



Department
for Business
Innovation & Skills

Better
Regulation
Delivery Office



WORLD BANK GROUP



Inspection Reform: Breaking Down Barriers to Trade and Investment



Delegate Pack



Foreword



Dear Delegate,

We are delighted that you are able to join us in London at this landmark regulatory reform conference. This global commitment underlines the importance of regulation to energy, trade and investment rather than being an unnecessary burden on business.

This Government is on track to be the first in modern history to leave office with fewer regulations than we came in with. I am proud of the progress this Government has made through initiatives such as the Red Tape Challenge, One in Two Out, Primary Authority and the Regulators' Code which have all eased the burden on our businesses and helped spur growth and jobs across our country. But the work cannot stop here – we need to accelerate the pace of change.

We have worked hard here in the UK to deliver huge changes, and I am pleased that we have the opportunity to share them with you and I hope that we can learn from you. I encourage all delegations to share ideas from regulatory regimes across the globe and build a global collaboration in this important policy area. It is only through open and honest exchanges that together we can create domestic and international environments where businesses are freed-up to trade, invest and flourish.

Enjoy the conference and your time in London.

A handwritten signature in blue ink, which appears to read 'Matthew Hancock', followed by a decorative flourish.

Rt Hon Matthew Hancock MP
Minister of State for Business and Enterprise

Welcome



Dear Delegate,

On behalf of the UK Better Regulation Delivery Office (BRDO) and World Bank Group, it is a pleasure to welcome you to London for the second Inspection Reform conference. We are delighted to have such strong participation from around the world and look forward to using this opportunity to learn from each other, share experiences and participate in lively debate.

‘Inspection Reform: Breaking Down Barriers to Trade and Investment’ is a unique opportunity for delegations to explore together ways in which the regulatory environment can be strengthened to create trade and investment opportunities. A proportionate and well delivered regulatory environment builds confidence and so encourages trade and investment. We know that building up trade and encouraging investment is vital for sustained growth but it depends upon confidence: the confidence of entrepreneurs and business leaders; the confidence of businesses making inward investment decisions; and the confidence of consumers, businesses and regulators in export destinations. This conference will showcase the good work currently taking place and, I hope, be a stepping stone for future discussion and collaboration between all delegations.

Over the course of the three days, an exciting mix of speakers, workshops, networking opportunities and business visits will provide delegates with a stimulating and rewarding conference and allow us to share the many examples of good regulatory delivery happening around the world right now.

This brochure provides practical information about the conference as well as exploring some of the many and varied cultural and social opportunities around the capital. Should you have any questions about anything please do not hesitate to ask a member of the BRDO staff who will be happy to assist.

We look forward to meeting you during the week.

Handwritten signature of Graham Russell in black ink.

Graham Russell MBE
Chief Executive
Better Regulation Delivery Office

Handwritten signature of Najy Benhassine in black ink.

Najy Benhassine
Manager, Business Climate Global Practice
World Bank Group

About the Organisers



Better Regulation Delivery Office

The Better Regulation Delivery Office is part of the UK Government Department for Business, Innovation and Skills and is responsible for transforming businesses' experience of regulation and inspection day to day. It helps regulators provide businesses with confidence to grow whilst maintaining protections.

<https://www.gov.uk/government/organisations/better-regulation-delivery-office>

BRDO is focused on improving the way in which regulations are enforced, making it easier for businesses to start up, grow and thrive while ensuring that citizens and the environment are properly protected. We work with national and local regulators, businesses and consumer groups and we operate Primary Authority for 2,000 UK businesses. Alongside the Department for International Development and the Foreign and Commonwealth Office, and in partnership with the World Bank Group, BRDO supports reform work overseas working with governments to improve business inspections. This includes promoting risk based approaches, improving the skills and knowledge of inspectors and increasing the effectiveness of regulatory bodies.

The types of technical assistance BRDO can provide include:

- Designing a strategic approach to inspection reform to improve the business environment;
- Advising on how to best organise and structure regulatory bodies;
- Supporting capacity building across government and in regulatory bodies to implement new approaches to regulating;
- Providing advice and training on implementing Regulatory Impact Assessment approaches;
- Reducing the cost of inspections by providing advice on efficient approaches to regulation;
- Promoting professional competency for inspectors and providing training and advice on core skills for inspectors, such as planning, preparing and carrying out risk-based inspections;
- Developing easy to apply tools such as checklists and risk assessment methods to embed targeted approaches to inspection; and
- Developing innovative approaches to public private dialogue including training regulators on working in partnership with business.

BRDO's staff include inspection, legal, policy making and analysis experts, many with experience as inspectors in fields such as market surveillance, food safety and labour safety. They are skilled in working with businesses and regulators to analyse problems and provide practical solutions. BRDO has delivered projects with governments and regulators in countries including Australia, Bangladesh, Brazil, Croatia, Ethiopia, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Latvia, Liberia, Nepal, Moldova, Mozambique, Sweden, Tajikistan and Zambia.

About the World Bank Group's Support to Inspection Reform

The World Bank Group brings together policy advice, technical expertise and financial assistance to support the full spectrum of inspection reforms, ranging from simplification of specific areas of business regulation to institutional transformation and the anchoring of inspection reforms in broader reform efforts.

The World Bank Group's support is primarily offered through its two largest Global Practices, namely the Trade and Competitiveness Practice and the Governance Practice. Some of the key types of activities supported include:

- Framework legislation for inspection and enforcement reform
- Civil service reform
- Centre-of-government units coordinating and leading reform
- Deployment and adaptation of specific reform tools such as check-lists, compliance assistance tools, risk-based planning, etc.
- Institutional and governance reform for inspection bodies
- ICT systems and transparency mechanisms for inspection planning and management
- Technical support in the implementation of inspection reforms in specific regulatory spheres e.g. food safety
- Robust monitoring & evaluation systems to track the effectiveness of reforms
- Training and capacity development

Conference Details



Conference start times

The conference start times differ. Please ensure plenty of time to arrive promptly. If you have any questions about travelling in London please feel free to ask a member of BRDO staff.

Tuesday 9th September: Registration is from 08.15 (conference start time 09.15)
Wednesday 10th September: Registration is from 09.00 (conference start time 09.30)
Thursday 11th September: Timings will vary depending on the business visit delegates opt for

Lunch and refreshments will be provided at the conference.

Tuesday 9th September – evening reception (by invitation only)

On Tuesday 9th September at 17.30 there will be an **evening canapé reception** in the House of Lords hosted by Lord Curry of Kirkharle CBE. As space is limited in the House of Lords, only delegates who booked their conference place early enough will have received a printed invitation at registration. Unfortunately due to space and security restrictions you will not be able to attend without a printed invitation. The reception will start with **guided tours of the House of Lords** which are free of charge. Tours will be followed by the canapé reception which will be a great opportunity to speak to other delegates as well as meet with UK regulators and business representatives to discuss the regulatory environment in the UK and worldwide.

