



**Northamptonshire
County Council**

Trading Standards Service Plan 2008/09

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0. Preface by Cabinet Member

The work of Trading Standards impacts on the daily lives of everyone. Well-publicised national incidents over the last twelve months such as foot and mouth, and bluetongue disease outbreaks and issues over toy safety have required action at a local level. Our Trading Standards Service continues to deliver a consistently high-quality service across a broad range of activities, in the face of increased pressures, with a clear focus on priorities. Successes in tackling rogue trading activities help to protect consumers and benefit reputable businesses. Reducing sales of age-restricted products improve the health and welfare of young people and reduce anti-social behaviour. As Cabinet Member responsible for Community Safety, I recognise and appreciate how Trading Standards contribute to corporate goals and priorities. The Trading Standards Service Plan for 2008/9 sets out, in practical terms, how this contribution will be made.

Councillor Liz Tavener
Cabinet Member for Community Safety

1. Introduction

This Service Plan sets out, to staff and other stakeholders, the priorities, objectives and outcome targets for the Service and how these contribute to the overall strategic goals and priorities of Northamptonshire County Council and other stakeholders.

The Service Plan is the basis on which the performance of the Service is assessed.

2. Who we are and what we do

2.1 Purpose and scope of the service

The Trading Standards Service forms part of the new Customers and Community Services Service Grouping and is primarily a consumer protection and fair trading enforcement service. It is the major regulatory service of the County Council enforcing a wide range of national and European laws through both civil law and criminal law processes. In addition to enforcement and regulatory responsibilities, the Service provides advice and information to consumers (in association with Consumer Direct East Midlands) and businesses to make them aware of their rights and obligations.

The Service has diverse responsibilities covering laws which fall under nine broad categories:

- Fraud (including rogue trading activities)
- Age-restricted sales
- Animal Health and Welfare
- Consumer & Business Advice
- Environmental Controls

- Consumer Safety
- Fair Trading
- Food and Agricultural Standards
- Licensing and Registration

Activities comprise the receipt and response to complaints and enquiries from the public, businesses etc., sampling and test purchasing of goods and services, the investigation of infringements, the inspection of trading premises and proactive work to educate consumers and secure business compliance.

2.2 Service direction

2.2.1 National Drivers

The Service contributes to many government priorities and these are shown on the chart produced at Appendix 1.

In separate documents, the Service also responds to the Department for the Environment, Food and Rural Affairs animal health and welfare enforcement framework, which sets minimum standards, and the Food Standards Agency Framework Agreement which requires a food standards and feeding stuffs enforcement plan and recommends standards for such work.

2.2.2 Other National Drivers that will impact on the Service

1. The Draft Regulatory Enforcement and Sanctions Bill which creates the Local Better Regulation Office (LBRO) to drive the wider regulatory reform agenda at local level and to stimulate, support and incentivise improvement. Their work will seek to secure more effective performance of local authority regulatory services including Trading Standards and Fire & Rescue – local authorities will have a duty to have regard to guidance issued by LBRO. The Bill also introduces a new range of sanctions that can be awarded to local authorities for dealing with certain regulatory matters. Both aspects are likely to require significant resources to ensure relevant guidance is implemented.
2. The Legislative and Regulatory Reform Act 2006 provides for a “code of practice in relation to the exercise of regulatory functions” to which any person exercising a regulatory function must have regard in the exercise of the function. The Regulators’ Compliance Code takes effect in April 2008. Its purpose is to promote efficient and effective approaches to regulatory inspection and enforcement which improve regulatory outcomes without imposing unnecessary burdens on business and other regulated entities.
3. Implementation of the Unfair Commercial Practices Directive (UCPD) in May 2008 will result in the biggest change to UK consumer and business protection laws in 40 years. The Government has said that the coming into force of the UCPD will “mark a new era in UK fair

trading history". Certain activities (including aggressive practices) that were previously unregulated will become illegal. This will undoubtedly lead to an increase in demands upon the Service as well as taking additional resources to interpret and apply the new legislation.

4. Other new legislation which will come into force during 2008 includes:
 - consumer credit regulations
 - representative actions in consumer protection cases
 - the establishment of a new National Consumer Council
 - widening of Consumer Direct to deal with complaints about utility companies
 - amendments to the Estate Agents Act 1979
 - doorstep selling.
 - The requirement for display energy certificates in public buildings above a certain size.
5. The new performance framework for local authorities issued by Communities and Local Government include the following indicators that impact directly on the Trading Standards Service:
 - NI 182 Satisfaction of businesses with local authority regulatory services
 - NI 183 Impact of local authority regulatory services on the fair trading environment
 - NI 190 Achievement in meeting standards for the control system for animal health

There are also a range of other local authority performance indicators where Trading Standards will have an indirect impact. These are listed in Appendix 2.

- 6 A 12.5% reduction in the grant received from the Department for Environment, Food and Rural Affairs for the enforcement of certain animal health controls will result in a revised approach to enforcement work in this area.
- 7 There are also ongoing implications from new legislation introduced in 2007/08. These include legislation concerning copyright enforcement, home information packs, and food and feed hygiene on farms.
- 8 The Government's new alcohol strategy (*Safe, Sensible, Social: The national alcohol strategy*) launched in June 2007, includes "tougher enforcement of underage drinking laws" and "public consultation on alcohol pricing and promotion".
- 9 *Creative Britain: New Talents for a New Economy* is a strategy document for the Creative Industries. Led by the Department of Culture Media and Sport, in partnership with the Department of Business Enterprise and

Regulatory Reform and the Department of Innovation, Universities and Skills, it documents 26 commitments, which outline how the Government will take action to support the creative industries. It contains commitments to fostering and protecting intellectual property which will have an impact on Trading standards services.

10 Healthy Weight, Healthy lives: A Cross-Government strategy for England

This strategy supports the creation of a healthy society - from early years, to schools and food, from sport and physical activity to planning, transport and the health service.

It will bring together employers, individuals and communities to promote children's health and healthy food; build physical activity into our lives; support health at work; and provide the incentives more widely to promote health. It will also provide effective treatment and support when people become overweight or obese.

This will impact on the work of Trading Standards with regard to food standards enforcement.

2.2.3 Other developments

1. OFT/TSS. The Government have given an enhanced remit to the OFT - to take on new responsibilities to champion the work of Local Authority Trading Standards Services. The partnership between the OFT and the TSS, coupled with the handover of Consumer Direct to OFT, will bring fresh challenges and opportunities.
2. The Head of Trading Standards will continue to be chairman of the Trading Standards Institute until July 2008 and will continue to have some responsibilities as immediate past chairman.
3. Loansharking/Scambuster/Regional Intelligence projects. Linking with the Service's priority of taking action against rogue trading activities, the Service contributes to regional cross-border projects targeted at specific areas of trade or particular individuals who cause economic harm etc to consumers.

