## **Individual Decision**

# The attached report will be taken as an Individual Portfolio Member Decision on:

## 16th May 2008

Ref:	Title	Portfolio Member	Page No.
ID1556	West Berkshire Forward Plan – June 2008 to September 2008	Leader of the Council	3
ID1619	Trading Standards Plan 2008/10	Councillor Geoff Findlay	9

Individual Executive Member Decision Reports - 16 May 2008

### **Individual Decision**

Title of Report: West Berkshire Forward Plan – June 2008 to

September 2008

Report to be considered by:

Leader of Council

on:

16<sup>th</sup> May 2008

Forward Plan Ref: ID1556

Purpose of Report: To advise Members of items to be considered by West

Berkshire Council over the next 4 months.

Recommended Action: That the Leader of the Council agrees and where appropriate

amend the West Berkshire Council Forward Plan.

**Reason for decision to be taken:** It is a statutory requirement that a Forward Plan be produced.

List of other options considered: N/A

Key background documentation: None

Portfolio Member: Leader of Council

Tel. No.: (01235) 762744

**E-mail Address**: gjones@westberks.gov.uk

**Contact Officer Details** 

Name: Moira Fraser

Job Title: Policy Executive

Tel. No.: 01635 519045

**E-mail Address:** mfraser@westberks.gov.uk

### **Supporting Information**

### Background

- 1.1 The Forward Plan attempts to cover all decisions, not just those made by the Executive, which the Authority intends to make over the next 4 months. The Forward Plan, attached as Appendix A, also shows the decision path of each item so far including Council, Executive and Overview and Scrutiny Committee.
- 1.2 As part of the continuing development of the Forward Plan we have now incorporated all Plans and Policies which are required to be approved by the Council under the Constitution. These items have been linked to the appropriate meetings of the Executive and Overview and Scrutiny Committee.

Appendices
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Appendix A – Executive Forward Plan – June 2008 to September 2008

**Implications** 

Policy: As set out in the report

**Financial**: There are no financial implications for the Council

**Consultation Responses** 

Members:

**Leader of Council**: Leader of the Council

Overview & Scrutiny

**OSC Chairman** 

**Commission Chairman:** 

Ward Members: N/a

**Opposition Spokesperson:** Opposition Leader

Policy Development Commission Chairman:

N/a

Commission Chairman

**Local Stakeholders:** The West Berkshire Council Forward Plan will be published the first working day

after the Individual Decision is signed.

Officers Consulted: Nick Carter, John Ashworth, Margaret Goldie, Teresa Bell, Group Executives

and there has been widespread consultation with senior managers across the Authority on the content of the Forward Plan. Given its rolling nature this

consultation will be ongoing.

Trade Union: Not sought

Is this item subject to call-in.	Yes:	No: 🔀

Reference	Decision and Purpose	Decision Body	Decision Path	Service Area	Contact & Ext. No.	Lead Member	Part II	Date Report Published	Notes	Decision Month
				JUNE	2008					
ID1625	West Berkshire Sustainable Procurement Policy	ID	02/06/08	Chief Executive	Tom Herring	Executive Member for Finance				01 June 2008
ID1557	West Berkshire Forward Plan - July 2008 - October 2008 To advise Members of items to be considered by West Berkshire Council over the next four months.	ID	12/06/08	Chief Executive	Moira Fraser (2045)	Leader of the Council		05/06/08		01 June 2008
ID1618	Thatcham Parking Scheme To advise Members of the results of Statutory Consultation on the proposal of parking restrictions in the town of Thatcham and to seek approval of officer recommendations.	ID	TBC	Environment	Andrew Garrett (2491)	Deputy Leader of Council		tbc		01 June 2008
ID1620	Speed Limit Review - May 2008 To approve the statutory consultation for altering the speed limit on a number of roads following a meeting of the Speed Limit Task Group.	ID	TBC	Environment	Andrew Garrett (2491)	Deputy Leader of Council				01 June 2008
C1633	Joint Minerals and Waste Core Strategy Submission Version To obtain Council approval for the submission of the Joint Minerals and Waste Core Strategy 2006-2026 to th Secretary of State. This document details the planning policy approach to Minerals and Waste activities across the six Unitary Authorities for Berkshire.	С	30/06/08	Environment	Bryan Lyttle	Portfolio Member for Planning				01 June 2008
C1624	Changes to the Scheme of Delegation To seek agreement to amend the Council's Constitution.	С	25/06/08 GAC 30/06/08 C	Environment	Sean Murphy	Leader of the Council				01 June 2008

The items included in the Forward Plan were correct at the time of publication. The Forward Plan may, however, change and you are advised to contact:

Moira Fraser – Tel: 01635 519045 e-mail: <a href="mailto:mfraser@westberks.gov.uk">mfraser@westberks.gov.uk</a> in Policy & Communication to confirm the contents of any agenda before attending a meeting.

EXECUTIVE DECISIONS MAY BE TAKEN BY THE EXECUTIVE ACTING AS A COLLECTIVE BODY OR BY OFFICERS ACTING UNDER DELEGATED POWERS.

08/05/2008

Reference	Decision and Purpose	Decision Body	Decision Path	Service Area	Contact & Ext. No.	Lead Member	Part II	Date Report Published	Notes	Decision Month
	Annual Governance Statement	GAC	25/06/08	Chief Executive	Ian Priestley					01 June 2008
				JULY	2008					
ID1558	West Berkshire Forward Plan - August 2008 - November 2008  To advise Members of items to be considered by West Berkshire Council over the next four months.	ID	17/07/08	Chief Executive	Moira Fraser (2045)	Leader of the Council		10/07/08		01 July 2008
EX1598	Mental Health Day Opportunities Redesign and Remodelling of West Berkshire Mental Health Day Service.	EX	10/07/08 EX	Community Services	Julie Connell (292020)	Portfolio Holder for Community Services		02/07/08	Additional time is needed to work up specific proposals for future action to be brought to Executive, ensuring engagement of all stakeholders and members.	01 July 2008
EX1542	Accommodation Update Update on accommodation.	EX	10/07/08 EX	Chief Executive	Nick Carter (2101)	Leader of the Council		02/07/08		01 July 2008
EX1621	Primary Capital Programme - Strategy for Change To confirm proposals being submitted to the Department for Children's Schools and Families.	EX	10/07/08 EX	Children and Young People	Ian Pearson	Portfolio Holder for Children and Young People		02/07/08	Not subject to call-in:  Delays could have serious Financial implications for the Council  Delays could compromise the Council's position	01 July 2008
EX1636	Level One Performance Monitoring - Year End 2007/08 To outline performance levels across the Council and to consider, where appropriate, the remedial action that is required.	EX	10/07/08 EX	Chief Executive	Jason Teal	Leader of the Council		02/07/08		01 July 2008
EX1634	Library Stock Management Policy To seek approval for the policy for the management of library stock.	EX	10/07/08 EX	Community Services	Christine Owen	Portfolio Member for Culture				01 July 2008

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EXECUTIVE DECISIONS MAY BE TAKEN BY THE EXECUTIVE ACTING AS A COLLECTIVE BODY OR BY OFFICERS ACTING UNDER DELEGATED POWERS.

