these would impact financially, as well as allowing us to accurately calculate the cost of jobs, which can then lead to maximised legitimate cost recovery. We have even devised cost models for the potential of additional partners joining the service to help us calculate what kind of benefits might accrue against the implications for further sharing of delivery.

Where we have not been successful is in attracting new partners or full-service contracts. Although we have engaged or attempted to engage with the districts in Warwickshire and Gloucestershire that are our near neighbours, this has never been fruitful beyond the work we do for some of them currently. Given the current financial situation, we might expect some shift in thinking, however, the devolution agenda in its current form seems likely to push 2-tier areas to consider wider intra-county co-operation rather than reaching out across administrative borders looking for help. It still seems strange that our near neighbours have not considered the WRS model as an option for their own areas given the transferability of the model and its success here.

Hence, the focus for income generation will continue to be on those contractual arrangements that deliver the things we are good at, to those who struggle to maintain the necessary expertise. We have sought to build on these skills and looked to use them creatively outside of enforcement in areas like making permit applications to the Environment Agency for hospital trusts and supporting MOD Facilities with their moves to compliance with the medium sized combustion plant directive for their sites. These have helped to establish the service's credentials in these areas but sadly we have been unable to build on our successes.

The Government's current thinking on regulatory divergence from the EU is something also that we need to consider, given we have built our expertise on regimes derived from EU Directives. Government has yet to announce what a UK based replacement will look like and how wide its applicability will be. If a similar regime is retained, there remains scope for us to work more widely in this area as we will need to fully understand the implications for our enforcement role. We will develop our expertise, and this may be of interest to both businesses and to even more local authorities if the current pressures lead to further shrinkage in EH services. The greater risk is if these forms of regime are abandoned, leaving few if any regulations to control these kinds of business activities. Legislation is making its way through the house to introduce a sunset clause for all EU derived legislation at the end of 2023. We hope this does not impact our regimes adversely.

The new legal agreement requires that the service continue to develop its time recording protocols and approach to the point where there was the possibility of moving to a charging model based on demand addressed rather than the historic investment levels. Whilst there may be logic in this approach there are also risks in creating the potential for a situation where some partners are winners and losers.

It is in the nature of any partnership that a certain quid pro quo is accepted. The simple fact is that the big issues could hit any of the partners at any time and, with current levels of investment, an individual authority would struggle to respond to large scale pollution or nuisance issues or a large-scale food or health and safety incident. These can only be dealt with under the current model because of the economies of scale achieved. Sharing the risks of these incidents may be more palatable than achieving a more accurate allocation of cost based on demand, which will only deliver small changes in payment but risk more serious damage to relationships.

Rather than focus on this level of financial detail for current functions, we will continue to urge partners to consider additional functions for discharge upon the WRS footprint. Our work with several partners on planning enforcement has demonstrated that having the function discharged by a service that understands the basic principle of law enforcement can deliver benefits to service quality and to pace of achieving outcomes. Asking officers whose training for their professional roles does not including law enforcement is difficult, particularly if the exercise of these powers, compliance with PACE, CPIA and other aspects of the control regime are only addressed occasionally. Far better to place this work with people whose day job is taking statements, gathering evidence to the criminal standard, and preparing reports to submit to legal, and having those officers operating within part of the organisation set up to support these activities.

We have said elsewhere in this plan and in previous ones that there are several obvious potential areas to consider adding to the platform. Deciding on hand-over points between the relevant professionals and those who will enforce is probably the hardest part in any of these areas although with several this is not the case as the whole function could transfer easily. There are existing partnership arrangements on a north/ south basis like Building Control and Land Drainage, which have a regulatory background and could function well within the partnership. There may be other functions like Community Safety or Emergency Planning that either link into wider policing or emergency response/ preparedness, whose ethos would sit well in the partnership even though their deliver elements are not formally linked to regulation. Given the likely position of all local authorities in future years, we would urge partners to consider all options for functions that may benefit.

