

2008 – 2009 Service Plan



Service Area: Environment and Culture

Director: Richard Saunders

Service Unit covered: Trading Standards

Service Manager: Nagendar Bilon

Portfolio Holder: 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 34 a total of 34 posts in Trading Standards with a combined budget of £1,844,000 (made up by the consortium contributions of Brent £1,002,000 and Harrow £816,000).

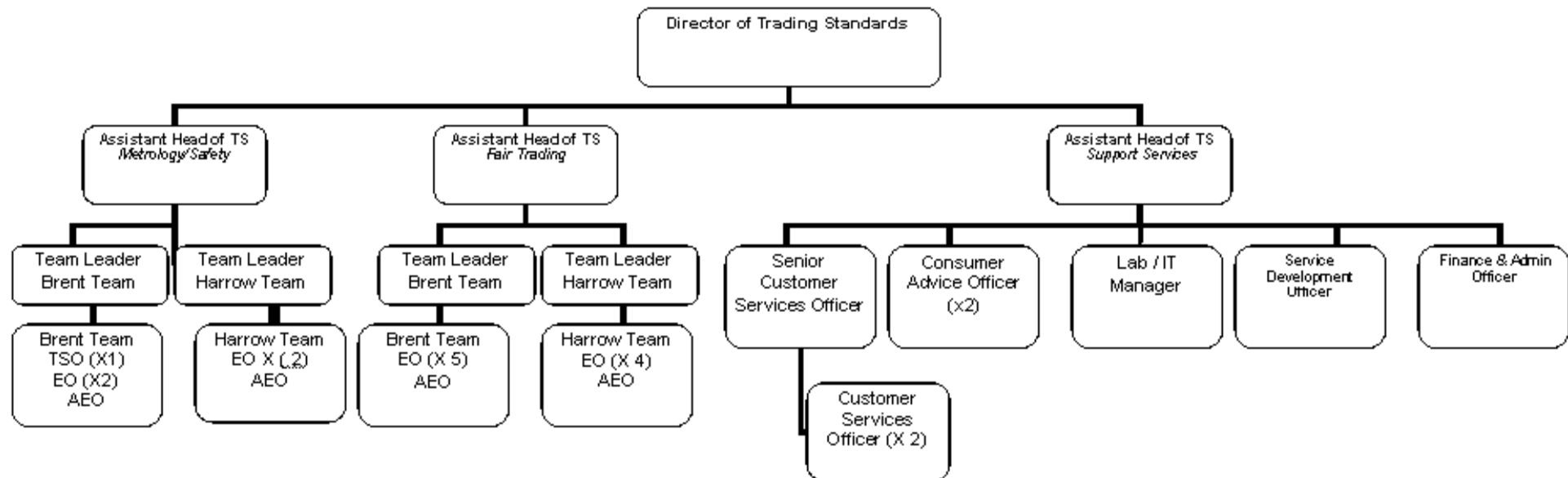
The structure of the Service is shown on page 3.

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

1. SERVICE DESCRIPTION

Trading Standards Structure

Establishment 34 Posts
Proposed Structure from October 2007



TSO = Trading Standards Officer
EO = Enforcement Officer
AEO = Assistant Enforcement Officer

2. KEY OBJECTIVES – 08/09

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
4	Compliance levels for new and minority led businesses do not differ significantly from levels in mature businesses. (Provide better regulation for local businesses which supports their development while meeting our statutory responsibilities)	Corporate Strategy	Borough of Opportunity
Target Improvement Activity			
5	To be in the upper threshold of CPA scoring for Trading Standards	Corporate Strategy CCA/CPA	Great Place
6	To maintain ISO 14001 and adhere to the Corporate Environmental Policy	Corporate Strategy ISO 14001	Great Place
Strengthening Performance Management			
7	To ensure a strong performance management framework and systems	Corporate Strategy	Great Place
Creating a Customer Driven Organisation			
8	Ensure that Chartermark Service assessment feedback is completed	Corporate Strategy	Great Place

2. KEY OBJECTIVES – 08/09

Service plan ref	Objective	Key drivers	Driver refs
Promoting and Mainstreaming Diversity			
9	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			
10	Ensure Good Workforce Development	Corporate Strategy Investors in People	Civic Leadership
Ensuring Value for Money			
11	To ensure that the Service provides value for money	Corporate Strategy	Great Place

3. KEY STAKEHOLDERS

Voluntary Sector

- Citizens Advice Bureau
- Age Concern

Government/Agencies/Private Industry

- London Borough of Harrow / Brent Consortium
- LACORS
- United Kingdom Intellectual Property Office (UKIPO)
- Federation Against Copyright Theft (FACT)
- British Phonographic Industry (BPI)
- Intellectual Property Owners
- Consumer Direct
- Office of Fair Trading
- Department for Business, Enterprise and Regulatory Reform (BERR)
- North West London Trading Standards Groups
- Anti Counterfeiting Group (ACG)
- Trade Associations

Justice

- Metropolitan Police
- Fire Brigade
- HM Revenue & Customs
- Immigration Service
- 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 reorganisation of the Trading Standards Service at the beginning of 2007-08 resulted in the loss of a number of experienced staff at both management and operational level. During the course of the year one of the Assistant Heads of Service resigned to take up employment with another Authority thus creating a vacancy in one of the most important posts within the Service. In fact there have been a number of other vacancies within the Service for most of the year which has added pressure on the management team and for the rest of the staff.

