

2007 – 2008 Service Plan



Service Area: Environment and Culture

Director: Richard Saunders

Service Unit covered: Trading Standards

Service Manager/s: Nagendar Bilon

Portfolio Holder/s: Cllr I Van Colle

1. SERVICE DESCRIPTION

The overall aim of the Service is to ensure a safe, fair and equitable trading environment exists for consumers and commerce alike.

The Trading Standards Service is unique in London operating as a consortium partnership between Brent and Harrow since 1965. Both Authorities have joint responsibility with the staff employed by Brent.

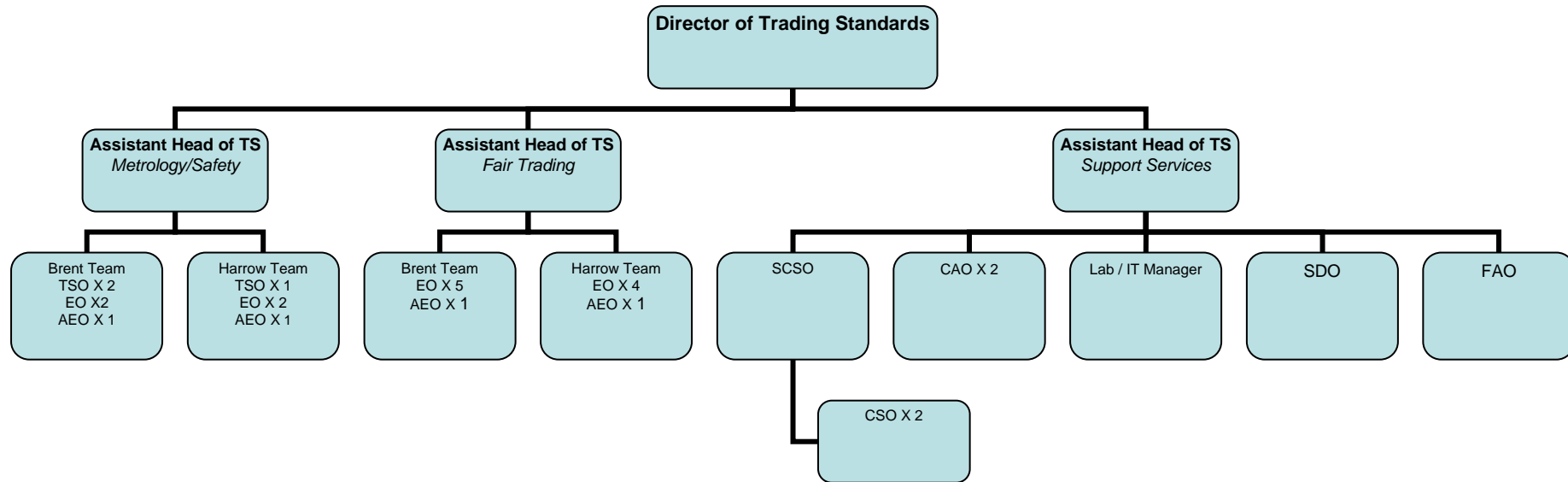
It is a front line regulatory service and carries out the statutory obligation placed on the two Authorities to enforce over 45 different pieces of criminal consumer protection legislation, numerous EC Directives, subordinate legislation, codes of Practice and guidelines. The Service also gives “prioritized” civil law advice, with a Consumer Advice Officer (for each borough) who offers practical assistance to vulnerable residents seeking civil law redress through the County Courts.

There are 32 staff employed with a total budget of £1,762,000 (made up by the consortium contributions of Brent £963,000 and Harrow £799,000)

The structure of the Service is shown on page 3

Note - data is specifically for Brent Trading Standards Service. Additional data for the work carried out by Harrow officers via the Consortium agreement can be provided if necessary

1. SERVICE DESCRIPTION



TSO = Trading Standards Officer
EO = Enforcement Officer
AEO = Assistant Enforcement Officer
FAO = Finance & Admin Officer

SDO = Service Development Officer
CAO = Consumer Advice Officer
SCSO = Senior Consumer Services Officer
CSO = Consumer Services Officer

2. KEY OBJECTIVES – 06/07

Service plan ref	Objective	Key drivers	Driver refs
Mainstreaming Service Improvement			
1	Reduce the level of illegal trading year on year	Corporate Strategy	Great Place
2	Reduce the sales of age restricted goods to children	Corporate Strategy	Great Place
3	Ensure that businesses have equal chance to prosper whilst protecting the rights and safety of residents and consumers in Brent and Harrow	Corporate Strategy	Borough of Opportunity
Target Improvement Activity			
4	To be in the upper threshold of CPA scoring for Trading Standards	Corporate Strategy CPA	Great Place
5	To maintain ISO 14001 and adhere to the Corporate Environmental Policy	Corporate Strategy ISO 14001	Great Place
Strengthening Performance Management			
6	To ensure a strong performance management framework and systems	Corporate Strategy	Great Place
Creating a Customer Driven Organisation			
7	Ensure that Chartermark Service assessment feedback is completed	Corporate Strategy	Great Place
Promoting and Mainstreaming Diversity			
8	To achieve the revised Level 3 of the Equality Standard for Local Government	Corporate Strategy Equalities & Diversity Policy	One Community
Increasing Staff and Managerial Capacity			
9	Ensure Good Workforce Development	Corporate Strategy Investors in People	Civic Leadership