Thursday 11th September – business visits

Thursday is devoted to understanding the business perspective on inspections, enforcement and regulation, by hearing direct from businesses. The business visits provide an excellent opportunity for delegates to experience first-hand the importance of good regulatory delivery and inspection reform with a variety of different businesses available to visit. Visiting businesses and talking to them about the regulatory barriers they face and how they can be overcome will bring the topics discussed in the workshops to life and emphasise the role that inspection reform plays in supporting trade and investment.

Business visits are free of charge for delegates and will be allocated on a first come first served basis. If you have not yet signed up to a visit and would like to attend please speak to a member of BRDO staff. A full list of visits can be found in this brochure.

Conference map and workshops

The map below is provided to help delegates find their way around the conference centre and locate the correct rooms for the parallel workshop sessions. The workshops are categorised under five colour-coded themes:

Theme 1: Strengthening capacity

Theme 2: International standards and mutual recognition

Theme 3: Inspection reform as part of public sector reform

Theme 4: Transparency and results management

Theme 5: Building trust and confidence

Simultaneous Russian interpretation will be provided in some of the workshops, and where this is the case it is indicated in this brochure.



Room	Workshops
C3:	2E / 2G / 3F
C4:	1D / 1E / 3A / 3C / 3D / 3G
C6:	3B / 4A / 4B / 5D / 5F / 5G
C8:	1F / 1G / 5A / 5B / 5C / 5E
C11:	1A / 1B / 2C / 2F / 3E / 3H
C12:	2A / 2B / 2D / 4C / 4D / 4E
C31:	1C

Agenda



Tuesday 9th September 2014 – Day	
08.15 – 09.15	Registration and coffee
09.15 – 09.30	<p>Opening video address Rt Hon Matthew Hancock MP, Minister of State for Business and Enterprise Inspection reform and the importance of capacity and confidence to trade and investment Graham Russell, Chief Executive, Better Regulation Delivery Office</p>
09.30 – 10.30	<p>Trade and competitiveness – challenges and opportunities Najy Benhassine, Business Climate Manager, World Bank Group Building global prosperity through economic diplomacy – transparency, trust and accountability Barry Lowen, Head Commercial and Economic Diplomacy, UK Foreign and Commonwealth Office</p>
10.30 – 11.00	Refreshment break
11.00 – 12.00	<p>Implementing inspection reform: OECD best practice principles Nick Malyshev, Head of the Regulatory Policy Division, OECD Beyond boundaries: smart regulation and international regulatory co-operation Riccardo Maggi, Deputy Head of Unit, Impact Assessment, European Commission Strengthening regulatory governance and capacity: from fixing broken regulation to building sustainable institutions Peter Ladegaard, Cluster Lead, Regulatory Policy, World Bank Group</p>
12.00 – 12.30	Question and answer panel session
12.30 – 13.15	Lunch
13.15 – 14.15	<p>Parallel Workshops</p> <p>1A The ‘rules’ for regulatory agencies: Inspection laws and codes of practice (Russian interpretation)</p> <p>2A Building confidence in international trade based on assured standards</p> <p>3A Inspection and public sector reform: Links and leverage</p> <p>3B Lines of communication: Consultation and stakeholder engagement</p> <p>5A Risk as the currency of regulation: key principles and tools (Russian interpretation)</p>

14.15 – 15.15	<p>Parallel Workshops</p> <p>1B When inspection isn't the answer: Rethinking the role of inspections and enforcement in delivering regulation (Russian interpretation)</p> <p>2B Addressing challenges in international trade in food</p> <p>3C Public private dialogue: tools and approaches</p> <p>4A The citizen as the regulator: Approaches to empowering citizens and consumers</p> <p>5B Risk to target inspections: Practical examples from food imports, pharmaceuticals and tax (Russian interpretation)</p>
15.15 – 15.35	Refreshment Break
15.35 – 16.35	<p>Parallel Workshops</p> <p>1C Creating a modern regulator: From the UK Food Standards Agency to the Mongolian General Agency for Specialised Inspections</p> <p>2C Regulatory delivery across a common market: Market surveillance in the EU (Russian interpretation)</p> <p>2D Working with regulators to enhance international market access through standards: Medicines case study</p> <p>3D Regulatory impact assessment: From design to delivery</p> <p>4B Transparency enhancement tools: The feedback loop between regulator and business</p> <p>5C The 'risk regulation reflex': How regulatory agencies can avoid developing disproportionate interventions (Russian interpretation)</p>
16.40 – 16.50	<p>Graham Russell, Chief Executive, Better Regulation Delivery Office</p> <p>Closing remarks</p>

Tuesday 9th September 2014 – Evening (by invitation only)

16.50	Depart Conference Centre for House of Lords
17.30	Guided tours of House of Lords
18.30 – 20.30	House of Lords canapé reception – Hosted by Lord Curry of Kirkharle MBE

Wednesday 10th September 2014

09.00 – 09.30	Registration and coffee
09.30 – 10.30	<p>Enterprising regulation: the UK perspective Rachel Sandby-Thomas, Director General, Enterprise and Skills Group, UK Department for Business, Innovation and Skills</p> <p>Real life reform: Involving businesses throughout the reform cycle Florentin Blanc, Consultant – Inspection Reform, World Bank Group</p> <p>Business perspective on inspection reform Stuart Wiggans, Senior Director Retail Operations Compliance, ASDA-WALMART</p>

Wednesday 10th September 2014	
10.30 – 11.30	<p>Parallel Workshops</p> <p>1D How much discretion should regulatory agencies have? Limits and flexibilities</p> <p>2E EU Regulation: The road to a smarter regulatory environment (Russian interpretation)</p> <p>3E Regulatory delivery throughout the business cycle</p> <p>4C Transparency as a driver for better regulatory delivery</p> <p>5D Can better regulatory delivery be part of a country's inward investment offer?</p> <p>5E Building confidence in the food safety regime (Russian interpretation)</p>
11.30 – 12.00	Refreshment break
12.00 – 13.00	<p>Parallel Workshops</p> <p>1E Inspection reform approaches in fragile and post conflict states</p> <p>1F IT as an enabler for inspection reform: Case studies (Russian interpretation)</p> <p>2F Trade logistics reform</p> <p>3F Co-ordinated regulatory delivery: How to address the challenge of cross government co-ordination (Russian interpretation)</p> <p>4D Inspection results: Measurement frameworks</p> <p>5F Building trust and confidence: Legitimacy and regulatory compliance</p>
13.00 – 14.00	Lunch
14.00 – 15.00	<p>Parallel Workshops</p> <p>1G Professional competency for regulators: Skills and knowledge (Russian interpretation)</p> <p>2G The relationship between standards, conformity assessment and regulations (Russian interpretation)</p> <p>3G Inspection reform as part of public sector reform: case studies from Italy and Mexico</p> <p>3H Opening up data: Possibilities for better regulatory delivery</p> <p>4E Does regulatory reform make a difference, and can we prove it?</p> <p>5G Better guidance for better compliance: Delivering assured advice and guidance to business</p>
15.00 – 15.30	Closing plenary session

Thursday 11th September 2014	
	Business visits. Times will vary according to visit.

