

A shared service provided by Bracknell Forest Council, West Berkshire District Council and Wokingham Borough Council.

# PERFORMANCE INFORMATION

Summary for Members of the Joint Public  
Protection Committee

2017-18

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## 1. Summary

The Partnership has been running for 18 months and this is the first full report on the overall performance and our key achievements.

The overall governance is set out in the Inter Authority Agreement and the Business Plan. The Joint Public Protection Committee met 4 times in 201/18 and information on previous meetings is publically available on all three authority websites [Joint Public Protection Committee](#). The Joint Management Board has met on a monthly basis and received reports and information from the Public Protection Managers as well as Team Managers.

The Business Plan sets out that the Partnership will follow an operating model which requires a number of documents and processes to be followed in order to deliver the aims of the partnership. The key document the [Strategic Assessment](#) was agreed by the JPPC in March 2018 and will be delivered and reported on in the next financial year. In the interim the service provided a “business as usual” service, however with the set up of the Response Team and Tactical Tasking we have already started elements of the operating model and focussing on priority areas. The [Control Strategy](#) (a more detailed document containing activities and projects to deliver the priorities) was also agreed in March 2018 and looks at the work we will focus on in 2018/19. Again this confirms our focus on 2017/18 being about consolidation of the service and preparing for the new operating model.

In September 2017 the Response Team was formed, they are a multi-disciplinary team able to discharge functions across the PPP and work together using transferable skills to take initial action when appropriate. The team is fundamental in the delivery of the operating model, the development of the Website and the new Customer Care roles within the Partnership Support team will help the team deliver on this

In some areas the service has even outperformed previous years. In any year this would be an achievement worthy of recognition. This year though has been particularly challenging though with a significant reduction in budget (£350K), loss of some income due to the changing trading environment, a restructure of the service, the ever present ICT challenges and the introduction of a completely new delivery model.

## 2. Key Strategic Progress

Finance	<ul style="list-style-type: none"><li>Overall PPP Service Budget for 17/18 set at £3.213M</li><li>Significant work completed on merging, deleting and setting up Cost Centres to support service delivery</li><li>Building on work in 2017/18 the Fees and Charges work for aligning in 2019/20 has progressed and will meet timescales for each authority to agree during 18/19</li><li>Unachievable income targets have added pressure to the service (in particular licensing, drop in the number of licenced premises and loss of income over time in other areas of licensing</li><li>Income from work conducted on behalf of other councils and also government grants have helped deliver elements of the service</li><li>The outturn for 2017/18 was -£67</li></ul>
HR	<ul style="list-style-type: none"><li>Introduction of Regulatory Apprentices was delayed but will start to progress in 18/19</li><li>We are looking at the options around being part of the delivery arrangements for Regulatory Apprenticeships</li><li>Three Partnership Support Apprentices are being recruited</li></ul>

	<ul style="list-style-type: none"> <li>▪ Project around competency framework and staff development has commenced</li> <li>▪ Restructure has taken place. Officers are functionally tasked rather than geographically.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>▪ There continues to be complications from the ICT set up with access to all three authorities. Work on the Virtual Private Network was finally completed in March 2018 allowing access from the West Berkshire network to the Bracknell Forest database, however this is not the long term solution but has made an immediate impact on operations</li> <li>▪ Business Case for a single operational database drawn up.</li> </ul>
Property	<ul style="list-style-type: none"> <li>▪ The move into Theale Gateway building has been a successful transition with the Customer Services aspect of the Partnership Support Team having moved centrally and a number of other staff making use of the new space</li> </ul>
Legal	<ul style="list-style-type: none"> <li>▪ An SLA has been agreed with West Berkshire Legal Services</li> <li>▪ An SLA is being developed with Wokingham Legal Services</li> <li>▪ The Joint Case Management Unit is now providing support to Oxfordshire Trading Standards and Fire and Rescue Service and Royal Berkshire Fire and Rescue Service.</li> <li>▪ This is an area of risk financially with legal costs around prosecution work still proving challenging. We are looking to conduct more and more legal work within the Joint Case Management Unit as this is by far the most cost effective delivery route.</li> </ul>
Performance and Service Development	<ul style="list-style-type: none"> <li>▪ Work on 2017/18 performance against the KPI's set out in the IAA took place</li> <li>▪ There has been work on developing methodology for progressing KPI's linked to Control Strategy and the IAA for future years.</li> <li>▪ Changes to the current databases to improve monitoring around outcomes</li> </ul>
Business Development	<ul style="list-style-type: none"> <li>▪ Relationships with RBFRS continue to develop with Legal Case work and an agreement is in place.</li> <li>▪ Environmental Protection work carried out on behalf of Reading Borough Council (based on cost recovery)</li> <li>▪ Fly tipping legal case work for West Berkshire took place and Service Level Agreement to carry out some work on behalf of Wokingham Borough Council.</li> <li>▪ Trading Standards shared post with Reading Borough Council to deliver on investigations</li> <li>▪ Development of some Primary Authority work</li> </ul>
Risk (Emergency Planning and Business Continuity)	<ul style="list-style-type: none"> <li>▪ Emergency Planning work has been allocated a lead officer, however this area needs development across the PPP</li> <li>▪ Business Continuity was tested in the early part of the year with the resilience of the Partnership Support team, other teams have experienced some similar issues more recently.</li> </ul>

### 3. Team news

(This outlines personnel matters, complicated or high profile cases, specific political or media issues.)

