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WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

WORCESTERSHIRE REGULATORY SERVICES

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY, 18TH FEBRUARY, 2016 AT 4.30 PM

PARKSIDE, MARKET STREET, BROMSGROVE, WORCESTERSHIRE, B61 8DA

AGENDA

Agenda (Pages 1 - 128)

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL**WORCESTERSHIRE REGULATORY SERVICES****MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE**

THURSDAY 18TH FEBRUARY 2016 AT 4.30 P.M.

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PLEASE NOTE THAT THE COUNCIL HAS MOVED PREMISES AS INDICATED ABOVE. PLEASE ALSO NOTE THAT THERE ARE NO PARKING FACILITIES AVAILABLE AT THE NEW PREMISES. THE NEAREST PARKING IS THE PARKSIDE (MARKET STREET) PAY AND DISPLAY CAR PARK. ACCESS TO THE BUILDING IS VIA THE MAIN ENTRANCE DOOR ON THE STOURBRIDGE ROAD.

MEMBERS:

- Bromsgrove District Council: Councillor R. Laight
- Bromsgrove District Council: Councillor P. Whittaker
- Malvern Hills District Council: Councillor B. Behan
- Malvern Hills District Council: Councillor D. Chambers
- Redditch Borough Council: Councillor B. Clayton
- Redditch Borough Council: Councillor J. Fisher
- Worcester City Council: Councillor M. Johnson
- Worcester City Council: Councillor A. Roberts
- Worcestershire County Council: Councillor L. Hodgson
- Worcestershire County Council: Councillor A. Blagg
- Wychavon District Council: Councillor M. King
- Wychavon District Council: Councillor E. Stokes
- Wyre Forest District Council: Councillor S. Chambers
- Wyre Forest District Council: Councillor J. Hart

AGENDA

1. Apologies for absence and notification of substitutes
2. Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.

3. Chairman's Announcements
 - LGA Supporting local Businesses conference.
 - Worcestershire Regulatory Services shortlisting for a Better business award for innovation.
4. To confirm the accuracy of the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 26th November 2015 (Pages 1 - 8)
5. Progress on reconstitution of Worcestershire Shared Services Partnership and Service Level Agreement with Worcestershire County Council (Pages 9 - 12)
6. Worcestershire Regulatory Services Business Plan 2016-2019 (Pages 13 - 46)
7. Worcestershire Regulatory Services Service Plan 2016-2017 (Pages 47 - 72)
8. Worcestershire Regulatory Services Revenue Monitoring April - December 2015 (Pages 73 - 80)
9. Activity & Performance Data, Quarters 1, 2 and 3 (Pages 81 - 126)
10. Worcestershire Shared Services Joint Committee - 2016/2017 Proposed Meeting Dates:_
All meetings to commence at 4:30pm:
 - Thursday 23rd June 2016
 - Thursday 6th October 2016
 - Thursday 24th November 2016 (Budget)
 - Thursday 16th February 2017
11. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman considers to be of so urgent a nature that it cannot wait until the next meeting.

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

8th February 2016

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL**WORCESTERSHIRE REGULATORY SERVICES****MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE****THURSDAY 26TH NOVEMBER 2015 AT 4.35 P.M.**

PRESENT: Councillors : B. Behan (Chairman), E. Stokes (Vice-Chairman), P. Whittaker, D. Chambers, J. Fisher, M. Johnson, A. Roberts, L. Hodgson, A. Blagg, M. King, S. Chambers and J. Hart

Observers: Mr. V. Allison, Deputy Managing Director, Wychavon District Council, Mr. D. Sutton, Worcester City Council and Mr. P. Smith, Worcester City Council

Officers: Mr. S. Wilkes, Mr. I. Pumfrey, Ms. C. Flanagan, Mr. M. Cox, Mrs. S. Garratt, Mr. D. Mellors, Ms. S. Morgan and Mrs. P. Ross

19/15 **APOLOGIES**

Apologies for absence were received from Councillors R. Laight, Bromsgrove District Council and B. Clayton, Redditch Borough Council.

20/15 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

21/15 **MINUTES**

The minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 25th June 2015 were submitted.

Councillor M. Johnson, Worcester City Council referred to minute number 15/15, page 3, paragraph 3. At the invitation of the Chairman, Councillor M. Johnson said that he felt that the minutes did not accurately reflect the comments he had made. It was agreed that the minutes be amended as follows:-

Councillor M. Johnson, Worcester City Council, stated that Worcester City Council would look to see what WCC would do and at their exit strategy, Worcester City Council would also look at the SLA, as a council looking to outsource more services; before the paper agreed to be taken to each Council would go to a full Worcester City Council meeting. He would, however, reiterate that they were still part of the current partnership.

RESOLVED that subject to the amendment as detailed in the preamble above the minutes of the meeting held on 25th June 2015 be approved as a correct record.

22/15

PROGRESS ON RECONSTITUTION OF WORCESTERSHIRE SHARED SERVICES PARTNERSHIP OF WORCESTERSHIRE REGULATORY SERVICES

The Committee received an update on the progress on the reconstitution of Worcestershire Shared Services Partnership of Worcestershire Regulatory Services.

The Head of Worcestershire Regulatory Services (WRS) informed Members that he had taken over from the Acting Head of WRS, who had presented previous reports to Joint Committee Members.

The Head of WRS informed Members that partner councils were progressing with the approval of the recommendations from the Joint Committee meeting held on 25th June 2015, five of the district councils had completed the process, with Worcester City Council outstanding.

Discussions with Worcestershire County Council (WCC) remained on-going in relation to a contractual agreement with WRS. A report outlining senior management thinking at WCC on the delivery of its regulatory functions currently discharged through WRS, including Trading Standards and Animal Health, was presented at their Council meeting held on Thursday 12th November 2015. It was recommended and approved that authority be delegated to WCC, Director of Business, Environment and Community (BEC) to negotiate with WRS partners for WCC to give appropriate notice for withdrawal from the Joint Committee and to formally take back direct control of County regulatory functions and the staff delivering those functions.

Whilst this was different from what was originally envisaged, the delegation to senior managers at WCC did accord with the decisions made by the Joint Committee at the meeting held on 25th June 2015 and therefore further consideration or resolutions were not necessary for either the Joint Committee or the district partner councils.

The Head of WRS further informed Members that he would now work with the Director of BEC at WCC to facilitate this, using the currently agreed methodology of a short term service level / contractual agreement. This would be for the smooth transition from WRS delivery to a direct WCC delivery during the first quarter of 2016/2017, aiming for completion on 31st May 2016. The contract would have terms that indicated it was intended to run for twelve months with termination by either party by giving notice of one calendar month. This would allow for any slippage in timescales, however, managers currently envisaged the transition being completed no later 30th June 2016.

Alongside these discussions, there were on-going discussions, with regard to whether or not WCC should continue to utilise some of the facilities and software that WRS had procured and developed in the five years since it was

established. It was hoped that this could be realised and should result in an on-going services contract that would continue to benefit both members of the partnership and WCC.

In order to avoid an additional financial burden being imposed on district partners, WCC would pay a sum to cover the cost of the additional overheads and management that otherwise would have been covered by WCC contractual arrangement with WRS. This was going to be a substantial sum and should ensure that the service had a significant amount of time in which to either bring in other customers or to adjust its management and other overheads.

The loss of Trading Standards and Animal Health functions would make no impact on the services ability to deliver the Environmental Health and Licensing functions for the six district partner councils. The functions leaving the service were wholly separate.

The Head of WRS reiterated that as previously reported the six remaining district partners would have to enter into a new Shared Services Agreement to govern their future working arrangements. It was envisaged that this would be based on the existing Shared Services Agreement and that Bromsgrove District Council, Legal Services, would work with relevant officers in each partner authority on the new Shared Services Agreement.

A brief discussion followed on the time frames and more importantly that there would be no impact on the remaining district partners.

RESOLVED that the update on the progress on the reconstitution of Worcestershire Shared Services Partnership of Worcestershire Regulatory Services, be noted.

23/15

WORCESTERSHIRE REGULATORY SERVICES REVENUE
MONITORING APRIL TO SEPTEMBER 2015

The Committee considered a report which detailed the financial position for the period April to September 2015.

The Finance Manager, Bromsgrove District Council (BDC) introduced the report and in doing so informed the Committee that the report presented the final financial position for Worcestershire Regulatory Services (WRS) for the period April to September 2015.

The Finance Manager, BDC drew Members' attention to Appendix 1 to the report which highlighted a projected outturn underspend of £27,000. Members were asked to note that this was an estimate to the year-end, based on the current level of expenditure. The underspend was mainly due to:-

- Vacant posts within the service together with savings resulting from maternity leave, long term sick etc. Part of the underspend was offset by the costs associated with additional agency staff being used to cover the vacancies.

- There was a projected overspend on IT, this was due to the uncertainty with the ICT transfer. This may be reduced when arrangements are finalised.
- If the spend in April to September continued the same for October to March 2016 there would be a projected overspend on Pest Control of £30,000. Officers from WRS would continue to monitor and analyse the overspend for each district partner authority over the next few months.
- Income includes £60,000 worth of Disturbance Allowance, 50% to be recharged to Worcestershire County Council, with the remaining 50% to be split equally between the Districts. Contracts on Nuisance Work, Air Quality, Contaminated Land and Stray Dogs generated £92,000 and Feed Grant received from CEntSA was £45, 000.
- Any grant funded expenditure was shown separate to the core service costs as this was not funded by the participating Councils.

ICT System Projected Costs - Members' attention was drawn to Appendix 2 to the report, which provided details of the expenditure for the one off costs associated with the implementation of the project for 2015/2016. Capital expenditure to September was £70,000 which was the costs associated with the ICT transfer to Wyre Forest District Council. Further capital budget will be spent on remote and mobile working, it was anticipated that this work would be completed by March 2016.

RESOLVED that the final financial position for the period April to September 2015, be noted.

24/15

WORCESTERSHIRE REGULATORY SERVICE BUDGETS 2016 / 2017

The Committee considered a report which detailed the Worcestershire Regulatory Service Budget (WRS) for 2016/2017.

The Finance Manager, Bromsgrove District Council presented the report and in doing so informed the Committee, that Appendix 1 to report, provided a detailed breakdown on the 2016/2017 draft budget. Page 22 in the report highlighted the assumptions that were made in relation to the projections.

The recommended budget was based on the draft new partnership agreement being developed in line with the recommendations as agreed by the Joint Committee at the meeting held on 25th June 2015.

Negotiations were being held with Worcestershire County Council for WRS to continue to run Trading Standards / Animal Welfare service for April to June 2016, although further work was required around these negotiations. It was anticipated that this would cost approximately £153,000.

Further discussion followed on the Service Level Agreement (SLA), Worcestershire County Council (WCC), with questions raised on the three month's income that was shown. The Head of WRS responded and informed Members that when the reports were prepared the period would have been three months income, he agreed, as highlighted the period was now two months. He would, however, reassure Members that there would be no risk to

the service for the remaining partners, as the Fee Earner model would be used to determine full cost recovery from WCC, as from 1st April 2016, until disengagement happened.

RESOLVED:

- (a) that the district partners gross expenditure budget of £3,394k as shown at Appendices 1 and 2 to the report, be approved;
- (b) that the proposed Worcestershire County Council budget of £153k be approved, whilst recognising that the terms of the Service Level Agreement (SLA) remained to be finalised and that therefore the final figure would be different and would be dependent on the number of months that the SLA covered;
- (c) that the district partners income budget of £216k as shown in Appendices 1 and 2 to the report be approved; and
- (d) that the district partners revenue budget allocations for 2016/2017 be approved, as detailed below:-

Bromsgrove	£439k
Malvern	£386k
Redditch	£529k
Worcester City	£507k
Wychavon	£701k
Wyre Forest	£463k
	£3,025k

25/15

WORCESTERSHIRE REGULATORY SERVICES MOBILE HOMES ACT 2013

The Committee considered a report on the principal legislation concerning the licensing of caravan sites and mobile home sites, the 'Caravan Sites and Control of Development Act 1960 (CSA 1960).

The Licensing and Support Manager, Worcestershire Regulatory Services (WRS) introduced the report and informed the Committee that the Caravan Sites and Control of Development Act 1960 (CSA 1960) had now been amended by the Mobile Homes Act 2013 (MHA 2013) and was introduced to provide greater protection to permanent occupiers of mobile home sites.

The changes introduced by the MHA 2013 came into force on 1st April 2014. These powers included the ability for local authorities to charge fees for their licensing functions in respect of relevant protected sites (sites that were wholly or partly residential)

Under the MHA 2013 there was an expectation that local authorities would inspect sites annually and use the additional powers to ensure compliance with relevant site licence conditions. Local authorities could charge a fee for different licensing functions, serve enforcement notices and publish any site rules which related to a site. In order to charge fees, local authorities would have to publish its Fees Policy and incorporate an annual review of those fees.

WRS currently administered caravan site licensing under the Caravan Sites and Control of Development Act 1960 (CSA 1960) on behalf of Wychavon District Council and Worcester City Council. Pages 29 and 30 in the report detailed the current position for Bromsgrove District Council, Malvern Hills District Council, Redditch Borough Council and Wyre Forest District Council.

The changes brought in by the MHA 2013 in respect of licencing and enforcement only related to “relevant protect sites” which by definition were privately owned parks that were occupied wholly, or in part, for permanent residential use. This included “mixed use” sites where there was both holiday and residential occupation of pitches.

The Chairman thanked the Licensing and Support Manager, WRS for the report.

RESOLVED that the development of a compliance / enforcement structure and fee policy as required by the Mobile Homes Act 2013, be endorsed, with a view to providing this service to Joint Committee Partners if required and other Local Authorities.

26/15

ACTIVITY & PERFORMANCE DATA QUARTERS 1 AND 2

The Committee considered a report that covered both district and county functionality and the wide range of each local authorities corporate priorities to which regulatory services contributed. The report detailed Worcestershire Regulatory Services Activity Data for Quarters 1 and 2, 2015/2016.

The Head of WRS introduced the report and in doing so informed Members that the most significant piece of data in quarter 2 was that the number of nuisance and noise related complaints had showed only a marginal increase over quarter 1. This could be due to the relatively poor weather during the summer period. The spread of noise complaints had not significantly altered with all districts having wards that appeared in the top twenty for the overall number of complaints.

The report highlighted the number of food hygiene inspections carried out and that the food hygiene inspection programme was on or ahead of schedule in all areas.

The focus during the last quarter for the technical pollution team was on air quality work and the production of the air quality action plan progress report to be submitted to the Department for Environment Food and Rural Affairs (DEFRA) this summer. As highlighted in the report planning consultations continued to make large demands in terms of numbers and complexity on the team. Numbers were down for the last quarter but significantly up on the same quarter last year. The team were working with district development control teams to lessen the number of referrals.

Licensing demand continued to be high but was consistent with previous quarters. Taxi and alcohol licensing continued to be the highest areas of demand. Trading Standards service requests were holding steady compared

with the last two quarters but were slightly down compared to the same quarter last year. Activity continued to be focussed on rogue traders who targeted vulnerable people, consumer products that were dangerous and could cause people harm and traders with a larger number of complaints against them.

The three top complaint categories were second hand cars, building work and clothing.

Customer satisfaction figures for quarter 2 was 77% which was down on the last quarter, but consistent with the overall satisfaction of 77% for all of the previous year. Business satisfaction for the quarter was 98%, the same as the last quarter, with 73% of customers feeling better equipped to deal with problems after speaking with officers from WRS.

The Head of WRS drew Members' attention to pages 35 and 36 of the report, 'Items of interest'.

The Chairman expressed her thanks to officers as she had enjoyed reading the report and the positive achievements as highlighted in the report; which included the Healthy Choices Food Award initiative.

The Chairman also thanked Members who had attended the WRS Joint Committee Members Workshop, which was held prior to the meeting commencing; and had provided Joint Committee Members with the opportunity to discuss with WRS Senior Managers the type of performance framework appropriate for WRS in the future.

RESOLVED that the Activity Data Report for Quarters 1 and 2, 2015/2016, be noted.

The meeting closed at 5.08 p.m.

Chairman

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Joint Committee: 18 February 2016

Progress on reconstitution of Worcestershire Shared Services Partnership and service level agreement with Worcestershire County Council

Recommendations

The Joint Committee is recommended to:

1. Note the content of this report

Contribution to Priorities

Reconstitution of the Worcestershire Shared Services Partnership will contribute directly to delivery of partner authorities' priorities for economic, social and environmental well-being, including the agreed priorities for WRS set out in the WRS Service Plan 2016/17 and WRS Business Plan 2016/19.

Summary

All partner councils other than Worcester City Council have approved the recommendations agreed by this committee in June 2015. Worcester City Council is scheduled to consider the recommendations on 23 February.

Work is progressing on preparation of the new partnership agreement. The new financial arrangements were agreed by partner S.151 officers at the turn of the year and drafting of the main text is in hand.

Agreement has been reached with the County Council on the terms of a short service level agreement for provision of its trading standards services pending transfer back in house. This includes provision for some on-going specialist support from WRS.



Background

At its meeting on 25 June 2015 this committee agreed to recommend partner councils dissolve the current Worcestershire Shared Services Partnership on 31 March 2016 and constitute a new partnership comprising the six district councils on 1 April 2016 along with a service level agreement between the new partnership and County Council for the provision of trading standards services.

Reconstitution of the Worcestershire Shared Services Partnership

All partner councils other than Worcester City Council have approved the recommendations agreed by this committee in June 2015. Worcester City Council is scheduled to consider the recommendations on 23 February. With this final approval in place partners will be able to proceed with the dissolution and reconstitution of the partnership as recommended last year

Work is progressing on preparation of the new partnership agreement. Future partnership financial arrangements were agreed by partner S.151 officers at the turn of the year. These incorporate the changes necessary to implement the fee earner model and deliver the new WRS cost sharing arrangements. They also underpin the new WRS business model providing the necessary mechanisms to enable delivery of services to other local authorities and public bodies.

The future partner cost sharing arrangements will be informed by WRS time recording data for fee earning staff. There will be a three year transitional period during which existing costs shares will be maintained to ensure that there sufficient time recording data is accrued to avoid risks of volatility in costs shares due to recognised fluctuations in partner service demands.

Bromsgrove DC legal is leading on drafting of the new partnership agreement. It is anticipated that the first draft of this will shortly be circulated to partner councils' legal teams. This will ensure ample time for signature prior to 1 April.

Service level agreement with Worcestershire County Council

The terms of a short service level agreement (SLA) have been agreed with officers of Worcestershire County Council to facilitate transfer back in house of Trading Standards Services.

It is anticipated that 10.3 full time equivalent staff will transfer back to the County Council on 1 June 2016. This number comprises all staff engaged in trading standards work plus

one of the Intelligence Officers.

Following transfer, the County Council Trading Standards team will continue to be based at Wyre Forest House alongside WRS personnel. Discussions are well advanced for this Wyre Forest DC which will provide ICT support as the Trading Standards team will continue to utilise the WRS Idox management information system.

A longer term SLA between WRS and the County Council is also envisaged under which WRS will provide specialist legal administration services. This will be aligned to arrangements between the County Council and Bromsgrove DC which provides legal advocacy services.

Financial Implications

The WRS budget agreed by this committee at its November meeting reflects the operating cost of the new partnership.

Subject to the foregoing SLA being concluded, the County Council will make a one-off payment to the new WRS partnership in respect of the loss of 22 months contribution to overhead costs. This is estimated at £173,147 and will be held as an earmarked reserve to meet cost pressures whilst WRS secures new income streams and adjusts its cost base.

Legal Implications

There are no new legal implications arising from the matters set out in this report.

Risk

As noted in previous report there are risks in relation to securing the unanimity necessary to dissolve and reconstitute the partnership. These risks will be eliminated after an affirmative vote by Worcester City Council.

Sustainability

This report outlines the significant steps that have been taken to ensure the future financial and operational sustainability of WRS and the Worcestershire Shared Service partnership.

Contact Points

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Chairman, WRS Management Board
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Background Papers

'Future arrangements for Worcestershire Shared Services Joint Committee and Worcestershire Regulatory Services' – report of Acting Head of WRS and Chair of WRS Management Board – Worcestershire Shared Services Joint Committee – 25 June 2015

'Business Plan for Worcestershire Regulatory Services 2016-2019'

Worcestershire Shared Services Partnership Agreement 1 June 2010



Joint Committee

Date: 18th February 2016

WORCESTERSHIRE REGULATORY SERVICES Business Plan for Worcestershire Regulatory Services 2016-2019

Recommendation

That Joint Committee approve the updated approach outlined in the WRS business plan 2016/19

Report

Following on from the procurement exercise and in line with the leadership training undertaken by the management team, it was determined that Worcestershire Regulatory Service needed a plan to ensure both the viability of the service and its ability to operate within the financial envelopes available to the partners. This plan is now the high level document that will inform the development of the service for the foreseeable future.

The original plan included an explanation of how the service would accommodate a small Trading Standards and Animal Health presence to match the County Council's financial contribution. This is no longer necessary with the County Council's departure and other than mentioning its inclusion at the beginning of 2016, there is little mention of Trading Standards within the modified plan. This should not be taken as an indication that the service will no longer engage with the TS & AH team. The two services will continue to work closely as partners to exploit all opportunities from which both can benefit, as well as continuing to support each other in event of emergencies.

The Business Plan shows how WRS will:

- Provide a viable service within projected partner cost envelopes
- Understand what a base level of service, would look like for partners who need to reduce their financial contributions further in the current economic climate.
- Allow other partners to "buy back" additional service

levels above this, so there is no significant change to their current provision.

- Define what the standards of provision are in areas of common service delivery
- Provide details of plans to “Grow the Business” and increase income to maintain resilience in the face of continued austerity.

Whilst the recently published government settlement offers local authorities the opportunity of certainty of 4-year budgets, this comes with serious reductions in funding for all current partners. Clarity has yet to be achieved in terms of how the changes to funding, especially the move from RSG to Business Rates will leave all of the partners. In November 2015, when the WRS budget for 2016/17 was set, the difficulties to be faced in the near future were not clear. Partners had planned for difficulties but the scale of the challenge is beyond that envisaged. We will not see the impact of these formally for WRS until the next budget round going into 2017/18.

Income generation will remain a key factor in the service’s business strategy. It is possible that authorities may be encouraged to engage more with WRS and look more widely at contracting services to those who can offer expertise and resilience in service delivery. This will make the plan’s challenging income targets more deliverable. However, there are other bodies coming into the market (Shropshire’s outsourced regulatory team and the 2020 partnership, which is developing around West Oxfordshire, Cotswold and Forest of Dean District Councils,) that may challenge WRS as alternative delivery options. Support from partners at all levels, but particularly Director, Chief Executive and Leader level may be necessary in selling WRS in what is becoming a significantly more competitive environment.

Following discussion with members at a session in November 2015, the set of performance indicators included in section 4.7 of the Business Plan has been amended, reflecting the discussion on that day. Indicator 13 will show income (effectively turnover,) as a proportion of partner contribution costs and indicator 14 is akin to the CIPFA type overall service cost indicator per head of population. Getting better indicators for licensing has proved problematic. The indicator for the quality/ safety of vehicles in use by the trade has been retained, but the other indicator reflects performance in processing of taxi license applications. We have chosen renewals as generally the whole of this process is within WRS’s control. New applications require criminal records checks and the time taken for these to be processed is notoriously variable. Finally, we have retained indicator 7, around people feeling better equipped to deal with their own problems in the future, however, we will look to work up an alternative during 2016/17 that might give a better indication of whether people are actually using the



Financial Implications

self-help tools that we are offering:

The completed business plan will provide a template for delivering services within agreed cost envelopes and to defined standards.

Contact Point

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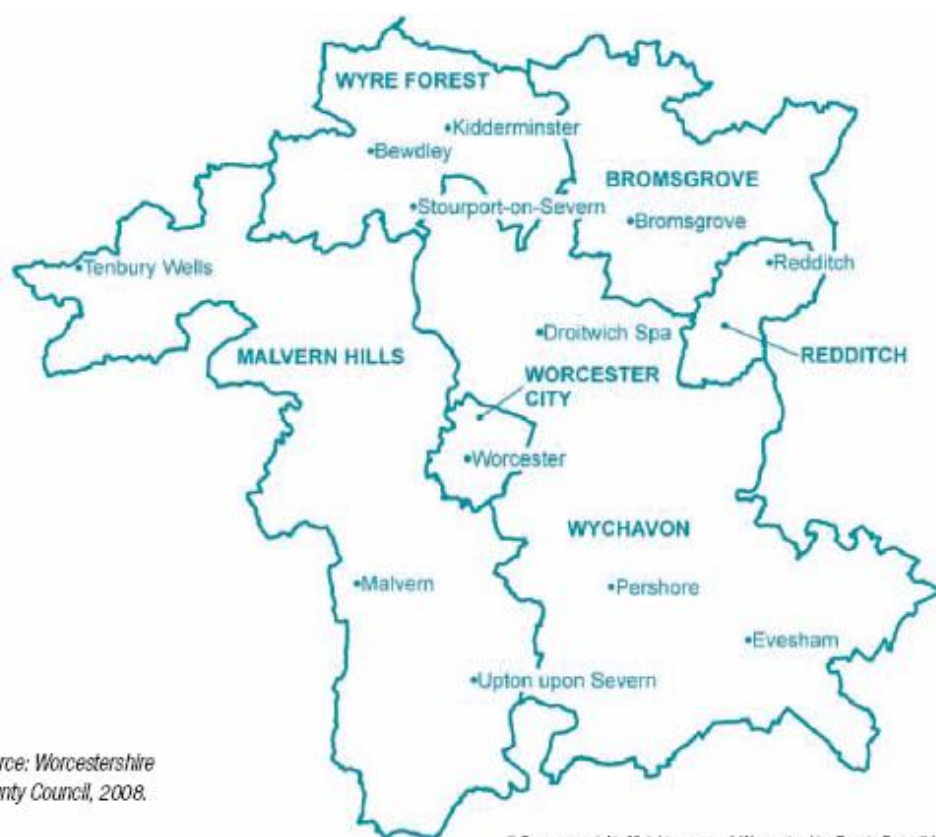
Background Documents

WRS business plan 2016/19

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Business Plan for Worcestershire Regulatory Services

2016-2019



“A Local Government Solution to Local Government Challenges “

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A: Current WRS structure & possible future structure	
B: 3 year budgets	
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Executive Summary

Worcestershire Regulatory Services (WRS) has a history of delivering savings whilst continuing to deliver high quality service and remains a strong and sensible solution to the delivery of local authority regulatory responsibilities.

WRS delivered above and beyond its original business case by saving over 17.5% whilst maintaining service outcomes. Spending on these aspects of regulation within the County has fallen from £7.15M at the birth of WRS to just under £3.5M. In 2009/10, the district councils' combined contribution was around £5M. At £3.05M in 2016/17, this will have fallen by 40%, yet outcomes within Environmental Health and Licensing remain good and performance, in terms of customer satisfaction and business compliance, remain high.

