

# Worcestershire Regulatory Services Board

Thursday, 16th  
February, 2017  
4.30 pm

Committee Room Two  
Town Hall  
Redditch



[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)

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**If you have any queries on this Agenda please contact**

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Democratic Services Officer**

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**WORCESTERSHIRE DISTRICT COUNCILS****MEETING OF THE WORCESTERSHIRE REGULATORY SERVICES BOARD**

THURSDAY 16TH FEBRUARY 2017 AT 4.30 P.M.

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

MEMBERS: Bromsgrove District Council: Councillor R. J. Laight  
Bromsgrove District Council: Councillor P. J. Whittaker  
Malvern Hills District Council: Councillor B. Behan (Chairman)  
Malvern Hills District Council: Councillor D. Chambers  
Redditch Borough Council: Councillor B. Clayton  
Redditch Borough Council: Councillor J. Fisher  
Worcester City Council: Councillor L. Denham  
Worcester City Council: Councillor J. Riaz  
Wychavon District Council: Councillor E. Stokes (Vice-Chairman)  
Wychavon District Council: Councillor M. King  
Wyre Forest District Council: Councillor J. Smith  
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. To confirm the accuracy of the minutes of the meeting of the Worcestershire Regulatory Services Board held on 24th November 2016 (Pages 1 - 8)
4. Chairman's Announcements
  - Worcestershire Regulatory Services Dog Warden Service
5. Worcestershire Regulatory Services Business Plan 2017-2020 (Pages 9 - 36)
6. Worcestershire Regulatory Services Service Plan 2017-2018 (Pages 37 - 62)
7. Worcestershire Regulatory Services Revenue Monitoring April - December 2016 (Pages 63 - 70)

8. Activity and Performance Data Quarter 3 (Pages 71 - 110)
9. Countywide Licensing Work Plan (Pages 111 - 120)
10. Worcestershire Regulatory Services Board - 2017/2018 Proposed Meeting Dates:-

All meetings to commence at 4:30pm:

- Thursday 22nd June 2017
  - Thursday 5th October 2017
  - Thursday 16th November 2017 (Budget)
  - Thursday 15th February 2018
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

6th February 2017

**WORCESTERSHIRE DISTRICT COUNCILS****MEETING OF THE WORCESTERSHIRE REGULATORY SERVICES BOARD****THURSDAY, 24TH NOVEMBER 2016 AT 4.36 P.M.**

PRESENT: Councillors R. J. Laight, D. Chambers, Y. Smith (Substituting for Councillor J. Fisher), B. Clayton, L. Denham, J. Riaz, E. Stokes (Vice-Chairman in the Chair), M. King, J. Smith and J. Hart

**Partner Officers:** Mr. D. Sutton, Worcester City Council, Mr. V. Allison, Wychavon District Council, Mr. P. Merrick, Malvern Hills District Council and Mr. M. Parker, Wyre Forest District Council.

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

18/16 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

Apologies for absence were received from Councillors P. Whittaker, Bromsgrove District Council, B. Behan, Malvern Hills District Council and J. Fisher, Redditch Borough Council.

It was noted that Councillor Y. Smith, Redditch Borough Council was in attendance as substitute Member for J. Fisher.

Apologies for absence were also received from Ms. J. Pickering, Bromsgrove District Council and Redditch Borough Council.

19/16 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

20/16 **MINUTES**

The minutes of the meeting of the Worcestershire Regulatory Services Board held on 6th October 2016 were submitted.

**RESOLVED** that the minutes of the Worcestershire Regulatory Services Board be approved as a correct record.

21/16 **CHAIRMAN'S ANNOUNCEMENTS**

The Vice-Chairman took the opportunity to inform the Board that she would be attending Worcester's Victorian Fayre on behalf of the Chairman, Councillor B. Behan, Malvern Hills District Council.

The Vice-Chairman further informed the Board that Councillor L. Denham, Worcester City Council, had requested if she could briefly

discuss with Board Members initiatives / training opportunities they may be aware of with regard to Child Sexual Exploitation (CSE) awareness raising.

The Chairman asked Board Members if they would be kind enough to stay behind after the meeting was officially closed, in order to discuss CSE awareness raising.

22/16

### **WRS REVENUE MONITORING - APRIL TO SEPTEMBER 2016**

The Board were asked to consider a report which detailed the financial position for the period 1st April 2016 to 30th September 2016.

The Financial Services Manager, Bromsgrove District Council and Redditch Borough Council introduced the report and in doing so informed the Board that the report presented the final financial position for Worcestershire Regulatory Services (WRS) for the period 1st April 2016 to 30th September 2016.

The Financial Services Manager drew Members' attention to the information as detailed on page 10 of the report for pest control, and highlighted that if the spend on pest control continued on the same trend for the rest of the year there would be a projected overspend on this service of £47,000. WRS officers continued to analyse the overspend. The figures as detailed below showed the projected full years overspend to be funded from each partner authority:

1. Redditch £32,000
2. Wychavon £10,000
3. Wyre Forest £ 5,000

The Financial Services Manager continued and informed the Board that there were a number of vacant posts within the service and these together with savings resulting from maternity leave, long term sick etc. would result in a projected underspend in salaries. This was offset by the costs associated with additional agency staff being used to cover those vacancies. Officers would reduce the reliance on agency staff over the next six months to ensure the projected outturn was as minimal as possible.

Included in the expenditure was two months of costs which related to Trading Standards and Animal Health. Trading Standards and Animal Health services were transferred back to Worcestershire County Council (WCC) as of 1st June 2016. WCC paid WRS £110,000 to run these services for the two months and this income was included in the income projected outturn of £394,000 as detailed at Appendix 1 to the report.

In response to questions from Councillor B. Clayton, Redditch Borough Council, the Technical Services Manager, WRS, informed the Board that with regard to pest control, each partner authority had specific criteria for charges for pest control services. In some areas residents in receipt of

certain qualifying benefits who needed support with pest control could get free treatment or be entitled to a 25% discount, dependant on which pest control service was required and the qualifying benefit they were in receipt of. In Redditch all residents were entitled to free treatment for rats and this was a major contributing factor to the large level of overspend in the Borough.

The Head of Regulatory Services (WRS) reassured the Board that the potential overspend was being regulatory monitored by his team.

**RESOLVED:**

- a) that the final financial position for the period 1st April 2016 to 30th September 2016, be noted; and
- b) that partner councils are informed of their liabilities for 2016/2017 with regard to Pest Control and Bereavements, by Section 151 officers.

23/16

**WRS BUDGETS 2017/2018 - 2019/2020**

The Financial Services Manager, Bromsgrove District Council and Redditch Borough Council introduced a report which detailed the Worcestershire Regulatory Services Budget for 2017/2018 and 2019/2020.

The Financial Services Manager drew Members' attention to page 18 of the report and the assumptions that had been made in relation to the projections. A 1% pay award across all staff, this was subject to the ongoing National Pay Negotiations. Therefore the final position would reflect any formally agreed increases. The budget also included any employee entitled to an incremental increase.

A draft pension revaluation had been received from the actuary, which had resulted in an increase in forward funding to 15.7% from 14.8%. The additional cost of £18,000 per annum was included in the budget projections. The back funding element remained under discussion with the actuary in relation to the transfer of Trading Standards.

The income of £266,000 included £68,000 of additional revenue to be generated from the marketing of the service.

In response to questions from Members, the Financial Services Manager, informed the Board that with regard to pensions, every three years the demographics of employees, was reviewed. Officers were currently awaiting confirmation from Worcestershire County Council (WCC) that all WCC staff had been removed.

Further discussion followed whereby Members made the following comments:-

- Uncomfortable with approving a budget based on savings without understanding how these might be achieved.

- Additional income should be clearly shown and not included as savings.
- Additional revenue income from the marketing of the service, further detail should be provided on how this might be developed depending on potential income streams.
- Looking at income streams, if the additional income required cannot be achieved, Board Members should be made aware at the earliest opportunity. Officers should then report back to the Board with the various options identified for making additional savings.

In response the Head of Regulatory Services (WRS) agreed and stated that, following the valid comments made by Members, he would work with the Executive Director, Finance and Corporate Resources, Bromsgrove District Council (BDC), and the Financial Services Manager to ensure that future budget information was presented to the Board in a more concise and clear format.

The Head of Regulatory Services, WRS, further responded and highlighted that WRS were continually looking to work differently in order to identify efficiencies that could help deliver the required savings. However, given the level of transformation already undertaken these were likely to be marginal. He was trying to be optimistic by looking at other income streams, as income generation was a key element in making the service prosper and the Management Team would continue to look at growing income.

With regard to the suggestions from Members in respect of future budget information presented, he would provide more detailed information on how the income target could be achieved; and would endeavour to work with officers and report back to the Board at a future date.

**RESOLVED:**

- a) that the district partners gross expenditure budget of £3,291k, as shown in Appendix 1 to the report, be approved;
- b) that the district partners income budget of £266k, as shown in Appendix 1 to the report, be approved;
- c) that the district partners revenue budget allocations for 2017/2018 and 2019/2020, as detailed below, be approved;

|                |                |
|----------------|----------------|
| Bromsgrove     | £439k          |
| Malvern        | £386k          |
| Redditch       | £529k          |
| Worcester City | £507k          |
| Wychavon       | £701k          |
| Wyre Forest    | £463k          |
|                | <b>£3,025k</b> |

- d) that, as detailed in the preamble above, the Head of Regulatory Services, WRS to work with the Executive Director, Finance and Corporate Resources, Bromsgrove District Council (BDC), and the

- Financial Services Manager to ensure that future budget information was presented to the Board in a more concise and clear format; and
- e) that the Head of Regulatory Services, WRS to work with officers and report back to the Board on the various options identified in order to make additional savings at a future meeting of the Board.

24/16

### **ACTIVITY AND PERFORMANCE DATA - QUARTERS 1 AND 2**

The Board were asked to consider a report that detailed Worcestershire Regulatory Services Activity and Performance Data for Quarters 1 and 2, 2016/2017.

The Environmental Health & Trading Standards Manager, Worcestershire Regulatory Services (WRS) introduced the report and in doing so informed Members that, as detailed at Appendix 1 to the report, food inspections were down on the same quarter last year. Officers expected that 2016/2017 would follow a similar pattern to 2014/2015, whereby the majority of food inspection work was carried out in the second half of the year. This was due to the volume of reactive work undertaken during the summer and the fact that the service was involved in some complex enforcement activities. This created the prospect of a number of prosecution files which added to the significant number already in the pipeline. WRS would continue to monitor the progress against the full inspection programme for the year in order to ensure that the programme was achieved.

Several businesses had achieved the Healthier Choices Food Award in Quarter 2.

Nuisance complaints showed the more usual track, creating a summer peak that, whilst not exceeding the levels in 2014/2015, was extended through to September due to the fine weather. The noise figures, as detailed on page 40 in the report, clearly demonstrated how busy the team had been over the summer months.

Planning consultations took off during the summer and far exceeded previous years. This resulted in a huge demand in terms of numbers and complexity on the Technical Services team and so other work was re-prioritised.

Staff sickness was higher than in previous years, at 2.77 days per full time equivalent (FTE) for the first two quarters. A large contributory factor was several members of staff with long term health conditions that had required surgery followed by periods of rest and recuperation. There was currently one staff member on long term sickness, with other staff members who had returned to work on a phased return.

Page 57 in the report highlighted that a total income of £135,986 had been achieved and that WRS were on track to achieve the income target as set for the year.

In response to questions from Members, the Licensing and Support Manager, WRS, informed the Board that, with regard to one and three year driver licences, it was dependant on what each authority offered and also those drivers who could afford the three year licence fee.

The Immigration Act 2016 would come into force as from the 1st December 2016. WRS already conducted data exchanges and requested specific documents from applicants as proof of their right to live and work in the United Kingdom (UK).

Applicants were required to produce a UK residence permit and acceptable right to work documents, in order to prove that they had the right to live and work in the UK, before they were issued with a licence. If a residence permit was only for a limited period, e.g. six months and a licence was granted, Members should feel reassured that the licence would only be granted for that six month period.

The Technical Services Manager, WRS, responded to further questions with regard to noise nuisance and tonal elements by briefly explaining that some noise sources emitted noise that was concentrated in a narrow part of the spectrum or contained a high proportion of energy at a single frequency (a pure tone). This type of noise could be more disturbing than other noises of the same level. Examples of sources that could cause disturbance included fans, compressors, motors and transformers where there were sharp metallic bangs and crashes. This is what was meant by tonal elements.

The Chairman and Members expressed their thanks to officers for a well presented, informative report that was clear and easy to follow.

**RESOLVED** that the Activity and Performance Data report for Quarters 1 and 2, 2016/2017 be noted.

25/16

### **PRIMARY AUTHORITY REPORT**

The Board received a report which detailed the progress made by Worcestershire Regulatory Services on Primary Authority Partnerships.

The Business and Relationships Manager, Worcestershire Regulatory Services (WRS) introduced the report and informed the Board that one of the key strategies for WRS was income generation. By working more collaboratively with businesses to support growth and provide assured advice across a number of regulatory functions instilled confidence and maintained essential public protections.

Primary Authority was a statutory scheme established by the Regulatory Enforcement and Sanctions Act 2008 (the RES Act). It enabled eligible businesses to form a legally recognised partnership with a single authority in relation to regulatory compliance. The local authority was then known as its 'Primary Authority'. The scheme made it easier for

business's to comply with regulation and to operate in the United Kingdom.

There were two types of partnership, 'direct' and 'co-ordinated'. The term 'direct partnership' was used where the business accessed the scheme by virtue of being regulated by more than one local authority or traded across different authority boundaries. The term 'co-ordinated partnership' was used where the business accessed the scheme by virtue of the fact that it shared an approach to compliance with other businesses, for example a trade association that provided regulatory guidance to its members.

The scheme had proved very successful and was continuing to grow. According to the Primary Authority Register there were now 15818 businesses in the 16920 partnerships; of which 2163 were in 'direct partnerships' and 14757 were in 'co-ordinated partnerships' with 181 different local authorities.

Primary Authority was available to businesses for support in all areas of Trading Standards, Environmental Health and Licensing delivered by local government, as detailed at Appendix 1 to the report.

WRS had seven 'direct' primary authority partnerships and one 'co-ordinated' partnership, five of which were Worcestershire based. The scheme was increasing each year. The current Primary Authority Partnerships were detailed on page 60 in the report.

The Business and Relationships Manager, WRS, further informed Members that income generation from the scheme was to be on a cost recovery basis. The current model operated used highly skilled experts in the field and WRS were aware that the preliminary stages of any Primary Partnership required a surge of resources. Therefore each new partnership was looked at on a case by case basis, in order to sustain the commitment to current business's already in the WRS Primary Authority portfolio. The risk of taking on too many businesses could require additional resources.

The Chairman commented that this appeared to be a growing area, which also acted as a safety net for businesses by providing consistent advice.

In response to questions from Members, the Head of Regulatory Services, WRS, explained that advice given to businesses by each primary authority was assured advice and could be relied upon by the business. Where a disagreement on interpretation occurred between local enforcement authorities and the Primary Authority, discussions would take place to resolve the issue. Where resolution was not achieved informally, a mechanism was available through a branch of the Department for Business, Energy and Industrial Strategy to adjudicate and determine which interpretation was correct. In the meantime, the business could continue to trade with confidence. If the advice was

deemed correct the enforcement authority would be prevented from taking the matter further. If it was found that incorrect advice had been provided the enforcement authority could proceed. Equally, if a business had failed to seek Primary Authority advice on something and its actions constituted an offence, the business could not try to use the Primary Authority mechanism to defend itself. So there were checks and balances in the system to ensure businesses were supported and consumers remained protected.

Members thanked the Business and Relationships Manager, WRS, for her report. It gave them confidence that the scheme was being built steadily and achieving an income stream for WRS. Members were reassured by the fact that each partnership was looked at on a case by case basis, thus reducing any potential risk by growing the scheme too rapidly.

In response the Head of Regulatory Services, WRS, further commented that, from its work with smaller businesses, WRS understood that periods of significant growth were critical times for business and increased the risk of things going wrong, so it was crucial to allow the business to grow at the right rate in order for the business to be sustainable.

With regard to the fact that the scheme was to be on a cost recovery basis, officers would continue to grow the scheme, but a review of the scheme would be carried out after the first six months, in order to ensure that the full cost recovery model was delivering what was required. Any income generated would be invested back into the service. The Head of Regulatory Services, WRS, agreed to report back to the Board the findings of the six month review of the scheme.

**RESOLVED:**

- a) that the findings of the six month review of the scheme be brought back to a future meeting of the Worcestershire Regulatory Services Board, and
- b) that the Primary Authority report, be noted.

26/16

**NEXT MEETING DATE**

Members were asked to note the next scheduled meeting of the Board on Thursday 16th February 2017, 4:30 p.m. at Bromsgrove District Council.

The meeting closed at 5.35 p.m.

Chairman



## WRS Board

16<sup>th</sup> February 2016

### **WORCESTERSHIRE REGULATORY SERVICES Business Plan for Worcestershire Regulatory Services 2017-2020**

#### **Recommendation**

**That the Board approve the updated approach outlined in the WRS business plan 2017-2020**

#### **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 became the high level document that informs the development of the service for the foreseeable future. It was updated last year following the changes to the partnership arrangement and, given developments and experiences during the last year it has been updated again, with the new time scale taking us through to the next general election.

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.
- Support other partners to maintain service levels above this, where this is desired.
- Provide details of plans to “Grow the Business” and increase income to maintain resilience in the face of continued austerity.

Local government finance remains difficult. The expected stability that 4-year budgets were expected to bring has not really been achieved with Government's changes to the new homes bonus and the on-going lack of certainty about what business rates retention will deliver. The Municipal Journal's headline of 12<sup>th</sup> January 2017, which said "Breaking Point," highlights the difficulties faced by the sector. Currently partners are not looking for further savings from WRS and the service has been clear that the significant efficiencies have all been delivered.

Income generation will remain the 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. The demise of Shropshire's outsourced regulatory team has meant there are fewer serious competitors, the 2020 partnership, around West Oxfordshire, Cotswold and Forest of Dean District Councils, remaining the main challenger. However, authorities are now recognising income generation as a strategy so we may see others entering the market place, albeit they are unlikely to be able to match WRS's scale. Support from partners at all levels, but particularly Director, Chief Executive and Leader level will be necessary in selling WRS in what remains a significantly more competitive environment.

Understanding our costs and with good support from the Host's Finance team, we have been able to forecast our income needs going forward even beyond this period of the plan, which takes us up to the next general election. On the assumption of cash standstill from partners, the service will need to be generating in excess of £350,000 in income by 2020 to continue to be able to offer the current service levels to partners and clients. This will be challenging but the management team believe that this is achievable.

It will require that we continue to build on income streams like Primary Authority and doing work for other local authorities. We will need to maintain the levels of grant income that we bring in and we will need to tap into new income streams like pre-application advice, if the forecast requirements are to be met. This can only be done if the service retains its current flexibility to re-invest income in resources where necessary. We must also retain the current flexible and well qualified staff cohort and build on it where we can.



The previous plan was predicated on only taking on business from authorities through contract. Our experience in bidding for the work of Stratford on Avon district suggested that this would not always be a winning strategy, especially where there was a partnership option available. Although the proposed partnership between Stratford and the 2020 Group of authorities did not come to fruition, it is still important that we give consideration to how we might look at opening up the partnership in the right circumstances to new members. As was discussed with members, this would need to be to the benefit of all and the Head of Service will continue to work up the idea with senior officers from the partners, albeit that the authorities that we have approached have yet given a strong indication of interest. We need to be prepared for this eventuality and put ourselves in the position where we could move quickly if it was to our advantage.

### **Financial Implications**

In their search to make savings in-house, partners may consider building on the WRS platform as an option to potentially rationalise cost and maintain service levels in some of their other enforcement related and similar services. The existing legal agreement allows for this kind of addition, so this is open to the partner authorities to consider.

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

Are included in the business plan

### **Contact Point**

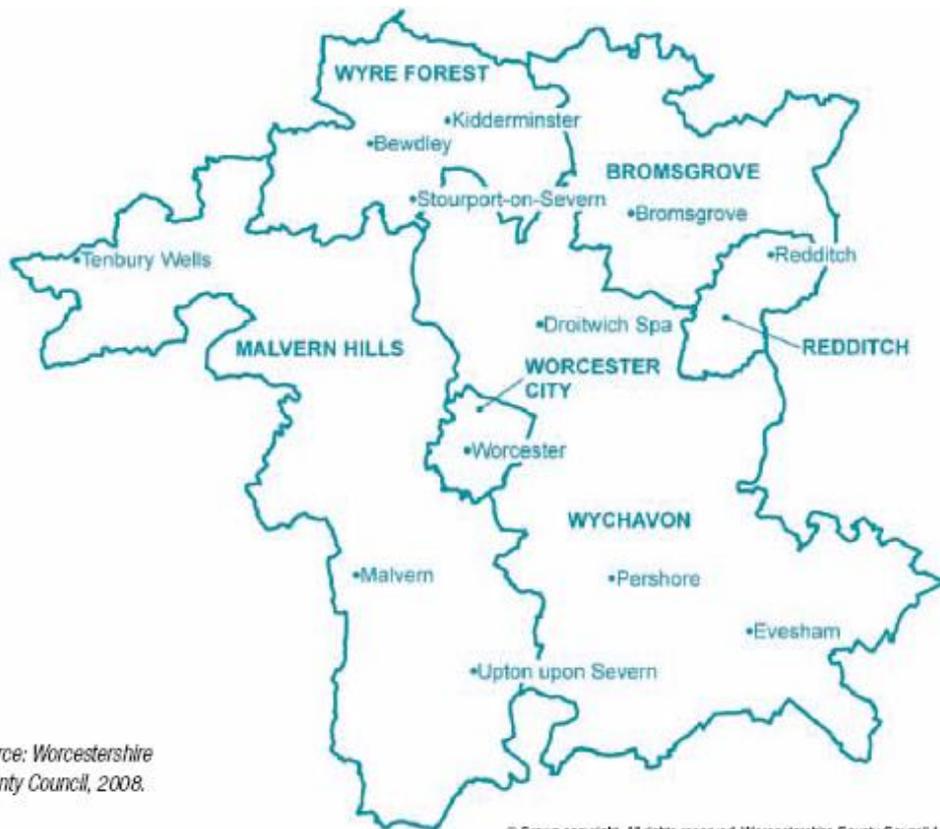
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### **Background Documents**

WRS Business Plan 2017-2020

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# Business Plan for Worcestershire Regulatory Services 2017-2020



Source: Worcestershire County Council, 2008.

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“A Local Government Solution to Local Government Challenges “

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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 solution to the delivery of local authority regulatory responsibilities. It 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 by the end of 2016/17. In 2009/10, the district councils' combined contribution was around £5M. At £3.025M by 2016/17, this had fallen by 40%, yet outcomes within Environmental Health and Licensing remain good and performance, in terms of customer satisfaction and business compliance, remain high.

Currently there is no expected additional financial savings for the following 3 years from any of the partner authorities, however, with the announcement in the Chancellor's Autumn 2016 Statement, the 4-year settlements agreed by partners and the subsequent changes around 'New Homes Bonus' and other district income streams, we understand that these may well be subject to change.

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

Going forward WRS will 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 where operating models and economies of scale permit, 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 market has 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. 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 local authority functions with more commercial elements.

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 beyond 2017/18. 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 right local government solution to local government challenges in the regulatory environment.

Simon Wilkes

Head of Regulatory Services

## 1. Introduction

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

- Respond to the financial pressures faced by each partner
- Accommodate service variations by developing the ability to use time recording as a reliable 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

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

The Strategic Partnering process demonstrated how lean the WRS organisation already was. 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 and subsequent changes to funding streams, 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. On-going discussions with partners around the opportunities for opening up the partnership to new members could be a key aspect of the income strategy going forward, not previously identified in other plans.

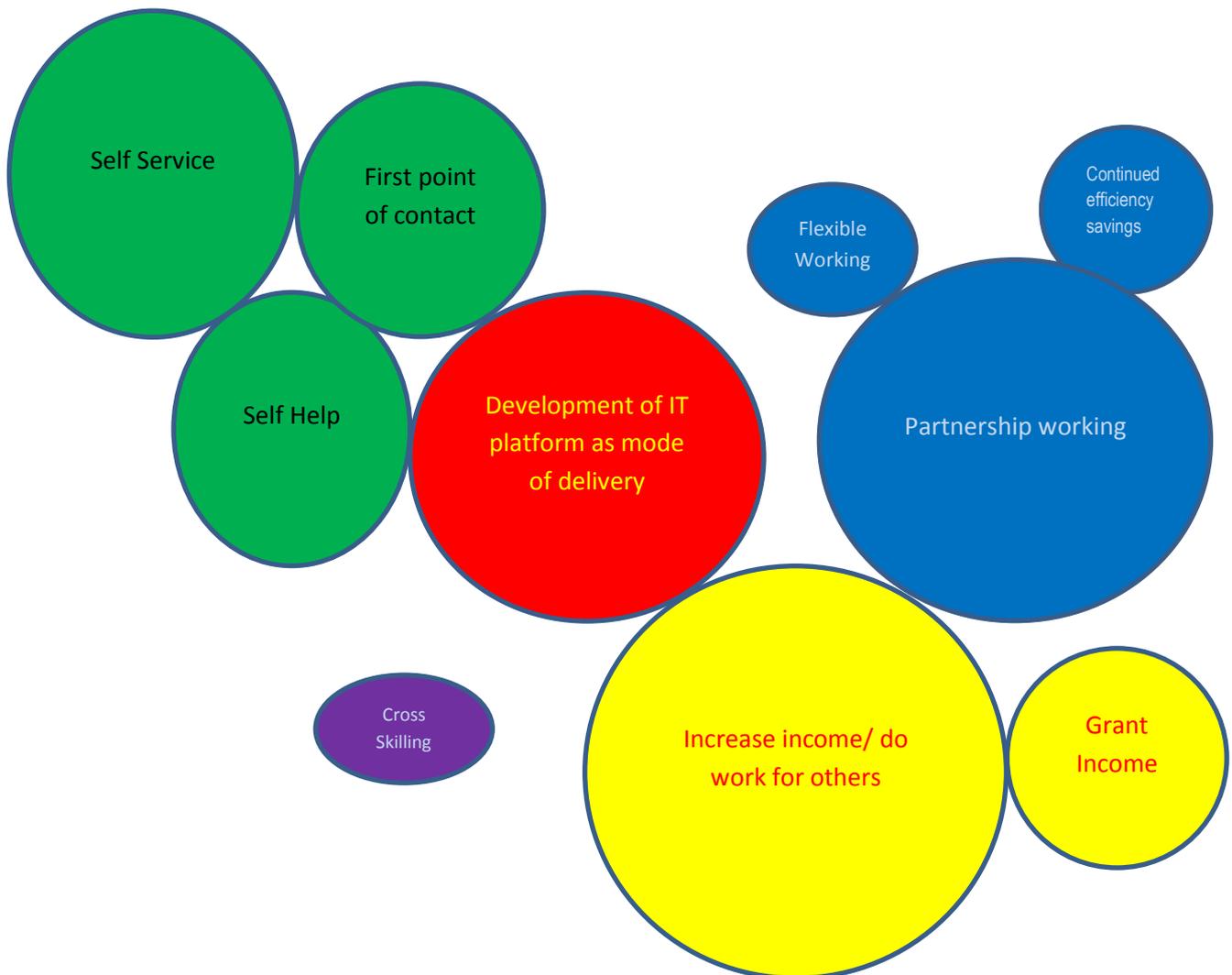
Worcestershire Regulatory Services is the local government solution to local government challenges in the regulatory environment.

