

Stockton Trading Standards & Licensing Performance Report 2008/09

The overarching goals of Stockton's Trading Standards and Licensing Service are:

- To create informed confident consumers
- To create informed successful businesses
- To ensure a safe and fair trading environment

As a means of working towards these goals we identify ten service priorities for the forthcoming year. These are:

1. To empower consumers by providing high quality advice and information
2. To prevent people being the victims of commercial crime in their own home
3. To ensure fair competition through goods and services being safe, correctly described, priced and measured
4. To ensure quality food and feed standards for healthier communities
5. To promote good business practice and help reputable businesses to flourish
6. To disrupt traders operating in the informal economy
7. To prevent harm to residents from the effects of tobacco and alcohol
8. To ensure the implementation of a fair, transparent and effective gambling regime
9. To reduce crime and disorder in licensed premises and vehicles to help promote a safe and diverse night time economy
10. To develop, modernise and continually improve service provision

Under each priority, key actions and activities for the forthcoming year are set. Our performance against this work plan is detailed in the following tables.

Key: Completed
 Not Completed but plan in place to complete before end of year
 Not Completed no plan in place/unable to complete before end of year

No	Objective	Actions	Targets	Timescale	Responsibility	Update
1	To provide a specialist high quality consumer advice, conciliation and case work service.	Ensure that the Consumer Advice Centre operates to the standards laid down by the Specialist Quality Mark.	To maintain Specialist Quality Mark accreditation.	Mar-09	J Jones	Continued to operate to SQM procedures throughout the year.
2	To ensure that consumers have easy access to consumer advice provision at a level appropriate to their need.	Continue working closely with Consumer Direct North East.	Respond to 95% of Consumer Direct referrals within 1 working day of receipt.	Within 1 working day.	P Chilver/B Dix	Year end figure 95%.
3	To ensure that consumers have easy access to consumer advice provision at a level appropriate to their need.	Continue working closely with Consumer Direct North East.	To raise matters of concern with Consumer Direct.	Where appropriate.	P Chilver/B Dix	System in place. Feedback provided on 26 separate occasions.
4	To ensure that the Consumer Advice Centre continues to meet the needs of local residents.	Review the work of the Consumer Advice Centre.	Carry out the reviews.	6 monthly	J Jones	Full review done and reported in June 2008. Half year review done and reported in Nov 2008.
5	To ensure that the Consumer Advice Centre continues to meet the needs of local residents.	Carry out a satisfaction survey of all those consumers for which the Consumer Advice Centre has undertaken casework.	A minimum satisfaction level of 90%.	Mar-09	J Jones	Consumer satisfaction index of 97.6%
6	Inform holiday makers of the dangers associated with joining timeshare or holiday clubs whilst abroad.	Participate with NETSA project providing holiday makers leaving regional airports with information about the dangers of joining timeshare or holiday clubs.	Carry out 2 days of targeted action at Durham Tees Valley Airport in conjunction with neighbouring Trading Standards and the Office of Fair Trading.	May-08	B Dix	Completed with NETSA Partners May 08
7	To improve the knowledge of local residents, including those in ethnic minority groups, in respect of their consumer rights and to increase awareness of service provision	Develop and deliver consumer education initiatives taking into account the needs of identified groups.	Identify and contact community and voluntary groups with which consumer education links can be developed.	Jun-08	B Dix	Completed with NETSA partners July 08
8	To improve the knowledge of local residents, including those in ethnic minority groups, in respect of their consumer rights and to increase awareness of service provision	Develop and deliver consumer education initiatives taking into account the needs of identified groups.	Provide 12 talks and/or displays for local community groups based on their identified needs.	Mar-09	B Dix/F Russell	12 talks/displays undertaken during year.