2. KEY OBJECTIVES – 06/07

Service plan ref	Objective	Key drivers	Driver refs
Ensuring Value for Money			
10	To ensure that the Service provides value for money	Corporate Strategy	Great Place
Supporting the Democratic Process			

3. KEY STAKEHOLDERS

Voluntary Sector

- Citizens Advice Bureau

Government/Agencies

- London Borough of Harrow / Brent Consortium
- LACORS
- Patents Office
- FACT
- Intellectual Property Owners
- Consumer Direct
- Office of Fair Trading
- Department of Trade & Industry
- North West London Trading Standards Groups

Justice

- Metropolitan Police
- Fire Brigade
- HM Revenue & Customs
- Community Legal Service Partnership
- The Court Service

Other Departments

- Community Safety
- Environmental Health
- Health, Safety & Licensing
- Streetcare

4. MANAGERS REPORT

The Trading Standards Service for the London Boroughs of Brent and Harrow aims to provide its customers with the highest quality of service to support and protect the community by ensuring that safe, fair and equitable trading environment exists for consumers and commerce alike. The aim will be achieved by enforcement of the legislation assigned to the Service, carried out with due regard to our policy statement and within the terms of our overall objectives.

The following priorities have been set in consultation with our stakeholders and customers.

National priorities for the Service are:-

- Informed confident consumers
- Informed successful businesses
- Ensuring a fair and safe trading environment
- Efficient, effective and improving Trading Standards service

Local priorities for the Service are:-

- Investigation and speedy resolution of consumer complaints
- Advice to traders and consumers
- Inspection of relevant trade premises, based on risk, to achieve compliance
- Partnership working with other organizations
- Promotion of these objectives to the community
- Verification of trade equipment
- Warning and prosecuting offenders where appropriate

Performance management has been introduced for all staff, who have regular assessments to ensure that our targets and objectives are met. Each officer's key result areas and success criteria reflect the Service's priorities and objectives.

Consultation has been, and will continue to be, carried out with a sample of customers who come into contact with the Service to ascertain their satisfaction with the Service. This includes consumers and businesses who have either been inspected or have contacted us to request information / guidance.

The Trading Standards Service plays an integral part of Brent's Corporate plan in that it affects all communities within the Borough - both consumers and businesses. The Service aims to protect all sections of the community from illegal trading and consumer fraud. This is especially pertinent in the area of crime reduction and community safety involving vulnerable sections of the community, for example the elderly with doorstep crime and the young with the illegal sales of age restricted products.

4. MANAGERS REPORT

The Service Plan will be carried out in line with the reorganisation of the Service. The reorganisation is effective from 1st April 2006 and has taken place in view of Gershon efficiency savings and the need to meet additional costs relating to the HR transformation process. This involved the reduction of management posts from eight to four. The reorganisation will ensure that resources will be deployed to front line enforcement to meet the needs of the community, particularly in the areas of

- Illegal sales to children of alcohol, knives, cigarettes, solvents and spray cans
- Illegal street trading in pornographic and counterfeit DVD's
- Major fraud in selling secondhand cars
- Rogue traders

There may also be scope to ensure extra income awarded under the Proceeds of Crime Act will come into the Service.

This reorganisation will ensure that the Service is better placed to deal with the demands that are currently placed upon it, will be structured in a more efficient way, and will be forward looking with the ability to generate extra income. However, it will also be necessary to ensure that staff are recruited to vacant posts, and that the training and development of staff is maintained and increased to cover the loss of professional knowledge of those officers that have left the service as part of the reorganisation.

5. CRITICAL PERFORMANCE INDICATORS

Mainstreaming Service Improvement								
Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: Reduce the sales of age restricted goods to children								
	Carry out Test Purchases for age restricted goods using underage children	12 (Operations)	12 (Operations)	12 (Operations)	N/A	250	250	250
	Percentage of Traders who have enforcement action taken against them for illegally selling age restricted products (% of sales)	100%	100%	100%	N/A	100%	100%	100%

Target Improvement Activity								
Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: To be in the upper threshold for the CPA scoring for Trading Standards								
CPA/E30 NPF/PM1	Percentage of consumers satisfied with the Service	82%	75%	75%	75%	80%	85%	90%
CPA/E31 NPF/PM2	Percentage of businesses satisfied with the Service	85%	95%	75%	75%	95%	95%	95%
CPA/E32	Inspect 100% of High Risk premises	100%	100%	100%	100%	100%	100%	100%
CPA/E21 BV166b	To score against a checklist of enforcement practice for Trading Standards	100%	100%	100%	100%	100%	100%	100%

5. CRITICAL PERFORMANCE INDICATORS

CPA/E33	Level of business compliance for High, medium and low risk premises	100%	100%	100%	95%	100%	100%	100%
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Strengthening Performance Management

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: To ensure a strong performance management framework and systems								
BV8	The percentage of invoices of commercial goods and services that were paid within 30 days	100%	95%	100%	N/A	100%	100%	100%
BV177	Is the Authority part of a Community Legal Service Partnership? Yes / No	Yes	Yes	Yes	N/A	Yes	Yes	Yes

Creating a Customer Driven Organisation

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives:								

