

---

## **2023/24 Service Plan: Public Protection Partnership**

Version: 1.0 final  
Date: 17/01/2023

---

*This service plan is not for external publication*

# Contents

---

<b>1. Introduction.....</b>	<b>3</b>
1.1 JPPC Chairman Forward .....	3
1.2 Service Manager Commentary .....	3
1.3 Purpose of the Service Plan .....	3
<b>2. Aims and Objectives.....</b>	<b>Error! Bookmark not defined.</b>
2.1 Vision, Mission, Values .....	<b>Error! Bookmark not defined.</b>
2.2 Aims .....	<b>Error! Bookmark not defined.</b>
2.3 Scope.....	<b>Error! Bookmark not defined.</b>
2.4 Governance .....	4
2.5 Licensing .....	<b>Error! Bookmark not defined.</b>
<b>3. Looking ahead – 2023/24.....</b>	<b>6</b>
3.1 Resources (budget and staffing) .....	7
3.2 Key challenges .....	<b>Error! Bookmark not defined.</b>
3.3 Key transformational activities .....	9
3.4 Key operational activities .....	10
3.5 Key performance objectives and measures.....	13
3.6 Risk/issues .....	<b>Error! Bookmark not defined.</b>
3.7 Conclusion.....	15
<b>Appendices.....</b>	<b>17</b>

# **1. Introduction**

## **1.1 Foreword by Joint Committee Chairman**

{to be added once considered by JPPC}

## **1.2 Service Manager Commentary**

- 1.2.1 The Service has faced a range of challenges since its formation in January 2017. We are now past the halfway point in terms of the original agreement and this service plan sets out how we intend to deliver the service in the coming year and in the context of the new shared service arrangement with Wokingham Borough Council.
- 1.2.2 So much has happened since January 2017. The challenges of any shared service were evident in the early days as staff and each Council adjusted to the new arrangements. We then went through a restructure in 2018 followed by a period of instability caused by the loss of key personnel.
- 1.2.3 Between 2020 and early 2022 the Service played a key role in all three Councils operational response to Covid19 which included business enforcement, outbreak investigation, business advice, support for events and local contact tracing. In 2022 the Service has supported Bracknell and West Berkshire Councils deliver on the implementation of the Homes for Ukraine Scheme and the response to the Cost of Living challenges facing many in our communities.
- 1.2.4 Another key event of 2021/22 was the decision by Wokingham Borough Council to bring back in-house its environmental health and licensing functions from the 1<sup>st</sup> April 2022. On the same day Wokingham entered into an arrangement for the delivery of a number of functions including trading standards, case management, financial investigations, intelligence and air quality. This arrangement is also set to run until January 2027.
- 1.2.5 A priority going forward is the need to review the service to take account of the impacts of Wokingham leaving the partnership and entering into a new arrangement and in so doing creating a structure that will deliver for the residents of all three Council areas for the next four years. This is the biggest single service improvement priority of 2023/24 along with embedding of the new single system.
- 1.2.6 The service has much to be proud of in terms of the protections and support it has afforded to residents and businesses, as well as its contribution to the wider local delivery agendas. In acknowledging this I want to recognise the support and scrutiny provided by The Joint Public Protection Committee and the Councils more widely as well as the Joint Management Board. Finally I want to acknowledge the committed, adaptable and professional team that deliver the service.

## **2. Aims and Objectives**

### **2.1 Vision**

To protect our communities through the use of effective communication, intelligence and enforcement.

### **2.2 Mission**

The purpose of the service is to:

- Provide information to people to enable them to make informed decisions and understand their rights and responsibilities.
- Create an atmosphere where legitimate and compliant businesses can thrive and not have their interests undermined by those who choose not to comply.
- Protect the health, wellbeing and safety of the communities we serve.
- Respond to emerging issues and needs.

### **2.3 Values**

Our values have a major influence on the way we want to be seen:

- Objectivity in decision making.
- To act at all times with best of intentions.
- An approach to service delivery which is professional on every level.
- Invest in our people.

