



**Cambridgeshire and Peterborough
Trading Standards
Service Plan**

2018-2019

	Name
Head of Service	Peter Gell
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Corporate Director	Simon Machen

Reporting Timetable

This service plan will be monitored 6 monthly by the Peterborough City Council's Service Director for Environment and Economy, Rutland Shared Services Client Manager and Cambridgeshire County Council's Assistant Director for Environment and Commercial Services.

Distribution of the Service Plan

The plan will be made available on the intranet pages and the website of Peterborough City Council, Rutland County Council and Cambridgeshire County Council.

List those that have been consulted over the plan

- Trading Standards Management Team
- Peterborough City Council's Service Director, Annette Joyce
- Cambridgeshire County Council's Assistant Director, Sass Pledger
- Rutland County Council's Senior Environmental Services Manager, Mark Loran
- Individual teams within Trading Standards have also contributed to the development of this plan.

Approval

Annette Joyce on behalf of Peterborough City Council
 Sass Pledger on behalf of Cambridgeshire County Council
 Mark Loran on behalf of Rutland County Council

Version

V1 March 2018

SECTION 1 – CONTEXT AND OVERVIEW OF THE SERVICE

1 PURPOSE OF THIS DOCUMENT

This is the 2018-19 Service Plan for Cambridgeshire and Peterborough Trading Standards Service which also incorporates the delivery of Trading Standards services on behalf of Rutland County Council. The Service sits within the Environment & Economy Directorate, based in Peterborough City Council's Growth & Regeneration Department.

It will be updated with progress reports at 6 monthly intervals during the year. The purpose of the plan is to:

- Identify the key activities and challenges for the Service
- Map the Service against organisational priorities
- Improve the quality of the services provided
- Deliver better outcomes for customers

2 DESCRIPTION OF THE SERVICE

On 1st April 2017 Cambridgeshire County Council's Trading Standards Service merged with Peterborough City Council's Trading Standards Service, becoming 'Cambridgeshire and Peterborough Trading Standards'. The service sits within Peterborough City Council which already delivered Trading Standards Services on behalf of Rutland County Council, and is managed by the Head of Regulatory Services. The Service comprises 23 members of staff, delivering front-line services across Cambridgeshire and Peterborough from their respective bases in Cambourne and Peterborough.

The service plays a vital role in enhancing and safeguarding the local economy, as well as protecting its residents. Through the effective delivery of its statutory duties it helps to ensure businesses based and operating in Cambridgeshire, Peterborough and Rutland are aware of and comply with their legal obligations. Such activity is critical to ensuring a level playing field for businesses - fundamental for fair competition, customer confidence and the wellbeing of our economy as a whole. Furthermore the Service plays a crucial role in protecting the rural economy from animal disease outbreaks and continues to be a primary responder in the case of such an outbreak, as well as upholding animal health and welfare standards.

The service applies a commercial approach to the provision of advice to businesses where appropriate, adopting a strategic approach to the pursuit of new business advice partnerships and adopting a cost-recovery charging model to enable the Service to offer more comprehensive business advice services to a larger number of businesses. The cost-recovery model will only be applied by the shared service where there is agreement by the relevant council for the area to do so.

As well as helping businesses to thrive, Trading Standards has a critical role in ensuring consumer safety, through its enforcement and advisory activities in the areas of product

safety, food safety, upholding the integrity of the food chain, protecting the most vulnerable from rogue trading activity, and effective explosives and petroleum licensing.

In the delivery of our work, there is clear evidence of the significant contribution the Trading Standards Service makes to each Council's strategic priorities which can be summarised as follows (full priorities detailed in Appendix A):

- Develop the local economy, drive sustainable growth and support regeneration
- Safeguard and support vulnerable people
- Keep all our communities safe, cohesive and healthy
- Achieving the best possible health and wellbeing for residents
- Services offer best possible value for money

The Trading Standards Service supports the core policies that run across all that the Council's do, not only supporting a more commercial approach to our service delivery through maximising income generation and funding opportunities, but also ensuring a flexible, competent work force that can exploit digital solutions to deliver effective services.