## 2. Business Planning & Savings Realisation

### 2.1 Picture of the plan

The Business Plan remains a high level strategic document that outlines the framework within which the service will build and develop. The diagram below has been updated so that it can continue to illustrate 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) **Generating streams of income (grants, work for others, paid advice, etc.)**
- II) **On-going implement new ways of working (self-help, first point of contact, self service)**
- III) **Maintaining and creating new efficiencies through wider partnership working**

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

- IV) **Continued development of a suitable digital front door linking directly to our IT platform**

Cross skilling within the professions was the key to improving efficiency as opposed to the creation of generic regulatory officers and we will build on this going forward so our officers can take on a wider range of work.

## 2.2 The Savings Picture

The current situation in relation to partner financial savings requirements is that there are no additional savings envisaged for the next three years. We appreciate that this could be subject to change particularly in light of the Autumn Statement and the proposed changes to Council funding streams with reliance on Business Rates and Council tax plus other local income streams, which introduces some serious uncertainties and potential risks.

The budget picture at Appendix B also demonstrates that, even without accounting for inflationary pressures, there are salary and pension related pressures that will cause an increase in budgetary pressures over the next three years of the business plan, which continue beyond into the 2020s. As a consequence this means there will be a reduction in the WRS budget for each year.

### 3. Income Generation to meet the budget envelope 2017-2020

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

It is clear that the private sector will now only consider taking on regulatory functions if they are bundled with other groups of services. Should our partners consider entering this market in some way to offer services to other local authorities, WRS would be well placed to support any commercial activity that partners choose to undertake. The demise of Shropshire's Teckal company from which it purchased various services including regulatory ones should also be a salutary lesson to local authorities that the private sector is not the right option for all functions.

The sharing of services remains a developing area for Regulatory Services delivery. Three unitary authorities in South Wales now have a fully shared regulatory service. A number of London Boroughs are using the model for Trading Standards. A number of the unitary authorities in Berkshire are building on the collaboration between Wokingham and West Berkshire for a range of regulatory activities. Devon and Somerset County Councils have been operating a shared Trading Standards service for some time now and Buckinghamshire and Surrey County Councils have followed suit successfully. We also have the 2020 partnership driven by West Oxfordshire District, Cotswold District and latterly the Forest of Dean District Councils with whom we are competing for business. Having said that, we have also seen the ending of the Warrington BC/ Halton BC shared Trading Standards service relationship so it remains essential that shared services are able to respond to the needs of their partners' economic and political factors.

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

- Dog warden services
- Air quality
- Industrial Pollution Control
- Contaminated Land
- Planning Consultation advice

Having said this, WRS has reached a point where it is turning away work in these areas as its current capacity is insufficient, so invest to save business cases will need to be considered during 2017/18 if we are to build more saleable capacity within these teams.

Looking at these above 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. Our experience with competing for Stratford on Avon Borough Council's Environmental Health work would indicate that an option to join a partnership is likely to be looked on more favourably than a purely commercial relationship. Even our elected members of the Joint Board admitted that, all things being equal, they would consider partnership as a better vehicle than a contract were they in the same position as Stratford's members. With this in mind, a key part of this plan for WRS Managers will be to develop a strategy that could, whilst protecting and recognising to some extent the investment made by existing partners, give the potential for other Councils to join the partnership and share in the future success of WRS.

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 the County Council's officers are clear that they would welcome the opportunity of working together with WRS managers and Board to secure such opportunities to the benefit of the Districts and the County.

### 3.2 Other Public Sector Income

The service will continue to look at the potential for grant money from other public bodies to deliver related work. 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 Worcestershire LEP continues to work closely with WRS and supports activities around Better Business for All and those around strategic business sectors like Agriculture and Horticulture. We will look to build on this relationship going forward.

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. It is probably worth revisiting this piece of work given the time elapsed to see if there have been any changes to business's attitude to paying for advice from local regulators. Whilst the legal advice provided to WRS made it clear that there were risks associated with charging regimes where the advisor might, at some point, have to become the enforcer with the same business, there ought to be ways of overcoming these issues.

Business advice for District Council functions remains 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.

Another area of income yet to be tapped into 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.

The service continues to expand its Primary Authority work as a means of recovering cost but this does have some limitations, especially the fact that it can only be a full cost recovery operation. Work with the Bangladeshi Catering Association on improving the performance of businesses in Worcestershire sparked their interest in a potential Primary Authority arrangement and a number of other local businesses have signed up during 2015/16. However, it needs to be

recognised that, up and down the Country, Primary Authority is only delivering income sufficient to support relatively small numbers of posts within services and it will never be a substitute for local authority funds.

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.

We have recently been successful in gaining a contract which utilises skills and knowledge gained from undertaking local authority work but in this case is for another public body. This is an area of income generation not explored extensively to date but we are considering other options that may be available where we have skills traditionally considered local authority work which other organisations undertake.

### 3.4 Income Targets

Even with a cash standstill budget, the service has to accommodate the costs of inflation, salary increases and incremental spinal point increases for officers. There is also pressure on pension funding relating to WRS staff past and present. Without increased funding and with very limited scope for efficiencies, the only way to cover these shortfalls is with income. The table below outlines the annual turnover targets that need to be achieved in order to retain the current workforce capacity. It goes beyond 2020 to show the continuing need to address this issue.

| Year  | Forecast Turnover Income Required |
|-------|-----------------------------------|
| 17/18 | £284,000                          |
| 18/19 | £327,000                          |
| 19/20 | £364,000                          |
| 20/21 | £397,000                          |
| 21/22 | £428,000                          |

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. Industrial Pollution Control and Contaminated Land work for district councils
- Managing entire services for district councils
- Dog warden services for District Councils and dog boarding for other public organisations
- 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
- Specialist Environmental Health IT support with UNiform database and data extraction
- Intelligence training for local authorities and public sector organisations
- PACE tape transcription

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.

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 |
|--|-------------------------------------|--|--|------------------------------------|---|--------------------------|
| <b>2017/18</b>                               | <b>£20000</b>                       | <b>£15000</b>                              | <b>£180000</b>                           | <b>£10000</b>                      | <b>£60000</b>                                   | <b>£285000</b>           |
| <b>2018/19</b>                               | <b>£25000</b>                       | <b>£15000</b>                              | <b>£210000</b>                           | <b>£10000</b>                      | <b>£67000</b>                                   | <b>£327000</b>           |
| <b>2019/20</b>                               | <b>£30000</b>                       | <b>£15000</b>                              | <b>£240000</b>                           | <b>£10000</b>                      | <b>£69000</b>                                   | <b>£364000</b>           |

In 2016/17, the Business and Relationship Manager, was appointed to work with other managers to help build income streams. The post has been used to develop and following up leads for new business but it is still the case that much of the selling of services needs to be done peer to peer with professionals talking to their colleagues. Whilst the post holder has been very successful already, many local authorities are not as aware of their cost elements or have experience of the economies of scale that WRS may bring to their service elements, and so we have experienced resistance. As senior local authority officers become more aware of their financial position and the commercial options, it is hoped that they will recognise the benefit of working with WRS.

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

The service 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.

### **3.5 Building on the WRS Platform**

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

There also remains the option for partners to expand the functions delivered through the partnership. Skills around enforcement activity are focused within the service and a number of areas of current in-house operation with synergies with WRS delivered functions. Partners will undoubtedly be seeking savings opportunities going forward and the current legal agreement does allow partners to add functions to the delivery platform, as long as funding arrangements are agreed. This could create wider income generation activities for the service and provide partners with efficiency savings in those areas added.

## 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. Even CIPFA have suggested that 2015/16 may be their last year of collecting statistics on regulatory functions meaning there will be no national comparators for these functions at all beyond what the professional bodies collect from willing volunteers.

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 Board meetings. This has had the desired effect and settled many members' concerns. The service has also developed time recording data to calculate some of its unit costs and to help identify spend in individual partner areas against the level of financial input, as envisaged in the new partnership agreement. Whether this leads to any material change in contributions will be down to whether there are any significant discrepancies that partners feel need to be addressed.

Environmental Health and Licensing work programmes are beginning to be influenced nationally by use of the intelligence shared protocol. We are at the forefront of exploring how the intelligence-led approach can lead to better use of resources. Our experience of using intelligence in this way is as due to it being the main driver for Trading Standards and Animal Health activity for some time. This approach will be particularly relevant to try and develop preventive activities to help reduce demand on the service.

### 4.2 Core Level of Service.

Previously WRS outlined a model service that would deliver the statutory minimum level of service to all partners across the County. Without wishing to reproduce the detail of these explanations, it is safe to say that the service is effectively at this level now with one or two exceptions. The table below compares the current staffing cohort against the functions identified in the previous plan for Environmental Health.

| Functional Areas   | Estimated minimum required for core work  | Current staff compliment allocated below Senior Practitioner level  |
|--|---|---|
| Food Hygiene and Food Safety/<br>Infectious Diseases<br>Health and Safety at Work<br>Statutory nuisances and other | 18.5 staff, mix of EHO and Technical Officer grades                             | 19.4 FTE in Community Environmental Health Team   |
| Technical Pollution  | 8.0 staff, mix of EHO, Technical Officer grades and a Technical Support Officer | 8 FTE delivering this in Technical Pollution team as well as work outside the service in 5 other council areas. |
| Dog Warden Service   | 3.6 Dog Wardens   | 3.6FTE delivering services across the 6 partner districts plus 3 other districts outside Worcestershire.        |

This level was being set by identifying the minimum common level of service required and taking into account any other significant efficiency that could be delivered. The additional resource in Community Environmental Health services the various externally funded work around Health and Well-being and LEP business support work. Also, whilst the results suggest that the original estimates for both Dog Warden and Technical Pollution work may have been slightly high there are significant benefits from the economies of scale we have maintained as these are our key areas for deriving income.

#### 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.

The review of, Licensing and Support Services re-organised to better integrate the two teams to improve efficiency and reduce costs, leaving a very lean administrative support arm linked to the licensing team where the focus is on work being done at the right cost. Licensing administration has, where possible, been 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, have been re-allocated from a line management perspective, to allow the Licensing and Support Services Manager more time to drive these changes and maximise the opportunities to derive income from licensing activities.

#### 4.5 Cost

The service is already at a point where the partner's total contributions do not cover the cost of maintaining the staffing cohort within the service. This is achieved by income generation and, as has already been indicated, the figure necessary to maintain the current staffing levels is £284,000 for 2017/18 and growing. Even accepting that two or three FTE could be shaved off the staffing compliment if the 6 partners were to only want the minimum required to deliver their own work at minimum levels, this saving is far exceeded by the income generated by these posts so it is safe to say that it is income generation that is enabling the partners to operate above the minimum levels required.

#### 4.6 Performance

The service continues to operate 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 PIs for 2016 onwards are outlined in Appendix D. These were developed in consultation with both Management Board and members of the Joint Committee in October 2015. 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

A structure chart appears as Appendix A. It retains the TS functions as these are managed under contract. At 5 FTE (one of which is fixed term,) the management team in WRS is virtually as lean as it could be given the current demands and far below the 11 envisaged in the original structure used to integrate all of the previous operational units (Head of Service, 3 Business Managers and 7 Operational Unit Managers.)

On 1<sup>st</sup> April 2017, the workforce will be approximately 66 FTE posts. There remain 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. Government and the professional bodies are in the process of developing a Regulatory Apprentice scheme, although there is some question as to whether or not this approach is suitable for the professional areas outside of Licensing.

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 has been some emphasis on developing the commercial acumen of staff to grow the streams of income coming into WRS. It is clear that our staff have taken some steps on this road and they show a willingness to go further. The steps previously taken will 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 will continue to improve performance at both individual and service level, albeit resources are already at a premium.

## 6. Evolution of the Business Model & Risk

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

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

It is in the nature of any partnership that a certain quid pro quo is accepted, the fact that the big issues could hit any of the partners at any time. Sharing the risks of these may be more palatable than achieving a more accurate allocation of cost based on demand, which will only deliver small changes in payment but risk more serious damage to relationships.

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

- Risk to sustainability of the service if partners cannot maintain core funding 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**

**D: Performance Indicators**

**Appendix A: STRUCTURE at 1<sup>st</sup> April 2016**

**Head of Regulatory Services**  
**Simon Wilkes**

**Team Manager Community EH and Trading Standards Manager**  
**David Mellors**

**Technical Services Manager**  
**Mark Cox**  
**01562-738023**

**Licensing and Support Services Manager**  
**Susan Garratt**

**Business & Relationship Manager**  
**Kiran Lahel**

- Community Environmental Health Functions**
- Food (Safety)
  - Health and Safety at work
  - Infectious Diseases
  - Food Poisoning
  - Accident Investigation
  - Street Trading
  - Private Water Supplies
  - Nuisances
  - Drainage, Etc
  - Public Burials/Exhumations
  - Alcohol Licensing Enforcement
  - Health and Wellbeing
  - Legal Admin

- Trading Standards & Animal Health**
- Metrology
  - Food (Labelling & Composition)
  - Fair Trading
  - Product Safety
  - Underage Sales
  - Doorstep Crime
  - Internet Crime
  - Counterfeiting and Scams
  - Rogue Trading
  - Consumer Advice
  - Redress Facilitation
  - Civil Enforcement
  - Animal Health and Welfare
  - Notifiable Animal Disease responses
  - Animal By-Products
  - Environmental Packaging & Labelling
  - TS related work in Home Authority/ Primary Authority/ Manufacturers & Importers

- Technical Services**
- Dog Warden
  - Domestic Pest Control
  - Enforcement of Licensing Conditions for Animal Businesses
  - Contaminated Land
  - Air Quality
  - Planning Consultations
  - IPPC
  - Environmental Permitting
  - Management of Gull Control Contract
  - IT Support & Data Control

- Licensing and Support functions**
- All Licensing Functions other than general enforcement and includes taxi licensing enforcement
- Service First Contacts
  - Performance Monitoring
  - Training and Development
  - Communications
  - Administrative Support
  - Finance
  - Public Information/Registers

- Business and Relationship Management**
- Management of existing business relationships and development of opportunities for new business and performance reporting,
- Intelligence Unit**
- Intelligence Unit

**Appendix B: 3 Year budget**

**Account description**

**Budget 2017/18      Budget 2018/19      Budget 2019/20**

**£000's**

**£000's**

**£000's**

**Employees**

|  |       |       |       |
|--|-------|-------|-------|
| Monthly salaries                         | 2,503 | 2,546 | 2,583 |
| Training for professional qualifications | 2     | 2     | 2     |
| Medical fees (employees')                | 2     | 2     | 2     |
| Employers' liability insurance           | 16    | 16    | 16    |
| Employees' professional subscriptions    | 3     | 3     | 3     |

**Sub-Total – Employees**

**2,525**

**2,568**

**2,605**

**Premises**

|                                |    |    |    |
|--------------------------------|----|----|----|
| Internal repair/maint.         | 0  | 0  | 0  |
| Rents                          | 52 | 52 | 52 |
| Utilities                      | 0  | 0  | 0  |
| Business Rates                 | 0  | 0  | 0  |
| Room hire                      | 2  | 2  | 2  |
| Trade Waste                    | 0  | 0  | 0  |
| Cleaning and domestic supplies | 0  | 0  | 0  |

**Sub-Total – Premises**

**54**

**54**

**54**

**Transport**

|                           |   |   |   |
|---------------------------|---|---|---|
| Vehicle repairs/maint'ce  | 3 | 3 | 3 |
| Diesel fuel               | 8 | 8 | 8 |
| Licences                  | 1 | 1 | 1 |
| Contract hire of vehicles | 4 | 4 | 4 |
| Vehicle insurances        | 3 | 3 | 3 |

|                              |            |            |            |
|------------------------------|------------|------------|------------|
| Van Lease                    | 9          | 9          | 9          |
| Fares & Car Parking          | 5          | 5          | 5          |
| Car allowances               | 82         | 82         | 82         |
| <b>Sub-Total – Transport</b> | <b>115</b> | <b>115</b> | <b>115</b> |

**Supplies & Service**

|   |    |    |    |
|---|----|----|----|
| Equipment - purchase/maintenance/rental | 19 | 19 | 19 |
|---|----|----|----|

|   |            |            |            |
|---|------------|------------|------------|
| Materials                                 | 9          | 9          | 9          |
| Clothing and uniforms                     | 2          | 2          | 2          |
| Laundry                                   | 1          | 1          | 1          |
| Training fees                             | 23         | 23         | 23         |
| General insurances                        | 30         | 30         | 30         |
| Printing and stationery                   | 18         | 18         | 18         |
| Books and publications                    | 2          | 2          | 2          |
| Postage/packaging                         | 11         | 11         | 11         |
| ICT                                       | 40         | 40         | 40         |
| Telephones                                | 23         | 23         | 23         |
| Taxi Tests                                | 30         | 30         | 30         |
| CRB Checks (taxi)                         | 25         | 25         | 25         |
| Legal fees                                | 0          | 0          | 0          |
| Support service recharges                 | 100        | 100        | 100        |
| Support service recharges – ICT           | 44         | 44         | 44         |
| Audit                                     | 5          | 5          | 5          |
| <b>Sub-Total - Supplies &amp; Service</b> | <b>376</b> | <b>376</b> | <b>376</b> |

**Contractors**

|   |     |     |     |
|---|-----|-----|-----|
| Consultants / Contractors' fees/charges/SLA's | 223 | 223 | 223 |
|---|-----|-----|-----|

|                       |   |   |   |
|-----------------------|---|---|---|
| Advertising (general) | 4 | 4 | 4 |
|-----------------------|---|---|---|

|                                |            |            |            |
|--------------------------------|------------|------------|------------|
| Grants and subscriptions       | 11         | 11         | 11         |
| Marketing/promotion/publicity  | 2          | 2          | 2          |
| <b>Sub-Total – Contractors</b> | <b>239</b> | <b>239</b> | <b>239</b> |

**Income**

|  |      |       |      |
|--|------|-------|------|
| Sources including Grants / Nuisance Work / Food Training / Contaminated Land / Stray Dogs / Sewer Baiting etc. | -284 | --327 | -364 |
|--|------|-------|------|

**Sub-Total – Income**

|             |             |             |
|-------------|-------------|-------------|
| <b>-284</b> | <b>-327</b> | <b>-364</b> |
|-------------|-------------|-------------|

**DISTRICT PARTNERSHIP BUDGET going forward**

|              |              |              |
|--------------|--------------|--------------|
| <b>3,025</b> | <b>3,025</b> | <b>3,025</b> |
|--------------|--------------|--------------|

| <b>Authority</b> | <b>Contribution (£'000)</b> | <b>Percentage</b> |
|------------------|-----------------------------|-------------------|
| Bromsgrove       | 439                         | 14.51%            |
| Redditch         | 529                         | 17.49%            |
| Wyre Forest      | 463                         | 15.31%            |
| Wychavon         | 701                         | 23.17%            |
| Malvern          | 386                         | 12.76%            |
| Worcs City       | 507                         | 16.76%            |
| <b>Total</b>     | <b>3,025</b>                |                   |

## 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.<br><br>Inability to produce records and data.  | On-going                      | Low              | High   | Green             | Wyre Forest ICT has effective processes and business continuity plans in place. WFDC upgraded VMWare [scheduled for January 2017]  |
| Issues with the WRS database system                               | Impact on work planning.<br><br>Self-help may not enable savings required   | On-going                      | Low              | High   | Green             | Initial implementation is completed. Further development of the system will be treated as business as usual, with priority going to public access and self-help/ self-service to continue the channel shift process. Service website remains key access point. Tested disaster recovery of our Uniform back up and fail over to the business continuity server. Completed [scheduled for January 2017]. Oracle upgrade to 12c completed. EDRMS upgrade completed 24 <sup>th</sup> December 2016.   |
| Effective and efficient Business Continuity arrangements in place | Disruption to service if e.g. Major Power failures or other reasons that access to Wyre Forest House is not possible.               | On-going                      | Very Low         | Medium | Green             | Staff are equipped for mobile/home working. Touchdown stations available in partner council locations. Working from WFDC depot successfully tested over Christmas period.  |
| Maintain our capacity to achieve service delivery                 | Disruption to service e.g. Major staff sickness (e.g. flu pandemic) or<br><br>Unable to recruit or retain suitably qualified staff. | On-going                      | Low              | Medium | Amber             | In such event, service priorities to be managed and partners informed of any changes to service. Consultants are available to provide short term cover and this has worked well where we have used them to cover peak demand periods. However, having taken on contracts with additional authorities the demand has increased and neighbouring authorities have lost the ability to be able to assist with technical specialisms.<br><br>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 |

|  |   |          |            |      |              |  |
|--|---|----------|------------|------|--------------|--|
|  |   |          |            |      |              | <p>and retention of staff. There is increased training budget pressure, reduced technical knowledge in neighbouring authorities and increased importance in maintaining heightened skills for contractual obligations and commercial edge.</p> <p>Regular inventory and maintenance of equipment. In future budget for replace may be an issue but would be a relatively small amount for partners to share.</p> |
| Pest contractors cease operations.   | <p>Disruption to service.</p> <p>Negative media coverage.</p> <p>Increased public health risks</p>  | On-going | Low        | High | <b>Green</b> | 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   | <p>Disruption to service if no kennels available. Negative media coverage.</p> <p>Increased public health risks</p>                                       | On-going | Low        | High | <b>Amber</b> | Budget available to buy in use of other private sector providers in short term. Contracts tendered. The Dog Warden contracts are robust but we have one less kennel contractor but an additional three District Councils that we provide the service for.  |
| Hosting support does not deliver necessary financial and HR support to ensure efficient management   | Efficiency of management reduced; staffing issues remain unaddressed and performance suffers  | On-going | Low        | High | <b>Amber</b> | Some continuing issues around access to the financial system from Wyre Forest house, meaning managers are reliant on host finance officers for financial reporting. ICT team from WFDC and BDC continue to work to resolve the issue   |
| One or more partners continue to be under great financial pressure and may consider alternatives to the partnership to deliver their service | Creates reputational issues for remaining partners and increases the need to manage overheads. Difficulties in delivering highly varied levels of service | On-going | Low-Medium | High | <b>Amber</b> | New legal agreement limits variations in contribution before partners have to move to contractual relationship. Leanness of organisation minimises overheads and focuses resource at the front line. Growth strategy should generate income to support partners in the future. Some reputational damage and perceived loss of commercial skills from the County Council withdrawing from the partnership.        |

|   |  |          |     |        |              |  |
|---|--|----------|-----|--------|--------------|--|
| Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes.                            | Loss of cases is costly and damages reputation.  | On-going | Low | Medium | <b>Green</b> | Continued close working with BDC legal team and other partners who don't use BDC for advocacy. Technical and legal training days for staff. Difficulty in keeping informed of Case Law developments. Membership and attendance of Officer Technical Groups outside the County would assist.  |
| Service provision complies with Government requirements   | Adverse comments following audits e.g. FSA<br><br>Intervention by Government bodies i.e. FSA, whilst highly unlikely, is damaging to reputation. | On-going | Low | High   | <b>Amber</b> | Limited detail of what statutory minima are.<br><br>LGA clearly aware of impact of budget reductions on regulation and has made it clear Government cannot expect what it had previously. Fewer interventions/ audits by government. Service has developed systems that follow the principles of the requirements of bodies like FSA so can show some level of compliance. WRS principle of moving away from rigid inspection programme of Food Standards Code (as approved by WRS Joint Board) to intelligence led interventions is compliant with Food Safety Act albeit not as FSA would be able to sanction. Environmental reporting for Local Air Quality Management, Pollution Prevention and Control and Private Water Supply Inspections to Defra and DWI have received positive responses with no issues of concern raised. |
| Failure to deliver external contract work at the level expected by the business or local authority with whom we have the contract | Damage to reputation, loss of future income streams, financial impact of paying damages  | On-going | Low | High   | <b>Green</b> | Ensure contract negotiations are clear on performance criteria and these are clearly recorded in the final documentation. Monthly reviews against performance criteria. Select staff to ensure competence of those undertaking work outside Worcestershire. Maintain strong links with the customer's monitoring staff. Intervene early with corrective action   |

## Appendix D; Table of Performance Indicators

|   | Measure   | Reporting Frequency | Background   |
|---|---|---------------------|--|
| 1 | % of service requests where resolution is achieved to customers satisfaction                                      | Quarterly           | Based on questionnaires send out to a significant number of members of the public who use the service.   |
| 2 | % of service requests where resolution is achieved to business satisfaction                                       | Quarterly           | Based on questionnaires send out to a significant number of businesses inspected or otherwise contacted by the service.  |
| 3 | % 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 <sup>st</sup> 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<br>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<br><br>Expressed as a % of district base revenue budget (16/17)   |
| Page 36 | Cost of regulatory services per head of population  | Annually  | New for 2016/17<br><br>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 |

## WRS Board

16<sup>th</sup> February 2017

### Worcestershire Regulatory Services Service Plan 2017/18

#### Recommendation

That the Board approve the WRS service plan for 2017/18

#### Report

The Board 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 for local authority regulatory services provided more than 5 years ago now, by the BEIS Regulatory Delivery team, 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 uncertainty in local government generally. Working with businesses and other partners is a key thread for both generating income to mitigate financial risk but also to ensure that outcomes are delivered that match the priorities of partners and stakeholders.

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 structure provided at Appendix A reflects the current management arrangements.

The performance indicators suite generated for 2016/17 are retained to give continued comparability of performance across the years.

The Risk Register has been updated to reflect the fact that we have now fully developed our own IT database and the fact that both our accommodation and ICT hosting have moved to Wyre Forest DC.

### **Financial Implications**

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

### **Sustainability**

NA

### **Contact Points**

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### **Background Papers**

Service Plan 2016/17 including Risk Register



Worcestershire  
**Regulatory Services**

*Supporting and protecting you*

# **Service Plan 2017/18**

# 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.

This Service Plan has been drafted for the six Worcestershire District Councils only. The County Council left the partnership formally in June 2016, however, close links have been maintained and WRS continues to provide a number of support services to the Trading Standards team, which the County Council pays for. This continues the close working that benefits businesses across the county and provides WRS with an income stream.

The Service will enter 2017/18 with a total agreed budget from the district partners of £3025M. The financial contributions from partners remain static as no savings were requested this year from any of the six. The cash standstill situation does not however account for increasing costs in salaries and inflation, which will have to be met through increased income.

The 3-year business plan, which has a number of strands for continuing the Service's development, has been revised. The service will continue to review and develop 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 whilst previously there was and still remains some general reluctance from business to pay for advice from the local regulator we have had some success from Primary Authority partnerships. 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?

Risk will remain a key criterion against which we deploy resources however we are also beginning down the road towards being intelligence led. By gathering data and understanding issues, rather than rushing out to deal with problems, we will focus resources on where they deliver the best outcomes and we will try to get better at finding longer term solutions.

Simon Wilkes  
Head of Worcestershire Regulatory Services

Jayne Pickering  
Director of Finance, Bromsgrove DC

## 1. INTRODUCTION

This is the seventh 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 2017/18, 2018/19 and 2019/20 however the operational detail reflects the planned activities that the service will undertake in 2017/18 only. The latter is in recognition of the on-going uncertainty of local government finances.

2016/17 was again very busy and successful for WRS, dominated by the increase in consultancy derived income from other local authorities, public authorities or primary authority relationships. In these financially challenging times, officers have continued to deliver excellent work prioritising the inspection and enforcement of the non-compliant, which has led to a large number of legal files being prepared for prosecution this year. Details of this will be reported in the Annual Report to be produced at the end of May 2017 and reported to Board in June.

