

Service Plan



Service Area: Environment and Culture

Director: Richard Saunders

Service Unit/s 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 'prioritised' 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.

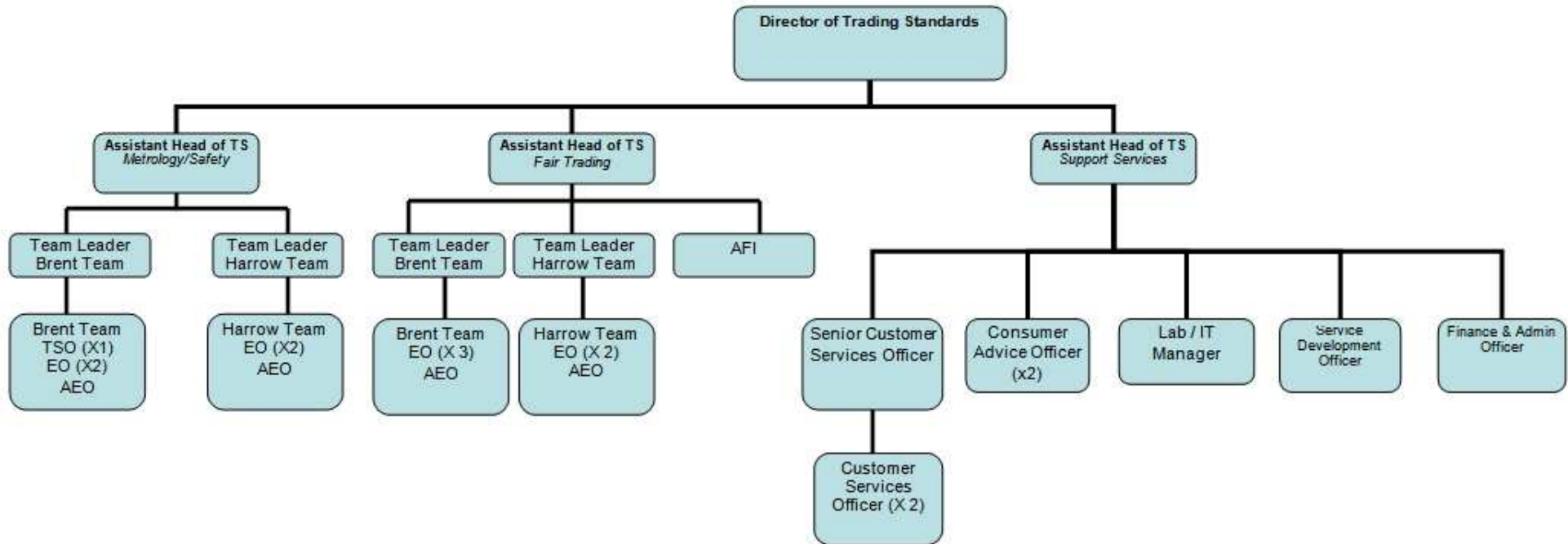
There are a total of 32 posts in Trading Standards with a combined budget of £1,818,000 (made up by the consortium contributions of Brent £886,000 and Harrow £830,000 with £102,000 income).

The structure of the Service is shown on page 3.

Note – Performance data stated is specifically for Brent Trading Standards Service unless otherwise stated. Additional data for the work carried out by Harrow officers under the Consortium agreement can be provided if necessary.

Trading Standards Structure

Establishment: 31 posts



TSO = Trading Standards Officer
AFI = Accredited Financial Investigator
EO = Enforcement Officer
AEO = Assistant Enforcement Officer

2. Key objectives

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 an equal chance to prosper whilst protecting the rights and safety of residents and consumers in Brent and Harrow	Corporate Strategy	Borough of Opportunity
4	To contribute to making Brent an exemplar of environmental practice and performance in sustainability issues.	Corporate Strategy	Great Place
Targeted improvement activity			
5	Improve on performance in relevant new national performance indicators	Corporate Strategy	Great Place
Strengthening performance management			
6	To ensure strong performance management framework and systems are in place	Corporate Strategy	Great Place
Creating a customer driven organisation			
7	To improve customer service standards and customer satisfaction	Corporate Strategy	Great Place
Promoting and mainstreaming diversity			
8	To positively contribute to the development and implementation of Brent's Single Equalities Scheme Action Plan	Equality Standard for Local Government	One Community
Increasing staff and managerial capacity			
9	Ensure Good Workforce Development	Corporate Strategy	Civic Leadership
Ensuring value for money			
10	To ensure that the Service provides value for money.	Corporate Strategy	Great Place
Supporting the democratic process			
11	Improve Members knowledge of the work of Trading Standards	Corporate Strategy	Civic Leadership

3. Manager's 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 a safe, fair and equitable trading environment exists for consumers and commerce alike. This aim will be achieved by advising businesses and enforcing the legislation assigned to the Service, 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 or guidance.