Plenary Speaker Biographies



The Rt Hon Matthew Hancock MP



Matthew Hancock MP was appointed Minister of State at the Department for Business, Innovation and Skills, Minister of State at the Department of Energy and Climate Change and Minister of State for Portsmouth in July 2014. He is the Conservative MP for West Suffolk. He studied Philosophy, Politics and Economics at Exeter College, University of Oxford, and gained a Master's Degree in Economics from the University of Cambridge. His first job was with his family computer business before working as an economist at the Bank of England. In 2005 he worked for the then Shadow Chancellor of the Exchequer, George Osborne, before being elected to parliament in 2010.

Graham Russell MBE



Graham Russell MBE is Chief Executive of the Better Regulation Delivery Office. He leads the drive to improve the delivery of regulation in the UK within the Department for Business, Innovation and Skills. His professional background is as a regulator in local government, where he worked as Head of Trading Standards and Community Safety at Staffordshire County Council. In 2007 he was appointed by the UK Government to create the Local Better Regulation Office and take forward the radical change agenda envisioned in the Hampton report. In 2012 he took the organisation into BIS, taking responsibility for a broader range of issues nationally and locally.

Najy Benhassine



Najy Benhassine is a Manager of the Business Climate Global Practice – Trade and Competitiveness Global Practice within the World Bank Group. Prior to his appointment to this position, he was based in Morocco between 2007 and 2011 and was in charge of the private sector development portfolio of the Maghreb for the World Bank. He also worked on education, land reform and health service delivery. He joined the World Bank in 2001. He is co-author of the 2009 World Bank regional report on the private sector in the MENA region, 'From Privilege to Competition: unlocking private sector development in the Middle-East and North Africa'.

Barry Lowen



Barry Lowen is the head of the Foreign and Commonwealth Office's Commercial and Economic Diplomacy Department. He was previously Director of UK Trade & Investment in India, leading 86 people in nine offices across India, which gave him a comprehensive overview of international business in a major emerging market. His previous jobs have included Director of Asia for UKTI in London, Head of Engagement with the Islamic World Group at the FCO and Deputy Head of Mission at the British Embassy in Riyadh. He holds a MBA from the Open University and a MA from Oxford University.

Nick Malyshev



Nick Malyshev is Head of the OECD Regulatory Policy Division where he directs country reviews of regulatory reform in OECD and non-OECD countries. He was responsible for updating the OECD recommendations on regulatory reform, now the 2012 Recommendation on Regulatory Policy and Governance. He has also worked extensively on economic transition in Russia and China, including analytical and advisory work on a range of topics such as regulatory policy and institutional reforms. Prior to joining the OECD, he worked as a financial analyst at GlaxoSmithKline and as a securities trader at Wall Street West, an investment bank.

Riccardo Maggi



Riccardo Maggi is deputy head of the unit for Impact Assessment in the Secretariat General of the European Commission. The unit is responsible for the horizontal aspects of the Commission's Smart Regulation agenda and acts as secretariat to the Impact Assessment Board; the independent quality control and support mechanism of the Commission. He is a macro-economist by training (Bocconi and Oxford Universities). Before taking up his current post, he worked in the Commission's Directorate General for Economic and Financial Affairs, in the Directorate General for Development and Cooperation and in the International Monetary Fund.

Peter Ladegaard



Peter Ladegaard has for more than 15 years worked on different aspects of regulatory governance and reform. Initially at the OECD, he led a number of benchmarking studies and country reviews of regulatory management systems. At the World Bank Group since 2005 he developed and directed the Better Regulation for Growth Program and subsequently headed up IFC / World Bank Group's Investment Climate Program in East and Southern Africa. Since July 2014, Peter has been the Cluster Leader for the new Regulatory Policy Team located in the Governance Practice of the World Bank. He has advised more than 40 governments on regulatory reform strategies and implementation.

Rachel Sandby-Thomas



Rachel Sandby-Thomas is Director General for Enterprise and Skills and Legal Services at the Department for Business, Innovation and Skills. Her policy responsibilities cover the Government's interest in enterprise and skills, including small business, apprenticeships and further education. In addition, she is Head of Legal in BIS and oversees the legal team that provides advice to BIS as well as investigating and prosecuting criminal breaches of the corporate and insolvency regimes. She joined the Government Legal Service in 1993 from the City, where she was a solicitor with Linklaters, and has since worked in a number of departments.

Florentin Blanc



Florentin Blanc has worked for the World Bank Group for ten years, since 2010 as a consultant. He has worked primarily on regulatory enforcement and inspection issues, and more broadly on business regulation reform. He has extensive experience advising governments on business regulation, inspection reform, technical regulation and food safety regulatory structures in Europe, Central Asia, East Asia and Africa. He also conducts research work on the topic of inspections and enforcement, drivers of regulatory compliance, regulatory discretion and related fields. Between 2004 and 2008, he managed IFC projects in Tajikistan and Ukraine.

Stuart Wiggans



Stuart Wiggans is Senior Director, Retail Operations Compliance at ASDA-WALMART where he leads the compliance team managing all aspects of regulatory and trading law compliance including liaison with EU and UK Government officials. Following completing a degree in Environmental Health, Stuart worked as an Environmental Health Officer before moving to an international consultancy to lead a team providing advice on food and health and safety compliance. Stuart then joined the supermarket operator Tesco working in various operational compliance roles including a year in China as Health and Safety Director for Tesco subsidiary Hymall. He joined ASDA in 2008.