The coming year is likely to be dominated by:

- Seeking new and maintaining existing income streams to help support local delivery in the face of further potential strains on partner's ability to fund the service.
- Working hard to continue to deliver excellent service without any increase in partner contributions,
- Developing the self service model further for wider service elements such as Planning consultation screening, publication of information routinely asked as FOIs as well as the high demand areas.
- 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,

The focus on income generation will be to target areas of greatest benefit in terms of economies of scale, the required resource intensity and income reward. The appointment of the Business and Relationship Manager in 2016 has resulted in many more opportunities being identified. It is important that only those meriting our focus are pursued as the scoping and drafting of tender documents are time consuming and onerous.

For existing partners, managers will continue 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 together.

Improvements to our website continue, with a new look launched in January 2017, the focus of which is the development of public self-service. We are also in the process of developing and maintaining our partners' website pages in relation to licensing, with a complete overhaul of contents. This project for Worcester City and Redditch has been completed and for Bromsgrove will be completed by mid February 2017. Wychavon, Malvern and Wyre Forest pages are scheduled for this financial year.

## 2. OPERATING ENVIRONMENT

At the national level the external environment in which Local Government operates continues to face unprecedented financial challenges. WRS shares these 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 to engage with businesses where possible and the RD'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 may 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 2017/18 is agreed at £3025M. To achieve this WRS has set itself an income target to maintain the level of 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, in particular reducing Environmental Information and Freedom of Information requests. Giving customers the ability to monitor the progress of their service requests on-line will also deliver some improvements in efficiency at the margins, although this is some way off yet.

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 benefits of the re-tendered Pest Control contracts for domestic treatment of pests for those partners who continue to offer these services will continue to be used as required in estimating the impact of potential alterations to the current level of service.

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. Significant improvements have been made in Officer time allocated to specific work streams or client authorities which is enabling a detailed emerging picture of resource allocation. The internal audit during 2016 identified a number of challenges which Managers and Staff have addressed and were audited again in a review, December 2016. The current roll out of our host authorities' digital HR system for leave and mileage requests will assist staff in reducing unnecessary journeys and enabling greater flexibility in work patterns.

### 3. STRATEGIC PRIORITIES

In 2011, the Government tasked what was then the Local Better Regulation Office (now the Regulation Delivery Office or RD,) with developing Priority Regulatory Outcomes for England for local authorities to consider when undertaking their service planning processes. These are outlined below:

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 benefit of consumers and the rural economy

Whilst these are now 6 years old and no longer used by RD, they still provide a useful framework with which WRS can link back into key partner priorities without having to list things six times. All of our partners have priorities around supporting economic growth, protecting the environment, residents and neighbourhoods and improving health and well-being in communities. As long as our work meets one or more of these aims we know we are delivering what partners want.

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 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

We will also develop our use of intelligence to support this. 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 low and the position 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 were agreed by the previous Joint Committee. These purposes, combined with the priorities outcomes 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 2017/18 is shown at Appendix B, along with the proposed budgets for the following two years. A more detailed breakdown will be available to the Joint Board 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 consider the Audit Plan of the Host to ensure adequate arrangements are in place.

Changes to the level of funding mean that WRS accounts no longer need to be audited separately, so they will be done within the accounts of the host Authority and the Joint Board will be provided with relevant report information to give them the necessary reassurances. The deadline for this remains the end of June.

Where broad and in-depth scrutiny of the service is requested, member Authorities will liaise about requests from their Overview and Scrutiny Committees and will use reasonable endeavours to agree joint scrutiny arrangements with a view to avoiding duplication of effort. However, WRS has developed good working relationships with several of the district partners' Overview and Scrutiny Committees and this has led to the positive re-enforcement of performance in those areas. This approach will be continued where it offers benefit to all partners by helping to give confidence to the wider memberships.

#### **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. Over time we have seen improvement or maintenance of most of these indicators, which we hope will continue in 2017/18.

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.

|   | <b>OUTCOME</b>   | <b>WHAT WE WILL DO</b>  | <b>PURPOSE</b>  | <b>NATIONAL PRIORITY</b> | <b>MEASURES</b>  |
|---|--|---|---|--------------------------|--|
| 1 | Businesses are supported to become economically successful and compliant with the law<br>(Pollution, H&S, Food Safety, Licensing)  | Provide businesses with advice and assistance using a range of channels.<br><br>Conduct risk based/ intelligence-led interventions with businesses; targeting resources towards potentially non-compliant businesses<br><br>Undertake intelligence led projects including sampling of various consumer products including food. | I want to assume everything is ok.<br><br>Help me trade well and ensure my competitors do the same                                    | <b>1, 2, 3 and 5</b>     | % businesses broadly compliant at first visit/ inspection<br><br>% of service requests where resolution is achieved to business satisfaction<br><br>% of food businesses scoring 0,1,2* at 1 <sup>st</sup> April each year |
| 2 | Reduction in nuisance and other pollution related issues   | Respond to complaints and take appropriate action<br><br>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<br><br>Help me trade well and ensure my competitors do the same | <b>2, 3 and 4</b>        | % of service requests where resolution is achieved to customers satisfaction<br><br>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<br><br>Air quality monitoring & responding to contaminated land issues<br><br>Supporting the planning system  | I want to assume everything is ok   | <b>2 and 4</b>           | % businesses broadly compliant at first visit/ inspection<br><br>Monitoring of the County-wide Air Quality strategy is delivered<br><br>% 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.<br><br>Provide businesses with advice and assistance  | I want to assume everything is ok<br><br>Help me to solve my problem and stop it from happening to anyone else<br><br>Help me trade well and ensure my competitors do the same | <b>1 and 3</b>       | % of licensed businesses subject to allegations of not upholding the 4 licensing objectives   |
| 5 | Hackney Carriage and Private Hire Drivers Licence applications are processed in a timely manner and that all licences granted meet the fit and proper test. | Safeguard and ensure that all licence applications are processed in a timely manner and those granted meet the fit and proper test.   | I want to assume everything is ok<br><br>Help me to solve my problem and stop it from happening to anyone else<br><br>Help me trade well and ensure my competitors do the same | <b>1 and 3</b>       | % of drivers licence renewal applications issued within 5 working days.   |
| 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<br><br>Publish hygiene ratings and accrediting those which improve health and wellbeing of their workforce.<br><br>Offer incentive to maintain star ratings through the Healthy Eating Award | I want to assume everything is ok<br><br>Help me trade well and ensure my competitors do the same  | <b>4 and 5</b>       | % businesses meeting purpose at first assessment/ inspection<br><br>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<br><br>Building our ability to resolve issues or re-direct callers on their first contact with us   | I want to assume everything is ok<br><br>Help me to solve my problem and stop it from happening to anyone else   | <b>1, 2, 3 and 5</b> | % of service requests where resolution is achieved to customers satisfaction<br><br>% of service requests where resolution is achieved to business satisfaction |

|   |   |   |   |                         |  |
|---|---|---|---|-------------------------|--|
|   |   | Maintain a register of compliments and complaints with actions taken  | Help me trade well and ensure my competitors do the same  |                         |  |
| 8 | Having engaged and satisfied staff who have the right skills, tools and support   | <p>Ensure necessary training is identified and delivered</p> <p>Undertake annual staff survey.</p> <p>Undertake annual staff performance reviews with regular feedback sessions from supervisors and managers</p> | 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 | <b>1, 2, 3, 4 and 5</b> | <p>Staff sickness and absence at public sector national average or better</p> <p>% of staff who enjoy working for WRS</p>  |
| 9 | Maintained preparedness for response to emergencies, including disease outbreaks. | <p>Maintain links with county-wide TCG.</p> <p>Take part in partner exercises to test plans, as appropriate</p> <p>Respond to disease notifications and outbreaks</p>   | I want to assume everything is ok   | <b>1 2, 3, 4 and 5</b>  | <p>Disease response plans are maintained, reviewed and updated on a regular basis</p> <p>Business Continuity plans are maintained, reviewed and updated on a regular basis</p> |

## 8. PERFORMANCE REPORTING

Performance against outcomes will be reported to the WRS Board, quarterly, six-monthly or annually, depending on the individual measure. The IT platform enables the collection and analysis of data which is both accurate and robust. The service's ability to provide activity data has continued to improve as the benefits of the IT platform have been implemented. Use of time recording to give a better understanding of how much it costs to undertake particular activities is continuing to be refined. Members will 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 changes made to the Management Team in October 2015 are to be retained. They have been successful in providing the necessary management cover and support, as well as promoting income generation in many areas of the service.

The existing structure of the service which will remain going into 2017/18 is outlined at Appendix A. The WRS 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. The legal support role also sits in 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 also sit within this team due to the complex technical nature of the work.
- 3) The Licensing and Support Services unit delivers in-house first contacts with a dedicated team of Duty Officers,, all WRS licensing administration and licensing enforcement, along with the wider in-house clerical/ administrative support that is required.

The Trading Standards element has been retained in the structure chart as, since October 2016, the Community EH Manager and the Head of Regulatory Services have been providing management support to the Trading Standards team. It is hoped that this will continue through 2017/18. The support of management across the Trading Standard functions by WRS provides additional benefits with cross team working and knowledge, especially in areas of income generation and business support, to the benefit of WRS partners and the County Council.

## 10. TRAINING AND DEVELOPMENT

Changes to the legal framework occur reasonably frequently so, maintaining the competence of its staff and to 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. In pursuit of this a competency framework for Technical Officers has been developed for use during 2017 for the first time. The aim of this is to identify training needs and develop the competency of officers to be able to deliver technical work and tender for such contracts outside of the existing Partnership arrangements.

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 (CEnTSA,) run 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 (CEnEHMB,) is set to start working with the CEnTSA Co-ordination unit to offer more bespoke professional courses. WRS has been approached by CEnTSA, due to our proactive and innovative intelligence led approach to Environmental Health work, to deliver regional training on their behalf. 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 2017/18. If the impact of the on-going financial constraints is that partners require reductions that are not currently envisaged, this will 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 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 managed by the same Manager on a day to day basis, 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 Worcestershire Local Enterprise Partnership 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, clearly outlines the relationship that we are seeking to have with the business community in Worcestershire. The Worcestershire LEP has assisted us with the Worcestershire Food and Drink Project. It is an initiative to put the County on the map and be at the forefront of promoting food producers and manufacturers in Worcestershire. The LEP was also key in 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 2017/18 and beyond 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 having taken back direct control of Trading Standards functions, it has been essential to retain the strong links between both groups of staff. This is facilitated by the current 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 are 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
- 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
- Hereford & Worcester Fire & Rescue Service
- Citizens Advice Consumer Service, local Citizens Advice Bureaux and other 3<sup>rd</sup> sector organisations
- GP Consortia and Public Health team at the County Council
- Regional Regulatory Partnerships and National Bodies (CIEH, MJAC, CEnEHMB, CEnTSA, CTSI, ACTSO, NTSB,).

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. It is hoped that the Activity Data reports that will continue to be provided to the 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 Worcestershire LEP and Worcestershire Business Central 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. The new format of the WRS website has been tailored to suite the various digital devices used to access services on-line.

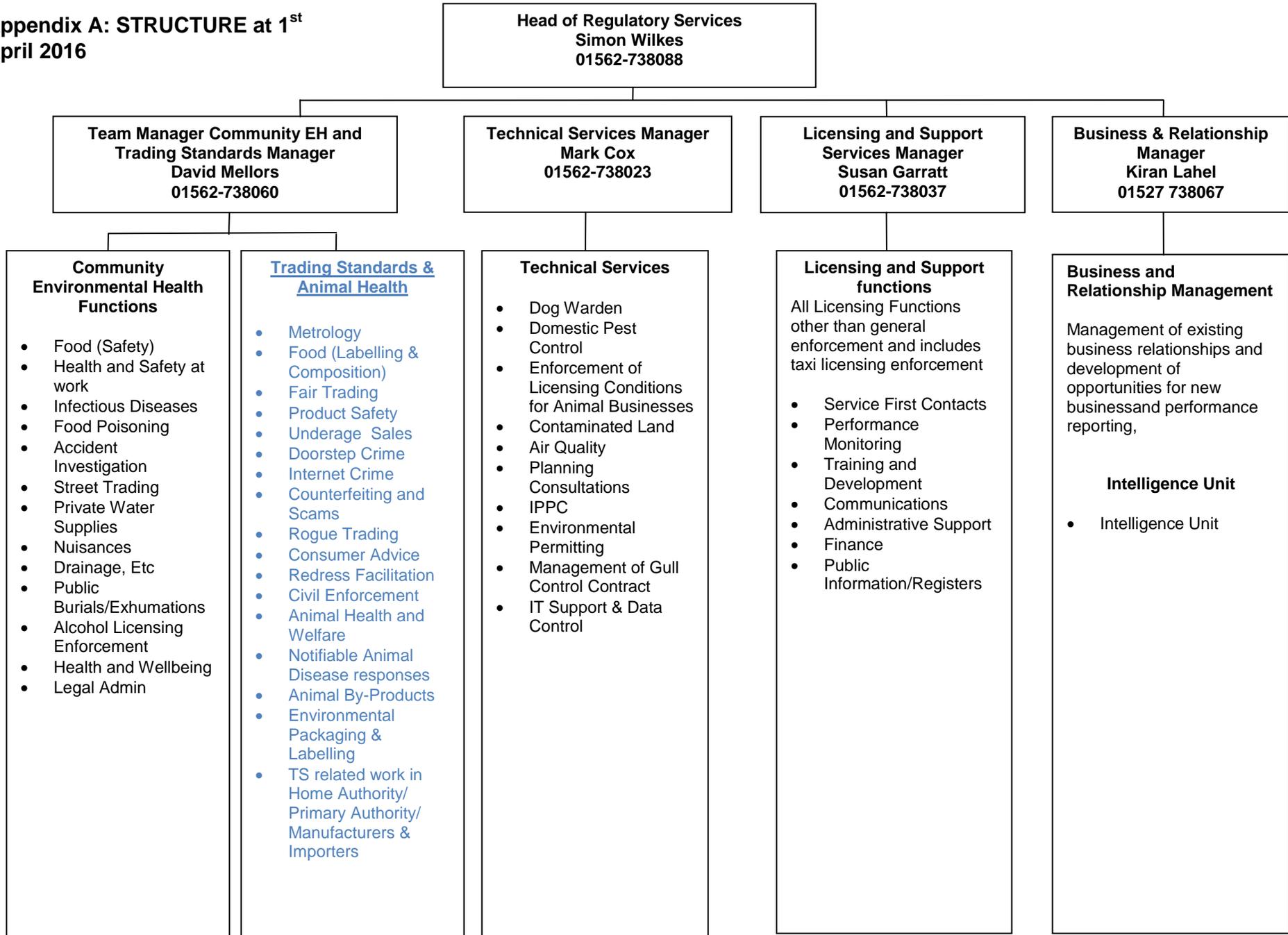
## **15. GOVERNANCE**

At the June 2015 meeting of the previous Joint Committee, it was agreed that the majority of the terms of the original 2010 partnership agreement remained relevant to the six district partnership following the exit of the County Council in 2016), as this should be used as the basis for the continued partnership. The service continues to operate under a Joint Board in accordance with Section 101 of the Local Government Act 1972 and Section 20 of the Local Government Act 2000, although the new Board comprised of both officers and members, with members having voting rights. The current arrangements came into force on 1<sup>st</sup> April 2016.

## **16. RISKS**

A copy of the current Risk Register is appended at Appendix D which was reviewed and updated in December 2016. It is included in the service’s forward plan so it has been reviewed at Management Board on an annual basis. The increased number of commercial contracts and obligations increase some risks, particularly where sub-contractors or skilled technical staff are involved. This recognises the wider geographical area that the service now covers and level of technical expertise that has to be maintained. Additionally the reputational and income generation damage that the exit of the County Council caused from the partnership has been identified, although our continued good performance and our winning of awards have ameliorated this. It is hope that the latter will influence potential clients and partners decisions to work with WRS and that the continued development of the IT database and software systems will provide greater security and confidence.

**Appendix A: STRUCTURE at 1<sup>st</sup>  
April 2016**



## Appendix B: 3 years of budgets

### Account description

|  | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 |
|--|----------------|----------------|----------------|
|  | £000's         | £000's         | £000's         |
| <b>Employees</b>                         |                |                |                |
| Monthly salaries                         | 2,503          | 2,546          | 2,583          |
| Training for professional qualifications | 2              | 2              | 2              |
| Medical fees (employees')                | 2              | 2              | 2              |
| Employers' liability insurance           | 16             | 16             | 16             |
| Employees' professional subscriptions    | 3              | 3              | 3              |
| <b>Sub-Total – Employees</b>             | <b>2,525</b>   | <b>2,568</b>   | <b>2,605</b>   |
| <b>Premises</b>                          |                |                |                |
| Internal repair/maint.                   | 0              | 0              | 0              |
| Rents                                    | 52             | 52             | 52             |
| Utilities                                | 0              | 0              | 0              |
| Business Rates                           | 0              | 0              | 0              |
| Room hire                                | 2              | 2              | 2              |
| Trade Waste                              | 0              | 0              | 0              |
| Cleaning and domestic supplies           | 0              | 0              | 0              |
| <b>Sub-Total – Premises</b>              | <b>54</b>      | <b>54</b>      | <b>54</b>      |
| <b>Transport</b>                         |                |                |                |
| Vehicle repairs/maint'ce                 | 3              | 3              | 3              |
| Diesel fuel                              | 8              | 8              | 8              |
| Licences                                 | 1              | 1              | 1              |
| Contract hire of vehicles                | 4              | 4              | 4              |

|                              |            |            |            |
|------------------------------|------------|------------|------------|
| Vehicle insurances           | 3          | 3          | 3          |
| Van Lease                    | 9          | 9          | 9          |
| Fares & Car Parking          | 5          | 5          | 5          |
| Car allowances               | 82         | 82         | 82         |
| <b>Sub-Total – Transport</b> | <b>115</b> | <b>115</b> | <b>115</b> |

**Supplies & Service**

|   |            |            |            |
|---|------------|------------|------------|
| Equipment - purchase/maintenance/rental   | 19         | 19         | 19         |
| Materials                                 | 9          | 9          | 9          |
| Clothing and uniforms                     | 2          | 2          | 2          |
| Laundry                                   | 1          | 1          | 1          |
| Training fees                             | 23         | 23         | 23         |
| General insurances                        | 30         | 30         | 30         |
| Printing and stationery                   | 18         | 18         | 18         |
| Books and publications                    | 2          | 2          | 2          |
| Postage/packaging                         | 11         | 11         | 11         |
| ICT                                       | 40         | 40         | 40         |
| Telephones                                | 23         | 23         | 23         |
| Taxi Tests                                | 30         | 30         | 30         |
| CRB Checks (taxi)                         | 25         | 25         | 25         |
| Legal fees                                | 0          | 0          | 0          |
| Support service recharges                 | 100        | 100        | 100        |
| Support service recharges – ICT           | 44         | 44         | 44         |
| Audit                                     | 5          | 5          | 5          |
| <b>Sub-Total - Supplies &amp; Service</b> | <b>376</b> | <b>376</b> | <b>376</b> |

**Contractors**

|   |            |            |            |
|---|------------|------------|------------|
| Consultants / Contractors' fees/charges/SLA's | 223        | 223        | 223        |
| Advertising (general)                         | 4          | 4          | 4          |
| Grants and subscriptions                      | 11         | 11         | 11         |
| Marketing/promotion/publicity                 | 2          | 2          | 2          |
| <b>Sub-Total – Contractors</b>                | <b>239</b> | <b>239</b> | <b>239</b> |

**Income**

|  |      |       |      |
|--|------|-------|------|
| Sources including Grants / Nuisance Work / Food Training / Contaminated Land / Stray Dogs / Sewer Baiting etc. | -284 | --327 | -364 |
|--|------|-------|------|

|                           |             |             |             |
|---------------------------|-------------|-------------|-------------|
| <b>Sub-Total – Income</b> | <b>-284</b> | <b>-327</b> | <b>-364</b> |
|---------------------------|-------------|-------------|-------------|

|  |              |              |              |
|--|--------------|--------------|--------------|
| <b>DISTRICT PARTNERSHIP BUDGET going forward</b> | <b>3,025</b> | <b>3,025</b> | <b>3,025</b> |
|--|--------------|--------------|--------------|

## 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 <sup>st</sup> 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<br>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<br>Expressed as a % of district base revenue budget (16/17)  |
| 14 | Cost of regulatory services per head of population  | Annually  | New for 2016/17.<br>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 2017/18

| Risk Description  | Consequences   | When is this likely to happen | Current Position |        |                   | Control measures   |
|---|--|-------------------------------|------------------|--------|-------------------|--|
|   |  |                               | Likelihood       | Impact | Matrix RAG Status |  |
| Loss of Data through IT failures                                  | Disruption to Service Provision. Inability to produce records and data.  | On-going                      | Low              | High   | Green             | Wyre Forest ICT has effective processes and business continuity plans in place. WFDC upgraded VMWare [scheduled for January 2017]  |
| Issues with the WRS database system                               | Impact on work planning. Self-help may not enable savings required   | On-going                      | Low              | High   | Green             | Initial implementation is completed. Further development of the system will be treated as business as usual, with priority going to public access and self-help/ self-service to continue the channel shift process. Service website remains key access point. Tested disaster recovery of our Uniform back up and fail over to the business continuity server. Completed [scheduled for January 2017]. Oracle upgrade to 12c completed. EDRMS upgrade completed 24 <sup>th</sup> December 2016.   |
| Effective and efficient Business Continuity arrangements in place | Disruption to service if e.g. Major Power failures or other reasons that access to Wyre Forest House is not possible.        | On-going                      | Very Low         | Medium | Green             | Staff are equipped for mobile/home working. Touchdown stations available in partner council locations. Working from WFDC depot successfully tested over Christmas period.  |
| Maintain our capacity to achieve service delivery                 | Disruption to service e.g. Major staff sickness (e.g. flu pandemic) or Unable to recruit or retain suitably qualified staff. | On-going                      | Low              | Medium | Amber             | In such event, service priorities to be managed and partners informed of any changes to service. Consultants are available to provide short term cover and this has worked well where we have used them to cover peak demand periods. However, having taken on contracts with additional authorities the demand has increased and neighbouring authorities have lost the ability to be able to assist with technical specialisms. We are active within regional and sub-regional groups to share resources if required. Effective training and development processes are in place to ensure recruitment and retention of staff. There is increased training budget pressure, reduced technical knowledge in neighbouring authorities and increased importance in maintaining heightened skills for |

|  |   |          |            |        |       |   |
|--|---|----------|------------|--------|-------|---|
|  |   |          |            |        |       | contractual obligations and commercial edge.<br>Regular inventory and maintenance of equipment. In future budget for replace may be an issue but would be a relatively small amount for partners to share.  |
| Pest contractors cease operations.   | Disruption to service.<br>Negative media coverage.<br>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.<br>Increased public health risks  | On-going | Low        | High   | Amber | Budget available to buy in use of other private sector providers in short term. Contracts tendered. The Dog Warden contracts are robust but we have one less kennel contractor but an additional three District Councils that we provide the service for.   |
| Hosting support does not deliver necessary financial and HR support to ensure efficient management   | Efficiency of management reduced; staffing issues remain unaddressed and performance suffers  | On-going | Low        | High   | Amber | Some continuing issues around access to the financial system from Wyre Forest house, meaning managers are reliant on host finance officers for financial reporting. ICT team from WFDC and BDC continue to work to resolve the issue  |
| One or more partners continue to be under great financial pressure and may consider alternatives to the partnership to deliver their service | Creates reputational issues for remaining partners and increases the need to manage overheads. Difficulties in delivering highly varied levels of service | On-going | Low-Medium | High   | Amber | New legal agreement limits variations in contribution before partners have to move to contractual relationship. Leanness of organisation minimises overheads and focuses resource at the front line. Growth strategy should generate income to support partners in the future. Some reputational damage and perceived loss of commercial skills from the County Council withdrawing from the partnership.   |
| Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes.                                       | Loss of cases is costly and damages reputation.   | On-going | Low        | Medium | Green | Continued close working with BDC legal team and other partners who don't use BDC for advocacy. Technical and legal training days for staff. Difficulty in keeping informed of Case Law developments. Membership and attendance of Officer Technical Groups outside the County would assist.   |
| Service provision complies with Government requirements  | Adverse comments following audits e.g. FSA<br>Intervention by Government bodies i.e. FSA, whilst highly unlikely, is damaging to reputation.              | On-going | Low        | High   | Amber | Limited detail of what statutory minima are. LGA clearly aware of impact of budget reductions on regulation and has made it clear Government cannot expect what it had previously. Fewer interventions/ audits by government. Service has developed systems that follow the principles of the requirements of bodies like FSA so can show some level of compliance. WRS principle of moving away from rigid |

|   |   |          |     |      |              |   |
|---|---|----------|-----|------|--------------|---|
|   |   |          |     |      |              | inspection programme of Food Standards Code (as approved by WRS Joint Board) to intelligence led interventions is compliant with Food Safety Act albeit not as FSA would be able to sanction. Environmental reporting for Local Air Quality Management, Pollution Prevention and Control and Private Water Supply Inspections to Defra and DWI have received positive responses with no issues of concern raised. |
| Failure to deliver external contract work at the level expected by the business or local authority with whom we have the contract | Damage to reputation, loss of future income streams, financial impact of paying damages | On-going | Low | High | <b>Green</b> | Ensure contract negotiations are clear on performance criteria and these are clearly recorded in the final documentation. Monthly reviews against performance criteria. Select staff to ensure competence of those undertaking work outside Worcestershire. Maintain strong links with the customer's monitoring staff. Intervene early with corrective action  |

## WRS Board

16<sup>th</sup> February 2017

### WORCESTERSHIRE REGULATORY SERVICES REVENUE MONITORING APRIL – DECEMBER 2016

#### Recommendation

It is recommended that the Board::

- 1.1 Note the final financial position for the period April – December 2016
- 1.2 That partner councils are informed of their liabilities for 2016-17 in relation to Pest Control and Bereavements

| <b>Council</b> | <b>2016-17 Projected Outturn for Pest Control £000</b> | <b>Apr – Dec 16 Actual for Bereavements £000</b> |
|----------------|--|--|
| Redditch       | 31   | 3  |
| Wyre Forest    | 5  |  |
| Wychavon       | 10   | 2  |
| Worcs City     |  | 8  |
| Malvern        |  | 6  |
| Bromsgrove     |  | 3  |
|                | <b>46</b>  | <b>22</b>  |

#### Contribution to Priorities

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

#### Introduction/Summary

This report presents the financial position for Worcestershire Regulatory Services for the period April – Dec 2016.

#### Background

The financial monitoring reports are presented to this meeting on a quarterly basis.



**Report**

The following reports are included for Board's attention:

- Revenue Monitoring April – Dec 16 – Appendix 1

Revenue Monitoring

The detailed revenue report is attached at Appendix 1. This shows a projected outturn underspend of £46k, it is appreciated this is an estimation to the year end based on current level of expenditure. The following assumptions have been made:-

- Vacant posts within the service together with savings resulting from maternity leave, long term sick etc. This is offset by the costs associated with additional agency staff being used to cover the vacancies, sick etc., also to backfill employees working on grant funded projects and income generation so as to maintain the service being provided by WRS.
- Included in the expenditure are two months relating to Trading Standards / Animal Health, these services transferred back to the County 1<sup>st</sup> June 16. County have paid WRS £110k to run these services for the 2 months and this income has been included in the £424k income projected outturn.
- If April to Dec spend on pest control continues on the same trend for the rest of year, there will be a projected overspend on this service of £46k. WRS officers have continued to analyse the overspend and the following is the projected full year overspend to be funded from each partner, this income has been included in the £424k income projected outturn.

|             |      |
|-------------|------|
| Redditch    | £31k |
| Wychavon    | £10k |
| Wyre Forest | £5k  |

- The following is the actual bereavements costs Apr – Dec 16 to be funded by partners. These costs are charged on an as and when basis. Due to the nature of the charges it is not possible to project a final outturn figure:-

|            |     |
|------------|-----|
| Worcs City | £8k |
| Redditch   | £3k |
| Bromsgrove | £3k |
| Malvern    | £6k |
| Wychavon   | £2k |

Again this income is included in the £424k income projected outturn.