The table below outlines partner financial expectations and timescales as currently known, however, with the announcements in the Chancellor's Autumn 2015 Statement and the published draft settlement figures for local government for the life of the Parliament that followed it, we understand that these may well be subject to change.

Partner/ Saving	2016/17	2017/18	2018/19
Bromsgrove	50k	No addition	No addition
Malvern Hills	27k	No addition	No addition
Redditch	50k	No addition	No addition
Worcester City	30k	No addition	No addition
Wyre Forest	37k	No addition	No addition
Wychavon	50k	No addition	No addition

Whilst there are always small, marginal efficiency savings to be had, without a change in the paradigm for regulation, based around inspection, advice and investigation, such savings are likely to be limited in the future. 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 even for most of their wider service contracts, margins of 6-8% appeared to be the norm. This does not make delivering regulation a hugely profitable prospect, however, offering our services to other local authorities and expanding the footprint for WRS delivery 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 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 will be tailored to individual partner budget envelopes, using time recording as an indicator of demand, within a wider framework of common delivery standards. The Service will offer its services more widely to other local authorities, 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 view of the market is outlined in the plan and managers remain hopeful that our current successes can continue and that they can develop further access to such opportunities.

The market appears to have concluded that Regulatory Services is not a saleable commodity, and private sector service providers will now only take these services on if bundled with a range of others. We clearly identified this as a potential outcome following the processes that we went through. 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; one that does not rely on the private sector and can be achieved outside the need to bundle it with other 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 for 17/18 and beyond. The service is already judged as efficient; it offers excellent value for money to partners and could offer excellent services to other local authorities under contract.

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 either the delivery of individual service elements or whole regulatory type services under contract for new local authority customers.

With this in mind WRS remains the local government solution to local government challenges in the regulatory environment.

1. Introduction

This plan outlines how Worcestershire Regulatory Services would develop over the next 3 years to enable the service to:

- Respond to the financial pressures faced by the various partners,
- Accommodate service variations, develop the ability to use time recording as an indicator of demand
- Modify 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.
- Maintain sufficient expertise to provide resilience, beyond the financial envelope envisaged by partners through income generating activities.
- Continue with high levels of performance as measured by existing and those new KPIs suggested by Members.

The plan provides partners with a clear and deliverable way to continue to tackle the issues outlined above in a logical and cost effective way. It will 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 regulation and the delivery of further significant savings can only be based in mutually agreed changes in service levels.

WRS will meet the cost envelope indicated by partners by:

- Seeking further efficiencies where possible especially in relation to agile working and self-help/self-service and increasing productivity
- Whenever possible, continuing to develop new ways of working (streamlining processes and continue to innovate, first point of contact, etc)
- Establish a base level service cost equivalent to what might be determined as the statutory minimum currently required and allow partners to purchase additional services to address local needs.
- Seek income in doing work for others and obtaining grant income for defined projects.

During the Strategic Partnering process, all potential partners identified how lean the WRS organisation already was and all praised the services' drive for efficiency and the way it had transformed many areas of regulatory delivery. All said they would have done little differently given the opportunity. This is high praise indeed from some of the leading local government outsourcing businesses in the country.

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 e.g. EH Private Sector Housing, Enviro-crime enforcement. Following the announcements in the Autumn statement, many district councils will be looking for different ways of delivering services at a lower price, which is where WRS comes into its own as an existing, experienced local authority body with the knowledge, experience and scale to take on these technically difficult functions, offering flexible delivery both locally and remotely using our mix of geographically based and central delivery units.

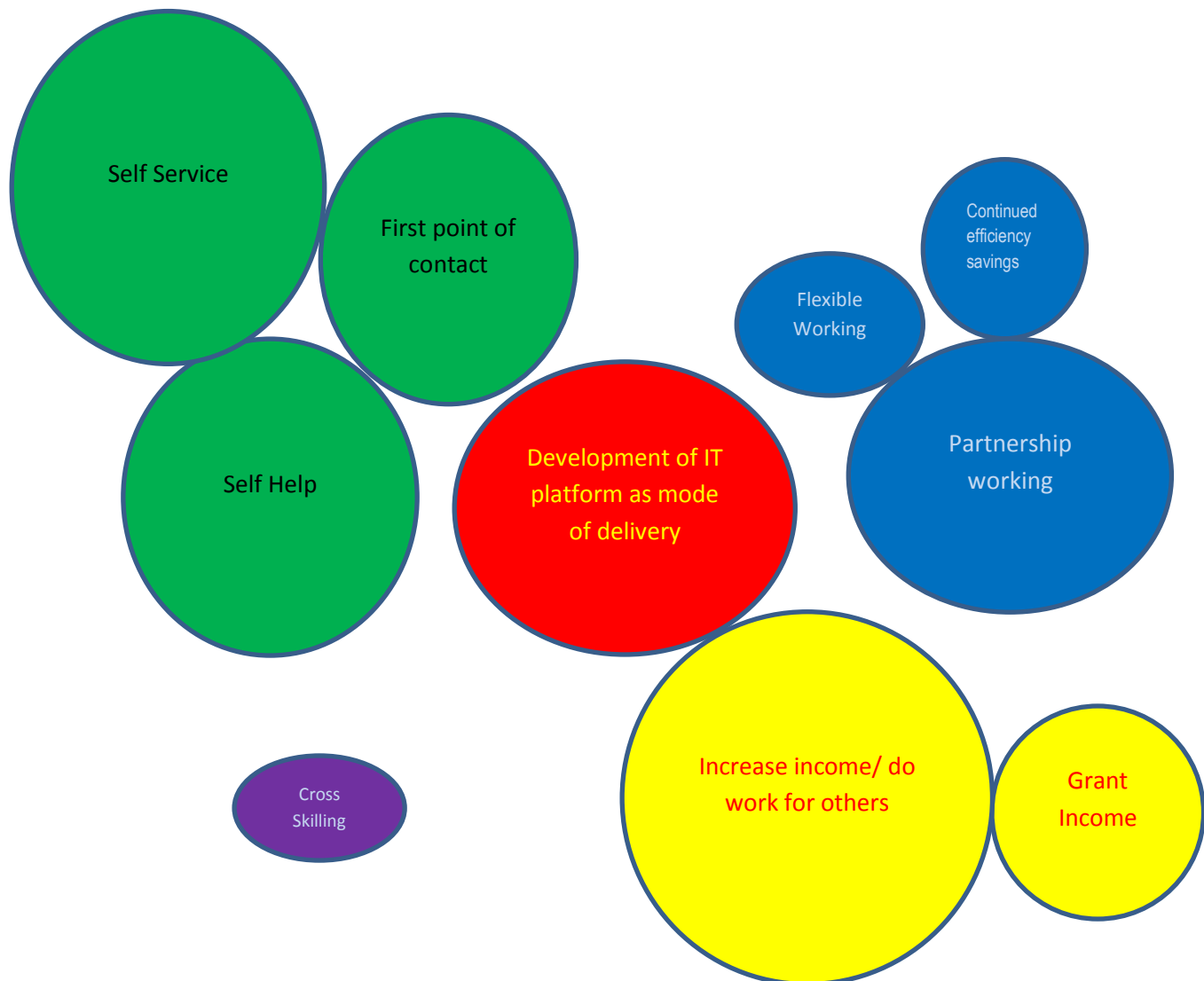
Worcestershire Regulatory Services is the local government solution to local government challenges in the regulatory environment.

2. Business Planning & Savings Realisation

2.1 Picture of the plan

Following the end of the original business case time period plans on how to take the service forward have been developed and delivered, accounting for the fiscal needs of partners. The Business Plan remains a high level strategic document that outlines the framework within which the service will build and develop. The diagram below illustrates the directions in which the service has and will continue to develop for the foreseeable future.

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



The figure above outlines in a graphic format, the areas of work where the business will focus its efforts. These are:

- I) Generate streams of income (grants, work for others, paid advice, etc.)
- II) Identify and implement new ways of working (self-help, first point of contact, self service)
- III) Create efficiencies (mobile & flexible working, partnerships, pursuit of marginal efficiencies.)

These three streams are all predicated on the successful development of the fourth:

- IV) Development and maintenance of a suitable, stable, customer focused and interactive IT platform in association with our new IT host

Our cross skilling stream has reduced significantly following our systems thinking work and the departure of the County Council from the partnership. It was already clear before this that cross skilling within the professions was the key to improving efficiency in this area as opposed to the creation of generic regulatory officers.

2.2 The Savings Picture

Savings requirements for 2016/17 are known and planned for. At this stage, although partners have stated that no further savings are required for 2017/18/19, we know that this could be subject to change particularly in light of the 2015 Autumn Statement, which introduces some serious uncertainties and potential risks, particularly with the change in the basis of funding streams. The table below summaries the current situation in relation to partner financial savings requirements:

Partner/ Saving	2016/17	2017/18	2018/19
Bromsgrove	50k	No addition	No addition
Malvern Hills	27k	No addition	No addition
Redditch	50k	No addition	No addition
Worcester City	30k	No addition	No addition
Wyre Forest	37k	No addition	No addition
Wychavon	50k	No addition	No addition

The areas in which such savings are to be delivered for the partners have already been identified. Licensing is treated separately in the savings process due to the cost recovery nature of the activity. Some efficiency gains will be yielded from this area during 2016/17 by better integrating it with the Support Services section of WRS. This should yield savings for all partners that will be reinvested to improve the existing regimes and controls on operation following on from the decisions in the Westminster case which confirm that some elements of ensuring compliance can be included in the fees regime.

All partners have agreed to introduce self-help as a pre-requisite for all domestic nuisance issues as part of the efficiencies required. Few such cases will ever meet the level for statutory nuisance and, in a time of austerity with the dominant philosophy being one that urges a reduction in the role of the state in people's lives, this is a logical approach. Some other changes have been introduced for those partners requesting the highest levels of saving, where the focus of what is delivered on Food Hygiene and Health and Safety at work has changed.

These savings are on top of the common savings accrued to all partners via changes to hosting costs, being introduced by Bromsgrove D.C. over this time period.

3. Income Generation

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

There are differing views on how the market for regulatory services may develop in the foreseeable future but this is the evidence currently. Only a very small number of services have been let as part of an outsourcing. These in the main were done by metropolitan authorities as part of a wider outsourcing tender process of which regulation was a minor part. More recently we have seen the first offer of a tender for regulatory services from a district council, again bundled together with other wider environmentally related services. Discussion with regulatory colleagues around the country indicates that there appears to be no great appetite for a repeat of these models in relation to regulation currently, although again, the impact of the local government financial settlement may mean local authorities looking more closely at the potential for private sector involvement.

This is particularly relevant given the drive for higher tier and all types of unitary authorities to become commissioning organisations. It seems logical that, if they do pursue an outsourced model of delivery, they are likely to bundle regulatory services with a larger group of other functions. WRS would never be in a position to tender for this type of work alone. If one or more of the existing local authority partners decided they want to enter the market for delivering services themselves, WRS could support this type of wider bid for work. Equally, if a private company approached WRS to be a partner in bidding for this type of contract, the service would be well placed to consider such an offer following member approval. There may also be other opportunities which WRS could consider if the financial benefits made them attractive.

The sharing of services remains a developing area for Regulatory Services Delivery. A number of Welsh authorities are going down this route (although Welsh local government may be subject to re-organisation in the near future,) and a number of London Boroughs are using the model as are some districts e.g. Cotswold and West Oxfordshire Districts. Devon and Somerset County Councils have been operating a shared Trading Standards service for some time now and recently Buckinghamshire and Surrey County Councils have followed suit, with Hampshire County Council likely to join this pairing in the very near future. The DCLG has been funding the development of shared management teams across District Councils, suggesting that shared workforces may be the next step for such authorities. The WRS story and experience may be saleable on a consultancy basis to such organisations.

Those authorities not considering these options, district councils in particular, are looking for experienced staffing resource that they struggle to retain themselves. This is mainly specialist expertise in areas such as Air Quality and Contaminated Land and for the wider support of planning consultation, but also includes short term cover in areas like nuisance investigation. These are all areas where WRS has significant local and even national expertise. These authorities may start to look at commissioning collectively as a model, as we saw in Gloucestershire with the dog warden contract that WRS was successful in obtaining, but this is a relatively new approach for regulatory service delivery. WRS is already providing cover activity for these services so will be well placed to bid for a range of opportunities should they arise.

Finally, a few authorities have set up arms-length trading companies from whom they will buy their regulatory services following TUPE transfer of staff into them (e.g. Shropshire.) These business units are well placed to compete for any regulatory work that is available. It seems likely that the Shropshire business unit and any others developed will become the local competitors for work that WRS is currently picking up, meaning we must continue to improve our ability to deliver in a cost effective manner.

Looking at these options, the obvious area for WRS focus is the cover for district council activity and, in the medium to longer term, bidding for district council grouped regulatory contracts. With the County Council's departure from the partnership, WRS is unlikely to succeed in bidding alone for Trading Standards work should it arise, however, given the

likely on-going co-location of the County Council's team with WRS staff, there remains the opportunity of working together to secure such opportunities.

To further enhance its ability to win work, WRS is currently recruiting a Business Relationship Manager to optimise income generation for the service. At the time of writing, WRS is carrying out work for other districts/organisations in the following functional areas:

- Dog warden services
- Nuisance Investigations
- Air quality and IPPC
- Contaminated Land
- Petroleum licensing

3.2 Other Public Sector Income

Income generation need not just be related to delivering services for other local authorities. The service will continue to look at the potential for grant money from other public bodies to deliver related work. On-going austerity measures are likely to limit 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 even now includes:

- Local Enterprise Partnerships
- The Police & Crime Commissioner
- Community Safety Partnerships
- Local Authority Public Health
- Central Government Departments (BIS, Food Standards Agency, etc)

The LEP has provided £60,000 pa for two years (2015/16 and 2016/17,) to fund a project looking at reducing burdens on food and horticulture businesses linked to earned recognition. WRS has also successfully bid for an FSA grant for research in respect of the Food Hygiene Rating System.

Health and Well-being project work continues using external income sources, supplemented by a small residue of specific grant income. This work will continue year on year as long as it is sustainable through cost recovery. The Healthy Eating Award programme was developed in this way, but this will also enable some efficiencies to be developed within the food hygiene sector by encouraging 4-star and 5-star businesses to maintain their hygiene standards, reducing the need for routine interventions by food officers. Hence, the right kind of health and well-being interventions can also provide benefits to those statutory areas.

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 the area of Health and Safety at Work which is already a well-served market. The legal advice provided to WRS made it clear that there were risks associated with charging regimes where the advisor might, at some point, have to become the enforcer with the same business.

There is also a marked reluctance amongst the business community to accept advice from anyone associated with their regulatory body, unless this was on a formal footing and free of charge or from within the auspices of a Primary Authority agreement, which allows charging. This was highlighted where a commercial business that we sought to partner with offered one of our staff to a company outside of Worcestershire for advice on IPPC issues. The business decided it did not want a local authority officer to attend its premises in this role.

The above-mentioned survey involved face to face meetings and telephone interviews with local businesses and they were asked if they would commission a local authority provider even if badged as a private contractor. There was a marked reluctance to use expertise associated with the regulator even when provided at “arms-length” and this casts doubt on claims from some organisations that there is substantial income available locally for advising local business.

Primary Authority has been touted as a way of getting businesses to pay for assured advice but, up and down the Country, the scale of support that this is providing for services is very limited. Even a service like the West Yorkshire shared TS service (serving a population of 2.2M, covering Leeds/ Bradford and the rest of the old West Yorks Metropolitan County area and which is Primary authority for the likes of Asda and Morrisons) only fund approximately 5FTE through Primary Authority arrangements. The service will seek to expand Primary Authority work as a means of recovering cost but the example above shows its limitations. Work with the Bangladeshi Catering Association on improving the performance of businesses in Worcestershire has sparked their interest in a potential Primary Authority arrangement and a number of other local businesses have signed up during 2015/16.

Another development in this area is the partnerships being developed by Ashfords LLP solicitors with bodies like the Chartered Trading Standards Institute and the City of Salford Council. With the solicitors’ partnership being approved by BRDO for delivering co-ordinated partnerships, this may give other legal firms the idea of joining up with a regulatory authority (or a group of them,) to offer Primary Authority Partnerships to Trade Associations in particular. This may be an opportunity to consider further if a local law firm was so minded.

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 recent widening of what business types can 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.

Year	Forecast Turnover
16/17	£250,000
17/18	£300,000
18/19	£350,000+

The table below identifies a potential breakdown of sources of income by year:

Turnover by area for Income Generation/ Year	Business Advice & Primary Authority	Health & Well-being and similar activities	Service Delivery/ Consultancy for others	Pre-application advice and similar	Other miscellaneous activities including Grants	Total turnover of income
2016/17	£7000	£25000	£130000	£13000	£75000	£250000
2017/18	£7000	£25000	£180000	£13000	£75000	£300000
2018/19	£7000	£25000	£230000	£13000	£75000	£350000

Proposed areas to target are identified below and include some aspects that currently are not delivered to partners in Worcestershire, demonstrating the flexibility in the existing workforce:

- Air Quality and Contaminated Land work for district councils
- Managing entire services for district councils
- Dog warden services for District Councils

- Enviro-crime and fly tipping work for district councils
- Providing nuisance work support for district councils
- Training including food hygiene training
- Processing of licensing applications for others
- Charging for some advice
- Grants from central government/WLEP, etc,
- Housing standards work for housing associations and district councils

The list above demonstrates that the focus for income generation will be delivering services for other local authorities and grant income. Private sector income from business advice, primary authority and consultancy work will be limited. The vast majority of income for service delivery/ consultancy will come from the public sector.

Going into 2016/17, the responsibility for income generation will sit mainly with nominated individual managers with support provided by the Business and Relationship Manager, who, once appointed, will be required to take a greater role in developing and following up leads for new business. Income levels will be reviewed on a monthly basis and will feature in the quarterly reporting process. There may be a need for further individual development of managers to facilitate this, especially as it is likely to feature in the PDRs of managers in the future.

Each potential source of income will need to be evaluated in a business case and a risk assessment 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. Finally, where the service is looking at income generation from businesses, the service will need to focus income generation activity outside of Worcestershire, to avoid conflicts of interest.

The service needs to look 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.

4. Organisation & Performance

4.1 Introduction

The service has operated to a suite of outcome style measures which address key areas of member concern. There are no national indicators anymore, making it difficult for members to benchmark the performance of their service against others. Also, as historically we have not participated in CIPFA, we have not had other external benchmarks for comparison.

The outcome measures have been supplemented with activity data to provide members with reassurance that the service is addressing relevant issues in their areas. These are a regular feature at Joint Committee meetings. This has had the desired effect, and the wider member awareness of WRS activity generated by the joint Overview and Scrutiny exercise in 2014/15 seems to have settled many members' concerns.

The service asked Joint Committee members to review the performance indicators in November 2015 and the suite for 2016/17 reflects the comments received as part of this consultation. This, combined with the improved activity data report for 2016 onwards, is designed to give members full confidence in the standard of service delivery, when the indicators are maintained or improved and targets are met. The service will also look to utilise its developing time recording data to calculate some of its unit costs as a final piece in the jigsaw that should fully demonstrate the levels of efficiency that the shared services model has delivered.

Intelligence has been the main driver for Trading Standards and Animal Health activity for some time, supported by our investment in our single database and the development of better activity reporting, as well as the adoption of a new operating model (the Trading Standards Intelligence Operation Model developed by the National Trading Standards Board,) and the use of the regional Intelligence Database (IDB.) In the coming years the use of intelligence will be developed to support Environmental Health delivery, particularly to try and develop preventive activities to help reduce demand on the service. This will be particularly relevant for nuisance work.

4.2 Core Level of Service.

As part of the development of the last Business Plan, managers outlined a model service that would deliver the statutory minimum level of service to all partners across the County. This was to illustrate the necessary staffing levels and to give partners a picture of the level from which they could "buy back" additional levels of functionality. It is anticipated that most district partners will wish to operate at similar service levels to those currently delivered, however, it is accepted that the forecast financial settlements may cause this to alter. The following paragraphs explain how a core service will look to partners in terms of service delivery.

4.3 Environmental Health

The core service would be developed on the platform of the minimum common elements of delivery that meet statutory requirements, with partners choosing to increase the service level in the areas they wish. This minimum common service is outlined below.

4.3.1 Food Hygiene and Infectious Disease Function

Subject to formal approval by Joint Committee and following the transformation work over recent years, this is now delivered using the Food Hygiene Rating Scheme as a means of determining visit requirements to food businesses. This applies only to food manufacturers and caterers, representing around 50% of food businesses, leaving the other 50% of businesses outside of our routine inspection regime. These businesses are currently visited either, as and when a complaint arises or when intelligence suggests there may be an issue. The service has had discussions with the Food

Standards Agency as to how closely its delivery model must come to their requirements to match the brand standard for FHRS nationally and we have sought to ensure that we have met this in relation to the relevant businesses.

Infectious diseases are where Environmental Health interfaces with Public Health. Food poisonings are probably the largest in volume, linked obviously to caterers and home cooking, however the service must also support public health colleagues with outbreaks like TB in humans where the behaviour of infected individuals may need intervention through the legal process.

4.3.2 Health and Safety at Work function

The way this is delivered has changed dramatically in recent years, with the Health and Safety Executive pushing local authorities into less routine work and more focused proactive work using projects tackling potential problem areas. The minimum core service in this area would be a fully reactive one with no proactive work or initiatives. This poses a level of risk as a cessation of preventative work could lead to an increase in the number of accidents and serious near misses, thus negating any potential savings. Trend analysis will be undertaken to monitor if this is the case. Officers will review the on-line notification system investigating those which are serious accidents or serious near misses. Other minor accidents will not be investigated.

The Health and Safety Executive has noted the significant reduction in local authority commitments to health and safety activity and it may consider amending its previous guidance in an attempt to encourage local authorities to do more. In the current financial climate, it is difficult to see this succeeding.

4.3.3 Statutory Nuisance

This is a somewhat contentious area as the statutory duty could be interpreted as meaning that all complaints must be investigated immediately. WRS has agreed with partners to adopt the self-help approach by asking people to try to resolve the matter for themselves before the statutory enforcement body intervenes as this is the best way of achieving a long lasting outcome and natural justice. It avoids the expensive and time consuming option of legal action as, where a statutory nuisance is identified, the officer **MUST** serve notice according to the law.

Domestic nuisance issues are the main driver of this as they represent a relatively high volume and seldom reach the legal threshold to be deemed as statutory nuisances. As the dominant philosophy in government is one of reducing state intervention in people's lives, this is a logical development.

Initially the pilot measures for this applied only to non-noise related nuisances and have subsequently been expanded to cover all domestic nuisance issues. This approach was piloted in 2015/16 for both Worcester City and Wyre Forest and has since been extended to cover all districts. 2016/17 will be the first full year where the approach will apply county-wide. Where self-help does not deliver, the service will intervene as it would previously. Equally, where the complainant is a member of a particularly vulnerable group, the requirement for self-help will continue to be waived.

4.3.4 Technical Pollution (air quality /contaminated land/planning applications)

This covers a range of the more detailed aspects of pollution work like air quality, contaminated land, planning consultations and IPPC inspection. This last regime is supposed to be self-funding, with licensed premises paying to cover the cost of the inspection regime. DEFRA have agreed, as part of their "Red Tape Challenge" contribution, that they will deem inspection of 70% of premises that could be due as acceptable performance. It seems likely that this could be pushed further should partners be willing, hence savings could be achieved by focusing on known problem outlets, leaving the compliant alone and using resources to try to identify processes that should be authorised when they are not. Obviously, in such a situation, where compliant premises have been trusted to operate within legal parameters and they breach their permit, such breaches of trust will be treated very seriously. We would look to the partners to support any legal action required.

A number of operations without permits have been identified and a case brought through Worcester City in 2015/16 yielded a significant fine, demonstrating that the Courts do take operating these processes without a permit seriously. In the era of Better Business for All, tackling those who flout the law whilst allowing compliant businesses to trade with the minimum necessary interventions is the obvious route to follow.

Planning consultation is another key area of district council support. A checklist has been devised to improve the efficiency of decision making, allowing the Development Control process teams and Planners to make decisions without the intervention of EH staff. This is known to deliver some increased efficiency but there has been some reluctance from planning colleagues to acknowledge this and see a reduction of resourcing in this particular area. The fact that these aspects of service are not statutory combined with the current and developing financial climate may make such changes inevitable, however, no significant reductions are planned in this area currently, and it appears to be a marketable service.

4.3.5 Miscellaneous Functions

These are relatively small in volume and tend to be tackled reactively with little or no proactive interventions taking place e.g. public burials. It is difficult to see how to increase efficiency for these areas without changes to the statutory controls that they deliver.

4.3.6 Dog Warden Service and Pest Control

The Dog Warden Service is another high profile area of service, adequately staffed currently but addressing high levels of demand and delivering tendered work outside of Worcestershire. It also delivers on a number of other “dog related issues” (dangerous dogs, dog fouling for one partner, re-homing of strays,) so goes beyond simple collection of strays dogs.

Our experience and expertise in this area is in demand as a number of other local authorities buy their dog warden service from us. The development of contracts provides alternative income streams that contribute to the delivery of the level of savings anticipated in the plan. Given the numbers of contracts that come up for tendering, there appears to be a large potential market, so we will continue to develop this as a unit that delivers income.

Pest control is currently only offered by 4 of the 6 district partners to people on various forms of benefit. It is outsourced via a framework contract to 6 suppliers operating in different parts of the County. The service had a significant overspend in this area for 2014/15 and 2015/16 will be a repeat of this. Going forward, partners may wish to consider the viability of continuing to offer this service.

4.3.7 Environmental Health Delivery Options for the core service

Reductions in the management team have left the Head of Service and three team managers, two of which cover Environmental Health functionality. Given that:

- no partners have currently asked for reductions in the Technical Pollution area,
- there are high levels of demand across these functions and there currently appears to be significant potential for contract development in these areas,
- nuisance is politically sensitive with a lot of district elected member interactions,

Retaining two posts at this level seems logical, given the need for the capacity, flexibility and resilience to deal with all of these existing and developing situations within the broad EH functionality. The table below outlines what we believe the minimum staffing capacity for the delivery of all of the functions identified in section 1 at the minimum core service levels. This excludes Senior Practitioner roles, management and support. Volumetrics for some of the main areas of demand are included in the activity column of the table.