The Trading Standards Service plays an integral part of Brent's Corporate plan in that our work affects everyone in 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 sale of age restricted products.

In line with Corporate standards, the Service has a Business Continuity Plan, that is reviewed annually, which has contingencies in place for any foreseeable disaster.

This year has seen the remaining three team leader positions filled by successful internal applicants. This now means that sufficient supervisory capability exists for all staff. Four vacancies, caused by staff leaving during 2007/8, have been successfully filled this year. We have also had a number of staff on maternity and long term sick leave. Nevertheless, all the staff in Trading Standards have continued, as in previous years, to exceed their targets and to produce work of the highest standard.

In May, the Unfair Commercial Practices Directives was implemented into UK law as the Consumer Protection from Unfair Trading Regulations 2008. As a consequence, a number of other pieces of legislation have been either partly or totally revoked, some of them traditional cornerstones of Trading Standards work. This is the biggest change in consumer protection law for forty years. Training for staff has been ongoing for a while and will continue. While the staff know all about the new law, it will take time for us to get completely used to the changes and how they will be interpreted by the courts. Business education on the new law is also a priority. I have completed a separate report on the scope of this and some other recent changes in legislation.

Our commitment to using every tool available to the Service has seen us continue using the Proceeds of Crime Act to target the assets of criminals. An Officer from the Service has undertaken a secondment with the Regional Assets Recovery Team (made up of the Police, HMRC and other enforcement agencies). Based at Scotland Yard, this was an excellent opportunity for the Service's Financial Investigator to gain firsthand experience of the Proceeds of Crime Act. While there, he has worked on our investigations and been able to benefit from the assistance of experts in this field of legislation.

The Council continues to receive a large number of complaints about the illegal trade in counterfeit goods from Wembley Market, both from members of the public and legitimate traders. The approach of targeting larger dealers in counterfeit goods has led to a number of large cases, some of which have concluded this year while several are in the Court system or still being investigated. This work too has been carried out in partnership with the police, HMRC and private industry. Our success has led to regular publicity in local and national newspapers.

Our work on doorstep crime increased this year. While there is no reliable set of data on the scale of the problem, in 2004, the Office of Fair Trading estimated that 15,000 cases were reported annually, with more than £30 million paid to rogue traders. Work has been carried out in partnership with the Police, carrying out regular spot checks on tradesmen working on properties to ensure that they are genuine. We now have a rapid response protocol set up with Consumer Direct so that Officers can react quickly to consumer complaints about rogue doorstep traders and we have carried out talks to vulnerable groups to raise awareness about the issue.

A great deal of success has been achieved this year in combating the sales of age restricted goods such as alcohol, tobacco, fireworks, etc. Some of this work is carried out in partnership with the police, HS&L and EH so as to raise awareness of the problems caused by the sale of these products to underage children, i.e. antisocial behaviour, teenage crime, graffiti. This year test purchasing of alcohol has

been carried out with the police following a national Home Office campaign. This has led to a number of prosecutions against local off licences and public houses.

Extra funding from the Department of Health has been used to carry out extra work relating to illegal sales of tobacco. In working with traders, we have increased the membership of the Service's scheme for local traders, (Responsible Trader Scheme for Underage Sales). The Service also took part in the national 'Blunt 2' campaign in partnership with the Police. This involved a number of underage test purchase operations where children attempted to buy knives and were unfortunately successful on seven occasions.