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

**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

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|                              | Full year<br>Budget | Budget 9<br>Months to Dec<br>16 | Expenditure to<br>Dec 2016 | Variance  | Projected<br>outturn | Projected<br>Outturn<br>Variance |  |
|------------------------------|---------------------|---------------------------------|----------------------------|-----------|----------------------|----------------------------------|--|
| <b>Direct Expenditure</b>    | £'000               | £'000                           | £'000                      | £'000     | £'000                | £'000                            | £'000  |
| Employees                    |                     |                                 |                            |           |                      |                                  |  |
| Salary                       | 2,406               | 1,805                           | 1,788                      | -17       | 2,386                | -20                              | Includes £62k Trading Standards April & May salaries, offset in income   |
| Agency Staff                 | 0                   | 0                               | 62                         | 62        | 92                   | 92                               | 92 Agency costs used to cover vacant post / Maternity/ Sick / Backfilling for employees working on grant funded work etc |
| Subscription                 | 3                   | 2                               | 4                          | 2         | 4                    | 2                                |  |
| Employee Insurance           | 16                  | 12                              | 13                         | 1         | 17                   | 1                                |  |
| <b>Sub-Total - Employees</b> | <b>2,425</b>        | <b>1,818</b>                    | <b>1,866</b>               | <b>48</b> | <b>2,499</b>         | <b>74</b>                        |  |
| <b>Premises</b>              |                     |                                 |                            |           |                      |                                  |  |
| Rent                         | 54                  | 41                              | 41                         | 0         | 54                   | 0                                |  |
| Cleaning                     | 0                   | 0                               | 0                          | -0        | 0                    | -0                               |  |
| Utilities                    | 0                   | 0                               | 0                          | 0         | 0                    | 0                                |  |
| <b>Sub-Total - Premises</b>  | <b>54</b>           | <b>41</b>                       | <b>41</b>                  | <b>0</b>  | <b>54</b>            | <b>0</b>                         |  |
| <b>Transport</b>             |                     |                                 |                            |           |                      |                                  |  |
| Vehicle Hire                 | 13                  | 9                               | 7                          | -2        | 11                   | -2                               |  |
| Vehicle Fuel                 | 8                   | 6                               | 5                          | -1        | 8                    | 0                                |  |
| Road Fund Tax                | 1                   | 1                               | 0                          | -0        | 1                    | 0                                |  |
| Vehicle Insurance            | 3                   | 2                               | 2                          | 0         | 3                    | 0                                |  |
| Vehicle Maintenance          | 3                   | 2                               | 2                          | -0        | 3                    | 0                                |  |
| Car Allowances               | 87                  | 65                              | 65                         | 0         | 88                   | 1                                |  |
| <b>Sub-Total - Transport</b> | <b>115</b>          | <b>85</b>                       | <b>82</b>                  | <b>-3</b> | <b>114</b>           | <b>-0</b>                        |  |

|   | Full year<br>Budget | Budget 9<br>Months to Dec<br>16 | Expenditure to<br>Dec 2016 | Variance  | Projected<br>outturn | Projected<br>Outturn<br>Variance |   |
|---|---------------------|---------------------------------|----------------------------|-----------|----------------------|----------------------------------|---|
|   | £'000               | £'000                           | £'000                      | £'000     | £'000                | £'000                            | £'000   |
| <b>Direct Expenditure</b>                 |                     |                                 |                            |           |                      |                                  |   |
| <b>Supplies and Services</b>              |                     |                                 |                            |           |                      |                                  |   |
| Furniture & Equipment                     | 30                  | 21                              | 24                         | 3         | 33                   | 4                                |   |
| Test Purchases                            | 0                   | 0                               | 1                          | 1         | 1                    | 1                                |   |
| Clothes, uniforms and laundry             | 3                   | 2                               | 0                          | -1        | 1                    | -1                               |   |
| Printing & Photocopying                   | 18                  | 14                              | 17                         | 3         | 24                   | 6                                |   |
| Publications                              | 2                   | 1                               | 0                          | -1        | 1                    | -1                               |   |
| Postage                                   | 11                  | 8                               | 11                         | 3         | 13                   | 2                                |   |
| ICT                                       | 60                  | 35                              | 31                         | -4        | 52                   | -8                               |   |
| Legal Costs                               | 0                   | 0                               | 1                          | 1         | 1                    | 1                                |   |
| Telephones                                | 23                  | 17                              | 12                         | -5        | 16                   | -7                               |   |
| Training & Seminars                       | 24                  | 17                              | 14                         | -3        | 24                   | -0                               |   |
| Car Parking & Subsistence                 | 0                   | 0                               | 0                          | 0         | 1                    | 1                                |   |
| Insurance                                 | 30                  | 23                              | 22                         | -0        | 30                   | 0                                |   |
| <b>Third Party Payments</b>               |                     |                                 |                            |           |                      |                                  |   |
| Support Service Recharges                 | 100                 | 75                              | 75                         | 0         | 100                  | 0                                |   |
| Audit                                     | 5                   | 4                               | 0                          | -4        | 0                    | -5                               |   |
| ICT Hosting                               | 44                  | 33                              | 35                         | 2         | 47                   | 3                                |   |
| <b>Sub-Total - Supplies &amp; Service</b> | <b>349</b>          | <b>249</b>                      | <b>243</b>                 | <b>-5</b> | <b>344</b>           | <b>-6</b>                        |   |
| <b>Contractors</b>                        |                     |                                 |                            |           |                      |                                  |   |
| Dog Warden                                | 145                 | 109                             | 115                        | 6         | 145                  | -0                               |   |
| Pest Control                              | 46                  | 35                              | 68                         | 34        | 94                   | 48                               | Income of £12k received from Severn Trent for Sewer Baiting, offset in Income |
| Trading Standards                         | 0                   | 0                               | 1                          | 1         | 1                    | 1                                |   |
| Licensing                                 | 12                  | 9                               | 8                          | -1        | 12                   | 0                                |   |
| Other contractors/consultants             | 3                   | 2                               | 0                          | -2        | 1                    | -2                               |   |
| Water Safety                              | 5                   | 4                               | 5                          | 2         | 7                    | 2                                |   |
| Food Safety                               | 2                   | 2                               | 1                          | -1        | 1                    | -1                               |   |
| Environmental Protection                  | 13                  | 10                              | 37                         | 27        | 43                   | 30                               | Bereavement / Works in Default to be charged to relevant partners             |
| Taxi Tests                                | 30                  | 23                              | 26                         | 3         | 36                   | 6                                |   |
| Grants / Subscriptions                    | 11                  | 9                               | 18                         | 10        | 20                   | 9                                |   |
| Advertisng                                | 4                   | 3                               | 2                          | -0        | 4                    | 1                                |   |
| Publicity & Promotions                    | 2                   | 2                               | 1                          | -0        | 2                    | 0                                |   |
| CRB Checks                                | 25                  | 19                              | 19                         | 1         | 26                   | 1                                |   |
| <b>Sub-Total</b>                          | <b>297</b>          | <b>223</b>                      | <b>303</b>                 | <b>80</b> | <b>392</b>           | <b>95</b>                        |   |

|   | Full year Budget | Budget 9 Months to Dec 16 | Expenditure to Dec 2016 | Variance    | Projected outturn | Projected Outturn Variance |
|---|------------------|---------------------------|-------------------------|-------------|-------------------|----------------------------|
| <b>Direct Expenditure</b>   | £'000            | £'000                     | £'000                   | £'000       | £'000             | £'000                      |
| <b>Income</b>   |                  |                           |                         |             |                   |                            |
| Training Courses / Bereavement / Works in Default / Sewer Baiting etc | -215             | -177                      | -359                    | -183        | -424              | -209                       |
| <b>Sub-Total</b>  | <b>-215</b>      | <b>-177</b>               | <b>-359</b>             | <b>-183</b> | <b>-424</b>       | <b>-209</b>                |
| <b>Total - Excl Pension Deficit</b>                                   | <b>3,025</b>     | <b>2,240</b>              | <b>2,177</b>            | <b>-63</b>  | <b>2,979</b>      | <b>-46</b>                 |
| ** Pension Deficit - Funded by Partners                               | 0                | 0                         | 93                      | 93          | 124               | 124                        |
| <b>Sub-Total</b>  | <b>0</b>         | <b>0</b>                  | <b>93</b>               | <b>93</b>   | <b>124</b>        | <b>124</b>                 |
| <b>Total Incl Pension Deficit</b>                                     | <b>3,025</b>     | <b>2,240</b>              | <b>2,270</b>            | <b>30</b>   | <b>3,103</b>      | <b>78</b>                  |

Percentage saving from original budget £7,181 in 2010-11 58.51%

|              | 2016/17 Pension Deficit Partner Contributions | Total Partner Refund - Excl Pension Deficit | Total Partner Contribution - Incl Pension Deficit |
|--------------|---|---|---|
|              | £'000   | £'000                                       | £'000   |
| Bromsgrove   | 14  | -7  | 8   |
| Redditch     | 17  | -8  | 9   |
| Wyre Forest  | 16  | -7  | 9   |
| Wychavon     | 22  | -11   | 11  |
| Malvern      | 12  | -6  | 6   |
| Worcs City   | 17  | -8  | 9   |
| County       | 26  |   | 26  |
| <b>Total</b> | <b>124</b>                                    | <b>-46</b>                                  | <b>78</b>   |

**Grant Funded Spend**

|                     | Spend 16-17 | Remaining Balance | Funded By                                     |
|---------------------|-------------|-------------------|---|
|                     | £'000       | £'000             |   |
| Healthier Choices   | 14          | 2                 | Primary Care Trust Unconditional              |
| Health & Well Being | 0           | 47                | Primary Care Trust Conditional                |
| Worcs Works Well    | 10          | 30                | Public Health Dept Unconditional              |
| LEP                 | 21          | 36                | Worcestershire Local Enterprise Unconditional |

|                           | Full year<br>Budget | Budget 9<br>Months to Dec<br>16 | Expenditure to<br>Dec 2016 | Variance | Projected<br>outturn | Projected<br>Outturn<br>Variance |
|---------------------------|---------------------|---------------------------------|----------------------------|----------|----------------------|----------------------------------|
| <b>Direct Expenditure</b> | £'000               | £'000                           | £'000                      | £'000    | £'000                | £'000                            |
| <b>Total</b>              | <u>45</u>           | <u>116</u>                      |                            |          |                      |                                  |

## WRS Board: 16<sup>th</sup> February 2017

### Activity and Performance Data Quarter 3

#### Recommendation

**That the Board 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

This report covers the third quarter of 2016/17.

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

#### Contribution to Priorities

Previously, 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. This has been continued since the move to WRS Board on 1<sup>st</sup> April 2016.

#### Report

##### Activity Data

As usual licensing and environmental health nuisances continue to provide greatest demand, which is understandable given their direct impact on the public.

In the data report itself the Team Manager has provided a detailed outline of work done by the Community Environmental Health teams. The number of service requests in respect of food safety and hygiene for the third quarter showed a spike, exceeding the peak of 2014/15. Because of this, the continuation of relatively high levels of nuisance work into October and November and the high number of complex legal cases under investigation (including two food premises closures), food inspections are down on the same quarter last year. We told members at the last meeting that we would look to make up the volume of inspection work in the second half of the year and we still intend to do this but we will have to bring in some capacity in the form of agency staff to achieve it. This is affordable due to our on-going income generation activity and will not require additional funding from partners. Our ability to respond to this situation highlights both the limit of our own capacity but also how flexible the income generation strategy has made our ability to respond.

As we explained to members at the last meeting, interest from business in



Primary Authority agreements continues to grow and more businesses have signed up to the Healthy Eating award, which again is a paid for business support process.

As was mentioned above, the good Autumn weather caused nuisance complaints to remain at higher than usual levels through October and November. Hence the need (as mentioned above) to bring in resource to complete the proactive work programme. The figures for noise complaints by Ward reflect the historic pattern with Worcester City, Redditch and Wyre Forest sharing the majority of wards in the top 20.

As members will see, the number of planning consultations fell off during quarter 3 following the spike over the summer. This has allowed the Technical Services team some capacity to tackle other aspects of work like Air Quality Strategy documents. They have continued to service high levels of demand from clients outside of Worcestershire and, for the second year, commenced their annual inspection programme for Gloucester City on Permitted Processes.

The report continues to show the falling trend in dog control issues across Worcestershire and we explained that this has been achieved by taking action to re-home persistent strays and working with owners to achieve better control, alongside communities and individuals setting up their own ways of identifying strays and getting them back to their owners. This continues to allow us to offer dog warden services more widely and we continue to bid for out of county work with our kennelling partners. Interestingly, in one of our other client authority areas, where residents are not used to having to pay to get their stray dogs back, numbers remain proportionately higher than numbers here. It may take some time for this Council's residents to get the message that letting your dog stray will hit you in the pocket!

Although there was a small spike in Licensing applications in November, overall numbers remained in line with previous years. The last report explained that the apparent large drop in numbers of licensing service requests for the first quarter compared with Q1 2015/16 was an artefact, created by changes to how we record some of our information. The steady level of requests in Q2 suggested we were better at recording the work now, which would be backed up by seeing an increase in Q3. This did indeed occur so we are now much happier about the accuracy of our licensing demand data.

As always, information on each district is provided. Members are reminded that the current year data is only to the end of Q3. Data from the previous two years is the full year data.

Further, as income generation through working for other local authorities has become a key part of what we deliver, we thought members might be interested in the data for some of our client authorities outside of the partnership. At the rear of the report, as well as the detail splits for each Worcestershire District Council, we have included a summary of the work we undertake for four other non-Worcestershire Councils. The four shown are those that we undertake the most work for and for whom we can present data over several years. Obviously the information is more limited as we deliver fewer of their functions but members will see that the volumes

reflect a significant contribution to the work of these authorities by our staff.

## Performance

Third quarter performance reporting is more limited than in Q2 with only an update on a small number of the indicators.

Customer satisfaction was recorded at 80%, which is slightly below last year's outrun and slightly above the Q3 figure in 2015/16. For business satisfaction we are slightly down on the outrun at 96.7% but this remains good. The proportion of people who feel better equipped to deal with problems for themselves in future is in line with previous performance at 75.6%.

Staff sickness is higher than in previous years at 4.74 days per FTE for the first two quarters. A large contributing factor to this has been a number of severe viral infections that have hit everyone during November and December. We also continued to have one person on long term sick during this period.

Numbers of complaints against the service remain low but did increase with 7 in the third quarter taking the total to 17; however they remain significantly exceeded by 28 compliments taking that total to 73.

I also include below a couple of news releases from the quarter which will be of interest. All WRS news releases are available on the website.

## Items of interest

### Wyre Forest House wins Gold!

Council cafe operator Midshire Catering Services has been awarded Gold standard in the Healthier Choices Food Award scheme run by Worcestershire Regulatory Services.

The café is located at Wyre Forest House, the home of Wyre Forest District Council in Finepoint Way, Kidderminster and is open to the public between 8am and 3.30pm Monday to Friday.

Bill Twigg, founder and director at Midshire Services said: "We are very pleased to have won the Healthier Choices Food Award in association with Wyre Forest District Council.

"We have been working closely on our catering service at Wyre Forest District Council for four years. It is important for us to support our customers in their efforts to lead a healthier lifestyle by offering a range of healthy and delicious options.

"We are especially pleased to have won the gold award due to our commitment to local suppliers which we will continue to develop going



forward.”

### **Costly mouse infestation for Redditch business**

Three directors faced fines totalling £3,349.69 after a mouse infestation was discovered at the Redditch store they owned. They appeared at Redditch Magistrates following a visit to their shop, Pol Market, in Beoley Road West, from a Food Hygiene Officer from Worcestershire Regulatory Services in September 2015.

The officer noticed numerous mouse droppings present throughout the shop especially in the area surrounding the display fridge, the delicatessen service area and the storerooms. A detailed examination of the shop confirmed a clear mouse infestation and officers saw fresh droppings on the floor area throughout the premises including the delicatessen area containing open high risk foods such as cooked meats.

Officers formed the opinion that the extent of the mouse infestation required service of a Hygiene Emergency Prohibition Notice which closed the store until they had eliminated the risk to public health. The shop reopened in October after being given the all clear.

The three directors of Cell PI Ltd pleaded guilty to failing to have in place adequate procedures to control pests and failing to ensure that during all stages of production, processing and distribution, food was protected against any contamination likely to render the food unfit for human consumption.

For the first offence Magistrates fined Cell PI Ltd £950, victim surcharge £95 and costs £436.17 totalling £1,481.17

Mr Radoslaw Jacek Froncz, aged 36, was fined £150, victim surcharge of £20 and costs of £436.17 – totalling £606.17

Mr Grzegorz Antoni Jez, aged 34, was fined £150, a victim surcharge of £20 and costs of £436.17 – totalling £606.17

Mr Krzysztof Lisowski, aged 36, was fined £200, a victim surcharge of £20 and costs of £436.17 – totalling £656.17.

**Contact Points**

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01562 738060  
[David.Mellors@worcsregservices.gov.uk](mailto:David.Mellors@worcsregservices.gov.uk)

**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<br>NB: fig is cumulative | 81.3% | 80.4%  | 80%   |            |
| 2. % of service requests where resolution is achieved to business satisfaction   | Quarterly<br>NB: fig is cumulative | 92.6% | 96.8%  | 96.7% |            |
| 3. % businesses broadly compliant at first assessment/ inspection  | Annually                           | NA    | NA   | NA    |            |
| 4. % of food businesses scoring 0,1 or 2 at 1 <sup>st</sup> April each year  | Annually                           | NA    | NA   | NA    |            |
| 5. % of applicants for driver licenses rejected as not fit and proper<br>Number of applicants refused, by district, and percentage those drivers represent of the total driver numbers in the County | 6-monthly                          | NA    | 6 people (1617 drivers countywide) therefore 0.371%    | NA    |            |
| 6. % of vehicles found to be defective whilst in service<br>Number of vehicles found to be defective by  | 6-monthly                          | NA    | 7 vehicles (1362 vehicles countywide) therefore 0.502% | NA    |            |

|  |                                    |                   |   |                   |                                     |
|--|------------------------------------|-------------------|---|-------------------|-------------------------------------|
| district and the percentage this represents of the fleet county-wide   |                                    |                   |   |                   |                                     |
| 7. % of service requests where customer indicates they feel better equipped to deal with issues themselves in future | Quarterly<br>NB: fig is cumulative | 81.4%             | 76.9%   | 75.6%             |                                     |
| 8. Review of register of complaints/compliments  | Quarterly                          | 3/18              | 10/26   | 17/73             |                                     |
| 9. Annual staff sickness absence at public sector average or better  | Quarterly                          | 1.74 days per FTE | 2.77 days per FTE   | 4.74 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 4.3%<br>Malvern Hills 2.7%<br>Redditch 3.1%<br>Worcester City 3.1%<br>Wychavon 3.3%<br>Wyre Forest 5.7%<br>Worcestershire 3.7%   | NA                |                                     |
| 12. Rate of noise complaint per 1000 head of population  | 6-monthly                          | NA                | <b>District</b> <b>Rate</b><br>Bromsgrove    1.94<br>Malvern Hills    1.75<br>Redditch    2.56<br>Worcester City    2.33<br>Wychavon    1.69<br>Wyre Forest    2.08<br>Worcestershire    2.06 | NA                |                                     |
| 13. Total income expressed   | 6-monthly                          | NA                | 4.5%  | NA                | Note: £135,986 as a % of £3,025,000 |



|  |          |    |    |    |  |
|--|----------|----|----|----|--|
| as a % of district base revenue budget (16/17)   |          |    |    |    |  |
| 14. Cost of regulatory services per head of population (Calculation will offset income against revenue budget) | Annually | NA | NA | NA |  |

Worcestershire  
**Regulatory Services**  
*Supporting and protecting you*

# Activity Report 2016/17

Produced by WRS Intelligence | [intelligence@worcsregservices.gov.uk](mailto:intelligence@worcsregservices.gov.uk)



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Malvern Hills  
Redditch  
Worcester City  
Wychavon  
Wyre Forest

# Foreword

## Simon Wilkes

Head of Regulatory Services

Welcome to the Activity Data Report for Quarter 3, which will hopefully paint a picture for you of our activity across Worcestershire and provide details for your individual district areas. This time I'd like to highlight one of the benefits of the service delivery model, our ability to respond flexibly to demand through the fruits of our income generation strategy. The number of service requests in respect of food safety and hygiene in the third quarter showed a spike, exceeding the peak of 2014/15 and the numbers of nuisance complaints remained high till November. Combine this with increased interest in both Primary Authority and the Healthy Eating Award and we have continued to struggle to achieve our food inspection programme. We will have to bring in some capacity in the form of agency staff to achieve complete the proactive programme. This is affordable due to our on-going income generation activity and will not require additional funding from partners. Good news for everyone I think.



# WRS Headlines

## Healthier Choices Food Award scheme

Council cafe operator Midshire Catering Services has been awarded a Gold standard in the Healthier Choices Food Award scheme run by Worcestershire Regulatory Services. The café is located at Wyre Forest House, the home of Wyre Forest District Council in Finepoint Way, Kidderminster and is open to the public between 8am and 3.30pm Monday to Friday.

Bill Twigg, founder and director at Midshire Services said: “We are very pleased to have won the Healthier Choices Food Award in association with Wyre Forest District Council. We have been working closely on our catering service at Wyre Forest District Council for four years. It is important for us to support our customers in their efforts to lead a healthier lifestyle by offering a range of healthy and delicious options. We are especially pleased to have won the gold award due to our commitment to local suppliers which we will continue to develop going forward.”

## And now we have Subway on board!

The three Worcester branches of quick service restaurant Subway have signed up for a scheme that aims to encourage cafes and takeaways across the county to serve healthier options.

Councillor Lynn Denham, City Council Cabinet member for Sustainable communities, said: “Offering a range of menu choices including healthier food options is good for customers and good for businesses. A restaurant with the Healthier Choices Food Award can attract more customers by making it easier for people to choose healthier lifestyles. Subway is the first national group to sign up to this important scheme, so I want to welcome them on board and hope they will inspire many other city food outlets to follow their example.”



# WRS Headlines

## Costly mouse infestation for Redditch business

Three directors faced fines totalling £3,349.69 after a mouse infestation was discovered at the Redditch store they owned. They appeared at Redditch Magistrates on following a visit to their shop, Pol Market, in Beoley Road West, from a Food Hygiene Officer from Worcestershire Regulatory Services in September 2015.

The officer noticed numerous mouse droppings present throughout the shop especially in the area surrounding the display fridge, the delicatessen service area and the storerooms. A detailed examination of the shop confirmed a clear mouse infestation and officers saw fresh droppings on the floor area throughout the premises including the delicatessen area containing open high risk foods such as cooked meats.

Officers formed the opinion that the extent of the mouse infestation required service of a Hygiene Emergency Prohibition Notice which closed the store until they had eliminated the risk to public health. The shop reopened in October after being given the all clear.

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Mr Krzysztof Lisowski, aged 36, was fined £200, a victim surcharge of £20 and costs of £436.17 – totalling £656.17.

## Redditch Restaurant Closed

On 5 October Officers observed an active mouse infestation at Cerrone's, a food premises in Oxleasow Road, Redditch. Under the Food Safety and Hygiene (England) Regulations 2013, Environmental Health Practitioners were satisfied that the Health Risk Condition was fulfilled and served a Hygiene Emergency Prohibition Notice (HEPN) on the Food Business Operator. The effect of this HEPN is to close the food business. The closure was subsequently confirmed by Kidderminster Magistrates.

# WRS Headlines

## Kidderminster Restaurant Closed

WRS Officers uncovered a heavy cockroach infestation during an inspection of Paradise Balti, Lower Mill Street, Kidderminster at the end of September. They formed the opinion that the extent of the infestation required the service of a Hygiene Emergency Prohibition Notice which closed the store until the risk to public health was removed. Magistrates subsequently confirmed the closure.

## Planning with Wyre Forest

Technical advice and support is being given to Wyre Forest Planning Officers in the consideration of an Outline planning application for up to 195 residential dwellings on the outskirts of Bewdley. There are potentially significant impacts on air quality from this proposal and WRS are providing the technical expertise to scrutinise the proposals and ensure the evidence presented is accurate and appropriately considered.

## Other news...

This is not the normal headline you would expect from a regulatory service, however this is an important task that has been completed and hopefully demonstrates to Members our commitment to business resilience and planning. In December 2016 we upgraded our database platform to Oracle version 12. This is the basis for our Environmental Health & Licensing database. As with most systems, the previous version was to be unsupported in July 2017, so we made plans to combine this upgrade with others in plenty of time to resolve any glitches. There was significant time invested by our internal WRS IT team for this to take place so that we can be confident in the resilience of our systems and the data we provide to you.

## Air Quality & Contaminated Land

The team completed Annual Air Quality Status Reports (ASR's) for all of the partners at the end of the year in line with the change in the national reporting process.

ASR documents now combine progress information on all aspects of air quality from current air quality status to progress on delivering improvements in AQMA's and action planning. The reports are available on the following link:

<http://www.worcsregservices.gov.uk/pollution/air-quality/local-air-quality-progress-reports.aspx>

Detailed air quality monitoring activities for Foregate Street in Worcester and the A38 in Wychbold are now complete and officers will be commencing detailed assessment work of the findings in the 4th Quarter. Initial observations made on the raw data suggest that both areas exceed government air quality objectives for nitrogen dioxide emissions and the detailed assessment will be required to verify the geographical extent of that exceedance.

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Contaminated Land

WRS remain active in the management of the Marlbrook Tip in Bromsgrove. Demands were made of Liberty construction to provide the council with a conceptual site model and revised gas monitoring regime in line with the recommendations made by the council's consultant. WRS are now in receipt of these plans and will be reviewing them with the Planning and Legal department in the new year.