Workshops: Tuesday 9th September		
13.15-14.15	14.15-15.15	15.35-16.35
1A – Room C11 The ‘rules’ for regulatory agencies: Inspection laws and codes of practice (Russian)	1B – Room C11 When inspection isn’t the answer: Rethinking the role of inspections and enforcement in delivering regulation (Russian)	1C – Room C31 Creating a modern regulator: From the UK Food Standards Agency to the Mongolian Agency for Specialised Inspections
2A – Room C12 Building confidence in international trade based on assured standards	2B – Room C12 Addressing challenges in international trade in food	2C – Room C11 Regulatory delivery across a common market: Market surveillance in the EU (Russian)
3A – Room C4 Inspection and public sector reform: Links and leverage	3C – Room C4 Public private dialogue: Tools and approaches	2D – Room C12 Working with regulators to enhance international market access through standards: Medicines sector case study
3B – Room C6 Lines of communication: Consultation and stakeholder engagement	4A – Room C6 The citizen as the regulator: Approaches to empowering citizens and consumers	3D – Room C4 Regulatory impact assessment: From design to delivery
5A – Room C8 Risk as the currency of regulation: Key principles and tools (Russian)	5B – Room C8 Risk to target inspections: Practical examples from food imports, pharmaceuticals and tax (Russian)	4B – Room C6 Transparency enhancement tools: The feedback loop between regulator and business
		5C – Room C8 The ‘risk regulation reflex’: How regulatory agencies can avoid developing disproportionate interventions (Russian)

Workshops: Wednesday 10th September		
10.30-11.30	12.00-13.00	14.00-15.00
1D – Room C4 How much discretion should regulatory agencies have? Limits and flexibilities	1E – Room C4 Inspection reform approaches in fragile and conflict states: Case studies	1G – Room C8 Professional competency for regulators: Skills and knowledge (Russian)
2E – Room C3 EU Regulation: The road to a smarter regulatory environment (Russian)	1F – Room C8 IT as an enabler for inspection reform: Case studies (Russian)	2G – Room C3 The relationship between standards, conformity assessment and regulations (Russian)
3E – Room C11 Regulatory delivery throughout the business cycle	2F – Room C11 Trade logistics reform	3G – Room C4 Inspection reform as part of public sector reform: Case studies from Italy and Mexico
4C – Room C12 Transparency as a driver for better regulatory delivery	3F – Room C3 Co-ordinated regulatory delivery: How to address the challenge of cross government co-ordination (Russian)	3H – Room C11 Opening up data: Possibilities for better regulatory delivery
5D – Room C6 Can better regulatory delivery be part of a country's investment offer?	4D – Room C12 Inspection results: Measurement frameworks	4E – Room C12 Does regulatory reform make a difference, and can we prove it?
5E – Room C8 Building confidence in the food safety regime (Russian)	5F – Room C6 Building trust and confidence: Legitimacy and regulatory compliance	5G – Room C6 Better guidance for better compliance: Delivering assured advice and guidance to business

Workshops



Theme 1: Strengthening capacity

Workshops under this theme will discuss the substantial role that inspectors play in ensuring efficient, effective and ethical regulatory delivery and consider the set of skills and competencies inspectors need to master to perform their duties competently and diligently. This includes how regulatory agencies can make best use their resources and effectively use ICT to drive better targeting. This theme will also explore the factors that drive improved capacity, such as legal frameworks, culture, values, professional competency and performance incentives.

1A	<p>The ‘rules’ for regulatory agencies: Inspection laws and codes of practice (Russian interpretation)</p>
<p>Chair: Duncan Johnson, BRDO</p> <p>Speakers: Egle Maurice, Attorney at Law, Lithuania Dustmurod Murodov, Executive Office of the President, Tajikistan Madina Nurmatova, IFC Tajikistan</p>	<p>The ‘rules’ that govern how regulatory agencies act are one of the drivers of more effective enforcement and inspection regimes. This workshop will discuss the approaches taken by different countries to setting out the ‘rules’ for regulatory agencies and include a practice example from Tajikistan on why they are revising their inspection law.</p> <p>Tuesday: 13.15-14.15, Room: C11</p>
1B	<p>When inspection isn’t the answer: Rethinking the role of inspections and enforcement in delivering regulation (Russian interpretation)</p>
<p>Chair: Erica Butler, BRDO</p> <p>Speaker: Rob Van Dorp, Inspectorate of Environment and Transport, the Netherlands</p>	<p>Regulatory agencies exist to improve compliance. This can be by inspections, sanctions and other tools, but if the ‘usual’ tools do not work another approach is needed. Using concepts originally developed by Malcolm Sparrow in ‘The Regulatory Craft’, Rob van Dorp will discuss how to define problems precisely, how to analyse them and how to develop interventions.</p> <p>Tuesday: 14.15-15.15, Room: C11</p>
1C	<p>Creating a modern regulator: From the UK Food Standards Agency to the Mongolian General Agency for Specialized Inspections</p>
<p>Chair: Helen Buckingham, BRDO</p> <p>Speakers: Rod Ainsworth, UK Food Standards Agency Saikhanbileg Chimed, Chief Secretary of the Cabinet, Mongolia</p>	<p>Creating a regulatory agency can happen as a result of public sector institutional reforms or perhaps in response to a regulatory failure. This workshop will discuss the challenges of building the capacity, culture and activities within a new agency. Speakers from the UK Food Standards Agency and the Mongolian Government will reflect on their experiences.</p> <p>Tuesday: 15.35-16.35, Room: C31</p>

1D	How much discretion should regulatory agencies have? Limits and flexibilities	
<p>Chair: Claudio Radaelli, University of Exeter</p> <p>Speakers: Florentin Blanc, World Bank Group Donald Macrae, Regulatory Reform Expert Giuseppa Ottimofiore, Researcher – Specialist in Public Law</p>	<p>How much discretion should regulatory agencies have? At a recent seminar hosted by the Netherlands Academy for Legislation, experts and academics agreed that discretion in regulatory delivery is both unavoidable (as there is no rule that does not require some degree of interpretation) and necessary to ensure that implementation of regulations leads to the desired outcomes. The key question, however, is what kind of discretion, and how it should be framed and structured.</p> <p>Wednesday: 10.30-11.30, Room: C4</p>	
1E	Inspection reform approaches in fragile and post conflict states: Case studies	
<p>Chair: Graham Russell, BRDO</p> <p>Speaker: Fred Zake, World Bank Group</p>	<p>A fragile or post conflict environment creates distinct challenges for regulatory reform, but regulatory reforms can also bring specific benefits for fragile and post conflict states. This workshop will consider the critical factors to achieve impact in inspection reform in fragile and post conflict states and include country case studies from a World Bank Group representative on their experience of reforms.</p> <p>Wednesday: 12.00-13.00, Room: C4</p>	
1F	IT as an enabler for inspection reform: Case studies (Russian interpretation)	
<p>Chair: Helen Buckingham, BRDO</p> <p>Speakers: Agha Karim Samadzade, Deputy Head of e-Registry of Inspections, Ministry of Justice of Azerbaijan Republic Philip Preece, BRDO</p>	<p>This workshop will discuss how IT solutions can be used by governments to support improvements in the way regulatory agencies plan and conduct activities. It will include the experiences of the Government of Azerbaijan in the implementation of an inspection e-registry used by 26 regulatory agencies and accessible by businesses, and an IT solution being piloted by UK government to share business compliance data across regulatory agencies using a novel, geography based approach.</p> <p>Wednesday: 12.00-13.00, Room: C8</p>	
1G	Professional competency for regulators: Skills and knowledge (Russian interpretation)	
<p>Chair: Donald Macrae, Regulatory Reform Expert</p> <p>Speakers: Dennis Ager, BRDO Serhiy Osavolyuk, IFC Kyrgyz Republic Taalaibek Nurbashev, State Inspectorate of Ecological and Technical Safety, Kyrgyz Republic</p>	<p>Professional competency is more than having a qualification; it relates to an individual's ability to perform his or her job, and involves regular reassessment of knowledge, skills and behaviours. This workshop will explore the core skills all inspectors need and the tools available to support this, including experiences from Kyrgyz Republic, which is developing a training centre for its technical inspectors.</p> <p>Wednesday: 14.00-15.00, Room: C8</p>	