The service is made up of the following areas:

Business Hub – *helping* businesses to get things right

The service recognises the value of supporting businesses in their compliance through the provision of advice. Through its chargeable Primary Authority advice service, it provides businesses of all sizes with technical compliance advice, thereby enabling them to make informed business decisions.

It also offers a comprehensive business advice service for all businesses based within its jurisdiction, regardless of their size, charged on a cost recovery basis where appropriate. This offers clear, practical advice on legal compliance.

Business compliance team – *checking* businesses are getting things right

This team is responsible for enforcing over 100 pieces of legislation, having an impact on just about every aspect of our lives – from food safety (allergens, inaccurate labelling, prohibited ingredients for instance) to petrol forecourt safety, from weights and measures (such as checking heating oil tankers are dispensing accurate amounts of fuel) to ensuring appropriate provisions are in place to protect public safety at sports grounds.

Furthermore, the team is responsible for animal health, animal feed and primary producers, ensuring that the food we ultimately consume is safe, that 'farm' animals are treated humanely and that pets are not illegally imported in to the UK bringing with them the threat of Rabies. It also works to reduce the likelihood and impact of an animal disease outbreak by ensuring that farmers and small holders are adopting the correct animal disease control measures, that accurate records are kept for their animals, that farm animal movements are traceable and is a primary responder in the case of such a disease outbreak alongside Department for Environment, Food and Rural Affairs (DEFRA) and Animal and Plant Health

Agency (APHA). An animal disease outbreak such as Foot and Mouth can have a catastrophic effect on the livestock industry not to mention confidence in UK exports, so it is imperative that disease control measures are strictly enforced.

For many years the profession has championed the concept of 'Cutting Red Tape'. In addition to recognising that clear advice and information is the most positive method of regulation, the service is Intelligence led, sourcing and analysing intelligence to identify and tackle the greatest probable harms. Furthermore risk models are used to determine which businesses are inspected, lessening the regulatory burden on those businesses and trades which have a strong record of compliance.

Consumer protection team – taking enforcement action in the most serious cases

The Service plays a critical role in safeguarding vulnerable individuals through its work to detect and prosecute rogue traders who prey on the most vulnerable residents. In fact, it goes beyond prosecution, with the Service regularly using their powers to strip these criminals of the assets they have acquired from the proceeds of their crimes.

It investigates cases of fraud and other criminal trading activities, including the sale of illicit tobacco, with a range of enforcement tools at their disposal including prosecution, injunctions, undertakings, and cautions.

It also investigates product safety issues, taking immediate action to safeguard consumers as necessary, and prosecuting those concerned in appropriate cases.

Using an Intelligence-led, risk based approach, it also deals with issues regarding Trade Mark and Copyright infringements, aggressive trading practices, misleading descriptions, and other breaches of criminal legislation.

This team is driven by Intelligence, derived from a number of sources and works in partnership with a wide range of enforcement partners.

3 FUTURE DIRECTION OF THE SERVICE

The merger of the Trading Standards Services was driven by a number of factors, including the opportunity to streamline and combine senior management and back office processes to ensure that the services we offer across our whole range of services provide the best value for money; the opportunities it offered in terms of greater resilience to respond to major incidents such as an animal disease outbreak or major investigation, and the comprehensive knowledge base it would create from which to increase our advice services to businesses. We have made tremendous progress against these objectives this year, with a strong management team working across Cambridgeshire and Peterborough, greater resilience, anticipated savings achieved, Member engagement across both authorities and streamlined policies, strategies and tasking, but we still have more to do, most notably the establishment of a combined database.

Peterborough Trading Standards had established itself as one of the national leads on

Intelligence, and it is our intention that, with the appointment of a dedicated Intelligence Officer, the shared service will enhance its approach further, maximizing the use of Intelligence software and leading the Intelligence Model development nationally.

The service continues to be recognized as one of the national leads on Financial Investigations and proceeds of crime recovery, attracting cases from regulatory authorities elsewhere in the country as well within Cambridgeshire. We have forged new agreements with South Cambridgeshire District Council and Hunts District Council Housing departments for the provision of financial investigations services, and will continue to explore other avenues across the Districts in the forthcoming years. These activities not only help to fund our criminal investigation activities, but also enhance the impact and 'deterrent affect' of investigations carried out by our District Authority colleagues. We are investing in the training of two existing officers to become Financial Investigators to support future succession planning and resilience.