08/05/2008

Reference	Decision and Purpose	Decision Body	Decision Path	Service Area	Contact & Ext. No.	Lead Member	Part II	Date Report Published	Notes	Decision Month
EX1551	Youth Service Review To consider the recommendations made in the report on the review of the Youth Service.	EX	10/07/08 EX	Children and Young People	Mark Vernon (2552)	Portfolio Holder for Children and Young People		02/07/08	report requires additional work	01 July 2008
EX1395	Home to School Transport To determine a Home to School Transport Policy for the 2008/09 Academic Year.	EX	10/07/08 EX	Children and Young People	Malcolm Berry (2770)	Portfolio Holder for Children and Young People		02/07/08		01 July 2008
EX1545	Developer Contribution for Education and Social Care  To present the findings following the consultation process.	EX	10/07/08 EX	Environment	Caroline Walsh (3018)	Deputy Leader of Council		02/07/08		01 July 2008
EX1601	Annual Report of the Fostering Service To consider the report in compliance with Fostering Regulations.	EX	10/07/08 EX	Children and Young People	Diane Grist (3101)	Portfolio Holder for Children and Young People		02/07/08		01 July 2008
EX1606	Flood Action Plan To present an overarching action plan combining strategic and operational actions.	EX	10/07/08 EX	Chief Executive	Carolyn Murison	Portfolio Holder for Environment and Public Protection		02/07/08		01 July 2008
EX1622	Race Equalilty Scheme 2008-2011  To approve the revised Race Equality Scheme before it undergoes external consultation.	EX	10/07/08 EX	Chief Executive	Joanna Richardson (2441)	Portfolio Holder for Safer and Stronger Communities		02/07/08		01 July 2008
EX1626	West Berkshire Clear Streets Parking Project To resolve further issues to progress the implementation of decriminalised parking in West Berkshire through the Traffic Management Act 2004.	EX	10/07/08 EX	Environment	Martyn Baker (2211)	Deputy Leader of Council		02/07/08		01 July 2008

The items included in the Forward Plan were correct at the time of publication. The Forward Plan may, however, change and you are advised to contact:

Moira Fraser – Tel: 01635 519045 e-mail: <a href="mailto:mfraser@westberks.gov.uk">mfraser@westberks.gov.uk</a> in Policy & Communication to confirm the contents of any agenda before attending a meeting.

EXECUTIVE DECISIONS MAY BE TAKEN BY THE EXECUTIVE ACTING AS A COLLECTIVE BODY OR BY OFFICERS ACTING UNDER DELEGATED POWERS.

3 08/05/2008

Reference	Decision and Purpose	Decision Body	Decision Path	Service Area	Contact & Ext. No.	Lead Member	Part II	Date Report Published	Notes	Decision Month
EX1603	Annual Report of the Adoption Service  To consider the report in compliance with  Adoption Regulations.	EX	10/07/08 EX	Children and Young People	Diane Grist (3101)	Portfolio Holder for Children and Young People		02/07/08		01 July 2008
EX1553	Office in the East of District To consider future accommodation needs for the Eastern Locality Team and Care Management Team.	EX	10/07/08 EX	Chief Executive	Martyn Powers	Portfolio Holder for Strategy and Performance		02/07/08		01 July 2008
				AUGUS	ST 2008					
ID1559	West Berkshire Forward Plan - September 2008 to December 2008  To advise Members of items to be considered by West Berkshire Council over the next four months.	ID	14/08/08	Chief Executive	Moira Fraser (2045)	Leader of the Council		07/08/08		01 August 2008
EX1586	Establishment Monitoring Q1of 2008/09  To report on changes to the Council's  Establishment over the first quarter of 2008/09.	EX	21/08/08 EX	Chief Executive	Robert O' Reilly (2358)	Portfolio Holder for Strategy and Performance		13/08/08		01 August 2008
EX1609	Budget Monitoring - Q1 2008/09  To update Members on the budget monitoring position.	EX	21/08/08 EX	Chief Executive	Andy Walker (2433)	Portfolio Holder for Finance		13/08/08		01 August 2008
EX1610	Capital Monitoring - Q1 2008/09  To update Members on the capital monitoring position.	EX	21/08/08 EX	Chief Executive	Andy Walker (2433)	Portfolio Holder for Finance		13/08/08		01 August 2008
				SEPTEMI	BER 2008	3				
ID1560	West Berkshire Forward Plan - October 2008 - January 2009 To advise Members of items to be considered by West Berkshire Council over the next four months.	ID	11/09/08	Chief Executive	Moira Fraser (2045)	Leader of the Council		04/09/08		01 September 2008
C1580	Review of the Constitution To consider any proposed changes to the Constitution.	С	23/09/08	Chief Executive	David Holling	Leader of Council				01 September 2008

The items included in the Forward Plan were correct at the time of publication. The Forward Plan may, however, change and you are advised to contact:

Moira Fraser – Tel: 01635 519045 e-mail: <a href="mailto:mfraser@westberks.gov.uk">mfraser@westberks.gov.uk</a> in Policy & Communication to confirm the contents of any agenda before attending a meeting.

EXECUTIVE DECISIONS MAY BE TAKEN BY THE EXECUTIVE ACTING AS A COLLECTIVE BODY OR BY OFFICERS ACTING UNDER DELEGATED POWERS.

08/05/2008

### **Individual Decision**

Title of Report: Trading Standards Plan 2008/10

Report to be considered by:

Cllr Geoff Findlay

Forward Plan Ref: ID1619

Purpose of Report: To set out the proposed Trading Standards Plan for 2008/10

which incorporates the Trading Standards Food Plan and

on:

16th May 2008

**Animal Health and Welfare Framework** 

Recommended Action: Subject to any final amendments all elements of the plan as set

out are approved.