The Members Bulletin was intended to be presented to all Councillors across the three authorities as a way of introduction, a reflection on the first year and to promote the delivery of the IAA outcomes. The first edition has coincided with the production of the annual performance report. High level team news can be found within this document, for more detailed team information the Team Managers can be contacted directly (see structure chart for contact details).

In addition to the Members Bulletin a number of newsletters/updates have been provided to the Licensing Committees of each partner.

In addition the Case Management Team continues to support the operational teams as well as our partner agencies. Alongside the legal cases they have directly supported the PPP in, they have also provided legal advice to Royal Berkshire Fire and Rescue Service in 5 instances and have taken on 13 cases for Oxfordshire County Council (Trading Standards).

#### 4. Communication and Community projects

(This outlines the work of the Community Engagement Officer and the Community Fund spend)

Claire Lockwood joined the service in the summer of 2017, she has been instrumental in raising the profile of the new Public Protection Partnership and worked with the individual Marketing and PR teams at each authority to ensure a consistent message is provided to our residents. She has managed our press inquiries and we have (since we began recording in November 17) monitored our success stories. The table below shows the variety of media and subject areas we have been involved with in order to share our messages:

Service Area	Internet	Print	Radio	TV	Total
Environmental Health	1			1	2
Commercial	7	2			9
Licensing	2	1			3
PP Community Fund	2			2	4
Residential	4	1	1		6
Trading Standards	9	1	4	1	15
Trading Standards/PPP Case Management Unit	6	1			7
Total	31	6	5	4	46

Table 1: number of media interactions based on subject area and media type

The Communications Strategy has been agreed and work on the PPP Website continues

The new Public Protection Community Fund is funded from assets seized from criminals as a result of their criminal activity. Grants of up to £7,500 per group have been awarded to seven local not-for-profit organisations seeking funding for community related initiatives that met the criteria for the Asset Recovery Incentivisation Scheme, successful projects were:

- [Browns Community Services CIC](#) – awarded £7,500 to provide bespoke employment courses focusing on employment, empowerment, education and employment for offenders, ex-offenders, or those at risk of offending.
- [Free Legal Advice Group for Domestic Violence](#) – awarded £5,000 to help towards a part-time Coordinator who will promote their services, increase the number of solicitors as delivery partners, arrange free legal advice clinics/telephone advice sessions and raise awareness of domestic violence and abuse and its multiple impacts.
- [Jealott’s Hill Community Landshare](#) – awarded £7,500. Jealott’s Hill is an inspirational six acre multi-purpose garden for community use. The award will enable them to communicate with and direct onsite works and activities across a plethora of partners and organisations including Probation Services (Community Payback), Youth Offending



services, persons recovering from drug and alcohol dependency and NEATS youth person's services.

- [Recovery In Mind](#) – awarded £7,500 to provide free of charge courses that support the recovery of anyone living in the authority area living with a wide variety of mental health challenges.
- [The Wayz](#) – awarded £6,488.98. After several incidents, and in consultation with community groups, businesses and young people, the grant will help The Wayz to run a mobile youth bus.
- [Twyford Youth and Community Centre](#) – awarded £3,750 to run a special session to engage with young people with challenging behavior and to show them that there is an alternative to hanging around getting into trouble and upsetting local residents.
- [West Berkshire CAB](#) – awarded £5,665 to participate in 'Scams Awareness' month July 2018, featuring similar activities to their previous successful campaigns. They will run publicity and education activities involving their extensive contact network of community organisations."

This, the first round of the Public Protection Community Fund, was launched last November and the good news is the Partnership has more funds available for a second round of applications. We will learn lessons from this round of bidding and make changes to the process during 2018/19.

## 5. Business plan

To fulfil its role the JMB identified 8 business areas to manage its work-plan and had allocated lead officers, with Paul Anstey being promoted to Head of Service in September 2017 and now sitting on the board it was agreed that a 6 month secondment would be offered to ensure some of these areas were covered, this was filled by Anna Smy who commenced the role in January 2018.

- Finance (Sean M)
- HR (Sean M)
- ICT (Anna S)
- Property (Anna S/Joe D)
- Legal (Sean M)
- Performance and Service Development (Anna S - secondment)
- Business Development (Sean M / Peter Northey)
- Risk (Emergency Planning and Business Continuity) (Anna S -Secondment)

Further work around the overall work plan and strategic oversight was needed to ensure the operating model works effectively. This is being undertaken with projects and work streams being allocated through the Joint Management Team. An exercise in Feb/March 2018 resulted in a Strategic Programme which will develop in 2018/19.

### 5.1. Finance projects (aims c, d, g, h and i)

- Fees and Charges have been aligned in some areas but continue to differ. We have a project set up for the key licence fees and a timetable set out to ensure that the committee process and decision making is done in a timely manner.