Changes to Primary Authority legislation prompted a shift away from the 'Business Hub' comprising Trading Standards, South Cambs District Council and Fire Service, towards a one-stop business advice model provided by Trading Standards, Environmental Health, Food Safety and Fire services within Peterborough City Council. We are also looking to align the Primary Authority advice service with organisations representing local business such as the Chambers of Commerce and Opportunity Peterborough with a view to reaching smaller and start up businesses. In many cases we find these are the businesses in most need of advice. The number of Primary Authority partnerships continue to increase, with the Service named as within the top 10 Primary Authority advice providers in the Country by the Office of Product Safety & Standards. Greater resilience has been built into the scheme this year, with Primary Authority advice provided by a wider pool of officers. Strategic marketing plans are also being drawn up for the forthcoming year to match businesses to service expertise to ensure we can continue to service demand. The charging model is proving effective in terms of cost recovery, with 1.5 posts having been funded by Primary Authority advice during 2017-18. Ultimately our aim is to be named as one of BEIS's Strategic PA Partners in 2018.

Our systems provider CIVICA has been commissioned to undertake reconfiguration of the Flare database to enable statutory performance reporting to the Food Standards Agency. In addition data cleansing will take place to ensure compliance with the new General Data Protection Regulation followed by a merging of both the Cambridgeshire and Peterborough Flare databases.

Ultimately our aim is to maintain the balance between reducing burdens on business, improving regulatory compliance through working collaboratively with businesses, and investing in interventions to tackle rogue businesses.

Furthermore, we want to ensure that the service is at the heart of discussions affecting the wider regulatory landscape, locally, regionally and nationally, enabling us to influence change and enhance its outcomes.

4. LOOKING BACK

Achievements

The merger of the services has proved tremendously successful, with all but one of the merger objectives achieved within 2017-18. The projected financial savings have been realised, the service is led by a strong and cohesive single tier management structure working across both office bases.

Tasking is operating well across Cambridgeshire and Peterborough, giving a greater picture of trends and issues across both authorities, and with a greater 'pool' of officers to whom intervention work can be allocated. Cross-border projects are taking place to tackle issues affecting both counties.

Skills have been mapped across the service and training needs identified and fulfilled. We have also identified single points of failure – most notably in Financial Investigations and the management of our database – and steps have been taken to address these.

Policies have been merged and refreshed, as have our Business Continuity Plans and Animal Disease Contingency Plan in order to underpin a streamlined, consistent approach to service delivery and any emergency response.

Opportunities for revenue generation and partnership working with other Authorities have been identified explored and pursued, with the Service now providing Financial Investigation Services as well as Vapour Recovery Services to the many of the District Council's in Cambridgeshire. We will continue to develop and expand these income generation streams, as well as pursuing future grant funding opportunities.

As a result of a vacancy within the Service, we also recognised an opportunity to enhance our Intelligence capabilities, splitting the post in two and successfully recruiting a dedicated part time Intelligence analyst as well as a part time Operations Analyst. This will continue to ensure our limited resources are focused on issues posing the greatest threat to the local economy and consumers, whether the threat be established or emerging.

The strength of the shared service was recognised in the prestigious APSE (Association for Public Service Excellence) awards, where the Service was awarded "Best service team of the year" in the category for Trading Standards, Environmental Health and Regulatory Services. The award commended the impact the service is having, locally, regionally and nationally. The Service went on to achieve 'Service Team of the Year' for Peterborough City Council.

The Service was successful in attracting grant funding to support service delivery costs as well as funding from National Trading Standards to offset advocacy costs. Utilising in house legal resources also delivered savings, helping to mitigate against the risk of high legal costs.

Paid for business advice, the majority of which was delivered through Primary Authority Partnerships remained an important revenue stream, with a number of new businesses forming partnerships during the year. Through a combination of increased revenue and efficiencies the service met and exceeded its budget savings target.