**Reason for decision to be taken**: We are required by the National Performance Framework for

Trading Standards to produce a Trading Standards Performance Plan. We are required by the framework agreement governing local authority food enforcement work to produce a Food Enforcement Plan and we are required to produce an annual animal health and welfare service delivery framework. In the case of the Trading Standards and Food Enforcement Plan it is expected they receive

Member approval.

**List of other options considered:** Various versions of the plan have been consulted on in whole or in

part. The current version incorporates all relevant considerations.

**Key background documentation:** Trading Standards National Performance Framework

Framework Agreement on Local Authority Food Enforcement

Animal Health and Welfare Framework Agreement

Rogers Review

**Portfolio Member:** Councillor Geoff Findlay

Tel. No.: 01635 871992

**E-mail Address:** gfindlay@westberks.gov.uk

**Contact Officer Details** 

Name: Sean Murphy

Job Title: Trading Standards Manager

Tel. No.: 01635 519840

E-mail Address: smurphy@westberks.gov.uk

### **Supporting Information**

### 1. Background

- 1.1 The Trading Standards Service is responsible for the enforcement of a wide range of legislation ranging from weights and measures, animal health and welfare, metrology and protection of the food chain through to credit, copyright, consumer safety, estate agency, under age sales and fraud. Along with many services the demands rise year on year with increasing amounts of legislation falling within our remit. The service also reports to and works with a range of Government departments and Executive Agencies including Defra, Food Standards Agency, Office of Fair Trading and Department of Business, Enterprise and Regulatory Reform along with others for specific initiatives. At a regional level the interface between the Service and central government is provided by Trading Standards South East Ltd which is a local authority controlled company on which West Berkshire Council is represented.
- 1.2 At a local level the Service works closely with a number of partner agencies not least of which is Thames Valley Police with whom we have an excellent working relationship and with whom we have worked together with on a range of enforcement matters. The Service is also part of the joint tasking group and has led on a number of local initiatives aimed at preventing crime and disorder and raising public awareness including supporting a range of neighbourhood action weeks and crime prevention initiatives. Other partners include the Berkshire West Primary Care Trust with whom we work closely on our LAA related alcohol and tobacco reduction work as well as on health and nutrition projects. Other partners include the Citizens Advice Bureau and Registered Social Landlords whom we have consulted as part of the service planning process. Closer to home we have an important working relationship with various Council Services including Children and Young People, Older Peoples Services, Community Safety, Highways and Environmental Health and Licensing.
- 1.3 The plan that is put forward for approval will involve working with most if not all of these agencies to deliver on local and national priorities. As with most plans there needs to be flexibility and if circumstances or priorities change then a review will take place with the relevant Portfolio Holder.
- 1.4 Finally for the first time the plan brings together all elements of the work of the Service into the one overarching plan which has been prepared in a format which is accessible to all users of the service. Details of how the priorities that led to the specific targets are set out in the contextual elements of the plan.

### **Appendices**

Incorporated within the Plan

### **Implications**

**Policy:** The proposals set out in this plan address various key Council and

Strategic Partnership priorities. These are identified throughout the plan.

Financial: All proposals set out in the service plan will be met from within existing

budgets.

Personnel: No implications

**Legal:** No specific implications

Environmental:	Various	proposals contribute to the wider	Cleaner Greener agenda.				
Equalities:		The plan contains a number of proposals that are aimed at providing equalities through access to the service.					
Partnering:	Not App	icable					
Property:	Not App	icable					
Risk Management:	There ar	e no new specific risks arising fro	om these plans.				
Community Safety:		There are a number of proposals that contribute to the broader community safety agenda. These are set out in the plan.					
Consultation Responses							
Members:							
Leader of Council:	None Re	ceived					
Overview & Scrutiny Commission Chairman:	Plan Acc	eptable					
Policy Development Commission Chairman:	Plan Acc	eptable					
Ward Members:	,	g was held for Members to seek to attended.	their views which a number of				
Opposition Spokesperson:	Plan Acc	ceptable					
Local Stakeholders:	•	f the process the Police, CAB, H ave been consulted on all or elem	S .				
Officers Consulted:		eal, Susan Powell. The views of Foother tie in with existing strategie	•				
Trade Union:	N/A						
Is this item subject to call-in.		Yes: X	No:				
If not subject to call-in please put a	cross in t	he appropriate box:					
The item is due to be referred to Council for final approval  Delays in implementation could have serious financial implications for the Council  Delays in implementation could compromise the Council's position  Considered or reviewed by OSC or associated Task Groups within preceding 6 months  Item is Urgent Key Decision							

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### 1. Foreword

Welcome to the new look Trading Standards Service Plan.

What makes the plan new is not just the (hopefully) greater level of readability but also the approach which is aimed at delivering on local, regional and national priorities in the post Hampton era.

The fundamentals of the Service are simple: a high level of consumer protection and an environment in which legitimate businesses can thrive and compete fairly in whatever markets they operate. To achieve this aim the delivery methods are by necessity varied. Over the years markets have become more complex developing from quite simply that, 'markets', to the world of e-commerce and cross border trading that we see today.

The same goes for products and services. The array of what can be bought or traded is vast. With this greater choice there has been a significant amount of new legislation aimed at protecting the economic, health and safety of consumers and businesses as well dealing with the fraudulent activities that do so much damage to the interests of both. Alongside these has been a raft of controls aimed at protecting society and the environment and ensuring free trade across Europe.

Trading Standards Services are in a far different place than they were ten years ago. As West Berkshire Council celebrates its tenth birthday this plan reflects that position. Ten years ago we were seen as purely regulators. That is still an important part of role but it has now taken us to the heart of the local agenda contributing to numerous priorities aimed at making West Berkshire a safer, greener, healthier and economically vibrant place to live, work and conduct business.

Cllr Geoff Findlay

Executive Member – Environment and Public Protection

#### 2. Introduction

The purpose of this plan is to explain to the community how the Trading Standards Service intends to deliver on, and contribute to, the key local priorities set out in the Council Plan and the Sustainable Community Strategy. For completeness there is also a link to the Food Enforcement Plan and the Defra Animal Health Service Level Agreement which for the first time are annexed to this Plan.