Theme 2: International standards and mutual recognition

Workshops under this theme will highlight the importance of clear international standards and agreements by which two or more countries agree to recognise one another's regulatory mechanisms – including laws, regulations, standards, and certification procedures – in order to facilitate product movements across countries. These agreements are mostly relevant to product conformity yet in certain jurisdictions could be extended to professional qualifications as well. This theme will also include a focus on trade logistics reforms and streamlining inspection at borders, including case studies and examples where such agreements have been implemented, and will highlight the main benefits, challenges and lessons learnt.

2A	Building confidence in international trade based on assured standards
<p>Chair: Gordon Maddan, BRDO</p> <p>Speakers: John Figgins, British Retail Consortium Lucie Klabackova and Nancy Angelopoulou, Leatherhead Food Research</p>	<p>This workshop will discuss the development and use of international standards in providing assurance in an increasingly global market place, using the example of the British Retail Consortium Standards, which set the benchmark for businesses wishing to supply products to the UK retail market. It will explore the issue from the perspectives of the BRC, which develops standards, and Leatherhead International, which advises businesses whether national standards around the world follow Codex, US or EU norms.</p> <p>Tuesday: 13.15-14.15, Room: C12</p>
2B	Addressing challenges in international trade in food
<p>Chair: Lazar Ristic, World Bank Group</p> <p>Speakers: Professor Samir Dani, National Asian Business Association Ms Paz Benavidez II, Assistant Secretary, Department Agriculture, Philippines Hans Shrader, IFC Philippines</p>	<p>This workshop will share examples of addressing challenges in international trade in food from a private sector representative body working with regulatory agencies in UK and India to tackle challenges related to imports of Indian mangos. It will also present an ongoing reform effort to introduce coordinated risk management procedures to the Philippine Department of Agriculture for improved management of SPS related import and export requests.</p> <p>Tuesday: 14.15-15.15, Room: C12</p>
2C	Regulatory delivery across a common market: Market surveillance in the EU (Russian interpretation)
<p>Chair: Dennis Ager, BRDO</p> <p>Speakers: Phil Owen, UK Trading Standards Institute and PROSAFE Andrejka Grlic, Market Inspectorate of the Republic of Slovenia</p>	<p>Common markets bring benefits for businesses trading across national boundaries. But how should regulatory agencies conduct regulatory controls where products are being traded across the common market? This workshop will use the example of regulation of product safety market surveillance across the EU to discuss mechanisms to support coordination and consistency in regulatory delivery.</p> <p>Tuesday: 15.35-16.35, Room: C11</p>

2D	Working with regulators to enhance international market access through standards: Medicines sector case study
<p>Chair: Gordon Maddan, BRDO</p> <p>Speakers: Helen Darracott, Propriety Association of Great Britain Colette McCreedy Grimshaw UK Medicines and Healthcare Products Regulatory Agency</p>	<p>There are considerable differences as to what can be sold and under what conditions in different countries across the world. A more harmonised approach based on international standards can promote trade and deliver benefits for society. Using the case study of non-restricted sales of medicines in the UK and drawing parallels with other sectors and countries, this workshop will explore how the private sector and regulators can work together to develop the market.</p> <p>Tuesday: 15.35-16.35, Room: C12</p>
2E	EU Regulation: The road to a smarter regulatory environment (Russian interpretation)
<p>Chair: Rachel Holloway</p> <p>Speakers: Jennifer Heigham, UK Department for Transport Delia Leonte, UK Department for Transport Lianne Mooldijk, Ministry of Infrastructure and Environment, the Netherlands</p>	<p>This workshop will provide practical examples of how EU member states are working together to influence and improve both the design and delivery of regulation made at the EU level. Speakers from the Netherlands and the UK will outline how EU countries have been working in partnership to ensure that EU regulation is designed, evaluated and enforced in a “smart” way providing protections and supporting economic growth in a consistent way across the EU, drawing on case study examples from the field of transport.</p> <p>Wednesday: 10.30-11.30, Room: C3</p>
2F	Trade logistics reform
<p>Chair: Hans Shrader, World Bank Group</p> <p>Speaker: Lazar Ristic, Trade Logistics Expert, World Bank Group</p>	<p>Reforming trade logistics is a priority for many countries, and the involvement of regulatory agencies is an important factor. A World Bank expert will introduce the topic and reflect on experiences in a range of countries, followed by country reflections from the panel.</p> <p>Wednesday: 12.00-13.00, Room: C11</p>
2G	The relationship between standards, conformity assessment and regulations (Russian interpretation)
<p>Chair: Andrei Mikhnev, World Bank Group</p> <p>Speakers: Florentin Blanc, World Bank Group Giuseppa Ottimofiore, Researcher – Specialist in Public Law Dr Steve John, Dominica Bureau of Standards</p>	<p>This workshop will cover both the theoretical relationship of standards to regulation, including the use of standards and conformity assessment as regulatory instruments and mutual recognition of standards, and the practical impact in terms of trade and investment – including a practice example from Dominica.</p> <p>Wednesday: 14.00-15.00, Room: C3</p>

Theme 3: Inspection reform as part of public sector reform

Reforms of the way regulation is delivered by government and state agencies are closely linked to wider initiatives in public sector reform. Effective regulatory delivery requires the right institutions, governance and accountability structures in place, all of which are key elements of ‘traditional’ public sector reform. Workshops under this theme will explore the areas where inspection reform crosses over and links with public sector reform initiatives and discuss topics where cross-government cooperation and coordination are necessary for effective inspection reforms.