Additionally, we have continued to deliver outstanding frontline services, having achieved the following:

a) Primary Authority and Chargeable Business Advice

- We have increased our Primary Authority Partnerships, with 90 now in place.

b) Consumer Protection

i) Rogue trading

- Gareth Redford, described by the Judge as a 'classic cowboy plumber', was sentenced to 16 months in prison having left a number of boilers in an unsafe condition.
- Jobie Newland, who charged a victim £6K to repair a roof with gaffer tape was given a 9 week suspended prison sentence, and was ordered to do 120 hours unpaid work and pay £2K compensation to the customer.
- As a result of a picture captured on one of our memo cams installed at the home of one of his victims, Jack Price, pleaded guilty to rogue trading offences when he appeared at Peterborough Magistrates' Court. He was sentenced to 150 hours of community work and was ordered to pay £662 compensation, £1,500 costs and an £85 victim surcharge.
- Jazz Beach from Meldreth was sentenced to 26 weeks in prison, suspended for 18 months, and ordered to pay £10,000 in compensation and £600 in costs. In addition, he must complete 200 hours of unpaid community work and a rehabilitation activity requirement. He had been commissioned to build an extension, but what he constructed was of such poor quality it had to be demolished.
- Abdul Rimaaz trading as KR Solutions, was sentenced to 2 years imprisonment after pleading guilty to fraud by false representation, and 16 month imprisonment, to be served concurrently, for bank card fraud. Having quoted £14K for a small bathroom extension, he ended up charging the victims £51K, and the work was so shoddy it had to be demolished at a cost of £7K. The prosecution was brought by the Crown Prosecution Service, but supported by Trading Standards.
- Christopher Ferreira t/a CB Property Maintenance pleaded guilty to 3 offences having failed to complete various building work for customers. He was ordered to pay £1100 in compensation and £700 costs.
- One trader, Jimmy Holmes, who we prosecuted for Fraud offences, pleaded guilty and was given a community order.
- Rogue trader interventions have led to the clawing back of £56,670 for Cambridgeshire and Peterborough victims
- A Banking protocol was set up with Cambs Police and rolled out in September 2017, working with officers in Fraud and Cyber Crime at Cambs Police on cases involving doorstep victims. Team are advising Police and supporting their investigations.
- Met with senior members of Adult Social Care as part of Op Signature work with fraud and Cyber Crime Team at Cambs Police. More referrals are being made and received from the MASH so those relationships are improving. Meetings attended in relation to vulnerable adults with care and support needs.

- Cambs Police Criminal Intelligence Bureau representative attended EETSA intel / rogue trader meetings.
- Work with Eastern Region Specialist Operations Unit on a number of financial harm cases taking one through to prosecution as Police would not consider it.
- 11 memo cams have been installed in the houses of rogue trader victims, not only protecting them from further targeting but also helping us to identify further offenders and share Intelligence with wider enforcement authorities.

ii) Unlawful trading practices

- A prosecution brought against Life Comfort Products, based in Peterborough, led to the sentencing of the Directors to 12 months and 9 months imprisonment respectively, the sentencing of the Sales Manager to 9 months imprisonment, marketing Manager to 6 months imprisonment, plus suspended sentences and Community Orders for three Sales Demonstrators after guilty pleas. These 7 were all issued with Criminal Behaviour Orders lasting for 5 years each. A number of other canvassers and demonstrators that worked for the company also accepted Cautions and Enterprise Act undertakings as alternative enforcement outcomes. This followed nationwide mis-selling of furniture to their 65+ target audience.

iii) Counterfeiting/safety

- A trader based in Cambridge who was found selling counterfeit and unsafe toys on ebay was given a 6 months suspended prison sentence, 120 hours unpaid work and was disqualified as a Director for 2 years. Some of the toys were found to be toxic, others were choking hazards.
- A Bourn market counterfeiter pleaded guilty and was given a sentence of 16 months prison suspended for 2 years with 200 hours community service. A proceeds of crime timetable was set with hearing for October

iv) Illicit tobacco

- A joint Trading Standards/HMRC operation across Cambridgeshire and Peterborough, which in 2 days uncovered 240,000 illicit cigarettes and 34.85kilos of hand-rolling tobacco from 12 premises and 3 vehicles.
- In relation to 'Eurostar' in Wisbech, Hadi Rafiq pleaded guilty to 6 matters relating to counterfeit tobacco and tobacco labelling. He was sentenced to 180 unpaid works over 12 months, fined £2K, ordered to pay £2415 in costs and an £85 victim surcharge. Nazahd Fatihi who was in charge of the operation was sentenced to 200 hours unpaid work and ordered to pay £2450 in costs and a £750 fine.