For ease of reference each of the proposals set out in the plan are referenced to the key priorities. Although the Service contributes to a lesser or greater degree to many outcomes the key ones can be identified as falling within:

- A Prosperous West Berkshire
- A Greener West Berkshire
- A Safer West Berkshire
- Healthy Individuals and Communities

In addition the plan also identifies any regional or national priorities that the proposals link to. Specifically links to the new National Performance Indicators, Rogers Review Priorities, Gowers Intellectual Property Crime Review and the National Performance Framework have been made.

The improvement plan is built on the foundation laid by the Peer Review of the Service that took place in the Autumn of 2007.

### 3. The Trading Standards Service Context

The Trading Standards Service is a law enforcement body charged with protecting the interests of consumers and legitimate business from the effects of unlawful trading. The range of laws the service enforces are wide range from those relating to food, agriculture and animal health through to those controlling fair trading, product and community safety, credit, weights and measures and fraud. In total thousands of Acts, Regulations, Orders and Standards.

Over the last twenty years there has been a significant shift away from domestic legislation to 'harmonised' European laws governing the wider trading environment and operation of the single market.

The operation of the service is conducted in the context of the wider Council. Investigation reports are independently considered by the Council's Legal Services against the tests set out in Code for Crown Prosecutors. As part of the Environment Service Group and specifically the Planning and Trading Standards Service we contribute to and are part of various wider initiatives and

considerations including those relating to equalities, business continuity, civil contingencies and of the wider aims of the Local Area Agreement. Externally we work with partners ranging from the Thames Valley Police, Berkshire West PCT to the Citizens Advice Bureau, Registered Social Landlords and Schools. Internally key partners include both Adult and Children Services as well as Licensing, Environmental Health and the Drug and Alcohol Action Team are all key partners.

The days when Trading Standards Services can operate within the boundaries of a Council are however long gone. First line advice to consumers is now provided by Consumer Direct South East which is a government funded initiative delivered by and on behalf of local authority trading standards services by Trading Standards South East Ltd, a local authority controlled company, of which West Berkshire Council is a Member.

The role of TSSE Ltd is becoming significant in terms of linking up local and national priorities with the local development of the professional qualification DCATS (now provided by Kent County Council) to the management and development of the regional intelligence, intellectual property and community safety initiatives. As importantly the organisation also gives us a voice at national level and a pool of expertise that we can draw upon locally.

At a national level support for and co-ordination trading standards has developed over many years. LACORS (Local Authority Co-ordinators of Regulatory Services); the Food Standards Agency; Department of Food, Rural Affairs and Agriculture; Department of Business, and Regulatory Reform; the Office of Fair Trading and the newly formed Local Better Regulation Office are all key delivery partners. We are however in the spotlight like never before. Our work on doorstep crime, food, scams and age restricted products is never far from the public eye as has been our role in animal health particularly during the recent disease outbreaks. But for a small service managing all these conflicting demands and needs for information is a challenge for the service and one which this plan seeks to address.

Finally, the delivery of the final year of the Local Area Agreement and associated Public Service Agreement targets will feature heavily. We will continue to put significant resource into the target that we own which take an holistic approach to reducing consumption of alcohol and tobacco amongst West Berkshire's young people. This will include work with young people and teachers in all secondary schools, work with parents and working with retailers and partners such as the Police to reduce illegal sales. This project, perhaps more than any other, has helped put trading standards in a more central position in relation to the delivery on key Council objectives. We hope to play our part in Round 2.

### 3.1 Service Vision

"To be an excellent and continually improving service that consistently exceeds the expectations of those that use it"

Our service vision is to improve the quality of life for all West Berkshire residents by creating a safe and fair trading environment where consumers are protected and businesses can thrive and develop. We want West Berkshire to free of rogue traders and for consumers to be protected. In business terms we acknowledge that the success of the local economy is a key aspect to the success of the local community. We therefore will aim to support, educate and inform local businesses both on a re-active and pro-active basis. This plan contains a number of elements of this type of work. We also feel efforts to achieve high levels of consumer and community protection should be rewarded and this demonstrated through schemes such as the 'Responsible Alcohol and Tobacco Retailer' scheme.

### 3.2 Service Mission

In order to make the vision become a reality we intend that:

- Every person in West Berkshire will be in a position to make informed decisions about their purchases of goods and services and understand their rights and responsibilities. We will seek to create equality by ensuring that all consumers understand where they contain advice and how they can exercise their rights. Importantly we will seek to give them the confidence to do so and where appropriate provide direct assistance.
- Business in West Berkshire will achieve compliance through self regulation as far as possible and that intervention is kept to a minimum allowing the business to thrive and prosper. We will support new businesses by proactively seeking them out and where appropriate offering advice. We will seek to ensure that all businesses know where they can seek support and that they have the confidence to do so in the knowledge that the trading standards service will be impartial and pragmatic.
- Responsive and innovative approaches to enforcement will drive out illegal trading and ensure that the health, wellbeing and safety of the community are preserved.
- Our service will improve in line with the outcomes and recommendations laid down in the action plan arising from the 2007/8 Peer Review process.

### 3.3 Corporate Values and Objectives

The Council has established a set of core values and objectives that form the bedrock of all Council service delivery. These core values are:

- Ambition to deliver continuous improvement
- **Integrity** in everything we do
- Respect in all relationships

The core objectives are:

- Maintaining economic prosperity, whilst at the same time retaining an attractive environment
- Helping everyone to lead an independent and healthy life
- Supporting children, young people and their families to lead better lives
- Listening to, and supporting local communities to make their area a better place to live and work
- Becoming a more efficient and effective Council

### 3.4 Service Values

In addition to the corporate values we have service specific values that are an expression of what we believe and what we stand for. They underpin our objectives and strategies and form a reference point for all we do. In summary we believe in:

- The role that legal compliance pays in protecting society
- The need to ensure that all people are treated equally
- The need to be flexible, innovative and responsive to changing priorities and opportunities
- Striving for excellence and continuous improvement
- Concentrating on outcomes not processes
- Investing in our staff as our key resource

### 3.5 Risk Management

The service has previously identified a number of risks that need to be managed. The key risks facing the service in this period are:

- Loss or failing to capitalise on funding opportunities
- Loss of IT support or infrastructure leading to loss of data
- Loss of staff or failure to attract suitably qualified and experienced staff
- Loss of ability to deliver the service plan if confronted by a series of major investigations or an animal disease outbreak
- Injury or risk to a member of staff