# Dog Control

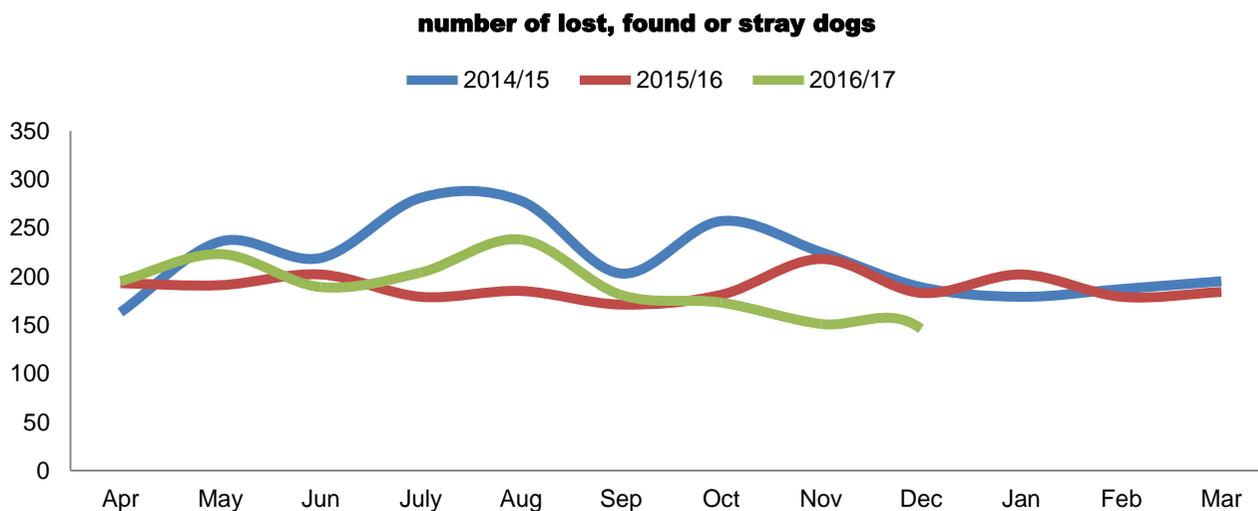
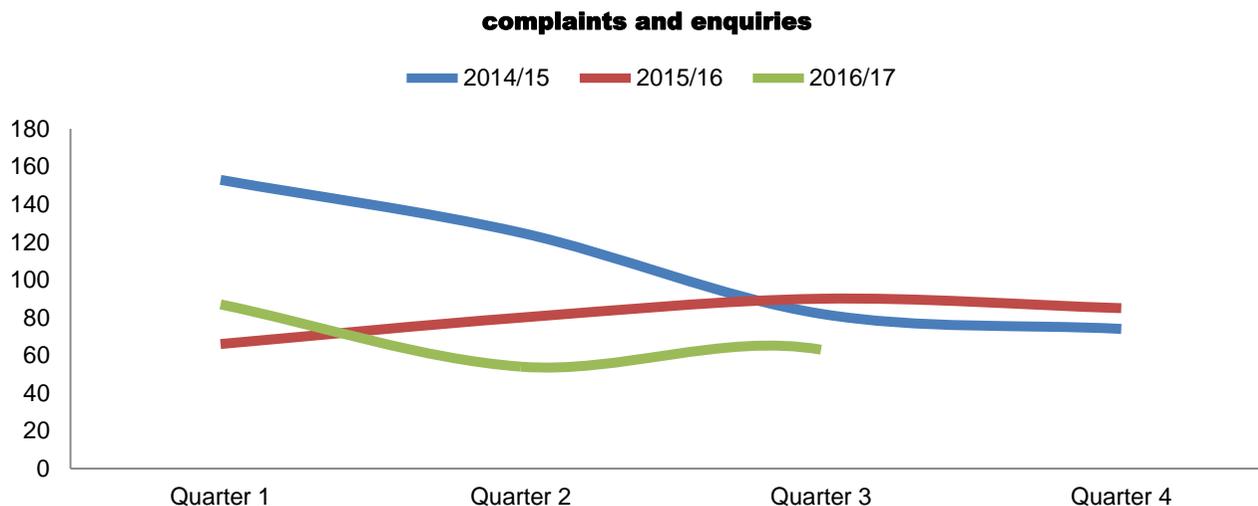
The chart (top right) shows the number of complaints and enquiries recorded by WRS over a three year period relating to dog control. Types of cases recorded under this category include fouling and persistent straying, dangerous dogs and welfare. The chart (bottom right) shows the number of dogs recorded by WRS as lost, found or seen straying.

## Comments

*Dog control statistics include work carried out by WRS on behalf of Cheltenham Borough Council, Gloucester City Council and Tewkesbury Brough Council.*

*Numbers of stray dogs have been falling for many years as owners realise it is not acceptable to allow their dog to stray and that there are financial consequences to retrieving their dog from the kennels. It is expected that the benefits of this will be felt across the three Gloucestershire Districts that WRS cover due to our consistent approach and so we expect overall numbers to fall for stray, lost and found dogs reported.*

*Recognising the downward trend, the Business and Relationship Manager has pursued options to expand the service we provide in alternative ways. Utilising our kennelling providers, WRS is able to provide kennelling, administration, welfare work and rehoming to other public authorities. During this period we have successfully bid for one such contract due to start in January 2017 and we are awaiting the outcome of the tendering process on whether we will continue to deliver the dog warden service for Cheltenham, Gloucester City and Tewkesbury Councils.*



# Environmental Permitting

Compliance remains high in Worcestershire and complex solvent emissions directive process continue to make year on year improvements in the reduction of VOC emissions to the environment through a variety of initiatives. The most recent example is EM coatings in Evesham who have invested in a solvent recovery unit thus negating the need to send contaminated solvent away for distillation reducing the carbon footprint of the company. Officers have now begin to undertake compliance checks also on companies using small waste oil burners to ensure that they are not using fuels band by the industrial emissions directive from April 2016 in their heating systems.

The team have also commenced initial discussions with BASF in Redditch with a view of exploring primary authority arrangements pertaining to environmental compliance. This is an exiting development and the first foray into PA in this field of regulation. Discussions are at a very informal stage presently but WRS are optimistic that the relationship will continue to develop in the next quarter.

Officers completed its intelligence gathering exercise for PPC compliance monitoring in November. The response rate was low which suggests that the number of processes operating legitimately in Worcestershire is good however several leads were generated from this exercise and from speaking to industry competitors operating in the Gloucester City area which will be followed up in due course.

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Agenda Item 8

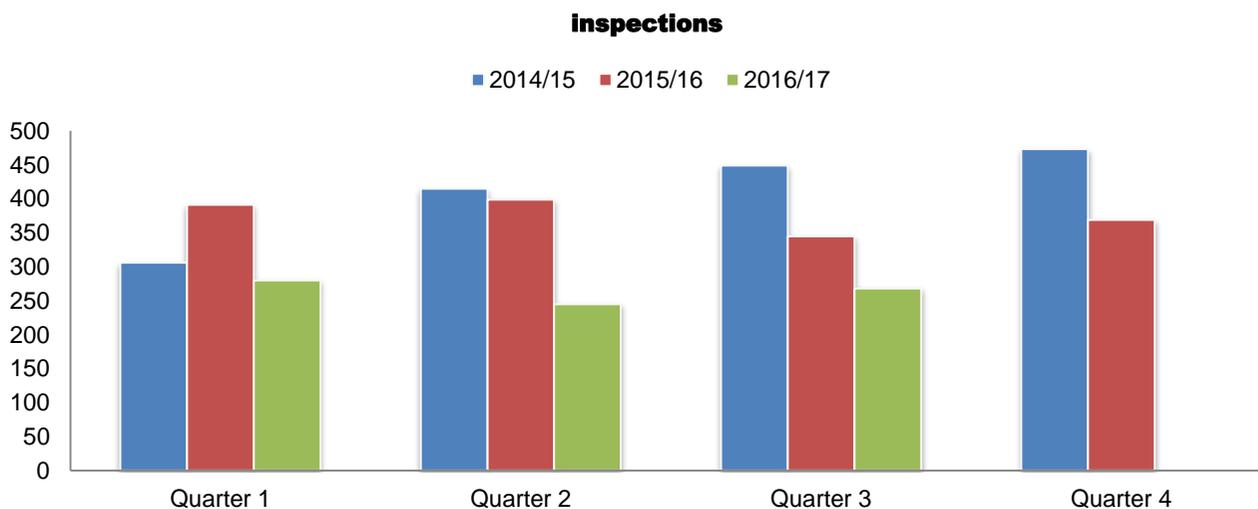
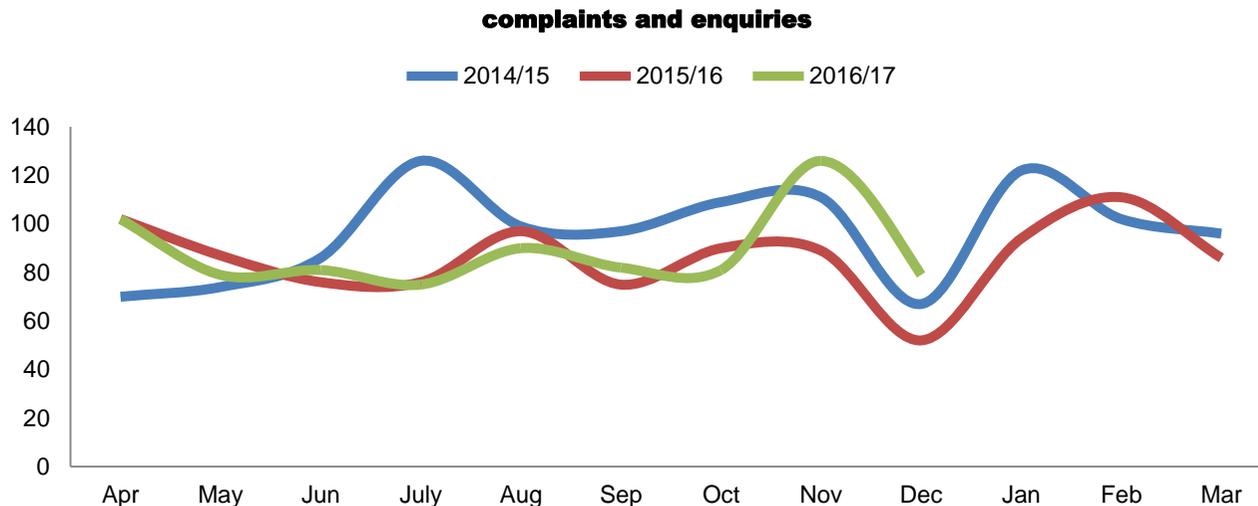
# Food Safety

The chart (top right) shows the number of complaints and enquiries recorded by WRS over a three year period relating to food safety. Types of cases recorded under this category include hygiene of premises complaints, complaints about food products and requests for business advice. The chart (bottom right) shows the number of inspections carried out by WRS at premises included in the Food Hygiene Rating Scheme (FHRS).

### Comments

The number of service requests in respect of food safety and hygiene the third quarter showed a spike in food safety complaints, exceeding the peak of 2014/15. Because of this, the continuation of relatively high levels of nuisance work into October and November and the fact that the service continues to be involved in some complex enforcement activities, food interventions are down on the same quarter last year. We advised members at the last meeting that we would look to make up the volume of inspection work in the second half of the year and we still intend to do this but will have to bring in some capacity to achieve this.

Interest from business in Primary Authority agreements continues to grow and more businesses have signed up to the Healthy Eating award, which again is a paid for business support process.



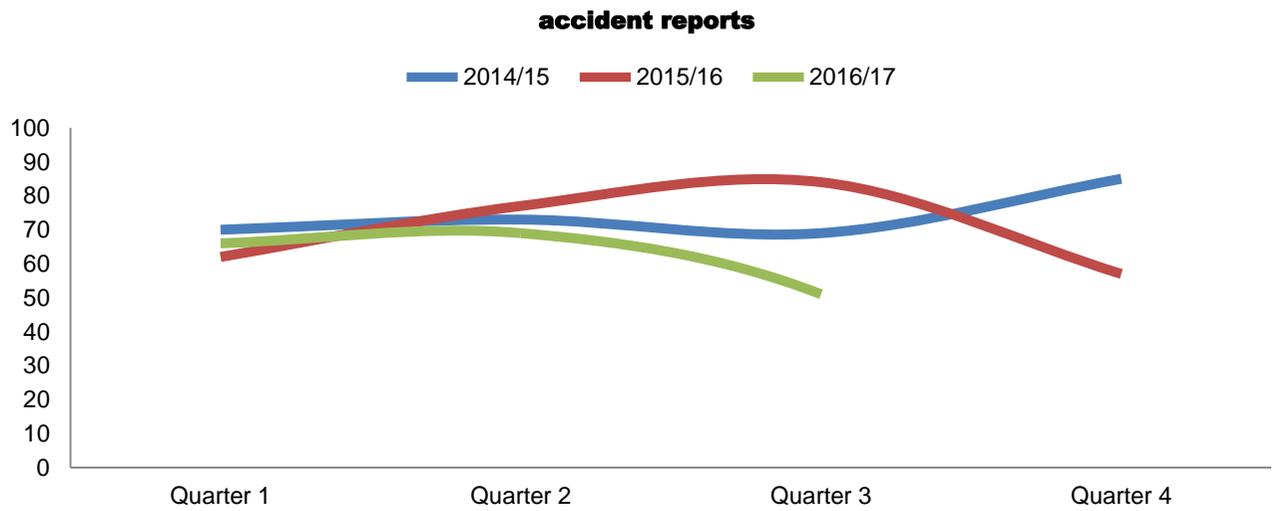
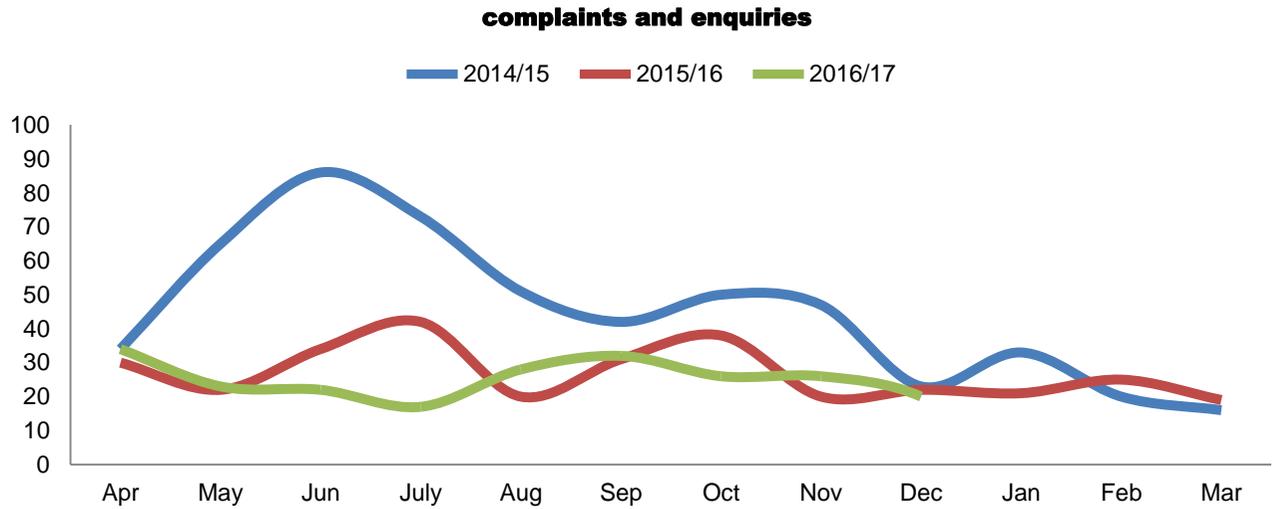
# Health and Safety

The chart (top right) shows the number of complaints and enquiries recorded by WRS over a three year period relating to health and safety. This includes requests for business advice. The chart (bottom right) shows the number of notifications received by WRS relating to accidents.

**Comments**

Whilst the service has no control as to the volume of demand received, the number of complaints and enquiries remained fairly stable throughout Q3 but remained above 2015/16 levels for November and December. The number of accident reports fell below previous years.

Health and safety activity continues to be intelligence led and these figures do not reflect the increased level of enforcement activity being carried out, with several prosecutions pending including two fatalities.

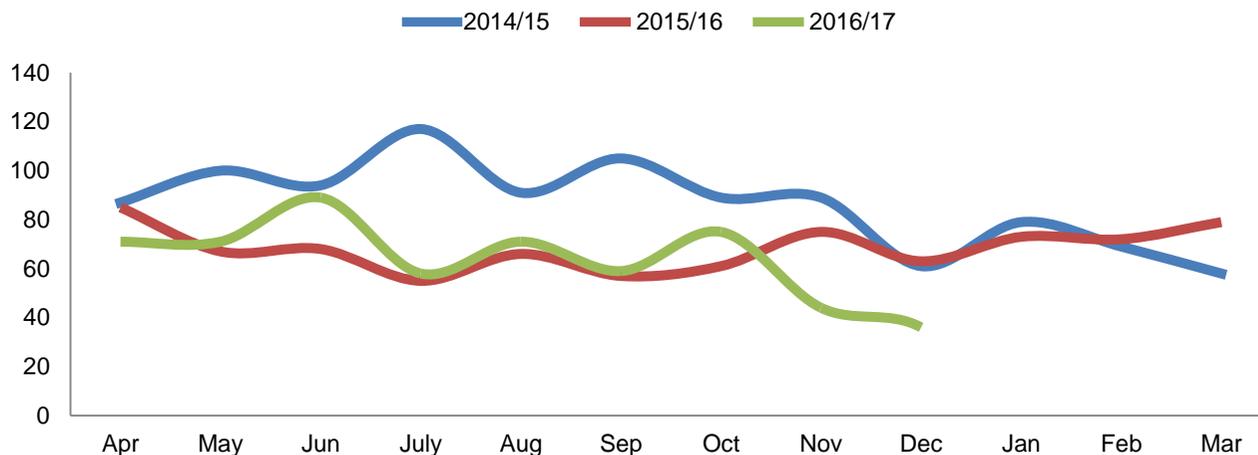


# Information Requests

The chart (right) shows the number of information requests recorded by WRS over a three year period.

Information requests relate to the following:

- Environmental Information Requests
- Freedom of Information Requests
- Requests for information under the Data Protection Act 1998 (generally received from partner agencies)



As well as providing responses to requests for the six Worcestershire Districts where we undertake contract work, such as contaminated land for Gloucester City, we also respond to Environmental Information Requests. The chart above includes all requests we receive. The majority received for this quarter were FOI & DPA requests making up 62% of the requests received. For Quarters 1 & 2 it was EIR requests that made up the majority at 71% and 64%, suggesting that the Christmas period caused a decline in EIR requests. This would make sense with a slow down in the property conveyance market at this time of year which is the principal driver for EIRs being requested.

# Licensing

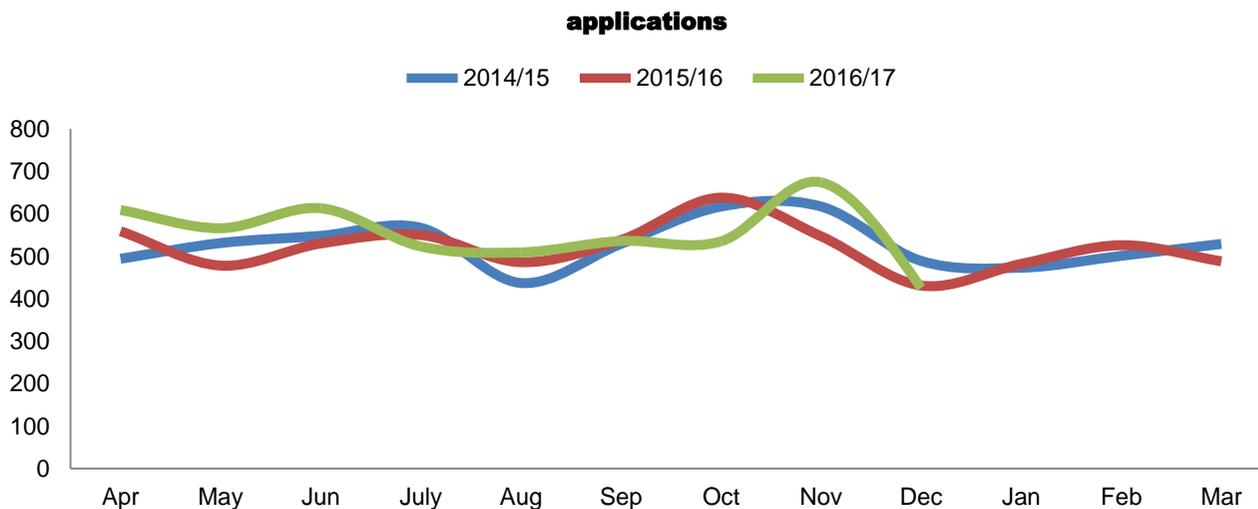
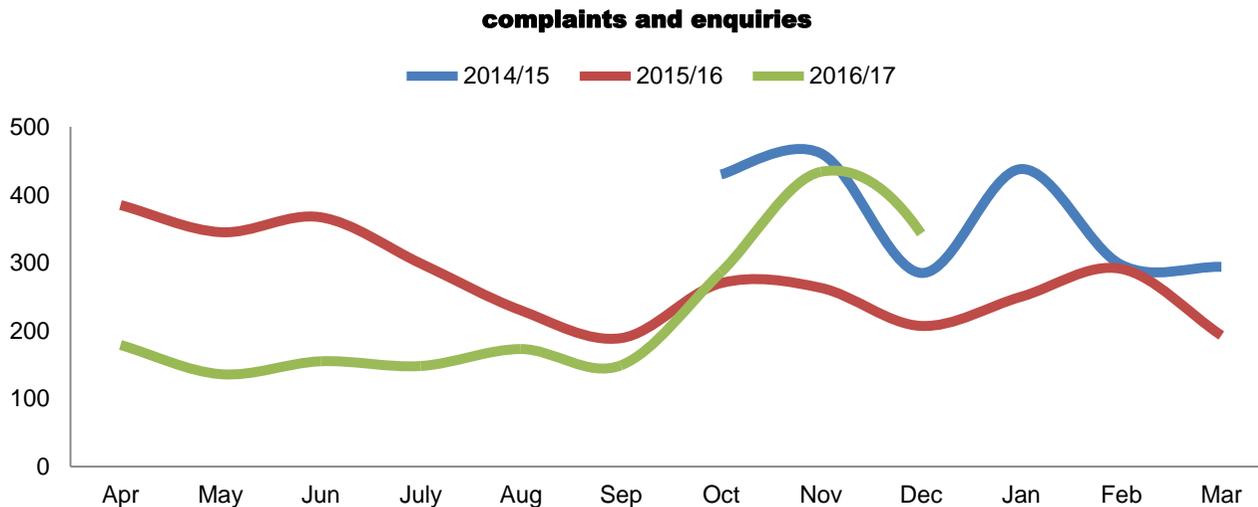
The chart (top right) shows the number complaints and enquiries recorded by WRS over a three year period relating to licensing. The chart (bottom right) shows the number of licensing applications.

Licensing complaints, enquiries and applications relate to the following:

- Alcohol and entertainment
- Animals
- Caravans
- Gambling
- Scrap metal
- Sex establishments
- Skin piercing
- Street trading
- Taxis

### Comments

Data relating to licensing complaints and enquiries is only available from October 2014. The variation in case totals is due to the Licensing team establishing 'best practice' when recording complaints and enquiries and should become more consistent during the year.

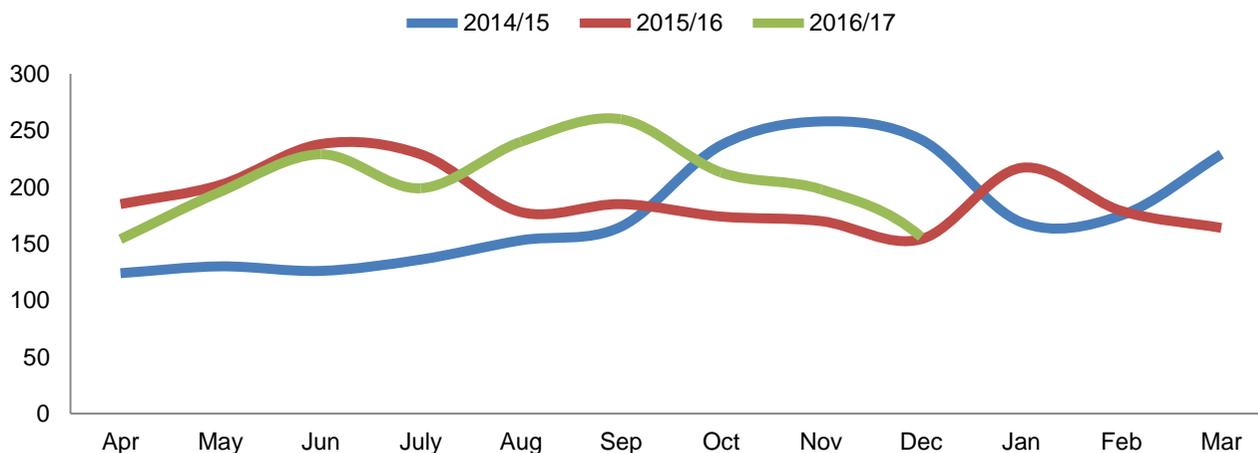


# Planning

The chart (right) shows the number of planning requests received by WRS over a three year period. The majority of these requests are consultations but can also include requests to discharge conditions.

Planning requests relate to the following:

- Air Quality
- Contaminated Land
- Environmental Permitting
- Food
- Health and Safety
- Nuisance / Noise



## Comments

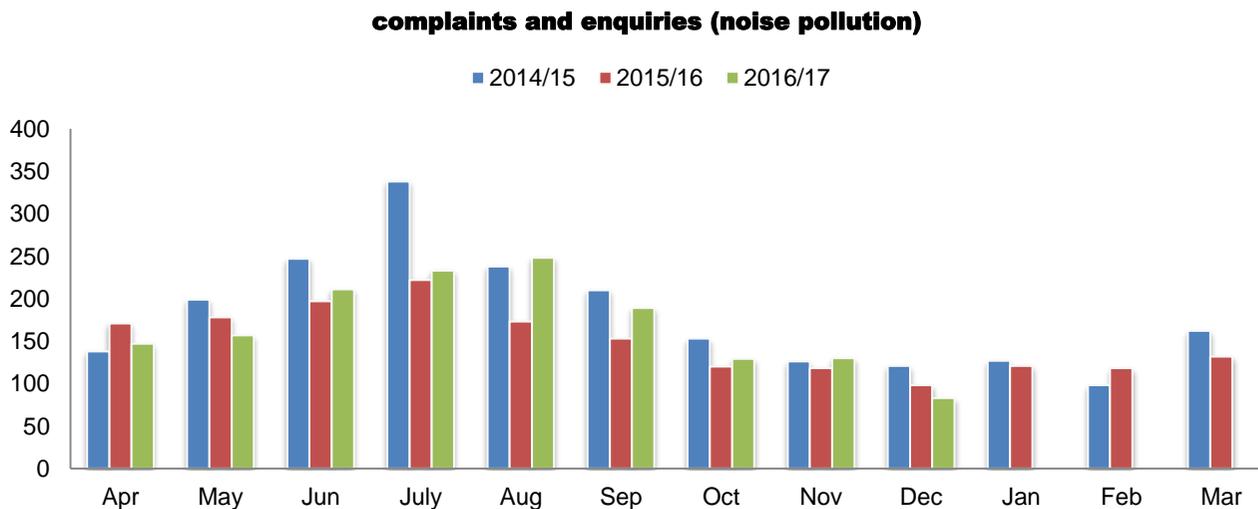
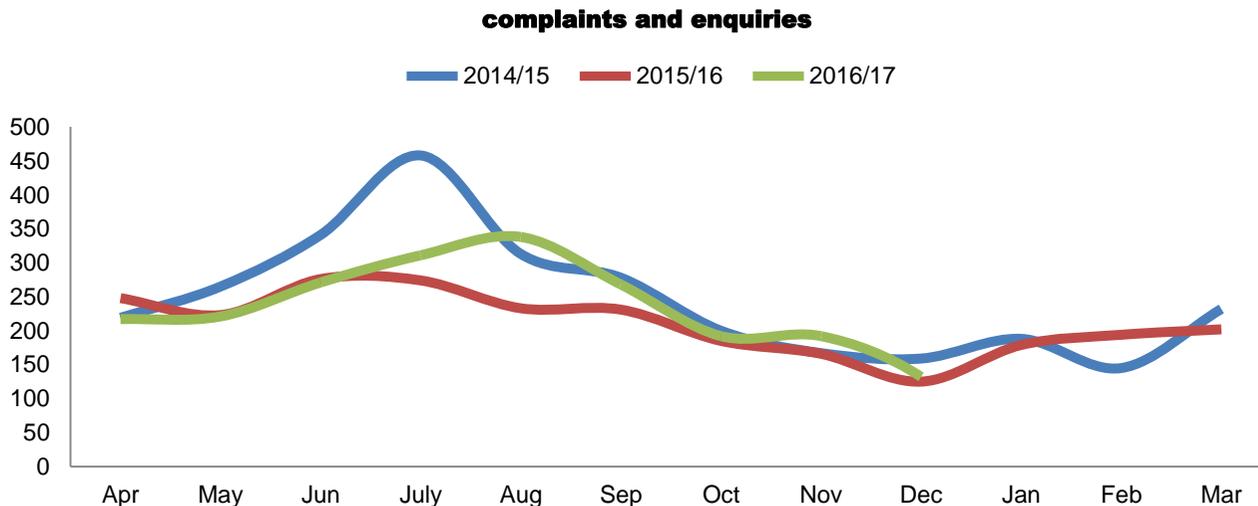
*Included in the above data are planning consultations undertaken for Tewkesbury Borough Council, Gloucester City Council, South Gloucestershire Council and for Quarter one work included some being done for Stratford-on-Avon District Council. It is primarily planning application consultations rather than requests to discharge that are received but both types are experiencing a year on year increase in demand although for this quarter there has been a reduction compared with 2014/15 figures. Work with Wyre Forest and Worcester City Planning Managers has helped to reduce inappropriate or wasted consultations to help enable the increase in demand to be met. It is hoped to be able to imbed this approach with Redditch and Bromsgrove over the next six months.*

# Pollution

The chart (right) shows the number of complaints and enquiries recorded by WRS over a three year period relating to pollution. Types of cases recorded under this category include contamination incidents, air pollution (smoke, fumes and gases), light pollution and noise pollution. The chart (bottom right) shows the number of complaints and enquiries relating to noise pollution.