Promoting and Mainstreaming Diversity

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or	Target 07/08	Target 08/09	Target 09/10
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5. CRITICAL PERFORMANCE INDICATORS

					upper threshold			
Objectives:								

Increasing Staff and Managerial Capacity

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: Ensure Good Workforce Development								
BV12	The number of sickness days per person	7.25	3	8 days	N/A	7 days	7 days	7 days

Ensuring Value for Money

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives:								

6. OTHER PERFORMANCE INDICATORS

Mainstreaming Service Improvement								
Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: Reduce the level of illegal trading year on year								
	Carry out inspections, based on risk, to reduce the level of non-compliance in business	1097	500	500	N/A	450	400	350
	Reduce the number of criminal complaints received	1669	1465	1500	N/A	1400	1300	1200
Objectives: Ensure that businesses have equal chance to prosper whilst protecting the rights and safety of residents and consumers in Brent and Harrow								
	Sign up 500 local businesses to the "Good Traders" scheme by 2010	N/A	50	50	N/A	150	300	500

Target Improvement Activity								
Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: Carbon Management - to reduce carbon dioxide emissions by 20% by 2011								
	% annual reduction of CO ₂ emissions in Quality House	0%	-2%	1%	N/A	5%	10%	15%
Objectives: Internal Recycling - to have in place an internal waste resource management that enables staff to recycle efficiently, reduces the amount of waste and amount of non-recyclable waste created by the Service								
ECD02	Annual internal recycling rate in buildings with a recycling scheme	Baseline	40	40	N/A	45%	50%	55%

6. OTHER PERFORMANCE INDICATORS

	(expressed as a % of total waste sent for disposal)							
ECD04	Annual % reduction in waste created	Baseline	-5%	0%	N/A	5%	10%	15%

Strengthening Performance Management

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: To ensure a strong performance management framework and systems								
	Percentage of telephone calls answered	86%	94%	98%	N/A	98%	99%	100%
	Percentage of Stage 1 complaints responded to within 15 working days	100%	100%	100%	N/A	100%	100%	100%
	Percentage of Complaints escalated from Stage 1 to Stage 2	0%	100% (1 comp)	0%	10%	0%	0%	0%
	Percentage of correspondence answered within 15 working days	100%	100%	100%	N/A	100%	100%	100%
	Percentage of Freedom of Information Act requests responded to within 20 working days	100%	100%	100%	N/A	100%	100%	100%
	Percentage of EIR requests responded to within 20 working days	100%	100%	100%	N/A	100%	100%	100%
	Number of infringement reports submitted	93	80	65	N/A	65	65	65
	Total prosecutions	53	48	36	N/A	36	36	36
	Percentage of business enquiries responded to within two days	96%	99%	100%	N/A	100%	100%	100%

6. OTHER PERFORMANCE INDICATORS

	Percentage of complaints responded to within 2 working days	99.5% (3 days)	98%	100%	N/A	100%	100%	100%
	Percentage of verification tests on metrology equipment carried out within 10 working days	100%	100%	100%	N/A	100%	100%	100%
	Number of Complaints received/completed	3508	3000	3030	N/A	3000	2970	2940
Objectives: Ensure that the Peer Review (EFQM) assessment feedback is completed								
	Complete recommendations made by Peer Reviewers	N/A	75%	100%	N/A	100%	100%	100%

Creating a Customer Driven Organisation

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: Ensure that Chartermark Service assessment feedback is completed								
	Complete recommendations made by Chartermark assessors	Maintained	Maintained	Maintained	N/A	Maintain	Maintain	Maintain

Promoting and Mainstreaming Diversity

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: To achieve the revised Level 3 of the Equality Standard for Local Government								
	To achieve the Standard	Level 2	Level 3	Level 3	N/A	Level 3	Level 3	Level 3

6. OTHER PERFORMANCE INDICATORS

	To collect data a sample of those who come into contact with the Service	N/A	100%	100%	N/A	100%	100%	100%
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Increasing Staff and Managerial Capacity

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: Ensure Good Workforce Development								
	To respond to and improve satisfaction rates in the Staff Survey by increasing the number of positive variances	Not available	9	11	N/A	12	15	18
	Increase the number of professionally qualified staff (no. of officers gaining professional qualification)	1	2	2	N/A	2	2	2

Ensuring Value for Money

Reference	Description	Actual 05/06	Projected 06/07	Target 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10
Objectives: To ensure that the Service provides value for money								
	Act on recommendation made by Chartermark assessment	100%	100%	100%	N/A	100%	100%	100%
	To make use of IT facilities to ensure an efficient service	100%	100%	100%	N/A	100%	100%	100%

7. PROGRESS MADE AGAINST KEY OBJECTIVES PLANNED PREVIOUS YEAR

Key objective	Progress update	Further action planned
To enforce the legislation assigned to the Service	Enforcement of legislation continues by carrying out programmed inspections and initiatives targeting problem areas	Continued proactive work to reduce crime
To provide training and development for all staff within the resources available, which reflect both the needs of individuals and the goals and objectives of the Service	Training has been carried out within the resources to provide effective Service delivery.	An action is being developed to take account of all staff needs and this will be agreed with the Environment & Culture Strategic HR Manager
To ensure that effective communication systems are in place, both internally and externally	Compliance with the documented communications strategy	The communications strategy will be updated to reflect the organizational change within the Service
Ensure external accreditations are maintained and that best value services are provided through continuous improvement in service delivery	Chartermark, Notified Body status and ISO 14001 accreditations have been maintained	Maintain current accreditations
To provide an advice, information and educational service and to promote the Service within the consortium area	Advice has been given to consumers who reside within the geographical area. The Service has been promoted by attendance at displays, exhibitions and talks to community groups and through regular articles in local newspapers / magazines	This area of work will be continued and expanded to increase the number of civil advice intervention work carried out by the Service. Greater use will also be made of the service provided by Consumer Direct