4. Key stakeholders

Voluntary Sector

- Age Concern

Government/Agencies/Private Industry

- Anti Counterfeiting Group (ACG)
- British Phonographic Industry (BPI)
- Consumer Direct
- Department for Business, Enterprise and Regulatory Reform (BERR)
- Federation Against Copyright Theft (FACT)
- Local Authorities Coordinators of Regulatory Services (LACoRS)
- Local Better Regulation Office (LBRO)
- London Borough of Harrow
- London Trading Standards Association (LoTSA)
- North West London Trading Standards Groups
- Office of Fair Trading
- Scambusters – South East England, East of England and London regions
- United Kingdom Intellectual Property Office (UKIPO)

Justice

- Fire Brigade
- HM Revenue & Customs
- Immigration Service
- Metropolitan Police

Other Departments

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

5. Critical success factors

Mainstreaming service improvement								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Reduce the level of illegal trading year on year								
	Number of infringement reports submitted	65	80	N/A	65	65	65	Corporate Strategy
	Undertake investigations under Proceeds of Crime legislation against serious rogue traders	4	4	N/A	5	6	7	Corporate Strategy
Objective: Reduce the sales of age restricted goods to children								
	Carry out Test Purchases for age restricted goods using underage children	250	250	N/A	200	200	200	Corporate Strategy
	Percentage of Traders who have enforcement action taken against them for illegally selling age restricted products during test purchase operations (% of those who sell)	100%	100%	N/A	100%	100%	100%	Corporate Strategy
	Number of schools in which "Shop the Shop" is launched	N/A	N/A	N/A	5	8	11	Corporate Strategy

Objective: Ensure that businesses have an equal chance to prosper whilst protecting the rights and safety of residents and consumers in Brent and Harrow								
	Inspect 100% of high risk businesses	100%	100%	N/A	100%	100%	100%	Corporate Strategy
	Carry out checks on traders working on home improvements, in partnership with the Police where possible (doorstep crime prevention)	12	6	N/A	12	12	12	Corporate Strategy
Objective: To contribute to making Brent an exemplar of environmental practice and performance in sustainability issues.								
	To produce 3 press releases per year on environmental performance or best practice advice	N/A	N/A	N/A	3	3	3	Corporate Strategy

Targeted improvement activity								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Improve on performance in the relevant new national performance indicators								
NI 183	Reduce the level of category 'X' traders	New national performance indicator, no target set	To be reported in April 2009	N/A				Corporate Strategy

Strengthening performance management								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Ensure strong performance management framework and systems are in place								
	Ensure that all eligible staff appraisals are completed	N/A	100%	N/A	100%	100%	100%	Corporate Strategy

Creating a customer driven organisation								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: To improve customer service standards and customer satisfaction								
	Maintain Charter Mark status	Maintained	Maintained	N/A	Maintained	Maintained	Maintained	Corporate Strategy
	Percentage of consumers satisfied with the Service	85%	85%	N/A	85%	85%	85%	Corporate Strategy

Promoting and mainstreaming diversity								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: To positively contribute to the development and implementation of Brent's Single Equalities Scheme Action Plan								
	Achieve Council-set standard	Level 4	Level 4	N/A	New Level 3	New Level 3	New Level 3	Corporate Strategy

Increasing staff and managerial capacity								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Ensure Good Workforce Development								
	Increase the number of positive variances in the staff survey: number of positive variances from E&C average.	15	51	N/A	35	35	35	Corporate Strategy

Ensuring value for money								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: To ensure that the Service provides value for money.								
	Actively participate in the Improvement and Efficiency Service Review of Environmental Enforcement: number of top performing Trading Standards Authorities visited to benchmark the Service against.	N/A	N/A	N/A	3	3	3	Corporate Strategy

Supporting the democratic process								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Improve Members knowledge of the work of Trading Standards								
	Number of Joint Advisory Board meetings held.	3	3	N/A	3	3	3	Corporate Strategy

6. Other performance indicators

Mainstreaming service improvement								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Reduce the level of illegal trading year on year								
	Carry out inspections, based on risk, to reduce the level of non-compliance in business	400	400	N/A	400	400	400	
	Total prosecutions	36	36	N/A	36	36	36	
Objective: Reduce the sales of age restricted goods to children								
	Sign up businesses in the Consortium to the 'Good Trader' schemes	300	300	N/A	330	365	400	
Objective: Ensure that businesses have an equal chance to prosper whilst protecting the rights and safety of residents and consumers in Brent and Harrow								
	Percentage of business enquiries responded to within 2 working days	100%	98%	N/A	100%	100%	100%	
	Percentage of verification requests on metrology equipment carried out within 10 working days.	100%	100%	N/A	100%	100%	100%	

Targeted improvement activity								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Improve on performance in the relevant new national performance indicators								
NI 14	Reduce level of avoidable contact	New national performance indicator, no target set	23%	N/A				
NI 182	Increase business satisfaction with our Service	New national performance indicator, no target set	To be reported in April 2009	N/A				

