

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

WORCESTERSHIRE REGULATORY SERVICES

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY 20TH FEBRUARY 2014 AT 4.30 P.M.

**THE COUNCIL CHAMBER, THE COUNCIL HOUSE, BURCOT LANE,
BROMSGROVE**

MEMBERS: Bromsgrove District Council: Councillor C. B. Taylor
Bromsgrove District Council: Councillor M. A. Bullivant
Malvern Hills District Council: Councillor Mrs. B. Behan
Malvern Hills District Council: Councillor D. Hughes
Redditch Borough Council: Councillor J. Fisher
Redditch Borough Council: Councillor B. Clayton
Worcester City Council: Councillor Mrs. L. Denham
Worcester City Council: Councillor R. Berry
Worcestershire County Council: Councillor Mrs. L. Hodgson
Wychavon District Council: Councillor R. Davis
Wychavon District Council: Councillor K. Jennings
Wyre Forest District Council: Councillor M. Hart
Wyre Forest District Council: Councillor P. Harrison

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 Shared Services Joint Committee held on 21st November 2013 (Pages 1 - 10)
4. Worcestershire Regulatory Services Budget Monitoring Report April - December 2013 (Pages 11 - 20)
5. Worcestershire Regulatory Services Budget 2014/2015 - 2016/2017 (Pages 21 - 28)
6. Worcestershire Regulatory Services - Strategic Partner Procurement (Pages 29 - 38)

7. Worcestershire Regulatory Services Service Plan 2014-2015 (Pages 39 - 90)
8. Worcester City Council Pilot - update (Pages 91 - 96)
9. Performance and Activity Data Quarter 2 and Quarter 3, 2012/2014 (Pages 97 - 112)
10. 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

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

12th February 2014

WORCESTERSHIRE DISTRICT COUNCILS AND COUNTY COUNCIL

WORCESTERSHIRE REGULATORY SERVICES

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY, 21ST NOVEMBER 2013 AT 4.35 P.M.

PRESENT: Councillors Mrs. B. Behan, R. Berry, A. N. Blagg, M. A. Bullivant (Vice-Chairman), R. Davis, Mrs. L. Denham, J. Fisher, P. Harrison, M. Hart (during Minute No's 24/13 to 32/13), Mrs. L. Hodgson (Chairman), D. Hughes, K. Jennings and C. B. Taylor

Observers: Worcestershire Regulatory Services Joint Scrutiny Task Group Members, Ms. A. Scarce and Ms. J. Bailey

Invitees: Mr. I. Pumfrey, Chairman, Worcestershire Regulatory Services Management Board

Officers: Ms. J. Pickering, Mr. S. Jorden, Mrs. S. Sellers, Mr. M. Kay, Mr. S. Wilkes and Mrs. P. Ross

22/13 APOLOGIES

An apology for absence was received from Councillor B. Clayton, Redditch Borough Council.

23/13 DECLARATIONS OF INTEREST

Councillor Mrs L. Denham, Worcester City Council informed Members that she was a Member of the Worcestershire Hub Shared Service Board.

24/13 MINUTES

The minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 26th September 2013 were submitted.

RESOLVED that the minutes of the meeting of the Worcestershire Shared Services Joint Committee be approved as a correct record, subject to Mr. I. Pumfrey being shown as attending the meeting as the Chairman, Worcestershire Regulatory Services Management Board.

25/13 ICT PROJECT UPDATE - VERBAL UPDATE FROM THE HEAD OF WORCESTERSHIRE REGULATORY SERVICES

The Head of Worcestershire Regulatory Services (WRS) provided Members with a verbal update on the ICT Project. Members were informed that there had been a delay with data transfer due to staffing issues and that concerns

had been raised with the Managing Director, IDOX. Due to the concerns being raised there was now a dedicated support team to deal with data transfer. Therefore the data transfer should be transferred in days. The new system was the right system for the service and would enable officers to produce relevant reports for the Joint Committee.

26/13 **WORCESTERSHIRE REGULATORY SERVICES JOINT SCRUTINY ARRANGEMENTS - VERBAL UPDATE FROM THE HEAD OF WORCESTERSHIRE REGULATORY SERVICES**

The Head of Worcestershire Regulatory Services (WRS) provided Members with a verbal update on the WRS Joint Scrutiny Task Group. The Head of WRS was invited to attend the WRS Joint Scrutiny Task Group meeting held on 22nd October 2013. Task Group Members had raised questions with regard to:-

- Communication with Members
- Performance
- Governance, both Joint Committee and Management Board

The Worcestershire Shared Services Joint Committee Chairman and Vice-Chairman were being interviewed by Members of the WRS Joint Scrutiny Task Group at its meeting being held on 21st November 2013.

27/13 **FUTURE OF FIRST CONTACT ARRANGEMENTS FOR WORCESTERSHIRE REGULATORY SERVICES**

Members were provided with an update following the receipt of a letter from Councillor P. Swinburn, Chairman, Worcestershire Hub Shared Services (WHSS) Management Board received by the Chairman, Worcestershire Shared Services (WSS), Joint Committee, in respect of funding for the work WHSS undertook on behalf of Worcestershire Regulatory Services and the withdrawal of these services at the end of October 2013. The letter was presented as urgent business at the meeting of the WSS Joint Committee held on 26th September 2013.

The Head of Worcestershire Regulatory Services (WRS) introduced the report and in doing so informed Members that a report was submitted to the WRS Management Board regarding the customer demand received by the Worcestershire Hub Shared Service (WHSS) when administering enquiries on behalf of WRS. The report was instigated for two reasons, as detailed on page 11 of the report.

Customer demand for a range of WRS related enquiries had apparently increased significantly since the service was initially migrated and this appeared to have had a direct impact on the overall performance of the WHSS's Customer Contact Centre. This had necessitated a review of the amount WRS contributed to support first contacts. A number of options were presented to the WRS Management Board in order to respond to the immediate issues:-

- That WRS fund the number of Full Time Equivalent (FTE) in accordance to a performance level that was appropriate to the service;
- That WRS fund the number of FTE in accordance to a performance level that was appropriate to the service and that this level of FTE was reviewed in line with a development programme to increase self-service contacts;
- That WRS incorporate the call handling model into their service.

Before a decision around options was made the WRS Management Board requested further clarification around the data presented to ensure that it was an accurate reflection of total and genuine demand for the service. The agreed data was presented to the WRS Management Board on 30th October 2013, as detailed on page 12 of the report.

In the interim, WRS, in consultation with the WRS Management Board had agreed to fund an additional two FTE (full time equivalent) posts for WHSS to deal with the existing demand until March 2014. The cost of this was approximately £26,000.

During August and September 2013 WHSS staff who took WRS calls were asked to record them following a specified protocol. The table on page 12 of the report details the information recorded over the two month period.

Three Options, as detailed in the report, were presented to the WRS Management Board on 30th October 2013, as detailed in Appendix 1 to the report. Following discussion it was agreed that Option 3, to take the service in-house, was a realistic option that could be considered, although the risks would be placed on WRS to ensure the service was delivered to an acceptable standard. WRS Managers considered Option 3 would meet their strategic direction of travel, but they would have to seek funding support from partners to make this happen. It would also need to happen in parallel with the channel shift program so that, over time, the telephony commitment could be reduced, allowing partner contributions to first contact costs to be reduced.

WRS Managers were of the opinion that the in-house service would probably be staffed at the lower suggested level on the basis that direct support could be provided via professional staff from within WRS operating on a rota basis to directly support the first contact call handlers. This would over time increase the proportion of calls that could be dealt with at first point of contact, improving the customer experience and overall satisfaction.

The WRS Management Team was tasked to work with the WHSS to cost options for taking the service in-house and to work with the host authority Human Resources (HR) team to explore Option 3. A further report would therefore be presented to the WRS Management Board in December 2013. Joint Committee Members would be updated on the outcome of this report at their next meeting.

The Head of WRS further informed Members that the host authority had given assurances that their Shore-tel system was robust enough to cope with the increasing volume. However, there was a question over the portability of the

01905 number that had been broadcast for three years onto the Bromsgrove / Redditch 01527, exchange based system.

Significant implications in relation to TUPE transfer were highlighted as part of the move. These would need to be explored more by the host authority Human Resources (HR) team and the WHSS Management Board as to the eligibility criteria for staff. This would delay the implementation to allow for the relevant consultation periods. The WRS Management Board representative from Wychavon District Council had offered a benchmark figure of £125,000 per annum on which to judge the cost of in-house provision.

The Head of WRS responded to Members questions with regard to staffing levels and service delivery, more specifically the table detailed on page 13 of the report, which detailed the service standards likely to be achievable and the number of agents required. The Head of WRS was not convinced that 7 agents were required and was of the opinion that the channel shift program would help reduce demand and that 4/5 agents could deliver the service at an acceptable level, Monday to Friday between 9.00am and 5.00pm. If there was a demand for a Saturday service, WRS would be happy to provide it, but partner authorities would have to contribute.

The Head of WRS confirmed that a link on each partner authority website would be detailed in order to enable customers to access the WRS website directly.

RESOLVED that the report be noted.

28/13 **WORCESTERSHIRE REGULATORY SERVICES BUDGET MONITORING REPORT APRIL - SEPT 2013**

Members considered the Worcestershire Regulatory Services (WRS) Budget Monitoring Report for April to September 2013.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council highlighted the significant underspends across the service due to staff vacancies, long term sick and maternity levels which would generate savings of around £426,000 in 2013/2014. Members were asked to note that the £426,000 would be offset by an anticipated overspend on agency staffing of £438,000 due to additional costs impacting on 2013/2014, where there had been an increase for the service together with supporting the implementation of the new ICT system. The Executive Director, Finance and Corporate Resources explained that this would only be a cost in the current financial year and would not impact on future year's savings realisation.

The Head of WRS responded to Members' questions with regard to vacancies, long term sick, agency staff and the generated savings of around £426,000 and agreed to provide Members with a detailed breakdown of those savings.

The Executive Director, Finance and Corporate Resources further informed the Committee that the WRS Management Board had considered a report in relation to the number of calls and enquiries on behalf of WRS. It was evident that a significantly higher number were being answered than previously anticipated. The WRS Management Board had agreed that further funding for two staff from 1st November 2013 to 31st March 2014 be made available from WRS to assist with these additional costs.

RESOLVED that the financial position for the period April to September 2013 as detailed in the Worcestershire Regulatory Services Budget Monitoring Report be noted.

29/13 **WORCESTERSHIRE REGULATORY SERVICES BUDGET 2014 / 2015**

The Committee considered a report which detailed the proposed revenue and capital budget for Worcestershire Regulatory Services for 2014/2015.

The Executive Director, Finance & Corporate Resources, Bromsgrove District Council introduced the report and in doing so reminded Members of the lengthy report presented at the last Joint Committee meeting which detailed the costs associated with the “Health and Well Being” service and the duplication of these services across the County. It was agreed that within the Statement of Partner Requirements the functional activity of “Health and Well Being” would no longer be provided by Worcestershire Regulatory Services with effect from 1st April 2014.

The Executive Director, Finance & Corporate Resources, Bromsgrove District Council introduced the report and asked Members to note that the Worcestershire County Council (WCC) budget of £1,560,766 was subject to variation following discussions in relation to the proposed reduction for 2014/2015. As Members were aware WCC had recently presented a number of reductions to their budget over the next three years. Included within the proposals was a significant reduction to the Regulatory Services (mainly Trading Standards) funding of £1.5 million. This cut was not factored into the current budget position. Due to the number of issues that this raised for WRS, the WRS Management Board had requested that a small working group comprising of Financial and Operational officers be tasked to examine the budget requirements and the financial costs associated with the delivery of savings.

The budget, as detailed at Appendix 1 to the report, was the position excluding any reduction from any partner authority. It was proposed that this was used as the basis for discussion with WCC with the aim to plan the required savings level for 2014/2015. Therefore there may be a variation to this budget and as a result of these discussions it may prove necessary to hold a special Joint Committee meeting in January 2014 to approve the revised 2014/2015 budget.

The Executive Director, Finance & Corporate Resources, Bromsgrove District Council responded to Members concerns with regard to approving the WRS Budget 2014/2015 for their participating authority. Councillor Mrs. L. Denham

Worcester City Council informed Members that Worcester City Council had not yet published their draft budget proposal position for 2014/2015 and could also be looking at potential savings on their contribution to WRS.

Further discussion followed on the impact of the proposed reduction from WCC on partner authorities and the commitment from partner authorities to approve the budget as presented.

Mr. I. Pumfrey, Chairman, WRS Management Board responded to Members concerns and highlighted that the Worcestershire Shared Services Partnership agreement protected partner authorities from any effects due to the financial WCC changes. Therefore the allocation, as detailed at Appendix 1 to the report, showed the final Budget for the six participating Councils to include the savings as reported.

Further discussion followed on the savings WCC were looking to achieve and the challenging times ahead for local authorities that were not anticipated. Mr. I. Pumfrey, Chairman, WRS Management Board responded to Members' questions with regard to the substantive one off costs and additional costs to be met by WCC, reiterating that the Worcestershire Shared Services Partnership agreement protected the other member authorities against any negative impact and that any substantive or one off costs would have to be met by WCC. Members were further informed that the WRS Management Board understood, that over the next three years, partners may want to reduce or vary their contributions, and would therefore be looking at 'ground rules' for those partners seeking changes to their budget contribution and service arrangements in order to make the process more manageable and transparent.

An alternative and additional Recommendation was put forward and the Chairman encouraged further debate on this. Following further discussion it was

RESOLVED:

- (a) that the revenue budget allocations for 2014/2015 for the District Councils, as detailed below be approved;

Bromsgrove	£492,193
Malvern	£415,639
Redditch	£581,474
Worcester City	£600,755
Wychavon	£754,516
Wyre Forest	£574,347
	£3,418,924

- (b) that the Worcestershire County Council budget of £1,560,766 was subject to variation following discussions in relation to the proposed reduction for 2014/2015, be noted, and
- (c) that an officer working group be set up to look (collectively) at the constraints and savings of all partner authorities and include in the three year financial plan.

30/13 **WORCESTERSHIRE REGULATORY SERVICES GROWTH POTENTIAL – STRATEGIC PARTNERSHIP**

Members were asked to consider a report which detailed further work undertaken to develop the growth potential of Worcestershire Regulatory Services.

The Head of Worcestershire Regulatory Services (WRS) provided Members with a brief presentation on WRS Growth Potential – Strategic Partnership.

The presentation covered:-

- Why pursue WRS growth?
- Benefits of WRS growth
- Implications of not growing
- What have we done so far?
- Strategic Partnering
- Issues to consider
- Time scales (indicative)
- Questions?

Following on from the presentation the Head of Worcestershire Regulatory Services (WRS) introduced the report and in doing so informed Members that WRS were seeking approval for the commencement of a procurement process to test the market for interest from commercial organisations in developing a strategic partnership for delivery of regulatory services. The Head of WRS highlighted that he would not be asking the Joint Committee for approval to test the market unless there was an interest.

A strategic partnership would provide a means of reducing the net cost of WRS to Joint Committee partner authorities whilst securing the capacity and resilience of WRS in an uncertain future climate. This would in turn directly support delivery of current WRS priorities.

The Head of WRS drew Members' attention to the costs involved in procuring a strategic partnership. These related to specialist legal advice and project management; and were estimated in the region of £20,000. These costs would be contained within the balance of funding available from WRS set up and ICT costs. There would also be significant staff resources required from the host authority.

The value of such a contract would require it to be procured by competitive dialogue under EU procurement rules. This process was likely to take approximately nine months from formal advertising of WRS requirements. WRS Management Board had therefore advised that this procurement process began at the earliest opportunity. The Head of WRS highlighted the timescales as detailed below:-

- Nov 2013 – Joint Committee agree to procurement exercise
- Dec 2013 – procurement process begins

- June 2014 – Joint Committee receive results of procurement process and proposal
- July-Sept 2014 – partners approve proposal and governance arrangements
- Oct 2014 – If approved, Implementation Plan starts

The Head of WRS responded to Members' questions with regard to the meetings with Counties and Districts, in the immediate vicinity, who had expressed an interest and why WRS had not been able to successfully close a deal.

The Chairman, WRS Management Board informed Members that the Management Board had reached the conclusion as the Head of WRS had implied, to seize the opportunity to develop a strategic partnership and take WRS skills to the open market by offering a blended package of WRS skills to other public sector organisations and commercial companies; this would benefit Joint Committee partner authorities. The right strategic partnership would help maintain WRS.

The Chairman, WRS Management Board further responded to Members concerns with the risks involved and in doing so, referred to page 34 of the report, that the adoption of a structured project management approach would balance these risks and ensure that the project was halted if the likelihood of successful procurement became unrealistic.

The Head of WRS suggested that an evaluation framework used to assess potential partners be developed and the agreed framework be brought back to the Joint Committee.

The Executive Director, Finance & Corporate Resources, Bromsgrove District Council informed Members that Joint Committee Members would be kept fully informed, with any final decisions resting with each partner authority. Any changes to the governance arrangements for the Joint Committee, as a result of successful procurement, would have to go back to each respective partner authority for consideration.

Having been put to the vote with a majority agreement it was

RESOLVED:

- (a) that the further work undertaken to develop the growth potential of Worcestershire Regulatory Services be noted;
- (b) that the commencement of a procurement process to test the market for interest from commercial organisations in developing a strategic partnership for delivery of regulatory services, be approved. With the proviso that should the costs involved exceed the agreed amount of £20,000 it be brought back to the Joint Committee; and
- (c) that, as requested, partner councils to identify, by 1st March 2014, additional regulatory functions to include within the scope of procurement of a strategic partnership.

31/13 **PERFORMANCE AND ACTIVITY DATA - QUARTER 1 & QUARTER 2**

The Committee considered a report which detailed the Worcestershire Regulatory Services (WRS) Activity Data for Quarter 1 and 2.

Mr. S. Wilkes, Business Manager, WRS introduced the report and in doing so drew Members' attention to page 42 of the report, Performance Measures, Measures 1 and 2. Members were informed there had been a reasonable return rate to the public survey of 23%. As detailed in the report the data showed a summer spike in nuisance complaints, 50% of nuisance complaints relate to noise nuisance, officers are aware from past experience that a good summer yields additional work. Mr. Wilkes responded to Members' questions with regard to page 53 of the report 'Time to Close Complaints' data and confirmed that the longer time to close a complaint generally indicated either a more difficult complaint or one which, by its nature, resulted in formal action.

The Head of WRS responded to Members questions in respect of:

- No comparative data on performance from previous years.
- No detailed information on telephone queries or data from the Worcestershire Hub.
- 'End to end' information, how long it takes to solve a problem.

The Head of WRS highlighted that the data presented was activity data. A streamlined suite of outcomes and measures had been agreed by Joint Committee Members in February 2013 and were detailed in the WRS Service Plan 2013/2014. The Head of WRS drew Members' attention to a recent invite, extended to all Joint Committee Members, to attend an 'Away Day' – Joint Management Board and Joint Committee Workshop to be held at Wychavon District Council on Monday 20th January 2014. The workshop would provide Joint Committee Members with the opportunity to determine what information was required for each partner authority.

RESOLVED that the Worcestershire Regulatory Services Activity Data Quarter 1 and 2 report be noted.

32/13 **WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE – PROPOSED MEETING DATES 2014 / 2015**

The Committee considered the proposed meeting dates scheduled for 2014/2015.

RESOLVED that the Worcestershire Shared Services Joint Committee meeting dates and start time of 4.30pm for 2014/2015 be approved as follows:

- Thursday 20th February 2014
- Thursday 26th June 2014 – Annual Meeting
- Thursday 25th September 2014
- Thursday 20th November 2014 – Budget Meeting
- Thursday 19th February 2015

The meeting closed at 6.55 p.m.

Agenda Item 3

Worcestershire Shared Services Joint Committee
21st November 2013

Chairman



Worcestershire Shared Services Joint Committee 20th February 2014

WORCESTERSHIRE REGULATORY SERVICES BUDGET MONITORING APRIL – DECEMBER 2013

Recommendation

It is recommended that the Joint Committee:

- 1.1 Consider and note the financial position for the period April – December 2013

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 – December 2013.

Background

Quarterly financial reports are presented for consideration by the Management Board. It is appropriate, due to timing that the report for April – December is presented to this meeting.

Report

Revenue Monitoring

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

- Revenue Monitoring April – December 2013/14 – Appendix 1
- ICT System projected financial position 2013/14 – 2015/16 - Appendix 2
- Redundancy / Pension Strain 2013/14 Appendix 3

Revenue Monitoring

The Revenue monitoring report for the period April – December 2013/14 is attached at Appendix 1.

There is a projected underspend for the year of £87k. Due to a significant number of staff vacancies, Long Term Sick and Maternity Leave, there is a projected underspend within salaries of £521k. This is offset by the anticipated overspend on the Agency Staffing Budget of £479k to cover

employees that have been seconded to the ICT project and staff required to meet the demands of the service to ensure the efficiencies can be delivered in future years. The projected underspend for 2013/14 is higher than originally anticipated due to additional vacancies, the impact of voluntary redundancies approved and grant funding secured.

During 2013/14 a pilot scheme has been in operation at Worcester City, therefore it is anticipated that £3.7k of the projected underspend will be allocated to Worcester City and the remaining underspend distributed to partners on the agreed percentage basis as per the original business case.

ICT System Projected Costs

Appendix 2 details the anticipated expenditure for the one off costs associated with the implementation of the project. As previously reported there is a saving of £282k from the costs originally included in the business case.

WRS Officers are confident implementation costs will be spent during 2013/14 as shown in Appendix 2 and they are currently in discussion with suppliers to ensure issues in relation to service provision are addressed urgently.

In addition to the one off costs there will be annual revenue costs resulting from the software, license charges and service maintenance with the new system. These costs are currently estimated at £79k pa and are included in Appendix 2.

It is anticipated that funding for these costs will only be required from participating councils for two years.

Redundancy / Pension Strain

Appendix 3 details the anticipated funding requirement from partners due to redundancy and pension strain for 2013/14. The costs associated with these redundancies were agreed in November 2013 by the Management Board. It is proposed that any further redundancies required due to specific savings requested by partners will be funded solely by the individual partner council. The detailed revenue report is attached at Appendix 1.

It is not anticipated that there will be a variance on the budget for this financial year.