8. FUTURE PLANS – MEDIUM AND LONG TERM

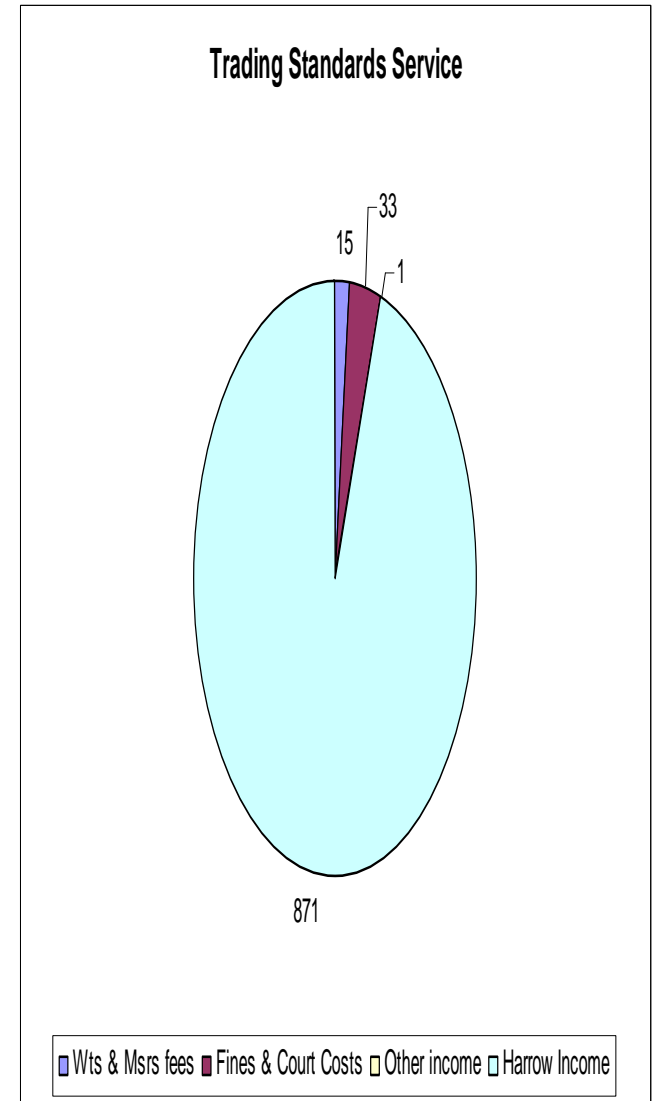
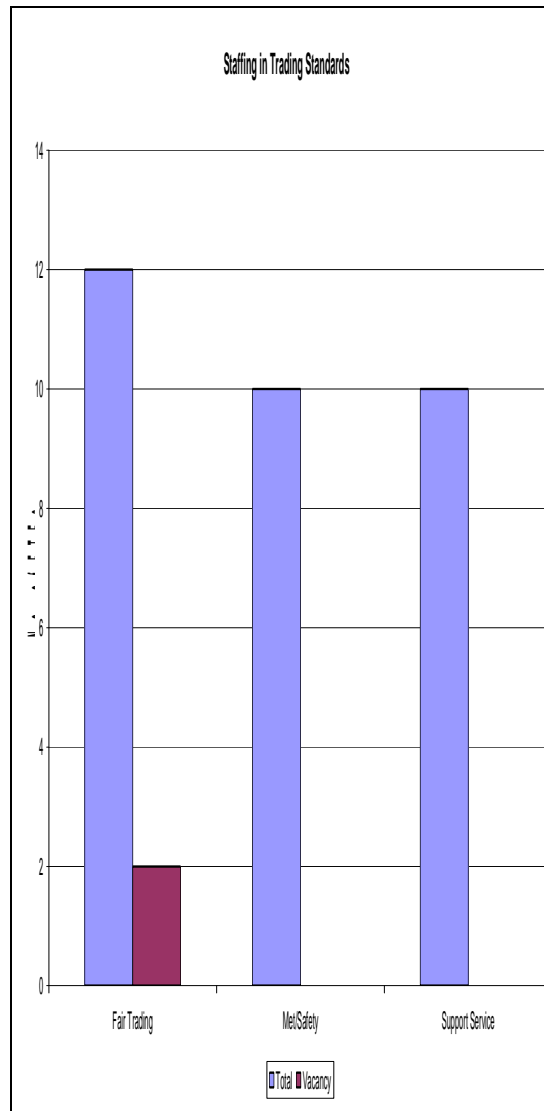
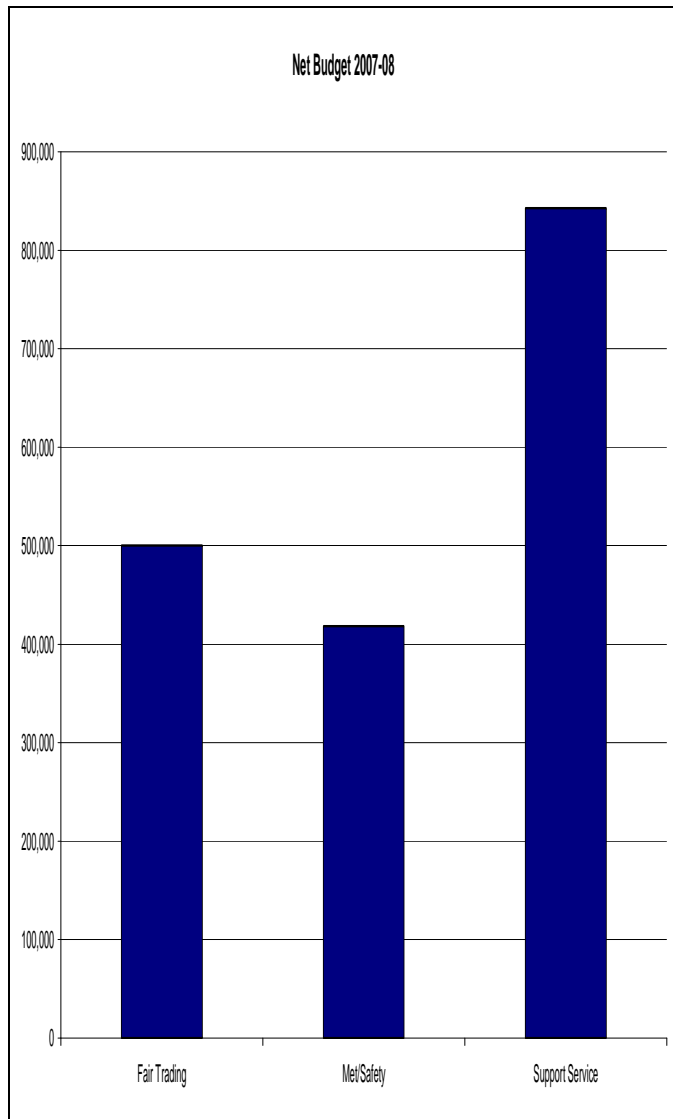
- Keep updated on the changing role of the Trading Standards Service with regard to national initiatives such as:-
 - Local Better Regulation Office - taking on some of the Trading Standards functions for national companies and multi-site businesses to develop innovative approaches and embed Hampton-like behaviour in enforcement practices that are light-touch, joined up and carefully prioritised
 - The use of the Legislative Regulatory Reform Act to oblige all regulators to have regards to the Hampton Principles. This may lead to the issue and revision of a statutory Code of Practice in relation to the exercise of regulatory functions which in turn replace the existing Enforcement Concordat
 - Strong and prosperous communities (Local Government White Paper)
 - Peter Rogers review of local regulatory inspection and enforcement to identify five specific high risk priorities
 - Extension of the Retail Enforcement Initiative to bring closer working between Trading Standards, Environmental Health, Health and Safety and Fire Authorities to reduce inspection visits, thus reducing the burden on business.
- The introduction of the Human Resource transformation process with regard to changes to funding for professional training will impact service delivery and possibly the reduction in professionally qualified staff
- The developing nature of the reorganisation of the Service and the resulting workforce changes
- Respond to new legislation and have regard to any financial implications, such as:-
 - Review of certain provisions in the Consumer Credit Act 1974 and the conduct of Business (Credit Reference Agencies) Regulation 1977
 - Implementation of the Unfair Commercial Practices Directive which includes repealing the provisions of twenty-two pieces of consumer law
 - Amendment of the weights and measures law relating to the sale of goods by quantity
- Continue with the current consortium arrangement with Harrow and seek further partnerships with other Authorities within the West London Authorities
- Continue to assess the impact of Consumer Direct on the Service with regard to the provision of civil law advice