- Review of assets, contracts and agreements to determine where opportunities to reduce costs exist and negotiate new deals with existing providers. This work had stalled and will be revisited in 2018/19. Some smaller savings from shared training and subscription services have been actioned.
- Regular finance meetings have been set up with the Accountant at Bracknell Forest and the West Berkshire accountant attends the beginning of the Joint Management Team meeting on a Monthly basis (in addition to meeting with the Public Protection Manager)

## 5.2. HR projects (aims b, c, h and j)

- Full management restructure, establishing new teams and hierarchy was needed. The Day 100 structure is still in place for some aspects of the service. Review needed in line with operating model to ensure the service is effective and resourcing in the correct place
- Secondment of EQ Team Manager to Strategic Projects Lead to ensure the Strategic Direction of the service continues and develops. The Principal EHO in the team is acting up into the Team Manager role with support from the Senior Officers
- Although additional recruitment of a Case Manager (Solicitor) has helped with development of the Case Management Team the Team Manager has recently taken maternity, again there is an acting up arrangement.
- The creation of a Customer Service Lead and Finance Lead in the Partnership Support Team took place in February 2018. A Lead Officer for Applications will also be recruited internally
- We successfully appointed to 3 Environmental Control Officer posts (2x Residential and 1xEnvironmental Quality)
- The Trading Standards team have appointed a Fraud Victim Support Officer (POCA funded) to focus on work with our more vulnerable residents and have brought in temporary staff to work on complex investigations.
- National Apprenticeship for Regulatory Services Officers is developing with the potential of 4 posts identified in order to develop our own competent officers with good transferable skills
- Three Apprentices are in the process of being appointed to the Partnership Support Team.
- The areas of pressure within the service are in Response and Case Management and more recently Environmental Quality.
- We have invested in staff development and this year we have seen one officer qualify as a Accredited Financial Investigator, one as a Trading Standards Officer and another Fair Trading Officer pass several more modules. In addition we are supporting two EHO's through degrees and our Apprentice in Customer Services was awarded Young Apprentice of the Year by the Training Consortium.

## 5.3. ICT projects (aims a, c, d, e, g, h and i)

- The Virtual Private Network link to enable remote access from West Berkshire network to Bracknell Forest network is now functioning. This required significant escalation within West

Berks IT. It is now being rolled out across the necessary operational officers, it has allowed the teams to start working more effectively across all three authorities

- Review of office access to systems and information – this incorporates remote access, Wi-Fi, secure log-ins, multiple staff profiles, coding structures within case management systems, reporting tools. –This area is not progressing as much as considered necessary due to accessibility to administration rights
- Procurement of Enterprise – management reporting tool for case management systems which align data extraction and presentation of data for managers to assess workloads and demand activity. This has developed slowly but immediate improvements in delivering Licensing Consultations as these are now a paperless process and officers can pick up work from any office.

#### **5.4. Property projects (aims d, g and h)**

- Accommodation – The Offices at Theale are fully operational (at March 18) with increased officer usage and the permanent movement of the Customer Services part of the Partnership Support team.
- Review of accommodation is needed as a new project to identify how savings can be made alongside improved service delivery and maintaining a presence within each partner authority.

#### **5.5. Legal projects (aims a, b, c, e, h, i and j)**

- Development of the Case Management Team – providing specialist services for partners such as Royal Berkshire Fire and Rescue, Oxfordshire Fire and Rescue and Oxfordshire Trading Standards on a cost recovery basis.
- Centralisation of the enforcement management – bringing together all elements of enforcement to ensure consistency and best practice, this also allows for better overview of resource allocation for investigations.
- Defined SLA's with partner legal services – this states the relationships with in-house legal teams and the ability for the PPP to allocate resources more effectively and in a timely fashion to reduce the risks to investigations and subsequent proceedings.
- The service has conducted a number of high quality investigations supported by the Joint Case Management Team. A number of these have received significant coverage in local media as part of our wider strategy to raise awareness and act as a deterrent.

#### **5.6. Performance and Service Development Projects (aims a, b, c, d, e, g and i)**

- Development of the operational model – the response team have been operating since September 2017. A review of this period has been undertaken by the Team Manager and identified areas where the process is not fully functioning. This links with the evaluation of the Tactical Tasking Group, without all aspects of the operational model being agreed and functioning as intended.

- Development of the strategic assessment and control strategy – Report was submitted to the Joint Public Protection Committee in March 2018, documents set out key activities to be undertaken and are linked to the aims of the IAA.
- Work with West Berkshire Strategic Support Officer and Team Managers has created a method for collating and presenting relevant KPI's, all Projects born from the Control Strategy will require evaluation and these will be reflected in Performance Report going forward.

### **5.7. Business Development**

- Reading BC – The service already provides support to Reading Regulatory Services in areas such as Petroleum, Financial Investigations, Tobacco Control and Environmental Protection. A new arrangement is being develop around trading standards investigation work as well as environmental protection work. These like the other areas of work will be based on cross border staff sharing arrangements.
- We have signed a new SLA with Wokingham Borough Council to conduct waste enforcement investigations. This new arrangement is working well with the first investigations under way.
- Several new Primary Authority Partnerships operating on cost recovery and negotiated retainers for business advice.