### **2.4 Aims**

- Schedule 5 of the IAA outlines the strategic aims: The sharing of expertise and best practice.
- The creation of greater resilience and robustness to cope with unforeseen challenges such as disease outbreaks, large scale investigations or loss of key personnel.
- Sharing and developing resources to drive efficiency and effectiveness including systems and areas of specialist knowledge such as legal, finance and investigative skills.
- Eliminating duplication by needing to do things only once across all locations and elements of the service; for example procedures and standard documentation.
- Building on the success and innovation of the partners to agreement and learning from each other and implementing that learning.
- The effective use of communication to protect communities and enhance the reputation of the Partnership and the Councils.

- Reduce costs by operating jointly.
- Making effective use of partnership funding, service specific grants and monies received from the Proceeds of Crime Incentivisation Scheme.
- Development of the Service in ways which drive further efficiencies and service improvements.
- Playing our role and enhancing our reputation on a regional and national level.

## 2.5 Scope of the Service

Each area of work carried out by the Service originates from a legal requirement placed on local authorities. It is stated in each Agreement the mechanism by which delegation is achieved. The functions of the shared service include:

- |   |   |
|---|---|
| • Air quality management                      | • Health and Safety at Work                   |
| • Animal warden                               | • Health promotion                            |
| • Animal welfare                              | • Industrial pollution                        |
| • Case Management                             | • Licensing (alcohol and regulated activity)  |
| • Contaminated land                           | • Metrology                                   |
| • Communicable diseases                       | • Overloaded vehicles and weight restrictions |
| • Community education                         | • Pest and vermin enforcement                 |
| • Community mediation                         | • Petroleum storage                           |
| • Consumer advice                             | • Primary Authority                           |
| • Doorstep crime                              | • Private sector housing                      |
| • Environmental nuisance protection           | • Product safety                              |
| • Explosives storage                          | • Public health                               |
| • Fair trading                                | • Unfair trading                              |
| • Financial investigations                    | • Scams                                       |
| • Fraud and counterfeiting                    | • Taxi licensing                              |
| • Food and Feed safety, standards and hygiene | • Underage sales                              |
| • Gambling                                    | • Private water supplies                      |

## 2.6 Governance

There are distinct governance arrangements for the two separate agreements i.e. the IAA for Bracknell / West Berkshire and the IAA for PPP / Wokingham. The governance arrangements are as follows:

### **2.6.1 Joint Public Protection Committee**

This is the top tier of governance consisting of Bracknell and West Berkshire Executive Member with responsibility for Environmental Health, Licensing and Trading Standards. In addition each Partner nominates a second Member to represent the Council (as opposed to Executive) interests and one or more substitute Members.

The purpose of the Committee is primarily to determine on matters of policy and strategic direction for the partnership, including considering and determining applications to be part of the Partnership or the services provided by it. Additionally the Committee will have financial oversight to ensure that budgets are being well managed, to understand any risks that may arise during the term of the agreement, keep under review the agreed percentages and proposing a budget and fee structure.

### **2.6.2 Joint Management Board**

The JMB advises the Committee and consists of nominated Lead Officers (LO) from each of the Partners. These are currently:

- Damian James – Assistant Director – Contract Services – Bracknell Forest Council
- Eric Owens – Service Director – Development and Regulation – West Berkshire Council
- Ed Shaylor – Head of Public Protection – Wokingham

### **2.6.3 Joint Service Management Team**

The Joint Management Team have a range of responsibilities including:

- Effective day to day delivery of the Public Protection Service
- Providing budget and performance information for the Joint Committee, Joint Management Board and Individual Lead Officers.
- Proposing policy, strategy, service plans and priorities for the JPPC, Executive, Full Council, Licensing Committees etc.
- Managing the budget and resources on a day to day basis and ensuring money is appropriately spent.

Currently the Joint Management Team consists of the following officers:

- Sean Murphy – Public Protection Manager / Acting Service Director (West Berkshire)
- George Lawrence – Strategic Manager – Community and Trading Standards
- Rosalynd Gater – Strategic Manager – Programme
- Alison Beynon – Strategic Manager – Case Management and Governance
- JMB and JMT are supported by Karen Hughes – PA / Management Support Officer.

The functional divisions across the Strategic management team include responsibility for Licensing, Partnership Support, Environmental Quality and Housing.