Functional Area	Minimum Staff requirement for core work NB: can be flexed upwards from income generation	Activity to be undertaken linked to SOPR
Food Hygiene and Food Safety/ Infectious Diseases	6.5 staff, mix of EHO and Technical Officer grades	Food Hygiene inspections (1300-1500 per annum) following FHRS Other food inspection on intelligence led basis Infectious Disease investigation (650-675 per annum), Food Hygiene complaints (450-500 per annum)
Health & Safety	2.5 staff, mix of EHO and Technical Officer grades	Reactive enforcement only in relation to serious accidents and potentially serious near misses only (up to 400 interactions per annum)
Statutory Nuisance & Miscellaneous Other	9.5 staff, mix of EHO and Technical Officer grades	All nuisance complaints subject to self-help approach before service intervention. All relevant miscellaneous complaints/ service requests investigated (up to 8000 reported per annum)
Technical Pollution	8.0 staff, mix of EHO, Technical Officer grades and a Technical Support Officer	Servicing of district air quality (10 AQMAs and 4 potential additions) and contaminated land needs except for Worcester City. Inspection of IPPC premises at rate exceeding 70% minimum performance standard (202 premises permitted) all required planning consultations (approximately 1700 per annum.)
Dog Warden Service	3.6 Dog Wardens	Given the success of obtaining three contracts in Gloucestershire and talks with other authorities, WRS will continue to market its in-house dog warden function more widely and develop business opportunities wherever possible
Pest Control	N/A	Requires only Management and Support time for monitoring of contracts and for the process of re-letting.

This level is being set by identifying the minimum common level of service required and taking into account any other significant efficiency that can otherwise be delivered. The numbers indicated are for field staff only. Partners wanting a higher level of service would need to buy additional capacity. Page 34

4.4 Licensing

The nature of Licensing is such that it is not subject to the same financial pressures as other elements of regulation i.e. most elements can only be on a cost recovery basis. However, WRS has sought to increase the efficiency of the licensing process and it will continue to do this going forward.

Going into 2016/17, Licensing and Support Services will be re-organised to better integrate the two units to improve efficiency and reduce costs. This will leave a very lean administrative support arm linked to the licensing team, with the focus being on work being done at the right cost. Licensing administration will, where possible, be separated from the more difficult activities such as report preparation, committee work and enforcement, to ensure maximum efficiency. The decision in the Westminster case, which allows a reasonable amount of fee money to be allocated to compliance activities, means that savings will be re-invested in a better compliance regime for partners.

The more specialist support officers, covering technical roles like IT and Legal Administration, will be re-allocated from a line management perspective, to allow the Licensing and Support Services Manager more time to drive these changes.

4.5 Cost

The approximate cost of the core level service for each of the partners would be calculated based on performance requirements identified for 2016/17. These figures would come with some caveats as they are based on a single year's activity data and activity will vary somewhat from year to year. It is hoped that these calculations will be completed when confidence in the time recording data can be assured discussion with the Board.

4.7 Performance

The service operates to a suit of performance indicators which are supplemented by activity data tables to give reassurance to members as to activity levels in their areas. The table of Pls for 2016-19 are outlined below. These were developed in consultation with both Management Board and members of the Joint Committee in October 2015.

Table of Pls 2016/17

	Measure	Reporting Frequency	Background
1	% of service requests where resolution is achieved to customers satisfaction	Quarterly	Based on questionnaires send out to a significant number of members of the public who use the service.
2	% of service requests where resolution is achieved to business satisfaction	Quarterly	Based on questionnaires send out to a significant number of businesses inspected or otherwise contacted by the service.
3	% businesses broadly compliant at first assessment/ inspection	Annually	Based on the proportion of businesses meeting the key purpose from a regulatory perspective i.e. food businesses produce safe food.
4	% of food businesses scoring 0,1 or 2 at 1 st April each year	Annually	Based on proportion of businesses scoring 1-2 star on a national Food Hygiene Rating Scheme assessment (2 stars and below is deemed to be at risk of not producing safe food.)
5	% of drivers licence renewal applications issued within 5 working days.	6-monthly	New for 2016/17 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 that are required to be removed from service for remedial work before being allowed to carry on operating.
7	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	Quarterly	Based on questionnaires send out to a significant number of members of the public and businesses who have used the service.

8	Review of register of complaints and compliments	Quarterly	All are recorded Increasing compliments/ Reduced complaints
9	Staff sickness absence at public sector average or better	Quarterly	Sickness recorded using host processes. Public sector average 8.75 or better
10	% of staff who enjoy working for WRS	Annually	Taken from the staff survey.
11	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives	6-monthly	Indicator, linked to Crime & Disorder agenda, looking at performance of premises license holders and control on their activity.
12	Rate of noise complaint per 1000 head of population	6-monthly	Place indicator, potential link to quality of life and health and well-being.
13	Total income	6-monthly	New for 2016/17 Expressed as a % of district base revenue budget (16/17)
14	Cost of regulatory services per head of population	Annually	New for 2016/17 Will be total spend divided by the total population, based on the most recent mid-year estimate available at the time of publication. NB: Calculation will offset income against revenue budget to account for external income sources

The level of service required by each partner is set out in the revised statement of partner requirements, which is linked to the new legal agreement.

5. Workforce and workforce planning

5.1 Current Workforce

The service enters 2016/17 with a new Head of Service, Simon Wilkes, and a change in governance will see the Management Board and Joint Committee disbanded and replaced by a single governance Board with both officer and elected member representation from the 6 partners but only the members having a vote.

By this time, the workforce will be approximately 78 FTE posts, which includes the Trading Standards team that will depart part-way through 2016. There remain some concerns about the age profile of the workforce as it is highly biased towards those over 40 and a significant proportion over 50. This introduces risk in terms of the potential to lose staff of significant value and the service needs to consider how to address this. With current budget constraints this is not easy. The service engaged its first apprentice in Licensing in April 2015. There is some question as to whether or not this approach is suitable for the other professional areas.

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 and the ability to engage with the wider professional environment will help to retain people. Indeed the service has been successful in developing and promoting from within its own ranks.

Managers will continue to support these individuals and ensure that they and the service benefit from applying their skills and knowledge to a bigger stage. This will include, where appropriate, interaction with the private sector and the ability to use their knowledge on a consultancy basis to benefit the service. There are some obvious dangers in this approach however some of the other opportunities offered by the public sector will mitigate this risk.

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 service has been successful in assisting staff to take steps forward in their careers, both from field officer to first line supervisor and upward into the formal Management team.

With the need to focus on income generation, there will need to be some emphasis on developing the commercial acumen of staff to growth the streams of income coming into WRS. It is clear that our staff have taken some steps on this road already and they show a willingness to go further. The steps previously taken need to be built upon in order that staff can recognise commercial opportunities when they arise.

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 can only improve performance at both individual and service level.

6. Meeting the budget envelope 2016-2019

A year by year explanation of how the budgetary envelope will be met across this time frame is included in Appendix B with the relevant budget sheets. Savings realisation sheets for 2016/17 are included however at this time further savings beyond this period have not been discussed.

6.1 Management Restructure

Savings have been achieved from a restructure in the management team, reducing the number of management posts from 7 to 5, one of which is a 2 year contract appointment to test how far income generation can be taken.

6.2 Service Variations and Self-Help

The thrust of business plan development recently has been to cost the provision of a base level of service equivalent to the service for the partner requiring the largest reductions. Having created this, as outlined in the section above, partners could then buy back work to bring them to the level they wish to offer.

From 2015/16, Worcester City and Wyre Forest re-focused their Health and Safety at Work activities to cover enforcement only. They have also accepted a realignment of food inspection programmes facilitated by the use of FHRS and the Healthy Eating Award to limit the need for intervention at 4 and 5 star premises.

During 2015/16, self-help was introduced across the board for all district partners in relation to nuisance service requests (with exceptions for vulnerable customers.) Other benefits such as increases in efficiency through flexible working, more resolution at first contact by the Duty Officers and increases self-service for business via the website will also accrue to all partners. This approach will be extended to all nuisance service requests in 2016/17 for all partners. Experience from the original pilot suggests that self-help processes can take up to a year to bed in with both residents and members, so 2016/17 should start to show full efficiency yield for changes to nuisances.

Also, the Duty Officer team will have fully bedded in and be fully trained to maximise the volume of demand that can be dealt with at first point of contact. Re-organisation of the Licensing team has created a number of new posts that will provide support to the Duty Officer team and increase our potential resource at the first point of contact. WRS IT will also be fully developed and operating for both self-service for advice for business and with public access allowing people to register service requests and apply for licenses electronically. More FOI requests will be dealt with by referral to already published data and allowing customers access to sanitised data within the database will allow them to track progress without having to speak to the service. All of these will marginal improvements in efficiency of delivery.

6.3 Detail of Income Generation

The service has had some focus on income generation since its inception, focused on grants and training, so this is not a new idea for the teams.

Business advice for District Council functions will remain available free of charge unless partners decide to change this policy. The service will offer training to businesses in areas like Food Hygiene and, again, we will seek to use this as an income generation platform to off-set costs. Licensing training may also be an area for consideration, particularly outside of Worcestershire, to avoid conflict of interest allegations.

The largest potential area for income generation to off-set cost and retain staffing numbers is by delivering work for other local authorities. Another area of income yet to be tapped is pre-application advice for planning and licensing services. Partner planning services already charge for this but without reference to the cost that this can impose on WRS in terms of our staff attending meetings and providing advice. We will seek to address this area in consultation with planning colleagues.

A similar approach could be developed for some areas of licensing, however, consideration would need to be given as to how the service would separate such advisory activity from its delegated decision making functions to avoid any perceived conflicts of interest.

Overall, required income estimated for 2016/17 is **£250,000**.

Income in 2016/17 and 2017/18 and 2018/19 will continue to focus on:

- Developing Primary Authority arrangements where possible,
- Considering how to increase income in the area of business advice and support to the LEP
- Considering further options for the development of training packages
- Continuing to seek business opportunities for delivering services for others.
- Continuing to develop pre-application advice processes

Continued austerity may lead to an increase in opportunities for picking up commissions or for the delivery of consultancy services around the development and delivery of shared service platforms. Overall, required income estimated for 2016/17 is between **£200K and £250K** and for 2017/18 is between **£250K and £300K**, and 2018/19 **£300k and 350K**.

7. Evolution of the Business Model & Risk

A variation on the original 2012/13 activity matrix was developed to help calculate what the minimum service looks like. This will be refreshed in 2016/17 using the existing data. Now that we have several years of data within Uniform it should be a more accurate reflection. Over the next two years, the matrix can be further refined to accommodate a wider spread of data, improving its accuracy and increasing its capability to demonstrate the actual cost of delivery.

Management Board have previously expressed a wish to investigate the possibility of moving to a charging model that reflects what is delivered on behalf of each partner rather than on historical contributions. A formal review every three years, commencing 2017/18 is proposed so that partners can be reassured that their level of contribution accurately reflects the need for service deliver in their area. This would dovetail with the proposal in the new legal agreement to move formally to activity based charging in 2019.

The main risks faced by the service going forward will be:

- Risk to sustainability of the service if partners cannot maintain core funding during the extended period 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 back-bench elected members

The existing service risk register is attached as appendix C.

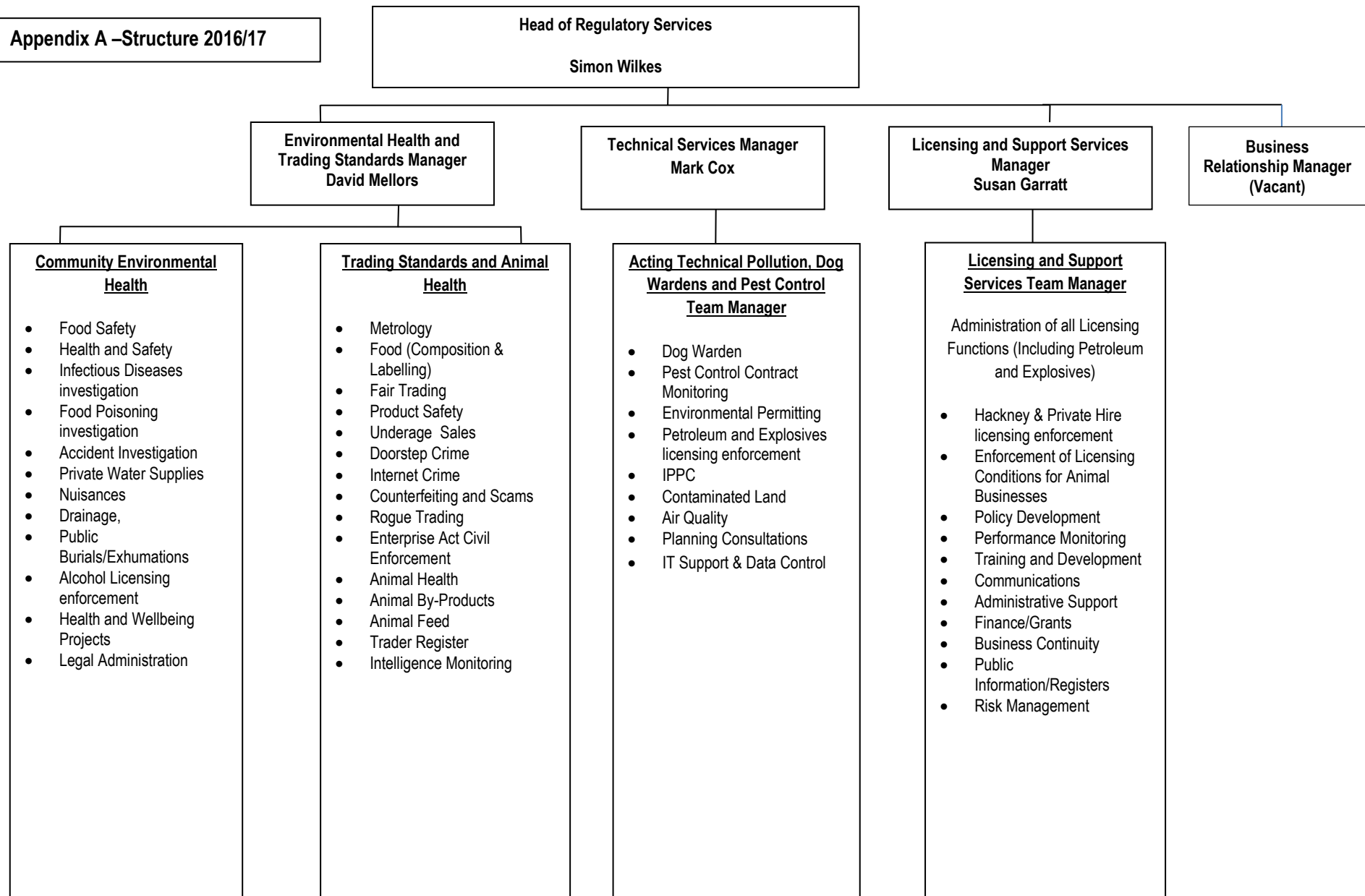
Appendices:

A: Current WRS structure

B: 3 year budgets

C: Risk Register

Appendix A –Structure 2016/17



Appendix B: 3 Year budget

NB: Only budget for 2016/17 is shown as, at this stage partners have not identified changes for future years, so assume same finances are available

Account description

**Budget
2016 / 2017**

£000's

Employees

Monthly salaries - assumes savings made to fund incremental increase	2,647
Training for professional qualifications	2
Medical fees (employees')	2
Employers' liability insurance	17
Employees' professional subscriptions	4
Sub-Total - Employees	2,671

Premises

Internal repair/maint.	0
Rents	60
Utilities	0
Business Rates	0
Room hire	2
Trade Waste	0
Cleaning and domestic supplies	0
Sub-Total - Premises	62

Transport

Vehicle repairs/maint'ce	3
Diesel fuel	8
Licences	1
Contract hire of vehicles	4
Vehicle insurances	3
Van Lease	9

Fares & Car Parking	5
Car allowances	85
Sub-Total - Transport	118

Supplies & Service

Equipment - purchase/maintenance/rental	21
Materials	9
Clothing and uniforms	2
Laundry	1
Training fees	23
General insurances	30
Printing and stationery	21
Books and publications	2
Postage/packaging	11
ICT	60
Telephones	23
Taxi Tests	30
CRB Checks (taxi)	25
Legal fees	0
Support service recharges	100
Support service recharges - ICT	60
Audit	5
Sub-Total - Supplies & Service	422

Contractors

Consultants / Contractors' fees/charges/SLA's	236
Advertising (general)	4
Grants and subscriptions	13
Marketing/promotion/publicity	2
Sub-Total - Contractors	255

Savings to be identified to keep council targets for 2016/17

Savings for partner councils	-134
------------------------------	------

Sub-Total - Savings to be identified

-134

DISTRICT PARTNERSHIP BUDGET 2016-17

3,394

Income

Grants / Nuisance Work / Food Training / Contaminated Land / Stray Dogs / Sewer Baiting

-216

County - 3 Month SLA

-153

Sub-Total - Income

-369

TOTAL BUDGET 2016/17

3,025

BUDGET PER PARTNER
COUNCIL

2016-17 Revised
Percentages

Draft Budget
2016-17

Income 2016/17

Income - SLA
County 3
Months

Budget 2016-
17

%

£'000

£'000

£'000

£'000

Bromsgrove

14.52%

493

-31

-22

439

Malvern

12.77%

433

-28

-20

386

Redditch

17.49%

594

-38

-27

529

Worcester City

16.76%

569

-36

-26

507

Wychavon

23.16%

786

-50

-35

701

Wyre Forest

15.30%

519

-33

-23

463

District Partnership Budget Total

100.00%

3,394

-216

-153

3,025

Appendix C: Risk Register

Risk Description	Consequences	When is this likely to happen	Current Position			Control measures
			Likelihood	Impact	Matrix RAG Status	
Loss of Data through IT failures	Disruption to Service Provision. Inability to produce records and data.	On-going	Low	High	Green	Wyre Forest ICT has effective processes and business continuity plans in place.
Issues with the WRS database system	Impact on work planning. Self-help may not enable savings required	On-going	Low	High	Amber	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
Effective and efficient Business Continuity arrangements in place	Disruption to service if e.g. Major Power failures or other reasons that access to Wyre Forest House is not possible.	On-going	Very Low	Medium	Green	Staff are equipped for mobile/home working. Touchdown stations available in partner council locations. Working from WFDC depot successfully tested over Christmas period.
Maintain our capacity to achieve service delivery	Disruption to service e.g. Major staff sickness (e.g. flu pandemic) or Unable to recruit or retain suitably qualified staff.	On-going	Low	Medium	Green	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. 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. Regular inventory and maintenance of equipment. In

						future budget for replace may be an issue but would be a relatively small amount for partners to share.
Pest and Dog Control contractors cease operations.	Disruption to service. Negative media coverage. Increased public health risks	On-going	Low	High	Green	New framework contract has 6 pest control suppliers so the loss of one allows work to be moved to the others.
Effective and efficient contract arrangement for dog control	Disruption to service if no kennels available. Negative media coverage. Increased public health risks	On-going	Low	High	Amber	Budget available to buy in use of other private sector providers in short term. Contracts being re-let.
Hosting support does not deliver necessary financial and HR support to ensure efficient management	Efficiency of management reduced; staffing issues remain unaddressed and performance suffers	On-going	Low	High	Amber	Some continuing issues around access to the financial system from Wyre Forest house, meaning managers are reliant on host finance officers for financial reporting. ICT team from WFDC and BDC continue to work to resolve the issue
One or more partners continue to be under great financial pressure and may consider alternatives to the partnership to deliver their service	Creates reputational issues for remaining partners and increases the need to manage overheads. Difficulties in delivering highly varied levels of service	On-going	Low-Medium	High	Amber	New legal agreement limits variations in contribution before partners have to move to contractual relationship. Leanness of organisation minimises overheads and focuses resource at the front line. Growth strategy should generate income to support partners in the future
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.

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	Green	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.
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	Green	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
Increasing competition for contract work or move towards partnering as an alternative to buying services	Reduced opportunities for income generation, potential loss of current contracts outside of Worcestershire, need to operate on a even wider base to generate income streams	On-going	Low	High	Green	Currently limited competition from neighbours and one potential threat from developing partnership. Continue to minimise overhead and work on limiting support costs. Maintain levels of expertise in demand areas, trade on reputation as experienced delivery agent able to deliver services at reduced cost immediately.

Joint Committee

Date: 18th February 2016

Report introducing Service Plan 2016/17

Recommendation

That Joint Committee agrees to ratify the WRS service plan for 2014/15

Report

The Joint Committee signs off on the service plan for WRS each year. The process helps to make members aware of what the service is proposing for the relevant financial year and provides a sign off that some central government bodies like to see in relation to service delivery plans e.g. the Food Standards Agency.

The plan follows very much the pattern of previous years and has an Executive Summary to pick up the main points. The service will continue to shape its work around the strategic priorities provided by the Better Regulation Delivery Office, as these provide a framework that allows WRS to have a golden thread back to the priorities of the partners and also to link to the requirements of the various national bodies that oversee our work.

A range of high level activities are identified within the plan so that members will be aware of the general focus of activity. Below this will sit a number of team plans that will be used to drive the actual business activities.

The plan has been devised in the face of on-going financial pressure for all partners and the departure of the County Council from the partnership. The Trading Standards and Animal Health team is mentioned as they will still be part of the service on 1st April 2016 however the focus of this service plan is on the district functions that will continue to be delivered under the auspices of the new partnership.

A separate plan has been devised to cover the Trading Standards and Animal Health functions that will be agreed with Management Board representatives from the County Council as part of the County Council's exit process.

The structure provided at Appendix A reflects what has been initiated to deliver savings and account for the County Council's exit.

The plan highlights income generation as the key route for maintaining resilience for the service in the face of continuing austerity measures. The recently announced local government settlement should not impact on the delivery of services in 2016/17 as the budget has already been agreed however the following years are likely to remain difficult for partners.

Delivery for other local authorities is the key income generation strategy, supported by work for the private sector and specific grant monies. Looking forward, it is likely that other authorities or groups of authorities may come into the market creating a need for WRS to remain competitive and to retain its particular expertise to sell.

The performance indicators have been amended following some of the suggestions at the Management Board/ Joint Committee Away day. Once the plan is agreed, any steps necessary can be taken to ensure data can be collected when the new plan commences on 1st April.

Financial Implications

The budget provided in the plan document reflects the one agreed by Joint Committee at its November meeting.

Sustainability

NA

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Background Papers

Service Plan 2016/17
WRS Risk Register



Service Plan 2016/17

Worcestershire Regulatory Services Vision

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

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EXECUTIVE SUMMARY

The plan broadly follows previous years and outlines:

- How the service will operate over the following 12 months to deliver on both national and local priorities, some of which are highlighted in the plan,
- What activities the service will carry out to achieve or address those priorities and how success will be measured.

The County Council decision to leave the WRS Partnership altogether from sometime in the first quarter of 2016 means that this Service Plan has been drafted for the remaining six Worcestershire District Councils. The County Council's Trading Standards Service will be delivered under a short term Service Level agreement with WRS for two months, after which it will revert to direct control by the County Council themselves. Consequently a separate Service Plan has been drafted for the County Council work, which is being shared with County Council colleagues and members, which will cover the short period of WRS oversight and enable a smooth transition to Worcestershire County Council control.

The Service will enter 2016/17 with a total agreed budget from the district partners of £3025M, excluding the County Council contribution, which is listed as an income stream. This fully delivers the savings required by partners for 2016/17. The reduction in contributions from partners totals £244,000, which is being delivered using a mixture of transformational efficiencies and changes in approach to various elements of service delivery. An example of this is the introduction of wide ranging self-help in relation to nuisance cases across all six districts.

A 3-year business plan which has a number of strands for continuing the Service's development was prepared last year and has now been updated. The service will continue to examine opportunities for commercial activities to bring in additional income. It has become clear over the past 12 months that the opportunities for income generation are limited and that there is a general reluctance from business to pay for advice from the local regulator. The service has been more successful in obtaining income by doing work for other local authorities, specifically in relation to Environmental Health and Dog Warden provisions. This will continue to be pursued going forward with an increased strategic approach to improve stability and certainty.

In making decisions regarding service delivery, the service will continue to risk assess what it does taking into account the following criteria:

- a) Is there a positive/ negative impact on the local economy?
- b) Are vulnerable people impacted?
- c) Are health and wellbeing issues involved?

The work on our risk matrix of services, which has the approval of both Management Board and the Joint Committee, will continue to inform this approach where possible. Time recording will continue to develop in order that the service can continue to improve its understanding of its cost base and better place itself to bid for delivering work for others.

Simon Wilkes
Head of Worcestershire Regulatory Services

1. INTRODUCTION

This is the sixth formal annual service plan to be produced by Worcestershire Regulatory Services and follows a similar format to the previous plans with an Executive Summary and much of the detail in appendices that follow on from the commentary. The financial information covers the three year accounting period 2016/17, 2017/18 and 2018/19 however the operational detail reflects the planned activities that the service will undertake in 2016/17 only. The latter is in recognition of the on-going uncertainty of local government finances for the period to the end of the Parliament. The settlement for partners for this period, whilst it is being offered by Government with a guarantee, appears to be less generous than was anticipated and this may require partners to look for further savings from the regulatory functions.

2015/16 was again very busy and successful for WRS, dominated by the decision of Worcestershire County Council to withdrawal from the WRS partnership and by the continuing implementation of the time recording procedure for fee earning work. In these financially challenging times, officers have continued to deliver excellent work, with some excellent results in recent Court cases involving WRS. Details of this will be reported in the Annual Report to be produced at the end of May 2016.

The coming year is likely to be dominated by:

- Working hard to continue to deliver excellent service following reductions in partner contributions,
- Establishing practical procedures to maintaining resilience and the benefits from service elements such as Legal Support and the Intel Unit that provide operational support to both WRS and Trading Standards functions,
- Seeking new income streams to help support local delivery in the face of further potential strains on partner's ability to fund the service.

It is hoped that, around the start date of this Service Plan, a Business and Relationships Manager will be in post and beginning to assist in capitalising on the contracts already being delivered by increasing their scope and securing wider ranging arrangements offering greater rewards. The budget for 2016/17 has been agreed at £3,025M (Districts only), which fully reflects the savings required for the period.

The positive lessons learnt from the Strategic Partnering experience have continued to be used both in developing the service to demonstrate that WRS delivers excellent value for money to its partners and clients, and using this as a sound basis for producing business proposals to give to potential clients. The significant work already undertaken on the Fee Earner Matrix together with preliminary time recording data has supported this further. Whilst we will continue to seek business opportunities where they arise for specific subject areas or skill sets, we are developing sufficiently understanding of our capacity to consider much greater opportunities including the option of delivering a whole district Environmental Health and Licensing service.

For existing partners, managers will look to identify any changes that can be made to service delivery to either improve marginal efficiency or improve service. This is particularly relevant for areas of high demand, such as planning referrals and areas of significant officer resource, such as long-standing complaints or enforcement action. This will require close working relationships to support and assist partner colleagues to ensure that we are all working as effectively as possible.

Improvements to our website continue, with the development of public access/self-service the ultimate target. We are also in the process of developing and maintaining our partners website pages in relation to licensing with Worcester City currently piloting over fifty two new and

improved pages and once tested this new framework will be rolled out countywide to all other partners. During the last twelve months we have also continued to expand our on-line public registers which now include Hackney Carriage and Private Hire Vehicles and Drivers; whilst these pages are updated monthly manually we hope further development of public access will enable delivery of registers in real time.