Nevertheless, all the staff in Trading Standards have continued, as in previous years, to exceed their targets and to produce work of the highest standards. This year saw the fruits of our first financial investigation under the Proceeds of Crime Act which resulted in a payment to the Service of £133,000 under the Home office incentivisation scheme. A number of complex and time consuming investigations have also been carried out. For example, a gang of car traders from Neasden were investigated for selling a large number of 'clocked' cars which led to a successful prosecution at Harrow Crown Court. Three of the defendants were each sentenced to 18 months imprisonment and five cars were ordered to be handed to the Service as a means of recouping some of the prosecution costs.

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. In view of this the management team took a different approach to deal with this problem. Instead of fighting a losing battle seizing goods from stall holders and small retailers, we decided to tackle the wholesalers and the importers. Intelligence showed that many of these traders are storing their illegal goods in local storage units and supplying them to traders in this area. As a result of this work we have disrupted the activities of a large number of these major distributors by seizing millions of pounds worth of counterfeit goods. This work too has been carried out in partnership with the police, HMRC and private industry. Our success has led to publicity in local and national newspapers.

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. The Trading Standards Service has also launched a scheme for local traders, (Responsible Trader Scheme for Underage Sales), which was launched by the respective Mayors of Brent & Harrow with a view to reducing sales of age restricted goods by working in partnership with local businesses.

5. CRITICAL PERFORMANCE INDICATORS

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
Corporate Strategy	Carry out Test Purchases for age restricted goods using underage children	12 (Operations)	N/A	250	250	250	250
Corporate Strategy	Percentage of Traders who have enforcement action taken against them for illegally selling age restricted products (% of sales)	100%	N/A	100%	100%	100%	100%

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
NI 14	Avoidable contact; the average number of customer contacts per received customer request			New indicator-target yet to be determined			
NI 182	Percentage of businesses satisfied with the Service (Regulatory Services)	95%	75%	95%	95%	95%	95%
NI 183	Impact of local authority regulatory services on the fair trading environment			New indicator-target yet to be determined			
	Percentage of consumers satisfied with the Service	75%	75%	80%	85%	90%	90%

5. CRITICAL PERFORMANCE INDICATORS

	Inspect 100% of High Risk premises	100%	100%	100%	100%	100%	100%
BV166b	To score against a checklist of enforcement practice for Trading Standards	100%	100%	100%	100%	100%	100%

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
BV8	The percentage of invoices of commercial goods and services that were paid within 30 days	95%	N/A	95%	100%	100%	100%
BV177	Is the Authority part of a Community Legal Service Partnership? Yes / No	Yes	N/A	Yes	Yes	Yes	Yes

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
	Complete assessors recommendations	Maintained	N/A	Maintained	Maintained	Maintained	Maintained

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
NI 140	Fair treatment by local services		New indicator-target yet to be				

5. CRITICAL PERFORMANCE INDICATORS

			determined				
--	--	--	------------	--	--	--	--

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
BV12	The number of sickness days per person	4.5 days	N/A	3.5 days	7 days	7 days	7 days

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
NI 179	Value for money-total net value of ongoing cash releasing value for money gains that have impacted since the start of the 2008-9 financial year		New indicator-target yet to be determined				

6. OTHER PERFORMANCE INDICATORS

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
	Carry out inspections, based on risk, to reduce the level of non-compliance in business	500	N/A	450	400	350	300
	Develop a strategy, in partnership with other agencies, to deal with doorstep crime. Carry out inspections in conjunction with Police	N/A	N/A	N/A	12	12	12
	Sign up 500 local businesses to the "Good Traders" scheme by 2010	50	N/A	150	300	400	500
	Conduct survey of traders where formal enforcement action has been taken. Establish base line figure for equalities data.						