3A	Inspection and public sector reform: Links and leverage
<p>Chair: Peter Ladegaard, World Bank Group</p> <p>Speakers: Lali Gogoberidze, Ministry of Economy, Georgia Eka Avaliani, IFC Georgia Hayk Ayvazyan, Ministry of Economy, Armenia Hambardzum Kaghketsyan, IFC Armenia</p>	<p>This workshop will identify overlaps and linkages between inspection reform and ‘traditional’ public sector reform and discuss how good timing, coordination and integration can leverage both reforms. Case studies from Georgia, sharing their experiences in radical public sector reform and the story 10 years on, and from Armenia will demonstrate practical experiences in this area.</p> <p>Tuesday: 13.15-14.15, Room: C4</p>
3B	Lines of communication: Consultation and stakeholder engagement
<p>Chair: Rachel Holloway, BRDO</p> <p>Speakers: Florentin Blanc, World Bank Group Giuseppa Ottimofiore, Researcher – Specialist in Public Law Fred Zake, World Bank Group</p>	<p>This workshop will provide an opportunity to explore different approaches to consultation and stakeholder engagement as part of the regulatory process, and examine the diversity behind seemingly simple words.</p> <p>Tuesday: 13.15-14.15, Room: C6</p>
3C	Public private dialogue: Tools and approaches
<p>Chair: Kate Fletcher, BRDO</p> <p>Speakers: Steve Utterwulghes, Public Private Dialogue Expert, World Bank Group Kathryn Preece, BRDO</p>	<p>This workshop will explore the importance of public private dialogue in driving private sector development and public sector transformation. It will include an overview of the World Bank Group’s work in different countries and practice from the UK to improve business and public sector engagement at a local level.</p> <p>Tuesday: 14.15-15.15, Room: C4</p>
3D	Regulatory impact assessment: From design to delivery
<p>Chair: Cesar Cordova, Regulatory Reform Expert</p> <p>Speakers: Penias Chabwela, Cabinet Office, Zambia Martin Traynor, UK Regulatory Policy Committee</p>	<p>This workshop will examine the processes and tools of Regulatory Impact Assessment in the context of regulatory delivery. This includes considering how regulations will be enforced and implemented at the earliest stages of policy design, how to engage businesses and other stakeholders in regulatory design and how to develop independent scrutiny of the policy and delivery cycle.</p> <p>Tuesday: 15.35-16.35, Room: C4</p>

3E	Regulatory delivery throughout the business cycle	
<p>Chair: Kate Fletcher, BRDO</p> <p>Speakers: Lars Grava, World Bank Group Miah Ali, IFC Bangladesh Masrur Reaz, IFC Bangladesh Mamo Mihretu, IFC Ethiopia</p>	<p>Throughout the business life cycle, ‘regulatory delivery’ is an integral part of government interactions with the private sector. It is thus essential to understand what ‘regulatory delivery’ means for government and businesses, and to review the effectiveness and interplay of different regulatory tools – such as registration, inspections and permits – at different stages of the business life cycle. This workshop will also identify new trends in regulatory delivery and opportunities and risks in developing countries.</p> <p>Wednesday: 10.30-11.30, Room: C11</p>	
3F	Co-ordinated regulatory delivery: How to address the challenge of cross government co-ordination (Russian interpretation)	
<p>Chair: Peter Ladegaard, World Bank Group</p> <p>Speakers: Rob Velders, Regulatory Reform Expert, the Netherlands Erica Butler, BRDO</p>	<p>Many ministries, departments and agencies, at a national and local level, can be involved in the design and implementation of regulations. This workshop will explore different solutions to the challenge of coordinating regulatory responsibilities across different organisations. Presentations will cover the benefits and limitations of different types of co-ordination mechanisms.</p> <p>Wednesday: 12.00-13.00, Room: C3</p>	
3G	Inspection reform as part of public sector reform: Case studies from Italy and Mexico	
<p>Chair: Claudio Radaelli, University of Exeter</p> <p>Speakers: Dr Stefano Vaccarri, Ministry of Agriculture, Food and Forestry, Italy Bertha Leticia Vega Vazquez, COFECE, Mexico</p>	<p>This workshop will discuss two case study examples of where inspection reform crosses over and links with ‘traditional’ public sector reform. A representative from Italy will share how simplification in regulatory controls is contributing to consumer protection and giving businesses a competitive edge in the market. A representative from Mexico will talk about regulatory improvement in Mexico from a competition law perspective as well as cooperation between the authorities at the federal level.</p> <p>Wednesday: 14.00-15.00, Room: C4</p>	
3H	Opening up data: Possibilities for better regulatory delivery	
<p>Chair: Lorna Thompson, BRDO</p> <p>Speakers: Oliver Buckley, Open Data and Transparency Team, UK Cabinet Office Lynsey Brooks, BRDO</p>	<p>The open data agenda is being adopted by governments worldwide and better availability of data opens up possibilities for better regulatory delivery. This workshop will discuss the open data agenda in the context of regulatory delivery including the use of ICT in Integrated Management Systems as well as the challenges and opportunities of sharing data across government and more widely for the purpose of improving regulatory delivery.</p> <p>Wednesday: 14.00-15.00, Room: C11</p>	

Theme 4: Transparency and results management

A transparent regulatory environment recognises the benefits of sharing information with businesses, engaging in consultation on proposed policies and regulations, publically announcing policy and regulatory actions, and regularly sharing reform outcome data through client feedback loops. Workshops under this theme will explore the different tools used by regulators to proactively engage with clients and seek their feedback. This theme will also discuss results management frameworks, including the expected impacts of reforms and how the theory of change can be constructed as well as the challenges associated with results measurements.

4A	<p>The citizen as the regulator: Approaches to empowering citizens and consumers</p>
<p>Chair: Sarah Smith, BRDO</p> <p>Speakers: Gustavo Kuster de Albuquerque, INMETRO, Brasil Vuk Vujnovic, Public Relations Bureau, Government of Montenegro Rita Pandey, Food Technology and Quality Control Department, Nepal</p>	<p>Often the power of the citizen to change business behaviour and improve compliance can be overlooked. This workshop will present practical examples of engaging citizens to drive up food safety standards and the safety of consumer goods, exploring alternatives to inspection.</p> <p>Tuesday: 14.15-15.15, Room: C6</p>
4B	<p>Transparency enhancement tools: The feedback loop between regulator and business</p>
<p>Chair: Helen Kirkman, BRDO</p> <p>Speakers: Abeer Shalan, IFC Jordan Giedrius Kadziauskas, Regulatory Reform Expert, Lithuania</p>	<p>This workshop will explore the topic of accountability and transparency of regulatory agencies to business and citizens through the 'feedback loop', including complaints and appeals against regulator decisions.</p> <p>Tuesday: 15.35-16.35, Room: C6</p>
4C	<p>Transparency as a driver for better regulatory delivery</p>
<p>Chair: Najy Benhassine, World Bank Group</p> <p>Speakers: Stela Mocan, e-Government Center, Moldova Sarah Smith, BRDO</p>	<p>This workshop will explore different approaches to increasing transparency to business and ensuring that businesses know what to expect from regulators. A representative from Moldova will speak about their work on transparency of inspections as part of a broader e-government transparency agenda and a BRDO representative will speak about the UK "Regulators' Code".</p> <p>Wednesday: 10.30-11.30, Room: C12</p>
4D	<p>Inspection results: Measurement frameworks</p>
<p>Chair: Lars Grava, World Bank Group</p> <p>Speakers: Wafa' Aranki, World Bank Group Lynsey Brooks, BRDO</p>	<p>How can regulatory agencies design the right performance indicators to measure what matters? This workshop will present BRDO's 'Impact and Outcomes' tool and the WBG's 'Results Measurement Model', a work in progress. It will also consider data availability, data credibility, practicality, time and cost.</p> <p>Wednesday: 12.00-13.00, Room: C12</p>