### **5.8. Risk (Emergency Planning and Business Continuity)**

- Formation of strategic risk register – this has identified 23 risk profiles (1 red, 8 amber and 14 green). The red risk relates to staff numbers and an action plan has been drawn up to address the problem.
- New report format for identifying risks has been set up for the board for future meetings as an overview of the strategic position
- All projects identified within the Control Strategy and any Planned Work Activity will have a project plan and operational risks identified within this will be part of the Operational Portfolio Risk Register
- Strategic and Operational Projects will be monitored through use of MS Project and risk reporting through Project Management Methodology.
- Emergency Planning and Business Continuity lead for PPP has been agreed and initial work will identify gaps in our provision and ensure appropriate resourcing and skills

## 6. Inter Authority Agreement – Key Performance Indicators for 17/18

Five Key Performance Indicators are set out in Schedule 5 of the Inter Authority Agreement:

- Decreasing the level of detriment suffered by residents
- Increasing levels of compliance in critical areas
- Effective budget management and use of resources
- Preventing residents from harm through expanding the use of social media and key communication channels
- Maintaining high levels of customer and business satisfaction

### 6.1 Decreasing the level of detriment suffered by residents

- Working with the Royal Berkshire Fire and Rescue Service a Memorandum of Understanding has been created that is designed to address risks presented by the Grenfell tower incident. This has resulted in joint inspections to all relevant blocks in the three areas with colleagues from the RBFRS, to secure fire safety matters.
- Over 1100 Planning applications were assessed by the service with nearly 100 of these being Major applications including quarries, housing estates of over 250 properties and new roads. Conditions for noise, air quality and land contamination were imposed to protect existing and future residents from harm.
- Following the sampling, analysis and risk assessment of private water supplies a total of seven statutory notices were served and / or revoked (following completion of remedial works) during the year. We estimate that this has resulted directly in improvements to the quality of water supplies and significantly reduced the risk to the health to at least 72 households. This estimate does not include the pupils at a boarding school or the live-in boat users at a marina where improvements have been made following enforcement actions.
- Customer redress (where Trading Standards involvement has seen residents had their money returned/refunded) has amounted to over £87,000

### 6.2 Increasing levels of compliance in critical areas

- Officers have improved living conditions for occupiers in large high risk multiple occupied mobile home sites within Wokingham and West Berkshire
- PPP has secured minimum standards of management and living conditions across 25 licensable houses in multiple occupation.
- Through a targeted approach of education with the highest risk food premises the Commercial Team ensured that 74% of food premises rated zero and one in the Food Hygiene Rating Scheme achieved a rating of Broadly Compliant or above by their next full inspection visit.

### 6.3 Effective budget management and use of resources

- Tactical Tasking Group has been set up and contributed to by officers to ensure best use of resources to key high risk areas.

- The Service has provided 24 hour, 7 day a week dogstray collection provision at minimal cost to the service (through two separate contractors).

#### 6.4 Preventing residents from harm through expanding the use of social media and key communication channels

- On-line reporting for dog fouling has resulted in a number of patrols across highly reported cluster areas in Wokingham and West Berkshire
- 2 large scale pest surveys have been carried out in Wokingham resulting in publicised advice and introduction of on-line surveillance reporting for all service users
- Animal Warden facebook page has been used throughout 17/18 to provide key messages to dog owners; this includes, alabama rot advice, dog-fouling advice, breeding and puppy purchasing advice.

#### 6.5 Maintian high levels of customer and business satisfaction

- The Animal Welfare team has received a golden paws award for its contribution to animal welfare and stray dog services.
- The Customer Satisfaction continues to be high with **76.8%** of complainants and businesses asked rating the service at Fair-Excellent (currently only monitored in West Berkshire and Wokingham)
- We also keep a note of comments and feedback submitted directly to officers and managers or through the customer feedback forms:



Many thanks again for your time, effort and enthusiasm yesterday. It was a perfect talk – your “props” were very appreciated too and the children are still buzzing

Thank you so much for your email outlining the avenues I can explore for safety in selling my lampshades. You have been so kind

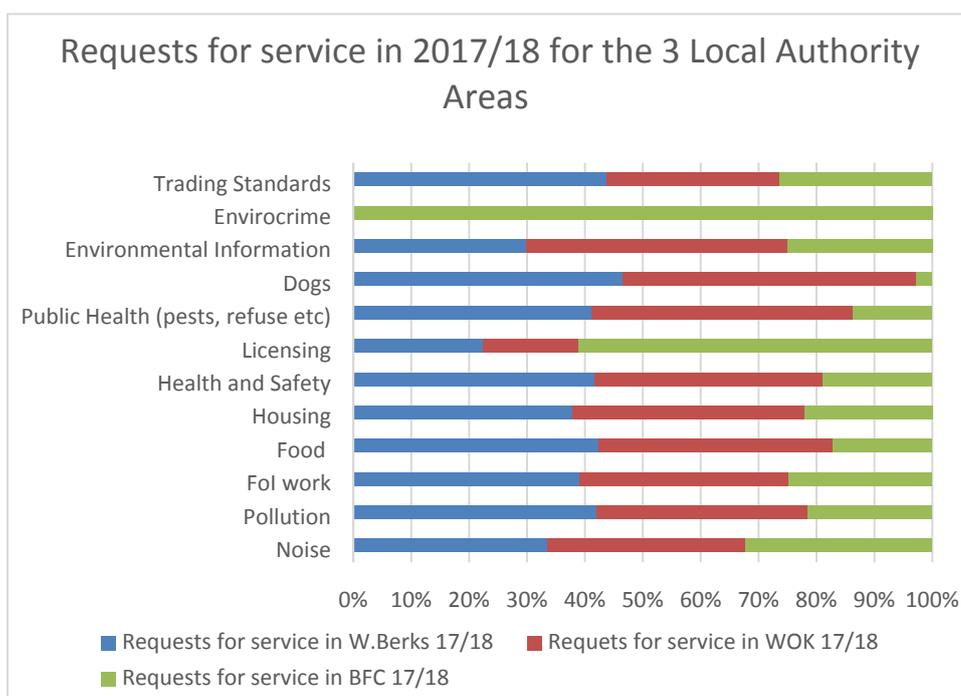
Can you please pass on to - the powers that be - how absolutely wonderful Zoë Alder, the Senior Environmental Health Officer is. She went that extra mile to be helpful and provide information and deserves to be recognised for this.