2. OPERATING ENVIRONMENT

At the national level the external environment in which the Service operates continues to face unprecedented challenges. National government continues to set challenging financial targets for local government and challenges regulators to demonstrate how regulation supports businesses and economic growth, whilst supporting and protecting local residents. The provisional local government finance settlement announced on 17 December 2015 has made it clear that, for Local Government, on-going austerity will continue for some time so the challenging financial climate will remain for the foreseeable future. Even the promise of a guaranteed 4-year financial settlement has come to some partners with the need for a published improvement plan and serious financial controls over the period of the Parliament.

The service shares these significant financial challenges with partners being part of each of the local authorities involved and, whilst previously the service was able to provide significant savings to partners; as was previously established during the Strategic Partnering exercise, there are no longer significant profit margins available or easy wins for the delivery of cost saving efficiencies left. The service will continue to look for marginal efficiencies where possible, and look to generate income to assist with the offsetting of budget shortfalls, particularly where economies of scale produce a benefit far greater than the cost of delivery.

We have reported previously that businesses are unwilling to pay local regulators for the advice that they have received previously without charge. This has limited our ability to generate income from such sources. The only exception to this is under Primary Authority, where the advice given is deemed assured and there are additional potential protections for businesses if this advice is followed. We will continue to work with bodies like the Worcestershire LEP and the Greater Birmingham and Solihull LEP to engage with businesses where possible and the BRDO's Better Business for All philosophy will continue to inform our approach to the regulation of legitimate traders.

Another risk to our potential income streams is that financial pressures finally start to drive district councils outside of Worcestershire to work more closely together as partners where, in the past, they have chosen to use our services instead. We are starting to see this 'intra-county reshuffling' in at least one area where we have been successful in obtaining business, so will have to work hard to demonstrate the potential for such authorities working with WRS rather than creating new structures in the current financial climate.

The budget for 2016/17 is agreed at £3025M. To achieve this WRS will deliver significant savings to partners and also set itself an income target to limit the level of reduction in staffing that is required. WRS will continue to seek marginal efficiency savings for the benefit of the Partner Authorities and further income streams to maintain the workforce capacity.

Shifting demand to the use of more cost efficient digital channels remains a major focus of efficiency proposals, with self-help in relation to service requests and planning consultations being a major area for action. Increasing the volume of helpful information on the service's website and giving public access to some of the data from our database (e.g. public registers being available on-line, effectively published directly from the database,) does help. Giving customers the ability to monitor the progress of their service requests on-line will also deliver some

improvements in efficiency at the margins. Some care will need to be taken with this as some customers may find this difficult and it may be that face to face interaction is the most efficient channel for their demand.

For Planning Departments, providing the spatial constraints to identify potential air quality and contaminated land concerns and criteria to identify whether a noise or nuisance issue should be considered will assist in engaging WRS in the planning process early, minimising delays and improving the submission of supporting documentation. Additionally advice is provided such that planners know when it is appropriate to add informatives or standard conditions rather than consult WRS for the simpler sites/issues, again making the process more efficient. WRS will continue to work with the Planning Departments to become confident with this approach so that the efficiencies can be fully realised.

The re-tendering of the Pest Control contracts for domestic treatment of pests for those partners who continue to offer these services enabled extra controls to be put in place on both clients and operators, reducing charges associated with false call outs for bees rather than wasps, and removing costs to Councils where access can not be gained despite an appointment being made or where eligibility criteria had not been checked.

Staff have been effectively using the new IT system for some time now and this has significantly improved our ability to provide performance and activity data to members. Officers are already working flexibly, which helps to control the mileage bill and allows staff to have a better work/ life balance. The disturbance allowance payments, which have created an additional short-term financial burden on partners, will conclude for the vast majority of staff (half a dozen have been on maternity leave in recent months so will claim it on their return,) now the first year at Wyre Forest House has been completed.

3. STRATEGIC PRIORITIES

The Government tasked the BDRO (Better Regulation Delivery Office) with developing Priority Regulatory Outcomes for England for local authorities to consider when undertaking their service planning processes. Published in May 2011, the list is as follows:

1. Support economic growth, especially in small businesses, by ensuring a fair, responsible and competitive trading environment
2. Protect the environment for future generations including tackling the threats and impacts of climate change
3. Improve quality of life and wellbeing by ensuring clean and safe neighbourhoods
4. Help people to live healthier lives by preventing ill health and harm and promoting public health
5. Ensure a safe, healthy and sustainable food chain for the benefits of consumers and the rural economy

The aim of these priorities was to help local authority regulators demonstrate their links to the main corporate priorities of their parent councils and to give those authorities the opportunity to shape what is delivered to local need. They have been used previously by the service for this purpose and still dove-tail well with the priorities of the district partners across Worcestershire. Whilst the wording is slightly different for each partner, the commonalities and similarities across their high-level priorities are such that the BRDO strategic priorities will enable us to engage with issues that matter across the districts and at county level. The service will also have the flexibility to engage with members and other stakeholders to identify any truly local priorities which may not easily fit into any of the above.

The service has faced the challenging budget situation of the past few years and addressed it through transforming how things are done. Moving forward, with the financial environment continuing to be difficult, for the service to continue to deliver against national and local priorities there is no question that further changes will be an inevitable consequence. We will need to prioritise what is delivered, to whom and how. To assist in this decision making, the service will continue to use its risk matrix, as approved by Management Board and Joint Committee, which identifies 3 key criteria to consider when making decision on service provision:

- a) Are vulnerable people impacted
- b) Are there Health and Well Being issues involved
- c) Is there a positive/negative impact on economic activity

This piece of work will continue to inform any process around financial requirements. There remains a risk that demand which can no longer be met by WRS is simply re-directed to partners in other ways e.g. via complaints. At this stage, with the reductions we have seen so far, the risk of district partners facing challenges relating to whether or not they are meeting their statutory obligations are very low and the position highly defensible.

4. PURPOSES

Following its Systems Thinking work, WRS adopted 3 purposes to underpin service delivery and provide a common thread to run through all of its functions.

- 1. Help me resolve my problem and stop it from happening to anyone else,
- 2. I want to assume everything is ok
- 3. Help me trade well and ensure my competitors do the same.

These purposes are expressed in terms a customer (member of the public or a business,) might use, provide a focus for staff and have been agreed by the Joint Committee. These purposes, combined with the priorities outlined by BRDO, encapsulate the Service's contribution to the wider community agenda, reflecting as they do the broad themes relevant to all partners.

5. FINANCE

A summary of the budget position for 2016/17 is shown at Appendix B, along with the proposed budgets for the following two years. This includes an indication of the levels of saving partners are considering at the time of writing. Obviously the financial position may change going forward particularly following the recent Autumn Statement as partner Council's consider how they will approach their own financial shortfalls. A more detailed breakdown will be available to the Joint Committee in its regular financial reports. Income levels are difficult to estimate but we have set ourselves income targets going forward in order to maintain a greater resilience than would otherwise be possible.

6. AUDIT ARRANGEMENTS

The Internal Audit Service will be provided under the current arrangement by Worcester City Council to the Host Authority. The participating authorities S151 Officers will consider the Audit Plan of the Host to ensure adequate arrangements are in place. An assurance statement and

copies of relevant Audit reports will be made available to the S151 officers when audits are undertaken. External Auditors appointed by our hosts will provide an Audit opinion of the Joint Arrangement as a separate entity to the Host's financial reports.

The Financial Statement of Accounts will be presented to the Joint Committee in June for approval within the statutory deadline. Member Authorities will liaise about requests from their Overview and Scrutiny Committees and Audit Committees. They will use reasonable endeavours to agree joint scrutiny arrangements with a view to avoiding duplication of effort

7. ACTIVITIES & OUTCOME MEASURES

The IT system allows the service to report accurately on activities. The service has continued to work with members to demonstrate the service's performance and the service's current core performance indicators are listed as Appendix C. This list also contains additional performance indicators developed from the recommendations at the Joint Committee Members' session in November 2015. As part of the process of approving this plan, members will be asked to ratify the list of indicators as being what members require for the service to demonstrate that it is addressing partner needs. Over time we have seen improvement or maintenance of most of these indicators, which we hope will continue in 2016/17.

The activities outlined below are examples of what is planned by the service. We believe that activity data combined with the core performance indicators will give Members the confidence that the Service is performing well, given the current financial constraints, and contributing to the wider local agenda. The approach is very much in line with Government thinking in terms of reducing burdens on and supporting local businesses whilst tackling rogues who would ignore their responsibilities and criminals who use business as a model for generating criminal assets. It also addresses the significant demand that comes into the service as complaints/ service requests, covering a wide range of issues and concerns from residents, visitors, businesses and the other departments of partner authorities within Worcestershire.

	OUTCOME	WHAT WE WILL DO	PURPOSE	NATIONAL PRIORITY	MEASURES
1	Businesses are supported to become economically successful and compliant with the law (Pollution, H&S, Food Safety, Licensing)	Provide businesses with advice and assistance using a range of channels. Conduct risk based/ intelligence-led interventions with businesses; targeting resources towards potentially non-compliant businesses Undertake intelligence led projects including sampling of various consumer products including food.	I want to assume everything is ok. Help me trade well and ensure my competitors do the same	1, 2, 3 and 5	% businesses broadly compliant at first visit/ inspection % of service requests where resolution is achieved to business satisfaction % of food businesses scoring 0,1,2* at 1 st April each year

2	Reduction in nuisance and other pollution related issues	Respond to complaints and take appropriate action Provide relevant advice and information, available through a range of channels.	Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	2 and 3	% of service requests where resolution is achieved to customers satisfaction Rate of noise complaint per 1000 head of population
3	Protecting the environment and the public through monitoring air quality and the use of contaminated land for development. Controlling environmental emissions leading to reduced environmental damage and better health	Conduct risk based/ intelligence-led interventions with businesses, especially permitted premises Air quality monitoring Responding to contaminated land issues Supporting the planning system	I want to assume everything is ok	2	% businesses broadly compliant at first visit/ inspection Monitoring of the County-wide Air Quality strategy is delivered % of service requests where resolution is achieved to customers satisfaction
4	Licensed premises cause no significant alcohol-fuelled crime/ disorder and ASB.	Respond to complaints regarding alcohol and similar licensing related issues e.g. underage sales, breach of conditions, poor conduct of licence holders, etc. Provide businesses with advice and assistance	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	1 and 3	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives
5	Taxi's drivers are suitable people to be licensed for the role and vehicles are safe whilst in use for Hackney Carriage / Private Hire activity	Conduct risk based/ intelligence-led interventions with taxi firms Respond to complaints and take appropriate action Provide businesses with advice and assistance	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	3	% of applicants for driver licenses rejected as not fit and proper % of vehicles found to be defective whilst in service

6	Consumers able to make informed choices on where to eat or purchase food through published food hygiene ratings.	Implement and promote a county wide food hygiene rating scheme Publish hygiene ratings and accrediting those which improve health and wellbeing of their workforce. Offer incentive to maintain star ratings through the Healthy Eating Award	I want to assume everything is ok Help me trade well and ensure my competitors do the same	4 and 5	% businesses meeting purpose at first assessment/ inspection Number of 4* and 5* business signing up for the Healthy Eating Award
7	High levels of customer satisfaction	Respond to complaints and take appropriate action Building our ability to resolve issues or re-direct callers on their first contact with us Maintain a register of compliments and complaints with actions taken	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	1, 2, 3 and 5	% of service requests where resolution is achieved to customers satisfaction % of service requests where resolution is achieved to business satisfaction
8	Having engaged and satisfied staff who have the right skills, tools and support	Ensure necessary training is identified and delivered Undertake annual staff survey. Undertake annual staff performance reviews with regular feedback sessions from supervisors and managers	All officers must be able to undertake a range of activities that address our strategic priorities focusing on ensuring that the three purposes are met by/ for customers	1, 2, 3, 4 and 5	Staff sickness and absence at public sector national average or better % of staff who enjoy working for WRS
9	Maintained preparedness for response to emergencies, including disease outbreaks.	Maintain links with county-wide TCG. Take part in partner exercises to test plans, as appropriate Respond to disease notifications and outbreaks	I want to assume everything is ok	1 and 5	Disease response plans are maintained, reviewed and updated on a regular basis Business Continuity plans are maintained, reviewed and updated on a regular basis

8. PERFORMANCE REPORTING

Assuming that final agreement is reached across the district partners, performance against outcomes will be reported to the new WRS Board, quarterly, six-monthly or annually, depending on the individual measure. The new IT platform has enabled the collection and analysis of data which will be both accurate and robust. The service's ability to provide activity data has continued to improve as the benefits of the new IT platform have been implemented. Use of time recording to give a better understanding of how much it costs to undertake particular activities is the most recent development, which will continue to be refined. Members will continue to be engaged so that we can update the type and extent of performance and activity type information required by them, so that they can be reassured that the service is delivering what is required.

9. STRUCTURE

The saving requirements for 2015/16 meant that a Management Review was conducted by the Chair of the WRS Management Board, resulting in the Business Manager posts being deleted and the Head of Service role being reviewed. New Team Manager posts were created that link the strategic and operational aspects of delivery in the absence of the Business Manager roles and also provide support to the Head of Service directly. A Business and Relationship Manager post has been created (two year fixed term), which will hopefully be filled around the start of the financial year, to deliver income generation and support the management of relationships with existing partners. The current structure came in to place in October 2015 with the Management Team reduced from 7 posts to 5.

Page 60 The return of Trading Standard functions to direct control by Worcestershire County Council is almost certain now, following a likely two month service level agreement with WRS from April 2016. Service Reviews in Community Environmental Health and Licensing & Support Teams mean there have also been some organisational structural changes to meet budget changes on behalf of partners. The structure of the service going into 2016/17 is outlined at Appendix A, including the Trading Standards and Animal Health team, which will probably cease to be part of the structure from 1st June 2016. The team's functions are as follows:

- 1) The Community Environmental Health team provides Food Hygiene, Health and Safety at Work, Public Health and Nuisance functions using three teams. Two teams operate on an East: West Geographical basis, whilst the other delivers specialist Food and Health and Safety functionality county-wide. It will also be where the Trading Standards team sit until its departure. The legal support role has recently been transferred into this team as the majority of casework emanates from here.
- 2) The Technical Services team provides all environmental health support around planning matters, delivers IPPC inspection, Air Quality and Contaminated Land Regime work, manages the pest control contracts and directly delivers the Dog Wardens service. The internal IT support and management roles have recently been transferred to this team as the more complex IT related work is done here.
- 3) The Licensing and Support Services unit delivers in-house first contacts, all WRS licensing administration and some elements of licensing enforcement, along with the wider in-house clerical/ administrative support that is required.

10. TRAINING AND DEVELOPMENT

Changes to the legal framework occur reasonably frequently so, to maintaining the competence of its staff and ensure that the partner's statutory duties are correctly discharged the service must maintain a training budget for its staff. Over the period this has been massively reduced reflecting the financial realities that the service faces, and the service uses various approaches to ensure the money is spent wisely. Developing staff to ensure there are opportunities to plan succession is also essential.

There will be a focus on enabling staff to work across the Environmental Health professional areas. Officers from the Community Environmental Health team and the Technical Services team will continue to develop their skills, to provide resilience and enable support where contracts bring in additional demand. Within Licensing, the focus will be on getting work done at the most effective cost, so administration is done at administrative rates and the more complex issues handled by qualified and competent professionals, with both being done across a number of districts.

By creating a larger service, buying in trainers to deliver technical training to our teams collectively becomes economically viable for the service. A lot of aspects of professional practice and process are common across the enforcement professions so we can continue to offer this as an option to colleagues within Trading Standards and some of our neighbours where we have spaces available on the courses that we arrange. The regional heads of Trading Standards Group runs a significant number of training courses through its regional co-ordination unit which we will use where we can and the regional Heads of Environmental Health Group is set to start working with the CEnTSA Co-ordination unit to offer more bespoke professional courses. Engagement with colleagues across the region remains essential to ensure co-ordinated responses to government and a common approach to businesses, thus ensuring the level playing field for competition.

11. BUSINESS CONTINUITY

Business continuity plans for the service are in development (following office re-location and loss of County functions) and we hope to take these through the process of the new WRS Board for information during 2016/17. If the impact of the on-going financial constraints is that partners require larger reductions than are currently envisaged, this might threaten our ability to maintain the full range of interventions across these functions whilst responding to large scale events. Priorities will therefore be established as part of the Business Continuity Planning process.

Despite Trading Standards returning to direct County Council control, the Community Environmental Health team and the Trading Standards and Animal Health unit will continue to work closely together to ensure that, in event of an emergency or capacity shortage, officers can support each other when necessary. Having the teams together under one roof and in one office space will continue to allow both teams to utilise pairs of hands, extra eyes and ears and boots on the ground, to tackle any incident or alteration to work demands that may require additional resource or a different workforce allocation.

12. LOCAL ENTERPRISE PARTNERSHIPS

The service has remained engaged with the two Local Enterprise Partnerships (Greater Birmingham and Solihull, and Worcestershire,) with the aim of improving our relationships with local businesses and identifying their needs with a view to contributing to the growth of the local economy. The Business Charter for Regulators, launched during 2012 in both LEPs, clearly outlines the relationship that we are seeking to have with the business community in Worcestershire. Worcestershire LEP is funding a regulatory exemplar initiative looking at reducing burdens on

businesses in the food and horticulture sector in a range of regulatory areas by allowing SMEs to gain “Earned Recognition” through a locally run scheme. Worcestershire LEP has also assisted us in getting recognition for our work and putting the service forward for an award (the work we have done with the Bangladeshi Catering trade in Worcestershire and our Healthy Eating Award.) We have made it clear to the LEP that, whilst partners are keen to continue with the Better Business for All approach, wider business support initiatives cannot go forward without financial support. Government still seems keen to use the LEPs to drive economic growth at a local level so we will seek to maintain engagement into 2016/17 at a suitable level to make sure that funding can be accessed if it is available.

13. OTHER PARTNERSHIPS

The service continues to need to work closely with a range of partners to deliver what is required against a number of agendas. The importance of the six local authority partners is recognised and we will continue to maintain our existing interfaces with other elements of these organisations e.g. Planning, Worcestershire Hub, Economic Development teams, etc. With the County Council taking back direct control of Trading Standards functions, it will be essential to retain the strong links between both groups of staff. This should be facilitated by the proposed co-location of teams, with Trading Standards and Animal Health continuing to occupy a section at Wyre Forest House for the foreseeable future. This is particularly relevant for the two Intelligence Officers who will be split between the two organisations.

Customer demand will have a significant impact on the nature of our interfaces as we move the service forward. Close partnership working with a range of professional and community groups is essential to ensure deliver of the outcomes required by partners. Key partners for engagement include:

- West Mercia Police & West Mercia Police and Crime Commissioner
- Hereford & Worcester Fire & Rescue Service
- The Environment Agency
- The Health and Safety Executive
- Health Protection England
- Local Partnership bodies e.g. District Crime and Disorder Reduction Partnerships (often known as Community Safety Partnerships)
- Adult and Children Safeguarding Boards
- Citizens Advice Consumer Service, local Citizens Advice Bureaux and other 3rd sector organisations
- GP Consortia and Public Health team at the County Council
- Regional Regulatory Partnerships and National Bodies (CEnEHA, CEnTSA, TSI, ACTSO, NTSB, CIEH, MJAC).

Existing links to these bodies will be maintained. Additionally, to ensure WRS provides an attractive product for external clients, engagement with equivalent partners in other geographical regions will be pursued, which will include the collation/interpretation and review of intelligence data in such areas.

14. CONSULTATION/ ENGAGEMENT

In relation to national consultations on legislative changes, we will address these through the relevant professional channels at local, regional and national level. We will continue to engage local members in relation to local policy issues, especially around licensing matters. For general engagement with the wider community of elected members, we will provide a number of Member Newsletters per year so that all are updated on

the various activities that the service undertakes across the County. We will try to make this information specific to districts where it is relevant, to reassure members that our activities are seeking to protect everyone and support businesses across the whole of Worcestershire. Licensing specific newsletters will also be produced for members of those committees and these may be more frequent due to the nature of this function. It is hoped that the Activity Data reports that will continue to be provided to the new WRS Board will provide elected members on the Board with sufficient information to also feedback to the wider membership in their respective authorities.

In terms of customer engagement, we will continue to work with colleagues at both the Worcestershire LEP and the Greater Birmingham and Solihull LEP on engaging with our business customers to improve our ability to address their needs. The approach outlined in our business charter will provide the basis for our interactions with the business community. We will continue to survey those businesses subject to interventions to identify how to improve and to help ensure businesses remain satisfied with our performance.

For members of the public, we will continue to survey customers who have used the service to look at how we dealt with their issues, not only from a satisfaction point of view, but also to see if they feel better equipped to deal with future problems. Helping people to help themselves is at the heart of model of public service engagement we are pursuing and it is essential we move people down this route and reduce the expectation that we will always do it for them. This idea is now developing further with all partners signing up to the “digital first” concept that, where possible, initial contact with partners will always be via a digital channel rather than necessarily requiring either telephony or face-to-face interactions.

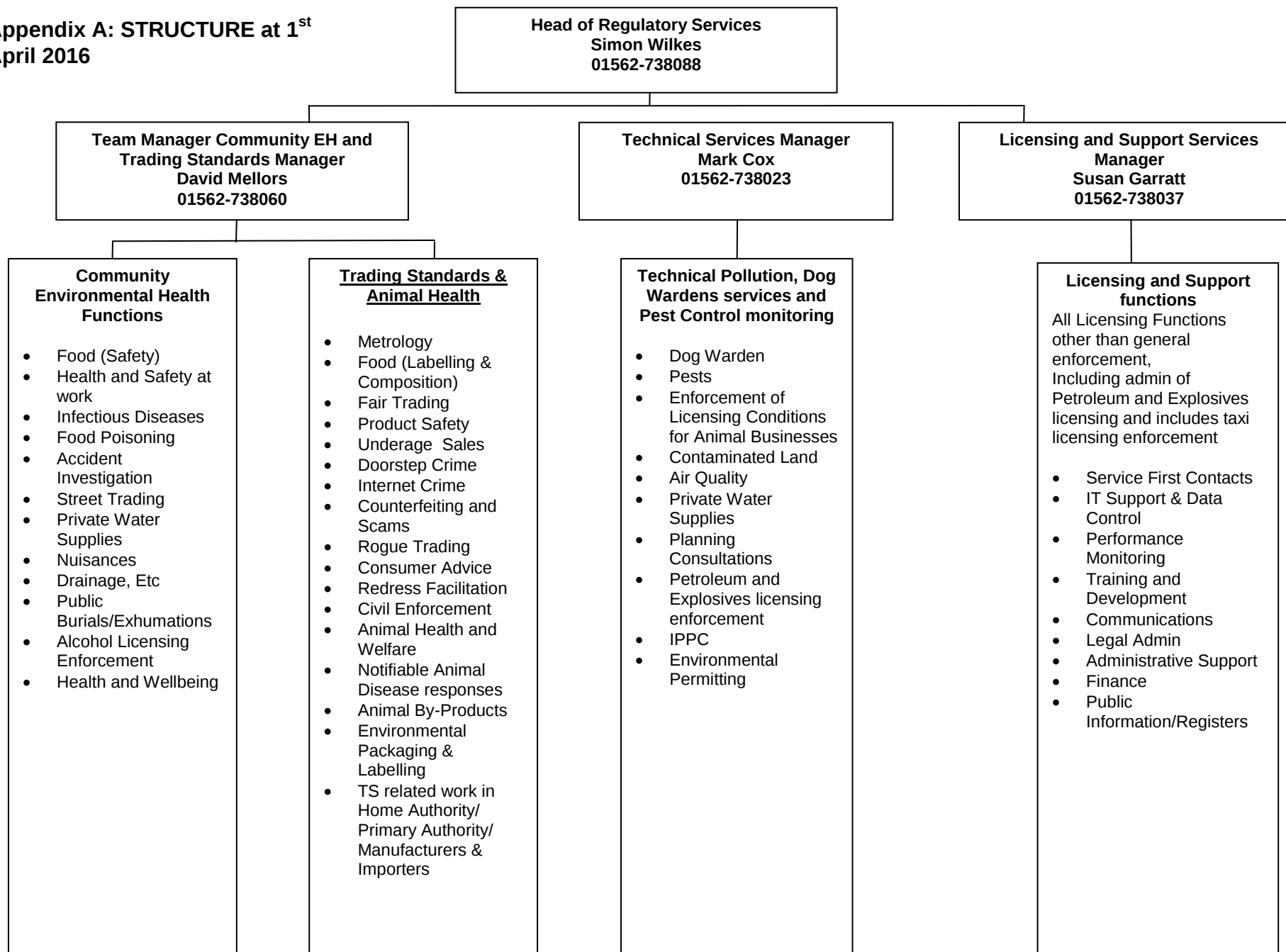
15. GOVERNANCE

Page 63 Following the recommendations of the Joint Overview and Scrutiny report published in 2014/15 and County Council movement towards exit from the partnership, a review of future arrangements to include governance was undertaken by Ivor Pumfrey as Chair of the Management Board. At the June 2015 Joint Committee meeting it was agreed that the majority of the terms of the 2010 partnership agreement remained relevant to the proposed new six district partnership, as this will continue to operate as a Joint Committee in accordance with Section 101 of the Local Government Act 1972 and Section 20 of the Local Government Act 2000, albeit the proposal was to have a single Board comprised of both officers and members, with members having voting rights. The extant agreement is, at the time of writing, being used as the basis for the new partnership agreement with modifications, additions and deletions reflecting the future requirements. These changes come into force on 1st April 2016

16. RISKS

A copy of the current Risk Register is appended at Appendix D. It is included in the service’s forward plan so it has been reviewed at Management Board on an annual basis. The reductions in budget are likely to increase some risks, particularly in relation to responding to larger scale disease outbreaks. The reviews of Trading Standards by BIS and the LGA have brought regulatory performance more into the public eye with questions asked about what actually is required. A section has been added to recognise the interest that is developing in relation to the delivery of regulatory functions at statutory minima. Also, given the income generation agenda, we have added a line to reflect the need to ensure this type of activity does not generate threats to the service.