9. FINANCE

Budget matrix is attached in Appendix 1

The Service has achieved value for money on all expenditure in that there are no overspends, the income requirement has been achieved and money has been spent wisely.

9. FINANCE



10. ACTION PLAN

Mainstreaming Service Improvement					
Objective: Reduce the level of illegal trading year on year			Key Driver/s and refs: Corporate Strategy - A Safe Place, A Clean Place, A Lively Place - CPA		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
1	<p>1. Carry out targeted inspections to reduce the level of non-compliance in business</p> <p>2. Advise Businesses, on inspection of Trading Standards legislation</p>	<p>1. Compliance with consumer protection legislation will reduce illegal activity to create conditions for the local economy to thrive.</p> <p>2. Criminal complaints reduce as businesses are aware of the law and their obligations</p>	<p>TS Budget</p> <p>Partnership working with Health, Safety and Licensing and the Police</p>	Annual	Assist Head (all)
<p>Learning and Development Needs: Staff to have knowledge of consumer protection law. This is carried out via professional training qualifications, corporate training and ongoing training by means of external courses, peer training, job shadowing etc. This is carried out for all activities in the action plan. A budget allocation to be obtained from core HR Financial Investigations Course</p> <p>Total CPD training requirement £20,000</p>					
Objective: Reduce the sales of age restricted goods to children			Key Driver/s and refs: Corporate Strategy - A Safe place, A Clean Place, A Lively Place, Early Excellence		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
2	<p>1. Carry out covert test purchase operations using underage children to buy Age Restricted Goods such as alcohol, videos, fireworks, knives, solvents, spray cans, cigarettes, lottery tickets</p> <p>2. Work with the Police and Licensing section to prevent those who have persistently sold alcohol</p>	<p>1. To help prevent antisocial behaviour and create conditions in which young people can thrive</p> <p>2. To prevent retailers who illegally sell alcohol to children from obtaining a licence and hence stop underage</p>	<p>TS Budget</p> <p>Partnership working with health, Safety and licensing and the Police</p>	Annual	Assist Head (M&S)