I have a refund! 😊 Thank you so much for your help, you’ve been an absolute lifesaver

## 7. Service Performance across the Partnership

### 7.1 Measures of Volume and Key Demographics

- The measures of volume for the service have been considered within the initial legal agreement and in proposed performance reports at more recent JPPC meetings.
- The data sheets and a number of other statistics can be found in Appendix C
- Although work on reporting and streamlining codes within the case management systems has taken place, due to the different set ups and access rights, we have not been able to streamline the reporting process across the PPP. In some areas there are still estimates used as some types of complaint are recorded differently or service requests are recorded when a simple inquiry is made to the Service such as in the case of Bracknell Forest Licensing.
- The table below shows the split of Service Requests for the year they show there are distinct similarities in the percentage split across each authority with exceptions around Envirocrime (only Bracknell Forest for 2017/18) and Licensing (due to the difference in recording).



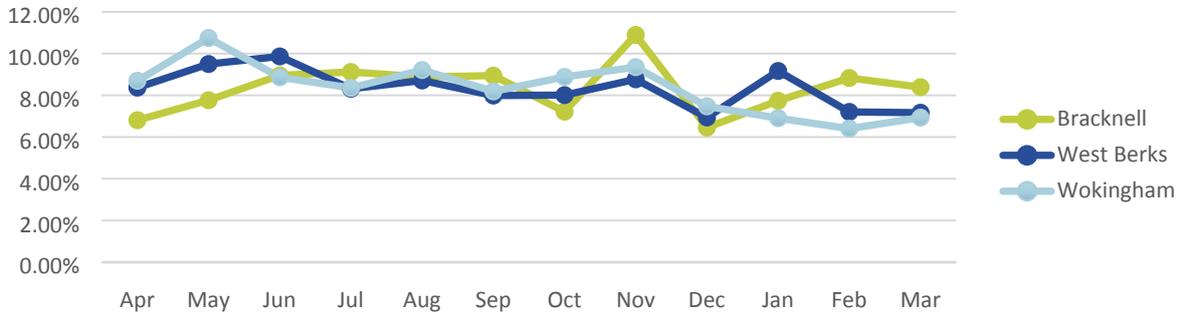
- The number of service requests compared to last year saw a drop of 7% overall, however in areas such as Trading Standards and Health and Safety there has been an increase. Looking at data from 2013 through to now there has been a decline in requests for service as a whole. The operating model will help us deal with these changing demands and also allow us in future to identify projects around reporting (such as has been demonstrated already with the Dog Fouling reporting tool) and show reduced numbers following certain initiatives.

Type of Request	2016/17	2017/18	Difference
Food premises related complaints and enquiries e.g. Hygiene and hazard warnings	1603	1552	↓ 3%
Health and Safety complaints and enquiries e.g. Accidents	349	518	↑ 48%
Licensing complaints and enquiries e.g. Taxi and animal welfare concerns	1294	1254	↓ 3%
Environmental Information Requests	145	208	↑ 43%
Pollution (inc Planning)	3012	1911	↓ 40%
Noise	1788	1779	↓ 10%
Private sector housing complaints and enquiries e.g. HMO's, rented housing problems	887	656	↓ 26%
Public health complaints and enquiries e.g. Pests, accumulations, drainage	1612	1364	↓ 15%
Dog related complaints and enquiries e.g. Strays and fouling	851	902	↑ 6%
Freedom of Information Requests	214	202	↓ 6%
Envirocrime - inc flytipping and Abandoned Vehicles	688	429	↓ 36%
Trading standards	5289	5795	↑ 10%
Total	17732	16570	↓ 7%