Strengthening performance management								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: To ensure strong performance management framework and systems are in place								
BV8	The percentage of invoices of commercial goods and services that were paid within 30 days	90%	90%	N/A	90%	90%	90%	
	Number of quality processes reviewed and updated.	N/A	N/A	N/A	3	3	3	

Creating a customer driven organisation								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: To improve customer service standards and customer satisfaction								

	Percentage of telephone calls answered	99%	95%	N/A	100%	100%	100%	
	Percentage of Stage 1 complaints responded to within 15 working days	100%	100%	N/A	100%	100%	100%	
	Percentage of complaints escalated from Stage 1 to Stage 2	0%	0%	N/A	0%	0%	0%	
	Percentage of correspondence answered within 15 working days.	100%	100%	N/A	100%	100%	100%	
	Percentage of Freedom of Information Act requests responded to within 20 working days.	100%	100%	N/A	100%	100%	100%	
	Percentage of Environment Information Requests responded to within 20 working days.	100%	N/A (none received)	N/A	100%	100%	100%	
	Percentage of consumer complaints responded to within 2 working days.	100%	97%	N/A	100%	100%	100%	
	Number of consumer complaints received.	N/A	N/A	N/A	1800	1800	1800	
	Number of consumer complaints completed.	1100	2000	N/A	1800	1800	1800	

Increasing staff and managerial capacity								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Ensure Good Workforce Development								
BV12	The number of sickness days per person.	7 days	9.36	N/A	7 days	7 days	7 days	
	Increase the professional qualifications held by staff: number of staff undertaking a professional qualification	N/A	N/A	N/A	5	5	5	

Supporting the democratic process								
Ref	Description	Target 08/09	Projected Performance 08/09	London top quartile or Upper Threshold	Target 09/10	Target 10/11	Target 11/12	Driver ref
Objective: Improve Members knowledge of the work of Trading Standards								
	Number of extra reports submitted to the Joint Advisory Board.	N/A	N/A	N/A	2	2	2	

7. Progress made against key objectives planned previous year

Mainstreaming Service Improvement				
Ref	Critical Success Factor(s)	Target 08/09	Projected Performance 08/09	Comments and further action on Critical Success Factor and Objective
Objective: Reduce the sales of age restricted goods to children				
	Carry out Test Purchases for age restricted goods using underage children	250	250	
	Percentage of Traders who have enforcement action taken against them for illegally selling age restricted products (% of sales)	100%	100%	
Objective: Ensure that businesses have an equal chance to prosper whilst protecting the rights and safety of residents and consumers in Brent and Harrow				
	Inspect 100% of High Risk premises	100%	100%	
Targeted Improvement Activity				
Ref	Critical Success Factor(s)	Target 08/09	Projected Performance 08/09	Comments and further action on Critical Success Factor and Objective
Objective: To be in the upper threshold of CPA scoring for Trading Standards				
NI 14	Avoidable contact: the percentage of customer contacts made that are avoidable.	N/A	23%	This is a new performance indicator.
NI 182	Percentage of businesses satisfied with the Service (Regulatory Services)	N/A	To be reported in April.	This is a new performance indicator. The satisfaction figure is calculated using a different method to the previous indicator and so is not comparable to the target figure or previous performance.
NI 183	Impact of local authority regulatory services on the fair trading environment	N/A	To be reported in April.	This is a new performance indicator.
	Percentage of consumers satisfied with the Service	85%	85%	
BV 166b	To score against a checklist of enforcement practice for Trading Standards	100%	N/A	This performance indicator is no longer used

Strengthening Performance Management				
Ref	Critical Success Factor(s)	Target 08/09	Projected Performance 08/09	Comments and further action on Critical Success Factor and Objective
Objective: To ensure a strong performance management framework and systems				
BV 8	The percentage of invoices of commercial goods and services that were paid within 30 days	90%	90%	
BV 177	Is the Authority part of a Community Legal Service Partnership? Yes / No	Yes	No	The Community Legal Service Partnership in Brent is no longer operating.
Creating a Customer-driven Organisation				
Ref	Critical Success Factor(s)	Target 08/09	Projected Performance 08/09	Comments and further action on Critical Success Factor and Objective
Objective: Ensure that Charter Mark Service assessment feedback is completed				
	Complete assessors recommendations	Maintained	Maintained	
Increasing Staff and Managerial Capacity				
Ref	Critical Success Factor(s)	Target 08/09	Projected Performance 08/09	Comments and further action on Critical Success Factor and Objective
Objective: Ensure Good Workforce Development				
BV 12	The number of sickness days per person	7 days	9.36	This is excess is entirely due to one member of staff being on long term sick leave for the majority of the year.