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9	To improve the knowledge of local residents, including those in ethnic minority groups, in respect of their consumer rights and to increase awareness of service provision	Develop and deliver consumer education initiatives taking into account the needs of identified groups.	Develop and distribute a basic consumer rights leaflet aimed at the main ethnic minority groups within Stockton-on-Tees.	Sep-08	B Dix	Service leaflets issued to International Family Centre and local Mosques.
10	To improve the knowledge of local residents, including those in ethnic minority groups, in respect of their consumer rights and to increase awareness of service provision	Develop and deliver consumer education initiatives taking into account the needs of identified groups.	Increase consumer awareness of service provision to 90% of those surveyed.	Mar-09	J Jones	Consumer awareness of Trading Standards 94% of all those surveyed.
11	To ensure that the Enforcement Section continues to meet the needs of local residents.	Carry out feedback survey with regard to the handling of enforcement complaints.	A minimum satisfaction level of 85%.	Dec-08	J Jones	Consumer satisfaction index of 93.7%
12	To deter doorstep criminal and protect vulnerable consumers.	Offer immediate response in conjunction with Operations Strongbow & Bombay to reports of doorstep crime.	To respond to 100% of requests for attendance at incidents of doorstep crime where appropriate.	When needed.	P Chilver	System in place
13	To raise awareness of doorstep crime amongst residents without increasing the fear of crime.	Introduce further No Cold Calling Zones in suitable locations, in line with legal guidelines.	Consider all requests for further No Cold Calling Zones.	Mar-09	F Russell	Information leaflet and application form circulated to all Councillors; NCC zones discussed at Housing Select Committee 18/12/08; Newsletter drafted for residents in the 2 pilot zones; Procedure in place for receiving and assessing applications for new zones. Applications now being received.
14	To raise awareness of doorstep crime amongst residents without increasing the fear of crime.	Ensure that Community Service Volunteers have the necessary knowledge to deliver the doorstoppers message to local residents.	Develop and deliver training for the first group of volunteers.	Mar-09	F Russell	Stockton doorstoppers attended the Older Adult event held at the Oakwood Centre in October; briefing session planned for Care Providers in early 2009. FRU has 3 talks booked in with residents groups for Q4.
15	To ensure that doorstep sellers especially those involved with the home improvement trade comply with legal requirements.	Targeted enforcement exercise in conjunction with Police.	Participate with Operation Rogue Trader	May-08	J Allwood/J Morley	Completed May 08
16	To improve intelligence information and develop partnership working in area of doorstep crime.	Continue participating with the Operation Strongbow network for the collection and distribution of intelligence.	To pass all reports of doorstep crime to the Operation Strongbow co-ordinator.	When appropriate	P Chilver	System in place
17	To prevent illegal trading and ensure that reputable businesses flourish.	Carry out a risk based programme of business inspections and enforcement actions.	Inspect the following premises: 100% of all high risk, 100% of all due medium risk, 20% of all due low risk.	Mar-09	L Wilford	High = 29/29 = 100%; Medium 537/589 = 91%; Lows = 184/1270 = 15%

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18	To prevent illegal trading and ensure that reputable businesses flourish.	Carry out intelligence led visits in response to complaints and other information received.	2500 total enforcement visits.	Mar-09	L Wilford	2012
19	To ensure that enforcement activity in respect of low risk premises is proportionate, targeted and effective.	Develop an alternative enforcement strategy to replace comprehensive inspections for premises in the low risk category.	Identify suitable premises.	Jan-09	J Allwood	Completed
20	To ensure that enforcement activity in respect of low risk premises is proportionate, targeted and effective.	Develop an alternative enforcement strategy to replace comprehensive inspections for premises in the low risk category.	Develop and carry out the exercise.	Mar-09	J Allwood	Questionnaire drafted and posted Jan 2009. Responses collated and Flare updated.
21	To ensure that businesses comply with the law	Carry out scheduled programme of revisits to those businesses that are found to be flouting the law in order to ensure compliance.	95% of premises to be brought into compliance by the end of the year.	Mar-09	J Jones	Year end compliance figure of 97.9%
22	To ensure that goods and services available within the Borough are safe, accurately described and correctly priced.	Targeted project based sampling to include: Garage forecourt checks, Toys from China, Mobile phone chargers, Flammability of toys, Stability of fire pits, Lifetime claims on batteries.	Test 5000 items	Mar-09	L Wilford	4906 items tested
23	To ensure effective and efficient food law enforcement	Update the Food Enforcement Plan in line with government targets and priorities and local initiatives.	Update and publish the Plan in conjunction with Environmental Health colleagues.	Jun-09	L Wilford	Completed
24	To ensure that reputable food businesses flourish and to prevent illegal trading.	Carry out a risk based programme of comprehensive food business inspections.	To inspect the following food businesses: 100% of all high risk, 100% of all due medium risk, 20% of all low risk.	Mar-09	L Wilford	High 26/26; Med 255/265; Low 39/53
25	To ensure that food available in the Borough is accurately described and meets any relevant compositional requirements.	Targeted project based sampling to include: Primary school meals, fat levels in dairy products, ham products sold in takeaways, salt levels in ready to eat salad products, heavy metals in tinned foods, presence of peanuts in bakery products, nutritional claims, health claims, species of meat products, imported foods.	Test 300 samples.	Mar-09	L Wilford	318 samples taken
26	To ensure that consumers understand food labels and are aware of health issues particularly in relation to salt, fat and sugar intake.	Two proactive education campaigns.	Develop and deliver campaigns.	Mar-09	L Wilford	Two projects completed: salt and fat content of salad boxes and takeaway meals.