*Comments*

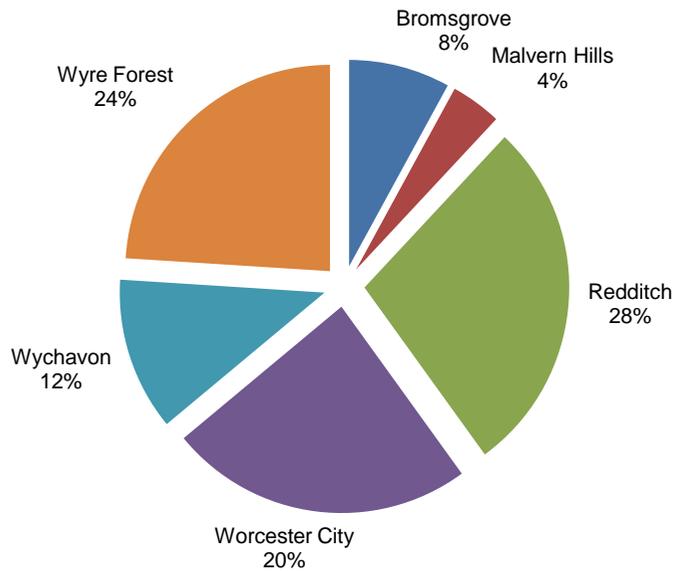
*The good Autumn weather caused nuisance complaints to remain at higher than usual levels through October and November, with noise figures exceeding those for 2015/16.*



# Noise Pollution

The table (right) shows the top 25 wards within Worcestershire with the highest number of noise pollution cases. Population and incident rates are also shown and reflect the recent boundary changes in Bromsgrove and Wyre Forest. The chart (left) shows the top 25 wards by district, for example, 20% of wards highlighted in the table are located within Worcester City.

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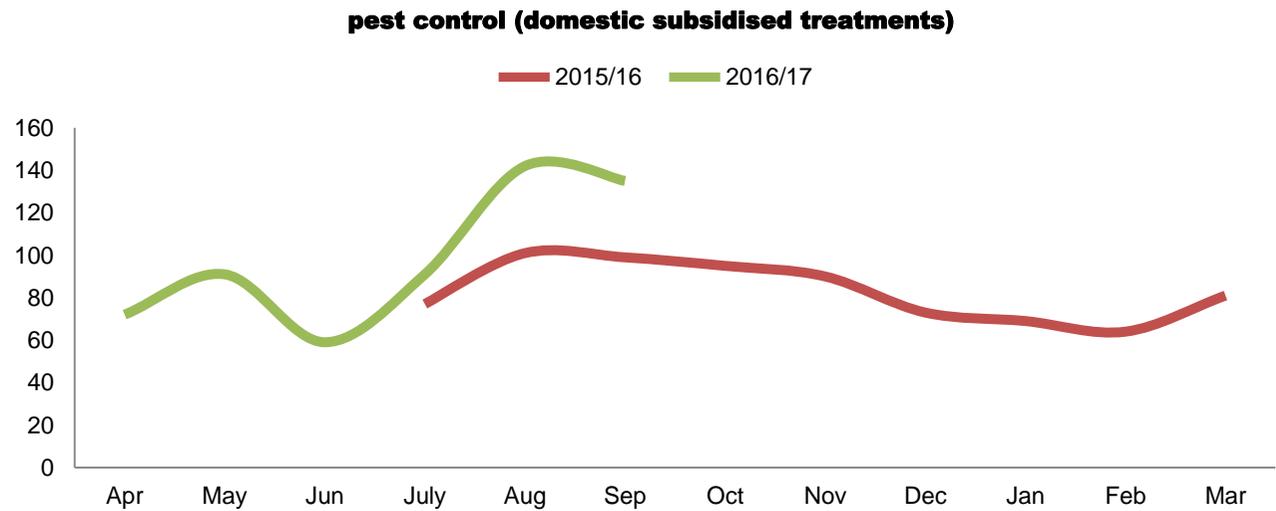
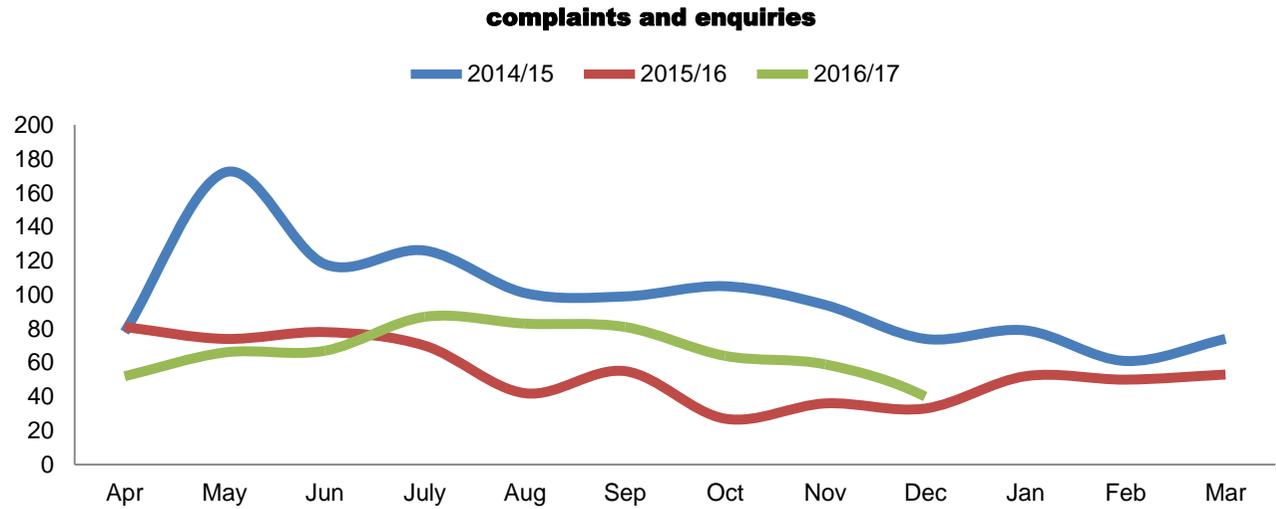
| Ward                           | Total | Population | Rate (%) |
|--------------------------------|-------|------------|----------|
| Cathedral                      | 65    | 10,835     | 0.60%    |
| Foley Park And Hoobrook        | 38    | 9,914      | 0.38%    |
| Batchley And Brockhill         | 34    | 8,553      | 0.40%    |
| Blakebrook And Habberley South | 33    | 9,000      | 0.37%    |
| Church Hill                    | 32    | 8,316      | 0.38%    |
| Headless Cross And Oakenshaw   | 31    | 8,538      | 0.36%    |
| Winyates                       | 29    | 8,360      | 0.35%    |
| Bedwardine                     | 27    | 8,279      | 0.33%    |
| Nunnery                        | 26    | 8,087      | 0.32%    |
| Bewdley And Rock               | 25    | 8,542      | 0.29%    |
| Saint John                     | 25    | 8,944      | 0.28%    |
| Sanders Park                   | 25    | 3,463      | 0.72%    |
| Areley Kings And Riverside     | 24    | 8,261      | 0.29%    |
| Mitton                         | 23    | 9,752      | 0.24%    |
| Arboretum                      | 23    | 6,195      | 0.37%    |
| Matchborough                   | 23    | 6,150      | 0.37%    |
| Broadwaters                    | 21    | 9,108      | 0.23%    |
| Greenlands                     | 21    | 9,122      | 0.23%    |
| Abbey                          | 21    | 6,197      | 0.34%    |
| Lovett And North Claines       | 20    | 5,465      | 0.37%    |
| Bengeworth                     | 20    | 6,793      | 0.29%    |
| Warndon                        | 20    | 5,934      | 0.34%    |
| Priory                         | 20    | 4,234      | 0.47%    |
| Sidemoor                       | 20    | 4,038      | 0.50%    |
| Pershore                       | 18    | 7,485      | 0.24%    |

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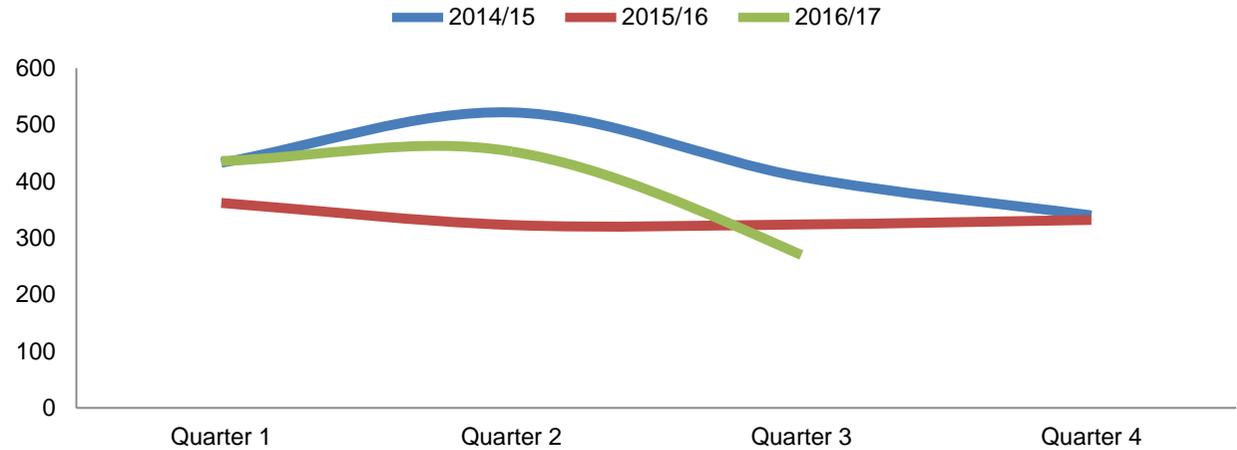
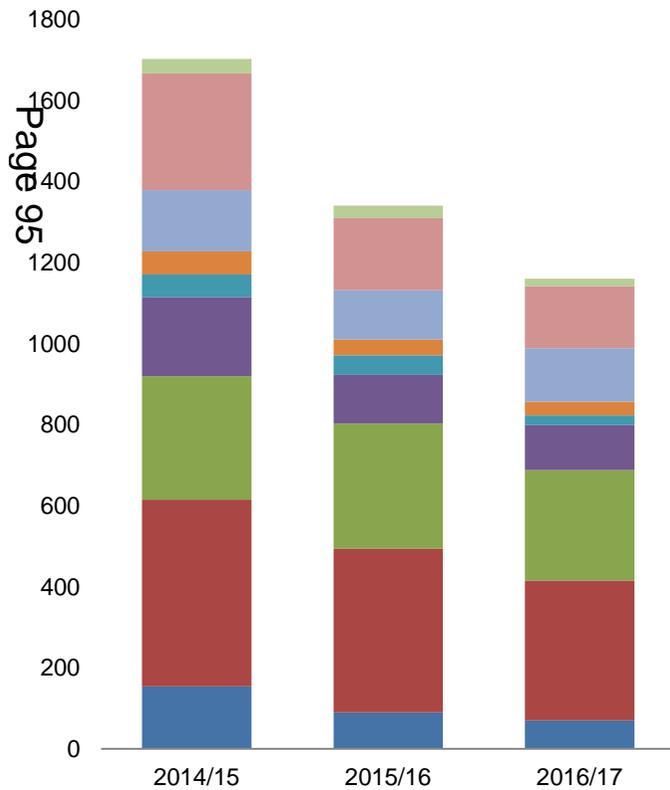
# Public Health

The chart (top right) shows the number of complaints and enquiries recorded by WRS over a three year period relating to public health. Types of cases recorded under this category include accumulations, public burials and pest control. The chart (bottom right) shows the number of subsidised pest control treatments have been carried out by contractors at domestic properties within Worcestershire.





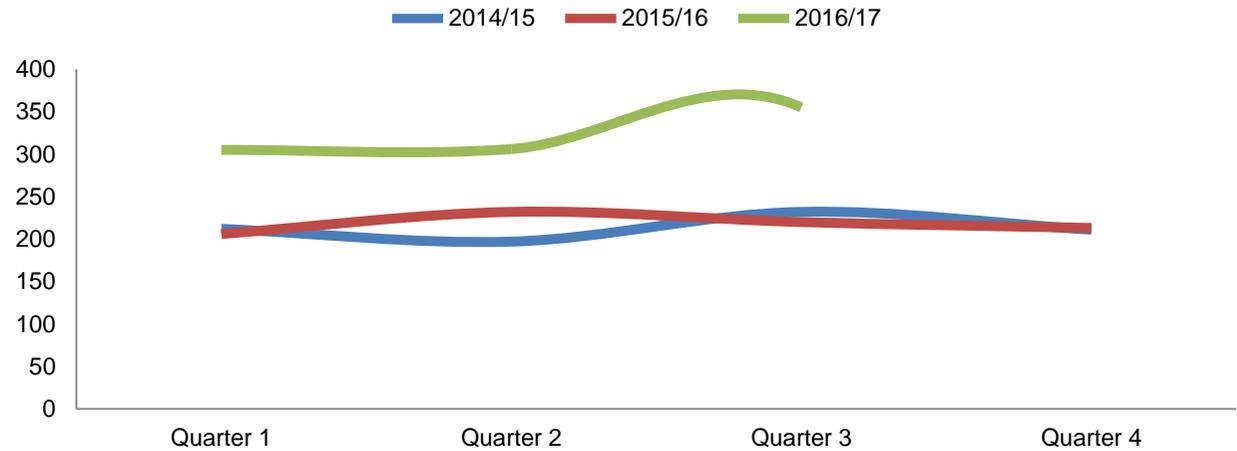
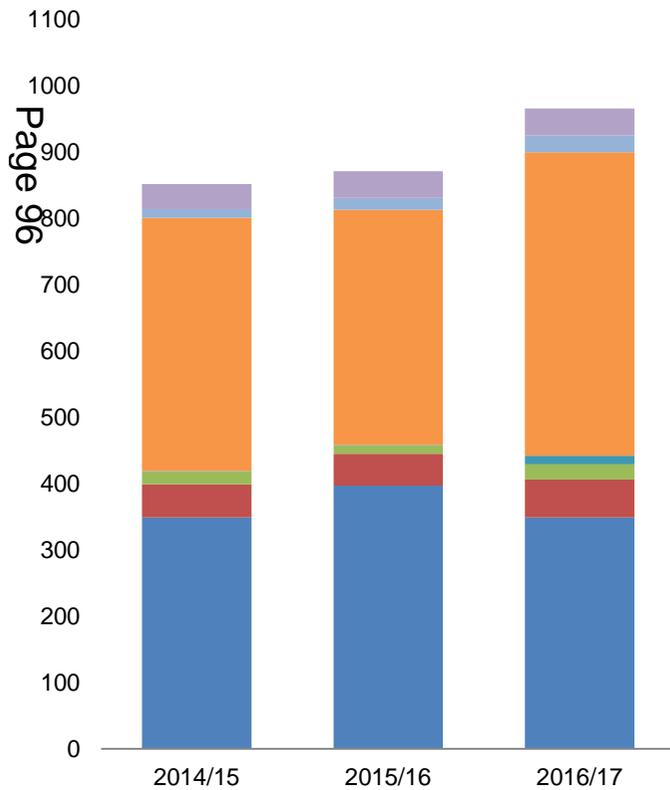
The data on this page relates to **Environmental Health** complaints, enquiries and notifications recorded by WRS where the subject or enquirer was located within the district of **Bromsgrove**.



|   | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> |
|---|----------------|----------------|----------------|
| Dog Control                                       | 36             | 31             | 19             |
| Dog Control (number of lost, found or stray dogs) | 288            | 178            | 152            |
| Food Safety                                       | 151            | 122            | 132            |
| Health and Safety                                 | 57             | 39             | 34             |
| Health and Safety (accident reports)              | 56             | 48             | 24             |
| Information Requests                              | 195            | 120            | 111            |
| Planning  | 305            | 309            | 273            |
| Pollution   | 461            | 404            | 345            |
| Public Health                                     | 154            | 90             | 70             |

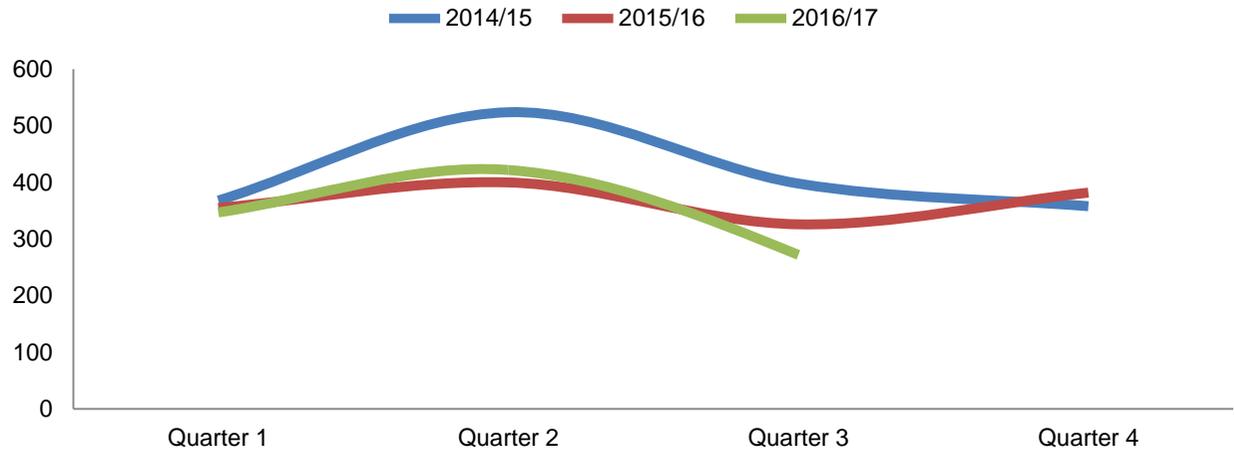
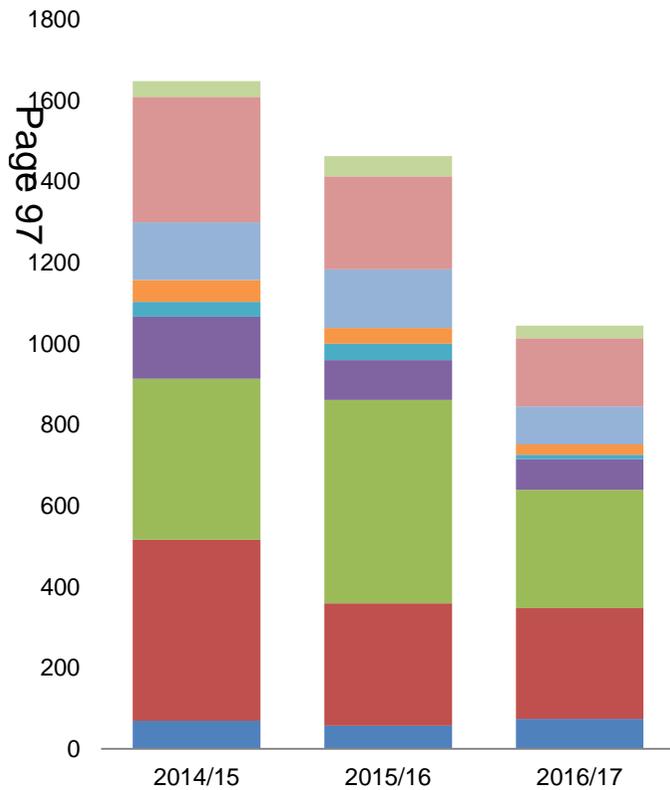


The data on this page relates to **Licensing** complaints, enquiries and applications recorded by WRS where the subject or enquirer was located within the district of **Bromsgrove**.



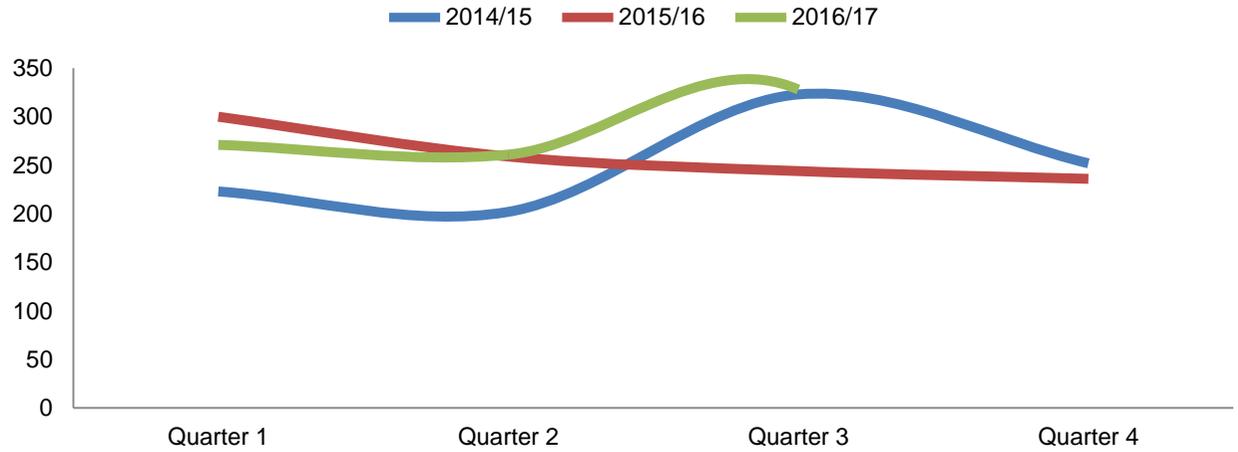
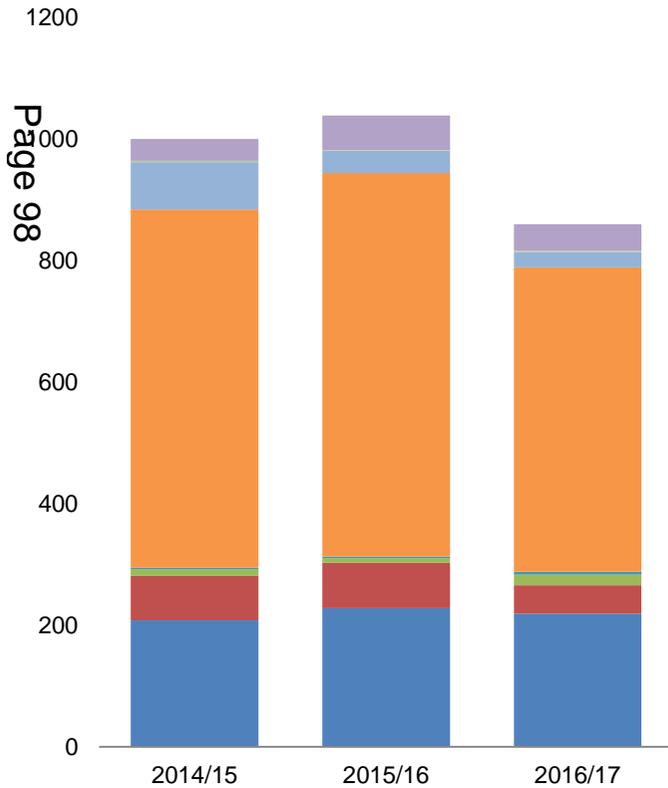
|  | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> |
|--|----------------|----------------|----------------|
| Animals  | 38             | 40             | 41             |
| Caravan  | 0              | 0              | 0              |
| Gambling   | 13             | 18             | 25             |
| Licensing Act  | 382            | 355            | 458            |
| Scrap Metal (includes collectors and dealers)        | 1              | 1              | 13             |
| Sex Establishments                                   | 0              | 0              | 0              |
| Skin Piercing  | 19             | 12             | 23             |
| Street (includes amenities, collections and trading) | 50             | 48             | 57             |
| Taxis  | 349            | 397            | 349            |

The data on this page relates to **Environmental Health** complaints, enquiries and notifications recorded by WRS where the subject or enquirer was located within the