### To create informed and confident consumers

Desired Outcome	Related Output	Council / Partnership Priority	Link to National Priority	Specific 08/9 Target	Specific 09/10 Target
1.1 Increase the numbers of consumers accessing advice services	Increase in level of West Berkshire consumers accessing Trading Standards / Consumer Direct Advice Services	Protecting vulnerable people	National Performance Framework Priority	Baseline +10%	08/9 +10%
1.2 Increase levels of customer satisfaction with WBC advice service	Increase level of satisfaction with TS consumer advice services	Ambition to deliver continuous improvement	National Performance Framework Priority	tbc	
1.3 Increase levels of consumer awareness of issues relating to credit and debt	With partners increase levels of awareness of credit matters. Increase numbers seeking advice regarding credit matters.	Protecting vulnerable people		Baseline +10%	09/10 +10%
1.4 Increase levels of consumer awareness of scam e- mailings, letters etc.	Deliver consumer education and advice initiatives in respect of scams to at least 200 people in target groups	Protecting Vulnerable People A <i>Safer</i> West Berkshire	Rogers – Fair Trading Priority	>200 people	>200 people
1.5 Reduce the levels of harm caused to	Levels of consumption.  Numbers pf young people quitting smoking	Ensuring more young people are healthy. Improving the	Various national PIs around health, anti-	As set out in LAA	As set out in LAA

		T	1	1	1
young		health and well	social		
people by	Awareness of health and	being of local	behaviour		
tobacco and	personal risk	people	and crime.		
alcohol		Reducing anti-			
products		social behaviour			
1.6 Increase levels of awareness and reporting of doorstep trading crime	With partners to deliver consumer education and crime prevention advice in respect of doorstep crime to at least 200 people.	Promoting Independence Reducing Crime and Fear of Crime	Rogers - Fair Trading Priority National Control Plan	>200 people	>200 people
1.7 Increase levels of awareness of nutritional factors affecting health of young people	Deliver a variety of initiatives through schools including level 2 nutritional training to those involved in the care and education of young people	Ensuring more young people are healthy. Improving the health and well being of local people	FSA Priority	Offer 5 courses	Offer 10 courses
1.8 Increase levels of awareness of nutritional factors affecting health of those on low incomes	Deliver interactive programme of support and guidance to <i>tbc</i> people in the target group	Reducing Health Inequality		tbc	tbc

# To create informed, confident and successful businesses through advice and guidance

Desired Outcome	Related Output	Council / Partnership Priority	Link to National Priority	Specific 08/9 Target	Specific 09/10 Target
2.1 Increase the numbers of businesses accessing advice services	Increase in level of West Berkshire businesses accessing Trading Standards Advice Services (Baseline: tbc)		National Performance Framework Priority	Baseline +10%	08/9 +10%
2.2 Reduce complaints about West Berkshire Businesses	Reduce levels of complaints about West Berkshire Businesses (Baseline: <i>tbc</i> )		Rogers Priority – Fair Trading NI 183	Baseline -5%	08/9 – 5%
2.3 Improve levels of business satisfaction with the trading standards service	Average level of satisfaction of businesses with trading standards	Ambition to deliver continuous improvement		tbc	tbc
2.4 Increase levels of compliance through advice and support	Ensure that 90% of businesses that are compliant and that this is increased to 95% on re-inspection			90% compliance increased to 95% on re- inspection	90% compliance increased to 95% on re- inspection

2.5 Work with local businesses to reduce waste from packaging legislation	Work with at least 5 local producers each year to achieve high levels of compliance with packaging regulations and reduce waste	Reducing Waste and Increasing Recycling		Work with at least 5 locally based suppliers	Work with at least 5 locally based suppliers
2.6 Provide advice and support for local enterprise wishing to protect their intellectual property rights	Work with at least 10 existing businesses / start-ups to provide advice and assistance in the protection of intellectual property rights		Gowers Priority Regional Priority	Produce start up pack Work with at least 10 local businesses	Work with at least 10 local businesses
2.7 Work with providers of prepared foods to improve nutritional standards and raise awareness of allergies	Work with 25 businesses per annum to advise on nutrition, allergies etc.  Introduce a scheme to recognise the steps taken by the business to improve nutrition	Improving health and well-being of local community	FSA Priority	At least 25 businesses per annum	At least 25 businesses per annum
2.8 Support Business to improve compliance and competitive ness	Respond to requests for advice and support on TS matters. Promote good practice through a range of methods	Maintaining Economic Prosperity		Initial response in 2 days – considered within 10	Initial response in 2 days – considered within 10

# To promote a safe and fair trading environment and a safer and sustainable community

Desired Outcome	Related Output	Council / Partnership Priority	Link to National Priority	Specific 08/9 Target	Specific 09/10 Target
3.1 Reduce the sale of unsafe goods, misdescribe -d and fraudulently sold goods and services in West Berkshire	Decrease the number of incidents of unsafe, non compliant and falsely described or fraudulently marketed goods and services on sale in West Berkshire	Protecting vulnerable people  Reducing crime and fear of crime	Rogers Priority – Fair Trading NI 183	At least 5 audits per annum based on intelligence	At least 5 audits per annum based on intelligence
3.2 Reduce doorstep trading crime in West Berkshire	Respond to reports within 4 hours  Work with banks and building societies to raise awareness  Scope and where appropriate introduce cold calling zones  Regular patrols to gather intelligence and enforce	Protecting vulnerable people Reducing crime and fear of crime	National Control Priority	%age of contacts responded to in target time	%age of contacts responded to in target time
3.3 Reduce illegal sales of age restricted products	Reduce of the number of recorded incidents of illegal sales of age restricted products (Baseline: xx %)	Reducing Anti- Social Behaviour Reducing crime and fear of crime Improving health and well being of local people	National Priority NI 28 NI 115 NI 121 NI 122 NI 123 NI 137	In line with LAA	08/9 – 10%