**Appendix A: STRUCTURE at 1st
April 2016**



Appendix B: REGULATORY SERVICES BUDGET

Account description

Budget
2016 / 2017

£000's

Employees

Monthly salaries - assumes savings made to fund incremental increase 2,647

Training for professional qualifications 2

Medical fees (employees') 2

Employers' liability insurance 17

Employees' professional subscriptions 4

Sub-Total - Employees

2,671

Premises

Internal repair/maint. 0

Rents 60

Utilities 0

Business Rates 0

Room hire 2

Trade Waste 0

Cleaning and domestic supplies 0

Sub-Total - Premises

62

Transport

Vehicle repairs/maint'ce 3

Diesel fuel 8

Licences 1

Contract hire of vehicles 4

Vehicle insurances 3

Van Lease 9

Fares & Car Parking 5

Car allowances	85
Sub-Total - Transport	118

Supplies & Service

Equipment - purchase/maintenance/rental	21
Materials	9
Clothing and uniforms	2
Laundry	1
Training fees	23
General insurances	30
Printing and stationery	21
Books and publications	2
Postage/packaging	11
ICT	60
Telephones	23
Taxi Tests	30
CRB Checks (taxi)	25
Legal fees	0
Support service recharges	100
Support service recharges - ICT	60
Audit	5
Sub-Total - Supplies & Service	422

Contractors

Consultants / Contractors' fees/charges/SLA's	236
Advertising (general)	4
Grants and subscriptions	13
Marketing/promotion/publicity	2
Sub-Total - Contractors	255

Savings to be identified to keep council targets for 2016/17

Savings for partner councils	-134
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Sub-Total - Savings to be identified

-134

DISTRICT PARTNERSHIP BUDGET 2016-17

3,394

Income

Grants / Nuisance Work / Food Training / Contaminated Land / Stray Dogs / Sewer Baiting

-216

County - 3 Month SLA

-153

Sub-Total - Income

-369

TOTAL BUDGET 2016/17

3,025

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**BUDGET PER PARTNER
COUNCIL**

**2016-17 Revised
Percentages**

**Draft Budget
2016-17**

Income 2016/17

**Income - SLA
County 3
Months**

**Budget 2016-
17**

%

£'000

£'000

£'000

£'000

Bromsgrove

14.52%

493

-31

-22

439

Malvern

12.77%

433

-28

-20

386

Redditch

17.49%

594

-38

-27

529

Worcester City

16.76%

569

-36

-26

507

Wychavon

23.16%

786

-50

-35

701

Wyre Forest

15.30%

519

-33

-23

463

District Partnership Budget Total

100.00%

3,394

-216

-153

3,025

Appendix C: Performance Measures Relating to Outcomes

	Measure	Reporting Frequency	Background
1	% of service requests where resolution is achieved to customers satisfaction	Quarterly	Based on questionnaires send out to a significant number of members of the public who use the service.
2	% of service requests where resolution is achieved to business satisfaction	Quarterly	Based on questionnaires send out to a significant number of businesses inspected or otherwise contacted by the service.
3	% businesses broadly compliant at first assessment/ inspection	Annually	Based on the proportion of businesses meeting the key purpose from a regulatory perspective i.e. food businesses produce safe food.
4	% of food businesses scoring 0,1 or 2 at 1 st April each year	Annually	Based on proportion of businesses scoring 1-2 star on a national Food Hygiene Rating Scheme assessment (2 stars and below is deemed to be at risk of not producing safe food.)
5	% of drivers licence renewal applications issued within 5 working days.	6-monthly	New 2016/17 Based on the proportion of drivers licence renewals issued within 5 working days of receipt of application. Note new applicants all require DBS checks and time frames for these fall outside of WRS control, hence they are not included.
6	% of vehicles found to be defective whilst in service	6-monthly	Percentage of vehicles stopped during enforcement exercises that are required to be removed from service for remedial work before being allowed to carry on operating.
7	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	Quarterly	Based on questionnaires send out to a significant number of members of the public and businesses who have used the service.
8	Review of register of complaints and compliments	Quarterly	All are recorded Increasing compliments/ Reduced complaints

9	Staff sickness absence at public sector average or better	Quarterly	Sickness recorded using host processes. Public sector average 8.75 or better
10	% of staff who enjoy working for WRS	Annually	Taken from the staff survey.
11	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives	6-monthly	Indicator, linked to Crime & Disorder agenda, looking at performance of premises license holders and control on their activity.
12	Rate of noise complaint per 1000 head of population	6-monthly	Place indicator, potential link to quality of life and health and well-being.
13	Total income	6-monthly	New for 2016/17 Expressed as a % of district base revenue budget (16/17)
14	Cost of regulatory services per head of population	Annually	New for 2016/17. Will be total spend divided by the total population, based on the most recent mid-year estimate available at the time of publication. NB: Calculation will offset income against revenue budget to account for external income sources

Appendix D: Risk Register

Risk Description	Consequences	When is this likely to happen	Current Position			Control measures
			Likelihood	Impact	Matrix RAG Status	
Loss of Data through IT failures	Disruption to Service Provision. Inability to produce records and data.	On-going	Low	High	Green	Wyre Forest ICT has effective processes and business continuity plans in place.
Issues with the WRS database system	Impact on work planning. Self-help may not enable savings required	On-going	Low	High	Amber	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
Effective and efficient Business Continuity arrangements in place	Disruption to service if e.g. Major Power failures or other reasons that access to Wyre Forest House is not possible.	On-going	Very Low	Medium	Green	Staff are equipped for mobile/home working. Touchdown stations available in partner council locations. Working from WFDC depot successfully tested over Christmas period.
Maintain our capacity to achieve service delivery	Disruption to service e.g. Major staff sickness (e.g. flu pandemic) or Unable to recruit or retain suitably qualified staff.	On-going	Low	Medium	Green	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. 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. Regular inventory and maintenance of equipment. In future budget for replace may be an issue but would be a relatively small amount for partners to share.
Pest and Dog Control contractors cease operations.	Disruption to service. Negative media coverage. Increased public health risks	On-going	Low	High	Green	New framework contract has 6 pest control suppliers so the loss of one allows work to be moved to the others.
Effective and efficient contract arrangement for dog control	Disruption to service if no kennels available. Negative media coverage. Increased public health risks	On-going	Low	High	Amber	Budget available to buy in use of other private sector providers in short term. Contracts being re-let.

Hosting support does not deliver necessary financial and HR support to ensure efficient management	Efficiency of management reduced; staffing issues remain unaddressed and performance suffers	On-going	Low	High	Amber	Some continuing issues around access to the financial system from Wyre Forest house, meaning managers are reliant on host finance officers for financial reporting. ICT team from WFDC and BDC continue to work to resolve the issue
One or more partners continue to be under great financial pressure and may consider alternatives to the partnership to deliver their service	Creates reputational issues for remaining partners and increases the need to manage overheads. Difficulties in delivering highly varied levels of service	On-going	Low-Medium	High	Amber	New legal agreement limits variations in contribution before partners have to move to contractual relationship. Leanness of organisation minimises overheads and focuses resource at the front line. Growth strategy should generate income to support partners in the future
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.
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	Green	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.
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	Green	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
Increasing competition for contract work or move towards partnering as an alternative to buying services	Reduced opportunities for income generation, potential loss of current contracts outside of Worcestershire, need to operate on a even wider base to generate income streams	On-going	Low	High	Green	Currently limited competition from neighbours and one potential threat from developing partnership. Continue to minimise overhead and work on limiting support costs. Maintain levels of expertise in demand areas, trade on reputation as experienced delivery agent able to deliver services at reduced cost immediately.

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Joint Committee 18th February 2016

WORCESTERSHIRE REGULATORY SERVICES REVENUE MONITORING APRIL – DECEMBER 2015

Recommendation

It is recommended that the Joint Committee:

- 1.1 Note the final financial position for the period April – December 2015

Contribution to Priorities

The robust financial management arrangements ensure the priorities of the service can be delivered effectively.

Introduction/Summary

To report to the Joint Committee the Financial Position of the Regulatory Services Function for the period April – Dec 2015/16.

Background

Quarterly financial reports are presented for consideration by the Management Board.

Report

The following reports are included for Joint committee's Attention:

- Revenue Monitoring April – Dec 15 – Appendix 1
- ICT System projected financial position 2015/16 - Appendix 2

Revenue Monitoring

The detailed revenue report is attached at Appendix 1. This shows a projected outturn underspend of £143k, this underspend is an estimation to the year end based on current level of expenditure. The underspend is mainly due to:-

- Head of WRS post was vacant from April to September 15 this has generated a projected outturn saving of £93k, part of this saving is offset by an interim HOS costing £10k
- Other vacant posts, maternity leave, long term sick etc within the service however most of these savings have been offset by the costs associated with additional agency staff being used to cover these vacancies

If spend Apr – Dec continues the same for Jan – March 16 there will be a projected overspend on Pest Control of £33k. The repayment of this from partners has been included in the income projections and in a separate table in Appendix 1.

Income includes £54k worth of Disturbance Allowance, 50% to be recharged to County and the other 50% to be split equally between the Districts. Contracts on Nuisance Work, Air Quality, Contaminated Land and Stray Dogs generating £101k and Feed Grant received from CEnTSA £45k

Any grant funded expenditure is shown separate to the core service costs as this is not funded by the participating Councils.

Should the underspend of £143k be realised this will be used to offset the cost of the pension deficit for 2015-16

ICT System Projected Costs

Appendix 2 details the expenditure for the one off costs associated with the implementation of the project for 2015/16. Capital expenditure to Dec 15 is £70k which is the costs associated with the ICT transfer to Wyre Forest.

It is anticipated a further capital spend of around £10k will be spent on remote and mobile working, releasing a further £20k from the capital budget. There will be no requirement for a capital budget in 2016-17, however it is anticipated a capital refresh budget will be needed to refresh specialist equipment such as noise monitors etc in future years.

Financial Implications

None other than those stated in the report

Sustainability

None as a direct result of this report

Contact Points

Jayne Pickering – 01527-881400

Background Papers

Detailed financial business case

	Summary - Full year Budget	Summary - Budget 9 Months to December 2015	Summary - Expenditure to December 2015	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance		Sept - Projected Outturn	Diff from Sept to Dec Projected Outturn
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000
Direct Expenditure									
Employees									
Salary	3,229	2,422	2,159	-263	2,929	-300		2,933	-4
Agency Staff	0	0	129	129	200	200	Agency costs used to cover vacant post / Maternity etc	185	15
Subscription	3	2	3	1	4	1		4	-0
Employee Insurance	16	12	12	-0	16	-0		16	-0
Sub-Total - Employees	3,248	2,436	2,302	-134	3,149	-99		3,139	10
Premises									
Rent	67	50	45	-5	62	-5		67	-5
Cleaning	1	1	0	-0	0	-1		0	0
Utilities	0	0	0	0	0	0		0	0
Sub-Total - Premises	68	51	46	-5	63	-5		67	-5
Transport									
Vehicle Hire	13	10	7	-3	9	-4		12	-3
Vehicle Fuel	8	1	1	-0	5	-3		8	-3
Road Fund Tax	1	1	1	-0	1	0		1	0
Vehicle Insurance	3	2	2	-1	2	-1		3	-1
Vehicle Maintenance	3	2	4	2	10	7		5	5
Car Allowances	105	79	127	48	173	68	This includes Disturbance costs of £60k, which is being funded by partners included in the income figure	185	-12
Sub-Total - Transport	133	95	142	47	201	68		214	-13
Supplies and Services									
Furniture & Equipment	36	27	38	11	57	22		39	18
Test Purchases	5	4	1	-3	3	-2		5	-2
Clothes, uniforms and laundry	3	2	1	-2	2	-1		2	-0
Printing & Photocopying	25	19	23	4	31	6		39	-8
Publications	3	2	2	-0	3	0		4	-1
Postage	11	8	9	1	13	2		13	-0
ICT	69	44	44	1	70	1		76	-6
Legal Costs	5	2	2	-0	5	0		4	1
Telephones	40	27	15	-11	25	-14		38	-13
Training & Seminars	24	16	12	-4	21	-3		25	-4
Car Parking & Subsistence	0	0	0	0	0	0		0	-0
Insurance	30	23	25	3	33	3		30	3
Third Party Payments								0	0
Support Service Recharges	113	84	84	0	113	0		113	0
Audit	5	4	2	-2	3	-2		5	-2
ICT Hosting	60	45	45	0	60	0		60	0
Sub-Total - Supplies & Service	427	306	304	-2	440	13		453	-13

	Summary - Full year Budget	Summary - Budget 9 Months to December 2015	Summary - Expenditure to December 2015	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance		Sept - Projected Outturn	Diff from Sept to Dec Projected Outturn
Direct Expenditure	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000
Contractors									
Dog Warden	145	109	94	-15	121	-24		152	-31
Pest Control	35	26	64	37	80	45	Income of £12k received from Severn Trent for Sewer Baiting, offsett in Income	76	4
Analytical Services - Trading Standards	24	16	10	-6	18	-6		22	-4
Trading Standards	10	10	12	2	14	4		13	1
Licensing	15	9	8	-1	13	-2		15	-2
Other contractors/consultants	3	2	11	9	12	9		9	2
Water Safety	10	8	6	-2	8	-2		10	-2
Food Safety	2	2	-0	-2	0	-2		2	-2
Environmental Protection	17	13	34	21	39	22	Bereavement / Works in Default to be charged to relevant partners	27	11
Taxi Tests	30	23	28	6	36	6		30	6
Grants / Subscriptions	22	17	17	1	18	-4		24	-6
Advertisng	11	8	2	-7	4	-7		11	-7
Publicity & Promotions	2	2	0	-2	1	-2		2	-1
CRB Checks	25	19	18	-1	25	0		25	0
Sub-Total	351	261	302	41	386	35		417	-30

	Summary - Full year Budget	Summary - Budget 9 Months to December 2015	Summary - Expenditure to December 2015	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance		Sept - Projected Outturn	Diff from Sept to Dec Projected Outturn
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000
Direct Expenditure									
Income									
Training Courses / Bereavement / Works in Default / Sewer Baiting etc	-80	-60	-173	-112	-268	-187		-236	-32
** Pest Control funded from partners.			-25	-25	-33	-33		0	-33
Forward Pension Rate Increase by 2.5% in 15-16	-66	-50	0	50	0	66		0	0
Sub-Total	-146	-110	-198	-88	-301	-154		-236	-65
Total - Excl Pension Deficit	4,081	3,039	2,899	-140	3,938	-143		4,054	-116
Pension Deficit	0	0	89	89	119	119		119	0
Sub-Total	0	0	89	89	119	119		119	0
Total - Incl Pension Deficit	4,081	3,039	2,988	-51	4,057	-24		4,173	-116

Percentage saving from original budget £7,181 in 2010-1145.16%

** 2015/16 Pest Control funded from partners

£'000
0
18
7
8
33

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Capital Asset/ Investment description	Budget - 15/16 £'000	Spend - 15/16 £'000	Variance - 15/16 £'000
ICT - Capital			
Mobile Working Devices	100	70	-30
			0
Sub-Total Capital	100	70	-30
Annual Software License etc			
Software Licences	12		-12
Other Licences	8		-8
Maintenance Costs	59		-59
Sub-Total Annual software license etc	79	0	-79
TOTAL FUNDING REQUIRED	179	70	-109

Partner Transformation Project Contributions - Based on Business Case at Budget	Total Capital Funding Requirement 15/16 £'000	Annual Revenue Funding Requirement 2015/16 £'000	Total Partner Funding Requirement 2015/16	Revised Partner Contribution % From 01.04.15
Bromsgrove	12	9	21	11.53%
Worcs City	13	11	24	13.37%
Worcs County	21	17	38	21.31%
Malvern Hills	10	8	17	9.74%
Redditch	14	11	24	13.65%
Wychavon	18	14	32	17.71%
Wyre Forest	13	10	23	12.69%
Total	100	79	179	100.00%

	£
Budget as per Business Case	1,538
Funded by:-	
Spend 2010/11 - Funded by partners	101
Spend 2011/12 - Funded by RIEP	119
Spend 2012/13 - Funded by Partners	142
Spend 2012/13 - Funded by RIEP	128
Spend 2013/14 Funded by Partners	104
Spend 2013/14 - Funded by RIEP	22
Spend 2014/15 Funded by Partners	17
Annual Revenue Funding Requirement 15/16	79
Capital Funding Requirement From Partners 15/16	100
RIEP Funding to be drawn down	0
Total Project	812
SAVINGS FROM ORIGINAL BUSINESS CASE	726

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JOINT COMMITTEE

Date: 18th February 2016

Activity and Performance Data Quarters 1, 2 and 3

Recommendation

That the Joint Committee notes the Report and that members use the contents of the activity data in their own reporting back to fellow members of the partner authorities.

Background

The report covers both district and county functionality so covers the wide range of local authority corporate priorities to which regulatory services contributes.

The detail of the report focuses on Q3 but much of the actual data allows comparison with previous quarters and previous years.

Contribution to Priorities

Joint Committee members have asked the service to provide data on activity levels to help reassure local members that WRS continues to tackle issues broadly across the county

Report

Activity Data

With respect to **district functions**, as usual, licensing and environmental nuisance continue to make the most impact in terms of demand which is understandable given their direct impact on the public.

As members are aware from previous reports, these types of complaint, especially noise are seasonal due to factors such as outdoor events, and one normally expects to see a spike in figures for Q2 which appeared not to have happened this year, although the number of noise complaints is still significant. In quarter 3 we saw another quiet quarter for nuisance activity, with levels of recorded complaints being lower than the same quarters in the previous two years. We are still struggling to explain these variations, especially as we had a relatively warm Autumn and early Winter.

As was mentioned in the previous quarter's report, as part of the efficiency savings for all partners, we have introduced the kind of self-help regimes that have been in place in Worcester City and Wyre Forest for some time. Previous experience would suggest that it takes 6-12 months before the impact of such measures is seen in the figures, so it seems unlikely that anything introduced in April would feed through so quickly. However, self

help and digital first are strategies that have been introduced widely across public services including local government and it may be that the public have taken on board these methodologies more quickly than in previous years. We will now have to wait until next summer to see if the changes are genuinely embedded.

The spread of noise complaints has not significantly altered with the top 20 wards for the overall number of complaints mainly coming from the three northern districts and the City (please note some old ward boundaries have been kept for data comparison purposes, and will not change until the new financial year.)

Health and safety showed another increase over the last quarter and the same quarter last year, putting increased demands on the team not only because of numbers but also the complexity and seriousness of a small number of cases under investigation which currently include on-going investigation of 2 fatalities.

Just over 300 food hygiene inspections were carried out in Q3 and the food hygiene inspection programme is on or ahead of schedule in all areas.

Planning consultations continue to make large demands in terms of numbers and complexity on the team. Numbers of applications referred or requiring a response are lower than the same quarter last year, however, the requests to discharge conditions based on our input is significantly up, reflecting the cycle of the planning process. Request to discharge tend to be more time consuming and technical as they are where potential issues have been flagged by conditions that the developers are trying to resolve.

The Technical Services team led on liaison with Network Rail and its contractors over essential maintenance work that had to be done over Christmas in the vicinity of Bromsgrove station. A semi-collapsed culvert required replacing, necessitating the use of heavy machinery through the night from late on Christmas Eve through to the end of Boxing Day. Officers worked with the managers from Network Rail to agree measures to ameliorate the noise issues and supported the company in its work with the local community.

Licensing demand continues to be high but consistent with previous quarters as one would expect given the relatively stable number of licences issued and renewals. Taxi and alcohol licensing continue to be the highest areas of demand.

Trading standards service requests are holding steady compared with the last 2 quarters but slightly down compared to the same quarter last year.

The top three complaint categories are second hand cars, building work and clothing.

As members will recall complaints about furniture usually featured within the top 3 but for the second quarter running clothing has pushed furniture out and we will keep an eye on this trend.

Activity continues to be focussed on rogue traders who target vulnerable people, consumer products that are dangerous and can cause people harm



and traders with a large number of complaints against them.

Performance

For quarter 3 there is a limited update on a number of indicators.

Customer satisfaction figures for Q2 are 77.9% which is slightly up on last quarter and consistent with the overall satisfaction of 77% for all of last year.

Business satisfaction for the quarter remains at 98%, the same as for the previous two quarters and 76.7% of customers feel better equipped to deal with problems after speaking with us which is a slight increase on the last quarter, still slightly below the first quarter but remaining consistent with last year's out-run figure.

The cumulative number of sick days per staff member is 2.13 days which puts us on target to beat last year's 3.9 days per FTE.

Performance overall is comparable and in some areas improved over last year and we will work as a team to ensure this is reflected at year end. See appendix B Table of PIs)

Finally a couple of press releases from the quarter that should be of interest. All of WRS press releases are available on the website.

Items of interest

Worcester printing company fined for Environmental Crime

A Worcester printing company has been fined thousands of pounds for committing environmental crime.

Webflex Ltd, in Blackpole, pleaded guilty to operating without an Environmental Permit in contravention of the Environmental Permitting Regulations 2010.

The company was adding solvent to its printing inks, but had never made an application for the relevant permit, under which, equipment which abated the pollution would be required. On April 21 2015 a Section 60 Information Notice was served upon the company, requiring it to provide 'annual solvent consumption in kilograms for the period Webflex Ltd have operated a printing process in Worcestershire'. A response was received on April 24 with figures from 2002 through to 2014, with a variance of amounts from 12.8 to 57.4 tonnes, all well above the five tonne threshold at which a permit is required.

The case was brought to court by Worcestershire Regulatory Services, on behalf of Worcester City Council.

Guilty pleas were also entered by two directors, Steven Leharne of Watchetts Green, Worcester and David Jones of The Limes, Kempsey, Worcester.

Jones said: "We are working closely with Worcestershire Regulatory Services to rectify any incidents that have occurred. These changes will be made as soon as possible."

Webflex Ltd was fined £4,000, and ordered to pay a victim surcharge of



£120, a court charge of £180 and costs of £2,374. Jones was given a fine of £4,000, a victim surcharge of £120, and a court charge of £180. Leharne, who played a lesser part in the business, was fined £3,600, a £120 victim surcharge and a court charge of £180. The total financial penalty was £14,874.

Man fined for transporting counterfeit goods

On 8th December a David Dudley appeared before Redditch Magistrates court in relation to offences under the Trade Marks Act 1994. He had been stopped by Police Officers on the M5 motorway and a quantity of counterfeit clothing had been found in the rear of his van.

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

The prosecution case was outlined in full. Through his solicitor, the defendant indicated that he knew there were counterfeit items of clothing in the rear of the vehicle and that he had been paid £40 to transport them to Birmingham, but that he was not himself gaining anything other than the amount of cash he had been given. The solicitor indicated that Mr Dudley had not re-offended since and he was of limited means.

In sentencing the Magistrates said they gave credit for his guilty plea, and were mindful of his limited finances and that he had spent a night in custody.

Mr Dudley was fined £73 for the Trade Marks offending and a fine of £50 for the Bail Act offence, plus a victim surcharge of £20 and criminal court charge of £150. Costs were ordered in full in the sum of £1,933 making a total of £2,226 payable at a rate of £5 per week.

A Forfeiture Order for all items seized as detailed on the schedule was made.

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Contact Points

Background Papers

Appendix A: Activity Report (separate document)
Appendix B: Performance indicators Table



Appendix B: Performance Indicator Table

Indicator	Reporting period	Q1	Q2	Q3	Q4/ Outrun
1. % of service requests where resolution is achieved to customers satisfaction	Quarterly NB: fig is cumulative	83%	77%	77.9 %	
2. % of service requests where resolution is achieved to business satisfaction	Quarterly NB: fig is cumulative	98%	98%	98%	
3. % businesses broadly compliant at first assessment/ inspection	Annually	NA	NA	NA	
4. % of food businesses scoring 0,1 or 2 at 1 st April each year	Annually	NA	NA	NA	
5. % of applicants for driver licenses rejected as not fit and proper Number of applicants refused, by district, and percentage those drivers represent of the total driver numbers in the County	6-monthly	NA	Bromsgrove 1 Malvern Hills 1 Redditch 6 Worcester 5 Wychavon 1 Wyre Forest 3 Total 17 1.1%	NA	
6. % of vehicles found to be defective whilst in service Number of vehicles found to be defective by district and the percentage this represents of the fleet county-wide	6-monthly	NA	Bromsgrove 1 Malvern Hills 1 Redditch 2 Worcester 3 Wychavon 2 Wyre Forest 2 Total 11 0.8%	NA	
7. % of service requests where customer indicates they feel better equipped to deal with issues themselves in future	Quarterly NB: fig is cumulative	80%	73%	76.7 %	
8. Review of register of complaints/ compliments NB: See breakdown tables	Quarterly	6/20	10/31	6/18	
9. Annual staff sickness absence at public sector average or better	Quarterly	0.99 day/ FTE	1.55 days/ FTE	2.13 days per FTE	



10. % of staff who enjoy working for WRS	Annually	NA	NA	NA	
11. % of licensed businesses subject to allegations of not upholding the 4 licensing objectives	6-monthly	NA	Bromsgrove 3.6% Malvern Hills 1.4% Redditch 4.8% Worcester 5.4% Wychavon 3.6% Wyre Forest 4.7% Worcestershire 3.9%	NA	
12. Rate of noise complaint per 1000 head of population	6-monthly	NA	Bromsgrove 1.64 Malvern Hills 1.51 Redditch 2.12 Worcester 2.67 Wychavon 1.56 Wyre Forest 1.71 Worcestershire 1.87	NA	



Activity Report 2015/16

Produced by WRS Intelligence | wrsintel@worcsregservices.gov.uk

Worcestershire
Regulatory Services
Supporting and protecting you

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Front Cover

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District Overview

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Service Overview

Simon Wilkes

Head of Regulatory Services

Welcome to the next quarter’s activity data for your information. Each of the team managers has provided an indication of the work that their teams have been focused on. I hope that you find this informative.

In order to maintain the consistency of reporting we have decided, for now, to continue with the old ward boundaries for those areas that saw boundary changes. We will look to correct these for the beginning of the new financial year as it seems sensible to us to build a consistent set of data for now. Two years worth of data should help us to identify areas we can target proactively with approaches aimed at demand reduction, to try to increase efficiency and lower cost in the longer term.



Simon Wilkes



Environmental Health Overview

David Mellors

Community Environmental Health Manager

Service requests recorded in respect of nuisance cases for this quarter (including noise) were down on the previous 2 years. We have no definitive explanation for these variations, especially as we had a relatively warm autumn and early winter. We are seeking to develop our monitoring systems to see if any of this reduction can be attributable to the introduction of self-help.

Reactive health and safety demand showed another increase over the last quarter and the same quarter last year, putting increased pressure on the team not only because of numbers but also the complexity and seriousness of a small number of cases under investigation which currently include the on-going investigation of 2 fatalities. Just over 300 food hygiene inspections were carried out in Q3 and the food hygiene inspection programme is on or ahead of schedule in all areas.

The contract to provide nuisance investigation work for Tewkesbury Borough Council has been successfully completed, providing an income which has been re-invested in the service. Work continues with the Local Enterprise Partnership (LEP) looking at a possible Earned Recognition scheme designed to enable small producers and manufacturers to access new markets, the scoping study phase 1 report having met with LEP approval.

There are currently 11 enforcement cases either in the court system or in the final stages of investigation. One case is currently with the Crown Prosecution Service who will be prosecuting health and safety matters on our behalf together with the Police charges issued.

In addition, the team dealt with the following issues in Quarter 3:

The successful prosecution of a food premises in November for 5 Food Safety and Hygiene Offences, the Court imposing a £1,000 fine with £1,600 costs;

Another successful Asian Business Seminar was held, this time in Bromsgrove, attended by the Secretary of State for Business, Innovation and Skills, Sajid Javid. The course covers Food Hygiene, Health and Safety and Trading Standards and is delivered in 3 hours. It is delivered in a highly visual form with some Sylheti translation. Alongside their presentations officers also gave practical demonstrations of the tools of their trade, including ultra-violet meters and alcohol dipsticks;

A major clearance at a property in Redditch – Officers had to obtain a warrant to force entry to carry out works under the Public Health Act to deal with filthy and verminous premises and removed two tonnes of waste and contaminated materials;

Actions taken to prevent nuisance from motocross activities in Feckenham, Redditch.