2.2.4 Local Drivers

1. The County Council's outcomes and priorities – the way in which the service contributes to these is documented in appendix 3.
2. The Local Area Agreement (LAA) – the Service has responsibility for a stretch target in 08/09 relating to reducing underage sales of cigarettes during test purchase exercises. The Service also has joint responsibility with Northamptonshire Police in relation to a similar (non-stretch) target relating to alcohol. The Service will also be engaged in the development of the new LAA (known as LAA 2) during 2008.

2.3 Profile of needs we are meeting

The Service impacts upon the lives of everybody who lives, works or visits Northamptonshire as well as those who buy goods or services from websites operated by Northamptonshire based businesses.

The users of the Service can broadly be categorised as consumers, businesses, partner organisations and governments departments.

Consumers – the Service receives approximately 7,000 consumer complaints and enquiries each year. Initial contact from consumers is usually handled by our partner organisation Consumer Direct – East Midlands, operated by Lincolnshire County Council, whom provides basic advice on consumer's rights and refers appropriate cases (complex matters and allegations of criminal breaches) for further action. Therefore many more consumers access information relating to Trading Standards issues than in the 7,000 instances above.

Businesses – the Service receives approximately 1,350 business complaints and enquiries each year. Most of the Service's work is aimed at achieving business compliance with Trading Standards legislation. Most businesses wish to comply with the law and therefore most infringements are dealt with informally. The Service operates the Home Authority principle whereby the Service acts as a single point of contact for regionally/nationally trading businesses. This reduces the overall burden on the business as they can use a single source of advice/guidance and Trading Standards in other local authority areas can also refer issues through this single point.

Partners – The Service has many partners (see appendix 5).

Government Departments – the Department for Business, Enterprise and Regulatory Reform has a lead responsibility for Trading Standards within government. The diagram in appendix 1 details the other government departments that impact on the work of Trading Standards by setting national policy and direction.

2.4 User engagement and involvement

The Service carries out satisfaction and consultation surveys with Service users on an annual basis. The latest results can be viewed at:

www.tradingstandards.gov.uk/northants/standards.htm

This shows that the Service is achieving over 90% satisfaction from its customers.

The Service has access to the Consumer Direct national database and can therefore analyse the issues that Northamptonshire consumers are complaining about. Likewise issues of concern to businesses can be

assessed by the Trading Standards database. The results of these surveys and analysis are used to inform this Service plan. The service regularly interacts with the partners detailed below and is therefore takes account of shared objectives when developing this plan. The Service recognises the need to develop its engagement with non-users of the service.

3 What we are trying to achieve

3.1 Strategy for the Service

The main aim of the Trading Standards service is to maintain a safe and fair trading environment in Northamptonshire and thereby contribute to the County Council vision “to make Northamptonshire an excellent place to live and work”.

The Service has the following key strategic objectives:

1. To contribute to County Council outcomes and priorities by providing a risk based service that delivers outcomes against local priorities. Appendix 3 details how the Service contributes to the County Council outcomes and priorities.
2. To perform regulatory functions which are aimed at achieving compliance with trading standards laws and which protect the community against malpractice and hazards.
3. To provide advice and information to members of the public (in conjunction with Consumer Direct East Midlands) and businesses in the County to enable them to
 - a) better protect themselves;
 - b) encourage fair competition;
 - c) achieve compliance with trading standards laws.
4. To promote standards in trade which improve the economy, safety, environment, health and welfare of Northamptonshire communities.
5. To seek continuous improvement in the quality of service delivery by
 - a) annual review of the Quality Policy and Service Plan
 - b) delivering excellent customer service including assessing customer needs and satisfaction with the Service
 - c) investing in staff
 - d) reviewing systems and processes.
6. To work effectively with partner organisations to deliver better outcomes.

3.2 What difference the Service will make

3.2.1 Medium-term corporate strategic goals and priorities.

The Service primarily contributes to the following County Council outcomes and priorities.

Corporate Outcomes	Priorities 2008-09
Safer, freer and stronger communities	We will tackle the causes and fear of crime in local neighbourhoods
	We will build stronger and safer urban and rural communities
A cleaner, greener and more prosperous county	We will enhance the heritage and environment of Northamptonshire
	We will create the conditions for a dynamic economy which ensures that managed growth, infrastructure investment, together with skills and enterprise, increase opportunity for all.
A secure, healthy and independent future for our children, young people, and our adults	
	We will enable the elderly and people who need care to exercise personal choice and live more independent and fulfilled lives
A smaller more enabling council focused on our customers	We will optimise resources, ensuring appropriate value for money services are provided at the rate of inflation

3.2.2 Other medium term service group objectives and projects

The two main operational priorities of the Service are:

- to identify and take appropriate action against rogue trading activities; and
- to reduce the incidence of illegal sales of age-restricted products

3.2.3 Shorter-term major activities and projects

Appendix 6 details the specific activities and projects the Service intends to complete during 2008/09.

3.3 Key risks and how we will manage them

Budget and new responsibilities

Due to County Council budget pressures the Budget for the Service in 08/09 has been cut by £90,000. At the same time the Service has been provided with £81,000 growth to enforce new copyright and food and feed hygiene on farms legislation as this money has been provided by government to the County Council. The net effect is a small cut in budget for the Service. The national drivers (detailed in section 2.2) mean that there are increasing

demands on the Service and therefore the 08/09 budget will result in the service being unable to meet all demands placed upon it. A complaint grading system will be introduced to ensure that capacity can be created to meet the main service priorities. During 07/08 the County Council centralised 30% of the Service's training budget – this may potentially affect the Service's ability to train staff as comprehensively as would be desirable.

Vacant posts

Due to the implications of the Blueprint project in 07/08 and the uncertainty over the budget for 08/09 the Service has a number of key posts that are currently vacant. Recruitment to these posts will be a priority. However it is inevitable that it will be several months before they are filled. As a result the capacity of the Service in the short term will be further affected. This will be managed by ensuring that resources are directed to those matters posing greatest risk to the community. Other matters will therefore receive a lesser response than would normally be provided.