3.4 Reduce the damage to roads caused by overloaded goods vehicles	Through targeted campaigns and enforcement reduce the %age of goods vehicles found to be overladen on West Berkshire roads	Cleaner Greener  Better Roads and Transport		At least 10 overloaded goods  At least 40 Weight restriction checks	At least 10 overloaded goods vehicles checks  At least 40 Weight restriction checks
3.5 Maintain the standards of animal health and welfare in West Berkshire	Achieve compliance with the targets set out in the 2008/9 Service Level Agreement with Defra Achieve compliance with feed controls.	Cleaner and Greener	Rogers Priority – Animal Health and Welfare  Defra priority	Compliance with SLA  See also Appendix D	Compliance with SLA
3.6 Ensure the integrity of the food chain is protected and food sold in West Berkshire meets quality standards and is protected	Through sampling and analysis conduct targeted sampling campaigns to support local, regional and national priorities in relation to food and animal feed	Improving health and well being of local people  Protecting the Vulnerable	FSA Priority	Participate in at least 10 food sampling programmes	Participate in at least 10 food sampling programmes
3.7 Stop Intellectual Property crime in West Berkshire	Carry out inspections and intelligence led enforcement initiatives and support Regional Gowers Project  Explore and set up no IP crime zones	Reducing crime and fear of crime	Gowers Priority Regional Project	Develop inspection programme  Explore and implement no IP Crime Zones	Implement inspection regime  Extend zones initiative

# To create an efficient, effective and continually improving Trading Standards Service

Desired Outcome	Related Output	Council / Partnership Priority	Link to National Priority	Specific 08/9 Target	Specific 09/10 Target
4.1 Improve monitoring and retrieval of data through introduction of a new database and EDRMS	Implement both systems and ensure all staff are trained to use them effectively	Improving services Effective people	n/a	Introduce in 08/9	Evaluate effectiveness one year on
4.2 Improve quality of systems	Implement ISO 9001 and ensure all staff are trained to operate within it effectively	Improving services Effective people	This the need for better systems arose from our Peer Review	Implement 08/9	n/a
4.3 Achieve efficiency in service delivery through playing our full part in the TSSE Ltd partnership	It is established working together delivers efficient services for less cost particularly with small services. Participation in Consumer Direct and other projects has shown this.	Value for Money	Local Policy	Participation in all relevant regional working	Participation in all relevant regional working

4.4 Improve service profile and delivery through compliance with Peer Review Improveme -nt Plan	The recent Peer Review highlighted a number of areas for improvement as well as very many strengths. It is proposed that we implement the improvement plan fully in the time scales set out.	Improving services  Effective people  Value for money	Peer Review is a national initiative managed by LACORS	As per Improvement Plan	n/a
4.5 Improve service delivery through the effective use of money recovered under Proceeds of Crime legislation	Under the terms of the incentivisation scheme the Council can receive a proportion of monies recovered following investigations into serious crime	Improving services	The recoveries of proceeds of crime are a national priority.	Ongoing review	Ongoing review

# WEST BERKSHIRE DISTRICT COUNCIL-DEFRA ACTIVITY FRAMEWORK 2008/9

FUNCTION	ACTIVITY	TARGETS	PERFORMAN CE INDICATORS	LEVEL OF SERVICE DELIVERY	RESOURCE FTE
1.Enforcement					
planning					
1.1 Enforcement	Profile of LA area &	Produce new	Updated	Good	
structure & plan	associated animal health & welfare workload	profile each year	profile by 1/4/08		
1.2	Risk assess all animal	Risk assess 100%	% of	Minimum	
Risk assessment	health premises within West Berkshire	unrated premises by 30/4/08 in accordance with LACORS Scheme	premises risk assessed		
1.3 Intelligence	Intelligence gathering, processing & dissemination	%age in house intelligence assessed and where appropriate consultation carried out.	% of pieces of intelligence assessed.	Good	
1.4(a) Consultation	Consultation with DVM	Risk assessment	Meeting with	Good	
& liaison	on risk assessment. Review, adjust as necessary & document changes.	completed and reviewed with DVM	DVM annually		
1.4(b)	Documented liaison with other relevant agencies	Contact made with all relevant agencies annually	% agencies consulted	Minimum	
2. Continuous		,			
professional development					
2.1 Knowledge &	Ensure staff have	All staff trained and	% staff	Good	
training	sufficient knowledge, training & maintain CPD	have access to all relevant materials. CPD maintained	trained		
3. Pre movement					
licensing activities					
3.1 Education &	Provide 'one stop' shop	95% of enquires	% of	Better	
advice	of advice. React to requests for advice	responded to within 2 days	enquiries responded to with within 2 days	Practice	
3.2 Issuing of	Review applications &	100% of licenses	% issued	Minimum	
licenses	issue licenses	issued within 3 days of receipt	within 3 days		

3.3 Investigation of AMLS movement license refusals	Co-operation with applicants & AHDO's	100% resolution of licence refusals within 3 days	% licence refusals resolved within 3 days	Minimum	
3.4 Recording of animal movements	Pig/sheep movement data capture & recording of exemptions.	100% movements recorded onto AMLS within 3 working days of receipt	% movements recorded within 3 days	Minimum	
3.5 Error management	Monitoring of AMLS & all other licensing systems.	100% errors identified & actioned within 2 &4 days respectively	%age errors identified and actioned within time limits	Minimum	
4. Ongoing enforcement activities to maximise AH & welfare compliance		*			
4.1(a) Routine activities to support compliance	Education & advice. Proactive activity	95% of requests for information complied with	% of requests responded to	Minimum	
4.1(b) Document checks	Follow up document checks & reconciliation of suspected irregularities on AMLS/AMES	95% of irregularities followed up within 5 days	% of irregularities followed up	Minimum	
4.1 (c) -(f) Attendance at critical control points	Slaughterhouses - one in area (poultry)	Attendance at 25% of operating hours.	% age of opening hours attended	Minimum	N/A
4.1 (g) Attendance at critical control points	Premises visits & inspection	20% of high risk inspected within 2 months of changed regime	% of high risk premises inspected within 2 months of changed regime	Good	
4.1 (h) Postal recall	Postal recall of records- not carried out in area	N/A	N/A	N/A	N/A
4.1 (I ) Out of hours checks	Out of hours checks of markets /slaughterhouses	One check at slaughterhouse per month	Number of checks per month	Minimum	
4.2 Standby & on call	Response, standby & on- call arrangements	Nominated duty enforcement staff	Is regime in place	Minimum	