## 2.7 Licensing

2.7.1 Bracknell and West Berkshire continue to have a distinct Committee for the purposes of licensing decisions and the setting of the following policies:

- Licensing Policy – for the purposes of the Licensing Act 2003.
- Gambling Policy – for the purposes of the Gambling Act 2005.
- All Taxi and Private Hire Matters.
- All other policy matters which are delegated to each of the Partners' Licensing Committees as part of their Constitution.

2.7.2 Constitutional and procedural advice to the Licensing Committee will remain the responsibility of each Partner's legal and associated democratic services. This is to maintain the in-house knowledge and consistency that members expect and that is appropriate for local accountability. This is also the case for any associated meetings in the delivery of the Licensing Committee.

2.7.3 For Sub-Committees, local members will have full control of their delegated functions. The Service will ensure that each and every case referred to the appropriate Sub-Committee is properly made and in accordance with the requirements of the relevant legislation. Appeals and challenges to Licensing Committee decisions will be managed and defended by each Partner in line with their own policies. Any technical licensing advice required in the process will be provided by the Service.

## 3.0 Looking ahead – 2023/27

### 3.1 Resources - Budget

The in-scope net revenue budget as of 1 April 2023 is as follows:

Authority	23/24 Base Budget	23/24 One-off Pressure
Bracknell	£1,104,790	£110,000

<b>Forest</b>		
<b>West Berkshire</b>	<b>£1,706,960</b>	<b>£158,000</b>
<b>Wokingham</b>	<b>£489,020</b>	
<b>Total Budget</b>	<b>£3,300,770</b>	<b>£268,000</b>

Income for 2023/24 is predicted at £600K

Ring-fenced grant funded income is expected to be in the order of £200K

### 3.2 Resources – Staffing

The current FTE and vacancy rate by function are set out below:

<b>Functional Area</b>	<b>Employed FTE</b>	<b>Vacant FTE</b>
<b>Licensing</b>	6.53	4.88
<b>Environmental Health</b>	29.53	2.38
<b>Trading Standards</b>	12.49	2.87
<b>Intelligence Unit</b>	1.5	0.0
<b>Case Management</b>	3.86	1.0
<b>Partnership Support</b>	5.84	1.0
<b>Investigations</b>	2.0	2.0
<b>Financial Investigations</b>	2.0	0.0
<b>Governance, Policy and Systems</b>	2.5	1.0
<b>Trainees</b>	3.0	1.0
<b>Total</b>	<b>68.25</b>	<b>17.13</b>

The structure for the Public Protection Service is shown in **Appendix 1** and is effective from 1 April 2023.

### 3.3 Commentary on Resourcing

- 3.3.1 Beyond 2023/24 there is a likely £270K deficit in the salary budget. This resulted from the need to maintenance of the existing management structure through the transition period of Wokingham leaving the partnership which was seen as crucial for service continuity and delivery.
- 3.3.2 The service is faced with a number of options including the deletion of operational vacancies, increased income or restructuring. A great deal of work is going on to re-balance the service through the delivery of a workforce strategy focussed on a 'grow our own' where we investing in apprenticeships, post graduate professional qualifications and post-entry training for both new and existing officers. A major challenge is that vacancies are not evenly spread across the service with areas such as licensing, private sector housing and investigations facing severe difficulties



and high agency costs. This can be mitigated by the movement of staff/work within the service but will require retraining of some staff.

- 3.3.3 Income is falling not rising. Many aspects of licensing activity have seen a significant fall in income. Some of this decline had already started pre-covid, such as gambling premises which have been closing for a number of years through to taxi and private hire vehicles who were facing competition from operators such as Uber. Covid saw many leave the sector and there is no sign that many of these will return due to corporate use of private hire declining and competition increasing. Therefore we need a systemic review of income based services to manage the new reality.
- 3.3.4 This leaves open a range of other options ranging from possible extension of the shared service to structural changes to the service. Options will be brought back to Committee early in the new municipal year.

### **3.4 Key Transformational Activities**

- 3.4.1 The key transformational challenges for the service are balancing the budget to provide long term stability and delivering on an effective workforce strategy that reflects that recruitment of qualified and experienced officers is problematic and likely to get worse, whilst at the same time the use of agency staff is unsustainable in the context of the budget difficulties.