10. ACTION PLAN

	to underage children from having licenses. 3. Advise businesses on the law surrounding age-restricted products during inspections 4. Introduction of a "Good Trader Scheme" for underage sales	sales 3. Help business to comply with the law to prevent sales occurring See Below for details			
Learning and Development Needs: As above					
Objective: Ensure that businesses have equal chance to prosper whilst protecting the rights and safety of residents and consumers			Key Driver/s and refs: Corporate Strategy - A Safe place, A Clean Place, A Lively Place, Local Employment & Enterprise		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
3	1. To sign up 500 local traders to 'Good Traders' scheme by 2010 2. Expand the Motor Trade Scheme 3. Expand the current Business Partnership Group to include small and medium size businesses	1. To provide consumers with information on local business who comply with consumer protection law 2. To provide traders with information and advice on how to trade fairly 3. To provide a forum where business needs can be discussed and assessed	TS Budget AMEC funding (re-invested to finance scheme)	2010 Annual	PH/DP AS/LW
Learning and Development Needs: As above					

Target Improvement Activity	
Objective: To be in the upper threshold for the CPA scoring for Trading Standards	Key Driver/s and refs: Corporate Plan - A Safe Place, A Clean Place, A Lively Place, Local Employment & Enterprise, Community Engagement - CPA

10. ACTION PLAN

SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
4	1.To carry out all high risk inspections 2.To carry out satisfaction surveys for consumers and businesses 3.To score against a checklist for enforcement practice 4. To ensure business compliance for high, medium and low risk premises is high	Part of the CPA scoring for the Council and achievement of best value indicator BV166	TS Budget	Annual	Assist Head (All)
Learning and Development Needs: As above					
Objective: Carbon management - to reduce carbon dioxide emissions by 20% by 2011			Key Driver/s and refs: Corporate Plan - A Clean Place		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
5	To reduce the annual percentage of carbon dioxide emissions in quality house by reducing the amount of energy consumed	Reduction in carbon dioxide emissions	TS Budget	Annual	AC / PL
Learning and Development Needs: As above					
Objective: To have in place an internal waste resource management that enables staff to recycle efficiently, reduce the amount of waste and the amount of non-recyclable waste created by the Service			Key Driver/s and refs: Corporate Plan - A Clean Place,		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
5	Promote and monitor potential reuse and recycling activities to all produce	Reduction in amount of waste	TS Budget	Annual	AC / PL

10. ACTION PLAN

	including evidence disposal				
Learning and Development Needs: As above					

Strengthening Performance Management					
Objective: To ensure a strong performance management framework and systems			Key Driver/s and refs: Corporate Strategy - Great place, Community Engagement, Building on our Capacity		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
6	Monitor those actions listed in as local PIs	To comply with CPA and other local performance measures to ensure that the Service remains efficient	TS Budget	Annual	Assist Head (All)
Learning and Development Needs: As above					
Objective: Ensure that the Peer Review (EFQM) assessment feedback is completed			Key Driver/s and refs: Corporate Strategy - Community Engagement, Building Our Capacity		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
6	<p>Ensure data is being collected from stakeholders and customers is used to it's full potential.</p> <p>Consider a more "intelligence lead and prevention approach"</p> <p>Monitor trends to define Service priorities</p>	<p>Use consultation data to ensure customer focus is incorporated into Service delivery</p> <p>Use intelligence to target problem areas e.g. underage sales</p> <p>Ensure Service is receptive to changing demands</p>	TS budget	Annual	Assist Head (All)
Learning and Development Needs: As above					

10. ACTION PLAN

Creating a Customer Driven Organisation					
Objective: Ensure that Chartermark Service assessment feedback is completed			Key Driver/s and refs: Corporate Plan - A Safe Place, A Clean Place, A Lively Place, Local Employment & Enterprise, Community Engagement		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
7	1. Inform partners and customers of action the Service intends to take as a result of consultation 2. Carry out an independent assessment on the use of resources 3. Monitor activities to demonstrate that they have a positive effect on the community 4. Improve planning process to include what has been learnt from the community	Feedback mechanism to show customers of their input into service development Show value for money & efficient use of resources Ensure that service activities are targeted at local problem areas Link plans to corporate strategy which has identified community needs	TS Budget	July 2007	Assist Heads (All)
Learning and Development Needs: As above					
Promoting and Mainstreaming Diversity					
Objective: To achieve the revised Level 3 of the Equality Standard for Local Government			Key Driver/s and refs: Corporate Strategy - One Community		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
8	Develop current monitoring systems into the new standard and introduce improvements as necessary	Achievement of revised level 3 of the standard	TS Budget	March 2008	SM
Learning and Development Needs: Training on new standard					