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27	To ensure effective and efficient food standards and animal feed enforcement.	Carry out a review of current procedures to ensure compliance with the FSA framework and Feed Code of Practice.	Carry out review of procedures and amend as necessary.	Mar-09	J Morley	New procedures in place
28	To ensure that enforcement visits are properly recorded on the Flare database and accurately reported to the FSA in line with the new monitoring arrangements.	Ensure that details of all premises in the food and feed chain are current and accurate.	Carry out a data matching exercise with the Environmental Health Service.	Dec-08	J Jones	Completed as part of process to implement LAEMS.
29	To ensure that enforcement visits are properly recorded on the Flare database and accurately reported to the FSA in line with the new monitoring arrangements.	Ensure that details of all premises in the food and feed chain are current and accurate.	Compile data on all arable farms.	Dec-08	J Morley	Completed in conjunction with Steve Gale and Flare records updated for feed and primary production codes.
30	To ensure that enforcement visits are properly recorded on the Flare database and accurately reported to the FSA in line with the new monitoring arrangements.	Review Flare codes and recording systems.	Carry out the review.	Dec-08	J Jones	Completed as part of process to implement LAEMS.
31	To ensure that enforcement visits are properly recorded on the Flare database and accurately reported to the FSA in line with the new monitoring arrangements.	Provide a full and accurate return to the FSA of all 2008/09 activities.	Complete and submit monitoring return.	Apr-09	J Jones	Full annual food return submitted to the FSA using the LAEMS system in June 09.
32	To ensure that businesses are aware of their legal obligations especially with respect to new legislation.	Develop guidance to consumer credit businesses on the requirements aimed at preventing money laundering.	Produce and circulate guidance.	Mar-09	P Chilver	Not completed as no enforcement guidance issued by OFT as yet - so no enforcement responsibilities for Trading Standards.
33	To ensure that businesses are aware of their legal obligations especially with respect to new legislation.	Carry out project on estate agents to assess compliance with HIPs and other relevant legislation.	Carry out project and visit all estate agents.	Dec-08	J Wynn	Completed
34	To ensure that businesses are aware of their legal obligations especially with respect to new legislation.	Develop guidance for casual market traders on relevant trading standard rules.	Produce and circulate guidance.	Sep-08	A Gledhill	Completed
35	To ensure that the Service continues to meet the needs of local businesses.	Carry out a satisfaction survey of local businesses that have had contact with the Service.	A minimum satisfaction level of 85%.	Mar-09	L Wilford	Linked to new national performance indicator, NI 182 covering Trading Standards, Licensing, Environmental Health & Private Sector Housing. Baseline figure of 70% achieved.