3.4 How the service will contribute to delivering corporate/cross-cutting themes

3.4.1 Local Area Agreement (LAA)

The Service recognises that all Council Services have a role to play in improving community safety and for contributing to broader LAA outcomes. Those which have particular relevance to the Service include:

- SSC 2: Building safer communities, reducing crime and fear of crime
- SSC 3: To create cleaner, safer and greener environments and communities
- HCOP3: Reducing health inequalities for the population of Northamptonshire
- CYP1: To ensure children and young people achieve healthy life-styles by avoiding obesity, substance misuse and unplanned teenage pregnancy
- EDEG 2: To promote growth in the number of enterprises in Northamptonshire, with a specific focus on knowledge economy employers, and maximise the benefits of their growth, particularly for excluded communities
- EDEG 4: To increase the accessibility of communities to meet their needs and maximise their opportunities

3.4.2 Equalities

Objective: To maintain level 3 of the equality standard

Target 1: To collect and analyse equalities data from customer surveys (to include race, gender and disability)

Target 2: 100% of customer surveys, with completed personal information, to

undergo analysis (regarding race, gender, disability and age)

Target 3: 100% of any new advice leaflets/information produced to include a standard alternative format/language statement.

3.4.3 Community Safety

The Service primarily contributes to the County Council community safety strategy through the two operational priorities relating to rogue trading activities and age restricted sales (see 3.2.1 above). Further details of the specific objectives, task/actions and measures that contribute to this strategy are detailed in appendix 6.

3.4.4 Localities

The enforcement of Animal Health and Welfare legislation contributes to ensuring that rural communities are protected from an increased risk of disease outbreaks. The LAA stretch target relating to reducing the incidents of illegal underage cigarette sales specifically relates to high prevalence smoking wards. Where appropriate the Service will direct activity towards communities identified in relevant strategies.

4 How we are going to achieve the Service Objectives

4.1 High level actions linked to the operational priorities of the Service

A table for each action will be given in lower level plans.

4.1.1 Key Milestones

Tackling Rogue Trading Activities Action Plan

Action	Manager	Timescale
<ul style="list-style-type: none"> Review identifications of rogue trading activities and identify best practice to adopt Proactive rogue trader action day (in partnership with the Police and other agencies) Take action against 24 rogue trading activities Week of action with other agencies Implement car boot sale protocol Assess and take action against rogue trader activities at car boot sales 	Head of Trading Standards	1 st April 2008 to 30 th June 2008
Action	Manager	Timescale
<ul style="list-style-type: none"> Develop further “no cold calling zones” in partnership with Crime and Disorder Reduction partnership where appropriate Monitor and take action over electronic rogue trading 	Head of Trading Standards	1 st July 2008 to 30 th September 2008

<ul style="list-style-type: none"> • Take action against 24 rogue trading activities • Take part in mini operation rogue trader • Work with HMRC in relation to supply of counterfeit tobacco 		
Action	Manager	Timescale
<ul style="list-style-type: none"> • Monitor and take action over sale of furniture through small ads and internet • Take action against 24 rogue trading activities • Take part in mini operation RT 	Head of Trading Standards	1 st October 2008 to 31 st December 2008
Action	Manager	Timescale
<ul style="list-style-type: none"> • Proactive rogue trader action day (in partnership with other agencies) • Take action against 24 rogue trading activities 	Head of Trading Standards	1 st January 2009 to 31 st March 2009

Reducing the Incidence of Age Restricted Sales Action Plan

Action	Manager	Timescale
<ul style="list-style-type: none"> • Review current business information and posters • Undertake test purchasing exercises • To take enforcement action against offenders • Work with citizencard and local partners to provide free proof of age cards to young people under the age of 18 • Monitor the supply of tobacco from vending machines at problem premises • Revisit all premises within high smoking prevalence wards to provide further advice in relation to age restricted products and in particular tobacco. • Work in association with Northamptonshire Smoke Free Alliance to tackle illegal sales and availability of tobacco 	Head of Trading Standards	1 st April 2008 to 30 th June 2008
Action	Manager	Timescale
<ul style="list-style-type: none"> • Undertake test purchasing exercises • Monitor use of licensing reviews • Take enforcement actions against offenders • Specific test purchasing alcohol targeting premises believed to be persistently selling alcohol to under 18's 	Head of Trading Standards	1 st July 2008 to 30 th September 2008

Action	Manager	Timescale
<ul style="list-style-type: none"> • Undertake test purchasing exercises • Take enforcement action against offenders 	Head of Trading Standards	1st October 2008 to 31 st December 2008
Action	Manager	Timescale
<ul style="list-style-type: none"> • Undertake test purchasing exercises • Take enforcement action against offenders 	Head of Trading Standards	1 st January 2009 to 31 st March 2009

4.1.2 Key Performance Indicators

The details of these targets can be found at 5.2.

4.1.3 Lead responsible

The officers responsible for the delivery of our Key Performance Indicators can be found at appendix 6.

4.1.4 Risk rating

Please see paragraph 3.3 for a list of our key risks and how we will manage them. The same risks apply to our two service priorities.

4.1.5 Marketing & communications

In relation to our two operational priorities i.e. taking action against rogue trading activities and reducing the incidents of sales of age restricted products we will work with Northamptonshire County Council's communications team to

- Publicise our work
- Keep the media informed of forthcoming court cases

4.2 Resources to deliver the Service Plan

4.2.1 Finance

The net budget for the Service is £1,928,000. This equates to an approximate cost of £2.72 per head of population. The service cost per head is ranked 29 out of 33 (33 being the lowest) County Council Trading Standards services.

All staff and facilities are located at Wootton Hall Park, Northampton.

4.2.2 Partnerships

Many activities are conducted in collaboration with other organisations. The Service recognises that partnership working is integral to effective service delivery. Our key partners are listed in Appendix 5.

4.2.3 People

The number of staff (FTE) as at 1st April 2008 is 39.5 (including posts funded by the Department for the Environment, Food and Rural Affairs (Defra) for farm animal health duties). The impact of vacant posts and a reduction in the training budget are detailed in 3.3 above. The Service remains committed to ensuring it has a competent and motivated work force and will provide opportunities for all staff to develop during 2008/09. This will include assisting relevant officers in achieving qualifications under the Diploma in Consumer Affairs and Trading Standards (the national Trading Standards qualification).

4.2.4 Other resources

The service is reliant upon support from the County Council's centralised services such as IT, HR and Property. Due to other competing demands during 2007/08 there has been little progress on developing IT issues that the Service expected.

The property that the Service occupies was built in 1969 as a temporary structure and inevitably has continuous maintenance requirements and a number of deficiencies.

4.3 How we will ensure we deliver – monitoring & managing

Key objectives and the tasks/actions to achieve them are allocated for individual accountability at Senior Manager Level. They are translated and broken down through the operational teams so that each member of staff is aware, through the Personal Appraisal and Development Programme (PADP) process, how they contribute to the successful achievement of these objectives and priorities. Performance is monitored by management at Service level at monthly review meetings and at individual/team level on an ongoing basis. This process forms a golden thread from individual personal work plans through to the Council's Corporate Outcomes for 2008 – 12 and priorities for 2008/09. Appendix 4 shows how the Service ensures the Golden Thread is achieved.