Financial Implications

None other than those stated in the report

Sustainability

None as a direct result of this report

Contact Points

Jayne Pickering – 01527-881400

Background Papers

Detailed financial business case

	Summary - Full year Budget	Summary - Budget 9 Mths Dec 13	Summary - Expenditure to Dec 13	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance
Direct Expenditure	£'000	£'000	£'000	£'000	£'000	£'000
Employees						
Salary	4,125	3,094	2,709	-385	3,604	-521
Agency Staff	0	0	314	314	479	479
						Underspend is due to Vacancies, Secondments, LTS, Maternity Agency staff recruited during transformation / vacancies - Difficulty in recruiting to level required
Recruitment	0	0	0	0	0	0
Subscription	4	3	4	2	5	1
Training	2	2	6	5	5	3
Employee Insurance	16	12	13	1	17	1
Sub-Total - Employees	4,147	3,110	3,047	-63	4,110	-37
Premises						
Rent	70	53	54	1	71	1
Room Hire	6	5	1	-4	2	-4
Business Rates	40	40	37	-3	37	-3
Cleaning	10	7	7	-0	10	-1
Repairs & Maintenance / Security	8	4	3	-1	8	0
Service Charges	17	13	10	-2	13	-4
Secure Storage	17	10	7	-4	10	-7
Utilities	18	13	8	-5	14	-4
Water & Sewerage Services	2	1	1	-0	2	-0
Sub-Total - Premises	188	145	126	-19	165	-23
Transport						
Vehicle Hire	15	11	8	-4	12	-4
Vehicle Fuel	8	6	5	-1	8	0
Road Fund Tax	1	1	1	-0	1	0
Vehicle Insurance	3	2	3	0	3	0
Vehicle Maintenance	3	2	1	-1	2	-1
Car Allowances	165	124	108	-16	158	-8
Public Transport	0	0	0	0	0	0
Sub-Total - Transport	196	147	126	-21	183	-12
Supplies and Services						
Furniture & Equipment	87	67	67	-0	106	19
Test Purchases	8	5	2	-3	5	-3
Clothes, uniforms and laundry	5	4	10	6	12	7
Printing & Photocopying	23	17	15	-2	20	-3
CRB Checks (taxi)	25	19	21	2	26	1

Agenda Item 4

	Summary - Full year Budget	Summary - Budget 9 Mths Dec 13	Summary - Expenditure to Dec 13	Summary - Variance	Summary - Projected outturn	Summary - Projected Outturn Variance
Direct Expenditure	£'000	£'000	£'000	£'000	£'000	£'000
Publications	3	2	4	2	5	2
Postage	12	9	10	1	13	1
ICT	69	52	78	27	83	14
Legal Costs	7	4	1	-4	3	-4
Telephones	39	27	23	-4	35	-4
Training & Seminars	70	55	53	-2	66	-4
Car Parking & Subsistence	0	0	0	0	0	0
Insurance	30	23	23	1	30	0
Miscellaneous Expenses	1	0	1	1	2	1
Third Party Payments						
Support Service Recharges	250	188	188	0	250	0
Customer Services Hub	50	38	48	10	76	26
Audit	10	8	8	0	10	0
Sub-Total - Supplies & Service	687	515	550	35	740	53
Payments to Contractors						
Dog Warden	145	105	104	-0	145	0
Pest Control	39	26	45	18	57	18
Analytical Services - Trading Standard	110	83	83	1	111	1
Trading Standards	0	0	8	8	9	9
Licensing	12	9	9	1	13	1
Other contractors/consultants	10	10	14	4	14	4
Water Safety	10	7	3	-4	6	-4
Food Safety	6	5	0	-5	2	-4
Environmental Protection	16	14	31	17	33	17
Taxi Tests	30	23	23	1	30	0
Grants / Subscriptions	22	16	19	3	24	2
Advertising	8	5	3	-2	6	-1
Publicity & Promotions	2	1	0	-1	1	-1
CRB Checks	0	0	0	0	0	0
Sub-Total	409	302	342	40	451	42
Income						
Training Courses /	0	0	-46	-46	-110	-110
Bereavement / Works in						
Default / Sewer Baiting etc						
Sub-Total	0	0	-46	-46	-110	-110

As agreed previously, additional HUB funding to meet demand

Income of £17k received from Severn Trent for Sewer Baiting, offset in Income

Bereavement / Works in Default to be charged to relevant partners

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Agenda Item 4

Capital Asset/ Investment description	Budget - 13/14 £'000	Spend - 13/14 £'000	Variance - 13/14 £'000	Revenue System Budget 2014/15
ICT - Capital				
Software Licences (break down into individual modules if appropriate)	96		-96	
Software	4		-4	
Mobile Working Devices	120		-120	
Hardware required including implementation (e.g. servers onsite or hosted - please describe)	41	39	-2	
Modifications and software customisation	14		-14	
Systems integration and interface development (cost per interface if possible on separate lines)	10		-10	
Data Cleansing / Transfer	218	37	-181	
Sub-Total Capital	503	77	-426	
ICT - Revenue (one off only)				
Project Management / Hosting	86	44	-42	
Training for end users	19		-19	
Sub-Total Revenue	105	44	-61	
Annual Software License etc				
Software Licences	12		-12	12
Other Licences	8		-8	8
Maintenance Costs	59	17	-42	59
Sub-Total Annual software license etc	79	17	-62	79
TOTAL FUNDING REQUIRED	687	137	-550	79
RIEP Funding to be drawn down	22	22	0	
TOTAL TO BE FUNDED BY PARTNERS	665	115	-550	79

Partner Transformation Project Contributions - Based on Business Case at Budget	Total Contribution 13/14 £'000	Annual Revenue Funding Requirement 2014/15 £'000	Partner Savings %	Partner Contribution %
Bromsgrove	73	9	31	11.05%
Worcs City	74	9	31	11.11%
Worcs County	197	23	83	29.58%
Malvern Hills	64	8	27	9.58%
Redditch	75	9	32	11.31%
Wychavon	110	13	47	16.55%
Wyre Forest	72	9	31	10.82%
Total	665	79	282	100.00%

	£
Budget as per Business Case	1,538
Funded by:-	
Spend 2010/11 - Funded by partners	101
Spend 2011/12 - Funded by RIEP	119
Spend 2012/13 - Funded by Partners	142
Spend 2012/13 - Funded by RIEP	128
Annual Revenue Funding Requirement 15/16	79
Funding Requirement From Partners 13/14	665
RIEP Funding to be drawn down	22
Total Project	1,256
SAVINGS FROM ORIGINAL BUSINESS CASE	282

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REGULATORY SERVICES - REDUNDANCY / PENSION STRAIN

Appendix 3

FUNDING REQUIRED - 2013/14	
REDUNDANCY	92,603.16
PENSION STRAIN	103,797.89
TOTAL	196,401.05

Partner Redundancy / Pension Strain Contributions - Based on Business Case	Partner Contribution %	Funding Required 13-14 £
Bromsgrove	11.05%	21,702.32
Worcs City	11.11%	21,820.16
Worcs County	29.58%	58,095.43
Malvern Hills	9.58%	18,815.22
Redditch	11.31%	22,212.96
Wychavon	16.55%	32,504.37
Wyre Forest	10.82%	21,250.59
Total	100.00%	196,401.05

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Worcestershire Shared Services Joint Committee 20th February 2014

WORCESTERSHIRE REGULATORY SERVICES BUDGET 2014/15 – 2016/17

Recommendation

1) Approve the 2014/15 revenue budget of £4.637m to be allocated as follows:

	£'000
Bromsgrove	489
Malvern	413
Redditch	579
Worcester City	574
Wychavon	751
Wyre Forest	547
Worcestershire County	1,284
TOTAL	4,637

2) Note the financial framework for 2015/16 – 2016/17:

- 2015/16 £3.879m
- 2016/17 £3.250m

3) Request officers continue to review the fixed costs and all other charges to ensure the revenue savings currently required can be delivered over the 3 year period.

Contribution to Priorities

The production of a robust budget position enables partners and the service to manage the financial position of the organisation.

Introduction/Summary

This report presents the revenue budget for 2014/15 to 2016/17 in relation to Worcestershire Regulatory Services.

Background

Members are aware that the proposed budget for 2014/15 has been discussed at the last meeting of the Joint Committee. This report presents the budget over the subjective areas of expenditure and proposes an approach to consider future savings plans from the County Council.

Revenue Budget 2014/15

At November's Joint Committee the following recommendations were made :

Approve the Revenue Budget allocations for 2014/15 for the District Councils of;

Bromsgrove	£492,193
Malvern	£415,639
Redditch	£581,474
Worcester City	£600,755
Wychavon	£754,516
Wyre Forest	£574,347
	£3,418,924

and note that the Worcestershire County Council budget of £1,560,766 is subject to variation following discussions in relation to the proposed reduction for 2014/15.

In addition the minutes stated that:

An officer working group be set up to look (collectively) at the constraints and savings of all partner authorities and include in the three year financial plan.

Hosting Costs

Due to the proposed reduction in the number of staff as a direct result of the required partner savings, the hosting charge from Bromsgrove District Council is to be reduced by 10% (£25k). This will benefit all partners in 2014/15.

Worcestershire County Council

The request from the County is for savings of;

2014/15 £500k
2015/16 £250k
2016/16 £550k
TOTAL £1.3m

For 2014/15 a saving of £134k had been realised as a result of the base budget review. The £1.3m as requested by County is in addition to the £134k.

A review of the costs associated with the services delivered to the County has been undertaken with a restructure of staffing to realise the required savings.

As a result of this review £405kpa has been identified in relation to County services for 2014/15, together with £8k from the reduction in hosting costs. In relation to the staff savings, due to the time required for consultation and staff termination periods therefore there is only a part year effect of these changes in 2014/15.

Agenda Item 5

Therefore there is a shortfall of £222k in relation to the part year effect to meet the level of reduction required for 2014/15 for County services. However it has been accepted that due to the timing of potential restructures that there will this level of shortfall.

Wyre Forest District Council

Savings of £49k have been delivered in 2014/15, as part of the budget review, a further £37k has been requested during this year. The £37k pa has been identified but again only £28k can be realised in 2014/15 due to staff restructures and the reduction in hosting costs. There is a remaining £9k to be delivered in 2014/15 should the partner request be fully met.

Worcester City

Savings of £22k have been delivered with a further £34k requested for 2014/15. The £34k pa has been identified but again only £27k can be realised in 2014/15 due to staff restructures and the reduction in the hosting costs. There is a remaining £7k to be delivered should the partner request be fully met.

The savings requested from Worcester City and Wyre Forest have been realised within 2014/15 by identifying specific areas of work that can be redesigned to deliver savings solely for these Councils. This pilot could be rolled out to other Councils should it be successful in 2014/15.

Other Partners

No further savings have been requested from partner Councils for 2014/15.

The 2014/15 budget as detailed at Appendix 1 is proposed for agreement by this Committee as £4.651m which includes all savings that can be generated in the financial year to meet partner demands. Appendix 2 shows the breakdown for individual partners of the changes to the budget from that approved for 2013/14.

Appendix 1 also details the financial framework for 2015/16 and 2016/17. This includes the total reductions in budget requested by all partners which are required. Officers are currently working through the levels of fixed costs and partner requirements with the aim to reduce costs to the level requested. The future years budgets will continue to be reported to the Joint Committee as more information is available.

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

Account description	Budget 2014 / 2015 £000's	Budget 2015 / 2016 £000's	Budget 2016 / 2017 £000's
Employees			
Monthly salaries - assumes savings made to fund incremental increase	3,399	3,275	3,275
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	3,422	3,298	3,298
Premises			
Internal repair/maint.	4	4	4
Rents	97	97	97
Utilities	20	20	20
Business Rates	40	40	40
Room hire	15	15	15
Trade Waste	1	1	1
Cleaning and domestic supplies	9	9	9
Sub-Total - Premises	186	186	186
Transport			
Vehicle repairs/maint'ce	3	3	3
Diesel fuel	8	8	8
Leases	1	1	1
Contract hire of vehicles	5	5	5
Vehicle insurances	3	3	3
Vehicle Lease	9	9	9
Fares & Car Parking	5	5	5
Car allowances	126	123	123
Sub-Total - Transport	160	157	157
Supplies & Service			
Equipment - purchase/maintenance/rental	34	34	34
Materials/test purchases/vending	16	14	14
Clothing and uniforms	3	3	3
Laundry	1	1	1
Training fees	25	24	24
General insurances	30	30	30
Printing and stationery	25	25	25
Books and publications	3	3	3
Postage/packaging	11	11	11
ICT	69	69	69
Telephones	39	39	39
Taxi Tests	30	30	30
CRB Checks (taxi)	25	25	25
Legal fees	7	7	7
Support service recharges	225	212	200
Customer service posts	0	0	0
Audit	5	5	5
Sub-Total - Supplies & Service	548	532	520

Account description

Contractors

Consultants / Contractors' fees(charges/SLA's	286	261	261
Advertising (general)	11	11	11
Grants and subscriptions	22	22	22
Marketing/promotion/publicity	2	2	2
Sub-Total - Contractors	321	296	296

Savings to be identified to keep council targets for 2014/15 & 2015/16

Savings for partner councils	-95	-95	-590
Sub-Total - Savings to be identified	0	-95	-590

PROPOSED BUDGET

	4,637	4,374	3,867
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Savings for Partner Councils

Bromsgrove	-50		
Malvern	-27		
Redditch	-50		
Worcs City	-30		-30
Wychevon	-50		
Wyre Forest	-38		-37
County	-250		-550
Sub-Total - Savings for Partner Councils	0	-495	-617

Remainder of savings requested

Worcs City	-7	0	0
Wyre Forest	-9	0	0
County	-222	0	0
Sub-Total - Remainder of Savings	-238	0	0

BUDGET ASSUMING ALL SAVINGS DELIVERED

	4,399	3,879	3,250
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BUDGET PER PARTNER COUNCIL	Approved Budget 13-14	Savings Identified 14-15 as part of cost allocation review	Savings Identified Support Service Costs 14-15 - based on revised percentages	Savings realised in 2014/15 to meet partner requests	Proposed Budget 2014/15	Additional Savings Requested 14- 15	Total Budget 2014-15 (should all requested savings be delivered)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bromsgrove	602	-110	-3		489		489
Malvern	534	-119	-2		413		413
Redditch	604	-22	-3		579		579
Worcester City	623	-22	-3	-24	574	-7	567
Wychevon	948	-194	-4		751		751
Wyre Forest	620	-45	-3	-25	547	-9	538
Worcestershire County	1,695	-134	-8	-270	1,284	-222	1,062
Budget Total	5,626	-646	-25	-319	4,637	-238	4,399

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WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

20th February 2014

Strategic Partner Procurement – Worcestershire Regulatory Services

Summary

- 1.1 The purpose of this report is to update the Joint Committee on progress of the project and to seek approval for the Project Board of the Scope and Evaluation Criteria to be included in procurement process.
- 1.2 The report will also provide a summary of the outcomes from the soft market testing conducted by Worcestershire Regulatory Services.

Recommendations

- 2.1 That the Joint Committee notes the outcomes of the soft market testing (Appendix 1).
- 2.2 That the Joint Committee approves the scope of the Worcestershire Regulatory Services offer as highlighted in Appendix 2.
- 2.3 That the Joint Committee approves the Evaluation Criteria to be used in the procurement process detailed in Appendix 3.

Background

- 3.1 Worcestershire Regulatory Services is faced with the prospect of managing a dwindling service over the next two to three years as a result of partners continued financial pressures.
- 3.2 At its meeting on 21 November 2013 this Committee received an officer presentation and considered a report on Strategic Partnerships. At that meeting this Committee resolved to
 - “approve commencement of a procurement process to test the market for interest from commercial organisations developing a strategic partnership for delivery of regulatory services (Recommendation 2) and
 - “request partner councils to identify, by 1 March 2014, additional regulatory functions to include within the scope of procurement of a strategic partnership” (Recommendation 3).

Progress to Date

3.3 Agreement has been reached with to include South Worcestershire Building Control in the scope.

4.1 Soft Market Testing

4.1.1 Since that meeting soft market testing has been undertaken involving three commercial companies.

4.1.2 The key findings from the soft market testing indicate that there is interest from commercial companies in partnering WRS in a profit sharing arrangement with possible upfront investment in the service.

4.1.3 Commercial companies are looking to create a centre of excellence within the Midlands region whereby they want to take on more public sector work and see Worcestershire as a good strategic location with its transport links and central location. They are discussing strategic partnering with a number of other Councils both in the region and nationally.

4.1.4 The benefits of a strategic partnership will only accrue to the original partners.

4.1.5 Future growth would be based on utilising existing WRS knowledge and expertise to provide services to others, increasing capacity and resilience where necessary. The commercial company would add marketing and business expertise and draw on their business networks to generate opportunities.

4.1.6 Greater economies of scale can be achieved with transactional work by taking on work for others and reducing costs. This was seen by commercial companies as a way to achieve job protection and job creation, in Worcestershire.

4.1.7 Commercial companies see opportunities to increase/develop income streams through some services areas that cannot currently be developed under the existing arrangements.

4.1.8 Governance was seen as a key issue that would need to be worked through as part of any ongoing discussions, acknowledging that it was important to strike the right balance between a streamlined process that supports growth yet retain partners ability to influence at a strategic level.

4.1.9 Generally it was felt that a 10 year contract was best as it struck a balance between providing enough time to achieve a return on investment and develop the service yet not too long to review the arrangements to make sure that they continue to meet the partner's needs.

4.1.10 The key principles identified from the soft market testing are in (Appendix 1).

4.2 Evaluation Criteria

4.2.1 A workshop was held for Management Board representatives and Joint Committee Members on 20 January to develop a set of key principles that would be used to develop the evaluation criteria to be included in the procurement process.

4.2.2 The common themes that came out of that workshop are detailed below and have been incorporated into the evaluation criteria in Appendix 3.

- a) A clear outline of what is being proposed should be provided including what role the existing services will play.
- b) Details of any potential cost savings will need to be identified together with an outline description of how the savings will be delivered.
- c) Their strategy for generating new business involving WRS and a realistic view of what market/s they would focus on.
- d) Details of how any additional income generated from the partnership would be shared between the partners.
- e) How would such a relationship work with the host and support services such as IT and HR etc. Would WRS have to change its IT system again?
- f) Job protection and job creation are important.
- g) We want to keep WRS and employment in Worcestershire.
- h) Previous experience of working in partnership, delivering quality services and innovation.

Next Steps

5.1 If the recommendations to this report are adopted the procurement process for a strategic partner will begin in early March.

5.2 Member engagement is seen as critical to ensure that all partner authorities remain on board. A range of activities will be undertaken to ensure members and staff remain fully informed and engaged. The Joint Committee and Management Board are seen as critical to the success of this, particularly when it comes to decision making time.



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5.3 Regular progress reports will be submitted to this Committee and the Management Board to ensure progress is known and understood.

Contact Point

Steve Jorden
Head of WRS
Tel: 01527-881466
email: s.jorden@worcsregservices.gov.uk

Background Papers

Appendix 1 - Soft Market Testing – Key Principles
Appendix 2 - Scope
Appendix 3 - DRAFT Evaluation Criteria



Soft Market Testing – Key Principles

Worcestershire Regulatory Services and South Worcestershire Building Control along with the Management Board have met with three commercial companies on separate occasions to establish:

1. Interest in strategic partnering.
2. Viability of such an approach.
3. Key principles of any offer.

As a result of that soft market testing the following key principles have been identified:

- There is interest from commercial companies to enter into a strategic partnership with Worcestershire Regulatory Services and South Worcestershire Building Control.
- Commercial companies believe that there is a market for such a partnership that has the potential to deliver financial benefits for both sets of partners.
- Worcestershire is seen as an ideal location to set up a regional centre of excellence to develop business opportunities with the public sector due to its central location and proximity to good transport links.
- Commercial companies are talking to other councils but see WRS as a good strategic partner due to its national profile and reputation for innovation. All companies highlighted that speed was of the essence as many organisations were looking at the strategic partnering model. Those that are first in will gain the most benefit.
- Income can be generated through developing services that can generate income in a way that the current arrangements can't. Other opportunities include doing work for other Councils. In particular transactional work such as licensing/permit processing was seen as having significant opportunities to not only do work for others but reduce costs through greater economies of scale.
- A different delivery model would need to be developed so as to maximise market and efficiency opportunities. Profit would be shared between the WRS partnership and the commercial partner.
- The commercial partner would bring marketing, business expertise to the table and use their existing business networks to generate growth opportunities.
- Investment in the service is a key offer; including ensuring staff are developed, trained and competent to do the job. All companies identified job security, job creation and keeping jobs in Worcestershire as important. With the taking on of work for others there will be opportunities to take on more staff in Worcestershire and improve resilience.
- Governance arrangements would need to be simplified and streamlined.
- Opportunities for 'quick wins' on transactional parts of the service, particularly in the back office.



Agenda Item 6

- The wider scope of the Worcestershire Regulatory Services / South Worcestershire Building Control offer the more attractive a strategic partnership is. Any potential to add other services at a later date is seen as very attractive and widens the scope of works that can be done for others.
- Savings of around 10-15% on total operational budget are possible.
- A 10 year contract is preferred so as to allow time for a return on investment.
- Partner commitment is seen as essential.



Scope:

The scope of the Strategic Partnership procurement process includes Worcestershire Regulatory Services (Trading Standards, Licensing and Environmental Health) and South Worcestershire Building Control.



DRAFT Evaluation Criteria:

The Evaluation Criteria below have been adapted from the information provided by those Management Board Reps and Joint Committee Members that attended the workshop conducted at Wychavon DC on the 20th January 2014.

TECHNICAL AND PROFESSIONAL ABILITY

A. Weighting – Technical and Professional Ability

Question 2	-	40%
Question 3	-	20%
Question 4	-	15%
Question 5	-	10%
Question 6	-	10%
Question 7	-	5%

B. Score

0 = Fail	Fails to provide any information
1 = Fails most and meets some	Provides limited or unclear information
2 = Meets most and fails some	Provides details for most elements and or some unclear information
3 = Meets all	Provides clear details for all elements of the service
4 = Meets all and exceeds some	Provides comprehensive and clear details for all elements

Evaluation Criteria

References Please provide details of three organisations (preferably in the public sector) for which your company is carrying, or has recently carried, out work or supplied goods/services and who are able to provide a general reference. To assist your referees, please inform them that you have provided them as a reference and mention the nature of the work you applying for. These references will be used to confirm short listing prior to the issues by the Councils of the Invitation to participate in Dialogue (ITPD). Site visits may be requested during the dialogue phase to validate candidates proposed approach to service delivery. Different and/or additional references may be provided at this point.	Name of Organisation Address Telephone Number Name of contact Email Address Brief details of the contract/work undertaken (including value of total contract/work)
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Agenda Item 6

2	Please outline your vision for a mutually beneficial partnership and detail how you will work with us to provide a comprehensive and high performing regulatory service (to include trading standards, licensing and environmental health and if appropriate building control) over the next 7 or more years. This should include; i) An outline of your proposed approach to this innovative project and the role you envisage for the existing service/s j) Details of any potential cost savings identified together with an outline description of how you will go about delivering these savings and any transformation required k) Your strategy for generating new business involving WRS and provide a realistic view of the market you would focus on. l) Outline your views on how any additional income generated from the partnership would be shared between the partners. m) Describe how you would propose to manage support services including human resources, finance and ICT. What would you propose with regards our existing ICT contracts? For example, do you envisage a change of system requiring data conversion? Would you prefer existing contracts remaining within the host authority? n) We want to protect jobs for the current number of employees within WRS. Tell us how you would achieve this, or if you do not believe this to be achievable, outline what impact you anticipate during the term of the contract. o) We have expressed a preference to keep employment within Worcestershire. Tell us how you will achieve this, or if not achievable in your view, from where would you propose to run the service.	40%
3	Please describe your approach to innovation within the regulatory arena and provide evidence of at least one successful transformation change project within a specific trading standards, environmental health or licensing environment or other local authority function / service.	20%
4	What experience do you have of delivering a high quality regulatory service on behalf of one or more local authorities? Please include key achievements and performance against agreed key performance indicators, targets, savings and costs. Please provide reference site(s)	15%
5	How would you go about ensuring partners, particularly members and stakeholders are fully engaged in the work of the service.	10%
6	Outline your plans for ensuring a competent workforce and your approach to training and development.	10%
7	Outline your views on what governance arrangements would be put in place.	5%



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Worcestershire Shared Services Joint Committee 20th February 2014

WRS Service Plan 2014/15

Recommendation

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

Report

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

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

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

The financial uncertainty faced by the service has made it difficult to create this plan. The financial information provided at Appendix B to the plan reflects the best information available currently. The commentary in the plan reflects the current position in terms of requests for budgetary reductions by the three partners. Obviously there is still uncertainty as to where the figure for the County Council will finally alight. The structure provided at Appendix A is likely to be initiated anyway to focus the remaining County Council resource into one unit. It will help retain efficiency in delivery, provides an identifiable resource linked directly to the significantly reduced County Council contribution, which will help limit the risk of cross subsidy from district functionality,

whilst giving two managers the opportunity to continue to explore the options for working across the professions where it is relevant.