	T		1	
		contactable out of		
5. Targeted		hours.		
enforcement				
action				
5.1 (a) Planned	Identify & target 'high	Identify all high	% of	Minimum
enforcement	risk' livestock	risk movements &	identified	
activities based on	movements & take	take appropriate	activities	
veterinary risk	planned appropriate	action	targeted with	
•	enforcement action		planned	
			enforcement	
			action	
5.1 (b)	Investigation of irregular	95% reported	%age	
	movements at	incidents to be	investigated	
	markets/slaughterhouses-	investigated or	or closed	
	none in area	closed	24 245	
5.1 (c)	Investigation of all other	Must target all pure	% of illegal	Minimum
	illegal movements	illegal moves.	movements	
5 1 (1)	Charles and Larray with	50/ - £1:-1-	investigated	Cond
5.1 (d)	Checks on lower risk animal movements	5% of lower risk	% of lower risk	Good
	animai movements	movements checked	movements	
		CHECKEU	checked	
5.1 (e)	Checks on vehicle	25% checks of	% of checks	Good
3.1 (0)	biosecurity, C&D	undertaking forms	of	Good
	compliance	didertaking forms	undertaking	
			forms	
5.1 (f)	In transit checks of	12 sessions per year	No. of	Good
, ,	animal vehicles		sessions per	
			year	
5.1 (g)	Follow up of movement	20% of self	% of self	Good
	declarations	declarations	declarations	
		followed up	followed up	
6. Reactive &				
intelligence-driven				
enforcement				
Unplanned &	Identify & investigate	95% of	% of	Minimum
reactive or demand	infringements	infringements	infringement	IVIIIIIIIIIIIII
led enforcement	minigenions	investigated	S	
iod cintorecinent		in vostiguou	investigated	
6.1 (b)	Intelligence-led actions	95% of	% of	Minimum
X-7	as result of external	infringements	infringement	
	agencies	investigated	s	
			investigated	
6.1 (c)	Intelligence-led actions	95% of	% of	Minimum

	as result of complaints from public	infringements investigated	infringement s	
6.1 (d)	Intelligence-led actions using specialised enforcement & investigation techniques as required	95% of infringements investigated	investigated % of infringement s investigated	Minimum
6.1 (e)	Cross border & multiagency working as required	Regular working with specific local authorities and agencies to deal with specific requests.	Are we meeting standard?	Good
7. Post- enforcement reporting & AMES data entry activities				
7.1 (a)	Data entry, report writing & casework	As required	Are we meeting demand?	Minimum
7.1 (b)	Prosecutions & associated casework & court attendance	As required	-ditto-	Minimum
7.1 (c) AMES	Entry of information onto system	Data entered within 3 days	% of data entered within 3 days	Minimum
7.1 (d)	Set up & maintain intelligence systems	Identify & liase with appropriate agencies	As required	Minimum
7.1 (e)	Provide management information on enforcement activities	Framework in accordance with guidelines	Framework signed as compliant by DVM	Minimum
7.1 (f)	Periodic review & evaluation of enforcement strategy & activities	Annual review by DVM	Framework signed as compliant by DVM	Minimum
7.1 (g)	Ensure records are maintained for future audit, and PI's are reportable from FLARE/AMES	Requirement for Appropriate Record keeping	Are records being kept?	Minimum

8. Contingency Planning					
8.1(a) Defra/LA emergency	Liase with appropriate agencies & maintain emergency plans	All legally required plans produced. AH emergency plans in	Plans consistent with Defra	Good	
planning 8.1 (b)	Plans reviewed & staff trained	Plans tested and full participation in test, training and exercises	plan? Are plans tested etc. Are staff trained?	Good	
8.1 (c)	Full range of services available from LA as requested by Defra, when disease emergency declared by Defra.	As requested	Plan activated if required	minimum	

### TRADING STANDARDS FOOD ENFORCEMENT PLAN 2008/9

## **APPENDIX A – FOOD PLAN 2008/9**

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### 1. INTRODUCTION

- 1.1 The purpose of this plan is to set out the scope of West Berkshire District Council's Trading Standards Service in relation to the way that it regulates and protects the food chain from 'farm to fork'.
- 1.2 A variety of food production, processing and marketing industries exist in West Berkshire producing a wide range of food and animal feedstuffs requiring a high level of regulatory competence and activity to ensure relevant standards are maintained.
- 1.3 The Food Law Enforcement Plan for the Service is detailed below and includes objectives, demands on the food service, and issues including food complaints, inspections and sampling.
- 1.4 The Trading Standards Service Plan 2008-10 (to which this is appended) links the corporate and service values, aims and objectives to this plan. The broader plan also puts into context what we are aiming to achieve. This plan needs to be read in that context of the wider plan.
- 1.5 Finally the plan also builds upon the priorities set out by the Food Standards Agency in their Corporate Plan 2007-2010 as well as those arising from the development of the Local Area Agreement.

### 2. Scope of the Trading Standards Food Service

- 2.1 The Trading Standards Food Service has responsibility for the following areas of food chain control and education:
  - Ensuring the accuracy of food labels and descriptions applied to food
  - Ensuring claims etc. made in the course of the marketing of food are accurate
  - Ensuring food standards are maintained
  - Enforcement of Food Alerts relating to food standards or chemical contamination are responded to as appropriate
  - Ensuring that legally required food hygiene standards are met at primary production points
  - Ensuring that legally required feed hygiene and compositional required standards are met throughout the supply chain and on farm
  - Ensuring that animal feed appropriately labeled and marketed
  - Ensuring businesses are appropriately advised
  - Ensuring that consumers have the required knowledge base to make informed choices when purchasing food

### 3. Demands on the Food Service

- 3.1 The Department offers confidential and impartial advice for businesses of West Berkshire to help them avoid breaking the law inadvertently. Dealing with complex and technical enquiries along with inspecting and monitoring activities is essential parts of the workload.
- 3.2 In line with the Hampton Review the Food Standards Agency FSA has recently allowed local authorities to adopt a more flexible and varied approach in developing a suitable strategy to maintain compliance. As a result the team will continue to visit a number of high and medium risk food premises but look to alternative enforcement strategies such as a self certificating to deal with the low and non inspectable risk food premises. Audits will continue to be targeted at nationally or locally recognised areas of concern.
- 3.3 Currently the Service has 1366 food premises on its database. Of those premises, 5 are classified as high risk, 222 medium risk, 486 low risk and 528 as having no inspectable risk. The remainder is made up of unrated premises. This figure changes on a yearly basis. In terms of feed premises there are 48 primary producers, 3 manufacturers and packers, 5 distributor, 85 retailers and 677 livestock farms.
- 3.4 The risk rating for each premise is assessed at each visit and by reference to events such as levels of compliance, local risk and the category of individual businesses. In addition the Service will have regard to the principles of the Hampton Review, ensuring that no inspection is conducted without a reason and local risk factoring is applied.
- 3.5 The food service provided is specific to the needs and nature of the area. As a consequence time is spent on Home Authority responsibilities, (the principal is outlined below) this includes allocating time to our major food producers.
- 3.6 We will also advise and seek compliance on highly specific labeling criteria. This will include the traceability of foods and feeding stuffs and the declaration of foods which contain allergens.