## 7.2 Proactive and Inspection work

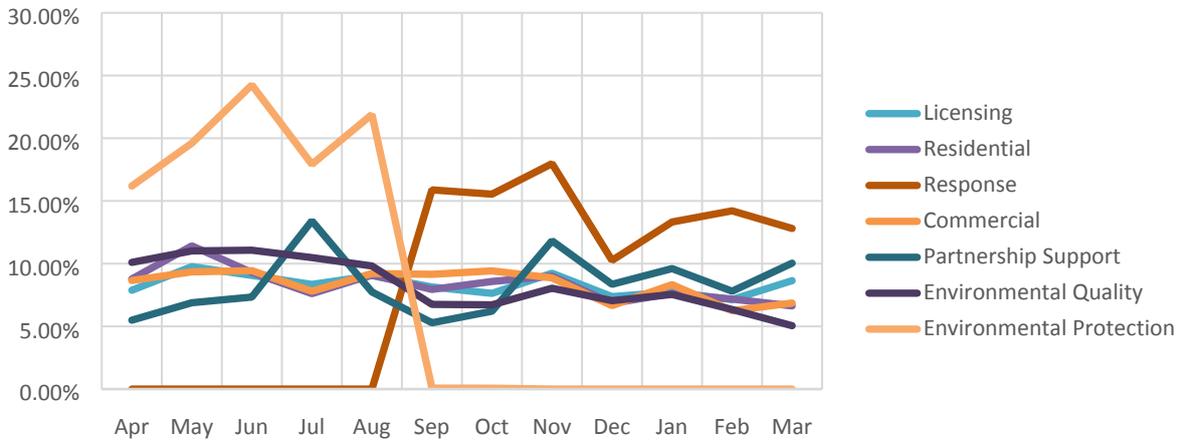
- Other work such as proactive inspections and investigations are included in appendix C.
- Officers carryout time recording when undertaking activities on cases. This has not been consistent across teams within the PPP or the databases in use currently. It is however a useful indication of where resources are focussed and any trends where there are lulls in certain activities. Each authority shows a relatively consistent volume of work across the year, this may be as we are already aware of any peaks and troughs and manage the resources effectively in that time.
- Very limited recording of time has been undertaken by Trading Standards, although separate recording is carried out when necessary such as Investigations.

### % of operational work carried out for each Local Authority within the Partnership for financial year 2017/18



- In analysing the nature of the work throughout the year there are no particular peaks within the work areas. There is a distinct peak in November for Bracknell Forest, this appears to be an increase in activity in all areas and not one particular function. Access to the Bracknell database has been problematic and it may be simply this coincided with improved access.

### % of operational work carried out for Team within the Partnership for financial year 2017/18

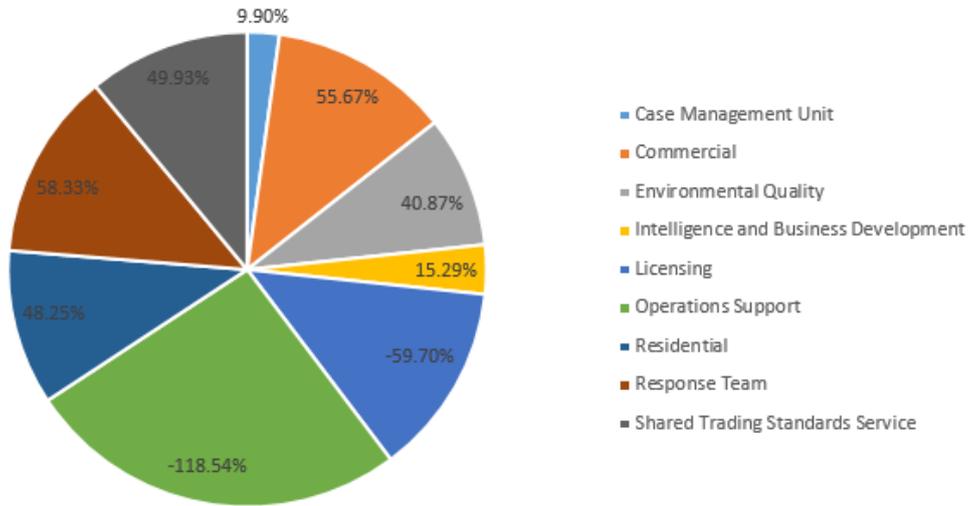


- The Response Team started taking on work in September 2017, there was a period of transition within the teams. The pre PPP Bracknell Forest Environmental Protection and Housing team ceased to exist and the work was spread amongst the Response and other Operational Teams.

### 7.3 Financial Performance

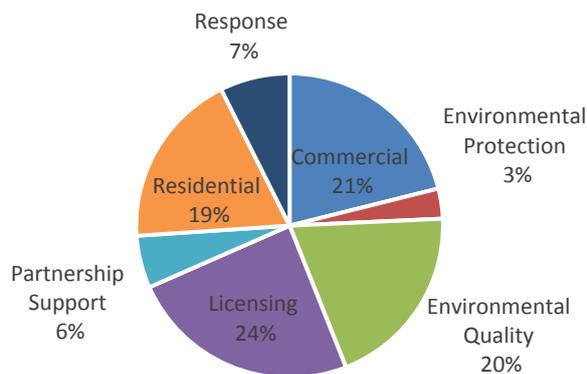
- The overall service budget was split within the functional teams of the service, the charts below show the overall split of the budget. The Operational Support Team (now Partnership Support) is where the financial arrangements between the authorities is held and licensing budget has cost recovery balanced with the income stream so these both start in a deficit.