Beyond this, the main risks faced by the service going forward will be:

- Risk to sustainability of the service if partners cannot maintain core funding with the potential return of austerity,
- Achieving income targets where non-partner local authorities may be reticent about outsourced delivery in these areas and prefer to develop new partnerships along WRS lines with their neighbours
- Retaining our highest quality staff and maintaining the range of competences necessary across the very broad range of functions required
- Changes to partner specifications for service fail to meet customer expectations of what should be offered creating a risk for the service's reputation with both customers and some elected members

The existing service risk register is attached as Appendix C.

Appendices:

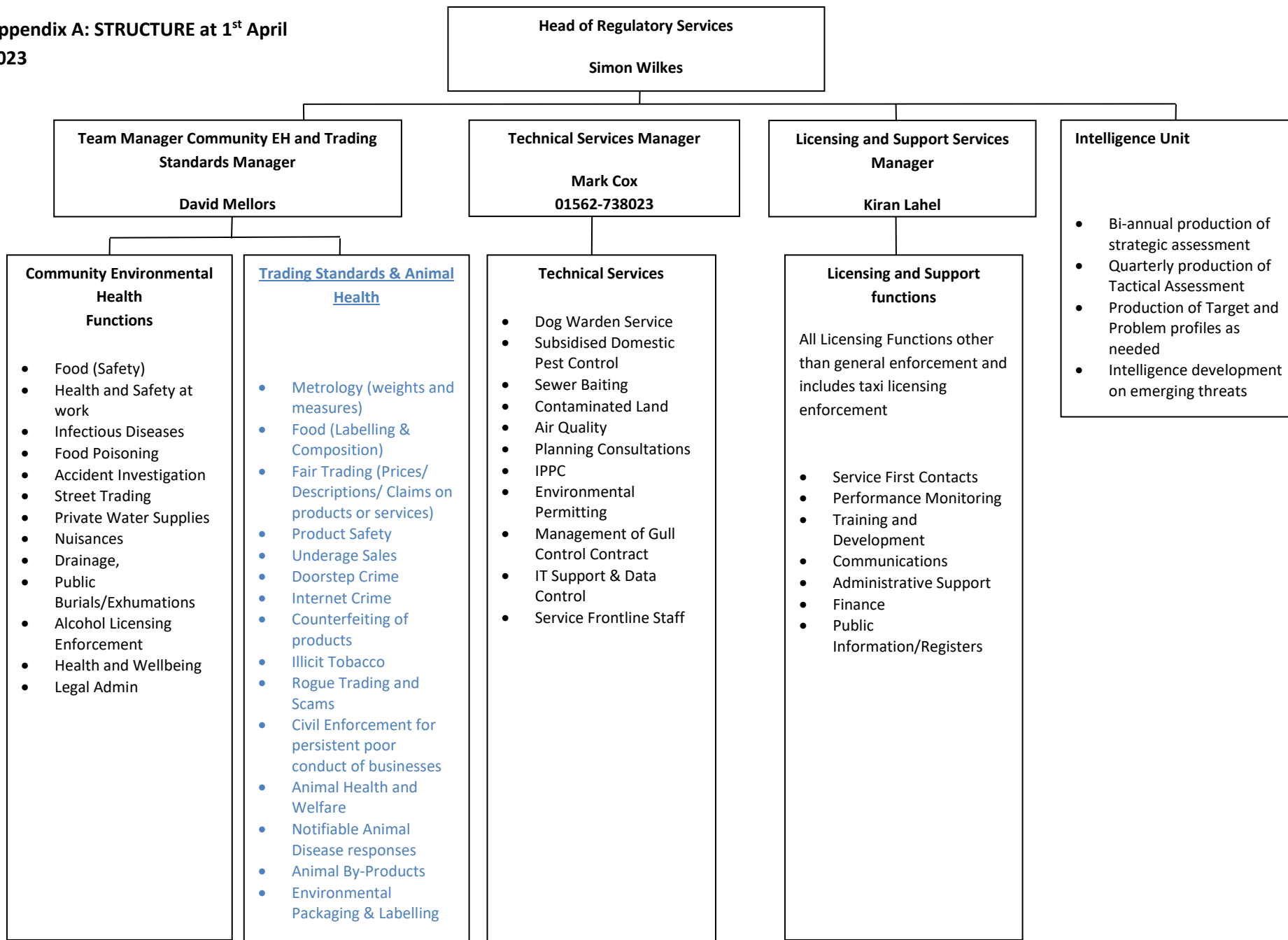
A: Current WRS structure

B: 3 year budgets

C: Risk Register

D: Performance Indicators

Appendix A: STRUCTURE at 1st April 2023



Appendix B: WORCESTERSHIRE REGULATORY SERVICES BUDGET 2023/4 to 2025/6

Account description	Budget	Budget	Budget
	2023 / 2024	2024 / 2025	2025 / 2026
	£000's	£000's	£000's
Employees			
Monthly salaries	3,364	3,449	3,531
Training for professional qualifications	0	0	0
Medical fees (employees')	2	2	2
Employers' liability insurance	25	25	25
Employees' professional subscriptions	2	2	2
Sub-Total - Employees	3,393	3,478	3,560
Premises			
Rents	70	70	70
Room hire	2	2	2
Trade Waste	1	1	1
Sub-Total - Premises	73	73	73
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	5	5	5
Van Lease	9	9	9
Fares & Car Parking	5	5	5
Car allowances	58	58	58
Sub-Total - Transport	93	93	93

Supplies & Service

Equipment - purchase/maintenance/rental	30	30	30
Materials	9	9	9
Clothing, uniforms & laundry	2	2	2
Training fees	23	23	23
General insurances	19	19	19
Printing and stationery	17	17	17
Books and publications	2	2	2