Bromsgrove
District Council
www.bromsgrove.gov.uk



Environmental Health Overview (continued)

Joint working with Highways England contractors to ensure that the impact from M5 Motorway Smart Motorway upgrade works being carried out overnight over a 12 month period were kept to a minimum;

Joint working with Network Rail and its contractors on the new Bromsgrove Railway Station and infrastructure project including S61 consent noise mitigation scheme for Christmas/night time working;

“Do not drink” advice issued in relation to a private water supply sampled and found to be unsatisfactory due to the presence of arsenic;

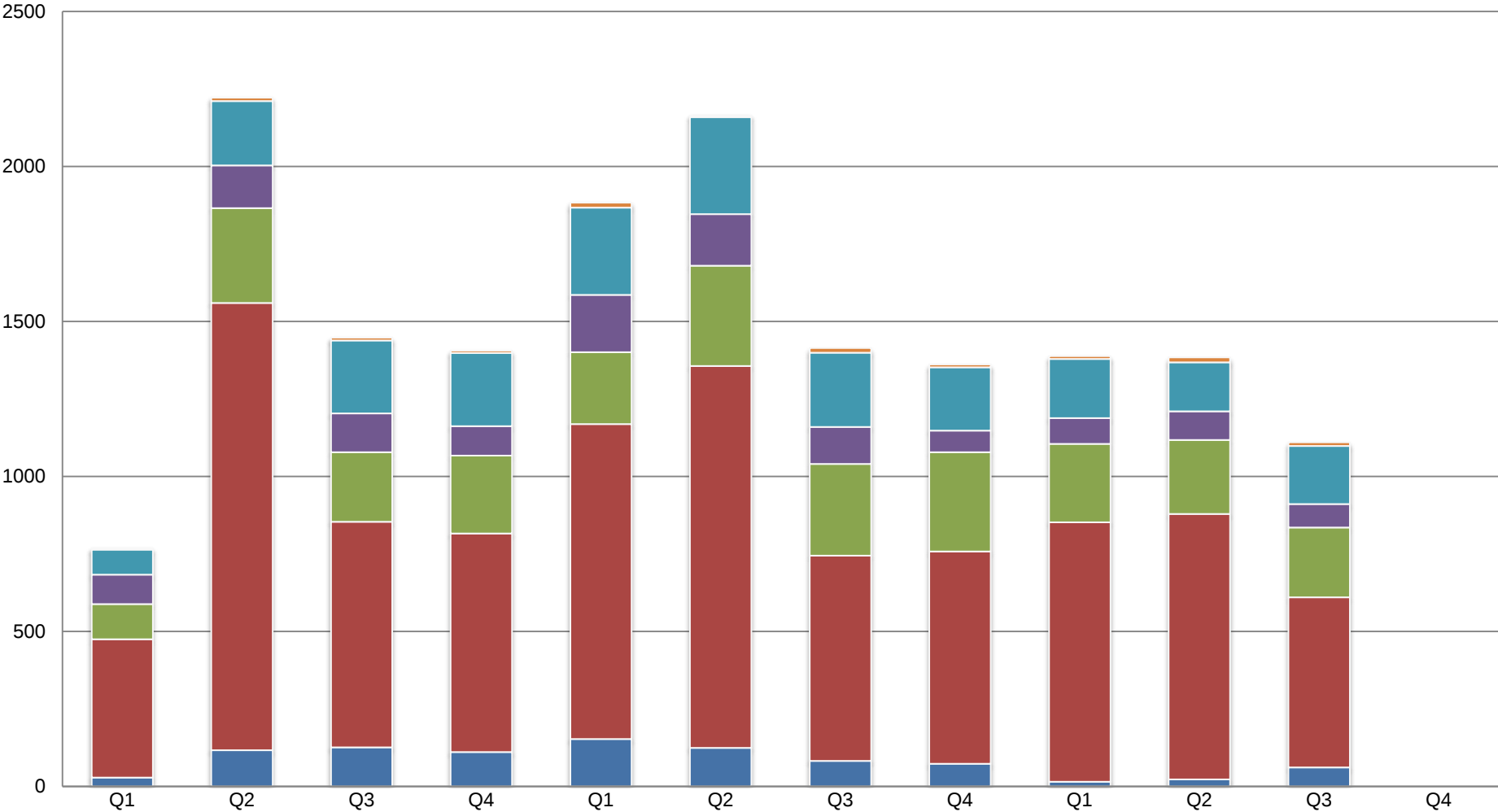
Two new businesses, Galloping Gourmet and Malvern Tyres, signed up to new Primary Authority agreements;

Food Hygiene Rating Scheme project completed, grant funded by the Food Standards Agency; of the 266 premises visited 76% of Level 4/Level 5 businesses were found to be displaying their rating, with 26% of Level 3s displaying;

WRS hosted the new Central England Environmental Health Management Board at Wyre Forest House;

Environmental Health Service Requests

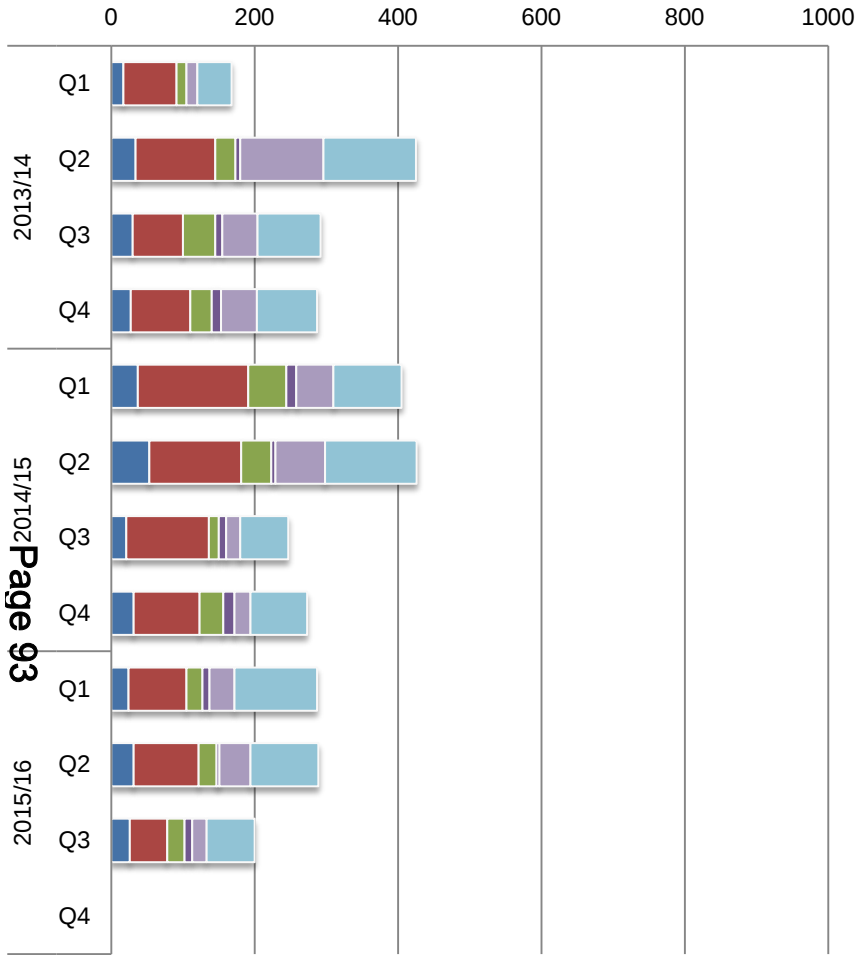
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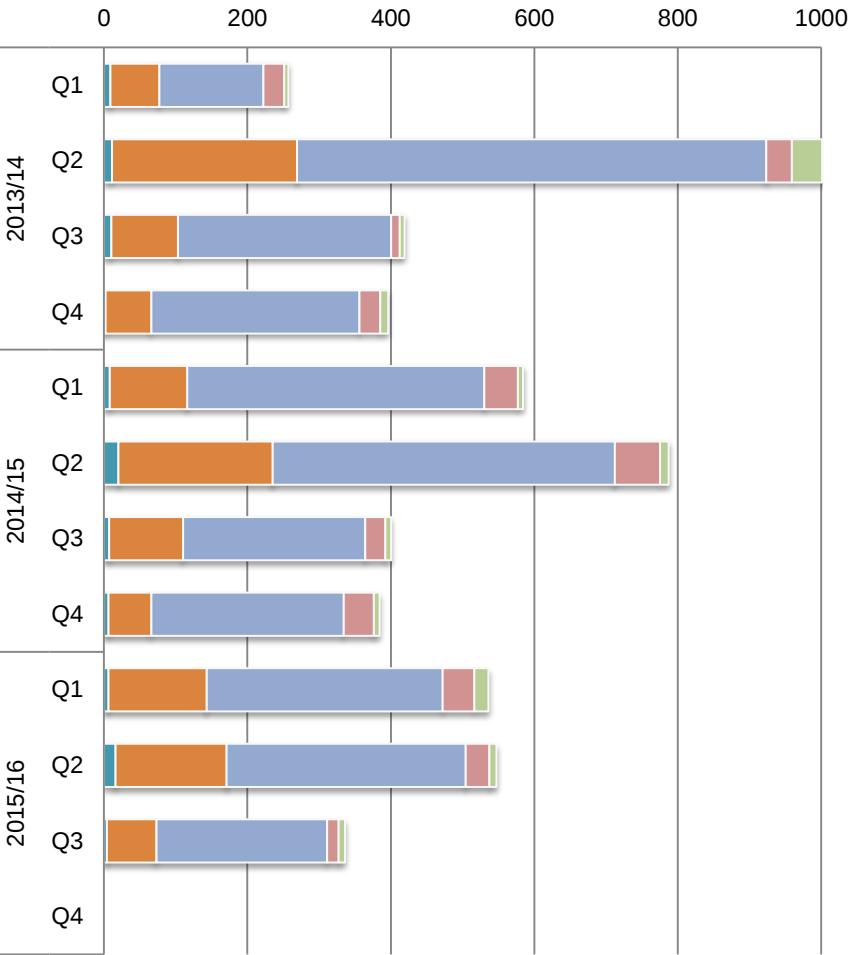
Agenda Item 9

Nuisance Cases (excluding noise)



- Accumulations - Commercial
- Accumulations - Domestic
- Drainage
- Light Nuisance
- Odour
- Smoke, Fumes and Gases

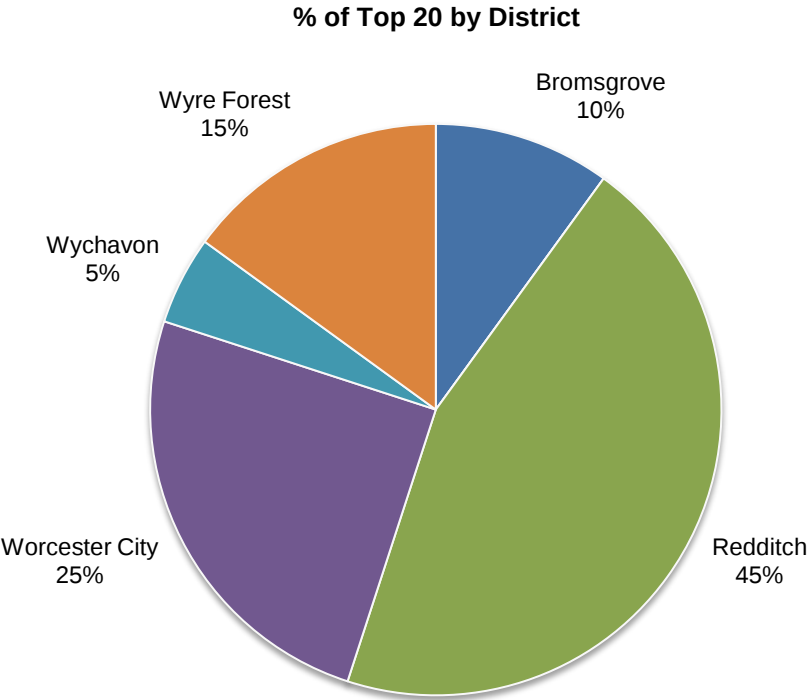
Noise Cases

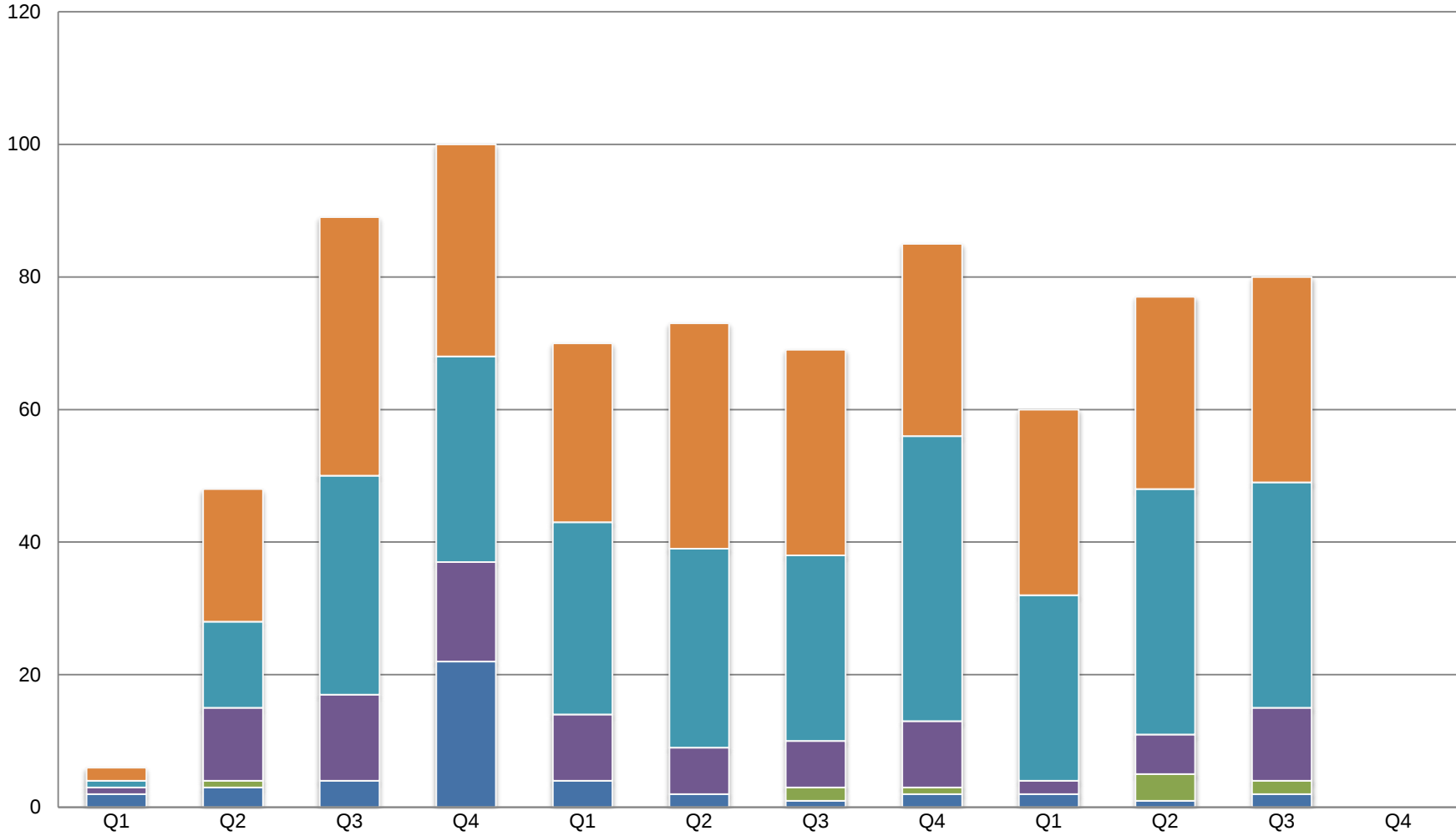


- Noise - Alarm
- Noise - Commercial Premises
- Noise - Domestic
- Noise - Industrial or Agricultural
- Noise - Street

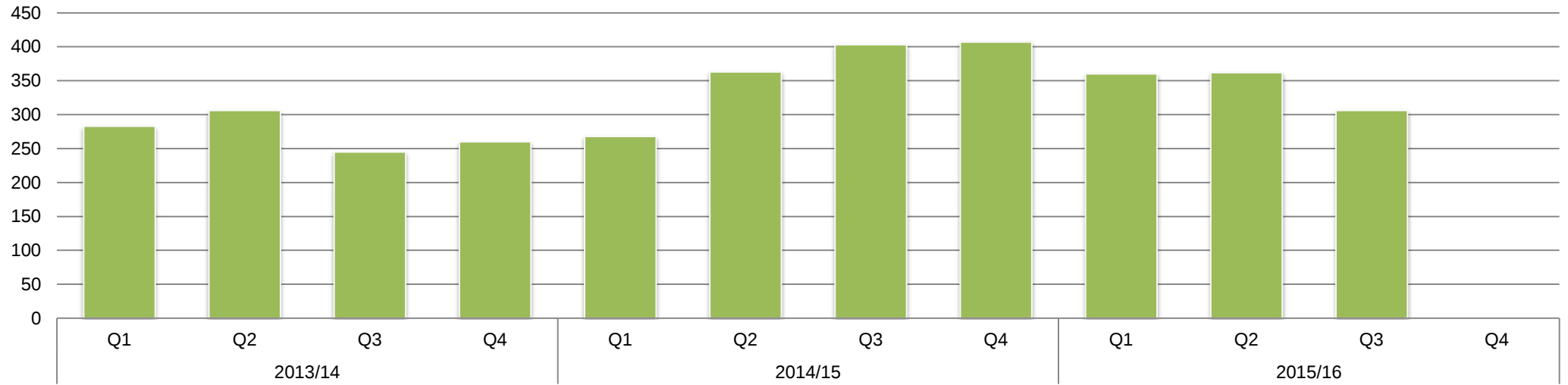
Noise Cases by Ward (top 20)

Ward	Total	Population	Rate (%)
Cathedral	57	10372	0.55%
Gorse Hill	30	5353	0.56%
Batchley and Brockhill	30	8338	0.36%
Charford	27	6639	0.41%
Warndon	26	5812	0.45%
Nunnery	26	8103	0.32%
Evesham North	25	5079	0.49%
Arboretum	24	6171	0.39%
Abbey	24	6063	0.40%
Matchborough	23	6171	0.37%
Bewdley and Arley	22	6327	0.35%
Alvechurch	22	6675	0.33%
Lodge Park	21	5740	0.37%
Headless Cross and Oakenshaw	21	8706	0.24%
Church Hill	20	7982	0.25%
Greenlands	19	8984	0.21%
Central (Redditch)	19	6529	0.29%
Winyates	18	8409	0.21%
Broadwaters	17	7936	0.21%
Lickhill	16	6805	0.24%

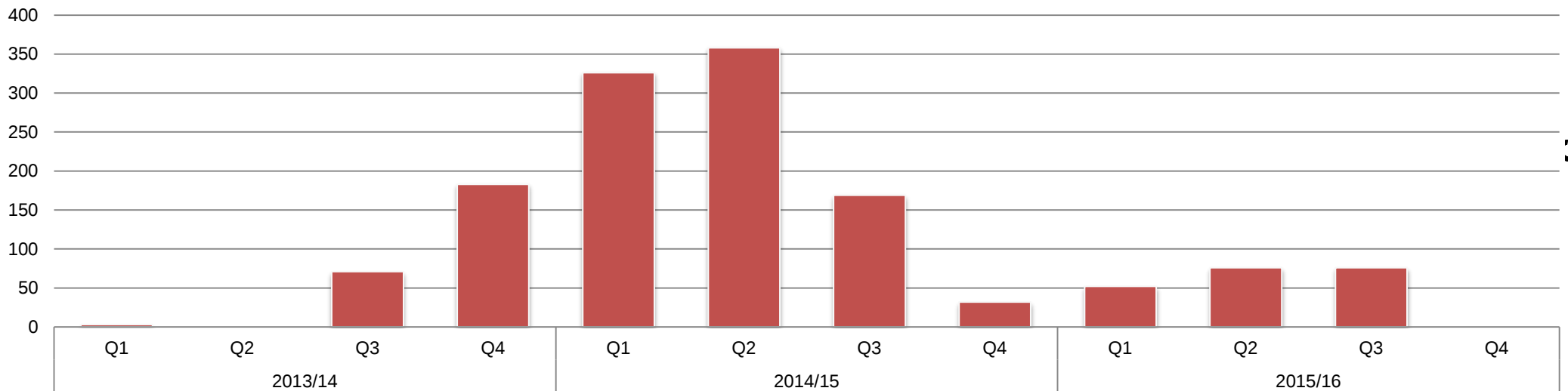




FHRS Inspections



Infectious Disease Notifications



Technical Pollution Overview

Mark Cox

Technical Services Manager

Planning Consultations

Requests for advice on technical subjects by planning departments fell overall since the same quarter last year, but numbers remain high. In particular requests to discharge have increased which show the push to complete developments continues. Attendance was requested at only one Planning Committee during the period (Malvern) on the subject of contamination.

Dog Warden and Pest Control Service

Work has continued with the pest control contractors to reduce the expenditure on this service with out reducing service levels. This has been focused on greater advice upfront to prevent false call outs for pests that are not covered by the service and providing advice on how to avoid pest infestations.

This quarter did not see the number of dogs fall as with previous Q3 results. Numbers remain high despite renewed media campaigns to promote dog welfare and what residents can do to find homes for unwanted dogs without abandoning them. The Districts of Worcester City, Wychavon and Wyre Forest continue to have particularly high levels of dogs being reported as strays and understandably more dogs reported as lost.

Contaminated Land

Whilst most contaminated land issues continue to be tackled through the planning regime, there is work on going to investigate and resolve potential risk from existing contamination. Several sites in Bromsgrove are the subject of attempts by the landowners to resolve contamination issues. Officers have been reviewing and supporting the approach being taken to ensure it complies with legislation, best practice and meets the required clean up standards suitable for use. Again in Bromsgrove, Officers are continuing preliminary investigations into a former landfill site to establish whether landfill gas resulting from natural degradation of waste poses any possible risk to nearby dwellings.



Bromsgrove
District Council
www.bromsgrove.gov.uk



Malvern Hills
District Council
www.malvernhillsgov.uk



REDDITCH BOROUGH COUNCIL
making a difference
www.redditchbc.gov.uk



Worcester
CITY COUNCIL



WYCHAVON
DISTRICT COUNCIL
good services, good value



Wyre Forest
District Council

Local Air Quality Management

Significant work has continued to be undertaken in progression of many of the actions listed in the Countywide Air Quality Action Plan 2013. Following on from that reported last time, the Air Quality Action Plan Progress Report for 2015 was submitted to Defra and subsequently approved. This report covered all actions and all Air Quality Management Areas across four of the partners and is available on the WRS website.

Work is ongoing with drafting 2015's annual reports to Defra with the reports for Redditch, Bromsgrove, Wyre Forest, Malvern and Wychavon's complete. Worcester City's is yet to be completed because WRS are trialling the new reporting format on behalf of DEfra which they hope to bring in this year. It is hoped this report will be completed shortly.

A strong funding bid was submitted to Defra for an Air Quality Grant in conjunction with Worcestershire County Council. The bid was for support and promotion of the Worcestershire Car Share Scheme, an action that has been specifically identified in the County Air Quality Action Plan for a number of the AQMAs. Defra commented on the standard of the bid but the funding was heavily oversubscribed and unfortunately we were unsuccessful. However lessons learnt and experiences gained will be utilised for the same next year.

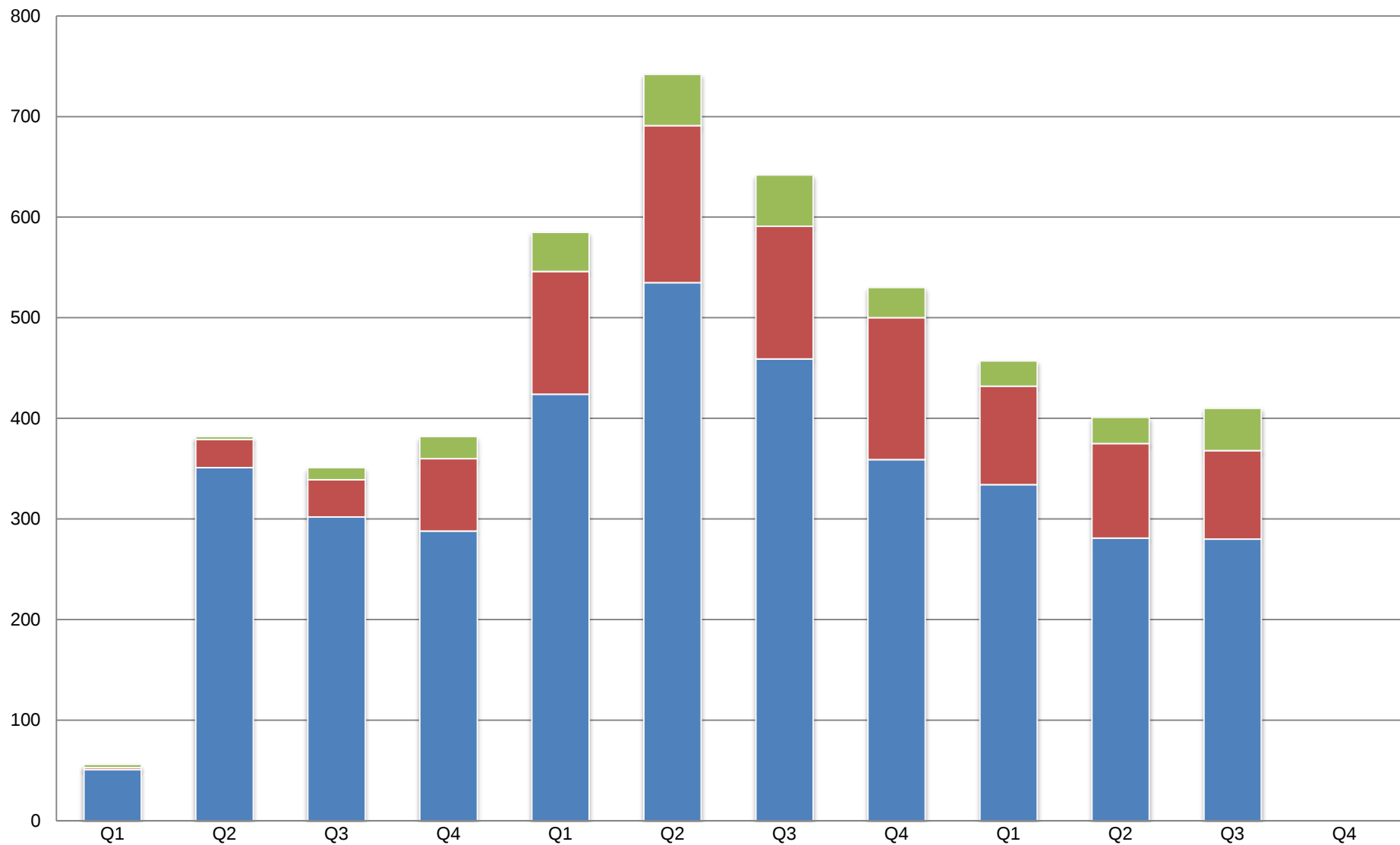
Environmental Permitting

During the 3rd Quarter officers have been focusing upon continued compliance and managing change in regulation. All Small Waste Oil Burners (installed at garages and automobile repair premises) fall into A2 regulation as of the 6th April 2016 which make the running of existing waste oil burning appliances financially impractical. WRS have contacted all businesses in Worcestershire to advise them of this change and advise on the options of converting appliances to cleaner fuels where possible. Significant development in partner areas are listed below :-

Worcester City - Officers continue to work with Aeromet on achieving BAT (Best Available Technique) with a number of improvements to the VOC emission control on their metal treatment process. Testing of new filtering techniques are due to commence in January 2016.