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36	To ensure businesses receive clear and consistent feedback following an inspection.	Develop inspection reports.	Introduce and issue reports to traders.	Mar-09	J Morley	Completed
37	To ensure that hairdressers in the Borough are aware of their legal obligations and registration requirement.	Develop guidance on byelaws requirements and rules of registration.	Develop and issue guidance.	Nov-08	P Edwards	Carried forward to next year
38	To ensure that tattooists and skin piercers in the Borough are aware of their legal obligations and registration requirements.	Develop guidance on byelaws requirements and rules of registration.	Develop and issue guidance.	Jul-08	M Vaines	Carried forward to next year
39	To improve the standard of weighing practices and accuracy of related equipment within the local NHS hospital.	To participate in the National Medical Weighing project.	Establish contact and timetable for action.	Jun-08	P Chilver	Completed June 08
40	To improve the standard of weighing practices and accuracy of related equipment within the local NHS hospital.	To participate in the National Medical Weighing project.	Carry out project in line with established protocols.	Dec-09	P Chilver	Completed
41	To ensure that internet traders comply with the law and follow good business practice.	Carry out an enforcement project looking at Stockton based Ebay traders.	To bring 95% of those traders identified into compliance.	Dec-08	D Coulton	Completed
42	To ensure the effective use of intelligence sources to target rogue traders.	Ensure that the intelligence held on the Consumer Direct database is accessed regularly and acted upon.	Monthly reporting to identify problem traders	Monthly	P Chilver	How do we deal with Cat X traders for NI 183? There has been an on-going national debate about how to deal with this issue. We are concentrating on local cat X traders
43	To ensure the effective use of intelligence sources to target rogue traders.	Ensure that the intelligence held on the Consumer Direct database is accessed regularly and acted upon.	Take appropriate action against identified traders in accordance with recognised enforcement policies and procedures.	When needed.	P Chilver	How do we deal with Cat X traders for NI 183?
44	To ensure the effective use of intelligence sources to target rogue traders.	Assess the effectiveness of the IP Intelligence database.	Carry out the assessment.	Mar-09	P chilver	Completed
45	To ensure the effective use of intelligence sources to target rogue traders.	Establish close links with the newly appointed Regional Intelligence Officer (RIO)	All relevant information to be passed to the RIO.	When needed.	P Chilver	System in place and regular intelligence reports now issued by the RIO.
46	To tackle regional scams and deceptive and unfair trading practices.	Participate fully with the Scambusters and the IMLT.	Identify and propose trading practices that are suitable for investigation by Scambusters and the IMLT.	When needed.	P Chilver	System in place
47	To tackle regional scams and deceptive trading practices.	Participate fully with the Scambusters and the IMLT.	Respond to all requests for information and assistance.	When needed.	P Chilver	System in place
48	To reduce the level of sales of alcohol, cigarettes and other age restricted products to youngsters.	Undertake targeted test purchasing exercises of age restricted products with young volunteers.	15 test purchase exercises with at least 8 in relation to the sale of alcohol and 4 in relation to cigarettes (1 to involve vending machines)	Mar-09	J Allwood	Total of 19 exercise; 12 alcohol; 5 cigarettes; 1 DVD's; 1 fireworks
49	To ensure consistent and effective investigation of illegal sales of age restricted products.	Review current practices in relation to test purchasing exercises.	Carry out review.	Sep-08	J Allwood	Completed.

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50	To encourage joint working with Community Safety Officers and Police at a local level.	To participate in targeted Operation SCARAB exercises.	To participate in 75% of all Operation SCARAB exercises.	Mar-09	L Wilford	No requests to attend were made
51	To ensure that premise licence conditions are adequate in protecting children from harm by preventing the underage sale of alcohol	Introduce system in which standard licence conditions to prevent the underage sale of alcohol are, where appropriate, attached to all new premise licences.	Devise standard conditions.	Jun-08	L Wilford	Completed July 08
52	To ensure that premise licence conditions are adequate in protecting children from harm by preventing the underage sale of alcohol	Introduce system in which standard licence conditions to prevent the underage sale of alcohol are, where appropriate, attached to all new premise licences.	Letter with standard conditions to be generated and sent out where appropriate with all new premise licence applications.	Jun-08	J Kitching	Completed
53	To ensure that premise licence conditions are adequate in protecting children from harm by preventing the underage sale of alcohol	Introduce system in which standard licence conditions to prevent the underage sale of alcohol are, where appropriate, attached to all new premise licences.	Standard conditions to be agreed with applicant or formal representations to be made as appropriate.	When needed.	J Allwood	Completed. System in place.
54	To prevent illegal trading and ensure that reputable businesses flourish.	Develop a risk based programme of comprehensive business inspections for gambling premises.	Introduce an inspection plan.	Jan-09	M Vaines	Carried forward to next year
55	To ensure that officers and members have the skills and knowledge necessary to implement the new legislation.	Design and deliver training and information sessions for all officers and members.	Complete officer training.	Dec-08	M Vaines	Completed
56	To ensure that officers and members have the skills and knowledge necessary to implement the new legislation.	Design and deliver training and information sessions for all officers and members.	Complete new member training.	Dec-08	M Vaines	New member training set for Aug/Sept
57	To prevent illegal gambling.	Carry out proactive enforcement in relation to gambling on unlicensed premises.	Incorporate enforcement checks into normal inspection visits.	Mar-09	M Vaines	Enforcement incorporated into normal inspection visits
58	To ensure youngsters do not have access to gambling premises.	Develop a test purchasing protocol.	Develop protocol.	Jul-08	C Barnes	Awaiting advice and enforcement protocol from the Gambling Commission and LACORS - work to be carried forward to next year
59	To ensure youngsters do not have access to gambling premises.	Develop a test purchasing protocol.	Carry out a pilot test purchase exercise.	Dec-08	C Barnes	Carried forward to next year
60	To prevent illegal trading and ensure that reputable businesses flourish.	Carry out programmed inspections as well as intelligence led enforcement to target problem traders.	Carry out 1500 licensing enforcement visits.	Mar-08	M Vaines	1300 completed