Postage/packaging	11	11	11
ICT	67	67	67
Telephones	21	21	21
Taxi Tests	22	22	22
CRB Checks (taxi)	26	26	26
Support service recharges	118	121	123
Support service recharges - ICT	67	67	67
Sub-Total - Supplies & Service	433	435	438

Contractors

Consultants / Contractors' fees/charges/SLA's	269	234	234
Advertising (general)	5	5	5
Grants and subscriptions	13	13	13
Marketing/promotion/publicity	287	252	252

Sub-Total - Contractors**Income**

Grants / Primary Authority / Food Training / Contaminated Land / Stray Dogs / Ad Hoc	-524	-529	-534
Sub-Total - Income	-524	-529	-534

Income

From partners for Technical Officers	-143	-110	-112
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Funding from Worcs City Council for Pest Control	-8	-8	-8
Funding from partners for Increase in Rent	-11	-11	-11
Funding from partners for Increase in ICT	-8	-8	-8
Funding from partners for Increase in Hosting Charges	-9	-9	-11
Sub-Total - Income	-177	-147	-151
Additional Income			
Income to be found due to unavoidable salary pressures	-82	-160	-235
Sub-Total - Income			
DISTRICT PARTNERSHIP BUDGET	3,494	3,494	3,495
20-21 Partner Percentages			
Bromsgrove District Council	14.52%		
Malvern Hills District Council	13.00%		
Redditch Borough Council	17.49%		
Worcester City Council	16.72%		
Wychavon District Council	23.19%		
Wyre Forest District Council	15.08%		
Total	100.00%		

Additional costs for posts for new or additional activities will be allocated using this formula unless the work is requested by either one partner or a group of partners, in which case the relevant partners will agree a formula for cost allocation.

The table below covers off the additional payments that are likely to flow from the current allocations of additional funding for the additional Technical Officer capacity required for several pieces of work and to cover the salary and pension pressures going forward.