5 'Value for Money' – what we deliver and how much it costs

5.1 Our performance – what we said we'd do and how well we've done in the last year

Our overall performance continues to show an above average workload from both complaints and the investigation of serious offences. As a consequence, our inspection rates are lower but the cost of the Service compares favourably with similar authorities.

CIPFA data indicates that in 2007/8 our cost was £2.83 net expenditure per person in the County, making us one of the lowest funded County Trading Standards Services' in the country. (Ranked 29th out of the 33 county councils).

In terms of the workload during 2006/07 we ranked as follows:

Volume of consumer enquiries and complaints:

20 out of 34 with 4,516 enquiries/complaints dealt with

Volume of business advice requests

22 out of 34 with 1,011 requests dealt with

Volume of informal warnings to businesses

3 out of 33 with 1,176 warnings issued

Volume of formal cautions

11 out of 33 with 23 issued

Volume of prosecutions

23 out of 33 with 27 prosecutions commenced in the period

5.1.1 Our performance from 1st April 2007 to 31st March 2008 (as at 5th March 2008)

Activity	Target	Actual	Projected
ROGUE TRADING			
RT activities identified & actioned	95	80	96
% subject to formal action	%	-	
PROCEEDS OF CRIME etc.			
Value of confiscation orders	n/a	£127,143.63	
Compensation obtained	n/a	£11,637.67	
AGE RESTRICTED PRODUCTS			
Type of product	VISITS/ SALES	VISITS/ SALES	
Alcohol	60 (30%)	57/8 (14%)	
Cigarettes (over the counter)	20 (9%)	31/6 (19%)	
Cigarettes (OTC non LAA)		17/0	
Cigarette Vending Machines	10 (70%)	5/4 (80%)	
Other – Cigarette lighter Refills	-	11/0(0%)	
Other - Knives	-	11/1(9%)	
Other - Fireworks	-	10/2(20%)	
Other- Total	10(30%)	32/3(9%)	
VISITS			
Visits to High Risk Businesses	115	115 (100%)	
Compliance		81%	
SAMPLES			
Food samples analysed by public analyst	250	301	
Infringement rate		38%	
Product safety samples assessed	200		
Infringement rate			
COMPLAINTS/ENQS.			
Total consumer complaints/enquiries	n/a	6613	
Total business complaints/enquiries		1350	
MEDIA			
Press releases issued	n/a	20	

5.1.2 Key Achievements in 2007/08

In August, due to an outbreak of Foot and Mouth disease in Surrey a national animal movement standstill was declared. In September DEFRA announced the presence of Foot and Mouth Disease on another farm in Surrey and a movement ban was imposed once again.

In September laboratory tests detected the presence of Bluetongue in a number of animals. Defra confirmed that Bluetongue disease is circulating between the local animal and midge population in East Anglia.

To date we have dealt with over 300 enquiries ranging from FMD/Bluetongue movements, what to do about fallen stock and reports from the public alleging illegal movements of animals

Overall the percentage of illegal sales of age restricted products during test purchasing exercises has fallen compared with previous years. Where infringements occur investigations are carried out and considered against our prosecution policy. Several retailers were found guilty of selling age restricted products to individuals under the relevant age. We have distributed 'Think 21' educational / point of sale material to relevant businesses to assist them in complying with the law.

A car dealer was successfully prosecuted for supplying falsely described motor vehicles and forging service documentation. This case was put before a Crown Court judge to answer a "Proceeds of Crime" hearing. The judge decided that the man had benefited from his criminal activity to the tune of over £400,000 and ordered a confiscation order of £127,000 out of which compensation will also be paid to 8 victims. If the car dealer defaults on the payment, he is liable to serve a period of 2½ years in prison and will still have to make the confiscation payment within 6 months of release.

Over 4,300 items of counterfeit goods including DVD's, jewellery, trainers, sunglasses, ipods and clothing were seized in joint operations between Police and Trading Standards

The Service is investigating a food fraud to the value of several hundred thousand pounds. Three people were arrested; multiple computers forensically examined and large amounts of paperwork have been seized as evidence. Enquiries are ongoing.

The Service seized 54 items of furniture including sofas, mattresses and glass top tables and also suspended a further 55 items of furniture and 77 mattresses from a Northampton based business. The items all failed to meet relevant safety standards.

In November the Trading Standards service in partnership with Age Concern offered the residents of Wellingborough an opportunity to have their electric blankets tested for safety. Any electric blanket that was deemed unsafe was replaced free of charge.

A total of 118 blankets were tested, 37 blankets were deemed safe to continue in use; however 81 blankets failed (68%) electrical safety standards. The majority of failings were due to the lack of overheat protection.

The responses from the 2007 consumer survey show the following results

175 survey forms were returned and overall satisfaction with the Service is 91.3%

95% of the respondents felt that our officers were informative, courteous and treated people fairly.

Only 41% were aware of our website

75% were aware that we provided free and impartial advice.

Examples of unsolicited comments included

Excellent service showed true empathy

Our contact was very helpful and went out of her way to help. We felt she was extremely busy and so we appreciated the effort she made.

5.2 Our key performance indicators and targets

The table below summaries the key operational indicators and targets for the service in 2008/09.

1st April 2008 to 31st March 2009

Activity	Target	Actual	Projected
ROGUE TRADING			
RT activities identified & actioned % subject to formal action	95		
PROCEEDS OF CRIME etc.			
Value of confiscation orders	-		
Compensation obtained			
AGE RESTRICTED PRODUCTS			
Type of product	VISITS/ SALES	VISITS/ SALES	
Alcohol	60/10%		
Cigarettes (over the counter)	20/5%		
Cigarette Vending Machines	10/60%		
Total for all age restricted products	100/15%		
VISITS			
Visits to High Risk Businesses	100%		
SAMPLES			
Food samples analysed by public analyst	250		
Product safety samples assessed	200		
COMPLAINTS/ENQS.			
Total Consumer Complaints/Enquiries	-		
Total Business Complaints/Enquiries			
MEDIA			
Press releases issued	-		