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61	To ensure that work is targeted effectively at problem times and specific locations in conjunction with other agencies where appropriate.	To work closely with the Police to identify and target problem premises.	Liaise monthly with the Police.	Monthly	M Vaines	Monthly meetings programmed
62	To prevent illegal plying for hire and the use of unlicensed vehicles in the taxi trade.	Undertake targeted test purchasing exercises.	Undertake 4 exercises.	1 exercise per quarter	S Mills	Completed
63	To prevent illegal plying for hire and the use of unlicensed vehicles in the taxi trade.	To ensure private hire operators have adequate records of bookings and vehicle and driver details.	Visits all operators.	Mar-09	M Vaines	Not all visits completed work to be carried forward to next year
64	To prevent illegal plying for hire and the use of unlicensed vehicles in the taxi trade.	Carry out proactive enforcement in relation to taxi vehicles.	Carry out 12 enforcement exercises.	Mar-09	S Mills	Completed
65	To ensure the Council's policies in relation to taxis, reflects the needs of stakeholders, users and are in line with government guidelines and best practice.	To review the results of the second round of consultation on the new draft policy, amend as appropriate and obtain member approval.	Review consultation results	Jul-08	M Vaines	Completed
66	To ensure the Council's policies in relation to taxis, reflects the needs of stakeholders, users and are in line with government guidelines and best practice.	To review the results of the second round of consultation on the new draft policy, amend as appropriate and obtain member approval.	Obtain member and Cabinet approval as appropriate	Dec-08	M Vaines	Policy agreed by cabinet 6/3/09
67	To ensure that officers have the necessary skills and knowledge to carry out their functions effectively.	Training needs identified as part of the appraisal process to be incorporated and reviewed as part of whole service planning.	Carry out appraisals and identify training needs.	Apr-08	Line Manager	Completed April 08
68	To ensure that officers have the necessary skills and knowledge to carry out their functions effectively.	Training needs identified as part of the appraisal process to be incorporated and reviewed as part of whole service planning.	Training requirement for the year to include: Unfair commercial practices, Home information packs, Enterprise Act, Consumer credit update, Gambling legislation, Food factory auditing, Food and animal feed officers to have 10 hours related training for competency requirements, Consumer advisors to have 6 hours related training for SQM requirements, DCATS training for two trainee TSOs Average of 45 hours of training per office per year	Apr-08	L Wilford	Average of 47.5 hours training per officer received including UCPD, HIPs, Gambling Act, Enterprise Act. Food factory auditing training to be carried forward to next year training pending.
69	To ensure that officers have the necessary skills and knowledge to carry out their functions effectively.	Structured through the job training plan introduced for the administration team to cover all relevant functions and knowledge gaps	Assessment of training needs carried out.	May-08	J Kitching	Completed