### 4. Food Safety Objectives 2008/9

4.1 The aim of the Service is to improve public health, ensure food quality standards are met, and maintenance of market confidence in West Berkshire and to ensure that consumers have access to accurate information and they have the knowledge to make informed choices. It is the responsibility of the service to ensure that food and drink produced and sold in West Berkshire meets quality and chemical safety criteria wherever it is consumed. We also ensure that our work is programmed to take account of the national and local agendas.

### 4.2 Key Objectives

- To ensure that we visit and advise our High and Medium Risk food business at a frequency based on the LACORS and FSA criteria.
- To check the effectiveness of food management within local food businesses by the sampling and audit. In doing so to pay particular attention to high priority areas such as nutrition and allergens.
- To contribute to the wider public health agenda through the promotion of healthier eating options.
- To raise awareness of food safety issues to local food businesses and residents.
- To respond to customer complaints and requests for our service
- To visit relevant primary producers to ensure compliance with the Food and Feed hygiene requirements. The frequency is based on the LACORS and FSA criteria.

### 5. Working with Business

- 5.1 Where the head office or controlling mind of a food business is located within the West Berkshire the authority has adopted them as Home Authority companies. This entails the authority working closely with the business to establish procedures to ensure high standards are maintained in the production of safe and accurately described food. The authority assists with food complaints relating to products produced by the company which have become apparent outside the authority's area. The Authority becomes a nationally recognised point of contact and liaison for all subsequent food enquiries.
- 5.2 We have implemented this principle by providing, advice and information on the legality of product ranges, packaging, composition, labelling and advertising. This service is delivered pro-actively during the inspection of premises and reactively in response to requests from businesses and referrals from other agencies.
- 5.3 This approach provides support to local businesses in developing their products but also helps to prevent potentially expensive non-compliance.

### 6. Food and Feed Activities

- 6.1 The Service produces its own annual sampling programme to establish the effectiveness of the management of food standards in local businesses. The programme reflects local and national trends. The plan is sufficiently flexible to take account of any areas which require attention as they arise i.e. food incident warnings. The emphasis this year is on four areas i.e. contamination, adulteration, and nutritional composition and labelling. We anticipate this will translate to approximately 200 food and feed samples.
- 6.2 This Authority partakes in regional and national sampling programmes and other national initiatives as appropriate.
- 6.3 Analytical work for food is undertaken by the appointed Public Analysts which are: Worcestershire County Council, Hampshire County Council, Kent County Council and Staffordshire County Council. Worcestershire CC also provides the appointed Agricultural Analyst and Staffordshire CC and Kent CC the Deputy Agricultural Analysts.

### 7. Food Alerts

- 7.1 Food alerts are issued by the Foods Standards Agency (FSA) to all Food Authorities in the country when a national food safety issue has arisen with a specific food product.
- 7.2 Food alerts are responded to as directed by the warning notification received from the FSA and in accordance with the Code of Practice. All warnings are received by email and any subsequent action taken is recorded and retained on file. This year we are going to examine the basis of our response particularly in relation to follow up action.

### 8. Liaison with Other Organisations

8.1 We work closely with a number of organisations and to avoid duplication of effort we have clear guidelines on who is responsible for what.

#### Partners include:

- Eighteen other Trading Standards authorities in the Southern Region that together make up Trading Standards South East Limited TSSEL. Activities include liaising on all key Trading Standards issues, co-ordinated inspection, sampling and advice projects and sharing of information.
- LACORs baby food home authority group. Activities include liaison on responsibility for the sharing of expertise and the enforcement of baby food issues and queries on advice
- Food Standards Agency FSA Activities include taking part in FSA sampling surveys, liaison where areas of work overlap and responding to requests for information.
- Focus Group comprising members of the public will be consulted as part of a forthcoming food labelling project
- Members of the Council are consulted when the Food Service Plan is drawn up

### 9. Quality Assessment

The teams aim to continually improve the level of service provided and procedures are reviewed where necessary to incorporate identified improvements. The achievement of ISO 9000 is a key target for 08/9.

### 10. Resources

10.1 In order to fulfil the proposals set out in this plan the following resources will be allocated to food and feed enforcement and business and consumer education:

Area of Work	Estimated Officer Days (Including Follow up Action)
Food Standards Inspections	50
Alternative Enforcement Strategies	20
Response to Food Alerts	10
Animal Feed Inspections	20
Food Hygiene at primary	20
Production	
Food Sampling	50
Feed sampling	10
Business Advice	20
Consumer Education	50
TOTAL	250

10.2 The planned expenditure to support these functions is follows:

Area	Estimated Expenditure 08/9
Food Standards Sampling	£20K
Agriculture Sampling	£5K

Staffing expenditure is difficult to extrapolate because there is no separate cost centre for the trading standards food enforcement function.

### 11. Review of the Food Law Enforcement Plan

- 11.1 The objectives, set for 2008-2009 year, are regularly reviewed by the Principal Trading Standards Officers and Trading Standards Manager. This is to ascertain whether objectives are being achieved and any variations to be highlighted.
- 11.2 Areas for improvement are incorporated into the following year's objectives, or dealt with as soon as possible if there are no additional financial implications.
- 11.3 We have adopted a project-based approach in relation to food advice and enforcement. This remains appropriate for West Berkshire and the resources dedicated to food-related activities are appropriately balanced against other regulatory activities.

### 11.4 Areas for Improvement

Advancements have been made in the delivery of food law enforcement. There have been examples of joined up working and cooperation with bodies such as TSSEL where co-ordinated sampling is developed however there are areas identified where improvements can still be made. These include:

- Maintaining the competency and professional development of staff involved with food law enforcement.
- Improving our reporting procedures, to give officers, consumers and food businesses up to date, accurate information.
- Continual development of partnership working
- We are establishing a comprehensive list of primary producers. The aim is to visit and inspect those premises that require guidance on the Food and Feed hygiene requirements
- Documented procedures and guidelines in areas where they do not exist or where they can be improved

## 11.5 Review against the Service Plan

Performance is monitored by the teams on a monthly basis. Also, we will review the content of the service plan to ensure it continues to meet the needs of our customers.

Information updated on 25/3/2008