8. Future plans – medium and long term

- Finalise the consortium agreement with Harrow and seek further partnerships with other Authorities within West London.
- 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
 - Extra sanctions becoming available for use against rogue traders
- Respond to new legislation and have regard to any financial implications, such as:-
 - Amendment of the weights and measures law relating to the sale of goods by quantity
- Continue to assess the impact of Consumer Direct on the Service with regard to the provision of civil law advice, paying particular attention to the impact of -
 - The rationalisation of their regional call centres and likely move away from London
 - Their taking on extra consumer duties in providing energy and postal service advice
- Seek budget growth to appoint Financial Investigation team to conduct investigations under the Proceeds of Crime Act 2002 with the potential to offer this service to Brent Council Departments such as Housing and Audit & Investigations.
- To properly manage the move away from Quality House and the arrival at Brent House such that there is no detriment to the provision of services provided.
- Introduce seven day a week working, eliminating the need for overtime and other payments to staff, as well as better meeting the needs of consumers and businesses through greater accessibility.
- Investigate the cost and benefit of setting up a 'home improvement trades' trader scheme.

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		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
1	1. Carry out targeted inspections to reduce the level of non-compliance in business 2. Advise Businesses, on inspection of Trading Standards legislation 3. Take part in joint initiatives with partners in crime hotspots.	1. Compliance with consumer protection legislation will reduce illegal activity to create conditions for the local economy to thrive. 2. Criminal complaints reduce as businesses are aware of the law and their obligations 3. Enforcement actions have maximum impact.	TS Budget Partnership working with Health, Safety and Licensing, the Police and Camden.	Annual	HKS/SCL
Learning and Development Needs: LD01, 02, 05, 06, 07, 08, 09, 10, 11, 12, 13, 16					

Mainstreaming service improvement					
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		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
2	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 2. Work with the Police and Licensing section to prevent those who have persistently sold alcohol to underage children from having licences. 3. Advise businesses on the law	1. Compliance with consumer protection legislation will reduce illegal activity to create conditions for the local economy to thrive. 2. Criminal complaints reduce as businesses are aware of the law and their obligations 3. Help business to comply with the law to prevent sales occurring 4. More information received about businesses that sell,	TS Budget Partnership working with Health, Safety and Licensing, the Police and Community Safety.	Annual	HKS

	<p>surrounding age-restricted products during inspections. Work with members of the “Good Trader Scheme” for underage sales</p> <p>4. Introduce “Shop the Shop” campaign across the Borough.</p>	<p>enabling targeted enforcement action against problem traders.</p>			
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Learning and Development Needs: LD01, 02, 05, 06, 07, 08, 09, 10, 11, 12, 13, 16

Mainstreaming service improvement

Objective: Ensure that businesses have an 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	<p>1. Publicise the rapid reaction protocol for dealing with issues of doorstep crime</p> <p>2. Work in partnership with the Police on proactive and reactive inspections</p> <p>3. Assist other partner agencies in education and advice in the area of doorstep crime</p> <p>4. Research home improvement trader schemes</p> <p>5. Take part in Not in My Neighbourhood Week.</p>	<p>1. The Service is able to respond rapidly when required.</p> <p>2. Attend incidents accompanied by the Police</p> <p>3. Provide consumers with comprehensive advice on how to protect themselves from doorstep criminals</p> <p>4. Assess cost and effect of any possible scheme.</p> <p>5. Visible presence with enforcement partners will act to reassure consumers and genuine businesses while targeting criminals.</p>	<p>TS Budget</p> <p>Partnership working with the Police and Community Safety.</p>	<p>March 2010</p>	<p>SM/SCL</p>

Learning and Development Needs: LD01, 02, 05, 06, 07, 08, 09, 10, 11, 12, 13, 16, 18

Mainstreaming Service improvement

Objective: To contribute to making Brent an exemplar of environmental practice and performance in sustainability issues. **Key Driver/s and refs:** Corporate Plan - A Safe Place, A Clean Place, A Lively Place

SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
4	1. To research available disposal methods and contractors for electrical equipment including faulty or dangerous items 2. Analyse the effectiveness of current service promotion and information provision with a view to increasing website use and accessibility and increasing electronic dissemination of information	1. Report of available methods and contacts for different materials 2. Website statistics available from IT; publication statistics	TS budget	1. March 2010 2. Aug 2009	1. PL 2. AC

Learning and Development Needs: LD14, 17

Targeted improvement activity

Objective: Improve on performance in the relevant new national performance indicators **Key Driver/s and refs:** Corporate Strategy - A Safe place, A Clean Place, A Lively Place

SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
5	1. Run monthly report on traders generating three or more complaints and analyse whether any enforcement action is needed. 2. Look at ways of reducing the average number of contacts customers have to make per service request.	1. Enforcement action taken where relevant. 2. More efficient customer service.	TS budget	Ongoing	NSB

Learning and Development Needs: LD17

Strengthening performance management

Objective: To ensure strong performance management framework and systems are in place			Key Driver/s and refs: Corporate Plan - A Safe Place, A Clean Place, A Lively Place		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
6	<ol style="list-style-type: none"> 1. Update all standard forms that need it and delete ones no longer used. 2. Expand the trading Standards presence on the Brent Council website and transfer relevant content from the Trading Standards own site so that it can be closed. 	<ol style="list-style-type: none"> 1. Staff time saved as correct forms used and are easier to find 2. Increased use of the website and downloading of leaflets. 	TS Budget	Ongoing	SM
Learning and Development Needs: LD03, 04, 14, 17					

Creating a customer driven organisation

Objective: To improve customer service standards and customer satisfaction			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	<ol style="list-style-type: none"> 1. Carry out talks on the work of the Service to targeted, vulnerable groups 2. Feedback from satisfaction surveys is used to drive Service improvements. 3. Formal and informal complaints used to improve Service standards. 	<ol style="list-style-type: none"> 1. Those most in need are aware of their consumer rights and know who to contact for advice. 2. Constructive criticism heeded and used to improve service. 3. Learn from any mistakes made and acknowledge where improvements can be made. 	TS budget	March 2010	SM
Learning and Development Needs: LD18					

Promoting and mainstreaming diversity

Objective: Work towards level 3 of the new 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 2010	NSB

Learning and Development Needs: LD03

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	<ol style="list-style-type: none"> 1. Support officers to gain FCATS and DCATS professional qualification 2. Improve on staff satisfaction levels in annual staff survey 3. Staff appraisals carried out. 4. Maintain low staff turnover rate. 	<ol style="list-style-type: none"> 1. Increased Officer competency, able to deal with wider and more complex workload. 2. Improved staff morale. 3. All eligible staff appraisals completed. 4. Keep experienced staff and minimise service disruption. 	TS budget	March 2010	NSB

Learning and Development Needs: LD03, 04, 15

Ensuring value for money

Objective: To ensure that the Service provides value for money. **Key Driver/s and refs:** Corporate Strategy - Building our Capacity

SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
10	1. Compare the Service against other top-performing Trading Standards Authorities. 2. Actively participate in the Improvement and Efficiency Service Review of Environmental Enforcement. 3. Participate in joint inspection protocol in partnership with Environmental Health, Health Safety and Licensing and Streetcare.	1. Improvements made where best practice identified. 2. The Review has maximum positive effect. 3. Resources (both the Council's and businesses') saved in carrying out routine inspections.	TS budget	March 2010	NSB

Learning and Development Needs: LD03

Supporting the democratic process

Objective: Report to the Joint Trading Standards' Advisory Board **Key Driver/s and refs:**

SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
11	1. Investigate and report on possible new areas of work for the Service 2. Report on any major changes in legislation enforced by the Service 3. Councillors made aware of major work by the Service when it impacts on their ward. 4. Investigate how the Service can engage with Ward working	1. Board aware of pressures affecting the Service and opportunities available. 2. Board aware of changes in legislation and any associated pressure affecting the Service. 3. Councillors more aware of the scope of work of the Service. 4. Better local awareness of what Trading Standards can offer consumers and businesses.	TS budget	March 2010	NSB