No	Objective	Actions	Targets	Timescale	Responsibility	Update
70	To ensure that officers have the necessary skills and knowledge to carry out their functions effectively.	Structured through the job training plan introduced for the administration team to cover all relevant functions and knowledge gaps	Introduction of training plan	Jun-08	J Kitching	Completed
71	To ensure that key Trading Standards enforcement policies and procedures are up to date and in line with recognised best practice.	Review, develop and document policies and procedures in key areas of Trading Standards activity.	Review existing policies and procedures in light of the introduction of the new Unfair Trading Regulations, Regulators Compliance Code and the new statutory performance indicators.	Sep-08	J Jones	Partially completed - NETSA protocol drafted on NI 183 and system in place to collect figures for NI 182.
72	To ensure that key Trading Standards enforcement policies and procedures are up to date and in line with recognised best practice.	Review, develop and document policies and procedures in key areas of Trading Standards activity.	New procedures to be drafted and introduced with staff consultation and training at each stage.	Mar-09	J Jones	Carried forward to next year
73	To protect the health and safety of staff when undertaking enforcement duties.	Implement comprehensive risk assessments that are effective and cover all key enforcement activities.	Amend existing and draft new risk assessments as appropriate.	Jul-08	J Jones	Completed Sept 08
74	To protect the health and safety of staff when undertaking enforcement duties.	Implement comprehensive risk assessments that are effective and cover all key enforcement activities.	All risk assessments to be finalised and implemented.	Oct-09	J Jones	Completed
75	To ensure excellence in customer service.	Review and implement customer service procedures in line with the Council's Customer First Stage 2.	Introduce a customer charter detailing service standards.	Jun-08	J Kitching	Completed
76	To ensure excellence in customer service.	Review and implement customer service procedures in line with the Council's Customer First Stage 2.	Achieve Customer First Stage 2.	Jul-08	J Allwood	Achieved Oct 2008
77	To ensure that the Licensing Section continues to provide an improving, high quality service.	Implement provisions of the Licensing Improvement Plan.	Regular structured meetings to improve information flows, clarity of roles and performance management.	Monthly beginning April 2008	M Vaines/ J Kitching	Scheduled monthly meetings ongoing
78	To ensure that the Licensing Section continues to provide an improving, high quality service.	Implement provisions of the Licensing Improvement Plan.	Extend and improve further the use of the Flare system.	Jun-08	J Kitching/ J Jones	Completed July 08
79	To ensure that the Licensing Section continues to provide an improving, high quality service.	Implement provisions of the Licensing Improvement Plan.	Investigation re upgrading the reception area so that all payments can be accepted over the counter.	Oct-08	J Kitching	Investigation complete - alterations to building to allow payments not feasible
80	To ensure that the Licensing Section continues to provide an improving, high quality service.	Implement provisions of the Licensing Improvement Plan.	Investigation as to the running of an independent post and franking system.	Oct-08	J Kitching	Completed
81	To ensure that the Licensing Section continues to provide an improving, high quality service.	Implement provisions of the Licensing Improvement Plan.	Introduce system to assess levels of customer satisfaction with the Licensing Section.	Mar-09	J Jones	Linked to new national performance indicator, NI 182 covering Trading Standards, Licensing, Environmental Health & Private Sector Housing. Baseline figure of 70% achieved.
82	To ensure that the Licensing Section continues to provide an improving, high quality service.	Implement provisions of the Licensing Improvement Plan.	Devise new set of performance indicators which better reflect the range of service provided.	Mar-09	J Jones/ M Vaines	Carried forward to next year

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83	To ensure that the Licensing Section continues to provide an improving, high quality service.	Implement provisions of the Licensing Improvement Plan.	Assessment of trader guidance material and information on policy changes.	Mar-09	M Vaines	Completed
84	Record and monitor diversity information in line with Council policy	Diversity codes to be set up on Flare database system.	Introduction of Flare codes.	Jul-08	J Kitching/ J Jones	Completed
85	Record and monitor diversity information in line with Council policy	Relevant forms to be redesigned to capture all diversity information.	All relevant forms to be redesigned.	Aug-08	J Kitching/ J Jones	Form completed
86	Record and monitor diversity information in line with Council policy	Recording and monitoring system to be implemented and operational.	Introduction of new system.	Sep-08	J Kitching/ J Jones	Completed
87	To raise the profile of the Service.	Circulate information on service provision to stakeholders, including Members.	Produce and circulate executive summary of Service Plan.	Jun-08	J Jones	Completed July 08
88	To raise the profile of the Service.	Produce and circulate a report summarising the previous year's performance.	Produce and circulate report.	Jun-08	L Wilford	Completed
89	To reduce the adverse impact over time that the Service may have on the environment.	Monitor the amount of paper used and recycled, the amount of printer cartridges used and recycled, business mileage and the recycling of counterfeit goods.	Aim to reduce usage levels by 5% on previous year.	Mar-09	J Kitching	Base Line figures established
90	To reduce the adverse impact over time that the Service may have on the environment.	Reinforce the "paperless office" message.	Issue reminders to staff.	Jun-08	J Kitching	Completed