The plan highlights the Strategic Partnering initiative as the key route for bringing income into the service and also highlights the fact that the other potential sources of income such as the sale of expert advice will be limited due to unwillingness on the part of business to pay for service from the local regulator.

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

Financial Implications

The budget provided in the plan document is as accurate as could be provided given the uncertainty when it was produced. The Joint Committee will be asked to sign-off a final amended budget for 2014/15 at this meeting under a separate report, and this is the actual final budget that the service will operate with. Members may wish to reference the budget figures in this report rather than those in the plan, which may have been superseded by events.

Sustainability

NA

Contact Points

Steve Jorden

Background Papers

Service Plan 2014/15
WRS Risk Register



Service Plan 2014/15

Worcestershire Regulatory Services Vision

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

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EXECUTIVE SUMMARY

The plan broadly follows previous years and outlines:

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

The Service will enter 2014/15 with a total agreed budget of £4,413,000, a reduction of 21% on the previous financial year. This has resulted from an agreed across the board reduction of £646,000, which has been supplemented by additional significant reductions in contribution from Worcestershire County (£500,000) Wyre Forest (£37,000) and Worcester City (£30,000.) Virtually all partners are indicating a need for further savings for 2015/16 onwards. The lack of financial stability and stable cost base makes service planning and development very challenging.

A 3-year financial plan has been developed which involves the service continuing to make additional savings whilst looking at areas where changes in service delivery can be made. Where possible these will have limited impact on the public and businesses, however, it is accepted that the proposed scale of reduction envisaged by the County Council can only be delivered by a significant change and scope in delivery of Trading Standards and Animal Health functions. The service will continue to examine opportunities for commercial activities to bring in additional income, however such income streams are certain to be small compared with the scale of budget savings required.

The service is realistic about the current financial landscape and is pragmatic regarding the level of further potential savings that partners may require. To meet the challenges of increasing budgetary pressures, the medium term financial strategy has changed so that the key focus is on Strategic Partnering. This has developed so it is currently focused on seeking a commercial partner who will invest in the service, maintain current service levels at a reduced cost and give opportunities to bring in income from other contract sources. Whilst other ways of generating income will continue to be explored, it has become clear over the past 12 months that the opportunities for income generation are limited and that there is a general reluctance from business to pay for advice from the local regulator. There also appears to be reluctance from neighbouring local authorities to join the partnership on the kind of terms being offered. Most have been approached in the past 12 months and none have gone beyond the discussion stage and a commercial partner bringing a different skills set to the negotiations may be able to secure work and thus income providing regulatory services for other public bodies.

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

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

The work on our risk matrix of services, which has the approval of both Management Board and the Joint Committee, will continue to inform this approach where possible.

INTRODUCTION

This is the fourth formal annual service plan to be produced by Worcestershire Regulatory Services and the third since the co-location of all staff at Wyatt House in Worcester. It 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 2014/15, 2015/16 and 2016/17 however the operational detail reflects the planned activities that the service will undertake in 2014/15 only. The latter is in recognition of the ongoing discussions with partners as to the shape and composition of service delivery in future years..

2013/14 was again very busy and successful for WRS, dominated by the implementation of a single IT platform and latterly with the financial difficulties faced by all partners. In these challenging times, officers have continued to deliver excellent work, with some excellent results in Court. Details of this will be reported in the Annual Report to be produced at the end of May 2014.

The coming year promises to be very challenging and is likely to be dominated by financial pressures and further significant changes to staffing levels. With the scale of budget review currently proposed, major changes in service delivery are likely, particularly in relation to Trading Standards and Animal Health provision. The budget for 2014/15 was initially agreed at £4.98M, a reduction of £646K being achieved by efficiencies and some reductions in service areas which partners had identified as not being a priority.

However, three partners have requested additional savings on top of this and all partners have provided a profile of their savings requirements over the three years going forward. The service budget for 2014/15 is likely to end up around £4.4M. This will represent a reduction of approximately 40% compared with the £7.15M spend on relevant functions when the service came together in 2010. The service faces the same challenges that beset all of local government over the next few years.

To meet the challenges of radically changing the method of service delivery combined with reducing costs, the medium term financial strategy has changed so that the key focus is on Strategic Partnering. This has developed so it is currently focused on seeking a commercial partner who will assist maintain current service levels at a reduced cost and give opportunities to bring in income from other contract sources. Whilst other ways of generating income will continue to be explored.

It has become clear over the past 12 months that the opportunities for income generation are available but there is a general reluctance from business to pay for advice from the local regulator. Work done on behalf of WRS by the County Council's Research and Intelligence Unit showed that many businesses pay for professional advice but are reluctant to pay for this advice from a public body. A private partner may be able to overcome this reluctance and generate levels of income beyond the cost of delivery, but at this stage we are not able to say if the income will be at the level required to replace the loss of funds from local authority partners. There also appears to be reluctance from neighbouring local authorities to join the partnership on the kind of terms being offered. Most have been approached in the past 12 months and none have gone beyond the discussion stage and a private partner bringing a different skill set to the negotiations may be able to secure work and thus income providing regulatory services for other public bodies.

Moving customers onto the most efficient operating channel will also be a focus of 2014/15. By 1st April 2014, the first contact point will have moved from the Hub Shared Service into WRS. This should allow an improved first contact, a gradual increase in the volumes of service requests being resolved at first contact point and better signposting to other agencies. Improvements in the website and the development of the public service module within the new database application should also improve

OPERATING ENVIRONMENT

A PESTEL analysis appears as Appendix D, which outlines the nature of the environment within which the service operates. It has to focus on both national and local drivers as the majority of services delivered by WRS form part of the jigsaw puzzle that is part of the UK's national regulatory framework. At the national level the external environment in which the Service operates continues to face unprecedented challenges. Government departments continue to set challenging financial targets for local government and challenges regulators to show how regulation supports businesses and economic growth, whilst supporting and protecting local residents.

There is still a perception from some sectors of business that local authority regulators follow are not here to help and we know this is not the case, and along with colleagues in the professional institutes and the Local Government Association and the Local Enterprise Partnerships, we have sought to challenge this, hence the review and re-issuing of the Regulator's Compliance Code and the work with both Worcestershire Local Enterprise (WLEP) and Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) to promote business help and advice..

The service is facing a challenge from partners to change the way it delivers services to meet funding expectations whilst seeking to minimise any potential impact of this where it can. The service will continue to look for efficiencies where possible, and look to generate income to assist with the offsetting of budget shortfalls. However, the level of reduction requested by some partners cannot be delivered through efficiencies alone. There seems to be unwillingness on the part of businesses to pay local regulators for the advice that they have received previously without charge. This is likely to limit our ability to generate income from such sources without the assistance of a strategic partner..

The budget for 2014/15, originally agreed at just over £4.9M, is now subject to requests for further savings of:

- £30k from Worcester City
- £37k from Wyre Forest
- £567k from Worcestershire County

At the time of writing, discussions on how to deliver these savings are underway with firm proposals put forward by WRS..

Shifting demand to the use of more cost efficient digital channels will be a major focus of efficiency proposals, with self help in relation to service requests 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,) will help. Giving customers the ability to monitor the progress of their service request on-line may also deliver some improvements in efficiency at the margins. Some care will need to be taken with this as some customers may find this difficult and it may be that face to face interaction is the most cost effective channel for their demand.

The falling headcount in the service means that we are considering better use of our office space at Wyatt House. We are currently working with County Property Services, looking at how we might sublet part of the building to off-set costs. However, should the reductions in headcount continue going

forward, the most cost-effective move for the service may well be to re-locate elsewhere. Partners need to consider this as part of the long term savings programme.

This year will however be dominated by the search for a Strategic Partner to take the service forward. This is likely to involve some form of partnership model (yet to be decided) of service delivery, with a partner making an investment into the service both to maintain capacity and to allow it to generate income from contractual activity elsewhere in the country. An OJEU notice will be published in March to begin a competitive dialogue process to find a potential partner and the process will last 9-12 months and involve discussions around a range of topics including governance.

Staff are now using the new IT system and this will improve our ability to provide performance and activity data to members. However, there are some areas like public access which are still being developed with the contractor. Officers are already working flexibly, only attending Wyatt House 2 or 3 days per week, the rest of the time using either home or a touchdown site in another local authority building as their start and finish point for work. This helps to control the mileage bill and allows staff to have a better work/ life balance. At the time of writing, we are still assessing the final hardware needs for staff in the field but we hope to have ordered the relevant equipment before the end of the 2013/14 financial year. This should further improve officer's ability to work on a remote basis.

We will continue to work with bodies like the Worcestershire LEP and the Greater Birmingham and Solihull LEP to engage with businesses and where possible support business growth. The main challenge is how we continue to provide this advice and it what form this advice should be and should it be charged for? A major focus will continue to be on enforcement activity in relation to the genuine rogues and inspecting the highest risk businesses (manufacturers and importers.) From 2015, the LEPs are likely to have funding from central government to support businesses and it may be that we can tap into this to fund some of our business advice work.

Local elections in May 2014 may have some impact on the make-up of Joint Committee, but we will have to wait and see what the will of the public in the various districts is.

STRATEGIC PRIORITIES

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

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

These are much less prescriptive than the previous priorities (Roger's Priorities,) and reflect the more localist approach favoured by the current government. The aim of these priorities is to help local authority regulators demonstrate their links to the main corporate priorities of their parent councils and, by being less prescriptive, to give those authorities a better opportunity to shape what is delivered to local need.

They have been used previously by the service for this purpose and still dove-tail well with the priorities of the seven partners across Worcestershire. Whilst the wording is slightly different for each partner, the commonalities and similarities are such that the BRDO strategic priorities will enable us to engage with issues that matter across the districts and at county level. The service will also have the flexibility to engage with members and other stakeholders to identify any truly local priorities which may not easily fit into any of the above and this may for example cover issues around licensing and levels of enforcement of certain provisions.

In taking into account the affect of the potentially challenging budget situation moving forward and how the service can deliver against national and local priorities, there is no question that changes in service delivery and scope will be an inevitable consequence of further funding changes. We will need to prioritise what is delivered, to whom and how. To assist in this decision making, a risk matrix was developed last year and approved by Management Board and Joint Committee, which identifies 3 key criteria to consider when making decision on service provision:

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

This piece of work will continue to inform any process of service contraction that may be required. Care must also be taken to ensure that, whenever possible, demand which can no longer be met is simply not re-directed to partners in other ways e.g. complaints, and that partners do not then face challenges relating to whether or not they are meeting their statutory obligations.

The service will continue to engage with the two local LEPs to ensure it is linked to the business growth agenda. It is also working with the BRDO on a pilot to carry out an Economic Impact Assessment for Regulatory services to enable us to put a financial value or benefit to the work we do within the local community and especially how this benefits local business. This will be an important tool to inform members and other stakeholders considering potential changes in service delivery, and will also form part of a process to improve our profile with both the public and members across Worcestershire. Previously the Office of Fair Trading has indicated that, for every pound (£) that a local authority invests in its Trading Standards services, the local community benefits to the tune of £6. It will be good to have a similar figure reflective of the wider regulatory portfolio.

A further key area of work over the next 12 months, for the service will be the development of a pilot project aimed at working with specific local businesses from the horticulture/agriculture sectors to reduce regulatory burdens and improve sustainability in a way that stimulates growth and improves environmental technology. WRS will play a key role in the pilot along with other partners such as the Environment Agency, WLEP, planning and economic development officers.

5. 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 and provide a focus for staff. They form the basis for reporting performance of the Service, focusing on outcomes, and have been agreed by the Joint Committee. These purposes, combined with the priorities outlined by BRDO, encapsulate the Service's contribution to the wider community agenda, reflecting as they do the broad themes relevant to all partners.

6. FINANCE

A summary of the budget position for 2014/15 is shown at Appendix B, along with the proposed budgets for the following two years. This includes an indication of the levels of saving partners are considering at the time of writing. Obviously the financial position may change going forward. A more detailed breakdown will be available to the Joint Committee in its regular financial reports. Income levels outside of the strategic partnering option are difficult to estimate and, from previous research, they will be limited as businesses are reluctant to pay the service for advice.

7. STRATEGIC PARTNERING

The service is entering into a process to look at engaging with a private sector partner to deliver the services currently provided via the WRS shared services arrangement. If successful, this is likely to lead to a partnership encompassing some or all of some elements of service delivery involving a commercial partner. Soft market testing of the concept will be followed by the issuing of an OJEU notice in March 2014. The process of competitive dialogue will be used to try to identify a partner who is willing to deliver the existing service with current levels of performance but at a reduced cost and, ideally someone who will invest in the service to generate income to further reduce the cost to partners in the longer term.

It is currently anticipated that the competitive dialogue process will run into the autumn of 2014 and a report will be submitted to Joint Committee at this point with details of the outcome. Should a successful outcome be achieved, a series of activities would need to take place to make the broader elected member cohort aware of the situation, before going to each Council for formal decision. On this basis, if it is successful, this new arrangement would likely be in place between April and July 2015.

8. AUDIT ARRANGEMENTS

The Internal Audit Service will be provided under the current arrangement by Worcester City Council to the Host Authority. The participating authorities S151 Officers will consider the Audit Plan of the Host to ensure adequate arrangements are in place. An assurance statement and copies of relevant Audit reports will be made available to the S151 officers when audits are undertaken. External Auditors appointed by our hosts will provide an Audit opinion of the Joint Arrangement as a separate entity to the Host's financial reports.

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

9. ACTIVITIES & OUTCOME MEASURES

The implementation of the new IT system will allow the service to report more 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. These have been amended following the half day session with Joint Committee members in January 2014. (Further amendments may arise to take on board all comments from this event)

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 and businesses within Worcestershire.

	OUTCOME	WHAT WE WILL DO	PURPOSE	NATIONAL PRIORITY	MEASURES
1	Businesses are supported to become compliant with the law and successful (IPPC, H&S, Food, Fair Trading, Licensing)	Provide businesses with advice and assistance using a range of channels. Conduct risk based/ intelligence-led interventions with businesses; targeting resources towards potentially non-compliant businesses Undertake intelligence led projects including sampling of various consumer products including food. Develop Commercial Products that businesses would be willing to pay for that would enhance business performance	I want to assume everything is ok. Help me trade well and ensure my competitors do the same	1, 2, 3 and 5	% businesses meeting purpose at first assessment/ inspection % of service requests where resolution is achieved to business satisfaction % of food businesses scoring 0,1,2* at 1st April each year
2	Doorstep crime is tackled and older people are supported and feel safer in their homes	Respond to complaints and take appropriate action Promote alternative to doorstep interaction e.g. Trader Register Share intelligence with Police and other partners Participate in multi-agency events e.g. Rogue Trader Day	Help me to solve my problem and stop it from happening to anyone else I want to assume everything is ok. Help me trade well and ensure my competitors do the same	1 and 3	% of service requests where resolution is achieved to customers satisfaction

3	Reduced number of complaints about businesses in Worcestershire, improving the local economy	Respond to complaints and take appropriate action Provide businesses with advice and assistance Identify highest areas of demand and develop control strategies for tackling them e.g. motor trade, home improvements,	Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	1	% of service requests where resolution is achieved to customers satisfaction % of service requests where resolution is achieved to business satisfaction
4	Reduction in nuisance and other pollution related issues	Respond to complaints and take appropriate action Provide relevant advice and information, available through a range of channels.	Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	2 and 3	% of service requests where resolution is achieved to customers satisfaction
5	Reduced environmental emissions leading to reduced environmental damage	Conduct risk based/ intelligence-led interventions with businesses, especially permitted premises	I want to assume everything is ok	2	% businesses meeting purpose at first assessment/ inspection
6	Licensed premises cause no significant alcohol-fuelled crime/ disorder and ASB.	Respond to complaints regarding alcohol and similar licensing related issues e.g. underage sales, breach of conditions, poor conduct of licence holders, etc. Provide businesses with advice and assistance	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	1 and 3	% of licensed businesses subject to allegations of not upholding the 4 licensing objectives
7	Taxi's drivers are suitable people to be licensed for the role and vehicles are safe whilst in use for Hackney Carriage / Private Hire activity	Conduct risk based/ intelligence-led interventions with taxi firms Respond to complaints and take appropriate action Provide businesses with advice	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else	3	% of applicants for driver licenses rejected as not fit and proper % of vehicles found to be defective whilst in service

		and assistance	Help me trade well and ensure my competitors do the same			
8	Better educated, more aware consumers, who are more confident and make better informed choices	Respond to complaints within service scope as appropriate 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	1	% of service requests where customer indicates they feel better equipped to deal with issues themselves in future	
9	Consumers able to make informed choices on where to eat or purchase food through published food hygiene ratings.	Implement and promote a county wide food hygiene rating scheme Publish hygiene ratings and accrediting those which improve health and wellbeing of their workforce.	I want to assume everything is ok Help me trade well and ensure my competitors do the same	4 and 5	% businesses meeting purpose at first assessment/ inspection	
10	High levels of customer satisfaction	Respond to complaints and take appropriate action Enabling customer access to services, where possible, by their chosen means Getting it right first time so, where possible, we deal with customers through a single contact Maintain a register of compliments and complaints with actions taken	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	1, 2, 3 and 5	% of service requests where resolution is achieved to customers satisfaction % of service requests where resolution is achieved to business satisfaction	
11	Having engaged and satisfied staff who have the right skills, tools and support	Develop a training plan Undertake annual staff survey. Undertake annual staff performance reviews with regular feedback sessions from supervisors and managers	All officers must be able to undertake work relating to the three purposes	1, 2, 3, 4 and 5	Staff sickness and absence at public sector national average or better % of staff who enjoy working for WRS	

12	Maintained preparedness for response to emergencies, including disease outbreaks. Maintenance of profitability in farming industry and consumer confidence in its products	Take part in partner exercises to test plans, as appropriate Conduct risk based/ intelligence-led interventions with businesses Respond to disease notifications and outbreaks Respond to complaints regarding farmed animal welfare	I want to assume everything is ok Help me to solve my problem and stop it from happening to anyone else Help me trade well and ensure my competitors do the same	1 and 5	Disease response plans are maintained, reviewed and updated on a regular basis Business Continuity plans are maintained, reviewed and updated on a regular basis % businesses meeting purpose at first assessment/ inspection
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10. PERFORMANCE REPORTING

Performance against outcomes will be reported to Management Board and Joint Committee quarterly, six-monthly or annually, depending on the measure. The new IT platform will enable the collection and analysis of measures data which will be both accurate and robust. The service's ability to provide activity data has improved in the second half of 2013/14 as the IT implementation plan has gone forward, and the system should be ready for reporting purposes by the beginning of 2014/15. Members will continue to be engaged so that we can update the type and extent of performance and activity type information required by them, so that they can be reassured that the service is delivering what is required.

11. STRUCTURE

The saving requirements for 2014/15 have meant that we have reduced management capacity at both Team Manager Level (5 to 3,) and Senior Practitioner level (12 to 10,) To help maintain resources at the front line, and the need to meet further budget challenges on behalf of partners and to cope with the reduction in management resources a re-structuring of the service to help deliver the Trading Standards and Animal Health functions has been carried out.. The re-structuring will allow the service to deal with the most serious and difficult matters being tackled, by pooling expertise in certain areas.. This unit will continue to operate alongside the Geographic Environmental Health teams so that the two Managers can continue to look at opportunities for cross skilling.

The movement of Animal Health has also impacted on the Central Operations team however the break up of the Strategic Services Team sees their planning and IPPC unit moving together with the Air Quality and Contaminated Land team to form out new Technical Pollution unit. This will further pool the expertise drawn on by partners as part of the planning process.

The end of the IT implementation has allowed the Licensing and Support Services Manager to take another look at how her team functions. The introduction of the in-house first contact unit has also necessitated this. Close working with the Licensing team should mean that customers see an improved service (25% plus of contacts with the Hub have been shown to relate to district Licensing matters,) and a more integrated approach to licensing and support activities may yield further efficiencies.

The new structure, at Appendix A, therefore contains:

- 1) A core Environmental Health unit, providing Food Hygiene, Health and Safety, Public Health and Nuisance functions on an East: West Geographical basis. The East/West split still offers a better balance of workloads for our teams compared with the commonly used North: South alignment.
- 2) A Trading Standards and Animal Health unit providing Legal Metrology, Food and Agricultural Standards, Product Safety, Fair Trading and Animal Health functions on a county-wide basis,
- 3) A Technical Pollution and Dog Wardens unit, which provides all environmental health support around planning matters, delivers IPPC inspection, most of the water quality work across Worcestershire, monitors the pest control contracts and directly delivers the Dog Wardens service. This team may be a short lived arrangement pending future developments, so it will be covered by an “acting-up” management role only.
- 4) The Licensing and Support Services unit will deliver in-house first contacts, all WRS licensing administration and the wider in-house clerical/ administrative/ IT and financial support that is required. .

12. TRAINING AND DEVELOPMENT OF MULTI-FUNCTIONAL TEAMS

The most significant success of cross working has been the integration of the county council’s petroleum licensing function with the district IPPC function. Petroleum storage is generally a medium risk function (2 yearly visit,) however petrol stations must also be inspected every 3 years for pollution control purposes in relation to vapour recovery. Bringing the two together into a joint IPPC/ Petroleum/ Health and Safety inspection programme will deliver this work more efficiently and the slightly reduced inspection frequency (2 years down to 3) will pose no greater risk to the public as the vast majority of stations are well run by large organisations like the supermarkets and petrol retailers. Spreading this work amongst a small pool of people has also established better resilience within the service, something which the Trading Standards team struggled with when it was part of the County Council due to the very narrow specialist focus that the activity represented and its lack of links to other TS related activity. It has been harder to replicate this with other functions.

Initial thinking when developing the service was that multi-functional officers could provide a wider range of options for intervention creating a more cost effective service. However, what we continue to see from our activities is that where an activity requires good communication skills but can be undertaken with limited technical knowledge, a wide range of officers can undertake this work. Domestic nuisance complaints are probably the best example of this type of activity and they represent quite a large volume of reactive work. However, as soon as technical knowledge becomes a significant input into an activity, it requires a person with higher levels of competence to undertake this. So other activities, for example consumer civil legal advice, industrial noise nuisance investigation, food factory inspection, all need both good communication skills and a high degree of competence to ensure correct legal process is followed and accurate legal advice is given. Hence, they require staff with significantly better specialist knowledge.

The development of self-help as the initial response to less serious service requests will also support this approach. Work on the Worcester City pilot suggests that around 20-25% of non-noise related nuisance demand can be dealt with by self service. These will, however be just the kind of simple requests that a “non-expert” could deal with. As this type of demand is more widely referred for self service, this will mean that the remaining volumes will by definition be more likely to fall into the category mentioned above that requires a higher level of knowledge to achieve resolution.

Similarly, with proactive work, businesses tend to fall into different spheres of influence, where the main focus of regulatory interest is either a combination of Food Hygiene/ Health and Safety/ Pollution or a combination of Food Standards/ Product Safety/ Fair Trading/ Weights and Measures. This fits with an assessment by the Trading Standards Service in Essex and their colleagues at two of their districts, where there was only a 3% overlap in businesses commonly contacted by both district EH teams and the county TS service. Given that one of the key messages from businesses seems to be that they want a single point of contact, knowledgeable about the things that matter, it is likely that their main contact will be either an officer with an Environmental Health background or an officer with a Trading Standards background.

We will continue to test these ideas going forward, with our Geographic Environmental Health teams and the newly established Trading Standards and Animal Health unit. Those two Managers will work together looking at areas that might facilitate cross working. This will help to show how far we can push our concept of making staff more generic and how helpful this actually is to service delivery. The Manager of the Environmental Health team will also focus on improving the level of generic working within this professional area so that it is more reflective of the generic approach taken within Trading Standards.