#### **Lost Income**

- 3.4.2 At the time of writing it would appear that our long term income loss will be in the region of £150K per annum as a result of falling licensing revenue that began before the pandemic and accelerated as a result of the pandemic. The reduction is across all sectors including taxi and private hire, gambling premises, licenced premises and licensable animal welfare activities such as daily home dog boarding.
- 3.4.3 The service will need a fundamental review in 2023/24 to deliver an officer structure that takes account of the new income levels and the use of new technology through the single system. We also need to move to delivering a lot more in-house such as animal welfare inspections and safeguarding and disability awareness training.
- 3.4.4 Finally we will also need to review our entire discretionary fee base in the context of the reduce cohort of licence holders that provide the income base to deliver the service as well as the effects of inflation on the service cost base.

#### **Post Wokingham Service Cost Base**

- 3.4.5 The decision by Wokingham to leave the partnership has left us with a systemic challenge in our cost base. One of the key strengths the service has is the vast array of expertise at strategic and operational management level. Many of the managers also manage complex workloads in their own right.

- 3.4.6 However most of the savings of the shared service over the years arose from the consolidation of the management structure delivering significant cost benefits. Some of those have been mitigated by the decision by Wokingham to continue to share a number of services with us including trading standards, case management etc. Nevertheless around £270K per year of the entire management costs are only funded on a temporary basis with funding ending in 2023/24.

### **Workforce Strategy**

- 3.4.7 The answer to the cost challenges partly lies in the delivery of an effective workforce strategy. It is clear that going forward there will need to a major re-distribution of work in the service delivered through a new structure where investment in apprentices, trainees and upskilling of existing staff will be a critical element. The Workforce Strategy is produced as **Appendix 2** the current Training and Development Plan can be found here: [8a. Training and Development Plan.pdf \(westberks.gov.uk\)](https://www.westberks.gov.uk/8a-Training-and-Development-Plan.pdf)

### **System Implementation**

- 3.4.8 The Single system needs to be effectively implemented in order that maximum efficiencies can be achieved. This includes encouraging business and residents to engage with the use of on-line forms and payments. In addition the final areas of data – Wokingham Trading Standards data – need to be migrated and the final legacy system closed.

## **3.5 Key Operational Priorities**

### **Integrated Operating Model**

- 3.5.1 The Service will be managed using an approach which firmly links the development of local knowledge, professional risk management and the gathering of information to generate intelligence. This operating model, known as the 'National Intelligence Model' is considered very effective in explaining why, on a daily basis, officers follow a particular course of action.

This is vital in the current financial climate and ensures that Members are well briefed on the service priorities, staff receive better tasking and direction and that public protection matters are more clearly defined. There are specific products that are generated as a result of this operating model:

- 1) **Strategic Assessment** – The Committee are asked to regularly set the priorities for the service based on an overview of local demand, local priorities and emerging and urgent issues. Wider Member involvement in priority setting also takes place and this set of proposed priorities is put before the Committee for consideration. This is supplemented from time to time with a priority review to make in-year adjustments as a result of emerging issues such as Covid, Homes for Ukraine, cost of living or most recently damp and mould.

- 2) **Work Plan** - Once the priorities are agreed the Committee will then also be asked to consider a work plan (control strategy) that sets out exactly how each of the priorities will be delivered through the 'PIE' model as follows:
  - Preventative advice and actions
  - Intelligence gathering and building the intelligence picture
  - Enforcement
- 3) **Tactical Assessment** – The JMT will focus on the more immediate issues being dealt with and review their priorities and resource allocation on an ongoing basis.
- 4) **Problem Profile** – Under the guidance and direction of the assessments, Team Managers (4th Tier) will set up projects to deal with a specific type of problem (e.g. under-age sales, poor air quality, unlicensed trading or noise nuisance) and which may be defined to a particular geographical area.
- 5) **Subject Profile** - Under the guidance and direction of the assessments, Operational Team Managers will set up projects to deal with criminal or other activity perpetrated by specific individuals or group of individuals.
- 6) **Tactical Tasking** – This is the process where Operational Managers will agree how to use resources to deliver the projects, programmes and investigations. This will generally relate to the agreed priorities or sometimes to urgent emerging issues and the availability of resources at the specific point in time.
- 7) **Service Updates and Performance Reporting** – Each quarter the JPPC will receive a service update which includes a summary of the work area of the service along with an update on emerging issues, communications, legal actions, use of resources and key performance data. This in itself fulfils another obligation on the Committee to review service delivery and the effectiveness of the use of resources.