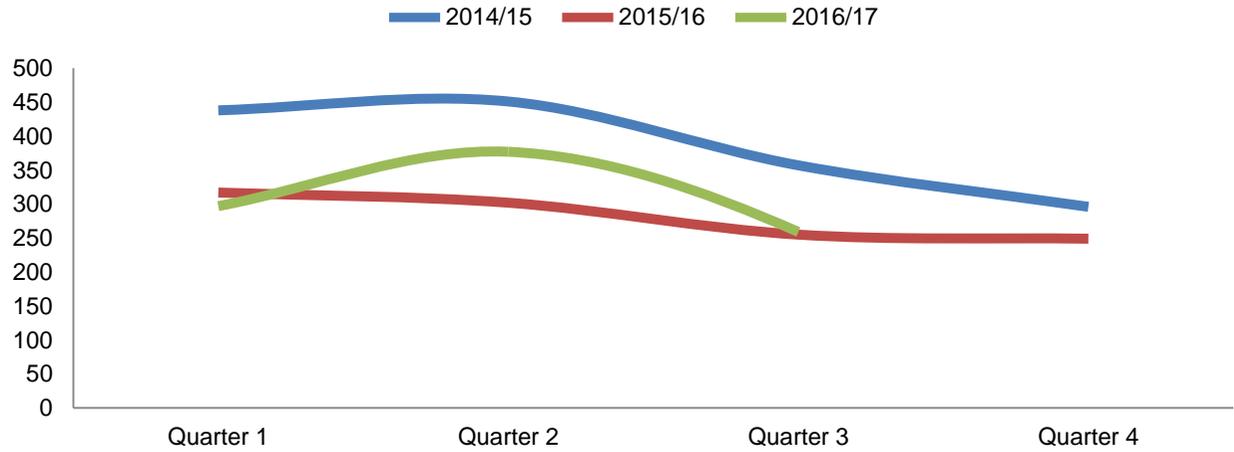
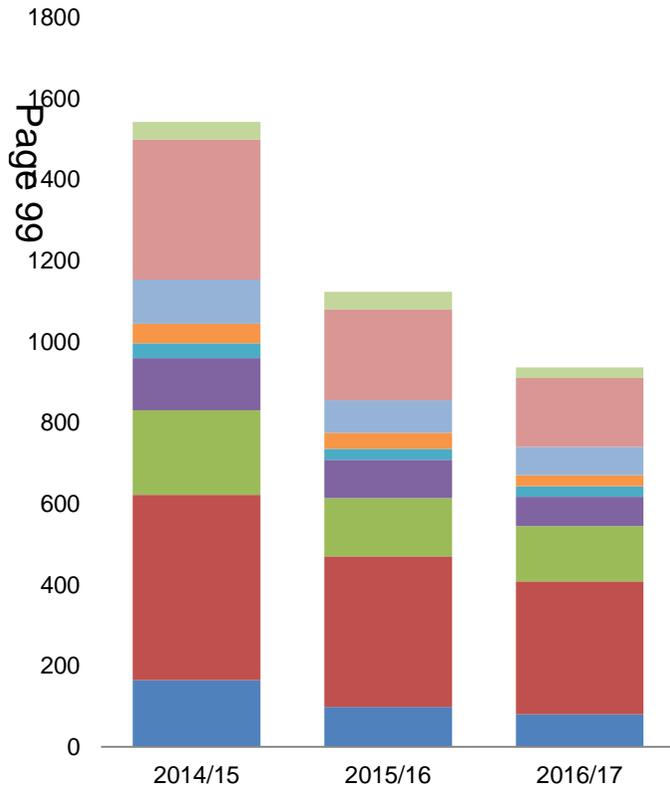
|   | 2014/15 | 2015/16 | 2016/17 |
|---|---------|---------|---------|
| Dog Control                                       | 39      | 50      | 31      |
| Dog Control (number of lost, found or stray dogs) | 310     | 230     | 168     |
| Food Safety                                       | 142     | 144     | 94      |
| Health and Safety                                 | 54      | 39      | 25      |
| Health and Safety (accident reports)              | 36      | 41      | 11      |
| Information Requests                              | 154     | 98      | 76      |
| Planning  | 397     | 502     | 292     |
| Pollution   | 447     | 302     | 273     |
| Public Health                                     | 69      | 57      | 74      |

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



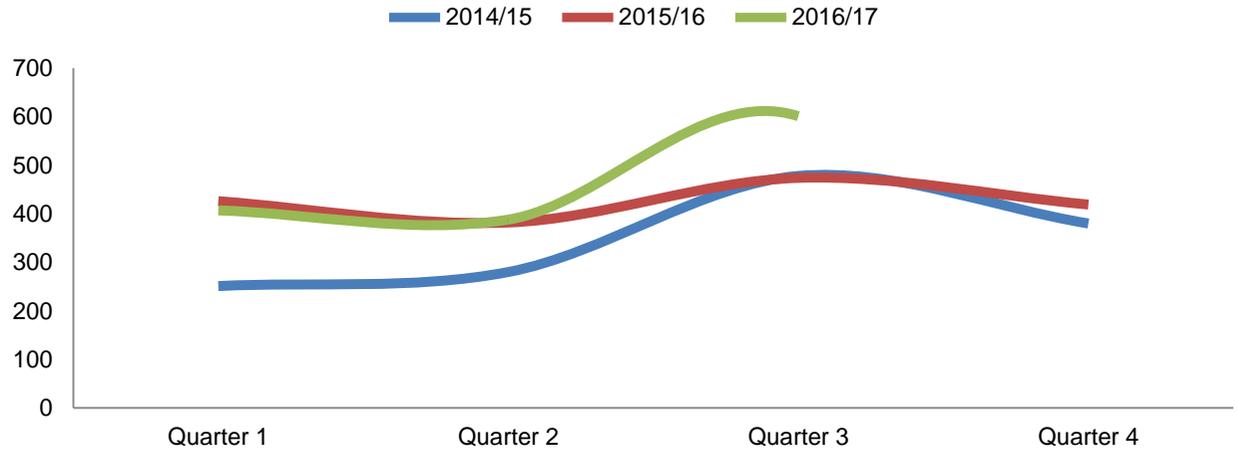
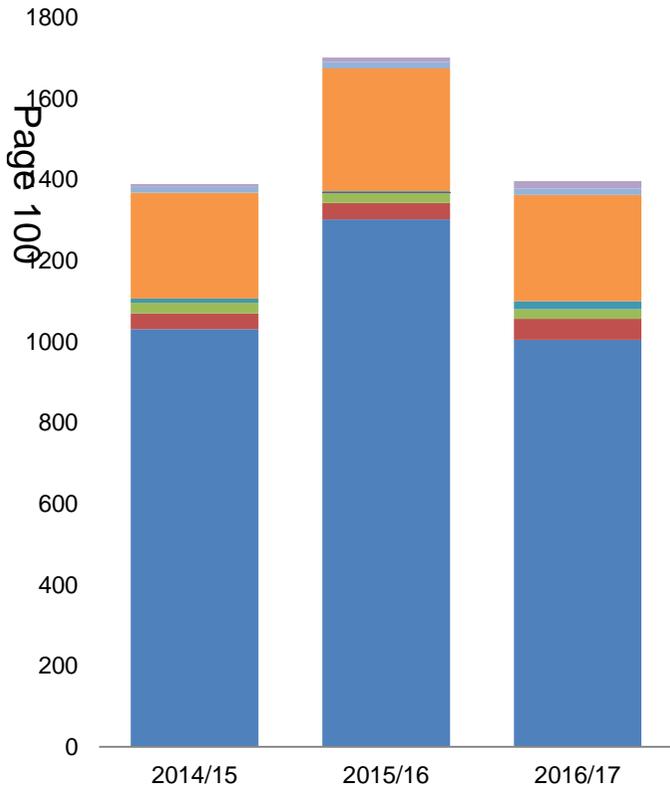
|  | 2014/15 | 2015/16 | 2016/17 |
|--|---------|---------|---------|
| Animals  | 36      | 57      | 44      |
| Caravan  | 2       | 1       | 2       |
| Gambling   | 78      | 37      | 25      |
| Licensing Act  | 589     | 631     | 501     |
| Scrap Metal (includes collectors and dealers)        | 3       | 3       | 5       |
| Sex Establishments                                   | 0       | 0       | 0       |
| Skin Piercing  | 11      | 7       | 17      |
| Street (includes amenities, collections and trading) | 73      | 75      | 47      |
| Taxis  | 208     | 228     | 219     |

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



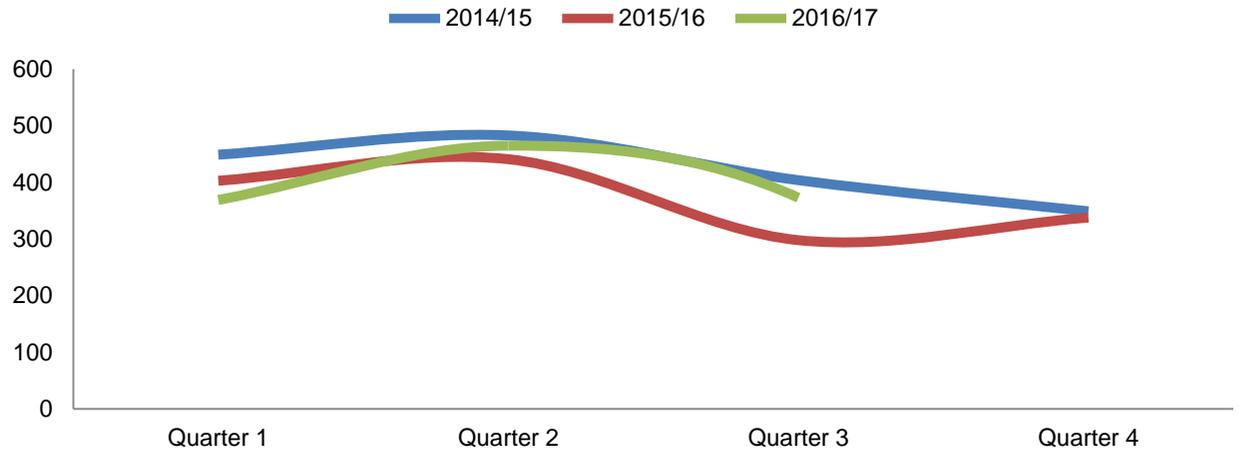
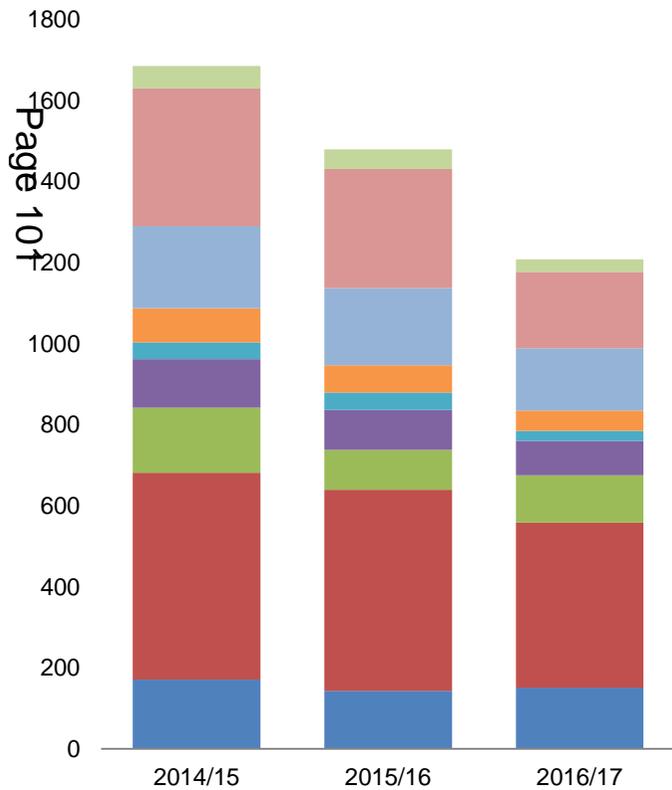
|   | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> |
|---|----------------|----------------|----------------|
| Dog Control                                       | 43             | 43             | 26             |
| Dog Control (number of lost, found or stray dogs) | 346            | 225            | 170            |
| Food Safety                                       | 109            | 80             | 70             |
| Health and Safety                                 | 48             | 40             | 27             |
| Health and Safety (accident reports)              | 37             | 27             | 26             |
| Information Requests                              | 128            | 94             | 72             |
| Planning  | 209            | 144            | 137            |
| Pollution   | 458            | 372            | 328            |
| Public Health                                     | 164            | 98             | 80             |

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



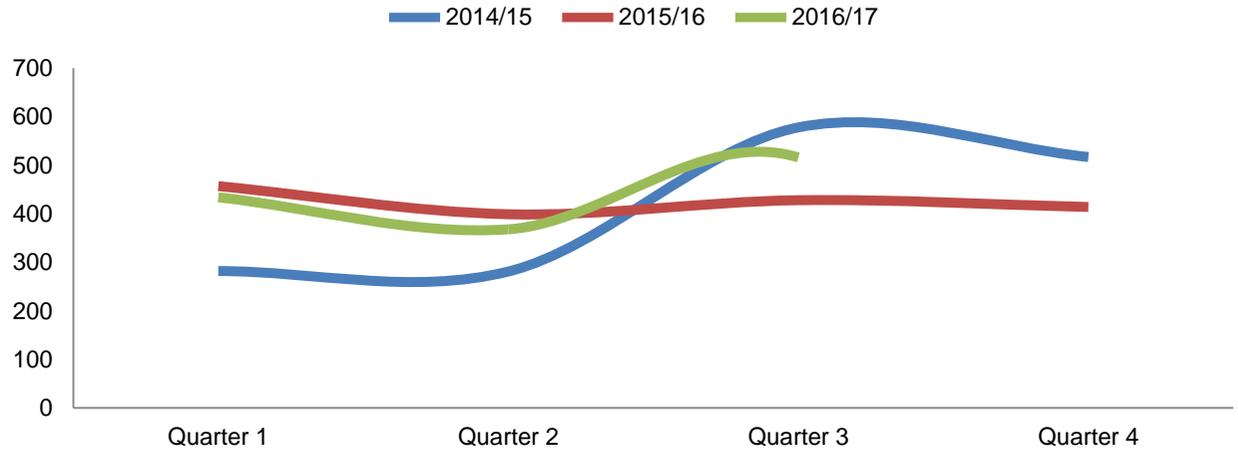
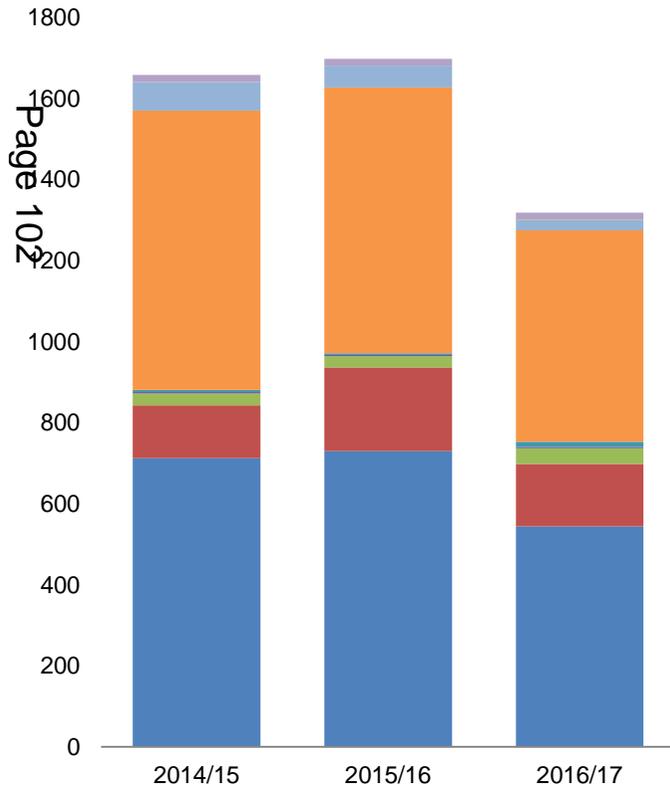
|  | 2014/15 | 2015/16 | 2016/17 |
|--|---------|---------|---------|
| Animals  | 7       | 11      | 18      |
| Caravan  | 0       | 0       | 0       |
| Gambling   | 14      | 16      | 16      |
| Licensing Act  | 262     | 302     | 262     |
| Scrap Metal (includes collectors and dealers)        | 10      | 3       | 20      |
| Sex Establishments                                   | 0       | 1       | 0       |
| Skin Piercing  | 26      | 26      | 24      |
| Street (includes amenities, collections and trading) | 39      | 40      | 51      |
| Taxis  | 1,031   | 1,302   | 1,005   |

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



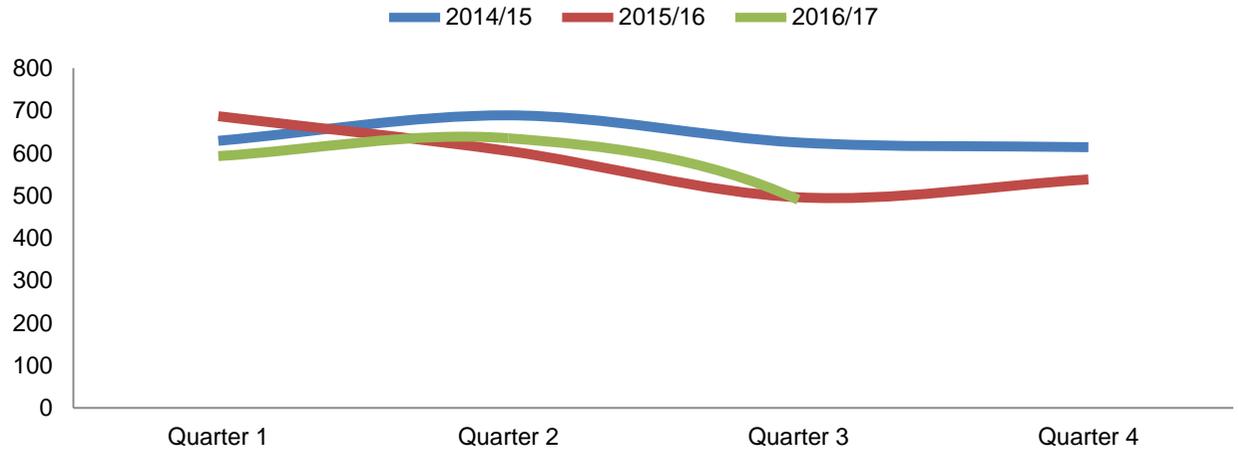
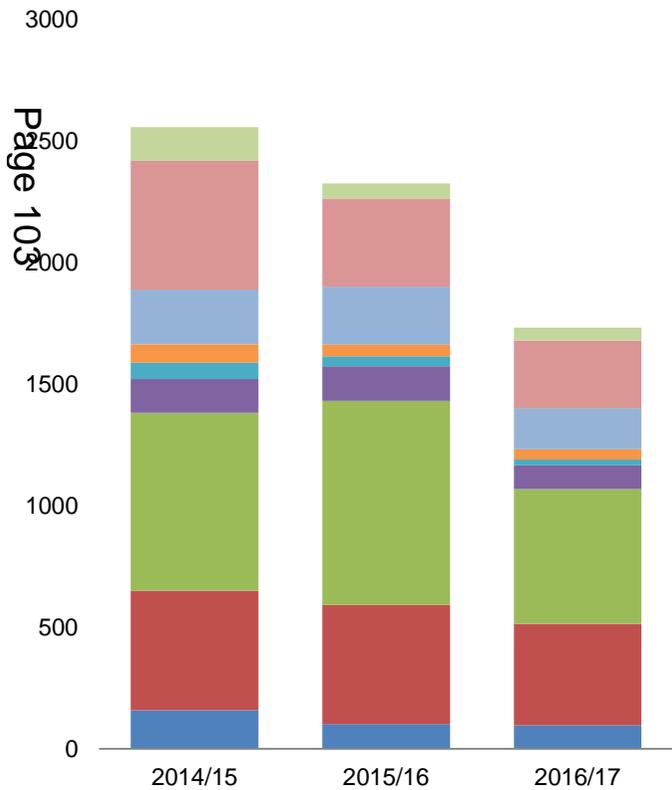
|   | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> |
|---|----------------|----------------|----------------|
| Dog Control                                       | 55             | 49             | 31             |
| Dog Control (number of lost, found or stray dogs) | 340            | 294            | 188            |
| Food Safety                                       | 203            | 190            | 154            |
| Health and Safety                                 | 84             | 68             | 50             |
| Health and Safety (accident reports)              | 41             | 43             | 25             |
| Information Requests                              | 120            | 98             | 85             |
| Planning  | 161            | 99             | 117            |
| Pollution   | 510            | 496            | 407            |
| Public Health                                     | 171            | 143            | 151            |

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



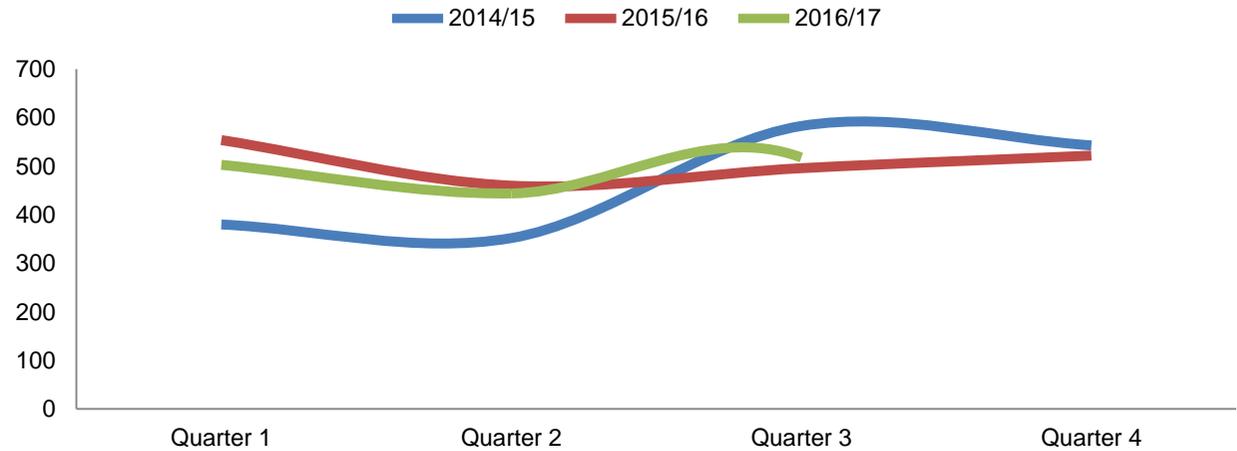
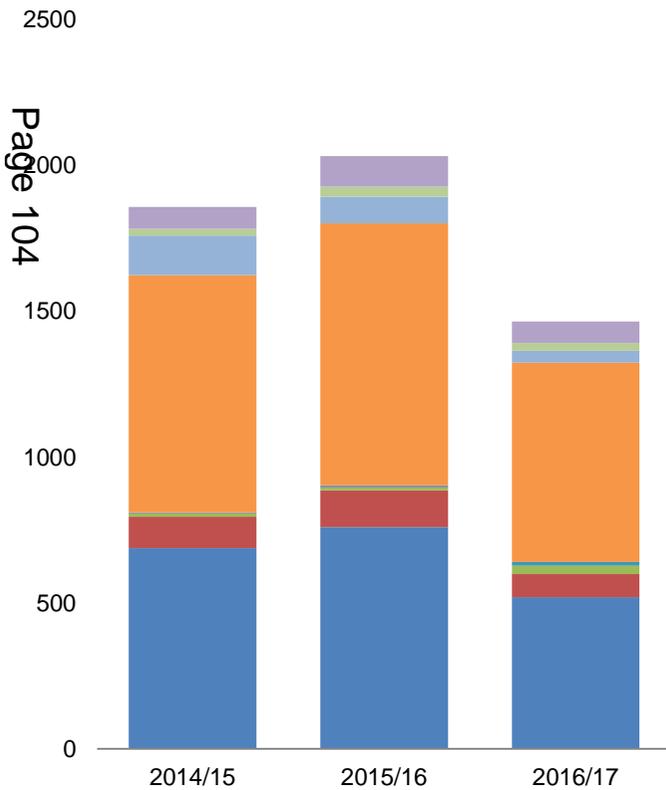
|  | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> |
|--|----------------|----------------|----------------|
| Animals  | 17             | 17             | 16             |
| Caravan  | 0              | 0              | 2              |
| Gambling   | 71             | 54             | 25             |
| Licensing Act  | 689            | 656            | 522            |
| Scrap Metal (includes collectors and dealers)        | 6              | 4              | 13             |
| Sex Establishments                                   | 3              | 3              | 3              |
| Skin Piercing  | 29             | 28             | 39             |
| Street (includes amenities, collections and trading) | 131            | 206            | 154            |
| Taxis  | 712            | 730            | 544            |

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



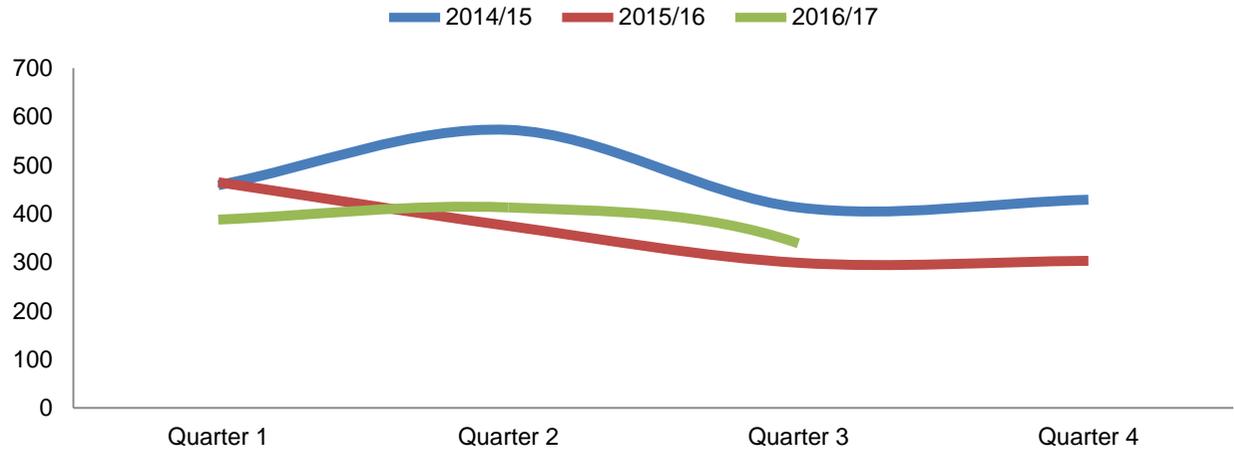
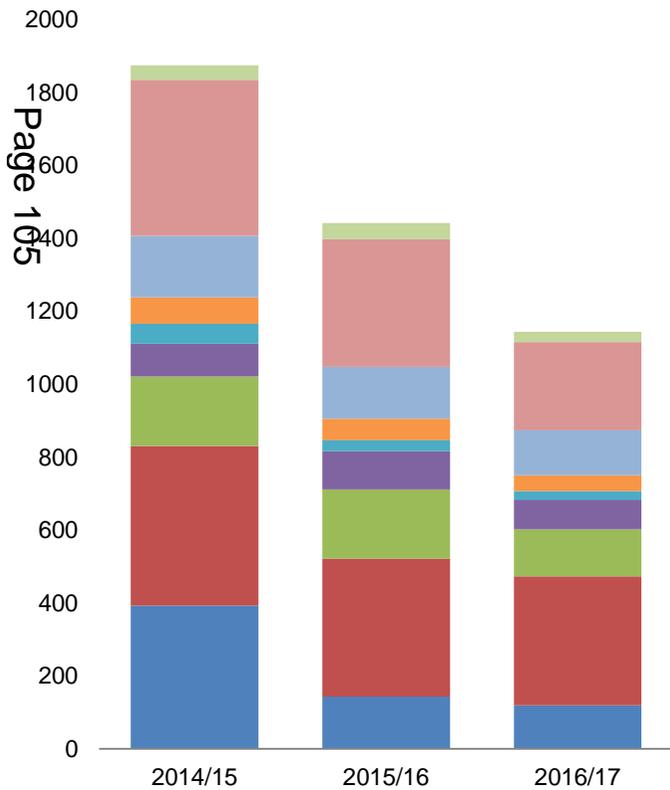
|   | 2014/15 | 2015/16 | 2016/17 |
|---|---------|---------|---------|
| Dog Control                                       | 139     | 63      | 53      |
| Dog Control (number of lost, found or stray dogs) | 529     | 362     | 280     |
| Food Safety                                       | 225     | 238     | 168     |
| Health and Safety                                 | 76      | 48      | 42      |
| Health and Safety (accident reports)              | 67      | 41      | 24      |
| Information Requests                              | 139     | 143     | 98      |
| Planning  | 732     | 840     | 554     |
| Pollution   | 491     | 489     | 418     |
| Public Health                                     | 159     | 102     | 96      |