5.2.1 Trading Standards Service Balanced Scorecard

PI ID	PI description	Actuals		Targets				Comparator
		07/08	Current Progress	07-08	08-09	09-10	10-11	
Customers:								
LP1 TS3	% of consumers satisfied with the trading standards service	91.3	91.3	90	90	90	90	
NI 182	Satisfaction of businesses with Local Authority Regulatory services	*		*	*	*	*	
Processes:								
LPI TS 1A	% of identified rogue trading activities where the offender has been brought to justice		28%					
LPI TS 1	Number of actions against rogue trading activities		95	95	95	95	95	
LPI-TS2	To reduce the incidence of illegal sales of age restricted products using test purchasing	15%	15%	15%	15%	15%	15%	Base 05-06 was 40%
LAA ...	To reduce the incidence of illegal sales of alcohol using test purchasing	10%	10%	30%	15%	10%	10%	Base 05-06 was 34%
LAA ...	To reduce the incidence of illegal sales of cigarettes sold over the counter using test purchasing	19%	19%	9%	5%	5%	5%	Base 04-05 was 11%
NI 183	Impact of Local Authority Regulatory services on the Fair Trading environment	*		*	*	*	*	
NI 190	Achievement in meeting standards for the control system for Animal Health	*		*	*	*	*	
LPI TS4	% of risk based inspections undertaken within the high risk category	100%	80%		100%	100%	100%	
People and Learning:								
LPI TS5	% of staff undertaking some form of professional development	100%	100%	100%	100%	100%	100%	
	% of staff with completed appraisals	83%	83%	100%	100%	100%	100%	
Finance and Resources:								
	% +/- variance on budgets		-4.5	1.0	1.0	1.0	1.0	
	Amount of income received (£)		69	82	85	88	91	

* - These are new national performance indicators for Trading Standards. As a result it is not possible to set performance targets until such time as the indicators are fully understood.

Appendix 1

Department of Health

- Reducing preventable premature death from smoking
- Reducing alcohol dependency
- Improving the health of the nation

DBERR and UK-IPO

- Confident, informed consumers
- Informed, successful business
- Fair and Safe Trading Environment
- Efficient, effective and improving Trading Standards Service
- LBRO
- Intellectual property crime

Office of Fair Trading

- Making markets work well for consumers, explaining and improving awareness and understanding of how markets work
- Ensuring vigorous competition between fair dealing businesses
- Joint action plan with Trading Standards
- Consumer Direct

PM Strategy Unit

- Tackling alcohol related disorder in towns and cities
- Clamping down on irresponsible drinks promotions
- Providing better information about the dangers of alcohol misuse

HM Treasury

- Preventing traders entering the informal economy
- Improving detection and punishment of traders operating in the informal economy

Shared Priorities

Safer and Stronger Communities

- Identifying and taking action against rogue trader activities
- Using Proceeds of Crime legislation to confiscate assets
- Contributing to crime and disorder strategies
- Restricting underage sales of alcohol
- Reduction of anti-social behaviour and fear of crime

Healthier Communities

- Healthier eating
- Restricting underage sales of tobacco, alcohol and solvents
- Prevention of outbreaks of animal diseases
- Reducing avoidable injuries

Economic Vitality

- Reducing burdens on business by adopting risk based enforcement
- Improved business compliance focussing on high risk activity
- Providing business and consumer advice
- Tackling unfair trading practices

Children and Young People

- Reducing sales of age-restricted products to young people
- Protecting children from unsafe products
- Educate children on consumer issues
- Healthier eating

Department for Culture, Media and Sport

- Reducing crime and disorder in licensed premises
- Protecting children from harm
- Preventing public nuisance from licensed premises

Home Office

- People feel more secure in their homes and daily lives
- More offenders are brought to justice and victims better supported
- Anti-social behaviour is tackled

SOCA (Serious and Organised Crime Agency)

- Build knowledge of serious organised crime, its harm and effectiveness of interventions
- Increase recovery of criminal assets and proceeds of crime
- Collaborate with partners to reduce harm

Food Standards Agency

- Reducing food borne illness and reducing risks from contamination of food
- Make it easier for consumers to choose healthy diets
- Enable consumers to make informed choices

DEFRA

- Sustainable farming and food, including animal health and welfare standards
- Sustainable rural communities
- Waste and energy reduction

Dept for Communities and Local Government

- Delivering economic prosperity
- Safe communities
- Better health to the most disadvantaged
- Sustainable communities
- New local authority performance indicators

Cabinet Office

- Supporting better regulation, Hampton agenda
- Tackling social exclusion

Appendix 2

Department for Communities and Local Government – National Local Authority Performance Indicators where Trading Standards will have an indirect impact

NI14 Avoidable Contact: the proportion of customer contact that is of low or no value to the customer

NI16, serious acquisitive crime, links to Proceeds of Crime work

NI 17,20,21,22,23,24,25,27, all relate to activity and perceptions around antisocial behaviour with links to work on underage sales, licensing and alcohol strategies

NI28, serious knife crime, links to underage sales of knives

NI39 and 41, relates to alcohol related hospital admissions and drunken behaviour with links to work on underage sales, licensing and alcohol strategies

NI55 and 56, relate to childhood obesity, links to work on food and nutrition

NI112 and 113 relate to sexual health and pregnancy in teenagers, with links to underage sales of alcohol, licensing and alcohol strategies

NI115, substance misuse by young people, links to underage sales of solvents

NI121, mortality relate for circulatory diseases, links to food and nutrition and smoking

NI122 and 123 relate to cancer and smoking, with links to tobacco advertising, tobacco sales and smoke free work

NI124, relates to independence of older people with links to work on distraction burglary and doorstep selling

NI137, relates to life expectancy, with links to work of food, nutrition, smoking etc

NI152, 153, 171 and 172 relate to worklessness and new businesses, links to work on business advice and support and promotion for local economic vitality and fair competition

NI185,186 and 188, relate to carbon dioxide emissions and climate change, link to broader work on environmental protection

Trading Standards Service Contribution to NCC Corporate Outcomes for 2008 -12

A secure, healthy and independent future for our children, for our young people, and for our adults

- Consumer education regarding all Trading Standards issues
- Health – food is safe and accurately described, monitoring NCC contractors
- Age restricted sales enforcement –cigarettes, alcohol, solvents etc,
- Business education and compliance activity re age restricted sales
- Animal disease controls, e.g. foot and mouth, rabies, anthrax etc.
- Tackling rogue traders especially doorstep crime

A cleaner, greener and more prosperous County

- Packaging minimisation, energy labelling enforcement
- Recycling of seizures
- Promoting free waste and packaging minimisation advice
- Business advice and education, including Home Authority role

A safer, freer and stronger communities

- Product safety enforcement, e.g. toys, electrical products
- Tackling anti-social behaviour by enforcing underage sales of alcohol, spray paints, knives and fireworks etc.
- Rogue trading activities, including doorstep crime
- Ensuring a fair trading environment
- Proceeds of Crime confiscation
- Ensuring compliant businesses/products
- Consumer advice and education, including website and media
- Animal disease controls, e.g. foot and mouth, rabies, anthrax etc.
- Ensuring food is safe