## Information and Intelligence

3.5.2 'Information' is data of any description and in the context of the Service might be:

- Profile of businesses operating in the area
- Profile of residents in a particular area including health and inequalities
- Previous interactions with businesses and residents
- Open access data from the internet
- Matter arising from other plans such as community safety plans, crime reduction and health and wellbeing plans

'Intelligence' is the gathering of information and processing it, this could include:

- Evaluation of information to identify links between people and places

- Information through the use of specialist reporting such as Noise App, Safe Streets App and interactive mapping tool for dog fouling.
- Analysis of enquiries (includes service requests and complaints) made by residents to target hotspots of criminal behaviour
- Review of complaints about businesses to generate a list of inspections and audits
- Conduct a 3 year historical survey of all noise investigations to identify communities at risk from noise
- Produce risk profiles for individuals who may be targeted by criminals e.g. rogue trading
- Organising data collected into ward level profiles to engage with local members, town and parish councils etc.

### **Current Operational Priorities**

3.5.3 The current cross-cutting priorities for the service are:

- E-Crime
- Protection of the Environment and Climate Change
- Protecting Vulnerable Adults and Children
- Safeguarding (including Modern Slavery)
- Safer Streets

The current specific priority areas for the service are:

- Accidents in Commercial Settings
- Improved Air Quality
- Alcohol and Tobacco Harm Reduction
- Animal Welfare
- Nutrition and Childhood Obesity
- Covid19 Recovery
- Doorstep Crime and Marketing Fraud
- Environmental Protection
- Food Safety and Standards
- Housing Standards in the Private Rented Sector
- Impact of Noise on Communities
- Unsafe Consumer Goods
- Water Safety

3.5.4 The current Strategic Assessment can be found here: [PPP STRATEGIC ASSESSMENT \(westberks.gov.uk\)](https://www.westberks.gov.uk/PPP-STRATEGIC-ASSESSMENT) and the current Delivery Plan can be found here: [Public Protection Service Delivery Plan 2021-23 \(westberks.gov.uk\)](https://www.westberks.gov.uk/Public-Protection-Service-Delivery-Plan-2021-23).

## **3.6 The Importance of Communication**

### **External Communication**

3.6.1 The operating model itself relies on a two way dialogue with the communities we serve. We want to be able to help individuals make informed choices and take steps to reduce the risk of harm, whilst at the same time we need the public and businesses to report matters of concern to us in order that we can build our intelligence picture, help and assist where we can, and track down the perpetrators of crime and other harms.

3.6.2 We have a number of communication routes. Digital routes include:

- The PPP Website – [Home - PPP \(publicprotectionpartnership.org.uk\)](https://publicprotectionpartnership.org.uk)
- Facebook - [Public Protection Partnership | Newbury | Facebook](#)
- Twitter - [Public Protection Partnership \(@PublicPP\\_UK\) / Twitter](#)

We also make use of direct contact with businesses through on-line seminars and briefings, direct electronic mail-outs and through targeted bulletins such as the licensing bulletin.

### **Internal Communication**

3.6.3 Internal communication is equally important. There are identified a whole range of audiences for the purposes of communication. In terms of staff these include a mixture of in-person and virtual whole service briefings supplemented by written briefings and update e-mails. All teams have regular meetings. There are also a series of targeted briefings. Examples of this include the Covid response and the updates on the move to a single system.

3.6.4 Other regular internal briefings include the Member Bulletins. These consist of a regular Bulletin giving a wider service update highlighting progress against priorities and specific operations, court outcomes etc. alongside targeted bulletins on specific work areas such as housing, Homes for Ukraine, licensing, water safety etc. These are supplemented by briefings on priorities, targeted briefings on areas such as housing and licensing training. The regular bulletin will in future have a variation that can be shared with parish councils.