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
	% annual reduction of CO ₂ emissions in Quality House	-2%	N/A	5%	10%	15%	20%
ECD02	Annual internal recycling rate in buildings with a recycling scheme (expressed as a % of total waste sent for disposal)	40	N/A	45%	50%	55%	60%
ECD04	Annual % reduction in waste created	-5%	N/A	5%	10%	15%	20%

6. OTHER PERFORMANCE INDICATORS

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Projected 07/08	Target 08/09	Target 09/10	Target 10/11
	Percentage of telephone calls answered	94%	N/A	98%	99%	100%	100%
	Percentage of Stage 1 complaints responded to within 15 working days	100%	N/A	100%	100%	100%	100%
	Percentage of Complaints escalated from Stage 1 to Stage 2	60% (3 comps)	10%	50% (1 comp)	0%	0%	0%
	Percentage of correspondence answered within 15 working days	100%	N/A	100%	100%	100%	100%
	Percentage of Freedom of Information Act requests responded to within 20 working days	100%	N/A	100%	100%	100%	100%
	Percentage of EIR requests responded to within 20 working days	100%	N/A	100%	100%	100%	100%
	Number of infringement reports submitted	95	N/A	84	65	65	65
	Total prosecutions	48	N/A	36	36	36	36
	Percentage of business enquiries responded to within two days	99%	N/A	100%	100%	100%	100%
	Percentage of complaints responded to within 2 working days	98%	N/A	98%	100%	100%	100%

6. OTHER PERFORMANCE INDICATORS

	Percentage of verification tests on metrology equipment carried out within 10 working days	100%	N/A	100%	100%	100%	100%
	Number of Complaints completed	2709	N/A	2500	2500	2500	2500
	Complete recommendations made by Peer Reviewers	75%	N/A	100%	100%	100%	100%

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10	Target 10/11
	Complete recommendations made by Chartermark assessors	Maintained	N/A	Maintain	Maintain	Maintain	Maintain

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10	Target 10/11
	To achieve the Standard	Level 3	N/A	Level 3	Level 4	Level 4	Level 4
	To collect data; a sample of those who come into contact with the Service	100%	N/A	100%	100%	100%	100%

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10	Target 10/11
-----------	-------------	--------------	--	--------------	--------------	--------------	--------------

6. OTHER PERFORMANCE INDICATORS

	To respond to and improve satisfaction rates in the Staff Survey by increasing the number of positive variances	9	N/A	12	15	18	21
	Increase the number of professionally qualified staff (no. of officers gaining professional qualification)	2	N/A	2	7	5	5

Reference	Description	Actual 06/07	London top Quartile or upper threshold	Target 07/08	Target 08/09	Target 09/10	Target 10/11
	Act on recommendation made by Chartermark assessment	100%	N/A	100%	100%	100%	100%
	To make use of IT facilities to ensure an efficient service	100%	N/A	100%	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)
 - 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.
- 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
- Finalise the consortium agreement with Harrow and seek further partnerships with other Authorities within West London.
- Continue to assess the impact of Consumer Direct on the Service with regard to the provision of civil law advice.
- Increasing the efficiency of the Service by better use of IT and to reduce the reliance on office space.
- Seek budget growth to appoint a dedicated Financial Investigator 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.

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. Sufficient savings have been made to make full redundancy and pension payments arising from the restructuring of the Service in 2006-07. Additional cash savings have been made from the 2007-08 Budget to assist the shortfalls in other parts of E&C and Brent Council. Further savings are required in 2008-09 which will result in the loss of an Enforcement Officer post.

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	1.Carry out targeted inspections to reduce the level of non-compliance in business 2.Advise Businesses, on inspection of Trading Standards legislation	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	TS Budget Partnership working with Health, Safety and Licensing and the Police	Annual	HKS/ SCL HKS/ SCL
Learning and Development Needs: LD 01, 02, 03, 04, 05, 06, 11, 12					
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	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 licenses.	1.To help prevent antisocial behaviour and create conditions in which young people can thrive 2.To prevent retailers who illegally sell alcohol to children from obtaining a license and hence stop underage sales 3.Help business to comply with	TS Budget Partnership working with health, Safety and licensing and the Police	Annual	HKS HKS HKS

10. ACTION PLAN

	3. Advise businesses on the law surrounding age-restricted products during inspections 4. Introduction of a "Good Trader Scheme" for underage sales	the law to prevent sales occurring See Below for details			HKS/ SCL
--	--	---	--	--	-------------

Learning and Development Needs:

LD 01, 06, 12, 15

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	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	TS Budget	2010 Annual	HKS SCL

Learning and Development Needs:

LD 15

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 develop a rapid reaction protocol for dealing with issues of doorstep crime 2. Work in partnership with	The Service is able to respond rapidly when required. Attend incidents accompanied by	TS Budget	2008	SM SCL

10. ACTION PLAN

	<p>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>the Police</p> <p>Provide consumers with comprehensive advice on how to protect themselves from doorstep criminals</p>			SM
<p>Learning and Development Needs: LD 01, 02, 05, 06, 14</p>					