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



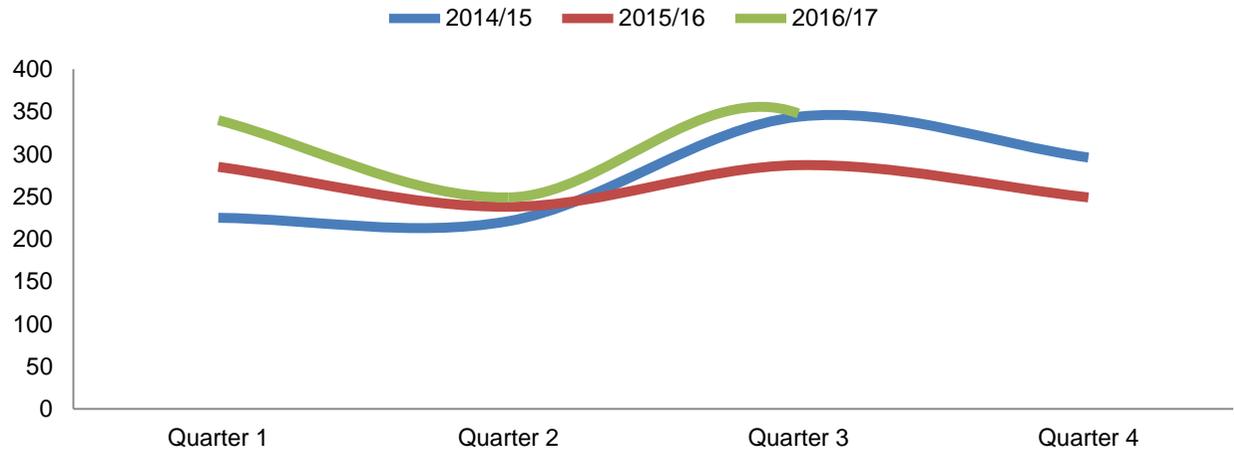
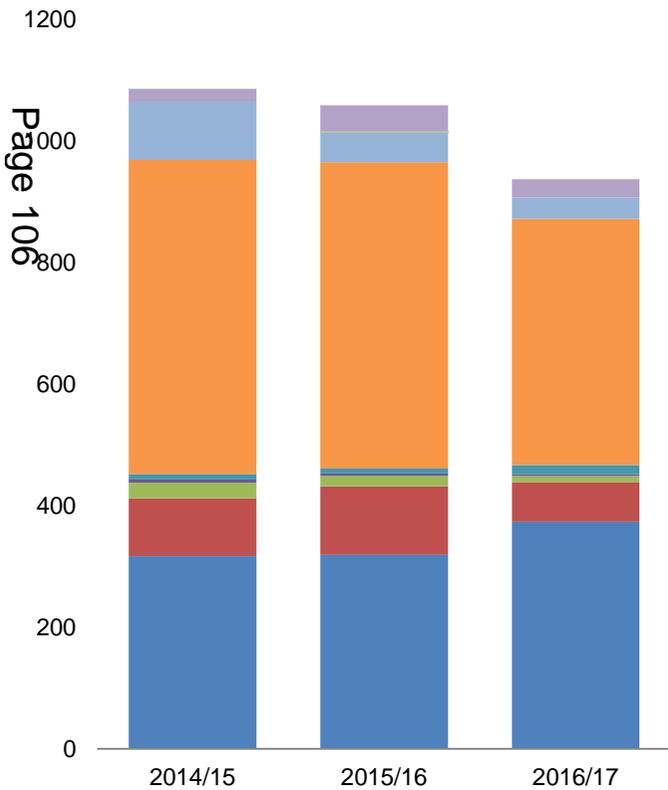
|  | 2014/15 | 2015/16 | 2016/17 |
|--|---------|---------|---------|
| Animals  | 75      | 105     | 74      |
| Caravan  | 24      | 34      | 27      |
| Gambling   | 135     | 92      | 40      |
| Licensing Act  | 813     | 898     | 683     |
| Scrap Metal (includes collectors and dealers)        | 1       | 2       | 14      |
| Sex Establishments                                   | 3       | 4       | 0       |
| Skin Piercing  | 12      | 11      | 28      |
| Street (includes amenities, collections and trading) | 107     | 126     | 80      |
| Taxis  | 688     | 760     | 519     |

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



|   | 2014/15 | 2015/16 | 2016/17 |
|---|---------|---------|---------|
| Dog Control                                       | 39      | 44      | 29      |
| Dog Control (number of lost, found or stray dogs) | 428     | 351     | 241     |
| Food Safety                                       | 169     | 142     | 124     |
| Health and Safety                                 | 72      | 59      | 43      |
| Health and Safety (accident reports)              | 55      | 30      | 24      |
| Information Requests                              | 90      | 105     | 81      |
| Planning  | 191     | 190     | 129     |
| Pollution   | 437     | 378     | 354     |
| Public Health                                     | 393     | 143     | 119     |

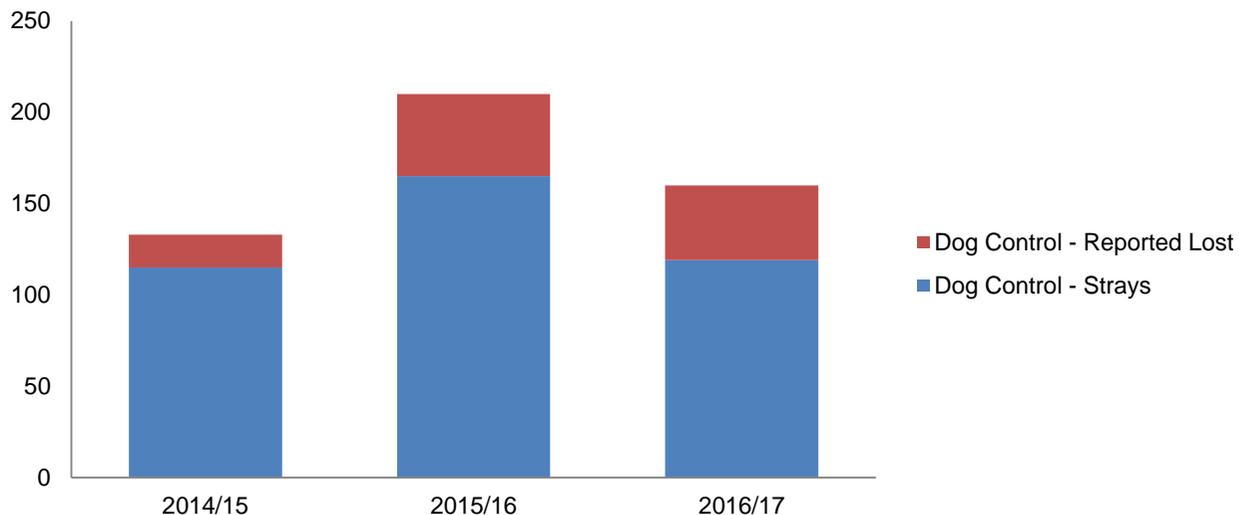
The data on this page relates to **Licensing** complaints, enquiries and applications recorded by WRS where the subject or enquirer was located within the district of **Wyre Forest**.



|  | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> |
|--|----------------|----------------|----------------|
| Animals  | 21             | 43             | 30             |
| Caravan  | 0              | 2              | 0              |
| Gambling   | 96             | 49             | 35             |
| Licensing Act  | 517            | 504            | 405            |
| Scrap Metal (includes collectors and dealers)        | 9              | 8              | 15             |
| Sex Establishments                                   | 5              | 4              | 3              |
| Skin Piercing  | 26             | 17             | 10             |
| Street (includes amenities, collections and trading) | 95             | 113            | 65             |
| Taxis  | 317            | 319            | 374            |

# Cheltenham Borough Council

WRS has been collecting, kennelling and reuniting stray dogs with owners since July 2014. Thus the figures for 2014/15 only represent three quarters of a financial year. Stray dog numbers were slightly up the following year and again this year the numbers recorded to date suggest we are heading towards around 180 dogs this year (165 last year). However, the introduction of the new Microchipping Regulations this year and ongoing message that dogs will not be returned to owners without fees will help to bring down the numbers of dogs reported to WRS on Cheltenham's behalf. It is encouraging to note that the numbers of reported lost dogs is increasing year on year as the public become aware that WRS operate the service enabling us to reunite owners with their dogs quicker.



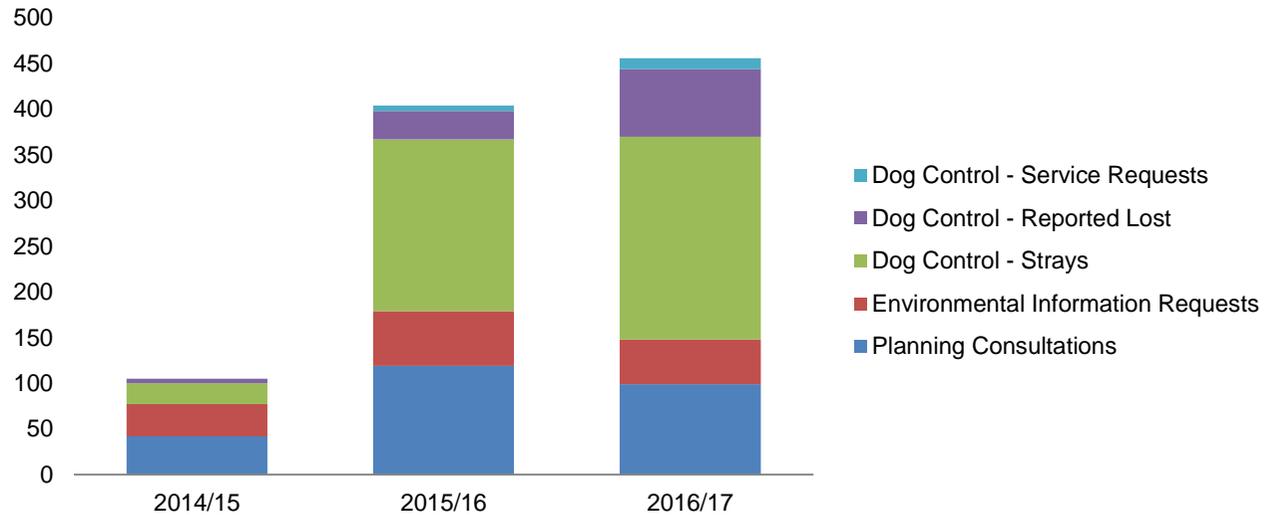
|   | 2014/15 | 2015/16 | 2016/17 |
|---|---------|---------|---------|
|  Dog Control (number of lost, found or stray dogs) | 133     | 210     | 160     |



# Gloucester City Council

WRS has been providing planning support and responding to Environmental Information requests relating to Land Contamination since September 2014. The figures relate to numbers of applications or requests where WRS have been consulted. WRS only kennelled collected strays from February 2015 with dogs returned to owners free of charge before this. Stray dog numbers are up this year by comparison with last and it may take some time for dog owners to realise that they will not have their dog returned for free, before they change their behaviour or those unwilling to pay charges have their dog rehomed.

Not displayed graphically, but during late 2015/16 and again this year WRS are providing PPC inspection and permit application processing services. Significant progress has been made to bring the permits and inspection programme up to date as well as noise monitoring and complaint investigation in relation to Avon Metals. Additionally, WRS provide services in transcribing PACE interview tapes for Gloucester.

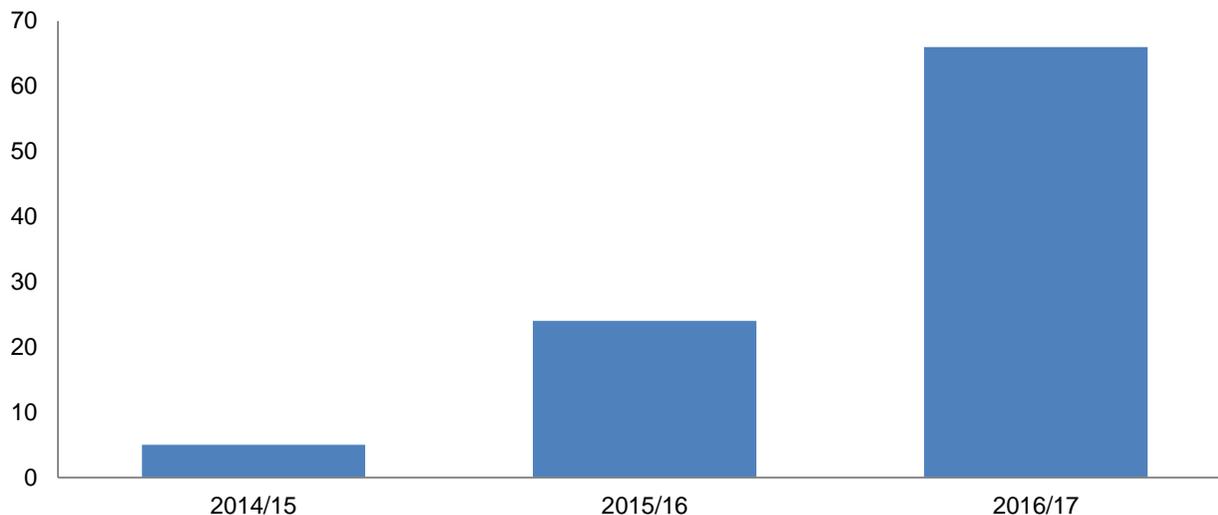


|   | 2014/15 | 2015/16 | 2016/17 |
|---|---------|---------|---------|
| Dog Control (complaints and enquiries)            | 0       | 6       | 99      |
| Dog Control (number of lost, found or stray dogs) | 28      | 219     | 296     |
| Environmental Information Requests                | 35      | 60      | 222     |
| Planning Consultations                            | 42      | 119     | 12      |

# South Gloucestershire Council

WRS provide specialist technical advice on contamination issues relating primarily to planning consultations. Rather than providing the full service for South Gloucestershire we deal with the bigger more complex sites primarily with sufficient support to enable the Officers at the client authority to retain ownership and understand any issues of concern.

The contract has been progressing well and numbers of consultations have increased this year. Whilst generally numbers are low, the complexity of the cases means significant officer resource is employed in the work and consequently charged to South Gloucestershire. The flexible approach allows demand to be met by the client without retaining their own resource and WRS are able to maintain expertise and knowledge in-house.

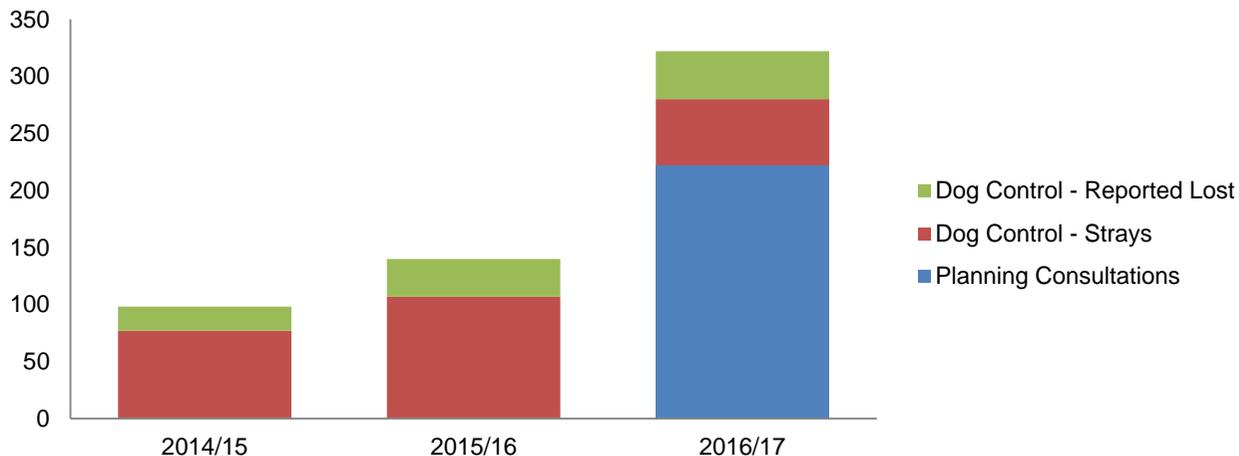


|                        | 2014/15 | 2015/16 | 2016/17 |
|------------------------|---------|---------|---------|
| Planning Consultations | 5       | 24      | 66      |

# Tewkesbury Borough Council

Stray dog numbers remained consistent across 2014/15 and 2015/16, but based on dogs reported so far this year, numbers are down. It is hoped the numbers of reported lost dogs increases which helps match owners to their dogs quicker reducing charges and rehoming costs.

WRS have provided planning support across all three financial years, but it is only this year that we have recorded it in such a way that can be reported in this format. The number of planning applications being forwarded to WRS continue to be high and of a technical complexity.



|   | 2014/15 | 2015/16 | 2016/17 |
|---|---------|---------|---------|
| Dog Control (number of lost, found or stray dogs) | 98      | 140     | 100     |
| Planning Consultations                            |         |         | 222     |

## WRS Board

16<sup>th</sup> February 2017

### Countywide Licensing Work Plan.

#### Recommendation

That the Board notes the report.

#### Report

This report is to give Members of the Board an overview of the type of policy work that has been carried out by the Licensing Team on behalf of the six partners during the last twelve months and a brief synopsis of the planned work going forward for 2017-18.

As members will be aware, Licensing is a reserved matter under the partnership agreement meaning that, whilst officers of WRS can act under delegated authority to deal with licensing issues (e.g. issuing licences, taking enforcement action, etc.) all matters of policy must be determined by each district.

Each partner Council has its own Licensing Committee cycle with, on average, around 4 or 5 full Licensing Committee meetings per year depending on need.

One of the main objectives for the team in 2016-17 was to work with each of the Licensing Committee Chairs to introduce a structured approach to rolling agenda items for future committee meetings. This involved the introduction of individual district rolling Committee Work Plans that included all proposed future meeting dates, with pre-planned policy review information allocated alongside the normal fixed agenda items. This accomplished two things

- Giving members a more informed view of upcoming agenda items for each Committee so they could come to a view of what they wanted;
- Allowed the policy workflow for each district to be better planned and managed by officers on a countywide basis.

Appendix 1 contains tables outlining the key policy areas covered by the team in each district during 2016/17 and a look ahead to the proposed work programme with each committee for 2017/18.

For next financial year, the main focus will be to expand this piece of work into a long term strategic programme for taking policy forward. Because of the longer term nature of issues such as disabled access vehicles and changes to aspects of policy around vehicle type and description, this could mean developing a 5-10 year countywide rolling program of policy reviews for a number of the partners. It is considered best practice that each district council has a robust policy review program in place to ensure that their individual policies are still relevant to the subject matter and that they meet any needs and objectives set down by legislation.

Part of the review process will involve consideration of the revised Councillor Handbook on Taxi Licensing, published in December 2016, and the much anticipated "Taxi and Private Hire Vehicle Licensing Statutory and Best Practice Guidance," due out in early spring.

Both of these documents will influence future policy development across the partner authorities and Licensing Officers will be focused on ensuring local policies meet best practice guidance wherever possible.

For example each licensing authority currently has a policy on the application of the "supplemental guidance to the relevance of convictions" which aids officers and Members in the decision process on whether a taxi driver is fit and proper to hold a licence. The Licensing team is currently developing a much wider policy document which, if adopted by members, would incorporate the wider scope of driving history/ experience, medical fitness, criminal and driving convictions, warnings, reprimands and any valid complaints into the process for considering whether a driver was fit and proper. This would obviously seek to drive up standards within our current driver cohort and ensure that only the right people are endorsed as drivers by the partner authorities. Hopefully such steps would protect the reputation of the relevant licensing authorities, build on historic protections for the travelling public and help raise the level of kudos associated with being an authorised driver.

We are hoping to share this with Licensing Committees early to late Spring and will develop other policy initiatives once the full contents of best practice guidance are known.

**Contact Points**

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**Background Papers**

**Appendix 1 2016/17 Committee Work plan**

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**WORK PROGRAMME FOR LICENSING COMMITTEES 2016/17**

| <b>DATE</b>   | <b>DISTRICT</b>                | <b>SUBJECT/REPORT/UPDATE</b>   |
|---------------|--------------------------------|--|
| February 2016 | Wyre Forest District Council   | Review of fees and charges for the Council's Licensing and Regulatory Services Function 2016/2017.   |
| March 2016    | Bromsgrove District Council    | <p><b>Hackney Carriage and Private Hire Handbook Review</b></p> <ul style="list-style-type: none"> <li>• Introduction of a single Private Hire Driver's Licence</li> <li>• Introduction of a driving standards test</li> <li>• Introduction of an essential skills test for drivers</li> <li>• Changes to age limits for new or replacement hackney carriage vehicles.</li> <li>• Removal of the requirement to carry a spare wheel if the vehicle has a suitable alternative method to enable a passenger's journey to continue in the event of a puncture.</li> </ul> <p>Adoption of a Sex Establishment Licensing Policy</p> <p>Consideration of any additions/amendments to the Committee Work Programme 2016/17</p> |
|               | Malvern Hills District Council | Review of Statement of Gambling Principles.  |
|               | Redditch Borough Council       | <p>Review of Hackney Carriage and Private Hire Vehicle Age Policies – feedback from taxi liaison meeting plus a supporting letter for lifting the restrictions.</p> <p>Consideration of introducing a Hackney Carriage and Private Hire Penalty Points System.</p>   |
|               | Worcester City Council         | <p>Street Collections report – determination of applications.</p> <p>Charitable Street Collections Policy and Procedural Review.</p> <p>Review of standard conditions attached to Mobile Street Trading Licences.</p> <p>Review the report of the Worcester City Taxi Forum Meeting.</p> <p>Consideration of amendments to the Committee Work Programme 2016/2017</p>  |
|               | Wychavon District Council      | Introduction of Mobile Homes Act 2013  |

|                  |                                     |   |
|------------------|-------------------------------------|---|
|                  |                                     | <p>Review of vehicle policy – tinted windows (Hackney Carriages)</p> <p>Introduction of Scrap Metal Policy</p> <p>Results of Sex Establishment Policy Consultation</p>  |
| <b>June 2016</b> | <b>Bromsgrove District Council</b>  | <p>Annual report on Licensing</p> <p>Consideration of adoption of a Scrap Metal Licensing Policy</p> <p>Review results on a consultation regarding wheelchair Accessible vehicles.</p> <p>Consideration of any additions/amendments to the Committee Work Programme 2016/17.</p>                                  |
|                  | <b>Worcester City Council</b>       | <p>Review of Hackney Carriage and Private Hire Vehicle Compliance Testing.</p> <p>Street Collection Policy and Procedure Review following consultation and changes made.</p> <p>Report of the Worcester City Taxi Forum Meeting.</p> <p>Consideration of amendments to the Committee Work Programme 2016/2017</p> |
|                  | <b>Wychavon District Council</b>    | <p>Draft Scrap Metal Licensing Policy – prior to consultation.</p> <p>Results of Consultation of Mobile Homes Act 2013 – fees and charges and policy document.</p>  |
|                  | <b>Wyre Forest District Council</b> | <p>Verbal update on Licensing Act 2003 Powers – in respect of a particular incident that happens in licensed premises in Kidderminster.</p> <p>To hear an application for the grant of a Hackney Carriage and Private Hire Drivers Licence.</p>   |
| <b>July 2016</b> | <b>Redditch Borough Council</b>     | <p>Overview and Scrutiny Committee – improving Disabled People’s Access to Redditch Taxi Fleet Task Group – presentation by the Chair supported by Licensing.</p>   |

|                       |                                       |   |
|-----------------------|---------------------------------------|---|
|                       |                                       | <p>Review of consultation findings regarding the introduction of a Hackney Carriage and Private Hire Penalty Points System.</p> <p>Licensing Annual report.</p> <p>Consideration of amendments to the Committee Work Programme 2016/2017</p>  |
| <b>September 2016</b> | <b>Worcester City Council</b>         | <p>Determination of a Hackney Carriage Fare Increase request.</p> <p>Street Collection Policy and Procedure Review.</p> <p>Determination of Street Collections - late applications.</p> <p>Report of the Worcester City Taxi Forum Meeting.</p>   |
|                       | <b>Wychavon District Council</b>      | <p>Review of Private Hire Vehicle Policy (age criteria)</p> <p>Results of Hackney Carriage Vehicle Policy (tints and engines)</p>   |
| <b>October 2016</b>   | <b>Malvern Hills District Council</b> | <p>Overview and Scrutiny – Disability Access to Vehicles (Taxis)</p>  |
| <b>November 2016</b>  | <b>Bromsgrove District Council</b>    | <p>Consideration on introducing a Penalty Points Scheme for drivers</p> <p>Review of results on the Scrap Metal Licensing Policy consultation.</p> <p>Consideration of any additions/amendments to the Committee Work Programme 2016/17.</p>  |
|                       | <b>Redditch Borough Council</b>       | <p>Update on the consultation on “Improving Disabled People’s Access to Redditch Taxi Fleets.</p> <p>Report on Private Hire Operator Licence Durations following implementation of the Deregulation Act.</p> <p>Consideration of a review of Hackney Carriage and Private Hire Age Limits.</p> <p>Verbal update following on from the Taxi Liaison Forum held on the 23rd August 2016.</p> <p>Consideration of amendments to the Committee Work Programme 2016/2017</p> |

|  |                                     |   |
|--|-------------------------------------|---|
|  |                                     |   |
|  | <b>Wychavon District Council</b>    | Review of Hackney Carriage and Private Hire fees and charges.<br>Results of Scrap Metal Policy consultation.  |
| <b>December 2016</b>   | <b>Worcester City Council</b>       | Environmental Health Activity Annual report.<br>Licensing – Annual report 2016.<br>Licensing Fees and Charges information report.<br>Hackney Carriage and Private Hire licensing Future Plan<br>Busking report. |
| <b>January 2017 – additional meeting.</b>                                | <b>Bromsgrove District Council</b>  | Review of considerations on wheelchair accessible vehicle policy options.<br>Consideration of any additions/amendments to the Committee Work Programme 2016/17.   |
|  |                                     |   |
| <b>February 2017</b>   | <b>Wyre Forest District Council</b> | Review of fees and charges for the Council's Licensing and Regulatory Services Function 2017/2018.  |
| <b>The following reports and proposed agendas are subject to change.</b> |                                     |   |
| <b>March 2017 onwards.</b>   | <b>Bromsgrove</b>                   | Review of Hackney Carriage and Private Hire Drivers – Relevance of convictions policy (fit and proper guidance).<br>Review of the Street Trading Policy.  |
|  | <b>Redditch Borough Council</b>     | Review of Hackney Carriage and Private Hire Drivers – Relevance of convictions policy (fit and proper guidance).  |
|  | <b>Worcester City</b>               | Report on Hackney Carriage unmet Demand Survey<br>Review of Hackney Carriage and Private Vehicle Testing Station and requirement.   |

|  |                                      |  |
|--|--------------------------------------|--|
|  |                                      | Review of Hackney Carriage and Private Hire Drivers – Relevance of convictions policy (fit and proper guidance).   |
|  | <b>Wychavon District Council</b>     | Review of Hackney Carriage and Private Hire Drivers – Relevance of convictions policy (fit and proper guidance).<br><br>Consideration of responses to consultation on private hire vehicle licensing policy – age requirements.              |
|  | <b>Wyre Forest District Council</b>  | Scrap Metal Policy<br><br>Review of Hackney Carriage and Private Hire Drivers – Relevance of convictions policy (fit and proper guidance)  |
|  | <b>Malvern Hill District Council</b> | Scrap Metal Policy<br><br>Review of Hackney Carriage and Private Hire Drivers – Relevance of convictions policy (fit and proper guidance).<br><br>Overview and Scrutiny – Disability Access to Vehicles (Taxis) – follow-up from October 16. |

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