The BRDO toolkit (RDNA) was originally envisaged as a key tool to support our officers in identifying the gaps in their on-going competence however it has not been as successful as we had hoped. BRDO has not achieved the level of buy-in that they had hoped and they have yet to create a full portfolio of modules covering all relevant aspects of regulation. This tool, based on a model used by the Health and Safety Executive, retains its original failing in that it is highly bureaucratic for officers delivering more than one function, because the officer must review each of the functions that they deliver separately. BRDO accept that this is a flaw in the basis of the model but they do not appear to be looking at how this can be resolved.

BRDO are continuing to look for support for RDNA from both local authority services and the professional bodies to both complete the suite of modules and to maintain the whole system. However, there appears to be no appetite for this at LGA and the Institutes have their own qualifications and competency frameworks. On this basis, we will look back at the competency frameworks developed at the partner authorities for EH, TS and Licensing teams and look to link this to the generic knowledge and competency profiles of the host authority.

Our 'in house' technical training days will continue to be held to increase awareness of the different professions knowledge base and to support relevant cross training. This continues to provide a cost effective way of increasing the skills base of our work force and will therefore continue as appropriate. The leadership team continues to meet regularly following its leadership development programme to look at ways of deploying the learning to support day-to-day activities. We will also continue to use the training offered by the regional Trading Standards group (CEnTSA,) who look to provide low cost/ high quality training across a range of regulatory areas, including some environmental health and licensing aspects.

13. BUSINESS CONTINUITY

Business continuity plans for the service are in development and we hope to take these through the process of Management Board and Joint Committee for information during 2014/15. The levels of reduction in the County Council's contribution are worrying in relation to the service's ability to respond to notifiable animal disease outbreaks. Nationally, DEFRA has commissioned an updating of the generic Animal Health response plans from the National Trading Standards Board's Programme Office and these revised versions will reflect the reduced staffing levels

at local level. Larger reductions than currently envisaged in relation to district functions might also threaten our ability to maintain the full range of interventions across their functions whilst responding to large scale events.

14. LOCAL ENTERPRISE PARTNERSHIPS

The year has seen the service increasingly engaged with the two Local Enterprise Partnerships (Greater Birmingham and Solihull, and Worcestershire,) with the aim of improving our relationships with local businesses, identifying their needs with a view to contributing to the growth of the local economy. The Business Charter for Regulators, launched during 2012 in both LEPs, clearly outlines the relationships that we are seeking to have with the business community in Worcestershire. We are currently engaged in a jointly funded project with the Worcestershire LEP which will seek to improve further the engagement of local businesses with WRS and highlight areas where we can assist them to trade well.

Major successes:

- Establishing a business advice line
- Printed material for advice for new businesses
- Changes to WRS website to make it more business friendly.

15. 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 seven 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. Customer demand will have a significant impact on the nature of these interfaces as we move the service forward. Close partnership working with a range of professional and community groups is key to further developing the service to deliver the outcomes required. Key partners for engagement include:

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

Existing links to these bodies will be maintained, along with our commitment to other groups operating under the umbrella of the Worcestershire Partnership.

16. CONSULTATION/ ENGAGEMENT

In relation to national consultations on legislative changes, we will address these through the relevant professional channels at both local and regional 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 at least 3 Member Newsletters per year so that all are updated on the various activities that the service undertakes across the County. We will try to make this information specific to districts where it is relevant to reassure members that our activities are seeking to protect everyone and support businesses across the whole of Worcestershire. Licensing specific newsletters will also be produced for committee members and these may be more frequent due to the nature of this function.

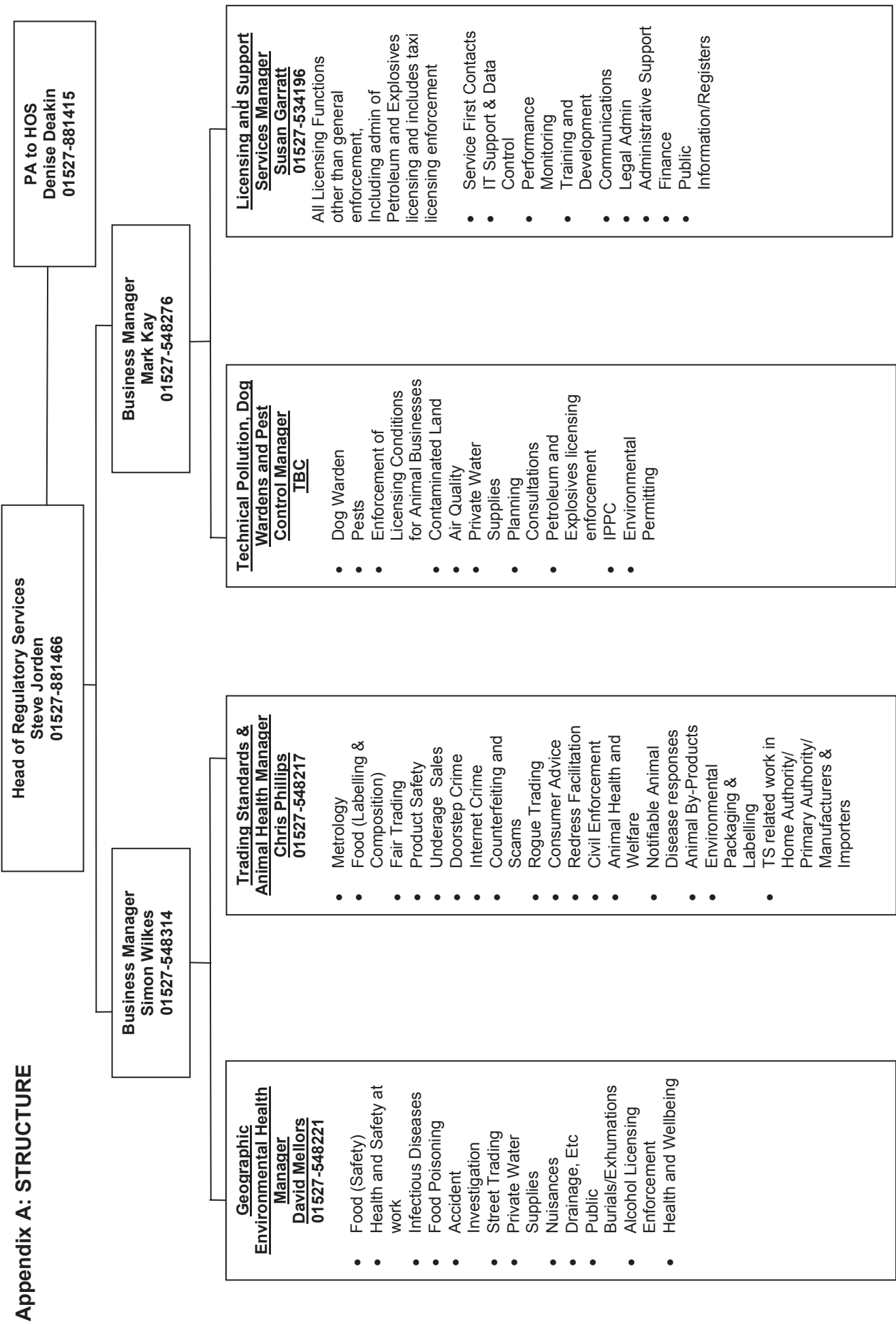
In terms of customer engagement, we will continue to work with colleagues at both the Worcestershire LEP and the Greater Birmingham and Solihull LEP on engaging with our business customers to improve our ability to address their needs. The approach outlined in our business charter will provide the basis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

For members of the public, we will continue to survey customers who have used the service to look at how we dealt with their issues, not only from a satisfaction point of view, but also to see if they feel better equipped to deal with future problems. Helping people to help themselves is at the heart of “the Big Society” model of public service engagement and it is essential we move people down this route and reduce the expectation that we will always do it for them. The pilot work done with Worcester City on using self-help with certain forms of nuisance case has shown that this approach can help reduce service delivery costs.

We are currently looking at ways of engaging the wider public in relation to priorities for service delivery in the future. In the past, elements of the service have engaged with focus groups from the Worcestershire Citizens Panel and had questions in the various surveys run via this arrangement. We are looking at how we might use this process once again to get a picture of which aspects of our activities the general public regard as most important.

17. RISKS

The service risk register is completed and has been approved by Management Board. A copy of the current Risk Register is appended at Appendix E. It is included in the service’s forward plan so it is reviewed at Board on an annual basis. It already includes an entry relating to the potential impacts of partners reducing their budget contributions, so anticipated our current difficulties. The reductions in budget are likely to increase some risks, particularly in relation to responding to larger scale disease outbreaks and, in relation to other County Council functions, in relation to responding to low and moderate impact issues that the public may perceive as important.



APPENDIX B: REGULATORY SERVICES BUDGET 2014/2015 - 2016/2017					
Account description	Budget 2014 / 2015		Budget 2015 / 2016	Budget 2016 / 2017	
Employees	£000's		£000's	£000's	
Monthly salaries	3,275		3,331	3,378	
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	3,298		3,354	3,401	
Premises					
Internal repair/maintenance.	4		4	4	
Rents	97		97	97	
Utilities	20		20	20	
Business Rates	40		40	40	
Room hire	15		15	15	
Trade Waste	1		1	1	
Cleaning and domestic supplies	9		9	9	
Sub-Total - Premises	186		186	186	
Transport					
Vehicle repairs/maintenance	3		3	3	
Diesel fuel	8		8	8	
Licences	1		1	1	
Contract hire of vehicles	5		5	5	
Vehicle insurances	3		3	3	
Van Lease	9		9	9	
Fares & Car Parking	5		5	5	

Car allowances	123			123			123		
Sub-Total - Transport	157			157			157		
Supplies & Service									
Equipment - purchase/maintenance/rental	34			34			34		
Materials/test purchases/vending	14			14			14		
Clothing and uniforms	3			3			3		
Laundry	1			1			1		
Training fees	24			24			24		
General insurances	30			30			30		
Printing and stationery	25			25			25		
Books and publications	3			3			3		
Postage/packaging	11			11			11		
ICT	69			69			69		
Telephones	39			39			39		
Taxi Tests	30			30			30		
CRB Checks (taxi)	25			25			25		
Legal fees	7			7			7		
Support service recharges	250			250			250		
Customer service posts	0			0			0		
Audit	5			5			5		
Sub-Total - Supplies & Service	570			570			570		
Contractors									
Consultants / Contractors' fees/charges/SLA's	261			261			261		
Advertising (general)	11			11			11		
Grants and subscriptions	22			22			22		
Marketing/promotion/publicity	2			2			2		
Sub-Total - Contractors	296			296			296		

Savings (Incremental)									
Savings to be identified	0					-56			-103
Sub-Total - Savings to be identified	0					-56			-103
Savings for Partner Councils									
Bromsgrove						-50			-50
Malvern						-27			-27
Redditch						-50			-50
Worcester City	-30					-30			-60
Wychavon						-50			-50
Wyre Forest	-37					-75			-112
County	-95					-345			-895
Sub-Total - Savings for Partner Councils	-162					-627			-1,244
BUDGET TOTAL	4,346					3,881			3,264
Budget Breakdown	Budget 2013-14					Savings Identified 14-15			Additional Savings Requested 14-15
									Total Budget 2014-15
Bromsgrove	602					-110			492
Malvern	534					-119			415
Redditch	604					-22			582
Worcester City	623					-22		-30	571
Wychavon	948					-194			754
Wyre Forest	620					-45		-37	538
Worcestershire County	1,695					-134		-500	1,061
Budget Total	5,626					-646			4,413

Appendix C: Performance Measures Relating to Outcomes

For the majority of indicators, good will be shown by a stable or improving baseline from that year.

	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 3 or above at 1 st April each year	Annually	Based on proportion of businesses scoring 3 stars or above 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 found to be properly licenced and fully compliant with licence conditions when checked in work.	6-monthly	Percentage of drivers, checked whilst driving, found to be properly licenced and complying fully with relevant licence conditions.
6	% of vehicles found to be fully compliant and safe when checked in service	6-monthly	Percentage of vehicles stopped during enforcement exercises that are found to be fully compliant with all conditions of licence.
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 found to be complying fully with the 4 licensing objectives	Annually	New indicator, linked to Crime & Disorder agenda, develop baseline in 2014/15 and look for improvements over time. Not complying if subject to a justified complaint/review or licence suspended.
12	Rate of noise complaint per 1000 head of population	6-monthly	Previous indicator, re-introduced to address gap in performance relating to potential ASB.

D: Operating Environment PESTEL Analysis

1. Political Background

The political is currently linked strongly to the economic. The government's priorities included a range of policing, environmental and consumer protection measures, albeit there is no direct mention of the roles of Trading Standards, Environmental Health or licensing dealing with them. . We are beginning to see a slightly more partnership approach being taken, particularly by BIS, in relation to their relationship with local regulators and their relationship with local businesses.. They seem to accept and they are urging their Minister to understand, that local regulation done well is supportive of local businesses and the economy, and with the developments around the National Trading Standards Board, they are beginning to see that local officers can be trusted to deliver on higher level priorities.

This is supported by Lord Heseltine in his report, "No stone unturned," where he sees regulation as a key underpinning to a high performance economy. He also recommends further local government re-organisation to eliminate the remaining two tier areas in favour of unitary councils. He refers back to the report in the early 70's which led to the 1974 re-organisation, and seems to suggest that the larger authorities then envisaged at the higher tier would provide an efficient, helpful and supportive platform for economic growth. Whilst this particular aspect has not been accepted by central government, they have decided to channel funding into the LEPs from 2015 onwards as a way to focus funding on business growth.

The National Trading Standards Board (NTSB) is now formally established, headed by Lord Toby Harris of Haringey. The Board now covers a wide portfolio of activities that were formally the remit of the Office of Fair Trading and funds services/ projects including:

- The Regional Scambuster Units,
- Regional Trading Standards Intelligence analysts
- Regional Trading Standards Co-ordination
- National Illegal Moneylending Teams in England, Scotland and Wales,
- Safety at Ports Project
- National Intelligence Hub
- National E-crime Unit

These are all based with a lead authority either working on behalf of a region or working nationally and approved by the region. WRS was narrowly beaten in the bidding for the National Estate Agency Enforcement function, losing out to a joint bid from Powys and Anglesey Trading Standards services. This unit commences work on 1st April 2014. The NTSB has been very successful in its first full year of operation and its Programme Office, run by the Association of Chief Trading Standards Officers, has attracted funding from a number of government departments to provide policy support to various national panels which support the work of local Trading Standards teams (Food Standards, Fair Trading, Product Safety, Intellectual Property, Animal Health.) Bodies like the Food Standards Agency have commissioned various pieces of project work via the NTSB and Programme Office and they now see it as a clear channel through which to funnel funding for their activities to be delivered at local level. For example, it seems likely that future funding for FSA national Food Standards and Animal Feed sampling and inspection will be commissioned through NTSB.

At a local level all authorities in Worcestershire are under financial pressure to a greater or lesser extent, and forecasts suggest that this will worsen going forward. The County Council in particular, has the problems of coping with increasing demand for adult social care due to an ageing population and a high demand on children's services.. These two huge areas of work mean less funding is available for the myriad other statutory duties that the County Council must undertake. Some of the Districts appear to be in a similar position with increasing demands on essential local services..

Currently we have one Labour controlled partner, two coalitions (one Labour led, one conservative led,) and 5 Conservative controlled partners, however, all partners seem to be working well together in relation to the Joint Committee. There are still perceived concerns from some local back-bench district members that the service is not delivering what they had previously. It is hoped that this will, to some extent, be addressed by the Joint Overview and Scrutiny exercise, which is looking at what WRS has delivered during its short life.

There is no doubt that the dismantling of the statutory reporting mechanisms by government (following the abolition of the reporting framework and the local area agreements,) has meant that there is actually relatively little that WRS is obliged to report back to central government. This has also meant that local members have not had the amount of information they had previously which, although many were poor indicators of performance, provided a basis for both re-assurances about activities and, challenge/ comparison with neighbours. It appears, looking at local priorities that, whilst there is a local flavour to them, the areas identified nationally of building the economy, improving health and well being and protecting communities predominate.

There is an on-going drive following on from the Government's Public Service White Paper "Open Public Services" which categorised services into Individual Services, Neighbourhood Services and Commissioned Services for local authorities to consider alternative delivery mechanisms. Trading Standards is specifically mentioned in the section on Commissioned services, indicating Government's view that it is not one that should be seen as suitable for individualisation, nor for delivery at neighbourhood level. Environmental Health and Licensing functionality would almost certainly fit the same criteria. Of the seven partners the County Council will review all of its services as to:

- Whether delivery continues,
- If so, on what type of platform,
- What market options are available,
- Is a partnership solution suitable.

The County Council may, in some circumstances, see itself as an enabler not necessarily a deliverer of services in the future, as one might expect from an organisation considering commissioning at all levels where appropriate.

The only current outsourced regulatory services are at North Tyneside Council and the London Borough of Barnet. Both Councils has outsourced a large package of services, of with the regulatory elements were but a small part. Also, both authorities have retained their regulatory staff as employees, using variations on secondment to enable them to be managed through the outsourcing arrangement. This approach limits the legal arguments around whether the statutory functions are being delivered via an acceptable vehicle. At this stage there are no indications of others currently looking at this approach, and we know that a small number of authorities have indicated informally that they do not intend to go down the outsourcing road with regulation. The Welsh authorities and a number of other groups are looking closely at the shared services model. Only time will tell how this develops.

Finally, the drivers of the Localism Act were to free up local authorities to act by giving them a general power of competence, but also to give local communities the opportunity to both challenge what is being done for them and also to bid to be able to run certain local facilities and services. Whilst the latter is unlikely to impact on Regulatory Services given general belief that they are not neighbourhood services, this would still leave us open to challenge if a particular community had concerns about what we were doing in their area.

4.2 Economic Background

Central Government Policy

Much of this is taken from the County Council's Economic Assessment. The Government has set out plans to rebalance the economy through a private sector enterprise led recovery. The Government's economic policy objective is to achieve strong, sustainable and balanced growth that is more evenly shared across the country and between industries. As part of this, a thorough assessment of policy that is holding back growth of investment and hiring by business is being undertaken, both by looking at cross-economy issues and through considering the challenges faced by particular sectors. It is a rolling program and it calls on business and industry to challenge government departments on the measures they are taking to allow the private sector to flourish.

The Government has created a Regional Growth fund (RGF) and for Local Enterprise Partnerships (LEPs) to encourage and support enterprise through collaborative working and ongoing engagement with businesses. The RGF is a £1.4bn fund operating across England from 2011 to 2014. It supports projects and programs that lever private sector investment

creating economic growth and sustainable employment. It aims particularly to help those areas and communities currently dependent on the public sector to make the transition to sustainable private sector-led growth and prosperity.

LEPs are locally-owned partnerships between local authorities and businesses and play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. They are also a key vehicle in delivering Government objectives for economic growth and decentralisation, whilst also providing a means for local authorities to work together with business in order to quicken the economic recovery. Lord Heseltine's Report "No stone unturned" clearly identifies LEPs as being the driving force for local growth going forward and this has been recognised by central government who intend to channel funding through them from 2015 onwards.

Vulnerability to Public Sector Budget Reductions

In September 2009 the BBC published an analysis by Experian of the authorities most resilient to public sector spending reductions. The research considered a broad range of factors, including: levels of employment in vulnerable industries; business births; qualifications; occupation; earnings; claimant count; house prices; and crime, amongst others. Overall, Wychavon was ranked 89th most resilient authority out of 324 in England, making it the most resilient to spending reductions in Worcestershire. Worcester City (226), Redditch (231) and Wyre Forest (246) were considered to be much more vulnerable. This is something that the partnership ought to be aware of and may suggest that partners demands may begin to vary significantly as time and the cuts in local authority funding move forward.

Businesses: Births, Deaths, Numbers and Sectors

There were 2,175 enterprise births in Worcestershire in 2010, a 7.9% increase compared with 2009. The West Midlands and England both saw falls over the same period (2.4% and 0.7% respectively). Across Worcestershire, Malvern Hills showed the greatest increase of 19.3%. Wyre Forest was the only district to see a fall (8.8%). It could be suggested that the increase in the number of enterprise births, evident in the latest data, might be attributed to a greater enthusiasm to start a new business. It is important to highlight that there are a number of micro-businesses in Worcestershire that are not yet at the level where they can register for VAT and are therefore not accounted for in these figures. However there is a need to support these businesses, ensuring that they develop and grow, thereby laying the foundation for future job creation. The number of enterprises closing has risen in the county with an increase of 5% when compared to 2009. Although the proportion of enterprise closures has continued to increase in 2010, it is of a significantly lower magnitude than in 2009 when there was an increase of 37%. The most notable increase in 2010 was in Bromsgrove where there was a rise of around 11%. The number of enterprise deaths in the county increased by a similar proportion to the West Midlands and England.

Table BD3.2: Count of active businesses 2009-11

Area	2009	2010	2011	% change 2009-11
Bromsgrove	4,685	4,595	4,505	-3.8
Malvern Hills	4,310	4,285	4,275	-0.8
Redditch	3,200	3,080	2,955	-7.7
Worcester	3,725	3,625	3,510	-5.8
Wychavon	6,630	6,485	6,430	-3.0

Area	2009	2010	2011	% change 2009-11
Wyre Forest	4,005	3,855	3,750	-6.4
Worcestershire	26,555	25,925	25,425	-4.3
West Midlands	216,215	210,065	206,915	-4.3
England	2,237,555	2,183,845	2,161,190	-3.4

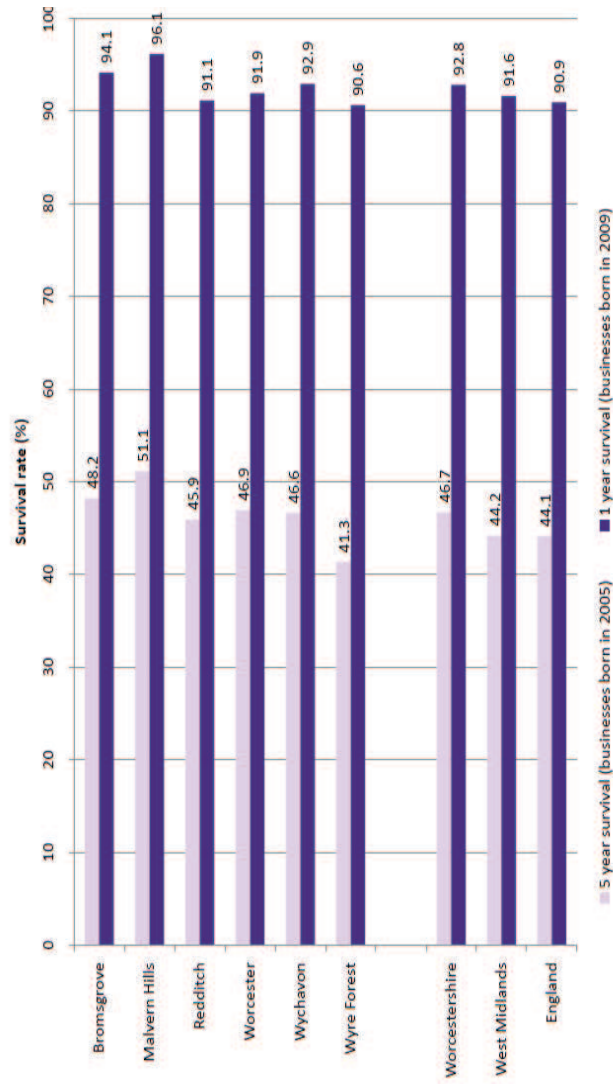
Source: [Office for National Statistics, 2011, UK Business: Activity, Size and Location, 201](#)

In 2011, there were 25,425 local units in VAT and/or PAYE based enterprises in Worcestershire. The greatest proportion were in the Professional, scientific and technical sector (13%), with a further 11% involved in Construction and 10% involved in Retail. The pattern is similar across Worcestershire's districts, although a few notable differences exist. For example, in Malvern and Wychavon Agriculture, forestry and fishing businesses make up a greater proportion of the total number than elsewhere (15% and 11% respectively), while 14% of local units in Redditch are associated with Production. In Worcester City, 16% of local units are in the Retail sector, while in Bromsgrove 15% of businesses are in the Professional, scientific and technical sector, with a further 14% linked to Construction.