Learning and Development Needs: LD01, 05, 06, 07, 08, 09, 10, 13

Learning and Development needs table

Reference	Training and development need	Number of staff requiring training
LD01	Consumer Protection form Unfair Trading Regulations	31
LD02	Single Point of Contact (SPOC)	1
LD03	Management Training	4
LD04	Appraisals	30
LD05	Weights and Measures law	6
LD06	Consumer Credit law	5
LD07	Product Safety law	10
LD08	Underage Sales law and good practice	11
LD09	Fair Trading law	12
LD10	Legal procedures e.g. CPIA, PACE	31
LD11	Human Rights Act and RIPA	31
LD12	Advocacy	3
LD13	Proceeds of Crime	2
LD14	ISO 14001	2
LD15	Professional qualifications – FCATS and DCATS	7
LD16	Health and safety	2
LD17	IT applications training e.g. Word, Excel	18
LD18	Customer Service – dealing with difficult consumers	8

11 Risk analysis

Objective:			Risk Title: Building Failure			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	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.	All normal controls in place. Arrange to share equipment and/or facilities with neighbouring TS service. Building & some equipment insured.	Property	Medium	Low	NSB
Further action required: None						

Objective:			Risk Title: Giving incorrect advice / help (Training Issues)			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	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.	Ensure all staff are correctly trained and have a senior officer to consult if necessary. Covered by general core insurances.	Performance & CAA	High	Low	NSB
Further action required: None						

Objective:			Risk Title: Issuing suspension notices under Consumer Protection Act			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	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.	Only certain officers can authorise a suspension notice. Specific cover is in place.	Performance & CAA	High	Low	NSB
Further action required: None						

Objective:			Risk Title: Court costs awarded against the Service			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	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.	Contingency budget is currently kept for such an occasion. Consortium agreement addresses the matter.	Budget, fraud & corruption	High	Low	NSB
Further action required: None						

Objective:			Risk Title: Loss or destruction of evidence			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	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.	Tight security whilst in our possession with procedures for depositing, removing and destruction.	Property	Low	Low	NSB
Further action required: None						

Objective:			Risk Title: Income from Harrow to provide a TS Service			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	The affect that the Borough of Harrow's financial situation will have on the Consortium arrangement	Monitor budgetary situation of Harrow	Budget, fraud & corruption	High	Medium	NSB
Further action required: Ongoing						

Objective:			Risk Title: Failure of IT systems e.g. network system.			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	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.	Corporate IT Controls as part of a centralised service.	Information & Communications	High	Low	NSB
Further action required: None						

Objective:			Risk Title: Loss of income			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	Reduction in income due to increasing use of Self verification	Monitor the use of self verification and look at the possibility of delivering joint Services with / for other Authorities	Budget, fraud & corruption	Medium	High	NSB
Further action required: Ongoing						

Objective:			Risk Title: Government Intervention			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	Various governmental changes will or may happen, such as the Primary Authority scheme which may act as a drain on resources or change the way we work.	Maintain a watching brief	Performance & CAA; Budget, fraud & corruption	Medium	High	NSB
Further action required: Ongoing						

Objective:			Risk Title: Loss of overtime budget			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	Loss of overtime budget leading to reduction in ability to work at weekends. This in turn may lead to increased complaints from consumers, businesses and partners.	Proposed seven day week working contracts for staff.	Performance & CAA; Budget, fraud & corruption	High	High	NSB
Further action required: Ongoing						

Objective:			Risk Title: New national indicators			
Code	Description of risk	Controls in place	Risk Group	Severity (low/med/hi)	Likelihood (low/med/hi)	Lead Officer
	2008/9 is the first year that the new national performance indicators have been used. Unknown what resources needed to improve performance.	Maintain a watching brief and communicate with E&C Service Improvement team.	Performance & CAA; Budget, fraud & corruption	Medium	Medium	NSB
Further action required: Ongoing						