	Budget	Contribution Pest Control	Contribution Technical Officers	Partner Contribution	Contribution Increase in Rent, ICT & Hosting Charges	Unavoidable Salary Pressures	Total Partner Contribution
	2023 / 2024	2023 / 2024	2023 / 2024	2023 / 2024	2023 / 2024	2023 / 2024	2023 / 2024
Budget 2023 / 24	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Bromsgrove District Council	508		12	521	4	12	537
Malvern Hills District Council	455		18	473	3	11	487
Redditch Borough Council	613		8	621	5	14	640
Worcester City Council	578	8	75	660	4	14	678
Wychavon District Council	812		19	831	6	19	856
Wyre Forest District Council	528		11	539	4	12	555
Total	3,494	8	143	3,644	27	82	3,753
	Budget	Contribution Pest Control	Contribution Technical Officers	Partner Contribution	Contribution Increase in Rent, ICT & Hosting Charges	Unavoidable Salary Pressures	Total Partner Contribution
	2024 / 2025	2024 / 2025	2024 / 2025	2024 / 2025	2024 / 2025	2024 / 2025	2024 / 2025
Budget 2024 / 25	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Bromsgrove District Council	508		13	521	4	23	548
Malvern Hills District Council	455		18	473	4	21	498
Redditch Borough Council	613		9	621	5	28	654
Worcester City Council	578	8	40	625	5	27	657
Wychavon District Council	812		20	832	7	37	876
Wyre Forest District Council	528		11	539	4	24	567
Total	3,494	8	110	3,611	29	160	3,800

	Budget		Contribution Pest Control	Contribution Technical Officers	Partner Contribution		Contribution Increase in Rent, ICT & Hosting Charges	Unavoidable Salary Pressures	Total Partner Contribution
	2025 / 2026		2025 / 2026	2025 / 2026	2025 / 2026		2025 / 2026	2025 / 2026	2025 / 2026
Budget 2025 / 26	£000's		£000's	£000's	£000's		£000's	£000's	£000's
Bromsgrove District Council	508			13	521		5	34	560
Malvern Hills District Council	455			18	473		4	31	508
Redditch Borough Council	613			9	621		6	41	668
Worcester City Council	578		8	40	625		5	40	670
Wychavon District Council	812			20	832		7	54	894
Wyre Forest District Council	528			11	539		5	35	579
Total	3,494		8	112	3,613		31	235	3,879

Appendix C: Risk Register 2023/4

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 relevant systems including Windows. The service moved to Office 365 during 2021/22, which provides better access to a range of provisions including Microsoft Teams and Power BI.
Issues with the WRS database system	Impact on work planning. Self-help may not enable savings required Hidden costs with add-on features	On-going	Low	High	Amber	Current contract due to be re-negotiated in February 2023. Work has commenced on negotiating new contract. The cost of moving systems is prohibitive currently and, whilst the system has its faults, it provides the necessary functionality and will allow the enablement of data transfer from electronic forms.
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	Amber	The pandemic has shown that we were well prepared for the need to maximise working from home and now all staff, including some previously regarded as office based can do this. Touchdown stations remain available in partner council locations. WRS Managers do need to redraft contingency plans in the event of a prolonged IT failure or cyber-attack that will allow services to be maintained. Existing BC Plans need updating and reviewing.
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	The pandemic response has shown that the service was well-placed to respond to what was required.. Consultants are available to provide short term cover and, whilst this worked well in peacetime to cover peak demand periods, the pandemic has revealed the

					<p>limits to this type of capacity. These pressures will only be resolved in the longer term by local and central government investing in additional capacity and additional training to bring more people into the regulatory professions.</p> <p>Having taken on contracts with additional authorities the demand has increased, and neighbouring authorities have lost the ability to assist with some technical specialisms. This is the double-edged sword of effectively operating as a centre of excellence. Whilst we have good resource of our own, in event of an issue, there are limits to who we can ask for help.</p> <p>Regional and sub-regional groups are in place so can provide shared resources for local authorities if required.</p> <p>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.</p> <p>Regular inventory and maintenance of equipment is undertaken. In the future, budget for replace may be an issue but would be a relatively small amount for partners to share.</p>
Pest contractors cease operations.	<p>Disruption to service.</p> <p>Negative media coverage.</p> <p>Increased public health risks</p>	On-going	Low	High	<p>Green</p> <p>The Pest control framework contract has multiple pest control suppliers so the loss of one allows work to be moved to the others. This should limit or eliminate risk, although the unlikely loss of multiple companies might create capacity issues.</p>