10. ACTION PLAN

Increasing Staff and Managerial Capacity					
Objective: Ensure Good Workforce Development			Key Driver/s and refs: Corporate Strategy - Building our Capacity		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
9	<p>To improve the three major concerns voiced by staff in the staff survey in the following areas</p> <ul style="list-style-type: none"> • Work/life balance • Ensure that job can be carried out within the hours allocated • Have input into the activities of Brent Council / TSS 	Increased staff satisfaction	TS Budget	Annual	All
<p>Learning and Development Needs: As above</p>					
Objective: Increase the number of professionally qualified staff (no. of officers gaining professional qualification)			Key Driver/s and refs: Corporate Strategy - Building our Capacity		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
9	<p>1.To continue to train staff to obtain TS professional qualifications</p> <p>2.Ensure 100% of appraisal are completed</p>	<p>The provision of staff trained to a professional level to provide accurate legal information to consumers and businesses of Brent</p> <p>Identify training needs to ensure that service delivery can be achieved</p>	HR Core Budget	Annual	All
<p>Learning and Development Needs: FCATS / DCATS training courses £14,000 (approx)</p>					

10. ACTION PLAN

Ensuring Value for Money					
Objective: To ensure a Value for money service			Key Driver/s and refs: Corporate Strategy - Building Our Capacity		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
10	To benchmark against other similar boroughs and learn from identified Good Practice	An efficient, effective service	TS Budget	Annual	Director
Learning and Development Needs: None					
Objective: To develop IT resources to improve the Service			Key Driver/s and refs: Corporate Strategy - Building Our Capacity		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
10	1.Complete the email migration to Microsoft exchange as part of the departmental plan	An efficient, effective service	Within departmental/corporate budgets	March 2008	Head of IT
	2.To direct all initial consumer contact to Consumer Direct for initial advice	Advice given by contact centre allowing efficiency savings to target vulnerable groups and problem areas	TS Budget	June 2007	AP
	3.Transfer web activities from TSI to Brent Council	Efficiency savings achieved by using corporate systems to develop web access for business and consumers	Within departmental budgets	March 2008	NO'C
Learning and Development Needs: Use of new email system Training on data capture from Consumer Direct and reporting mechanisms Web training - web writing, web development and other associated courses					

11. RISK ANALYSIS

Service Plan Objective	Risk Title	Description of Risk	Likelihood (Low/Medium/High)	Severity (Low/Medium/High)	Controls in place	Further Action Required	Lead Officer	Corporate Register Code
N/A	Building Failure	Major problems with, or destruction of, 249 Willesden Lane could result in the Service not being able to function if equipment or records/evidence are not available or destroyed.	Low	Med	All normal controls in place. Arrange to share equipment and/or facilities with neighbouring TS service. Building & some equipment insured.	No further action	N Bilon	Property
9	Giving Incorrect Advice/help (Training Issues)	Giving incorrect legal advice which leads to a consumer or business taking action which is wrong, could lead to the Council being sued for the consequences of that advice.	Low	High	Ensure all staff are correctly trained and have a senior officer to consult if necessary. Covered by general core insurances.	No further action	N Bilon	Performance
1	Issuing Suspension Notices under Consumer Protection Act	If a notice is issued that prevents the sale or movement of goods but is incorrectly issued or if a subsequent court case is lost the Council could be liable for compensation if sued.	Low	High	Only certain officers can authorise a suspension notice. Specific cover is in place.	No further action	N Bilon	Legal/ Political property

11. RISK ANALYSIS

Service Plan Objective	Risk Title	Description of Risk	Likelihood (Low/Medium/High)	Severity (Low/Medium/High)	Controls in place	Further Action Required	Lead Officer	Corporate Register Code
1	Court Costs awarded against the Service	If a prosecution case is unsuccessful in court, costs could be awarded against the Council. If these follow a Crown Court or High Court case, the costs could be substantial, leading to an overspend in the budget.	Low	High	Contingency budget is currently kept for such an occasion. Consortium agreement addresses the matter.	No further action	N Bilon	Budget
1	Loss/ Destruction of Evidence	Evidence seized for court cases is stored at Willesden Lane or in other secure storage. This remains the property of the defendant until the case is heard. Loss or destruction before the hearing could lead to the Council being sued for the value plus the loss of earnings.	Low	Low	Tight security whilst in our possession with procedures for depositing, removing and destruction.	No further action	N Bilon	Legal/ Political property

11. RISK ANALYSIS

Service Plan Objective	Risk Title	Description of Risk	Likelihood (Low/Medium/High)	Severity (Low/Medium/High)	Controls in place	Further Action Required	Lead Officer	Corporate Register Code
1	Failure of IT systems e.g. network system.	With records held on the IT network system, a virus or failure of the system could result in loss of essential data, loss of potential income and loss of our reactive service over a short period.	Low	High	Corporate IT Controls as part of a centralised service	No further action	N Bilon	Information & Communication Technology
9	Staff Survey	Large number of negative response from Sept 2006 survey. Staff dissatisfaction within the Service. This may possible link to the retention of staff	High	Medium	Address top three issues with the involvement of staff & reassess at next survey. Ensure necessary training is maintained	Ongoing	N Bilon	Performance / Human Resources
6	Service Reorganisation	There may be the possibility of a knowledge/skills gap with the reduction in staff	High	High	Identifying needs and address by training (formal & informal) via the People Centre & Departmentally	Ongoing	N Bilon	Performance / Budget
1	Government Intervention	Various governmental reviews are taking place which may directly affect Service delivery	High	Medium	Maintain a watching brief on the various reviews, especially:- <ul style="list-style-type: none"> • Rogers Review • LBRO • Retail Enforcement pilot 	Ongoing	N Bilon	Performance