Appendix 1: BUDGET MATRIX - SUBJECTIVE ANALYSIS

UNIT NAME: TRADING STANDARDS

ITEM	YEAR 1	YEAR 2					YEAR 3				YEAR 4			
	2008/2009 Approved Budget £'000 (1)	Budget Virements & Technical Adjustments £'000 (2)	Agreed Growth £'000 (3)	New Savings £'000 (4)	Inflation £'000 (5)	2009/2010 Budget Forecast £'000 (6)	Budget Virements & Technical Adjustments £'000 (7)	New Savings £'000 (8)	Inflation £'000 (9)	2010/2011 Budget Forecast £'000 (10)	Budget Virements & Technical Adjustments £'000 (11)	New Savings £'000 (12)	Inflation £'000 (13)	2011/2012 Budget Forecast £'000 (14)
Employee Expenses														
Direct: – staff on payroll	1480			(43)	24	1,461			33	1,494			34	1,528
Direct - Staff not on payroll – Agency staff	0					0				0				0
Indirect - pensions payroll	0					0				0				0
Indirect – not through payroll - training, PRC	20					20			1	21			1	22
Total	1500	0	0	-43	24	1481	0	0	34	1515	0	0	35	1550
Premises Related Exp.														
Repairs & Mtce of buildings, plant & grounds	0					0				0				0
Energy costs and water	0					0				0				0
Rents	0					0			3	3			3	6
Rates	0					0				0				0
Others	1					1				1				1
Insurance	0					0				0				0
Total	1	0	0	0	0	1	0	0	3	4	0	0	3	7
TOTAL c/fwd	1501	0	0	-43	24	1482	0	0	37	1519	0	0	38	1557

Notes:

1. Item - the items of expenditure per Appendix 2
2. 2009/2010 Budget = Column 1 + 2 + 3 + 4 + 5
3. 2010/2011 Budget = Column 6 + 7 + 8 + 9
4. 2011/2012 Budget = Column 10 + 11 + 12 + 13
5. 2012/2013 Budget = Column 14 + 15 + 16 + 17

Appendix 1: Budget Matrix

ITEM	YEAR 1	YEAR 2					YEAR 3				YEAR 4			
	2008/2009 Approved Budget £'000 (1)	Budget Virements & Technical Adjustments £'000 (2)	Agreed Growth £'000 (3)	New Savings £'000 (4)	Inflation £'000 (5)	2009/2010 Budget Forecast £'000 (6)	Budget Virements & Technical Adjustments £'000 (7)	New Savings £'000 (8)	Inflation £'000 (9)	2010/2011 Budget Forecast £'000 (10)	Budget Virements & Technical Adjustments £'000 (11)	New Savings £'000 (12)	Inflation £'000 (13)	2011/2012 Budget Forecast £'000 (14)
TOTAL B/fwd	1501	0	0	-43	24	1482	0	0	37	1519	0	0	38	1557
Transport Related Expenses														
Direct transport costs	55					55			1	56			1	57
Supplies & Services														
Equipment, Furniture & Materials	16					16			1	17			1	18
Clothing, uniforms & laundry	2					2				2				2
Printing, stationery & office expenses	12					12				12				12
Services - test purchase etc	24					24			2	26			2	28
Communications & Computing	10					10			1	11			1	12
Miscellaneous expenses	25			(5)		20				20				20
Total	89	0	0	-5	0	84	0	0	4	88	0	0	4	92
Third Party Payments														
External contract payments					0	0			0	0			0	0
Support Services														
Communications & Computing	31				(3)	28				28				28
Internal Rent	139					139				139				139
Other Support Services	30					30			1	31			1	32
Total	200	0	0	0	(3)	197	0	0	1	198	0	0	1	199
Capital Financing Costs														
Leasing charges	0				0	0			0	0			0	0
TOTAL EXPENDITURE	1845	0	0	-48	21	1818	0	0	43	1861	0	0	44	1905

APPENDIX 1: BUDGET MATRIX

ITEM	YEAR 1	YEAR 2					YEAR 3				YEAR 4			
	2008/2009 Approved Budget £'000 (1)	Budget Virements & Technical Adjustments £'000 (2)	Agreed Growth £'000 (3)	New Savings £'000 (4)	Inflation £'000 (5)	2009/2010 Budget Forecast £'000 (6)	Budget Virements & Technical Adjustments £'000 (7)	New Savings £'000 (8)	Inflation £'000 (9)	2010/2011 Budget Forecast £'000 (10)	Budget Virements & Technical Adjustments £'000 (11)	New Savings £'000 (12)	Inflation £'000 (13)	2011/2012 Budget Forecast £'000 (14)
Income														
Government grant						0				0				0
Internal contract income						0				0				0
Fines	50			25		75				75				75
External Fees and Charges	27					27				27				27
Other internal income						0				0				0
Other external income - Harrow	816				14	830			26	856			26	882
Total	893	0	0	25	14	932	0	0	26	958	0	0	26	984
NET EXPENDITURE	952	0	0	-73	7	886	0	0	17	903	0	0	18	921