Percentage of budget split across functional teams 2017/18



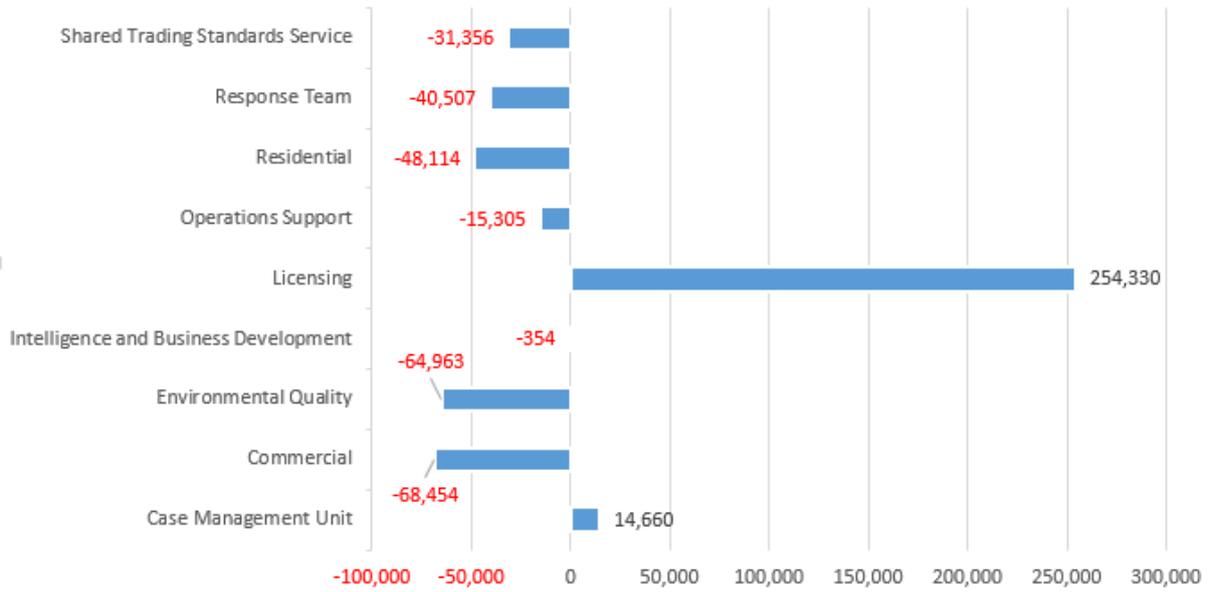
- The % split of operational time by the teams broadly reflects the budget with the Environmental Quality, Commercial and Residential Teams have a similar budgets and similar time spent on operational work. The majority of work by the Partnership Support team is licensing processing within Bracknell Forest. The Response Team function has only been operational for 7 months and there has been transitional work undertaken across all teams in that time. As noted above the Trading Standards service have not historically used the database to record time spent on activities, this is currently being introduced.

Grand Total of operational time (including requests for service) for teams in 2017/18



- The overall variance at the end of the year is shown below. The significant licensing variance is due to the fees and charges (in particular with Taxi fees). This has had a resource impact across the whole PPP with savings being made across the service to enable the final outturn for the PPP service to be **£67**. This has impacted on delivery in some areas and will be addressed going into future years.

### End of year variance across functional teams 2017/18



## 8. Service Complaints

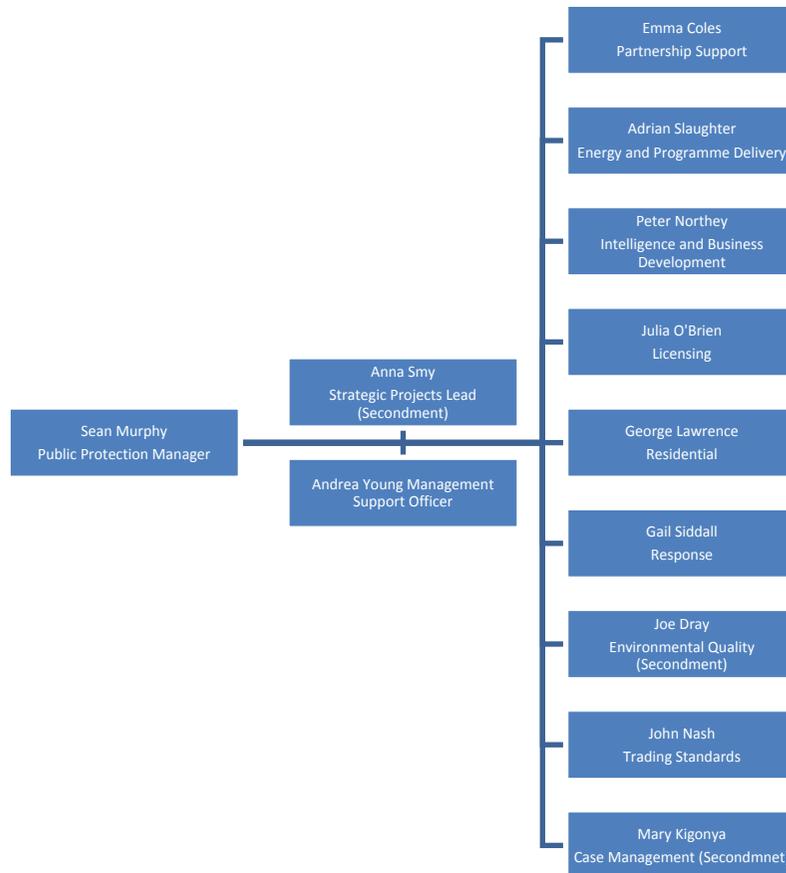
15 Ombudsman inquires (some only initial information gathering which went no further) were made against the PPP. No findings of maladministration were found in any cases. Some continue to be investigated. This compares to 9 for the West Berkshire and Wokingham Shared service and X for Bracknell in 16/17