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		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
4	<p>1.To carry out all high risk inspections</p> <p>2.To carry out satisfaction surveys for consumers and businesses</p> <p>3.To score against a checklist for enforcement practice</p> <p>4. To ensure business compliance for high, medium and low risk premises is high</p>	<p>Part of the CPA scoring for the Council and achievement of best value indicator BV166</p>	TS Budget	Annual	HKS/ SCL
<p>Learning and Development Needs: LD 01, 02, 03, 04, 05, 06, 11</p>					

10. ACTION PLAN

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	SM
Learning and Development Needs: LD 16					
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 including evidence disposal	Reduction in amount of waste	TS Budget	Annual	SM
Learning and Development Needs: LD 16					

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	To comply with CPA and other	TS Budget	Annual	NSB

10. ACTION PLAN

	local PIs	local performance measures to ensure that the Service remains efficient			
Learning and Development Needs: None					
Objective: Ensure that the Peer Review (EFQM) is completed and action plan agreed and implemented.			Key Driver/s and refs: Corporate Strategy - Community Engagement, Building Our Capacity		
SP Ref	Actions	Output/outcome	Source of Resource	Timescale	Officer
6	Ensure data is being collected from stakeholders and customers and is used to its full potential. Consider a more “intelligence lead and prevention approach” Monitor trends to define Service priorities	Use consultation data to ensure customer focus is incorporated into Service delivery Use intelligence to target problem areas e.g. underage sales Ensure Service is receptive to changing demands	TS budget	Annual	SM HKS/ SCL SM
Learning and Development Needs: None					
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	Feedback mechanism to show customers of their input into service development Show value for money & efficient use of resources Ensure that service activities are	TS Budget	July 2008	SM NSB SM

10. ACTION PLAN

	<p>3. Monitor activities to demonstrate that they have a positive effect on the community</p> <p>4. Improve planning process to include what has been learnt from the community</p>	<p>targeted at local problem areas</p> <p>Link plans to corporate strategy which has identified community needs</p>			NSB
--	---	---	--	--	-----

Learning and Development Needs:

None

Promoting and Mainstreaming Diversity

Objective: To achieve the revised Level 4 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 4 of the standard	TS Budget	March 2009	NSB

Learning and Development Needs:

LD 08

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> <p>1. Lack of loyalty amongst Trading Standards staff</p>	Increased staff satisfaction	TS Budget	Annual	NSB

10. ACTION PLAN

	<p>towards Brent Council.</p> <p>2. Lack of clarity amongst Trading Standards staff of what they are expected to achieve in their jobs.</p> <p>3. Establish examples of the discrimination experienced by Trading Standards staff and why they do not report them to senior managers.</p>				
<p>Learning and Development Needs: LD 08</p>					
<p>Objective: Increase the number of professionally qualified staff (no. of officers gaining professional qualification)</p>			<p>Key Driver/s and refs: Corporate Strategy - Building our Capacity</p>		
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</p>	HR Core Budget	Annual	<p>NSB</p> <p>NSB</p>

10. ACTION PLAN

		achieved			
Learning and Development Needs: LD 11					

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	NSB
	Best value review to be conducted by Harrow	An efficient, value for money Service	TS Budget	July 2008	NSB
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	SM
	2.To keep under review the transfer of all calls to Consumer Direct	Ensure correct advice is given to consumers	TS Budget	Annual	SM
	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 2009	SM
Learning and Development Needs: LD 10, 17					

10. ACTION PLAN

Training Ref	Learning and Development Need	Staff
LD01	Unfair Commercial Practices Directive	30
LD02	Consumer Credit Law	5
LD03	Product Safety Law	13
LD04	Weights and Measures Law	6
LD05	Fair Trading Law	18
LD06	General Law i.e. CPIA;RIPA;HRA;PACE;DPA;FOI;Fraud Act	30
LD07	Advocacy	5
LD08	Management Training	4
LD09	Appraisals	30
LD10	Website Development	1
LD11	FCATS/DCATS	7
LD12	SPOC	1
LD13	Proceeds of Crime	3
LD14	Health and Safety	2
LD15	Under age sales legislation and good practice	18
LD16	ISO 14001	2
LD17	IT i.e. Microsoft outlook	34

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	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.	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

		Loss or destruction before the hearing could lead to the Council being sued for the value plus the loss of earnings.						
--	--	--	--	--	--	--	--	--

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	A number of negative response from Sept 2007 survey. Staff dissatisfaction within the Service. This may possible link	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

11. RISK ANALYSIS

		to the retention of staff						
6	Service Reorganization	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
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
4	New National Indicators	Targets need to be developed which may involve some work with other service areas	Medium	Medium	None yet	Contact relevant service areas	N Bilon	

11. RISK ANALYSIS

APPENDIX 1: BUDGET MATRIX

APPENDIX 1: BUDGET MATRIX