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	The Out of Hours and Kennelling contracts were re-rendered to enhance the existing arrangements and provide resilience however there are increases in numbers of stray dogs, dog disease and contracts are restricted by geographical location. Retendering for additional kennels remains difficult and consideration may be given to creating our own capacity.
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	Issues with the new BDC finance system have mainly been resolved, however some workarounds remain in place due to some unforeseen issues. Development of a self serve recruitment platform has improved recruitment systems.
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	Medium	High	Amber	New legal agreement limits variations in contribution before partners must move to contractual relationship but this is quite high before it kicks in (20%.) Leanness of organisation minimises overheads and focuses resource at the front line. Growth strategy should generate income to support partners in the future but there are limits to this without additional capacity being added to the system. Invest to save capacity has been committed by partners to see if this achieves the necessary outcomes but even this is now fully occupied.
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 does assist.
Service provision complies with Government requirements	Adverse comments following audits e.g., FSA	On-going	Low	High	Amber	Limited detail of what is required for statutory minima can make decision making difficult around what is required in law as a minimum.

	Intervention by Government bodies i.e., FSA, whilst highly unlikely, is damaging to reputation.					<p>The LGA is 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.</p> <p>The Service has developed systems that follow the principles of the requirements of bodies like FSA so can show some level of compliance, but service isn't operating to the letter of the current Code. The Code is however currently going through major changes and likely to move to a point where it is closer to the WRS model of operation.</p> <p>Environmental reporting for Local Air Quality Management, Pollution Prevention and Control and Private Water Supply Inspection reports to Defra and DWI have received positive responses with no issues of concern raised by these bodies.</p>
Failure to deliver external contract work at the level expected by the business or local authority with whom we have the contract	<p>Damage to reputation, loss of future income streams, financial impact of paying damages</p> <p>Loss of key staff or skills</p>	On-going	Low	High	Green	<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. Ensure contingency plans in place if key staff leave to enable contract delivery, to include contractors, staff development and apprenticeship</p>

Appendix D; Table of Performance Indicators

	Measure	Reporting Frequency	Background
1	% of service requests where resolution is achieved to customers satisfaction	Quarterly	Based on questionnaires send out to a significant number of members of the public who use the service.
2	% of service requests where resolution is achieved to business satisfaction	Quarterly	Based on questionnaires send out to a significant number of businesses inspected or otherwise contacted by the service.
3	% food businesses broadly compliant at first assessment/ inspection	Annually	Based on the proportion of businesses meeting the key purpose from a regulatory perspective i.e. food businesses produce safe food.
4	% of food businesses scoring 0,1 or 2 at 1 st April each year	Annually	Based on proportion of businesses scoring 1-2 star on a national Food Hygiene Rating Scheme assessment (2 stars and below is deemed to be at risk of not producing safe food.)
5	% of drivers licence renewal applications issued within 5 working days.	6-monthly	Based on the proportion of drivers licence renewals issued within 5 working days of receipt of application.
6	% of vehicles found to be defective whilst in service	6-monthly	Percentage of vehicles stopped during enforcement exercises or identified on routine garage tests that are required to be removed from service for remedial work before being allowed to carry on operating.
7	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	Quarterly	Based on questionnaires send out to a significant number of members of the public and businesses who have used the service.

8	Review of register of complaints and compliments	Quarterly	All are recorded Increasing compliments/ Reduced complaints
9	Staff sickness absence at public sector average or better	Quarterly	Sickness recorded using host processes. Public sector average 8.75 or better
10	% of staff who enjoy working for WRS	Annually	Taken from the staff survey.
11	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives	6-monthly	Indicator, linked to Crime & Disorder agenda, looking at performance of premises license holders and control on their activity.
12	Rate of noise complaint per 1000 head of population	6-monthly	Place indicator, potential link to quality of life and health and well-being.
13	Total income	6-monthly	Expressed as a % of district base revenue budget (16/17 onwards)
14	Cost of regulatory services per head of population	Annually	Will be total spend divided by the total population, based on the most recent mid-year estimate available at the time of publication. NB: Calculation will offset income against revenue budget to account for external income sources