3.6.5 The delivery of the communication approach is underpinned by the Communication Strategy that is updated and is considered by JPPC from time to time. The current communication strategy can be found here: [COMMUNICATIONS STRATEGY \(westberks.gov.uk\)](https://www.westberks.gov.uk/communications-strategy)

## **3.7 Working in Partnership**

3.7.1 The service considers partnership working as critical to the effective delivery of the priorities of the Councils.

### **Internal Partnership Working**

3.7.2 There are a wide range of internal partners. They range from Housing (housing standards and homelessness) to Adult and Children's Services (safeguarding), and Public Health to Waste (environmental crime). The service also participates in a number of internal working groups including:

- Customer Services Programme Group
- Health and Safety Working Groups
- Equalities Working Group
- Homes for Ukraine Working Group
- Cost of Living Working Group
- Housing Board

3.7.3 The service also regularly supports other services by sharing knowledge and expertise that it has in areas such as enforcement. The recent Overview and Scrutiny at Bracknell (which the service contributed too) made a number of recommendations that involve partnership working that the service will be taking forward.

### **External and Multi Agency Partnership Working**

3.7.4 The service works with many external partners. Our key working partner is Wokingham Borough Council with whom we share a number of areas of service provision including trading standards, case management, financial investigations and air quality work.

3.7.5 Beyond this other key partners include Thames Valley Police whom we work with on a whole range of enforcement matters including trading standards and licensing through to regional crime teams whom trading standards work with on a regular basis. We work closely with Royal Berkshire Fire and Rescue Service on housing and enforcement matters. With respect to housing we also work with a range of Housing Associations with regular liaison meetings. We do regular joint training sessions with these key partners.

3.7.6 The Councils are also Members of the Trading Standards South East partnership which also feeds into the national trading standards network. More about the trading standards partnership working can be found here: [Welcome to National Trading Standards](#)

3.7.7 Finally officers participate (and in some cases Chair) a number of multi-agency / authority working groups including:

- Safety Advisory Groups
  - Regional specialist groups – e.g. Berkshire EH Managers
  - Trading Standards South East and related focus and working groups
  - National Groups – e.g. NTSB, ACTSO, ACEHO, FSA Focus Groups
  - Thames Valley Police Licensing Liaison
  - Thames Valley Police LPA Tasking
  - Community Safety Partnerships and working groups
  - Health and Wellbeing Board
-

- Water Safety Partnership

### 3.8 Key Performance Measures

3.8.1 The key performance measures and measures of volume for 2023/24 are set out in **Appendix 3** to this report.

### 3.9 Risk

3.9.1 In addition to the production of the assessments and the control strategy, the JMT will ensure that each function of the Service (see Appendix 1), and any other relevant issues such as management capacity or availability of technical expertise will be evaluated for the following risks:

- Public Safety
- Public Health
- Finance
- Reputation
- Political

The evaluation will be a professional judgement based on accumulated knowledge, current data and predicted trends from a wide variety of sources.

The JMT employ a matrix system to monitor service controls and regularly review control measures. Where 'red' risks are identified i.e. where one is considered significant and requires management intervention, an action plan will be issued to guide the Service back towards a more tolerable level of risk.

This usually identifies a change in resource allocation, work pattern/methodology or an injection of new resource based on successful bidding. Scores are ranked 1-4 in both impact and likelihood, with gross and net ratings stated (before and after controls are implemented). Each functional team is then monitored for progress and trends, based on the demands on the service and any change in local situation.

3.9.2 The current risk register for the Service is at **Appendix 4** to this plan.

### 4.0 Conclusion

4.1 The Councils have much to be proud of when it comes to delivering high quality protective services to their residents and businesses. The shared service arrangement over the last six years has delivered efficiency, critical mass and expertise that have allowed us to achieve much from responding to Covid to investigating and prosecuting significant criminality. As was stated in the introduction there have been challenges but some of our greatest challenges lie ahead.

4.2 The delivery of an effective workforce strategy through investing in our people is a primary focus but also is balancing the budget to reflect the loss of Wokingham from the partnership and the long term fall in income. The continued delivery of

intelligence led, focussed and high quality services will remain our primary focus and the Committee will receive regular reports on progress as well as options for future delivery.