The total number of local units in VAT/PAYE based enterprises in Worcestershire in 2011 represents a decrease of 500 (1.9%) on the equivalent number in 2010, which was itself a decrease of 630 (2.4%) businesses on the 2009 figure. The most notable change between 2009 and 2011 is for local units in the Construction industry. While in 2009 construction made up 11.7% of all businesses, by 2011 this had fallen by 0.8 percentage points to 10.9%. This equates to a loss of 325 construction businesses. The fall was seen across all of the districts, but was particularly marked in Wyre Forest, where 75 construction businesses were lost. Of these, 55 ceased trading in 2009-10 illustrating the impact of the recession on this particular industry. With house building falling dramatically and fewer companies investing in property, this sector was one of the first to be affected by the economic downturn, however in the last year this decline has slowed. The sector to see the largest increase in the number of businesses during this period was the Health industry, where the number of local units increased by 45.

Survival Rates

Almost 93% of the businesses born in 2009 survived their first year, higher than in the West Midlands and England. Across Worcestershire the highest one year survival rate was in Malvern Hills (96.1%) and the lowest was in Wyre Forest. The five year survival rate in the county was 46.7%, higher again than both the West Midlands and England. Across Worcestershire, Malvern Hills has the highest five year survival rate (51.1%), whereas Wyre Forest has the lowest, lower than the West Midlands and England, with 41.3%.



Of the business in Worcestershire 97% are classed as Small and Medium-sized Enterprises, comprising less than 50 employees, which compares with both the West Midlands and nationally. Within Worcestershire around 50% of the total workforce are employed within these small and medium-sized enterprises, highlighting the importance of providing adequate support to these businesses so that their competitiveness and viability can be enhanced to encourage the private sector led recovery. It should be noted however, that businesses with more than 200 employees account for just 0.5% of companies in the county, but directly employ almost one-quarter of the workforce. It is essential, therefore, that action is taken to engage with and support these businesses, encouraging them to remain in Worcestershire, due to the contribution they make in terms of jobs, and because of the benefits to the local supply chains.

Business Start-ups

It is important for local economies to promote new business start ups, not only for the variety of goods and services they provide to the local area but also for the future employment opportunities they can offer. This will be essential to achieve the government’s ambition of a private sector led recovery, and there will be a role for local authorities, business representatives and partners to ensure that entrepreneurs have adequate support.

The new business registration rate measures the proportion of new businesses registering for VAT and PAYE for the first time, per 10,000 resident population aged 16 plus. Worcestershire currently has lower rates of entrepreneurship than England as a whole. However the rate varies greatly across the county with Wychavon (56.0) demonstrating the highest rate of new business start ups, and Wyre Forest the lowest with 38.1. The 2010 data show improvement in comparison to 2009, as had been expected following the country exiting recession. The Worcestershire rate has remained steady, as has the West Midlands and England. Across Worcestershire however, the rates are more varied with Wychavon, Malvern Hills and Bromsgrove all seeing increases in the number of new businesses per 10,000 population (16+) and Wyre Forest observing the only fall.

The recession had created a number of difficulties for new enterprises, such as obtaining credit. It also resulted in increased unemployment amongst managers, directors and senior

officials, however following the recession numbers employed in these occupations have risen again. People employed within these occupations are more likely to have the skills, capital and motivation to consider self-employment now and in the future.

The drivers for reduced cost need to be balanced with the need to protect and support the most vulnerable in our society, ensure that the general health and wellbeing of the community is protected and also ensure, wherever we can, that the economic vitality and growth is maintained. To meet these aims we must ensure our services are targeted, proportional and effective.

The wider impact of poor economic growth may also be seen through the increased cutting of corners by businesses as they seek to survive in this current tough environment, for example keeping food for longer than is safe or extending use by dates, and a growth in the informal economy as people seek to make their money go further by buying cheaper products, including counterfeit and contraband items. Thus, we may see a double impact of increasing demand and need for our services at a time when the resources for delivery are falling drastically as recently highlighted by the horse meat scandal. This will be occurring at a time when our budgets and those of partners will come under increasing pressure and significant reductions in budget may become necessary. This will certainly lead to changes in the focus of resources and significant changes in the scope of service delivery.

4.3 Social Background

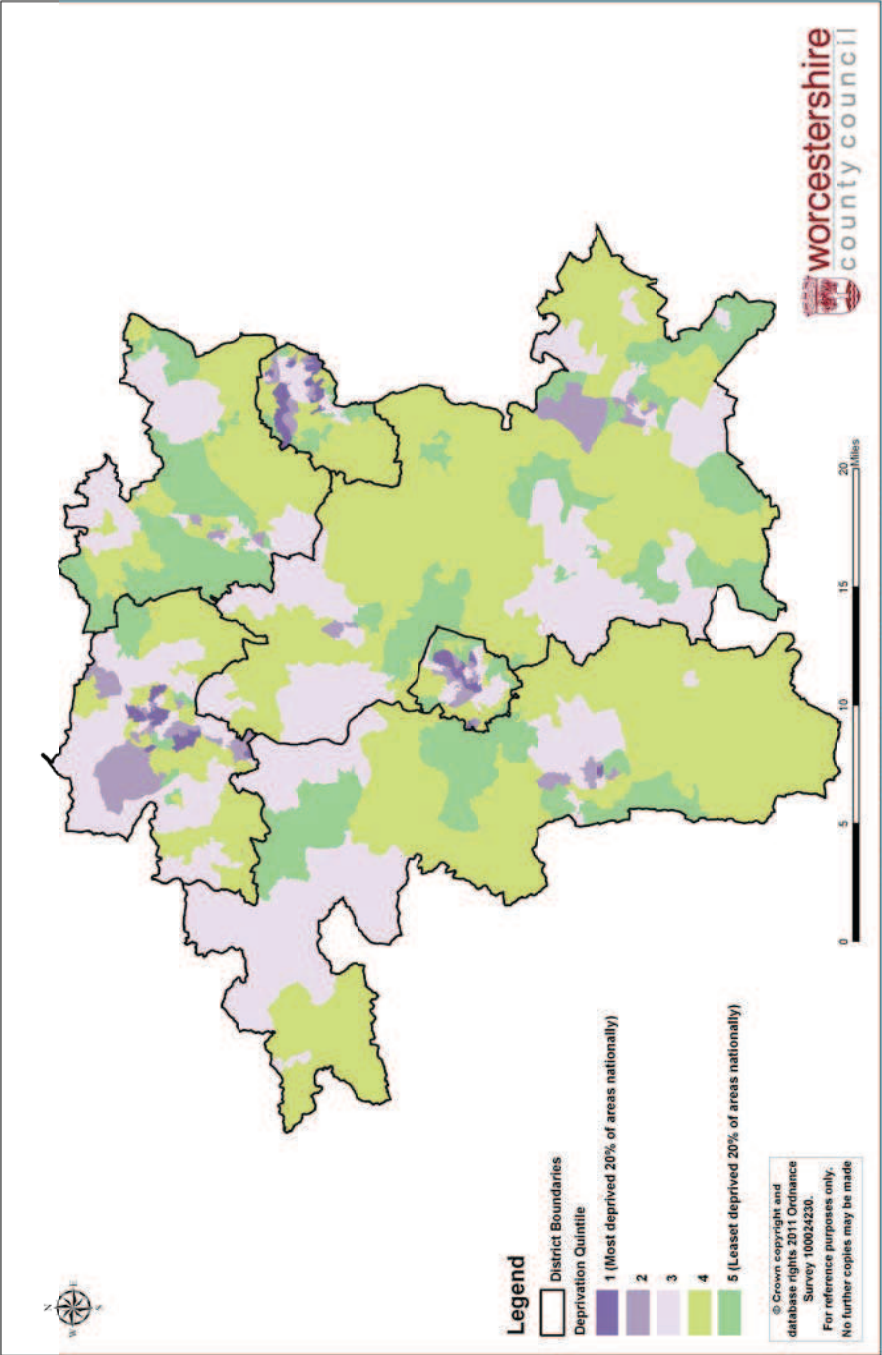
Income

Median household incomes in Worcestershire are higher than they are elsewhere in the West Midlands and England. Household incomes are highest in Bromsgrove (£32,917 pa) and lowest in Wyre Forest (£26,308 pa). Household income includes income from employment (earnings) as well as that from other sources, for example investments and savings. Earnings measure the salary of an individual, or the amount of money received for carrying out work activities.

Earnings for people who live in Worcestershire are 9.6% higher than those for people who work in Worcestershire. This difference is explained by the net out-commuting from Worcestershire to other places, particularly amongst those employed in higher paid occupations. In Worcestershire the median full-time earnings of residents decreased by 0.1% between 2011 and 2012, following the previous increase. The median earnings of those employed within Worcestershire increased by 0.1.2% over the same period. As with household income, full-time earnings amongst residents are highest in Bromsgrove (£29,552 pa), however, for those who work in Bromsgrove, median earnings are the second lowest in the county (£22,697 pa). These figures demonstrate the considerable impact that commuting has. Bromsgrove experiences the greatest level of commuting outside of the county, with Birmingham the destination for most people. Evidence therefore suggests that these commuters have considerably higher salaries than are widely available to those who work in Bromsgrove.

Deprivation

Deprivation is a key factor affecting people's life chances and the opportunities open to them. It influences their levels of education, ability to access employment, health and wellbeing, and the extent to which they are able to engage with wider society. From an economic perspective, deprivation is frequently associated with income, employment and education. During 2010, the six districts of the county, in partnership with Worcestershire County Council and other bodies, have identified a number of Areas of Highest Need, where activities designed to combat deprivation and the disadvantaged associated with it can be targeted



Index of Multiple Deprivation, 2010

Produced on behalf of the R&I Unit, December 2011

VN

As part of Communities and Local Government's English Indices of Deprivation 2010, there is an Income Deprivation Domain, which captures the proportion of the population experiencing deprivation in an area related to low income. It shows that in 2010, Wyre Forest was the most income deprived Worcestershire local authority ranked 168 out of 354 (where 1 is the most deprived). This is followed by Worcester (189), Redditch (205), Wychavon (209), Malvern Hills (277) and Bromsgrove (286).

There are a total of eleven Worcestershire Lower Super Output Areas (LSOAs) in the 10% most income deprived areas nationally. The Indices of Deprivation, 2010 uses several deprivation indicator measures to rank each Lower Super Output Area (LSOA) relative to other LSOAs for seven domains (Income, Employment, Education, Health, Barriers to Housing and Services, Crime, and Living Environment). The scores for each domain are then assigned different weights and combined to create an overall Index of Multiple Deprivation. The overall index highlights pockets of deprivation in Worcestershire, particularly in the Redditch, Worcester and Kidderminster. A small part of Malvern also features.

Population

In mid-2010, the population of Worcestershire was an estimated 557,400 and remains the current most accurate official figure available. The county has a lower proportion of young children (0-4) and young adults (18-34) and a higher proportion of people aged 45-plus than are seen regionally and nationally. Around 50.7% of the Worcestershire population is female,

a similar proportion as the national average. Worcestershire follows the national pattern of having a population "spike" at around the 60-64 age group. This is a product of the large increase in births just after World War II, known as the "baby boomers". Many of these people will reach retirement age, and therefore be lost to the work-force, in the next 5 years or so. In terms of five-year age bands, the highest percentages in the county are in the 40-44, 45-49 and 60-64 groups. In older age groups, most notably those aged 75-plus, the female population is significantly higher than the males, due to higher life expectancy and lower death rates in females in comparison to males.

Population changes show most clearly with the outflow of 18-24 year olds and the inflow of older adults. Migration out is accounted for by the significant increase in young people moving away for higher education, in greater numbers than previously, which shows up most clearly in Malvern Hills, Wychavon and Bromsgrove. People coming into the County tend to be older adults seeking a better quality of life and this is again focused in the more rural districts.

ONS mid-2008 trend-based population projections suggest that by 2031 Worcestershire is projected to have a population of almost 607,000, representing an increase of around 49,500 on the 2010 figure, or just over 9%. This is a lower proportional increase than projected in the West Midlands region as a whole (11.2%), and a notably smaller projected increase than the national average of almost 15%.

There are around 48,800 (8.8% of population) BME (Black and Minority Ethnic) persons living in Worcestershire. This varies locally from just over 11% in Worcester City, around 10% in both Redditch and Bromsgrove, dropping to around 7% in each of Malvern Hills, Wychavon, and Wyre Forest. This is significantly lower than national and regional averages (17.2% and 17.6% respectively,) but is growing as it was just 4.5% in 2001.

The number of persons defined as White Other (i.e. White but originating from outside Great Britain and Ireland) has also risen, from 6,900 in 2001 to 11,200 (2.0%) in 2009, and is highest in Worcester City, at 3.6%. The "White Other" group will include Eastern Europeans, who have a legal right to work anywhere in the EU since A8 accession in May 2004. With the exception of the White Other group, the largest ethnic minorities in Worcestershire are among the Indian and Pakistani populations, each at around 1.1% at a district level the highest Pakistani population is in Redditch, at 2.4%, and the highest Indian population is in Bromsgrove at 1.8%.

In terms of total net migration, Worcestershire receives an average net inflow of around 650 persons per annum. At a district level the largest net inflow is into Bromsgrove (570 per annum) with Malvern Hills (488 per annum) and Wychavon (230 per annum) also experiencing significant inflows between 2005 and 10. In contrast the more urban districts of Redditch (-394 per annum) and Worcester City (-296 per annum) experience outflows. Wyre Forest experiences an approximate zero net change (+52 on average.) It is however notable that the total migration levels into the county have decreased in recent years, from over 1,500 in 2006-07, and over 2,000 in 2002-03. The biggest group migrating out are the 15-19 year olds, who move away into higher education and work. Inward migration is more even, but with some evidence of peaking in the child bearing age groups (30-39, with children especially 0-4 and 10-14,) but also at the retirement end, (60-64 and 75 plus.)

Public Health and the Health & Well-being Agenda

Due to changes brought about by the Health and Social Care Act 2012, responsibility for public health in Worcestershire moves to The County Council and Clinical Commissioning Groups on 1st April 2013. This correspondingly sees the demise of the local Primary Care Trust. The new statutory responsibilities placed on the County Council will be discharged via the newly established Worcestershire Health and Well-being Board; the forum where local leaders will come together to improve the health and wellbeing of our population.

Through widespread consultation, the Board have developed and published Worcestershire's Joint Health and Well-being Strategy (the Strategy) which is a statement of the Board's vision, priorities and goals for 2012-15, based on the findings of the Joint Strategic Needs Assessment. The Strategy provides a basis for the public to hold local organisations to account for achieving the stated outcomes. The Strategy recognises the need for joined up action to tackle issues that will benefit from multi-agency working and the Board will work with all partners, including Worcestershire Regulatory Services, to help align policies, services, resources and activities with the Strategy.

The Board's vision is that Worcestershire residents are healthier, live longer and have a better quality of life, especially those communities and groups whose health is currently poorest. Its priorities are:

- Older people and management of long term conditions
- Mental health
- Obesity
- Alcohol

A key threat to our health and well-being is the growing burden of lifestyle related ill-health, particularly obesity and excess alcohol consumption, which is placing growing pressure on health and social care services. Two thirds of adults in Worcestershire and one third of children at eleven years old are overweight. One in five adults drink alcohol at a level which poses a risk to their health and nearly half of 11-15 year olds have drunk alcohol. Smoking is on the decline but a fifth of adults continue to smoke.

To meet this challenge, WRS will contribute to initiatives around prevention, early intervention and early help to preserve people's health and independence and avoid the need for expensive medical treatments and specialist services.

4.4 Technological Background

Technological Economy: The County Economic Assessment for 2008 stated the following vision for the future of Worcestershire:

"In ten years time, technology-led growth will have contributed to the sustainable development of Worcestershire and strengthened its role as an economic driver for the region - acting as a catalyst for all sectors of the economy and areas of the County to benefit and providing well paid and highly skilled jobs and high quality of life for residents"

It reasoned that economic prosperity in Worcestershire would support improvements in the Quality of Life and well being of all residents of Worcestershire. However, economic growth and prosperity will need to be pursued with due attention to the natural and built environment, which is an attractor for residents and visitors.

The Central Technology Belt (CTB) made up of a number of educational establishments (Aston, Birmingham and Central England Universities, University College Worcester,) and QinetiQ in Malvern was the basis for this concept. The aim was to exploit the expertise of these organisations to develop Knowledge based industries along the A38 corridor, which formed one cornerstone of Worcestershire's Economic Strategy. Other elements included supporting sustainable infrastructure development, removing barriers to employment and increasing access to skills. Whilst this remains a central part of the strategy, other areas that are ripe for potential development have been identified more recently in both Redditch and Kidderminster that could provide locations for growth opportunities.

Research and Intelligence have also created the concept of strategic businesses, i.e. those that are important to the local economy. Across Worcestershire, businesses with more than 50 people, which represent just 3% of all businesses in the county, employ 49% of the workforce. Indeed, businesses with more than 200 employees, which account for 0.5% of businesses, employ almost one-quarter of the Worcestershire workforce. Approximately 100 businesses have been identified as 'strategic' based on their significance in the county, their sector, turnover and number of employees. These businesses are located predominantly in Worcester, Redditch, Kidderminster and Malvern, and along key transport corridors such as the A449, A442 and the A38. Although the businesses identified are within a variety of industrial sectors, the majority are involved in manufacturing and many in technology.

It is essential that there is regular engagement with the strategic businesses and that effective working relationships are established with key employers, to ensure that they stay within the county and are supported to grow. There is an opportunity for businesses such as these to act as an anchor, so that others in similar industries choose to locate in Worcestershire. For example, the Worcester Bosch application and the associated technology park development provides an opportunity to raise the county's profile, potentially giving Worcestershire an international reputation as one of the 'places to invest in environmental technologies.

Technology & the market: Technological change brings with it new goods and services, and ways of trading. The Internet has become the new market place with goods potentially moving long distances without the intervention of wholesale and retail elements in the supply chain. Electronic trading also massively increases the potential for fraud, as buyer and seller seldom meet in the virtual saleroom. The decline in the package holiday market and the increased use of the internet to book hotel rooms and other accommodation directly is just one example of this. Other areas for high levels of sales are books, CDs/DVDs and tickets for events. The internet has also given organised crime a further outlet for counterfeit goods, and made detection of large quantities more difficult as bulk can be broken and sold under different names more easily.

Work in recent years has only scratched the surface, but already we are identifying larger than expected numbers of car dealers, sellers of counterfeit goods and businesses that are importing products directly, all using the internet as their sole trading place. Recently we have received complaints about Chinese websites pretending to be the sites for bonafide branded goods and selling direct to the public. The potential for fraud using this approach is massive. The work on this area will need to continue for the foreseeable future if electronic trading is to become as safe as buying in a shop.

Technology and customer interactions: More and more customer interaction is moving to the internet and with the new upcoming “digital” generation, there is an expectation that services will seek to diversify in terms of what they offer and how they offer it, enabling services to be consumed. WRS has already entered the social networking arena with its face book page and twitter feed. Its website will provide a source of information and advice to customers as well as a handy signposting tool and an access channel to the service. WRS will focus, going forward, on shifting demand where practicable to the more cost effective digital channels, however, must continue to monitor developments to ensure it maintains access channels but must not forget the range of households that do not use digital access methods.

4.5 Environmental Background 24/7 Operations & Rapid Transit:

The development of the 24-hour economy means that regulatory work is no longer a 9 to 5 occupation. Field officers need to visit businesses during their normal operating hours to assess compliance, and many illegitimate business activities e.g. supply of counterfeit goods, take place at the weekend. This latter issue is particularly important as organised crime looks for better ways of laundering the money it obtains from hard-core criminal activity such as drug dealing and robbery. The transport network in Worcestershire is good. The M5 runs through the county from top to bottom, and one of the main routes from the Welsh ports enters the south of the county. There are also fast A-roads running east across the county to Warwickshire. This gives criminals the potential to strike and move from the area quickly.

Green Business

Trends suggest an increased public interest in both environmentally and ethically sound production. The drive to reduce “food miles” is leading to increasing interest in locally produced food, and farmers markets seem to be thriving. Supporting these SME businesses is likely, in the long run, to lead to environmental improvements. Similarly the demands from consumers to reduce packaging and the pressure on local authorities to reduce volumes of waste going to landfill will increase. Work with local producers, and encouraging the public to use local outlets that sell lose produce may also have a positive impact on this. The service has been very supportive of local producers and this will need to continue.

Global Warming

Increasing global temperatures are impacting everywhere. Flooding is an on-going issue for the County. The floods of summer 2007 had a major impact on residents living on the edges of the Severn, Avon and their various tributaries. The damage caused by the flood to buildings and land can be an attractor for criminal activity as well as having wider environmental implications. Potential tactical responses to such incidents need to be tasked as part of the overall local authority response to the incident.

The way the service is operated, with the use of vehicles to do visits is threatened by the need to reduce the partner Authorities carbon footprints, as well as reducing costs. Managers will be asked to keep a downward pressure on mileages, so alternative interventions may need to be used where appropriate such as promotions and the use of the media.

Noise and other Nuisances

The pattern of nuisance complaints is focused in the main on population centres and, as would be expected, noise remains the primary issue with in excess of 50% of complaints relating to it. Noise and nuisance are recognised as issues by DEFRA but do not appear to have particular primacy currently. Having said that, the DOH, via the HPA is taking an interest in noise in particular as a health issue and it will be interesting to see where this goes. We know that excessive noise can cause stress and other disorders that can have an impact on life expectancy and lifestyle.

I.P.C. / Air Quality/ Contaminated Land

DEFRA are looking to reduce burdens on business so this area is likely to undergo some changes in the immediate future. Our own work locally suggests that only a handful of the permitted premises in the County cause any difficulties and need to be subject to any kind of interventions. It is unlikely that DEFRA will agree to reductions at this level but, with deregulation at the forefront of thinking, they may find it hard to resist.

Air quality does feature as a priority for DEFRA, however, whilst the service can monitor and make recommendations to partners, most of the issues in this County in relation to air quality are traffic related. Clearly we can raise these issues but the County Council's team who work on Transport and Traffic Management probably have greater influence than us on this agenda. The removal of controls over planning may, although we have yet to see it, cause an increase in demand for development land, which may increase work around contaminated land. However this is likely to be a push for green field development so this may not materialise.

4.6 Legal Background

The introduction of the elected Police & Crime Commissioner (PCC) for West Mercia has had no identifiable impact on Regulatory Services in Worcestershire. The service met with him early in his tenure but he has shown little interest in the work of the service. This is in contrast with the PCC in Warwickshire, who has engaged with their Trading Standards service as he has a focus on e-crime as one of his issues. It is difficult to believe that e-crime is less of an issue for this County and West Mercia in general, than it is for Warwickshire.