A smaller, more enabling Council focused on our customers

- Representation on Trading Standards national panels
- Work within budget and maximise income
- Collaborative working with other enforcement agencies, district councils, Consumer Direct
- ISO 9001 quality management system
- Charter Mark accreditation
- Community Legal Services Quality Mark accreditation
- Customer and business satisfaction
- Competent trained workforce

THE GOLDEN THREAD

Delivering Your Services Better To Your Customers

TRADING STANDARDS COMMUNITY SAFETY OFFICERS INDIVIDUAL WORK PLANS

- To organise test purchase exercises
- To educate businesses on compliance
- To investigate illegal underage sales and rogue trading activities

TRADING STANDARDS COMMUNITY SAFETY TEAM PLAN

- To reduce the underage sales of tobacco over the counter.
- To reduce the under age sales of alcohol.
- To meet the target for taking action against rogue trading activities
- To increase the number of rogue trading activities that are brought to justice.

TRADING STANDARDS SERVICE PLAN

The two main operational priorities of the Service are

- to identify and take appropriate action against rogue trading activities; and
- to reduce the incidence of illegal sales of age-restricted products.

COUNCIL PLAN 2008 - 12

The Corporate Outcome of **Safer, freer and stronger communities** includes Maintain a safe and fair trading environment, including the provision of trading standards advice

THE COUNCIL'S CORPORATE OUTCOMES AND PRIORITIES

Corporate Outcomes are the 4 broad ambitions that the council aims to deliver "*to make Northamptonshire an excellent place to live and work*". One such Corporate Outcome is 'Safer, freer and stronger communities'.

THE COMMUNITY STRATEGY

The long-term (10 year) vision for Northamptonshire (this will be replaced by the Sustainable Communities Plan during 2008)

Our main external partners

- **Government bodies** – see appendix 1.
- **Northamptonshire Police and other enforcement agencies** - involving combined operations on serious and organised crime, shared intelligence, support and assistance in conducting effective investigations.
- **Other Trading Standards Services** - shared intelligence, support and assistance in conducting effective investigations. In particular, the Service works actively with other Trading Standards Services in the East Midlands as part of a regional group (Trading Standards East Midlands (TSEM)).
- **District and Borough Councils** - numerous shared activities including food law enforcement, One Stop Shop referrals, money advice to consumers, licensing and registration issues and fraud investigations.
- **Consumer Direct East Midlands** – Consumer Direct is a government-backed service managed by the Office of Fair Trading. It provides clear, practical advice, to consumers. Consumer Direct East Midlands, covers local authorities in the GOEM region. It is managed by Lincolnshire County Council and the Service works closely with the contact centre staff when dealing with complaints, especially where more complex civil advice or a criminal investigation is needed.
- **Community Legal Services Partnership** – a partnership of providers of legal information who work together to provide high quality, accessible services, targeted at those who need them most.
- **LACORS** - (Local Authorities Coordinators of Regulatory Services) is the local government central body responsible for coordinating local authority regulatory services. LACORS provides best practice advice and guidance to Trading Standards Services and ensures consistent interpretation of the law.
- **Trading Standards Institute (TSI)** – is the professional body for Trading Standards and represents member's interests to government and other regulators. TSI also develops and delivers a number of products to services which enable best practice to be adopted.
- **Primary Care Trust** – healthy eating, smoke-free, accident reduction activities etc
- **Voluntary agencies** - such as Age Concern for doorstep selling, unsafe electric blanket etc exercises
- **Multinational organisations that are based in Northamptonshire** - The Service has a Home Authority relationship with companies based in the county, for example Barclaycard, Avon, Weetabix and Travis Perkins with the objective of ensuring compliance and avoiding duplication of resources.

Appendix 6

Local Area Agreement Block - 1

Safer and Stronger Communities

Northamptonshire County Council Strategic Goals

A Safer, freer and more prosperous county
A cleaner and greener county

Northamptonshire County Council Priorities

Anti social behaviour and fear of crime is reduced by more visible policing

	Objectives		Tasks/Actions	Targets/Measures	Lead Officer
1A	Maintain the number of rogue trading activities that are brought to justice.	i)	Identify and take action against 95 rogue trading activities.* [Rogue trading activity = <i>Any activity that shows an intentional, reckless or repeated disregard for the principles of fair or safe trading.</i>]	No. of rogue trading activities identified and actioned. No./% of rogue trading activities subject to formal actions.	John Vincent
1B	Proceed with cases in a manner which enables courts to impose appropriate post-conviction orders.	i)	Conduct financial investigations in appropriate cases. Seek other post-conviction orders (e.g. ASBOs, compensation) in appropriate cases.	Value of confiscation orders obtained. No. of confiscation orders. No. of other post-conviction orders.	John Vincent

1C	Work in partnership with Operation Liberal.	i)	Participate in Operation Liberal Action Day(s).	No. of actions.	Carol Gamble
1D	Fulfil the statutory requirements relating to a graffiti enforcement programme.	i)	Develop and implement graffiti enforcement programme.	(As contained in the programme).	Carol Gamble
1E	Contribute to local Crime and Disorder strategies.	i)	Carry out agreed tasks in the local strategies.	Completion of agreed tasks.	Carol Gamble
1F	Protect vulnerable consumers by working with partners to prevent crime.	i)	Increase the number of No Cold Calling Zones.	Number of additional No Cold Calling Zones.	Carol Gamble
		ii)	Evaluate No Cold Calling Zones.	Conduct survey(s) of residents within No Cold Calling Zones.	
		iii)	Develop a doorstep crime protocol with Northamptonshire Police.	Protocol produced and implemented.	
1G	Waste minimisation.	i)	Ensure businesses comply with packaging minimisation legislation. Carry out 5 compliance checks.	No. of checks.	David Hedger
		ii)	Take a leading role on packaging issues nationally.	Produce year end report summarising activity.	

Local Area Agreement Block – 2

Healthier Communities and Older People

Northamptonshire County Council Strategic Goal

A healthier, more active and independent life for adults

Northamptonshire County Council Priorities

More adults able to live independently in their own homes through services that prevent ill health

	Objectives		Tasks/Actions	Targets/Measures	Lead Officer
2A	Reduction of underage sales of tobacco over the counter. (LAA stretch target HCOP3A)	i)	Undertake at least 20 over the counter test purchases of tobacco, targeted at wards with highest prevalence of smoking.*	No. of test purchases. A reduction in sales to not more than 5%.	Carol Gamble
2B	Reduction of underage sales of alcohol. (LAA target HCOP3B)	i)	Undertake at least 60 test purchases of alcohol. *	No. of test purchases. To maintain sales at not more than 10%	
		ii)	Participate in TUSAC with Northamptonshire Police.	No. of TUSAC actions.	