# Appendices

---

Appendix 1. Structure Chart 2023/24 and Team Responsibilities

Appendix 2. Workforce Strategy

Appendix 3. Performance Measures for 2023 /24

a. Measures of volume

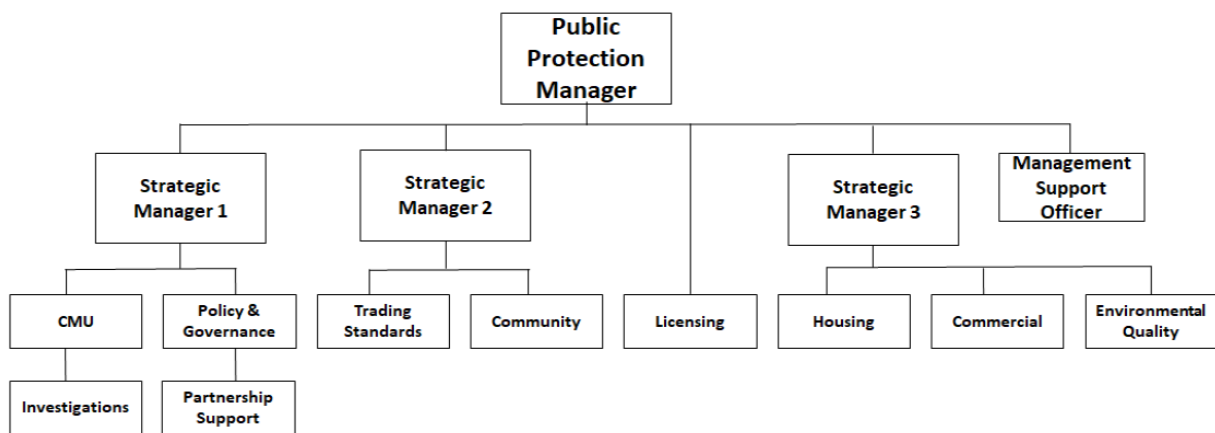
b. Key performance indicators

Appendix 4. Risk register 2023/24

## Appendix 1 – Functions and team responsibilities

The Public Protection Partnership service is made up of the following teams and managed by 3 Strategic Managers, and 8 Principal Officers:

- Case Management Unit (CMU)
- Community
- Trading Standards
- Compliance & Programme (Housing, Environmental Quality and Commercial)
- Licensing
- Partnership Support
- Policy and Governance



**Case Management Unit (CMU) Team** is responsible for:

- Legal process and case management
- Proceeds of Crime Unit
- Legal systems

**Community Team** is responsible for:

- Domestic nuisance
- Pests and vermin
- Animal Warden Service
- Public Health Funerals

**Trading Standards Team** is responsible for:

- Fair trading
- Product safety
- Animal health and welfare
- Food standards

- Agriculture standards
- Metrology
- Fraud
- Counterfeiting
- Age restricted products
- Level 1 investigations
- Petroleum and explosives

**Investigations Team** is responsible for:

- Complex fraud and fair trading matters
- Level 2 (regional) and Level 3 (national) funded investigations

**Compliance & Programme Team** is responsible for:

- Private sector housing standards
- Houses of Multiple Occupation
- Regulated caravan sites
- Homes for Ukraine housing standards
- Air Quality
- Planning Applications – conditions and discharge
- Private water supplies
- Commercial nuisance
- Permitted pollutant discharges
- Food hygiene and safety
- Health and Safety including refugee and asylum facilities
- Infectious disease control
- Accident investigation
- Safety Advisory Group

**Licensing Team** is responsible for:

- Licensed gambling, alcohol, refreshment and entertainment venues
- Taxi and Private Hire vehicle, drivers and operators
- Animal welfare establishments
- Street trading
- Treatments
- Personal licences
- Street and house to house collections
- Applications

**Partnership Support Team** is responsible for:

- Customer service

- Finance

**Policy & Governance Team** is responsible for:

- Governance – JPPC, Licensing and Sub-Committees
- Systems and QMS
- Training and development / Apprenticeship Programme
- Communications