The changes to the Consumer Credit regime are on-going with a transitional period between 1st April 2014 and 1st April 2016. The Financial Conduct Authority has launched an advertising campaign to make businesses aware of the relevant changes and they are working with the Association of Chief Trading Standards Officers on an MOU for working with local authorities and other elements of the trading standards family of services like the NTSB funded Illegal Moneylending Team, based at Birmingham City Council Trading Standards Service. Simon Wilkes from WRS is leading on this for ACTSO.

BIS continues work on consolidating powers for all activities falling within its remit (Weights and Measures, Product Safety, Fair Trading,) and we are likely to see a single set of powers for all of this legislation published during the new 12 months. The major change will relate to the change to powers of entry to inspect. It is highly likely that there will be no proactive power of entry without permission to inspect. Entry without permission is likely to be based on there being a reason to suspect offences have been committed. This will be at odds with certain EU legislation, particularly around food, where the presumption is inspection is without notice. Hence, officers undertaking a comprehensive inspection could enter without an appointment for food, but not for the majority of other trading standards legislation. The BIS Select Committee has noted this issue and has expressed concerns at the ending of this power for the broad spectrum of functions, however, they have not recommended back tracking. Instead they have recommended a lessening of the burden required before an unannounced visit can take place to reason to believe an offence may have been committed.

The above review of powers is being driven by the Home Office under its "protection of freedoms" remit and all Government Departments are being forced to review all of their powers legislation to see if they are fit for purpose. The removal of pre-emptive inspection provisions is likely to become common in all domestic legislation but where and EU provision such as the food directives requires pre-emptive entry, then this is unlikely to be challenged. We have seen this during last year as both FSA and DEFRA have consulted on powers in their legislation, most of which is based on EU Directives and there has been no suggestion of removing proactive inspection from these.

The Better Regulation Delivery Office consulted during 2013 on a review of the Regulator's Compliance Code. The new version, called simply the Regulator's Code, will come into force on 1st April. Made under the Regulatory Enforcement and Sanctions Act 2008, the Code is designed to tackle a perceived issue in relation to over-zealous "tick-box" approaches to Regulation. In our view this is a mythology, however, we have little choice but to take this on Board. All local authority enforcement policies that relate to the regulatory enforcement work of Trading Standards, Environmental Health and Licensing must comply with the Code, and we are required to be supportive of businesses in general, only using formal powers where either this approach has failed or there are serious risks to the health, safety or well-being of people, or a risk of significant economic detriment. The revised code seeks to support best practice in local authority enforcement by requiring services to outline what they do to the public, ensure they have widely distributed contact details and to publish service standards. Reports on activity, a feature of the previous code, remain a requirement of the revised version.

The BRDO also published a new code of practice on the use of test purchasing by minors in relation to age restricted products. This code has been greeted with some dismay by many as it endorses the view of the Office of the Surveillance Commissioner, that the use of minors in test purchasing activity constitutes directed surveillance and therefore must be authorised following the processes within the Regulation of Investigatory Powers Act 2000 (RIPA.) This limits the application of the tactic to situations where other overt tactics have been exhausted, increasing the burden on local authority services before they can launch a project to gather evidence formally. The new code claims to make regulators focus on being transparent, targeted and proportionate. WRS already operates in this way so this is unlikely to impact on our approach.

In 2014/15, the Licensing Act 2003 policies of all of the 6 district partners will be up for review. To ensure that this is done in a timely fashion, officers have begun the engagement process with local elected members as a number of changes to the provisions of the Act will have to be included within the new policy documents.

With de-regulation and reducing burdens in mind, the Health and Safety Executive (HSE) has amended its guidance to local authorities to ensure that only those highest risk businesses are subject to any kind of routine intervention, with others being dealt with by other strategies. This approach has been adopted for the majority of Trading Standards related functions for a number of years and is likely to be continued in other areas of work like Food Safety. Health and Safety will remain focused on project work and responding to serious accidents and near misses for the foreseeable future.

Conclusion

There is nothing in the data that would suggest we need to look beyond the priorities offered by BRDO to provide a golden thread to link the activities of the service through to local authority and national government priorities.

Risk Scorecard

Category	LOW	IMPACT	HIGH
Financial	< £150k Minor non-compliance with internal financial procedures	£150k - £300k Significant non-compliance with internal financial procedures	> £300k Major non-compliance with internal financial procedures
Political	Minor issues identified by assurance reviews Minor adverse Local media	Significant issues identified by assurance reviews Significant adverse Local media	Major issues identified by assurance reviews Major adverse Local, Regional or National media
Social	Minor BVPI issues Service delay Stakeholders consulted and concerns considered	Significant BVPI issues Service suspended Limited stakeholder consultation	Major BVPI issues Service cancelled Stakeholders not consulted and concerns not considered
Technical	Minor system problems Minor impact on resources (staff, equipment, buildings, etc.)	Significant system problems Significant impact on resources (staff, equipment, buildings, etc.)	Major system problems Major impact on resources (staff, equipment, buildings, etc.)
Legal	Minor non-compliance with legislation or statutory requirements Minor penalty or warning Minor District health or cleanliness issues	Significant non-compliance with legislation or statutory requirements Significant penalty or warning Significant District health or cleanliness issues	Major non-compliance with legislation or statutory requirements Major penalty or warning Major District health or cleanliness issues
Environmental	Minor schemes not consistent with stakeholder expectations	Significant schemes not consistent with stakeholder expectations	Major schemes not consistent with stakeholder expectations
Performance (WETT, Shared Service)	Minor dip in productivity/performance as a result of shared service implementation	Significant dip in productivity/performance as a result of shared service implementation	Major dip in productivity/performance as a result of shared service implementation
Climate Change (Severe Weather Events)	Minor service delay e.g. waste collection cancelled as a result of snow; prolonged heat leading to melting roads; increased risk of fires.	Significant disruption to services e.g. potential risk to health; lack of power.	Major service delivery issues e.g. leading to loss of life; major damage to property, disruption to local economy.

Risk Matrix

	Category	LOW	MEDIUM	HIGH
Likelihood	HIGH	3	6	9
	MEDIUM	2	4	6
	LOW	1	2	3

Action Ratings

High	Actions that are fundamental to improve the control environment and progress towards an acceptable risk score.
Medium	Actions that are important to improve the control environment and progress towards an acceptable risk score.
Low	Actions that are desirable to improve the control environment and progress towards an acceptable risk score.

	LOW	LIKELIHOOD	HIGH
Category		MEDIUM	
Occurrence	> 18 months	6 - 18 months	< 6 months
Probability	< 30%	30% - 70%	> 70%

[illegible]

Current Key Controls			Current			Current Key Controls			Current Key Controls		
					Outcomes of Systems Thinking fed into design of ICT spec			Budget available to use temporary staff or buy in use of other private sector providers in short term		Maintain robust emergency plans	
					Procurement is part of the project plan and timescales agreed by management Board.			Effective negotiation of new contracts during 2011/12		An arrangement in place for Managers to deploy staff to support other teams	

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
10.1	Medium	Maintain ongoing liaison with host authority	14.1	High	Clear timetable for application of systems thinking in all areas	15.1			1.1	High	Design specification correctly and on time	4.1	Medium	Design specifications contracts correctly and on time
10.2	Medium	Ensure Management Board informed of significant failings	14.2	High	Implement changes in timetable	15.2			1.2	High	Follow procurement process in timely fashion	4.2	Medium	Follow procurement process in timely fashion
10.3	High	Host authority to deal with issues in a timely fashion	14.3	Medium	Effective communication with staff around change procedures	15.3			1.3	High	Ensure sufficient in-house support for system maintenance and	4.3	Medium	Restructure dog warden service
10.4			14.4	Medium	Regular reports to Management Board	15.4			1.4			4.4		
10.5			14.5	Low	Ensure all managers and senior practitioners have had change management training	15.5			1.5			4.5		
10.6			14.6			15.6			1.6			4.6		
10.7			14.7			15.7			1.7			4.7		
10.8			14.8			15.8			1.8			4.8		
10.9			14.9			15.9			1.9			4.9		
10.10			14.10			15.10			1.10			4.10		
10.11			14.11			15.11			1.11			4.11		
10.12			14.12			15.12			1.12			4.12		
10.13			14.13			15.13			1.13			4.13		
10.14			14.14			15.14			1.14			4.14		
10.15			14.15			15.15			1.15			4.15		

ACCEPTABLE	Current		Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Current
	Impact	Likelihood								
	Likelihood	Impact								
	Likelihood	Impact								
MEDIUM	Current		Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Current
	Impact	Likelihood								
	Likelihood	Impact								
	Likelihood	Impact								
RISK	Current		Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Current
	Impact	Likelihood								
	Likelihood	Impact								
	Likelihood	Impact								
RED	Current		Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Current
	Impact	Likelihood								
	Likelihood	Impact								
	Likelihood	Impact								

Current Key Controls	Current	Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls
	Staff are equipped for mobile/home working	Service priorities to be managed and partners informed of any changes to service	Use of competent staff to undertake investigations	Devolution of cost centres to managers	Keep key government stakeholders apprised of WRS plans and business transformation and address any concerns at an early stage	
	Touchdown stations available in partner council locations	Short term contract workers can be brought in to cover any priority areas	Proper scheme of delegation to ensure authority to take legal decision is clear	Monthly reporting within WRS		
		Consultants can provide short term cover	Clear enforcement of policy in place	Quarterly reporting to management board and Joint Committee		
		Active within regional and sub regional groups to share resources if required	Ensure compliance with legal procedures	Compliance with Bromsgrove's financial procedures		
		Effective training and development processes in place to ensure recruitment and retention of staff	Effective liaison with partner councils legal services departments			

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
9.1	High	Partners conform with legal agreement on budgetary cost	2.1	Low	Mobile / flexible working equipment for all staff	3.1	Low	Have business continuity plan in place	5.1	Medium	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	7.1	Medium	Monthly monitoring of budgets	8.1	Low	Ongoing liaison with Government stakeholders
9.2			2.2	Low	Have business continuity plan in place	3.2	Medium	Active participation regional, sub regional groups by team members	5.2			7.2	Low	Regular report to Management Board	8.2		
9.3			2.3			3.3			5.3			7.3			8.3		
9.4			2.4			3.4			5.4			7.4			8.4		
9.5			2.5			3.5			5.5			7.5			8.5		
9.6			2.6			3.6			5.6			7.6			8.6		
9.7			2.7			3.7			5.7			7.7			8.7		
9.8			2.8			3.8			5.8			7.8			8.8		
9.9			2.9			3.9			5.9			7.9			8.9		
9.10			2.10			3.10			5.1			7.1			8.1		
9.11			2.11			3.11			5.11			7.11			8.11		
9.12			2.12			3.12			5.12			7.12			8.12		
9.13			2.13			3.13			5.13			7.13			8.13		
9.14			2.14			3.14			5.14			7.14			8.14		
9.15			2.15			3.15			5.15			7.15			8.15		

Key Objective: Ref. No. 11		Key Objective: Ref. No. 12		Key Objective: Ref. No. 13		Key Objective: Ref. No. 16	
Minimise any perceived or real democratic deficit		Effective communication with internal partners		Development where possible of harmonised approach to service delivery by partners		Taking on additional partners and commercial trading	
Responsibility:	MB/JC	Responsibility:	SJ	Responsibility:	MB	Responsibility:	
Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)	
Local Member / Citizen identifies or perceives lack of democratic accountability for new service		Communication / interface with other services				Potential financial risk to partners in relation to trading activities	
						Delivering over a wider service area may lead to reduced influence for individual partners locally	
Impact(s)		Impact(s)		Impact(s)		Impact(s)	
Members may not buy into the Shared Service arrangement		Some elements of the new service have key links back to services within the authorities e.g. Planning. These cannot be lost otherwise processes will not work properly		Post code lottery on provision and charges, makes things difficult for any front end (i.e. HUB) to advise as there will be different provisions in different areas.		Larger economies of scale may deliver potential further savings	
Citizens may have concerns over loss of localised provision				Difficult conditions in different areas, Business customers operating in more than one area face different requirements from the same service		If it goes wrong, potential for higher costs	
Members and citizens may perceive that the joint service is not as good as the previous one.				Some fees may be open to challenge as a standard processing system will be in place but fees will be different.			
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas	
Financial	L	Financial	M	Financial	L	Financial	M
Political	H	Political	M	Political	M	Political	M
Social	L	Social	L	Social	L	Social	L
Technical	L	Technical	L	Technical	L	Technical	L
Legal	L	Legal	L	Legal	L	Legal	M
Environmental	L	Environmental	L	Environmental	L	Environmental	L
Performance	L	Performance	L	Performance	L	Performance	M
Climate Change	L	Climate Change	L	Climate Change	L	Climate Change	L
Current		Current		Current		Current	
Impact	Low	Impact	Low	Impact	Low	Impact	Low
Likelihood	Medium	Likelihood	Low	Likelihood	Medium	Likelihood	Low
Risk Colour (Score)	GREEN (2)	Risk Colour (Score)	GREEN (1)	Risk Colour (Score)	GREEN (2)	Risk Colour (Score)	GREEN (2)

Current Key Controls		Current Key Controls		Current Key Controls	

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
11.1	Medium	Ensure good communications back to the constituent authorities	12.1	Medium	Ongoing liaison with relevant parts in partner councils (eg Planning)	13.1	Medium	Have clear scripting for Customer Service staff so that they know the different provisions in each district	15.1		
11.2	Low	Ensure all publicity pushes the joint nature of services	12.2			13.2	Medium	Gradually move towards a more standardised approach within the demands of individual local authorities	15.2		
11.3	Low	Maintaining "localism" into the operational delivery	12.3			13.3			15.3		
11.4			12.4			13.4			15.4		
11.5			12.5			13.5			15.5		
11.6			12.6			13.6			15.6		
11.7			12.7			13.7			15.7		
11.8			12.8			13.8			15.8		
11.9			12.9			13.9			15.9		
11.10			12.10			13.10			15.10		
11.11			12.11			13.11			15.11		
11.12			12.12			13.12			15.12		
11.13			12.13			13.13			15.13		
11.14			12.14			13.14			15.14		
11.15			12.15			13.15			15.15		

Service: #REF!

Current Position Key:
RED Behind Target
GREEN On Target
BLUE Completed

Key Risk Ref.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
1	One effective and efficient database system across the partners	1.1	Design specification correctly and on time	SW	Business Manager	Oct-11	High		
		1.2	Follow procurement process in timely fashion	SW	Business Manager	Mar-12	High		
		1.3	Ensure sufficient in-house support for system maintenance and	SW	Business Manager	Mar-12	High		
		1.4							
		1.5							
		1.6							
		1.7							
		1.8							
		1.9							
		1.10							
		1.11							
		1.12							
		1.13							
		1.14							
		1.15							

2	Effective and efficient Business Continuity arrangements in place	2.1	Mobile / flexible working equipment for all staff	Team Managers	Team Managers	Dec-11	Low		
		2.2	Have business continuity plan in place	Level B	Business Manager	Mar-12	Low		
		2.3							
		2.4							
		2.5							
		2.6							
		2.7							
		2.8							
		2.9							
		2.10							
		2.11							
		2.12							
		2.13							
		2.14							
		2.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
3	Maintain our capacity to achieve service delivery	3.1	Have business continuity plan in place	Level B	Business Manager	Mar-12	Low		
		3.2	Active participation regional, sub regional groups by team members	Team Managers	Team Managers	Ongoing	Medium		
		3.3							
		3.4							
		3.5							
		3.6							
		3.7							
		3.8							
		3.9							
		3.10							
		3.11							
		3.12							
		3.13							
		3.14							
		3.15							
4	Effective and efficient contract arrangement for dog control	4.1	Design specifications contracts correctly and on time	WM/AF	Business Manager/Team Manager (Central Operations)	Sep-11	Medium		
		4.2	Follow procurement process in timely fashion	WM/AF	Business Manager/Team Manager (Central Operations)	Dec-11	Medium		
		4.3	Restructure dog warden service	Level B/AF	Business Manager/Team Manager (Central Operations)	Mar-12	Medium		
		4.4							
		4.5							
		4.6							
		4.7							
		4.8							
		4.9							
		4.10							
		4.11							
		4.12							
		4.13							
		4.14							
		4.15							
5	Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes	5.1	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	Team Managers	Team Managers	Ongoing	Medium		
		5.2							
		5.3							
		5.4							
		5.5							
		5.6							
		5.7							
		5.8							
		5.9							
		5.10							
		5.11							
		5.12							
		5.13							
		5.14							
		5.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
6	Robust arrangements in place to respond to an environmental incident/disaster	6.1	Maintain emergency plans for foreseeable incidents	Team Manager	Team Managers	Ongoing	Medium		
		6.2							
		6.3							
		6.4							
		6.5							
		6.6							
		6.7							
		6.8							
		6.9							
		6.10							
		6.11							
		6.12							
		6.13							
		6.14							
		6.15							
7	Effective and efficient budgetary control	7.1	Monthly monitoring of budgets	Team Managers	Team manager	Ongoing	Medium		
		7.2	Regular report to Management Board	SJ	Head of Regulatory Services	Ongoing	Low		
		7.3							
		7.4							
		7.5							
		7.6							
		7.7							
		7.8							
		7.9							
		7.10							
		7.11							
		7.12							
		7.13							
		7.14							
		7.15							
8	Service provision complies with Government requirements	8.1	Ongoing liaison with Government stakeholders	SJ	Head of Regulatory Services	Ongoing	Low		
		8.2							
		8.3							
		8.4							
		8.5							
		8.6							
		8.7							
		8.8							
		8.9							
		8.10							
		8.11							
		8.12							
		8.13							
		8.14							
		8.15							
9	Achieve stable levels of contribution from partner authorities.	9.1	Partners conform with legal agreement on budgetary cost	Management Board	Management Board members	Ongoing	High		
		9.2							
		9.3							
		9.4							
		9.5							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
		9.6							
		9.7							
		9.8							
		9.9							
		9.10							
		9.11							
		9.12							
		9.13							
		9.14							
		9.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
10	Host provides high quality support services to ensure effective service provision	10.1	Maintain ongoing liaison with host authority	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers and Team Managers	Ongoing	Medium		
		10.2	Ensure Management Board informed of significant failings	SJ	Head of Regulatory Services	Ongoing	Medium		
		10.3	Host authority to deal with issues in a timely fashion	KD	Chief Executive, Bromsgrove	Ongoing	High		
		10.4							
		10.5							
		10.6							
		10.7							
		10.8							
		10.9							
		10.10							
		10.11							
		10.12							
		10.13							
		10.14							
		10.15							
11	Minimise any perceived or real democratic deficit	11.1	Ensure good communications back to the constituent authorities	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Medium		
		11.2	Ensure all publicity pushes the joint nature of services	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Low		
		11.3	Maintaining "localism" into the operational delivery	Senior Management Team	Head of Regulatory Services, Business Managers,	Ongoing	Low		
		11.4							
		11.5							
		11.6							
		11.7							
		11.8							
		11.9							
		11.10							
		11.11							
		11.12							
		11.13							
		11.14							
		11.15							
12	Effective communication with internal partners	12.1	Ongoing liaison with relevant parts in partner councils (eg Planning)	Team Manager	Team Managers	Ongoing	Medium		
		12.2							
		12.3							
		12.4							
		12.5							
		12.6							
		12.7							
		12.8							
		12.9							
		12.10							
		12.11							
		12.12							
		12.13							
		12.14							
		12.15							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
13	Development where possible of harmonised approach to service delivery by partners	13.1	Have clear scripting for Customer Service staff so that they know the different provisions in each district	Team Manager	Team Managers	Ongoing	Medium		
		13.2	Gradually move towards a more standardised approach within the demands of individual local authorities	Senior Management Team	Head of Regulatory Services, Business Managers	Ongoing	Medium		
		13.3							
		13.4							
		13.5							
		13.6							
		13.7							
		13.8							
		13.9							
		13.10							
		13.11							
		13.12							
		13.13							
		13.14							
		13.15							

14	Level of savings required outstrips ability of business transformation and change processes to deliver efficiencies	14.1	Clear timetable for application of systems thinking in all areas	DM	Team manager Support Services	Sep-11	High		
		14.2	Implement changes in timetable	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Dec-11	High		
		14.3	Effective communication with staff around change procedures	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Medium		
		14.4	Regular reports to Management Board	SJ	Head of Regulatory Services,	Ongoing	Medium		
		14.5	Ensure all managers and senior practitioners have had change management training	Senior Management Team	Head of Regulatory Services, Business Managers,	30/09/11	Low		
		14.6							
		14.7							
		14.8							
		14.9							
		14.10							
		14.11							
		14.12							
		14.13							
		14.14							
		14.15							

15	#REF!	15.1							
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		15.9							
		15.10							
		15.11							
		15.12							

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
		15.13							
		15.14							
		15.15							

Completed by: #REF!
Job Title: #REF!
Date: #REF!



Worcestershire Shared Services Joint Committee

20th February 2014

Worcester City Pilot Update

Recommendation

That the Joint Committee notes the report and agree that the pilot has produced a model for real cashable savings in respect of the areas of nuisance covered during the pilot carried out by Worcester City Council and 17% efficiency savings for Worcester City in respect of planning application referrals.

That the Joint Committee agrees that Worcester City Council be provided with in year (2013/14) savings of £3746 to be funded from a top-slice of the projected end of year underspend to reflect the changes in the service provided, and reflecting 6 months of savings during 2013/14.

That the Joint Committee recommends that all partners consider introducing the pilot methodology to their own organisations when dealing with planning consultations and introduce the self help element for certain classes of nuisance complaints as indications are that useful reductions in numbers of actionable referrals are possible.

That the Joint Committee agrees that preparatory work is undertaken by WRS in consultation with partners, to consider options for extending the concept of “self-help” into other areas of work.

Introduction

The pilot exercise arose from a request by Worcester City to examine ways of delivering £40,000 additional in year savings during 2013/14. This was endorsed by the Joint Committee at their meetings on 22 November 2012 and 27 June 2013 as an aspirational saving that WRS should examine and deliver if possible, but only on the basis that it did not impact on the other partners.

The original intention was to agree service reductions/ changes, which had the potential to achieve this level of savings and implement them as a pilot from 1 April. A

“menu” of fully costed options was prepared and discussed with Worcester City for their consideration. This “menu” had options to reduce/change service provision in a number of areas including;

- Air Quality
- Food hygiene Interventions
- Gull control
- Taxi enforcement
- Nuisance complaints and planning consultations

Following discussion, it was jointly decided to proceed with a pilot that involved changing the way the service was delivered with respect to planning consultations and some categories of nuisance complaints, with the intention of delivering savings and assessing the impact of these service changes. After preparing the necessary processes and documentation, which required significant input and officer time from both organisations the pilot commenced on 10 June 2013.

Report

Planning Consultations

WRS is consulted on planning applications in relation to potential issues such as noise, contaminated land and air quality. Applications are referred for comments around noise, including traffic noise, air quality issues and any other environmental issues which could result from the development.

Officers either provide general advice, which can lead to applicants submitting further technical reports, or they may make recommendations for conditions. When additional reports are produced by applicants, officers will review them, providing some interpretation and advice to planning officers.

At the start of the pilot Worcester City were submitting approximately 150 applications a year with an estimated cost to WRS of £30-40,000. The intention of the pilot was to reduce the number of consultations significantly to achieve potential savings of up to £20,000.

The pilot involved WRS producing detailed advice for planning officers and an algorithm allowing them to make their own decisions on applications without the need to refer to WRS officers. In addition internal management systems within Worcester City were altered so that managers had to approve any referral to WRS and WRS officers checked the weekly planning list as a failsafe.

Update meetings were regularly held and the number of consultations received over each 3 month period was compared with the same period the previous year.