35 Councillor led complaints were received, some of these were on behalf of residents (and in some cases a group of residents)

## 9. Risk profiles

<u>Extreme Impact – Unlikely</u>	<u>Extreme Impact – May occur</u>	<u>Extreme Impact – Likely</u>	<u>Extreme Impact – Certain</u>
4	8	12	16
<u>Major Impact – Unlikely</u> <ul style="list-style-type: none"> <li>▪ Failure to deliver responsibilities as ‘Food Authority’</li> <li>▪ Failure to deliver responsibilities as ‘Health and Safety Authority’</li> <li>▪ Inability to adapt to a change in legislation</li> <li>▪ Action taken by the Local Government Ombudsman for failing to deal with a complaint effectively</li> <li>▪ Resources unavailable to maintain technical competency</li> <li>▪ Civil claim against the service for professional negligence</li> <li>▪ Failure to deliver responsibilities as the ‘Licensing Authority’</li> <li>▪ Data security incident</li> <li>▪ Evidence compromised</li> <li>▪ Inability to conduct secure interviews under caution</li> </ul>	<u>Major Impact – May occur</u> <ul style="list-style-type: none"> <li>▪ Unavailability of technically competent staff</li> <li>▪ Deficient professional oversight of criminal investigation</li> <li>▪ Unavailability of Legal Services</li> <li>▪ Action taken by the Information Commissioner for failing to deal with and FoI or DPA request</li> <li>▪ Failed performance indicators</li> <li>▪ Case Management system failure</li> <li>▪ Poor customer satisfaction</li> </ul>	<u>Major Impact – Likely</u> <ul style="list-style-type: none"> <li>▪ Low staff levels</li> <li>▪ Low staff morale</li> <li>▪ Reportable accident at work</li> </ul>	<u>Major Impact – Certain</u>
3	6	9	12
<u>Significant Impact – Unlikely</u> <ul style="list-style-type: none"> <li>▪ Disagreement over policy direction</li> <li>▪ Overspent budget</li> <li>▪ Failure to deliver responsibilities as the ‘Gambling Authority’</li> </ul>	<u>Significant Impact – May occur</u>	<u>Significant Impact – Likely</u>	<u>Significant Impact – Certain</u>
2	4	6	8
<u>Minor Impact - Unlikely</u>	<u>Significant Impact – May occur</u>	<u>Minor Impact - Likely</u>	<u>Minor Impact - Certain</u>
1	2	3	4

## 10. Structure chart and functions



## 11.Primary Authority Partnerships (PAPs)

### Existing PAPs

- Dell
- Fork Lift Truck Association
- Hewlett Packard
- HIPP
- Honda
- Knowledge Academy
- MTS Tyres
- Panasonic
- Prezzo
- The Gym Group
- Waitrose

### Home Authority with potential to move PAP:

- Adama Agricultural Solutions Ltd
- Champion
- Cracker Drinks Ltd
- English Pastries
- English Provender Company
- JV Foods Ltd
- Laithwaites
- Microsoft UK
- Mobile Phones Direct Ltd
- Rolson Tools Ltd
- Sally Hair and Beauty
- Vodafone Group plc

## 12.Contracts with other organisations

Organisation	Area of Work	Scope
Reading BC (TS)	H&S (Petroleum) EPA 1990	Enquiries Inspections Investigations
Reading BC (TS and Corporate Fraud)	Proceeds of Crime Act 2002	Shared Financial Investigator
Reading BC	Tobacco Control	Schools Businesses Enforcement
Wokingham BC (PH)	Tobacco Control	Schools Businesses Enforcement
Wokingham BC (Adult Social Care)	Support with Confidence	Administration of the SWC scheme for Wokingham providers
Wokingham BC (Legal)	Proceeds of Crime	Investigations
Oxfordshire TS	Case Management	Full remit
Oxfordshire Fire and	Case Management	Full remit

Rescue		
Royal Berkshire FRS	Case Management	Full remit
Slough BC (PP)	Animal Health, Welfare and Agriculture	All functions
Oxfordshire CC Surrey CC Hampshire CC RBWM West Sussex CC East Sussex CC	Animal Feed Enforcement	Livestock and Primary Production
Berkshire PH	Infection control audit – small scale project to assist with procurement compliance on £60M contract	One off project
Wokingham Cleaner Greener	Management of Fly Tipping investigations	Investigations (under SLA)

### 13. Customer charter / Service commitments

**All Statutory Timescales will be automatically adopted as a target:**

- TENS
- Planning consultations

**Priority 1 (P1) - Urgent – same day**

Examples:

- Rogue Traders on site
- Active Criminal behaviour
- Serious pollution incident
- Serious workplace accident
- Serious infectious disease incident

**Priority 2 (P2) – Important – 5 days**

- Standard complaint response
- Councillor referred complaints
- JMB referred complaints
- High value customers (primary authority and business client matters)

**Priority 3 (P3) – Routine – 10 days**

- Councillor requests for advice
- JMB requests for advice
- Resident requests for advice
- Business requests for advice
- MP referred complaints
- FOI's
- Stage 1 complaints about the PPP