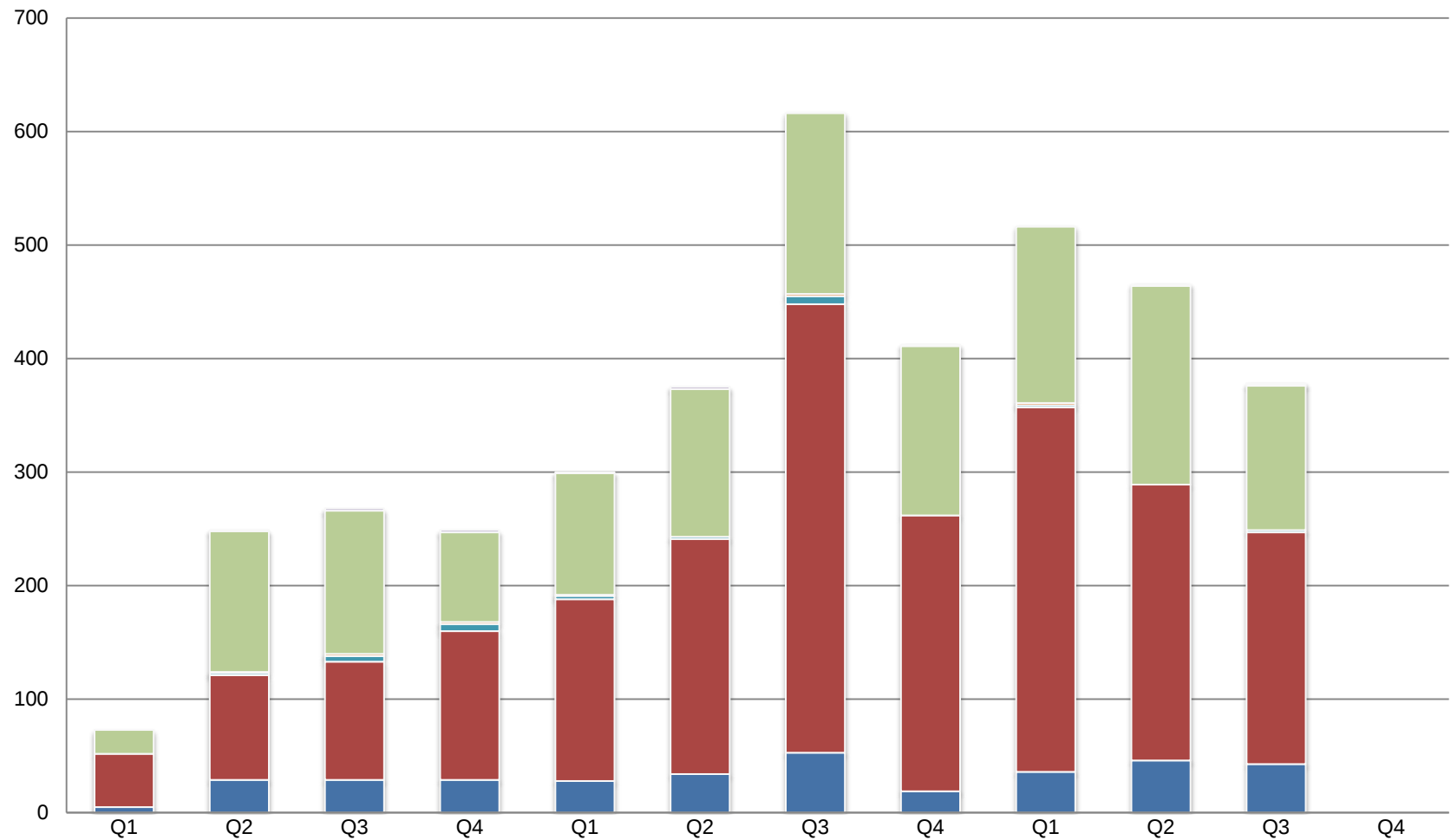
In November WRS prosecuted Webflex Ltd. For operating a regulated activity without a permit or abatement equipment. The company and directors were fined a total of £14,334 at Worcestershire Magistrates Court. The company now have a strategy in place to install abatement equipment and WRS are assisting them in achieving full compliance.

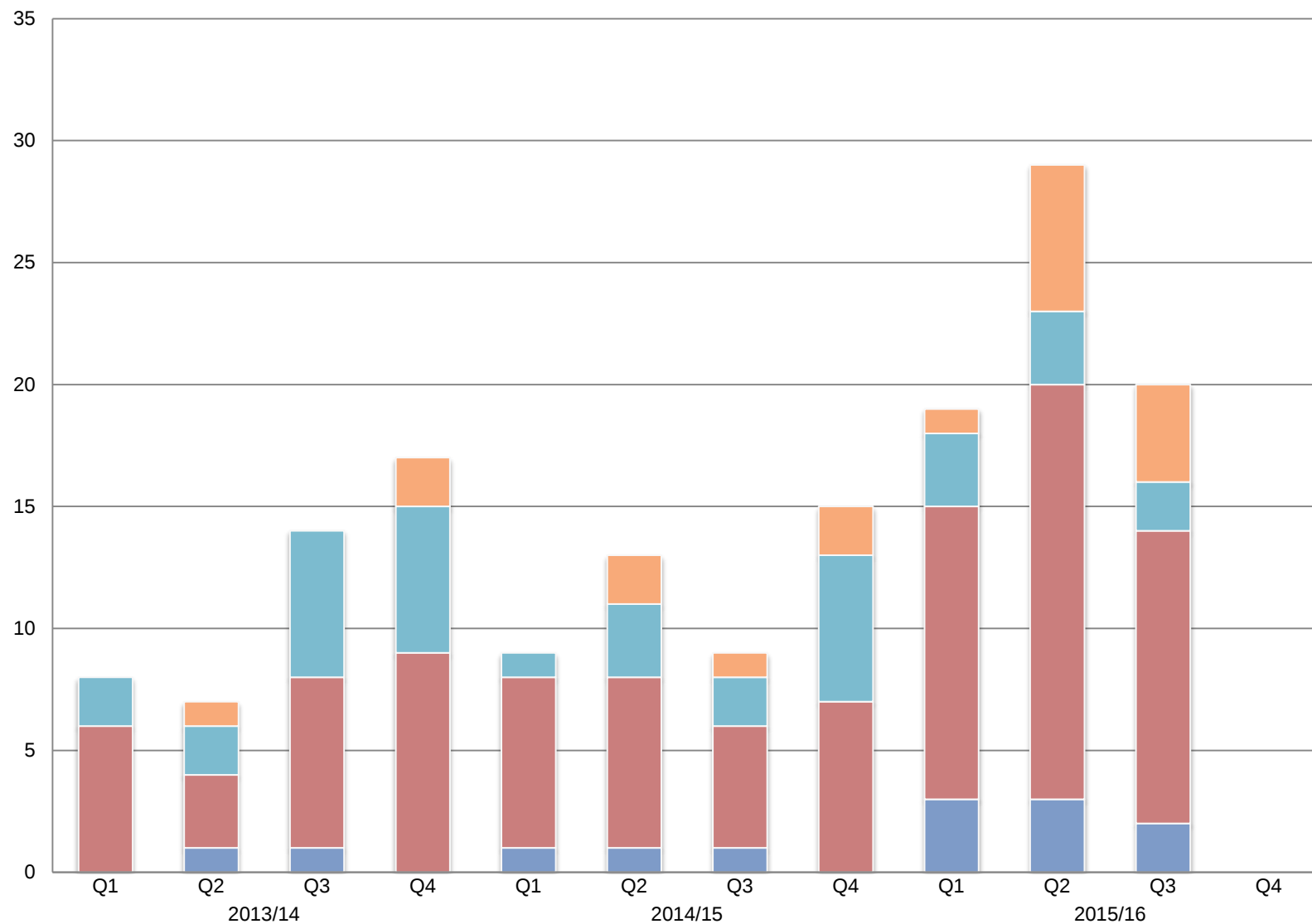
Wyre Forest – We are very pleased to announce that MPB Garden Buildings have now successfully converted their process from solvent to water based surface coatings of their products which is a significant environmental improvements that removes them out of all permit regulation.



Loose Straying Dog	3	3	12	22	39	51	51	30	25	26	42	0
Report of Lost Dog	2	28	37	72	122	156	132	141	98	94	88	0
Contained Stray Dog	51	351	302	288	424	535	459	359	334	281	280	0

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	2013/14				2014/15				2015/16			
Consultation - Private Water Supplies	0	0	0	0	1	0	0	0	0	1	1	0
Consultation - PPC	1	2	2	2	0	2	0	1	0	0	1	0
Consultation - Nuisance / Noise	21	124	126	79	107	130	159	149	155	175	127	0
Consultation - Health and Safety	1	2	2	2	1	0	2	0	2	0	0	0
Consultation - Food	2	5	6	6	3	2	7	0	2	0	2	0
Consultation - Contaminated Land	47	92	104	131	160	207	395	243	321	243	204	0
Consultation - Air Quality	5	29	29	29	28	34	53	19	36	46	43	0





Trading Standards and Animal Health Overview

Chris Phillips

Trading Standards and Animal Health Manager

The chart (page 15) shows the number of complaints has fallen to its lowest level for the past three years to 1472 during the quarter. The overall reduction in complaints is believed to have been caused by a reduction in promotion of the advice service especially since its transfer to the Citizens Advice Bureau. Other factors may also have contributed to the reduction including an increase in the number of consumers using self help resources to resolve complaints and an increase in cases reported to other agencies.

Second hand cars continue to be the main source of complaints with home maintenance and home improvements a close second. as with previous quarters Priority areas for investigation by the team continue to be rogue traders preying on vulnerable people, unsafe consumer products that have caused or have the potential to cause injury and issues involving significant economic detriment. Activity is also tasked where a trader has a significant number of complaints recorded against him/her. A further 10 tasking forms have been submitted to the Trading Standards & Animal Health tasking group for consideration for allocation of resources for action during the third quarter making a total of 43 for the year to date. Activities have involved quality standards of food products, the sale of counterfeit and non-duty paid tobacco, complaints against a second-hand cat dealer and counterfeit clothing.

In addition to complaints a number of food sampling projects are underway and 244 samples have been submitted to the public analyst during the first two quarters. These cover both Food Standards Agency-funded samples and WRS initiated samples.

A number of cases are under investigation and others, including two animal health cases, are working their way through the court system. Cases going to court during the quarter include:

A Bromsgrove-based motorhome dealer, who forged documents to hide the history of a motorhome, was given a 12 month sentence suspended for 2 years, ordered to do 200 hours unpaid work and ordered to pay fines, costs and compensation totalling £16656.87.

Richard Cooper and his company Alpine Motorhome Ltd appeared before Redditch magistrates after being found guilty at an earlier trial of offences under the Consumer Protection from Unfair Trading Regulations 2008, the Fraud Act 2006 and the Forgery and Counterfeiting Act 1981 for having advertised and sold a Motorhome for £17,000 to an unsuspecting customer without any reference to the fact that the vehicle had previously been in an accident and was an insurance write off.

Mr Cooper then provided a HPI check which detailed the vehicle's history but which failed to identify the vehicle as having previously been involved in an accident and recorded as a Category C write off. It became apparent that the HPI check Mr Cooper had provided was a forgery and had been deliberately altered to hide the information that the vehicle had previously been written off.

Mr Cooper's company, Alpine Motorhomes Ltd was also fined £1,000 for two offences under the Consumer Protection from Unfair Trading Regulations 2008 and ordered to pay £846.91 in costs and a victim surcharge of £50. In addition he was disqualified from being a company director for two years.

Trading Standards and Animal Health Overview (continued)

David Dudley, Birmingham, pleaded guilty at Redditch Magistrates Court on 9 December 2015 to offences under the Trade Marks Act 1994 for possessing counterfeit goods, and under the Bail Act 1976 for failing to attend court.

He received a total financial penalty of £2,226 including a fine, costs, victim surcharge and criminal court charge. In addition a Forfeiture Order was made for all of the fake branded clothes that had been seized by police.

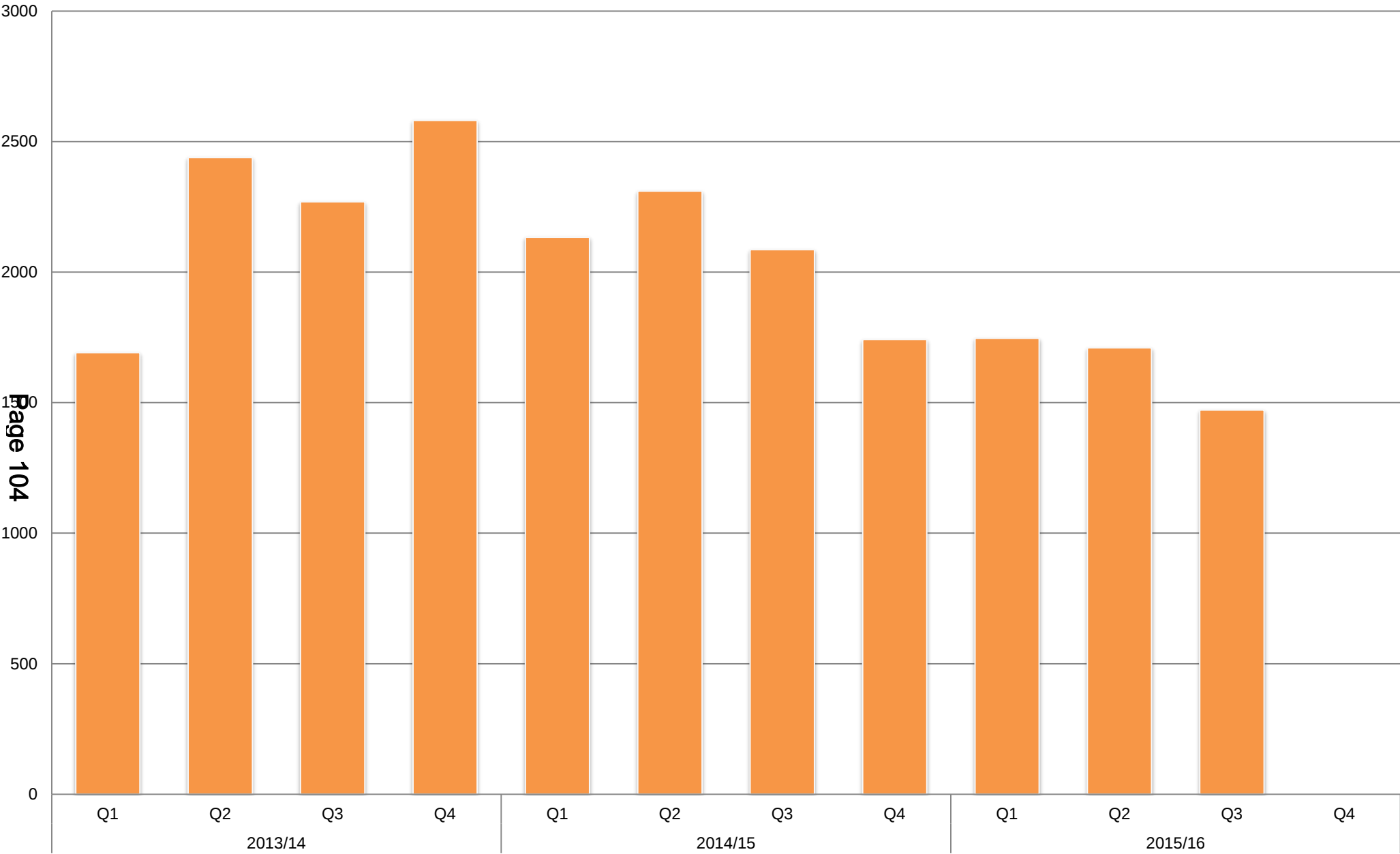
Mr Dudley was pulled over by officers of West Mercia Police on the M5 motorway on 3 November 2013. The van he was driving contained counterfeit clothing, metal poles, tarpaulin and signs advertising tracksuits and hoodies for sale. The police seized 482 fake branded items of clothing with Polo by Ralph Lauren, Hollister, Superdry, Lacoste and Adidas amongst the trade marks. The Police continue to be one of the team's most important partners,

The goods were passed to Trading Standards officers from Worcestershire Regulatory Services who investigated and brought the prosecution. Brand holders estimated that the total value of the seized goods, if genuine, would have been around £25,000 to legitimate businesses.

In the run up to Christmas there have been several consumer safety cases under investigation. The first involves a warehouse in the Wyre Forest area that is a distribution centre for goods being sold via the Internet. Officers were concerned about the safety of some of the goods and submitted several products for electrical or fire safety testing. Results are still awaited for the fire safety testing for some furniture, but the items sent for electrical testing failed and a Suspension Notice has been issued preventing the supply of the goods pending further investigation.

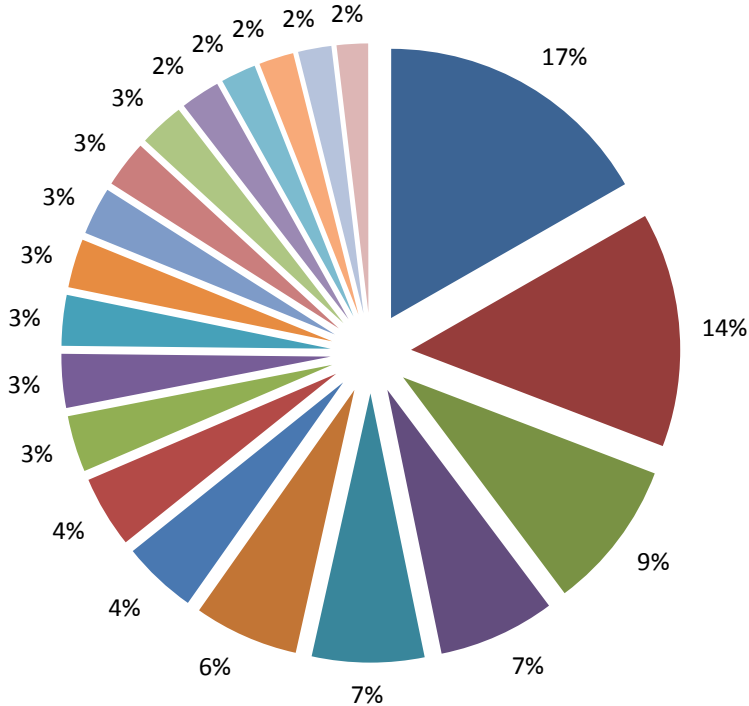
Shortly before Christmas a local retailer was found to be selling "hover boards" of a type believed to have failed electrical safety tests carried out elsewhere in the country. Items submitted for test failed and further investigations are underway.

Trading Standards and Animal Health Service Requests



% Top 20 Complaint and Enquiry Categories

Cateogry	Total
Second Hand Cars	291
Home Maintenance and Improvements	245
Clothing and clothing fabric	156
Food and Drink	122
Furniture	117
Industrial/commercial goods and services	109
Gardening products and services	78
Telecommunications	75
Professional Services	59
Large Domestic Appliances	56
Personal Computers, accessories, software and services	53
Other Personal Goods and Services	51
Toiletries, perfumes, beauty treatments and hairdressing	50
Car repairs and servicing	49
Petrol and Oil	47
Small Domestic Appliances	41
Glazing Products and Installations	37
Pets and Veterinarian Products/Services	36
Sports and hobby equipment and services	35
Other Motor vehicle purchases	33



Licensing Overview

Sue Garratt

Licensing and Support Manager

The Chart on page 18 shows that applications under the Licensing Act and Hackney Carriage and Private Hire taxi legislation continue to dominate the work carried out by the Licensing Team. The data in Q3 shows a slight increase in applications under the Licensing Act over those made in the same quarter last year and there has definitely been an increase in the number of applications for charitable street collections than those received in the previous two quarters; however overall the charitable collections are showing a decrease over the same 3 quarters last year, this maybe due to late submissions for the calendar year 2016 we will have to wait for quarter 4 data to prove whether this is the case or not.

Licensing Officers continue to monitor and respond to changes in national guidance and licensing legislation; key work was undertaken in the last quarter in areas such as taxi licensing (implementation of the Deregulation Act) and in the area of Gambling (review of each districts Statement of Gambling Principles).

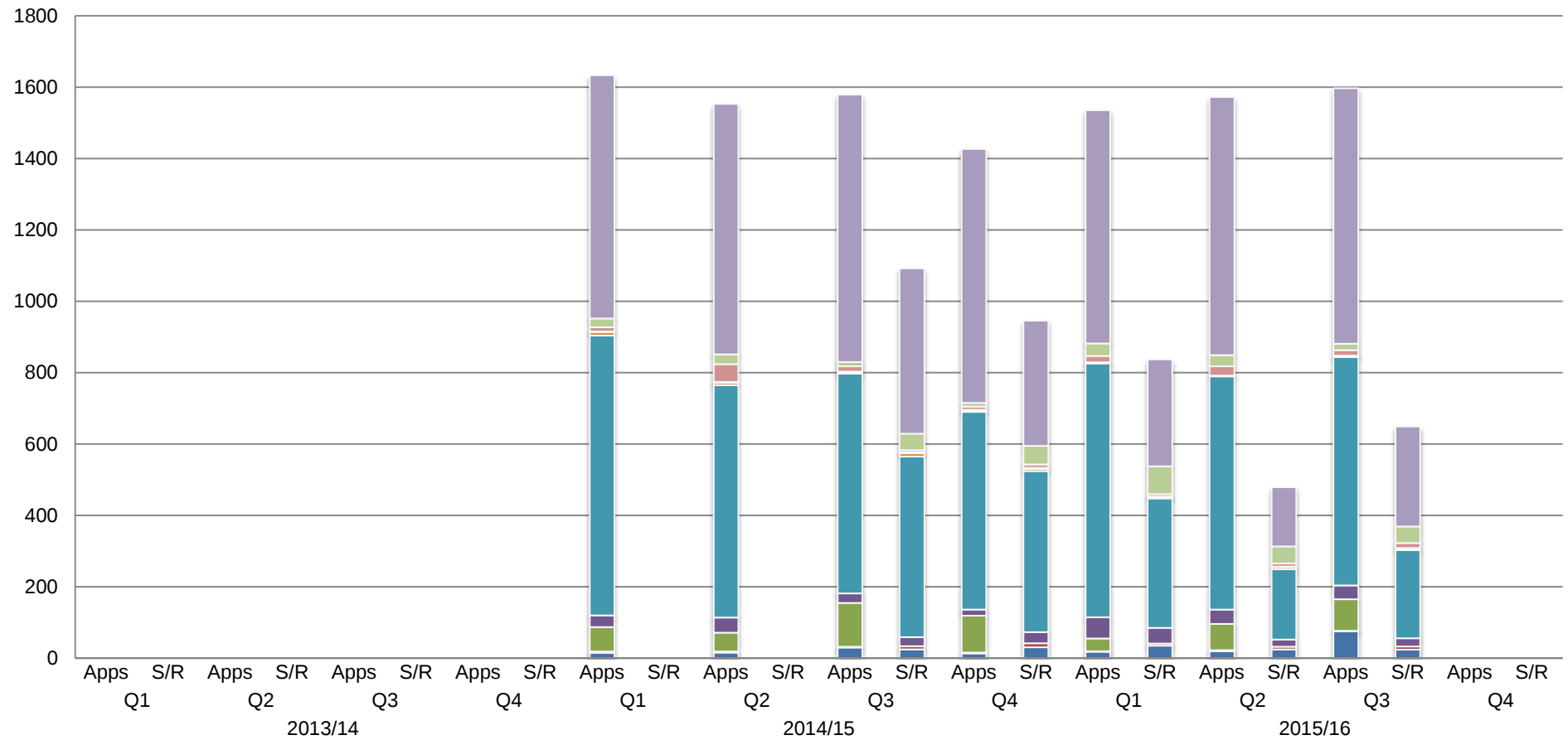
As we moved into Autumn/Winter, and as the Schools, colleges and the university all went back for their Autumn/Winter terms, Licensing Officers worked closely with the County Council (School/passenger transport divisions), the Police and VOSA in undertaking a number of pre planned visits, proactive works and some surprise visits with the Hackney Carriage and Private Hire licensed trade (Operator, Vehicles and Drivers) helping to ensure the safety of the travelling public. Some of these visits resulted in a number of vehicles being issued with compliance notices, and two vehicle suspensions. Licensing Officers at WRS also acted swiftly in two cases to immediately suspend the licenses of two drivers who were arrested for offences involving indecency; one of the drivers has subsequently had their licence revoked by a Licensing Sub-Committee, whilst the other remains suspended pending the outcome of the police investigation. More compliance evenings of this nature are planned in Quarter 4.

Officers from the Licensing Team have also during Quarter 3 been involved in joint inspections on betting premises in two of the six districts. The purpose of the inspections was to assess compliance with premises licence requirements, alongside the requirements of the Gambling Commissions "Licence Conditions and Code of Practice". (LCCP) document. Levels of compliance with the requirements of the legislation, regulations and the LCCP were generally very good, with one of two minor issues being dealt with in dialogue with the relevant Premises Licence holder on the evening itself. Further joint working with the Gambling Commission in other areas of the County have been planned to take place in Quarter 4.

The Licensing team is also in the middle of updating all district website licensing pages, Worcester City Council has been the pilot for the completely redesigned and re-launched licensing pages (over fifty two pages in total) as part of a much larger project to improve the quality of the licensing information provided by each District Council's website. This huge project has taken a lot of hard work and is the first step towards helping the public more easily access information they need on licensing processes and ensuring the right information is available first-hand. Work in this area is on-going with the format being rolled out to each Council one district at a time.

Licensing Officers have also been working in close partnership with West Mercia Police on two separate operations. The first, Operation Trivium targeted unlawful scrap metal dealers in the north of the County with some good results for West Mercia whilst Operation Presence saw Officers working in partnership to monitor the night time economy in the run up to Christmas. This included checks on licensed premises and taxi compliance and resulted in some Premises working more closely with the Police on improving the management of the night time economy.