Nuisance Complaints

Having considered the statutory responsibilities and the professional advice of officers It was decided to include 3

areas of nuisance complaint within the scope of the pilot, namely:

- Air pollution (mainly garden bonfires)
- Rubbish and miscellaneous complaints
- Drainage

The emphasis of the pilot was to encourage complainants to help themselves, (i.e. try to deal with the problem themselves initially, only coming back to WRS if unsuccessful.) If the complaint was from multiple sources, and/or was obviously a statutory nuisance, or it was from someone classed as vulnerable, then WRS would take it up straight away.

To aid with self help, changes were made to the Worcester City web-site with advice and letter templates being posted for people to download. Duty officers were given advice and training on how to deal with complaints at the first point of contact.

It was accepted by all involved that effective communications were essential for this pilot to work and for members of the public to understand what the new process involved.

Regular update meetings were held to gauge the number of complaints received and to review comments received from members and the public.

It is accepted that initially the messages put out were not as clear as they could have been and more work was required to identify potentially vulnerable persons.

This resulted in changes to the training of WRS "Duty Officers" to reinforce the correct message, and information on the web site was amended as a result of feedback received.

These areas of work were estimated to cost WRS around £25-40,000 with approximately 150-200 complaints per year.

Planning Consultations:

For the pilot period 10th June to 17th December the number of planning applications referred for consultation was compared with the number referred over the same time period during the previous year.

Consultations in 2012 numbered **74**

Consultations in 2013 numbered **67**

There has been a very small reduction in referrals but Worcester City development control section indicates that there has been a 17% increase in the total number of

Outcomes



applications received by Worcester City Planning section over the same period.

So, the number of referrals to WRS has remained about the same, at a time where the City Council has experienced a 17% increase in workload. There is therefore a significant improvement in efficiency; however, any cashable savings are taken up by the large increase in demand in the overall number of applications received by Worcester City.

Time recording has also been initiated with respect to these consultations so that we can compare actual time needed to deliver what the planning officers require.

It is also accepted that the time period for the pilot has been limited and the longer the pilot continues for the more accurate will be the outcome and indications of potential savings. **Also if this method of working is extended to include other partners there may be real cash savings accruing if other partners have not experienced such a large increase in applications.**

Nuisance Complaints

The figures for the relevant categories are compared with the same time period last year: (to end November 2013)

Complaints in 2012 numbered **59**

Complaints in 2013 numbered **64**

Of the 64 complaints 30 were referred for self help. Of that 30, 15 complainants returned for WRS to deal with their problem. Overall therefore, WRS dealt with **49** complaints compared with **59** the previous year, with 23% of this year complaints successfully diverted to self help.

Of those 15 complaints which were referred for self help which did not return there is no feedback either from local members or from staff to indicate that the complaint has not been satisfactorily resolved without involving WRS.

The numbers coming in each year are roughly similar and so the self help route seems to be delivering real benefits and WRS and Worcester City report that both the public and members appear happy with this new approach following initial concerns.

With respect to planning consultations, the numbers referred is much the same as the previous year so there are no discernible cash savings for the time period of the pilot to date. However a 17% increase in applications to Worcester City would indicate that referrals would potentially have been much higher without the pilot thus providing real benefits to Worcester City Planning. We can see an increase in efficiency, but unfortunately not a cashable saving during this current time period, although introducing the methodology to other partners may deliver cash savings if they have not had similar increases in demand.

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For nuisance complaints a potential 23% reduction in the number of referrals has been achieved for the second 3-months of the pilot and there is no reason to believe that this will not continue for the next 3 months.

Financial Implications

Care must also be taken not to draw a direct correlation between number of complaints and cost. In circumstances such as this, it is the less complicated complaints, which require less input that are most easily diverted to the self help route. Time recording is to be introduced across WRS to better enable the assessment of potential savings.

However it is accepted that a 23% drop in referrals would equate to approximately 15% savings in time and resources and that Worcester City would have saved over 6 months of the 2013/14 year and that this would equate to £3746.

Conclusion

The Worcester City pilot has indicated that the methodology chosen to address certain forms of demand has the potential to reduce the number of planning referral's and some nuisance complaints dealt with by WRS, with associated potential financial savings. Further development of the concept of "self help" to other areas is recommended.

No cashable savings have been realised by WRS during the initial period of the pilot in the area of planning referrals due to the reasons stated previously although a potential channel shift of up to 23% of nuisance referrals has been identified with potential savings of around 15%

The proportion of planning applications referred to WRS has also significantly reduced with the vast majority of the benefit derived by the Worcester City planning section.

It is recommended that the pilot methodology is formally adopted by Worcester City and all partners look to adopting this self help methodology for non-noise related nuisances.

It needs to be remembered that the pilot was intended to realise £40,000 savings in 2013/14 and that no cashable savings have accrued in planning referrals but significant efficiency savings of up to 17% have been realised.

In the area of nuisance complaints real cashable savings of 15% have been achieved and the saving could be returned to Worcester City as a top slice of the projected underspend for 2013/14 ahead of its re-distribution to partners.

Contact Point

Mark Kay / Simon Wilkes
Business Managers
01527548276/ 01527548314



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Worcestershire Shared Serviced Joint Committee

20th February 2014

Activity Data Q2 and 3 2013/14

Recommendation

That Joint Committee notes the report

Contribution to Priorities

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

Introduction & Report

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

The attached report follows the new format first introduced to members at their Away Day on 20th January but contains 2 quarters of data so members can compare the relevant quarter with the previous 3 months. Because of the way we have structured the report to take data from the system, members also have a glimpse of quarter 4 information so far, but our focus is going to be on Q3.

The information shows that Trading Standards complaints from the Citizens Advice Consumer Service (CACS) have remained down so far this year compared with our historical figures from Consumer Direct. We have asked our officers to raise this with colleagues within the region to see if this is a common trend, suggesting a failing in the promotion of the CACS number. The highest areas of demand remain home improvements, second hand cars and furniture supply. Members will see that a significant proportion of complaints are not linked to a district in Worcestershire. This is partly a data issue, which we are looking at, but also a significant proportion of complaints arise from people not resident in Worcestershire or they relate to goods/ services purchased out of county by Worcestershire residents. This reflects the

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nature of modern economic transactions with people being less focused on purchases being made locally.

The nuisance data shows the summer spike in complaints quite clearly, with a total of 1475 complaints being recorded between July and September. Complaints peaked at 650 per month in July and August then fell over the Autumn to 208 in December. The total for Quarter 3 at 714 was similar but slightly lower than the 750 received in Quarter 3 of 2012. Service requests for planning, mainly requests from the partner planning teams, ran at around 90 per month during the summer, peaking at 115 for Octobers, then dropping off towards Christmas with only 57 in December.

The data also shows that noise increases as a proportion of nuisance complaints during the summer. Noise complaints made up 53% of nuisance issues during Quarter 3 but the summer months in Quarter 2 in represented 64.5% of nuisance complaints.

Previous reports have included maps showing the location of noise issues in each district. Following some discussion at the Joint Committee Away Day, rather than continuing with this, we have presented members with a table of wards with the highest levels of complaint. We felt that this may enable Joint Committee members to engage more with other members in their authorities on particular problems. During the six months period all 6 districts have wards featuring in the top 10. The data also contains an overall breakdown by district for all nuisance complaints in each quarter, presented in a way that members can see across the 6 districts where the demand is arising.

Last time we reported progress on our food inspection programme. Some 1300 premises were included in the programme and, by the end of December, 1074 had been inspected, so we are on target to complete all of these by the end of March. Details by district will be provided as part of the Annual Report. All of this data is used to support the Food Standards Agency's Food Hygiene Rating Scheme (formerly referred to as Scores on the Doors,) which rates the level of hygiene at our local catering establishments and contributes to the performance indicators agreed for the service.

The data continues to highlight the large volumes of demand coming into the service for Licensing. We have identified some issues with the data transfer, which will need to be rectified before the service can report more fully on licensing activity from Uniform. A full update on Licensing will be provided to Joint Committee with the next set of activity data.

The final data pages contain improved end to end time



reporting, with a breakdown by various categories of complaint, each one identifying:

- Average days to allocate a case
- Average days to close from allocation
- End to End time

Certain areas of noise nuisance are similarly broken down due to the very varied nature of this category. Staff in the Intelligence team who extract this data have noted that we need to ensure we continue to encourage staff to record data accurately to make these figures as meaningful as possible.

It was noted at the end of the last report that a significant volume of casework went through legal process during Quarter 3 and we had promised to make members aware of these. They included the following:

1. Two Redditch households causing misery to their neighbours by playing loud music had audio equipment seized after they failed to comply with the terms of a noise abatement notice. Prosecutions may follow.
2. Redditch Magistrates imposed the maximum fine available to them of £5000 on the Liverpool-based company TJ Morris, which trades as Home Bargains Store nationally. In addition they were ordered to pay £1685 costs with a victim surcharge of £120 for selling unsafe pens as part of a stationery offer.
3. Magistrates imposed a 28-day order curfew on a 44-year-old man after counterfeit goods including Jacks Wills T-shirts and Oakley sunglasses, were recovered from an Evesham shop. A total of 631 items of clothing and accessories all of which were believed to be counterfeit. Among the haul were Barbour jackets, Nike trainers and Pandora bracelets. A further order was made for a contribution to the prosecution costs of £750 and a victim surcharge of £60 and a Forfeiture Order was made for all of the 631 items recovered.
4. At Worcester Crown Court Michael Grice of Molesworth Drive, Bristol was given an immediate 12 months prison sentence. Carol Grice, aged 57 of Strode Road, Clevedon, was given nine months imprisonment suspended for 18 months. Mr Grice, aged 67, was disqualified from being a director/co-director of a company for 5 years and Mrs Grice for 3 years. At the trial it was heard that the pair had initially set up a business called Transnational

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Services GB Limited and then a second company HealthCare Training Academy. The companies purported to offer qualifications and work placements to overseas students primarily from the Philippines. They were each convicted of three offences of fraudulent trading as the jury found that they had defrauded students and their sponsors by accepting payment for the courses which they could not fulfil. Over the four years period that the companies, were in business, the final of which saw it based in Church Street, Kidderminster, more than £700,000 had been received from students or their sponsor who had hoped to gain vocational qualifications and training.

Full details of these and other cases can be found on the WRS website at:

<http://www.worcsregservices.gov.uk/latest-news-press-releases.aspx>

Financial Implications

None

Sustainability

None

Contact Points

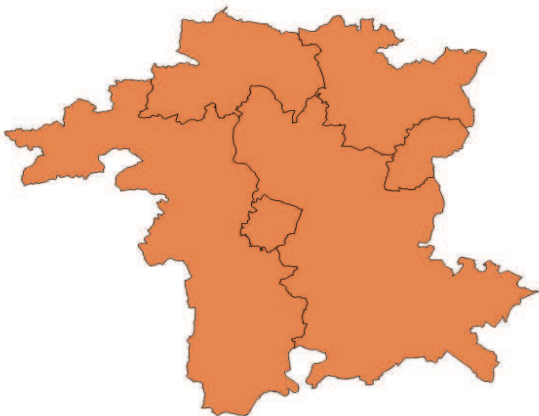
Simon Wilkes
Business Manager
01527-548314

Background Papers

Activity Data Report



Quarterly Activity Report



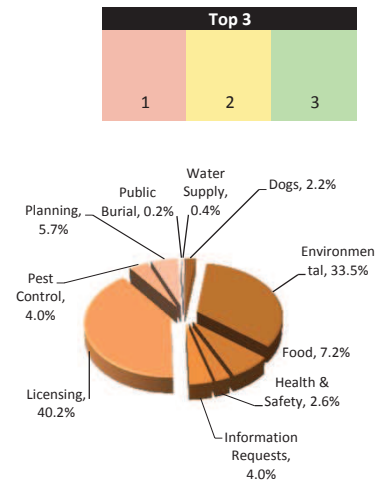
Report	WRS activity report
Version	V1.0
Date	20/01/14
Year	2013/2014
By	Intelligence Team



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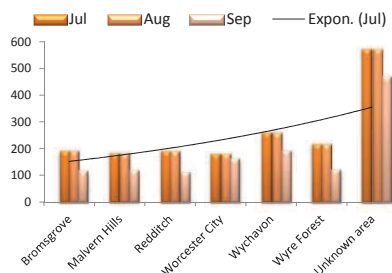
Environmental Health

By type					
Type of request	Jul	Aug	Sep	Q2 total	Q2 %
Dogs	39	39	28	106	2.2%
Environmental	651	651	324	1626	33.5%
Food	131	131	87	349	7.2%
Health & Safety	44	44	40	128	2.6%
Information Requests	61	61	70	192	4.0%
Licensing	674	674	604	1952	40.2%
Pest Control	80	80	33	193	4.0%
Planning	90	90	95	275	5.7%
Public Burial	4	4	4	12	0.2%
Water Supply	7	7	3	17	0.4%
Total	1781	1781	1288	4850	100.0%



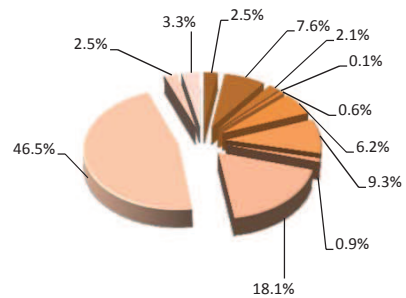
Environmental health by type Q2 Notes:

By district					
Type of request	Jul	Aug	Sep	Q2 total	Q2 %
Bromsgrove	191	191	117	499	10.3%
Malvern Hills	179	179	117	475	9.8%
Redditch	190	190	112	492	10.1%
Worcester City	177	177	161	515	10.6%
Wychavon	257	257	191	705	14.5%
Wyre Forest	216	216	121	553	11.4%
Unknown area	571	571	469	1611	33.2%
Total	1781	1781	1288	4850	100.0%



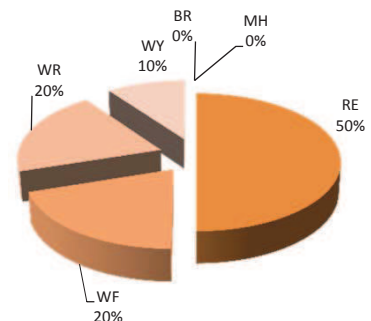
Environmental health by district Q2 Notes:

Nuisance					
Type of request	Jul	Aug	Sep	Q2 total	Q2 %
Accumulations - Commercial	18	18	4	40	2.5%
Accumulations - Domestic	46	46	29	121	7.6%
Drainage	13	13	8	34	2.1%
Drainage - Surcharge	1	1		2	0.1%
Light Nuisance	5	5		10	0.6%
Odour	36	36	27	99	6.2%
Smoke, Fumes and Gases	58	58	32	148	9.3%
Noise - Alarm	6	6	3	15	0.9%
Noise - Commercial Premises	119	119	50	288	18.1%
Noise - Domestic	297	297	144	738	46.5%
Noise - Industrial or Agricultural	12	12	16	40	2.5%
Noise - Street	23	23	7	53	3.3%
Total	634	634	320	1588	100.0%



Nuisance by Ward (Top 10)		
Ward	No.	District
Greenlands	41	RE
Winyates	38	RE
Bengeworth	37	WY
Church Hill	37	RE
Greenhill	33	WF
Headless Cross and Oakenshaw	28	RE
Lodge Park	25	RE
Sutton Park	23	WF
Rainbow Hill	22	WR
Arboretum	22	WR

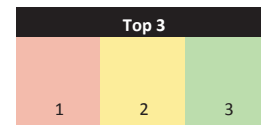
Top 10% (split by district)		
District	of the 10	District
BR		
MH		
RE	5	50%
WF	2	20%
WR	2	20%
WY	1	10%



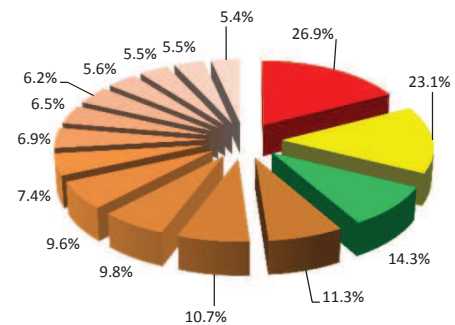
Notes

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Trading Standards



Top 15 requests				
No.	quantity	Code	Discription	%
1	246	EE	Second Hand Cars	26.9%
2	211	AB	Home Maintenance And Improvements	23.1%
3	131	AD	Furniture	14.3%
4	103	AA	House Construction	11.3%
5	98	GA	Industrial/Commercial Goods And Servi	10.7%
6	90	DE	Ancillary Credit Business	9.8%
7	88	BM	Telecommunications	9.6%
8	68	BA	Food And Drink	7.4%
9	63	DY	Professional Services	6.9%
10	59	EF	Car Repairs And Servicing	6.5%
11	57	CZ	Other Personal Goods And Services	6.2%
12	51	DG	Insurance	5.6%
13	50	DY	Professional Services	5.5%
14	50	AN	Large Domestic Appliances	5.5%
15	49	CA	Clothing And Clothing Fabric	5.4%



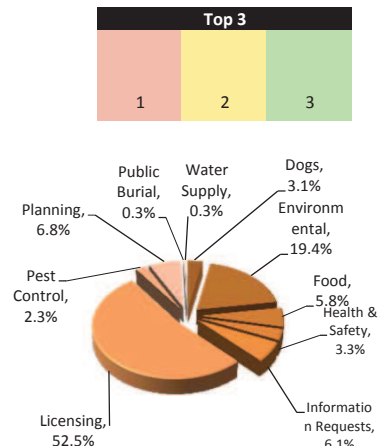
Top 20 by Ward										
No	Ward	Unknown	BR	MH	RE	WF	WR	WY	Grand Total	%
1		1242							1242	69%
2	Abbey				79				79	4%
3	Lovett and North Claines							51	51	3%
4	Alvechurch		49						49	3%
5	Greenhill					38			38	2%
6	Stoke Prior		35						35	2%
7	Aggborough and Spennells					32			32	2%
8	Matchborough				31				31	2%
9	Droitwich West							29	29	2%
10	Bedwardine						27		27	2%
11	Evesham South							21	21	1%
12	Dodderhill							19	19	1%
13	Evesham North							19	19	1%
14	Church Hill				18				18	1%
15	Oldington and Foley Park					18			18	1%
16	Cathederal						17		17	1%
17	Charford		17						17	1%
18	Link			17					17	1%
19	Mitton					17			17	1%
20	Tardebigge		17						17	1%
Total of Top 20		1242	118	17	128	105	44	139	1793	
Percentage split		69%	7%	1%	7%	6%	2%	8%	100%	

Notes:

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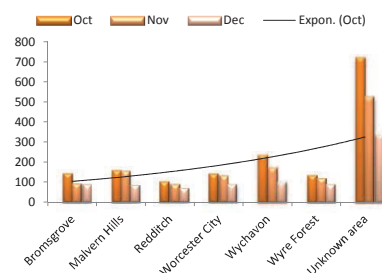
Environmental Health

By type					
Type of request	Oct	Nov	Dec	Q3 total	Q3 %
Dogs	64	32	20	116	3.1%
Environmental	275	244	208	727	19.4%
Food	93	72	54	219	5.8%
Health & Safety	66	35	23	124	3.3%
Information Requests	109	80	39	228	6.1%
Licensing	848	696	423	1967	52.5%
Pest Control	42	28	16	86	2.3%
Planning	115	83	57	255	6.8%
Public Burial	2	4	4	10	0.3%
Water Supply	4	2	7	13	0.3%
Total	1618	1276	851	3745	100.0%



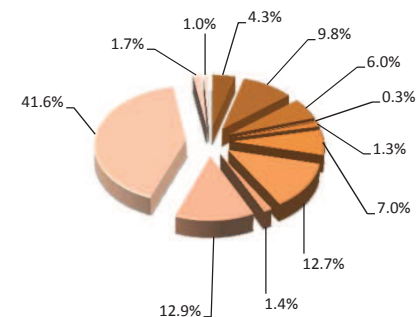
Environmental health by type Q3 Notes:

By district					
Type of request	Oct	Nov	Dec	Q3 total	Q3 %
Bromsgrove	143	93	89	325	8.7%
Malvern Hills	157	153	85	395	10.5%
Redditch	99	87	68	254	6.8%
Worcester City	137	129	87	353	9.4%
Wychavon	232	171	100	503	13.4%
Wyre Forest	134	120	89	343	9.2%
Unknown area	716	523	333	1572	42.0%
Total	1618	1276	851	3745	100.0%



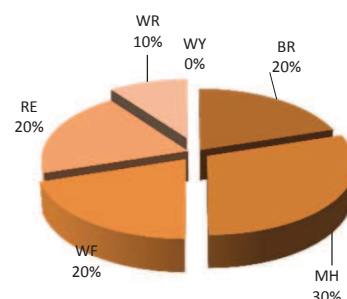
Environmental health by district Q3 Notes:

Nuisance					
Type of request	Oct	Nov	Dec	Q3 total	Q3 %
Accumulations - Commercial	12	8	11	31	4.3%
Accumulations - Domestic	27	22	21	70	9.8%
Drainage	18	8	17	43	6.0%
Drainage - Surcharge	1	1		2	0.3%
Light Nuisance	2	4	3	9	1.3%
Odour	20	19	11	50	7.0%
Smoke, Fumes and Gases	29	34	28	91	12.7%
Noise - Alarm	4	6		10	1.4%
Noise - Commercial Premises	34	23	35	92	12.9%
Noise - Domestic	108	109	80	297	41.6%
Noise - Industrial or Agricultural	8	4		12	1.7%
Noise - Street	4	2	1	7	1.0%
Total	267	240	207	714	100.0%



Nuisance by Ward (Top 10)		
Ward	No.	District
Priory	17	MH
Warndon	15	WR
Greenlands	15	RE
Pickersleigh	15	MH
Alvechurch	15	BR
Charford	14	BR
Greenhill	13	WF
Abbey	13	RE
Link	13	MH
Broadwaters	11	WF

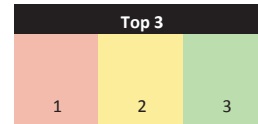
Top 10% (split by district)		
District	of the 10	District
BR	2	20%
MH	3	30%
RE	2	20%
WF	2	20%
WR	1	10%
WY		



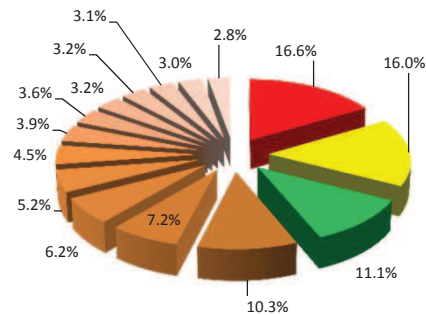
Notes

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Trading Standards



Top 15 requests				
No.	quantity	Code	Discription	%
1	199	EE	Second Hand Cars	16.6%
2	192	AB	Home Maintenance And Improvements	16.0%
3	134	DE	Ancillary Credit Business	11.1%
4	124	AD	Furniture	10.3%
5	87	BM	Telecommunications	7.2%
6	75	GA	Industrial/Commercial Goods And Servi	6.2%
7	63	BA	Food And Drink	5.2%
8	54	AM	Personal Computers, Accessories, Softv	4.5%
9	47	CZ	Other Personal Goods And Services	3.9%
10	43	DY	Professional Services	3.6%
11	39	AN	Large Domestic Appliances	3.2%
12	38	DG	Insurance	3.2%
13	37	CZ	Other Personal Goods And Services	3.1%
14	36	EF	Car Repairs And Servicing	3.0%
15	34	AL	Audio - Visual	2.8%