11. RISK ANALYSIS

10	Income from Harrow to provide a TS Service	The affect that the Borough of Harrow's financial situation will have on the Consortium arrangement	High	High	Monitor budgetary situation of Harrow	Ongoing	N Bilon	Budget
10	Loss of Income	Reduction in income due to increasing use of Self verification	Medium	High	Monitor the use of self verification and look at the possibility of delivering joint Services with / for other Authorities	Ongoing	N Bilon	Budget

APPENDIX 1: BUDGET MATRIX

UNIT NAME: TRADING STANDARDS

BUDGET MATRIX - SUBJECTIVE ANALYSIS

ITEM	YEAR 1	YEAR 2					YEAR 3				YEAR 4				YEAR 5			
	2006/2007 Approved Budget £'000 (1)	Budget Virements & Technical Adjustments £'000 (2)	Agreed Growth £'000 (3)	New Savings £'000 (4)	Inflation £'000 (5)	2007/2008 Budget Forecast £'000 (6)	Budget Virements & Technical Adjustments £'000 (7)	New Savings £'000 (8)	Inflation £'000 (9)	2008/2009 Budget Forecast £'000 (10)	Budget Virements & Technical Adjustments £'000 (11)	New Savings £'000 (12)	Inflation £'000 (13)	2009/2010 Budget Forecast £'000 (14)	Budget Virements & Technical Adjustments £'000 (15)	New Savings £'000 (16)	Inflation £'000 (17)	2010/2011 Budget Forecast £'000 (18)
Employee Expenses																		
Direct – staff on payroll	1608	(26)		(89)	55	1,548			67	1,615			70	1,685			101	1,786
Direct - Staff not on payroll – Agency staff	0					0				0			0					0
Indirect - pensions payroll	0					0				0			0					0
Indirect – not through payroll - training, PRC	16					16			2	18			3	21			4	25
Total	1624	-26	0	-89	55	1564	0	0	69	1633	0	0	73	1706	0	0	105	1811
Premises Related Exp.																		
Repairs & Mtce of buildings, plant & grounds	0					0				0			0					0
Energy costs and water	0					0				0			0					0
Rents	139				3	142			3	145			5	150			5	155
Rates	0					0				0			0					0
Others	1					1				1			1					1
Insurance	0					0				0			0					0
Total	140	0	0	0	3	143	0	0	3	146	0	0	5	151	0	0	5	156
TOTAL c/fwd	1764	-26	0	-89	58	1707	0	0	72	1779	0	0	78	1857	0	0	110	1967

Notes:

1. Item - the items of expenditure per Appendix 2
2. 2006/2007 Budget = Column 1 + 2 + 3 + 4 + 5
3. 2007/2008 Budget = Column 6 + 7 + 8 + 9
4. 2008/2009 Budget = Column 10 + 11 + 12 + 13
5. 2009/2010 Budget = Column 14 + 15 + 16 + 17

APPENDIX 1: BUDGET MATRIX

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TRADING STANDARDS

BUDGET MATRIX - SUBJECTIVE ANALYSIS

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TOTAL B/fwd	1764	-26	0	-89	58	1707	0	0	72	1779	0	0	78	1857	0	0	110	1967
Transport Related Expenses																		
Direct transport costs	51				1	52			1	53			1	54			1	55
Supplies & Services																		
Equipment, Furniture & Materials	29				1	30			1	31			1	32			1	33
Clothing, uniforms & laundry	1					1			1				1				1	
Printing, stationery & office expenses	19				1	20			1	21			1	22			1	23
Services - test purchase etc	16				1	17			2	19			2	21			2	23
Communications & Computing	17				1	18				18			1	19				19
Miscellaneous expenses	9					9				9				9				9
Total	91	0	0	0	4	95	0	0	4	99	0	0	5	104	0	0	4	108
Third Party Payments																		
External contract payments	0				0	0			0	0			0	0			0	0
Support Services																		
Communications & Computing						0				0				0				0
Internal Rent						0				0				0				0
Other Support Services	29					29				29				29				29
Total	29	0	0	0	0	29	0	0	0	29	0	0	0	29	0	0	0	29
Capital Financing Costs																		
Leasing charges	0				0	0			0	0			0	0			0	0
TOTAL EXPENDITURE	1935	-26	0	-89	63	1883	0	0	77	1960	0	0	84	2044	0	0	115	2159

- Notes:
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UNIT NAME: TRADING STANDARDS

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Income																			
Internal contract income	0					0			0				0					0	
Fines	33					33			33				33					33	
External Fees and Charges	16					16			16				16					16	
Other internal income						0			0				0					0	
Other external income - Harrow	844				27	871		28	899			29	928			30	958		
Total	893	0	0	0	27	920	0	0	28	948	0	0	29	977	0	0	30	1007	
NET EXPENDITURE	1042	-26	0	-89	36	963	0	0	49	1012	0	0	55	1067	0	0	85	1152	

Notes:

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