4E	Does regulatory reform make a difference, and can we prove it?
<p>Chair: Peter Ladegaard, World Bank Group</p> <p>Speakers: Giedrius Kadziauskas, Regulatory Reform Expert, Lithuania Daniel Trnka, OECD</p>	<p>This workshop will seek to explore whether regulatory reform really makes a difference. Are we, as governments and reformers, achieving the impacts we want to see: reduced business burden, reduced corruption, and better market access? Speakers will introduce examples of measuring reform outcomes and the OECD Framework for Regulatory Policy Evaluation.</p> <p>Wednesday: 14.00-15.00, Room: C12</p>

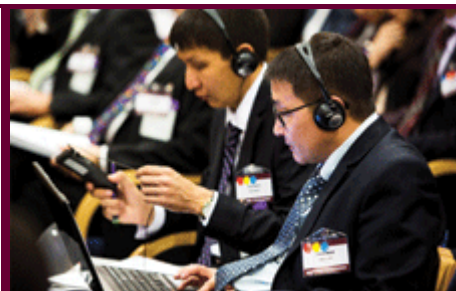
Theme 5: Building trust and confidence

A better regulatory environment could be characterised through factors of certainty, accountability, transparency and consistency, and these factors could be considered pre-requisites to building trust in the regulatory system. Workshops under this theme will discuss the different ways to enhance confidence and trust in the regulatory delivery regime, including risk-based inspection regimes, private sector engagement, transparent rules and regulations and consistent and fair enforcement.

5A	Risk as the currency of regulation: Key principles and tools (Russian interpretation)
<p>Chair: Graham Russell, BRDO</p> <p>Speaker: Philip Preece, BRDO</p>	<p>This workshop will discuss BRDO’s model of risk and how risk-based approaches within regulatory agencies can improve business compliance. The workshop will discuss the role of data in driving risk-based inspection, including the development of risk criteria, drawing on lessons from the UK and overseas.</p> <p>Tuesday: 13.15-14.15, Room: C8</p>
5B	Risk to target inspections: Practical examples from food imports, pharmaceuticals and tax (Russian interpretation)
<p>Chair: Erica Sheward, BRDO</p> <p>Speakers: Eduardo Esteban Romero Fong, COFEMER, Mexico Charles Vellutini, Tax Inspection Expert, France</p>	<p>This workshop will present practical applications of risk management. The Mexican Federal Commission for Regulatory Improvement will present the success of border inspections in food imports through confidence schemes and burden reduction in the pharmaceutical sector. Charles Vellutini will present his work on risk-based approaches to targeting tax inspections.</p> <p>Tuesday: 14.15-15.15, Room: C8</p>
5C	The ‘risk regulation reflex’: How regulatory agencies can avoid developing disproportionate interventions (Russian interpretation)
<p>Chair: Donald Macrae, Regulatory Reform Expert</p> <p>Speakers: Jan van Tol, Ministry of the Interior, the Netherlands</p>	<p>The ‘risk regulation reflex’ refers to the tendency to regard the constant reduction of risks as a self-evident duty of government, resulting in disproportionate interventions. This workshop will present the three ways that regulatory agencies can influence the risk regulation reflex, and a case study of how the Dutch Government is working with local municipalities to help them recognise and avoid the risk regulation reflex.</p> <p>Tuesday: 15.35-16.35, Room: C8</p>

5D	Can better regulatory delivery be part of a country's inward investment offer?	
<p>Chair: Wafa' Aranki, World Bank Group</p> <p>Speakers: H.E. Mr. Néstor Osorio, Ambassador of Colombia in the UK Giedrius Kadziauskas, Regulatory Reform Expert, Lithuania</p>	<p>Regulatory delivery, enforcement and inspections are not usually seen as high priority issues for investment promotion agencies, but this does not mean that they do not affect market access, competitiveness and the costs of doing business. This session explores this issue from the perspective of both the potential investor and the investment promotion agency.</p> <p>Wednesday: 10.30-11.30, Room:C6</p>	
5E	Building confidence in the food safety regime (Russian interpretation)	
<p>Chair: Adrian Hall, BRDO</p> <p>Speakers: Kateryna Onul, World Bank Group Erica Sheward, BRDO</p>	<p>This workshop will take the example of food safety regulation and explore the different elements needed to provide trust and confidence. The workshop will present the World Bank Group toolkit which has been developed for reformers of food safety regulatory systems and sets out what is needed for successful food safety reforms.</p> <p>Wednesday: 10.30-11.30, Room: C8</p>	
5F	Building trust and confidence: Legitimacy and regulatory compliance	
<p>Chair: Zoe Dayan, BRDO</p> <p>Speakers: Justice Tankebe, University of Cambridge, UK Oscar Fredriksson, Sweden Rimantas Zylus, Norway Florentin Blanc, World Bank Group</p>	<p>Justice Tankebe will present lessons from the criminal justice field, research and practice on how fairness, legitimacy and procedural justice can support compliance – and how this may be relevant for regulatory delivery. A panel of experienced regulatory practitioners will discuss the applicability and effectiveness of procedural fairness in reforming inspections, drawing from their experience.</p> <p>Wednesday 12.00-13.00, Room: C6</p>	
5G	Better guidance for better compliance: Delivering assured advice and guidance to business	
<p>Chair: Duncan Johnson, BRDO</p> <p>Speakers: Adrian Hall, BRDO Helen Buckingham, BRDO</p>	<p>Regulators can make a great impact by providing business with relevant, accurate, and practical advice on what compliance looks like. Providing businesses with assurance that regulators will stand by their advice is also important if they are to encourage businesses to invest and grow. This workshop will look at the key challenges in developing effective advice and mechanisms for delivering assurance using the UK's Safer Food Better Business and Primary Authority schemes as examples.</p> <p>Wednesday 14.00-15.00, Room: C6</p>	

Business Visits



1 Battersea Power Station and Events Venue

Battersea Power Station is a decommissioned coal-fired power station located on the south bank of the River Thames. Now in development to housing and retail, the venue has been used for a range of social events including pop concerts and exhibitions. The visit will explore how an iconic, sensitive venue is used for events, and how events co-ordinators, safety advisors and constructors work with the local authority to combine safety and development seamlessly.