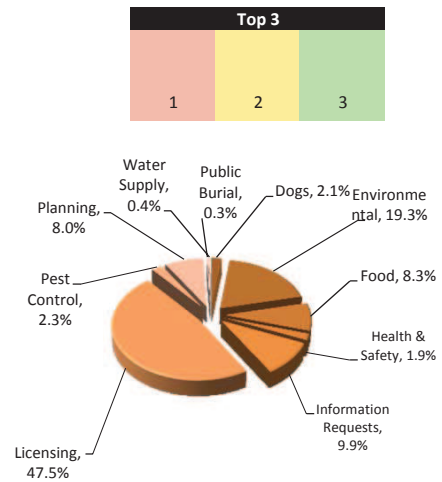
Top 20 by Ward										
No	Ward	Unknown	BR	MH	RE	WF	WR	WY	Grand Total	%
1		1138							1138	72%
2	Abbey				73				73	5%
3	Greenhill					39			39	2%
4	Stoke Prior		34						34	2%
5	Lovett and North Claines							33	33	2%
6	Droitwich West							27	27	2%
7	Alvechurch		23						23	1%
8	Bretforton and Offenham							23	23	1%
9	Mitton					20			20	1%
10	Greenlands				18				18	1%
11	Bedwardine						18		18	1%
12	Franchise					18			18	1%
13	Warndon						16		16	1%
14	Evesham North							15	15	1%
15	Link			15					15	1%
16	Tardebigge		14						14	1%
17	Charford		13						13	1%
18	Dodderhill							13	13	1%
19	Droitwich East							13	13	1%
20	Ombersley							13	13	1%
Total of Top 20		1138	84	15	91	77	34	137	1576	
Percentage split		72%	5%	1%	6%	5%	2%	9%	100%	

Notes:

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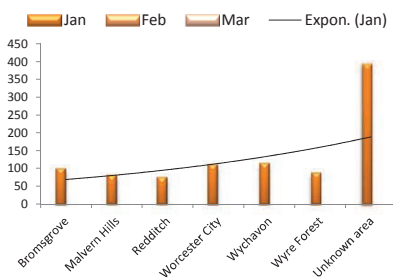
Environmental Health

By type					
Type of request	Jan	Feb	Mar	Q4 total	Q4 %
Dogs	20			20	2.1%
Environmental	184			184	19.3%
Food	79			79	8.3%
Health & Safety	18			18	1.9%
Information Requests	95			95	9.9%
Licensing	454			454	47.5%
Pest Control	22			22	2.3%
Planning	76			76	8.0%
Public Burial	3			3	0.3%
Water Supply	4			4	0.4%
Total	955			955	100.0%



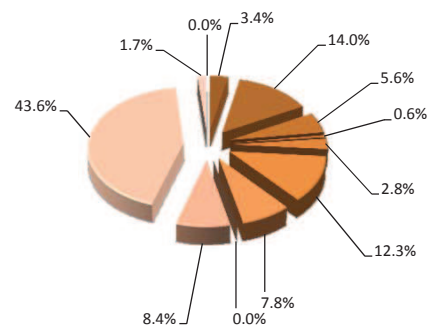
Environmental health by type Q4 Notes:

By district					
Type of request	Jan	Feb	Mar	Q4 total	Q4 %
Bromsgrove	100			100	10.5%
Malvern Hills	79			79	8.3%
Redditch	74			74	7.7%
Worcester City	110			110	11.5%
Wychavon	113			113	11.8%
Wyre Forest	87			87	9.1%
Unknown area	392			392	41.0%
Total	955			955	100.0%



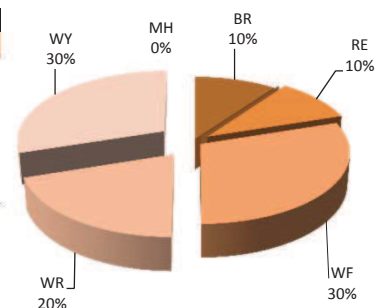
Environmental health by district Q4 Notes:

Nuisance					
Type of request	Jan	Feb	Mar	Q4 total	Q4 %
Accumulations - Commercial	6			6	3.4%
Accumulations - Domestic	25			25	14.0%
Drainage	10			10	5.6%
Drainage - Surcharge	1			1	0.6%
Light Nuisance	5			5	2.8%
Odour	22			22	12.3%
Smoke, Fumes and Gases	14			14	7.8%
Noise - Alarm					
Noise - Commercial Premises	15			15	8.4%
Noise - Domestic	78			78	43.6%
Noise - Industrial or Agricultural	3			3	1.7%
Noise - Street					
Total	179			179	100.0%



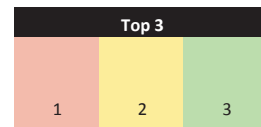
Nuisance by Ward (Top 10)		
Ward	No.	District
Arboretum	7	WR
Bengeworth	6	WY
Headless Cross and Oakenshaw	6	RE
Droitwich South West	5	WY
Alvechurch	5	BR
Oldington and Foley Park	4	WF
Lickhill	4	WF
Broadwaters	4	WF
Droitwich West	4	WY
Cathedral	4	WR

Top 10% (split by district)		
District	of the 10	District
BR	1	10%
MH		
RE	1	10%
WF	3	30%
WR	2	20%
WY	3	30%



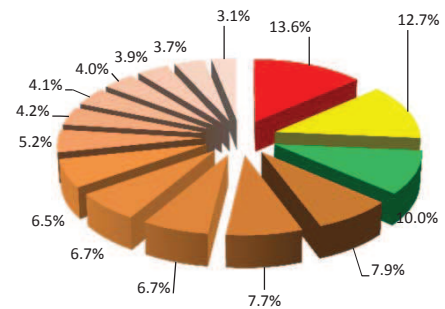
Notes

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Trading Standards

Top 15 requests				
No.	quantity	Code	Discription	%
1	153	EE	Second Hand Cars	13.6%
2	143	AB	Home Maintenance And Improvements	12.7%
3	112	AD	Furniture	10.0%
4	89	DY	Professional Services	7.9%
5	86	CZ	Other Personal Goods And Services	7.7%
6	75	DE	Ancillary Credit Business	6.7%
7	75	BM	Telecommunications	6.7%
8	73	AM	Personal Computers, Accessories, Softv	6.5%
9	58	GA	Industrial/Commercial Goods And Servi	5.2%
10	47	AN	Large Domestic Appliances	4.2%
11	46	CA	Clothing And Clothing Fabric	4.1%
12	45	CE	Toiletries, Perfumes, Beauty Treatment	4.0%
13	44	GA	Industrial/Commercial Goods And Servi	3.9%
14	42	BA	Food And Drink	3.7%
15	35	DG	Insurance	3.1%



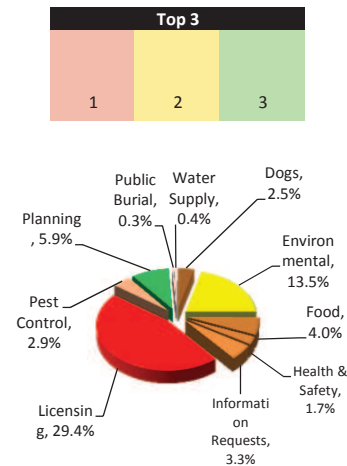
Top 20 by Ward										
No	Ward	Unknown	BR	MH	RE	WF	WR	WY	Grand Total	%
1		1209							1209	84%
2	Abbey				29				29	2%
3	Greenhill					20			20	1%
4	Lovett and North Claines							19	19	1%
5	Stoke Prior		18						18	1%
6	Hartlebury							16	16	1%
7	Alvechurch		15						15	1%
8	Bretforton and Offenham							14	14	1%
9	Warndon						12		12	1%
10	Evesham North							11	11	1%
11	Droitwich West							11	11	1%
12	Link			7					7	0%
13	Aggborough and Spennells					7			7	0%
14	Broadway and Wickhamford							7	7	0%
15	Cathedral						7		7	0%
16	Franchise					7			7	0%
17	Bedwardine						6		6	0%
18	Matchborough				6				6	0%
19	Droitwich East							6	6	0%
20	Lodge Park				6				6	0%
Total of Top 20		1209	33	7	41	34	25	84	1433	
Percentage split		84%	2%	0%	3%	2%	2%	6%	100%	

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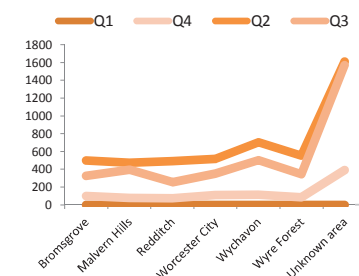
Environmental Health

By type						
Type of request	Q1	Q2	Q3	Q4	Total	YTD %
Dogs		106	116	20	242	2.5%
Environmental		1626	727	184	2537	13.5%
Food		349	219	79	647	4.0%
Health & Safety		128	124	18	270	1.7%
Information Requests		192	228	95	515	3.3%
Licensing		1952	1967	454	4373	29.4%
Pest Control		193	86	22	301	2.9%
Planning		275	255	76	606	5.9%
Public Burial		12	10	3	25	0.3%
Water Supply		17	13	4	34	0.4%
Total		4850	3745	955	9550	91.2%



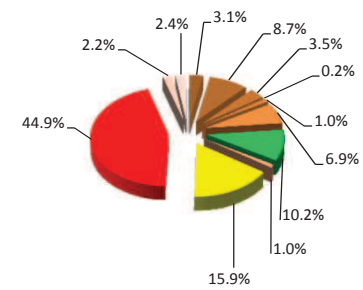
Environmental health by type YTD Notes:

By district						
Type of request	Q1	Q2	Q3	Q4	Total	YTD %
Bromsgrove		499	325	100	924	9.7%
Malvern Hills		475	395	79	949	9.9%
Redditch		492	254	74	820	8.6%
Worcester City		515	353	110	978	10.2%
Wyche		705	503	113	1321	13.8%
Wyre Forest		553	343	87	983	10.3%
Unknown area		1611	1572	392	3575	37.4%
Total		4850	3745	955	9550	100.0%



Environmental health by district YTD Notes:

Nuisance						
Type of request	Q1	Q2	Q3	Q4	Total	YTD %
Accumulations - Commercial		40	31	6	77	3.1%
Accumulations - Domestic		121	70	25	216	8.7%
Drainage		34	43	10	87	3.5%
Drainage - Surcharge		2	2	1	5	0.2%
Light Nuisance		10	9	5	24	1.0%
Odour		99	50	22	171	6.9%
Smoke, Fumes and Gases		148	91	14	253	10.2%
Noise - Alarm		15	10		25	1.0%
Noise - Commercial Premises		288	92	15	395	15.9%
Noise - Domestic		738	297	78	1113	44.9%
Noise - Industrial or Agricultural		40	12	3	55	2.2%
Noise - Street		53	7		60	2.4%
Total		1588	714	179	2481	100.0%

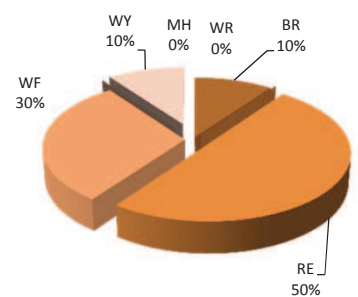


Nuisance by Ward (Top 10)

Ward	No.	District
Greenlands	59	RE
Winyates	53	RE
Bengeworth	49	WY
Greenhill	48	WF
Church Hill	44	RE
Lodge Park	38	RE
Headless Cross and Oakenshaw	37	RE
Broadwaters	35	WF
Alvechurch	35	BR
Sutton Park	34	WF

Top 10% (split by district)

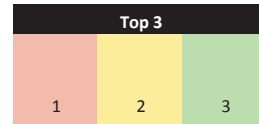
District	of the 10	District
BR	1	10%
MH		
RE	5	50%
WF	3	30%
WR		
WY	1	10%



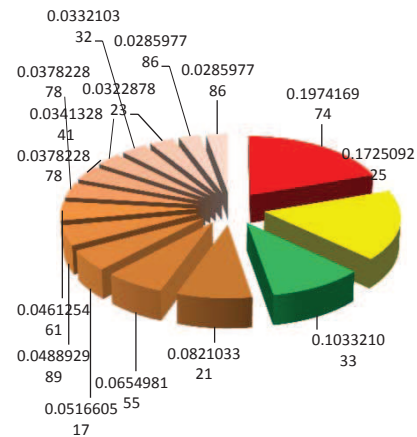
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Trading Standards



Top 15 requests				
No.	quantity	Code	Discription	%
1	812	EE	Second Hand Cars	17.2%
2	733	AB	Home Maintenance And Improvemer	15.6%
3	479	AD	Furniture	10.2%
4	388	DE	Ancillary Credit Business	8.2%
5	306	BM	Telecommunications	6.5%
6	259	GA	Industrial/Commercial Goods And Ser	5.5%
7	248	DY	Professional Services	5.3%
8	244	BA	Food And Drink	5.2%
9	240	CZ	Other Personal Goods And Services	5.1%
10	211	AM	Personal Computers, Accessories, Sof	4.5%
11	173	CA	Clothing And Clothing Fabric	3.7%
12	172	AN	Large Domestic Appliances	3.7%
13	159	EF	Car Repairs And Servicing	3.4%
14	155	DG	Insurance	3.3%
15	131	AL	Audio - Visual	2.8%



Top 20 by Ward										
No	Ward	Unknown	BR	MH	RE	WF	WR	WY	Grand Total	%
1		4028							4028	75%
2	Abbey				199				199	4%
3	Lovett and North Claines							116	116	2%
4	Greenhill					109			109	2%
5	Stoke Prior		100						100	2%
6	Alvechurch		99						99	2%
7	Droitwich West							79	79	1%
8	Bedwardine						56		56	1%
9	Warndon						55		55	1%
10	Bretforton and Offenham							55	55	1%
11	Aggborough and Spennells					54			54	1%
12	Franchise					54			54	1%
13	Evesham North							52	52	1%
14	Matchborough				47				47	1%
15	Link			46					46	1%
16	Mitton					44			44	1%
17	Evesham South							44	44	1%
18	Hartlebury							42	42	1%
19	Dodderhill							40	40	1%
20	Tardebigge		39						39	1%
Total of Top 20		4028	238	46	246	261	111	428	5358	
Percentage split		75%	4%	1%	5%	5%	2%	8%	100%	

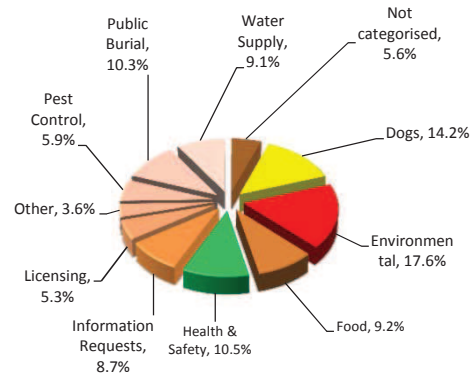
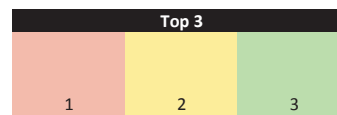
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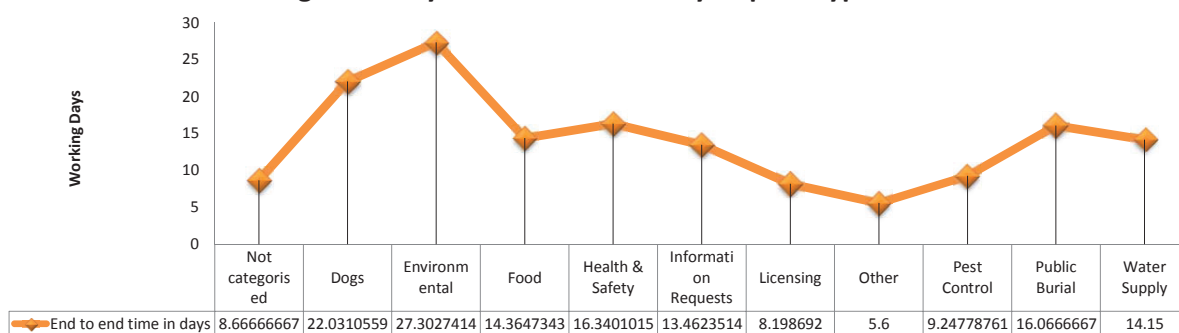
End to end times per Environmental Health category

Environmental health Area	Average days to allocate case	Average days to close from allocation	End to end time in days	% Split of time taken by area
Not categorised	4.7	4.0	8.7	5.6%
Dogs	1.1	21.0	22.0	14.2%
Environmental	1.1	26.2	27.3	17.6%
Food	1.4	13.0	14.4	9.2%
Health & Safety	1.0	15.3	16.3	10.5%
Information Requests	1.2	12.2	13.5	8.7%
Licensing	1.1	7.1	8.2	5.3%
Other	1.0	4.6	5.6	3.6%
Pest Control	1.0	8.2	9.2	5.9%
Public Burial	1.1	14.9	16.1	10.3%
Water Supply	1.2	13.0	14.2	9.1%
Average	1.1	13.5	14.1	
Number of days taken End to End for Noise				
Noise - Alarm	1.0	9.7	10.7	9.7%
Noise - Commercial Prem	1.0	27.7	28.7	26.0%
Noise - Domestic	1.2	30.7	31.9	28.9%
Noise - Industrial or Agrici	1.0	20.3	21.3	19.3%
Noise - Street	1.0	16.8	17.8	16.1%

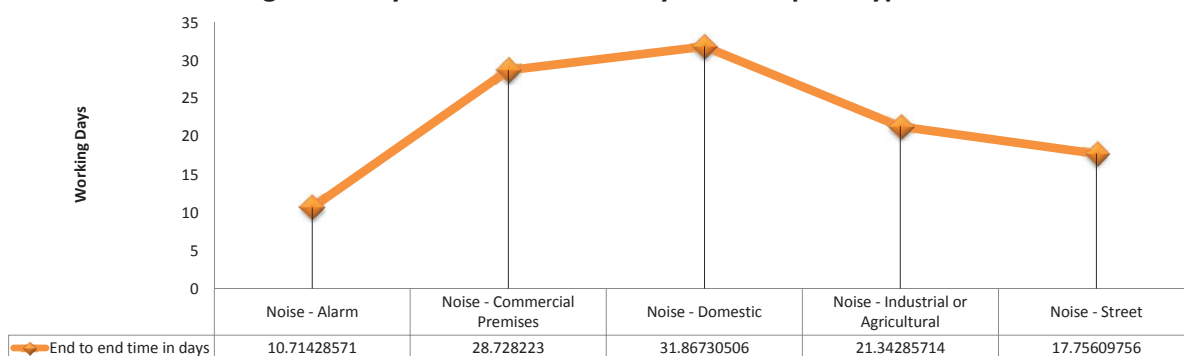
Top 3



Avg No of days taken end to end by request type



Avg No of days taken end to end by Noise request type



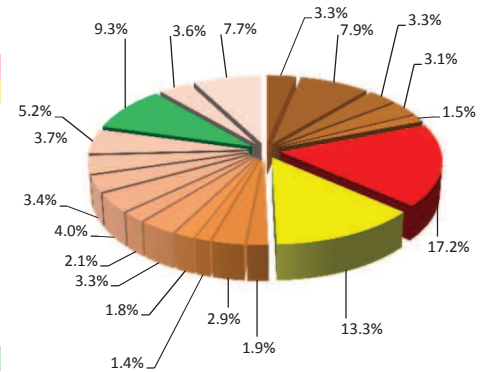
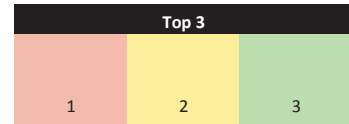
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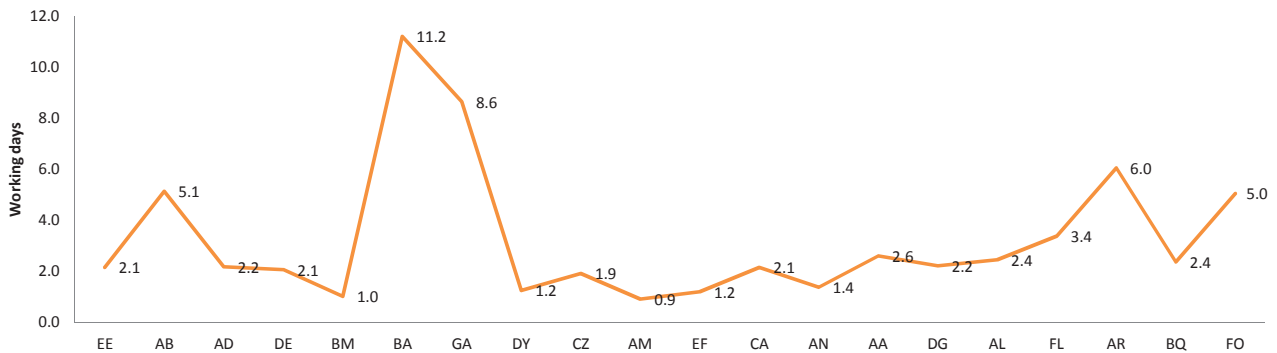
Trends and End to End times

(Overall) Number of days taken End to End for Trading Standards

Environmental health Area	Avg no of days to First allocation date	Avg No of days to allocation	Avg End to end time in days	% Split of time taken by area
EE	0.3	1.3	2.1	3.3%
AB	0.3	1.5	5.1	7.9%
AD	0.1	0.4	2.2	3.3%
DE	0.6	1.2	2.1	3.1%
BM	0.2	0.7	1.0	1.5%
BA	0.5	1.3	11.2	17.2%
GA	0.5	1.3	8.6	13.3%
DY	0.4	2.2	1.2	1.9%
CZ	0.2	1.0	1.9	2.9%
AM	0.2	0.6	0.9	1.4%
EF	0.2	0.6	1.2	1.8%
CA	0.1	0.7	2.1	3.3%
AN	0.1	0.4	1.4	2.1%
AA	0.2	0.4	2.6	4.0%
DG	0.2	0.6	2.2	3.4%
AL	0.2	2.1	2.4	3.7%
FL	0.1	0.6	3.4	5.2%
AR	0.2	1.4	6.0	9.3%
BQ	0.3	0.6	2.4	3.6%
FO	0.4	0.9	5.0	7.7%



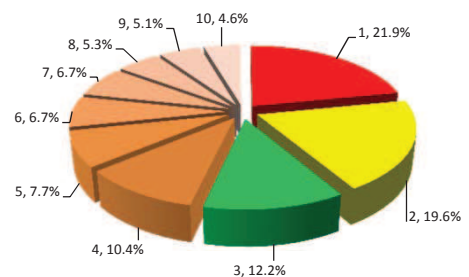
Avg No of days taken end to end by Area



Trend of Top 10 trading standard requests by Code

Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13
AB	EE	DE	EE	EE	AB	EE	AB	EE
EE	AB	EE	AB	AB	EE	AB	EE	AB
AD	AD	AB	AA	AD	AD	AD	DE	DE
BA	DE	BA	AD	DE	BM	DE	AD	AD
BM	DY	EL	GA	GA	DE	GA	GA	BA
DE	CZ	BM	BM	AA	GA	BM	BM	BM
AN	BA	AD	EF	DG	CZ	BA	BA	CZ
CZ	FO	FG	DY	BA	DY	AM	CZ	AM
DY	EF	DG	DE	BM	CA	DG	AN	CA
CA	BM	BQ	EZ	BQ	BA	EF	DY	DY

Top 10	YTD	Type	%
1	659	EE	21.9%
2	590	AB	19.6%
3	367	AD	12.2%
4	313	DE	10.4%
5	231	BM	7.7%
6	202	BA	6.7%
7	201	GA	6.7%
8	159	DY	5.3%
9	154	CZ	5.1%
10	138	AM	4.6%
	3014		100.0%



Notes:

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