2C	Reduction of underage sales of tobacco from vending machines	i)	Undertake at least 10 test purchases of tobacco from vending machines.*	No. of test purchases. A reduction in sales to not more than 60%.	Carol Gamble
2D	Reduction in sales of all age-restricted products during test purchase exercises.	i)	Undertake at least 10 test purchases of age restricted products	No. of test purchases. To maintain sales at not more than 15%.	Carol Gamble
2E	Promote PASS-accredited proof of age cards to assist business compliance with relevant legislation.	i)	Provide information to all relevant retailers.	No of businesses advised.	Carol Gamble
		ii)	Support PASS-accredited proof of age cards	No of schools taking up proof of age cards	
2F	Fulfil the statutory requirements relating to a tobacco enforcement programme.	i)	Develop and implement tobacco enforcement programme.	(As contained in the programme).	Carol Gamble
2G	Recruit additional volunteers to assist in test purchasing exercises of age restricted products.	i)	Contact relevant organisations to seek volunteers.	No. of additional volunteers recruited.	Carol Gamble

2H	Contribute to the reduction of avoidable injuries, by ensuring compliance with product safety legislation. (see LAA target SSC3).	i)	Develop and implement a risk-based sampling programme (with particular regard to LAA priorities – i.e. older people, fires and road safety). Test 200 samples to assess compliance with safety laws.	Number of samples tested. % infringement rate. No. of actions taken.	Emma Butterfield
2I	Respond to Food Standards Agency Service Plan requirements.		Produce a Service Plan for food standards and feed enforcement.	Produce plan by 30/04/08 and obtain cabinet member and scrutiny approval. Review performance.	Paul Maylunn
2J	Ensure compliance with food standards legislation.	i)	Conduct activities to achieve compliance on a risk assessed basis. Inspect 100% of high risk premises. Investigate infringements.	% of high risk premises inspected. % infringement rate. No of actions.	Paul Maylunn
		ii)	Develop and implement a risk-based sampling programme with particular regard to the health agenda. Test 250 samples to assess compliance with food standards. Investigate infringements.	No of samples tested. % infringement rate. No of actions.	

2K	Ensure compliance with feeding stuffs legislation.	i)	Conduct activities to achieve compliance on a risk assessed basis. Inspect 100% of high risk premises. Investigate infringements.	% of high risk premises inspected. % infringement rate. No of actions.	Paul Maylunn
		ii)	Develop and implement a risk-based sampling programme with particular regard to Food Standards Agency priorities. Test 15 samples to assess compliance with feeding stuffs laws. Investigate infringements.	Produce plan by June 2007 and review performance. No of samples tested. % infringement rate. No of actions.	

Local Area Agreement Block – 3

Economic Development and Enterprise

Northamptonshire County Council Strategic Goals

A safer, freer and more prosperous County

Northamptonshire County Council Priorities 2006 - 07

Anti social behaviour and fear of crime is reduced by more visible policing

	Objectives		Tasks/Actions	Targets/Measures	Lead Officer
3A	Provide advice and information to consumers and businesses.	i)	Respond to complaints and requests for advice/information in accordance with complaint grading system.	No. of complaints/enquiries.	Carol Gamble/Paul Maylunn
3B	Reduce burdens on business.	i)	Operate LACORS Home Authority Principle.	No. of referrals.	Paul Maylunn
		ii)	Develop with other regulators appropriate methods to comply with the Better Regulation Agenda.	Level of compliance with Regulators Compliance Code.	David Hedger

3C	Support the rural economy by implementing the Defra framework document for animal health enforcement.	i)	Meet at least the minimum standard in the Defra framework.	Annual audit by Defra and annual internal report.	Sam Diamond
3D	Ensure compliance with animal health and welfare legislation.	i)	Conduct activities to achieve compliance on a risk assessed basis. Inspect 100% of high risk businesses.	% of high risk premises inspected. % infringement rate. No. of actions.	Sam Diamond
		ii)	Respond to allegations of disease outbreaks, illegal landings etc Investigate infringements.	No. of disease outbreaks. No. of illegal landings.	
3E	Ensure Trading Standards has the capability to respond to relevant contingency plans.	i)	Review plans/annexes and update as appropriate.	% of plans and annexes audited and up to date.	Sam Diamond
		ii)	Participate in Defra contingency exercises, as appropriate.	% of exercises undertaken.	
3F	Support businesses by provision of verification and calibration services.	i)	Maintain notified body status for weights and measures activities.	Achievement of notified body status.	Angus Mackay
		ii)	Respond to all requests for verification and calibration of weighing and measuring equipment.	No. of requests. Income.	

3 G	Ensure compliance with other Trading Standards legislation (see also 2I, 2K, 2L and 3D).	i)	Conduct activities to achieve compliance on a risk assessed basis. Inspect 100% high risk premises Investigate infringements.	% of high risk premises inspected % infringement rate. No. of actions.	Carol Gamble
		ii)	Conduct sampling surveys Investigate infringements.	No of samples tested. % infringement rate. No of actions.	
		iii)	Impact of local authority regulatory services of the fair trading environment.	Confirmation of details of this performance indicator are awaited from DCLG.	Steve Mapson
3H	Fulfil duties relating to registration and licensing of businesses.	i)	Register and licence appropriate businesses for explosives, poisons and petroleum.	No. of registrations and licences issued. Income.	Steve Mapson

Local Area Agreement Block – 4

Children and young people

Northamptonshire County Council Strategic Goals

A secure and independent future for our children

Northamptonshire County Council Priorities

More children and young people get wider opportunities for development especially through curricular activities provided by the statutory and voluntary sectors

More children living in stable and supported families

	Objectives		Tasks/Actions	Targets/Measures	Lead Officer
4A	Educate children and young people on Trading Standards related issues.	i)	Organise the Consumer Challenge Quiz competition for local schools to participate.	No. of schools participating.	Andrew Beckett
		ii)	Respond to requests to provide education via schools.	No. of talks given to schools.	

The work of the Service also impacts on children and young people in many other ways elsewhere in this Plan - in particular, in the following areas:

Enforcement of age restricted sales legislation – see 1E, 2A – H

Enforcement of product safety laws eg toys, hood cords – see 2I

Enforcement of food standards eg children's food – see 2K

Trading Standards Service Organisational – 5

Northamptonshire County Council Strategic Goals

Maximising influence and resources

Sustaining an excellent organisation

A smaller and more enabling Council

Northamptonshire County Council Priorities

The County’s reputation and the Council’s performance are acknowledged as high quality by customers, communities, visitors, businesses and regulators

The Council lives within its means, providing services at a cost to the local taxpayer that increases by no more than the rate of inflation, provided that changes in central government do not prevent this.