The tables below provide a breakdown of **Environmental Health** complaints and enquiries received during 2015/16 where the subject was located within the district of Bromsgrove. Environmental cases generally relate to nuisance but also include contamination incidents and water supply incidents.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Dog Control	2	5	7	0	14	2.5%
Environmental	134	123	82	0	339	59.9%
Food	34	25	25	0	84	14.8%
Health & Safety	11	10	9	0	30	5.3%
Information Requests	25	27	37	0	89	15.7%
Public Burial	2	4	4	0	10	1.8%

Nuisance	Q1	Q2	Q3	Q4	Total	% Split
Accumulations - Commercial	4	6	5	0	15	4.5%
Accumulations - Domestic	8	10	5	0	23	6.9%
Drainage	9	8	4	0	21	6.3%
Light Nuisance	1	0	2	0	3	0.9%
Noise - Alarm	1	2	0	0	3	0.9%
Noise - Commercial Premises	13	22	10	0	45	13.5%
Noise - Domestic	57	42	28	0	127	38.1%
Noise - Industrial or Agricultural	8	5	3	0	16	4.8%
Noise - Street	6	1	2	0	9	2.7%
Odour	6	10	6	0	22	6.6%
Smoke, Fumes and Gases	19	17	13	0	49	14.7%

The table below shows the top 5 wards within the district of Bromsgrove with the highest incident rate for noise cases during 2015/16.

Ward	Total	Population	% Rate
Charford	27	6,639	0.41%
Alvechurch	22	6,675	0.33%
Sidemoor	13	5,171	0.25%
Catshill	9	4,505	0.20%
Waseley	8	4,428	0.18%

The following tables outline the number of accident reports, infectious disease notifications, dog control cases and planning requests received during 2015/16, where the subject was located within the district of Bromsgrove. Dog control cases are in addition to those identified on the previous page. Also included is the number of FHRS inspections conducted.

Accident Reports	Q1	Q2	Q3	Q4	Total	% Split
Dangerous Occurrence	0	0	0	0	0	0.0%
Reportable Disease	0	0	0	0	0	0.0%
Fatality	0	1	0	0	1	2.8%
Major Incident	0	0	1	0	1	2.8%
Over 7 Day Injury	9	6	8	0	23	63.9%
Injury to Member of the Public	4	4	3	0	11	30.6%

Number of FHRS Inspections 193

Infectious Disease Notifications 38

Dog Control	Q1	Q2	Q3	Q4	Total	% Split
Contained Stray Dog	30	28	35	0	93	70.5%
Report of Lost Dog	11	9	11	0	31	23.5%
Loose Straying Dog	4	0	4	0	8	6.1%

Planning Requests

Consultations	Q1	Q2	Q3	Q4	Total	% Split
Air Quality	4	5	9	0	18	8.4%
Contaminated Land	50	37	38	0	125	58.1%
Food	0	0	1	0	1	0.5%
Health and Safety	0	0	0	0	0	0.0%
Nuisance / Noise	18	21	22	0	61	28.4%
PPC	0	0	0	0	0	0.0%
Private Water Supplies	0	0	0	0	0	0.0%

Requests to Discharge

Air Quality	0	1	1	0	2	0.9%
Contaminated Land	1	3	3	0	7	3.3%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Noise	0	0	0	0	0	0.0%
Nuisance	0	0	1	0	1	0.5%

The table below provides a breakdown of **Licensing** applications received during 2015/16 where the subject was located within the district of Bromsgrove.

Licensing Applications	Q1	Q2	Q3	Q4	Total	% Split
Animal	2	6	21	0	29	4.5%
Caravan	0	0	0	0	0	0.0%
Charity	3	10	12	0	25	3.8%
Gambling	2	5	8	0	15	2.3%
Licensing Act	87	96	83	0	266	40.9%
Scrap Metal	1	0	0	0	1	0.2%
Sex Establishments	0	0	0	0	0	0.0%
Skin Piercing	1	6	3	0	10	1.5%
Street	2	4	3	0	9	1.4%
Taxi	104	103	88	0	295	45.4%

The table below provides a breakdown of complaints and enquiries received during 2015/16 where the subject was located within the district of Bromsgrove.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Animal	11	4	3	0	18	6.9%
Caravan	0	0	0	0	0	0.0%
Gambling	6	1	2	0	9	3.5%
Licensing Act	70	24	41	0	135	51.9%
Scrap Metal	0	0	1	0	1	0.4%
Sex Establishments	0	0	0	0	0	0.0%
Skin Piercing	1	2	5	0	8	3.1%
Street	8	5	2	0	15	5.8%
Taxi	32	21	21	0	74	28.5%
Surgery Requests	19					

The tables below provide a breakdown of **Environmental Health** complaints and enquiries received during 2015/16 where the subject was located within the district of Malvern Hills. Environmental cases generally relate to nuisance but also include contamination incidents and water supply incidents.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Dog Control	2	6	10	0	18	3.8%
Environmental	101	105	53	0	259	54.0%
Food	31	31	32	0	94	19.6%
Health & Safety	6	17	8	0	31	6.5%
Information Requests	27	21	25	0	73	15.2%
Public Burial	1	1	3	0	5	1.0%

Nuisance	Q1	Q2	Q3	Q4	Total	% Split
Accumulations - Commercial	5	3	2	0	10	4.2%
Accumulations - Domestic	6	6	10	0	22	9.2%
Drainage	2	3	2	0	7	2.9%
Light Nuisance	1	1	1	0	3	1.3%
Noise - Alarm	1	4	0	0	5	2.1%
Noise - Commercial Premises	15	14	7	0	36	15.1%
Noise - Domestic	30	27	16	0	73	30.7%
Noise - Industrial or Agricultural	10	8	1	0	19	8.0%
Noise - Street	2	2	0	0	4	1.7%
Odour	5	9	2	0	16	6.7%
Smoke, Fumes and Gases	19	15	9	0	43	18.1%

The table below shows the top 5 wards within the district of Malvern Hills with the highest incident rate for noise cases during 2015/16.

Ward	Total	Population	% Rate
Upton and Hanley	14	4,265	0.33%
Link	11	6,213	0.18%
Kempsey	10	3,852	0.26%
Pickersleigh	9	6,382	0.14%
Priory	8	4,069	0.20%

The following tables outline the number of accident reports, infectious disease notifications, dog control cases and planning requests received during 2015/16, where the subject was located within the district of Malvern Hills. Dog control cases are in addition to those identified on the previous page. Also included is the number of FHRS inspections conducted.

Accident Reports	Q1	Q2	Q3	Q4	Total	% Split
Dangerous Occurrence	1	0	0	0	1	3.0%
Reportable Disease	0	0	0	0	0	0.0%
Fatality	0	2	0	0	2	6.1%
Major Incident	0	2	1	0	3	9.1%
Over 7 Day Injury	3	4	3	0	10	30.3%
Injury to Member of the Public	5	6	6	0	17	51.5%

Number of FHRS Inspections 156

Infectious Disease Notifications 32

Dog Control	Q1	Q2	Q3	Q4	Total	% Split
Contained Stray Dog	42	36	41	0	119	70.8%
Report of Lost Dog	14	12	11	0	37	22.0%
Loose Straying Dog	3	1	8	0	12	7.1%

Planning Requests

Consultations	Q1	Q2	Q3	Q4	Total	% Split
Air Quality	14	14	11	0	39	12.3%
Contaminated Land	65	68	57	0	190	59.9%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Nuisance / Noise	21	33	22	0	76	24.0%
PPC	0	0	0	0	0	0.0%
Private Water Supplies	0	0	0	0	0	0.0%

Requests to Discharge

Air Quality	0	0	0	0	0	0.0%
Contaminated Land	1	6	2	0	9	2.8%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Noise	2	0	0	0	2	0.6%
Nuisance	0	0	1	0	1	0.3%

The table below provides a breakdown of **Licensing** applications received during 2015/16 where the subject was located within the district of Malvern Hills.

Licensing Applications	Q1	Q2	Q3	Q4	Total	% Split
Animal	10	3	16	0	29	4.8%
Caravan	0	0	0	0	0	0.0%
Charity	11	13	14	0	38	6.2%
Gambling	7	8	5	0	20	3.3%
Licensing Act	156	133	109	0	398	65.4%
Scrap Metal	0	1	0	0	1	0.2%
Sex Establishments	0	0	0	0	0	0.0%
Skin Piercing	3	0	0	0	3	0.5%
Street	0	0	0	0	0	0.0%
Taxi	31	44	45	0	120	19.7%

The table below provides a breakdown of complaints and enquiries received during 2015/16 where the subject was located within the district of Malvern Hills.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Animal	6	8	0	0	14	7.7%
Caravan	0	1	0	0	1	0.5%
Gambling	5	4	2	0	11	6.0%
Licensing Act	39	25	34	0	98	53.8%
Scrap Metal	0	2	0	0	2	1.1%
Sex Establishments	0	0	0	0	0	0.0%
Skin Piercing	0	1	0	0	1	0.5%
Street	9	3	2	0	14	7.7%
Taxi	19	12	10	0	41	22.5%
Surgery Requests	5					

The tables below provide a breakdown of **Environmental Health** complaints and enquiries received during 2015/16 where the subject was located within the district of Redditch. Environmental cases generally relate to nuisance but also include contamination incidents and water supply incidents.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Dog Control	2	5	9	0	16	3.0%
Environmental	123	135	101	0	359	67.5%
Food	27	22	12	0	61	11.5%
Health & Safety	15	10	3	0	28	5.3%
Information Requests	16	22	26	0	64	12.0%
Public Burial	3	1	0	0	4	0.8%

Nuisance	Q1	Q2	Q3	Q4	Total	% Split
Accumulations - Commercial	4	7	3	0	14	3.9%
Accumulations - Domestic	18	19	8	0	45	12.6%
Drainage	2	2	4	0	8	2.2%
Light Nuisance	1	0	0	0	1	0.3%
Noise - Alarm	0	2	1	0	3	0.8%
Noise - Commercial Premises	19	23	7	0	49	13.7%
Noise - Domestic	61	60	68	0	189	52.9%
Noise - Industrial or Agricultural	3	6	0	0	9	2.5%
Noise - Street	4	1	1	0	6	1.7%
Odour	4	5	1	0	10	2.8%
Smoke, Fumes and Gases	7	10	6	0	23	6.4%

The table below shows the top 5 wards within the district of Redditch with the highest incident rate for noise cases during 2015/16.

Ward	Total	Population	% Rate
Batchley and Brockhill	30	8,338	0.36%
Abbey	24	6,063	0.40%
Matchborough	23	6,171	0.37%
Lodge Park	21	5,740	0.37%
Headless Cross and Oakenshaw	21	8,706	0.24%

The following tables outline the number of accident reports, infectious disease notifications, dog control cases and planning requests received during 2015/16, where the subject was located within the district of Redditch. Dog control cases are in addition to those identified on the previous page. Also included is the number of FHRS inspections conducted.

Accident Reports	Q1	Q2	Q3	Q4	Total	% Split
Dangerous Occurrence	1	0	0	0	1	5.0%
Reportable Disease	0	0	0	0	0	0.0%
Fatality	0	0	0	0	0	0.0%
Major Incident	0	1	2	0	3	15.0%
Over 7 Day Injury	1	6	2	0	9	45.0%
Injury to Member of the Public	3	3	1	0	7	35.0%

Number of FHRS Inspections 112

Infectious Disease Notifications 24

Dog Control	Q1	Q2	Q3	Q4	Total	% Split
Contained Stray Dog	48	48	35	0	131	74.0%
Report of Lost Dog	10	14	12	0	36	20.3%
Loose Straying Dog	3	5	2	0	10	5.6%

Planning Requests

Consultations	Q1	Q2	Q3	Q4	Total	% Split
Air Quality	0	2	4	0	6	6.2%
Contaminated Land	36	11	18	0	65	67.0%
Food	0	0	1	0	1	1.0%
Health and Safety	0	0	0	0	0	0.0%
Nuisance / Noise	11	3	7	0	21	21.6%
PPC	0	0	0	0	0	0.0%
Private Water Supplies	0	0	0	0	0	0.0%

Requests to Discharge

Air Quality	0	0	0	0	0	0.0%
Contaminated Land	1	1	1	0	3	3.1%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Noise	0	0	0	0	0	0.0%
Nuisance	0	1	0	0	1	1.0%

The table below provides a breakdown of **Licensing** applications received during 2015/16 where the subject was located within the district of Redditch.

Licensing Applications	Q1	Q2	Q3	Q4	Total	% Split
Animal	1	0	4	0	5	0.5%
Caravan	0	0	0	0	0	0.0%
Charity	2	9	7	0	18	2.0%
Gambling	1	0	2	0	3	0.3%
Licensing Act	54	44	58	0	156	17.1%
Scrap Metal	0	0	0	0	0	0.0%
Sex Establishments	0	0	0	0	0	0.0%
Skin Piercing	2	6	3	0	11	1.2%
Street	0	0	0	0	0	0.0%
Taxi	221	232	268	0	721	78.9%

The table below provides a breakdown of complaints and enquiries received during 2015/16 where the subject was located within the district of Redditch.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Animal	0	1	1	0	2	0.5%
Caravan	0	0	0	0	0	0.0%
Gambling	4	1	4	0	9	2.5%
Licensing Act	35	20	20	0	75	20.6%
Scrap Metal	0	1	1	0	2	0.5%
Sex Establishments	1	0	0	0	1	0.3%
Skin Piercing	3	3	1	0	7	1.9%
Street	6	0	3	0	9	2.5%
Taxi	93	65	101	0	259	71.2%
Surgery Requests	18					



The tables below provide a breakdown of **Environmental Health** complaints and enquiries received during 2015/16 where the subject was located within the district of Worcester City. Environmental cases generally relate to nuisance but also include contamination incidents and water supply incidents.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Dog Control	1	2	9	0	12	1.6%
Environmental	173	203	96	0	472	61.1%
Food	59	61	23	0	143	18.5%
Health & Safety	18	19	20	0	57	7.4%
Information Requests	27	24	24	0	75	9.7%
Public Burial	2	8	4	0	14	1.8%

Nuisance	Q1	Q2	Q3	Q4	Total	% Split
Accumulations - Commercial	5	4	7	0	16	3.4%
Accumulations - Domestic	22	24	18	0	64	13.7%
Drainage	3	2	2	0	7	1.5%
Light Nuisance	1	2	1	0	4	0.9%
Noise - Alarm	2	1	1	0	4	0.9%
Noise - Commercial Premises	21	34	11	0	66	14.1%
Noise - Domestic	72	110	46	0	228	48.7%
Noise - Industrial or Agricultural	11	8	0	0	19	4.1%
Noise - Street	4	3	1	0	8	1.7%
Odour	6	2	2	0	10	2.1%
Smoke, Fumes and Gases	25	10	7	0	42	9.0%

The table below shows the top 5 wards within the district of Worcester City with the highest incident rate for noise cases during 2015/16.

Ward	Total	Population	% Rate
Cathedral	57	10,372	0.55%
Gorse Hill	30	5,353	0.56%
Warndon	26	5,812	0.45%
Nunnery	26	8,103	0.32%
Arboretum	24	6,171	0.39%

The following tables outline the number of accident reports, infectious disease notifications, dog control cases and planning requests received during 2015/16, where the subject was located within the district of Worcester City. Dog control cases are in addition to those identified on the previous page. Also included is the number of FHRS inspections conducted.

Accident Reports	Q1	Q2	Q3	Q4	Total	% Split
Dangerous Occurrence	0	0	0	0	0	0.0%
Reportable Disease	0	0	0	0	0	0.0%
Fatality	0	0	0	0	0	0.0%
Major Incident	0	0	1	0	1	3.0%
Over 7 Day Injury	6	9	7	0	22	66.7%
Injury to Member of the Public	6	1	3	0	10	30.3%

Number of FHRS Inspections 141

Infectious Disease Notifications 34

Dog Control	Q1	Q2	Q3	Q4	Total	% Split
Contained Stray Dog	63	50	45	0	158	71.2%
Report of Lost Dog	12	15	15	0	42	18.9%
Loose Straying Dog	4	7	11	0	22	9.9%

Planning Requests

Consultations	Q1	Q2	Q3	Q4	Total	% Split
Air Quality	2	7	3	0	12	20.3%
Contaminated Land	0	3	1	0	4	6.8%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Nuisance / Noise	11	13	14	0	38	64.4%
PPC	0	0	1	0	1	1.7%
Private Water Supplies	0	0	0	0	0	0.0%

Requests to Discharge

Air Quality	0	1	0	0	1	1.7%
Contaminated Land	0	1	0	0	1	1.7%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Noise	0	0	0	0	0	0.0%
Nuisance	0	1	1	0	2	3.4%

The table below provides a breakdown of **Licensing** applications received during 2015/16 where the subject was located within the district of Worcester City.

Licensing Applications	Q1	Q2	Q3	Q4	Total	% Split
Animal	1	0	5	0	6	0.6%
Caravan	0	0	0	0	0	0.0%
Charity	8	24	8	0	40	4.3%
Gambling	9	9	6	0	24	2.6%
Licensing Act	104	115	160	0	379	40.8%
Scrap Metal	2	0	0	0	2	0.2%
Sex Establishments	0	0	1	0	1	0.1%
Skin Piercing	5	9	3	0	17	1.8%
Street	19	25	9	0	53	5.7%
Taxi	141	139	128	0	408	43.9%

The table below provides a breakdown of complaints and enquiries received during 2015/16 where the subject was located within the district of Worcester City.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Animal	2	3	2	0	7	2.0%
Caravan	0	0	0	0	0	0.0%
Gambling	13	3	2	0	18	5.1%
Licensing Act	63	36	45	0	144	41.0%
Scrap Metal	1	0	1	0	2	0.6%
Sex Establishments	0	1	0	0	1	0.3%
Skin Piercing	1	2	2	0	5	1.4%
Street	23	19	11	0	53	15.1%
Taxi	62	15	44	0	121	34.5%
Surgery Requests	24					

The tables below provide a breakdown of **Environmental Health** complaints and enquiries received during 2015/16 where the subject was located within the district of Wychavon. Environmental cases generally relate to nuisance but also include contamination incidents and water supply incidents.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Dog Control	5	4	14	0	23	3.0%
Environmental	166	161	110	0	437	56.4%
Food	59	56	51	0	166	21.4%
Health & Safety	14	13	12	0	39	5.0%
Information Requests	32	38	39	0	109	14.1%
Public Burial	1	0	0	0	1	0.1%

Nuisance	Q1	Q2	Q3	Q4	Total	% Split
Accumulations - Commercial	2	7	4	0	13	3.0%
Accumulations - Domestic	16	17	10	0	43	10.0%
Drainage	6	9	9	0	24	5.6%
Light Nuisance	4	0	4	0	8	1.9%
Noise - Alarm	0	3	1	0	4	0.9%
Noise - Commercial Premises	39	37	13	0	89	20.8%
Noise - Domestic	46	41	37	0	124	29.0%
Noise - Industrial or Agricultural	9	5	6	0	20	4.7%
Noise - Street	1	2	4	0	7	1.6%
Odour	9	12	5	0	26	6.1%
Smoke, Fumes and Gases	30	25	15	0	70	16.4%

The table below shows the top 5 wards within the district of Wychavon with the highest incident rate for noise cases during 2015/16.

Ward	Total	Population	% Rate
Evesham North	25	5,079	0.49%
Pinvin	16	2,973	0.54%
Bengeworth	13	5,589	0.23%
Droitwich East	11	5,467	0.20%
Ombersley	10	2,364	0.42%

The following tables outline the number of accident reports, infectious disease notifications, dog control cases and planning requests received during 2015/16, where the subject was located within the district of Wychavon. Dog control cases are in addition to those identified on the previous page. Also included is the number of FHRS inspections conducted.

Accident Reports	Q1	Q2	Q3	Q4	Total	% Split
Dangerous Occurrence	0	0	2	0	2	6.9%
Reportable Disease	0	0	0	0	0	0.0%
Fatality	0	0	1	0	1	3.4%
Major Incident	0	3	0	0	3	10.3%
Over 7 Day Injury	5	3	2	0	10	34.5%
Injury to Member of the Public	3	4	6	0	13	44.8%

Number of FHRS Inspections 237

Infectious Disease Notifications 39

Dog Control	Q1	Q2	Q3	Q4	Total	% Split
Contained Stray Dog	85	51	53	0	189	69.2%
Report of Lost Dog	25	24	21	0	70	25.6%
Loose Straying Dog	0	5	9	0	14	5.1%

Planning Requests

Consultations	Q1	Q2	Q3	Q4	Total	% Split
Air Quality	11	13	11	0	35	5.9%
Contaminated Land	147	99	66	0	312	52.6%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Nuisance / Noise	78	86	52	0	216	36.4%
PPC	0	0	0	0	0	0.0%
Private Water Supplies	0	1	1	0	2	0.3%

Requests to Discharge

Air Quality	1	1	1	0	3	0.5%
Contaminated Land	5	4	5	0	14	2.4%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Noise	1	2	2	0	5	0.8%
Nuisance	1	4	1	0	6	1.0%

The table below provides a breakdown of **Licensing** applications received during 2015/16 where the subject was located within the district of Wychavon.

Licensing Applications	Q1	Q2	Q3	Q4	Total	% Split
Animal	3	6	20	0	29	2.8%
Caravan	2	3	1	0	6	0.6%
Charity	9	13	20	0	42	4.0%
Gambling	27	13	11	0	51	4.9%
Licensing Act	207	169	136	0	512	48.9%
Scrap Metal	0	1	0	0	1	0.1%
Sex Establishments	0	0	0	0	0	0.0%
Skin Piercing	0	0	4	0	4	0.4%
Street	0	1	5	0	6	0.6%
Taxi	109	137	151	0	397	37.9%

The table below provides a breakdown of complaints and enquiries received during 2015/16 where the subject was located within the district of Wychavon.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Animal	10	5	14	0	29	6.6%
Caravan	4	6	8	0	18	4.1%
Gambling	12	9	5	0	26	5.9%
Licensing Act	89	57	48	0	194	44.3%
Scrap Metal	0	0	0	0	0	0.0%
Sex Establishments	0	0	0	0	0	0.0%
Skin Piercing	0	1	3	0	4	0.9%
Street	15	13	11	0	39	8.9%
Taxi	53	25	50	0	128	29.2%
Surgery Requests	40					



The tables below provide a breakdown of **Environmental Health** complaints and enquiries received during 2015/16 where the subject was located within the district of Wyre Forest. Environmental cases generally relate to nuisance but also include contamination incidents and water supply incidents.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Dog Control	3	1	8	0	12	2.1%
Environmental	121	122	78	0	321	56.9%
Food	38	34	30	0	102	18.1%
Health & Safety	15	20	12	0	47	8.3%
Information Requests	37	21	22	0	80	14.2%
Public Burial	0	2	0	0	2	0.4%

Nuisance	Q1	Q2	Q3	Q4	Total	% Split
Accumulations - Commercial	4	4	2	0	10	3.1%
Accumulations - Domestic	10	15	1	0	26	8.2%
Drainage	0	0	2	0	2	0.6%
Light Nuisance	2	1	1	0	4	1.3%
Noise - Alarm	2	4	0	0	6	1.9%
Noise - Commercial Premises	27	24	10	0	61	19.1%
Noise - Domestic	53	51	42	0	146	45.8%
Noise - Industrial or Agricultural	3	1	2	0	6	1.9%
Noise - Street	2	1	0	0	3	0.9%
Odour	5	3	4	0	12	3.8%
Smoke, Fumes and Gases	12	18	13	0	43	13.5%

The table below shows the top 5 wards within the district of Wyre Forest with the highest incident rate for noise cases during 2015/16.

Ward	Total	Population	% Rate
Bewdley and Arley	22	6,327	0.35%
Broadwaters	17	7,936	0.21%
Lickhill	16	6,805	0.24%
Greenhill	13	8,003	0.16%
Areley Kings	13	5,830	0.22%

The following tables outline the number of accident reports, infectious disease notifications, dog control cases and planning requests received during 2015/16, where the subject was located within the district of Wyre Forest. Dog control cases are in addition to those identified on the previous page. Also included is the number of FHRS inspections conducted.

Accident Reports	Q1	Q2	Q3	Q4	Total	% Split
Dangerous Occurrence	0	1	0	0	1	4.2%
Reportable Disease	0	0	0	0	0	0.0%
Fatality	0	1	0	0	1	4.2%
Major Incident	2	0	1	0	3	12.5%
Over 7 Day Injury	0	6	4	0	10	41.7%
Injury to Member of the Public	5	3	1	0	9	37.5%

Number of FHRS Inspections 188

Infectious Disease Notifications 35

Dog Control	Q1	Q2	Q3	Q4	Total	% Split
Contained Stray Dog	60	67	69	0	196	72.9%
Report of Lost Dog	23	12	16	0	51	19.0%
Loose Straying Dog	11	7	4	0	22	8.2%

Planning Requests

Consultations	Q1	Q2	Q3	Q4	Total	% Split
Air Quality	5	5	5	0	15	10.6%
Contaminated Land	23	25	21	0	69	48.9%
Food	2	0	0	0	2	1.4%
Health and Safety	2	0	0	0	2	1.4%
Nuisance / Noise	16	19	8	0	43	30.5%
PPC	0	0	0	0	0	0.0%
Private Water Supplies	0	0	0	0	0	0.0%

Requests to Discharge

Air Quality	2	0	0	0	2	1.4%
Contaminated Land	4	2	1	0	7	5.0%
Food	0	0	0	0	0	0.0%
Health and Safety	0	0	0	0	0	0.0%
Noise	0	1	0	0	1	0.7%
Nuisance	0	0	0	0	0	0.0%

The table below provides a breakdown of **Licensing** applications received during 2015/16 where the subject was located within the district of Wyre Forest.

Licensing Applications	Q1	Q2	Q3	Q4	Total	% Split
Animal	1	5	10	0	16	2.9%
Caravan	0	0	0	0	0	0.0%
Charity	2	4	26	0	32	5.9%
Gambling	14	5	7	0	26	4.8%
Licensing Act	102	97	94	0	293	53.9%
Scrap Metal	0	0	1	0	1	0.2%
Sex Establishments	0	0	2	0	2	0.4%
Skin Piercing	7	5	2	0	14	2.6%
Street	14	1	1	0	16	2.9%
Taxi	45	63	36	0	144	26.5%

The table below provides a breakdown of complaints and enquiries received during 2015/16 where the subject was located within the district of Wyre Forest.

Service Requests	Q1	Q2	Q3	Q4	Total	% Split
Animal	5	4	3	0	12	4.6%
Caravan	2	0	0	0	2	0.8%
Gambling	3	2	5	0	10	3.9%
Licensing Act	40	21	39	0	100	38.6%
Scrap Metal	3	2	2	0	7	2.7%
Sex Establishments	0	1	1	0	2	0.8%
Skin Piercing	0	0	2	0	2	0.8%
Street	15	5	14	0	34	13.1%
Taxi	27	24	39	0	90	34.7%
Surgery Requests	48					

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