Time: 10:30-12:30 (Departure approx. 09:30, return approx. 13:30) Max number: 18

2 Billingsgate Fish Market and Waitrose Supermarket

The Billingsgate Fish Market, operated by the City of London, is the largest fresh fish market in the UK. The relevant food hygiene rules are necessarily strict and inevitably complex. Delegates will have the opportunity to witness first-hand how the market is run to ensure the highest levels of safety are maintained. They will also visit the modern Waitrose supermarket in Canary Wharf, see how the seafood is displayed, and discuss the compliance challenges faced by UK retailers.

Time: 06:00-11:30 (Departure approx. 05:30, return approx. 12:15) Max number: 23

3 British Hospitality Association (BHA) and British Beer and Pub Association (BBPA) **FULLY BOOKED**

BHA is a trade association representing the interests of the hospitality sector – the UK's 4th largest industry. The BBPA represents around 50,000 public houses and licensed premises, many of which are small independent businesses. Delegates will be given an overview of the beer and pub sector – which provides employment directly and indirectly for around 1 million people and contributes £22bn to the UK economy – and visit a traditional London public house.

Time: 09:30-12:30 (Departure approx. 09:00, return approx. 13:15) Max number: 13

4 Cherwell Valley Motorway Services

MOTO operate motorway service areas at 63 locations. The Cherwell Valley service area at Junction 10 of the M40, near Bicester, Oxfordshire, is one of the busiest in the UK. Delegates will have the opportunity to witness how a large scale, fast moving operation combines the handling, storage and distribution of highly dangerous fuel products and a vast array of food products including freshly prepared meals.

Time: 10:30-12:30 (Departure approx. 08:45, return approx. 14:30) Max number: 13

5

'Eat 17' and Briefing from the Association of Convenience Stores

Spar is the largest international food retail chain with 12,000+ stores in 34 countries. It is the UK's leading convenience store group, with individual member businesses retaining their independence but enjoying the advantages of belonging to a global brand. Convenience retail in the UK has adapted to meet strong competition from supermarket retail and home delivery and also regulatory challenges surrounding the sale of alcohol, cigarettes and confectionery. The Eat 17 store showcases the innovative nature of UK convenience retail.

Time: 10:30-12:30 (Departure approx. 09:15, return approx. 13:45) Max number: 8

6

Grundon Waste Recycling and Incineration Plant

Grundon has interests in waste management, recycling, green waste treatment and recovery, provision of services to local authorities such as civic amenity sites and developing technological solutions to industrial waste problems. Delegates will have the opportunity to visit the purpose built education centre and hear how UK and EU pollution controls are met, the long term integrated waste management strategy and gain an understanding of the interaction with the local authority and national regulatory inspectors. Delegates will then be invited to tour the new £180 million Lakeside Energy from Waste plant.

Time: 10:30-13:00 (Departure approx. 08:45, return approx. 15:00) Max number: 16

7

Harrods Department Store **FULLY BOOKED**

Based in the heart of London, Harrods is perhaps the most iconic and exclusive department store in the world. Occupying a site with over one million square feet of selling space in over 330 departments, it is the biggest department store in Europe with 26 different food outlets, selling over 2,500 products and employing over 600 staff on food and beverage alone. Delegates will have the opportunity to witness first-hand how food safety compliance is managed and standards are maintained in such a varied and fast moving environment. Delegates will have access to the store before the official public opening and have a tour of the store's many and varied food premises.

Time: 07:45-10:30 (Departure approx. 07:15, return approx. 11:00) Max number: 13

8

John Adams (Toy Retailer and Importer) **FULLY BOOKED**

John Adams has been supplying quality crafts, games and toys to retail for over 45 years. Manufacturing takes place outside the UK with the business specifying the product design and supervision of quality management. The business works closely with Cambridgeshire County Council Trading Standards under a 'Primary Authority' agreement, where advice and guidance is sought early and at all stages of the product design, specification and quality management processes. The visit will explain the steps involved in bringing new and innovative toy products to market and the support role provided by Trading Standards and how this assists the business to trade lawfully throughout the UK. This visit includes a tour of Cambridge city.

Time: 10:30-15:00 (Departure approx. 08:00, return approx. 17:00) Max number: 19

9 Leatherhead Food Research

Leatherhead Food Research offers services including market intelligence, food research and analysis, food legislation, business and technical information and training to the UK, EU and Global food businesses. Its membership includes ingredient suppliers, manufacturers, retail and food service businesses and its client base ranges from multinationals to small businesses. Its activities are structured around five main service platforms comprising regulatory services (providing an advisory service spanning over 100 countries), food innovation, sensory and consumers, nutrition and food safety. The visit will focus on the global regulatory support activities.

Time: 10:30-13:30 (Departure approx. 08:45, return approx. 15:00) Max number: 28

10 London Gateway Deep Water Port Facility **FULLY BOOKED**

London Gateway is a new deep water port development on the north bank of the river Thames and will be able to handle the biggest container ships in the world, making London once again a hub for international trade. It is estimated that the new port will create 27,000 jobs for London and contribute £2.5bn to its economy when fully operational. Supported by the London Port Health Authority and City of London Corporation, delegates will be given an overview of how the port protects the UK through the provision of import controls, ship sanitation/control, food standards, food safety and water quality, infectious disease control and health education, environmental controls, smoke free legislation and pest control.

Time: 10:30-12:30 (Departure approx. 09:00, return approx. 14:00) Max number: 18

11 Sainsbury's Superstore and Distribution Centre **FULLY BOOKED**

This visit will provide delegates with an insight into how a large scale retail supermarket ensures compliance, food and health safety and customer satisfaction. The visit will explore how compliance with regulatory requirements is met in practice at one of its central London superstores. Following the visit to the superstore delegates will visit a Sainsbury's distribution centre to understand how fast moving retail supply chains operate in the UK.

Time: 10:30-14:00 (Departure approx. 09:30, return approx. 15:30) Max number: 13

12 Smithfield Meat Market

Smithfield is the largest wholesale meat market in the UK and one of the largest of its kind in Europe. More than 100,000 tonnes of meat and associated products pass through Smithfield each year. There is an active tenants association and a Market Superintendent employed by the City of London who oversees compliance with regulatory requirements within the market which is approved by the UK Food Standards Agency. The visit will be supported by the UK National Federation of Meat and Food Traders (NFMFT) trade association who have developed a Primary Authority partnership for their members with Horsham Borough Council Environmental Health Department, who will explain how they support the compliance needs of the NFMFT and its members. Delegates will also visit the offices of the British Meat Processors Association (BMPA) to gain an insight into regulation of the meat processing sector and the support BMPA provides to its members.

Time: 06:00-10:00 (Departure approx. 05:30, return approx. 10:45) Max number: 13



Changing the Way Regulation is Delivered
9-11 September 2014, London, UK



Better Regulation Delivery Office
<https://www.gov.uk/government/organisations/better-regulation-delivery-office>