	Objectives		Tasks/Actions	Targets/Measures	Lead Officer
5A	Maintain and deliver a balanced budget	i)	Effectively monitor the Service budget.	Monthly reports to SMT. Budget balances to within 1%.	Andrew Beckett
5B	Identify and implement improvements in the	i)	Take action to meet minimum standard in LACORS Good	% of relevant guides where minimum standard met.	Steve Mapson

	quality of Service delivery.		Practice Guides.		
		ii)	Implement improvements from the Peer Review.	Develop plan to address peer review requirements and implement agreed improvements.	Steve Mapson
		iii)	Benchmark against other Trading Standards Services.	Collate information and evaluate. Implement any identified improvements.	Steve Mapson
5C	Develop and train staff to ensure that they have the skills required to deliver the Service	i)	Provide learning and development opportunities to staff.	% staff who undertook professional development and other skills training.	Andrew Beckett
		ii)	Ensure all staff are appraised, using the Corporate Performance Appraisal and Development Programme (PADP).	% staff appraised.	David Hedger
		iii)	Produce and implement a staff training and development plan from the PADP process (Peer Review Improvement Plan).	Production of training and development plan.	Andrew Beckett
		iv)	Review and update Service career progression scheme.	Scheme reviewed and updated.	
		v)	Review, update and implement a training programme for all officers included in the new trading standards qualification framework.	Programme developed and implemented.	

5D	Achieve high levels of customer satisfaction	i)	Conduct satisfaction surveys of consumers and businesses (users and non users) in accordance with National Performance Indicator requirements	Completion of surveys. Achievement of 90% satisfaction with the service from both consumers and businesses.	Steve Mapson
		ii)	Conduct 2 consultation surveys of consumers/businesses.	Completion of surveys.	
		iii)	Conduct audit(s) of customer complaints, having regard to the corporate Customer Service Standards.	Address matters raised by audit(s).	
5E	Respond to DCLG National performance indicators relevant to the Service.	i)	Measure Service activities against National Indicators 182,183,190	Produce year end report .	Steve Mapson
5F	Risk management is applied to Service activities.	i)	Maintain a risk register within corporate guidelines and update at least quarterly.	Standard item on SMT/SMM agenda. Risk register updated.	David Hedger
5G	Ensure services are delivered to accredited standards.	i)	Maintain ISO 9000 registration.	ISO 9000 registration maintained.	Steve Mapson
		ii)	Maintain Community Legal Services Quality Mark.	CLS Quality Mark accreditation maintained.	
		iii)	Maintain Charter Mark accreditation.	Charter Mark accreditation maintained.	

5H	Remove barriers to access and employment opportunities, and deliver all services fairly to the whole community.	i)	<p>Ensure that statutory duties and responsibilities under Human Rights and Equalities legislation are met.*</p> <p>Comply with Corporate Equalities policies.</p> <p>Implement the Service Equality Impact Assessment Action Plan.</p> <p>Maintain level 3 of the Quality Standard.</p>	<p>Ensure data collection from customer surveys includes race, gender and disability where appropriate.</p> <p>100% of customer surveys, with completed personal information to undergo analysis (regarding race, gender, disability and age), within 2 months of survey completion date.</p> <p>100% of any new advice leaflets/information produced to include a standard alternative format/language statement.</p>	Steve Mapson
5I	Ensure working practices meet Health and Safety requirements.	i)	Conduct quarterly audits of H&S practices and address matters raised.	100% of matters raised by audits addressed.	Andrew Beckett
		ii)	Monitor reporting of accidents.	No. of accidents reported.	
5J	Promote the profile of the Service.	i)	Respond to all media requests.	Maintain record of publicity achieved	
		ii)	Ensure appropriate media are made aware of all legal proceedings and other relevant formal actions via the corporate Communications Team.		

		iii)	Issue appropriate press releases.	No. of press releases.	
5K	Prioritise resources dealing with complaints and enquiries made to the Service.	i)	Implement a risk assessment approach for responding to complaints/enquiries.	Complete plan implementation by 31 st May 2008.	David Hedger
5L	Improve information provided by Service website.	i)	Conduct a review of website and identify improvements.	Produce report and implement improvements.	Steve Mapson
5M	Monitor staff sickness.	i)	Monitor staff absenteeism in accordance with Corporate policy.	Meet corporate policy	David Hedger
5N	Take account of future developments affecting the Service.	i)	Develop a succession plan for staffing.	Develop plan by 1 st September 2008.	David Hedger
		ii)	Contribute to and participate in national developments, e.g., Local Better Regulation Office, OFT Plus.	No. of national developments engaged in.	Bryan Lewin
		iii)	Prepare for proposed legislative changes as detailed in Section 2.2 above.	Appropriate lead officers have knowledge and have identified implications.	All Lead Officers
5O	Contribute to the national agenda of matters affecting Trading Standards.	i)	Support staff engaged in work with LACORS, TSI and other similar bodies.	Produce year end report summarising activity.	David Hedger

5P	Benefit from regional collaborative working as part of Trading Standards East Midlands (TSEM).	i)	Contribute to, and participate in, TSEM planning and operational activities. (See TSEM Service Plan 08/09). In particular support the development of the regional illegal money lending unit and scambusters unit.	Produce year end report summarising activity.	Andrew Beckett
		ii)	Make best use of Consumer Direct database to enhance actions against rogue trading activities and improve compliance with consumer legislation.	No of actions.	David Hedger
		iii)	Undertake appropriate actions identified and agreed in the Trading Standards East Midlands strategic assessment.*	Control strategies implemented. No. of actions taken	John Vincent
5Q	Benefit from countywide collaborative working.	i)	Undertake appropriate actions identified and agreed in the Northamptonshire Police strategic assessment.* Contribute to, and participate in, relevant planning and operational activities with other agencies.	Report actions taken. Produce year end report summarising activity.	John Vincent
5R	Ensure business continuity of service.	i)	Develop and implement business continuity plan.	Plan implemented.	Andrew Beckett

5S	Improve employee satisfaction.	i)	Conduct further survey and implement appropriate actions.	Actions implemented.	David Hedger
5T	Produce draft 2009/10 Service Plan	i)	Review existing Service objectives/priorities and activities in 2008/9 Service Plan. Incorporate results into draft 2009/10.Service Plan.	Draft 2009/10 Service Plan produced.	Steve Mapson