c) Financial Investigations

- Two members of the TS team have commenced upon the National Crime Agency financial investigator training pathway.
- Over £26,000 asset recovery incentivisation scheme monies were received in the first three quarters of last year together with over £3,500 direct from law enforcement partner agencies for financial investigations (FI) services provided.
- FI powers utilised and 4 restraint orders subsequently granted by the Crown Court thereby preserving assets.
- Cash seizure made on rogue trader investigation.
- Successful money laundering convictions secured.

d) Business Compliance

i) Food Standards -

- The inspection of high risk premises was completed in year with a total of 210 food inspections have been completed. This breaks down to 156 in Cambridgeshire, 36 in Peterborough and 18 in Rutland.
- 66 food samples have been taken this year, including in Q3 and 4 fruit and vegetables from local retailers. Also a number of fish samples were taken for checks on species and contaminants.
- Following a complaint to the service an investigation is being conducted into a consumer suffering an allergic reaction to an alleged 'nut free' meal. As a result we will be considering a project next year to review and engage with local hotels and caterers to ensure correct allergen controls are in place.

Food Business registrations:

- We have had 58 new food business premises but twice that amount of variations to food premises. Where appropriate these businesses were contacted either for more information or to give basic advice.

ii) Feed hygiene -

- The funded inspection programme was completed with all targeted premises inspected within the timeframe and claims for the funding submitted on time. In total 169 feed inspections were recorded, with 127 in Cambridgeshire, 21 for Peterborough and 21 for Rutland. The number in Cambridgeshire also includes premises contacted but found to be closed.
- No significant offences were identified during the feed inspections but many businesses were advised and corrective actions required. These visits are funded and are frequently combined with food or animal health inspections. It is anticipated that the funding will reduce next year and so the number of inspections will also reduce.

Feed registrations:

- 71 new feed businesses have been registered and it is estimated that we have produced between 30-40 amendments/duplicate certificates. Each new registration is risk rated upon receipt. No new businesses fall into a high risk category.

iii) Animal Health -

- 246 animal health inspections have been completed this year, 226 in Cambridgeshire, 5 in Peterborough and 16 in Rutland. The majority of these are intelligence led and based around risk rating.
- Two investigations have been started in both relating to welfare and the disposal of animal by-products

iv) Weights & Measures -

- A project was undertaken to inspect all Public Weighbridges across Cambridgeshire, Peterborough and Rutland. 25 bridges were checked for accuracy and 7 (28%) failed, requiring them to be put out of use for trade, repaired or cleaned and re-verified. Apart from one which was put permanently out of use all bridges were repaired within a few weeks. In addition a number of weighbridges were being operated by people who did not hold a Public Weighbridge Operators certificate, a legal requirement, and so a number of tests were conducted following the project, something for which a fee is charged.

Additional Weights and measures work completed - 14 petrol pumps across 3 sites, POS verification across the whole site at 1 petrol filling station, 1 static road weighbridge, 1 dynamic road weighbridge, and 1 dynamic rail weighbridge.

v) Explosives -

- 88 fireworks inspections were completed to check appropriate storage and safety requirements are in place. 71 were completed in Cambridgeshire and 17 in Peterborough. None were completed in Rutland this year.
- An investigation was conducted into a Facebook seller who was storing and supplying fireworks from a vehicle. The premises were not licenced and were not storing the fireworks correctly so officers seized the entire stock. The trader admitted liability but claimed this was due to a lack of knowledge. They immediately took corrective action and eventually it was agreed to return the seized stock after the trader accepted a written warning.
- The team also inspected a farm shop which was found to be offering 10.4kg NEQ (Net Explosive Quantity) of non-CE safety marked bird scarer rockets which are prohibited within the UK

vi) Petrol inspections -

- 152 inspections have been completed this year, 141 in Cambridgeshire, 7 in Peterborough and 4 in Rutland.
- Many of the Cambridgeshire inspections were in relation to new site rebuilds and renovations. We have a duty to ensure new sites are constructed safely before we issue a certificate to the site which would allow it to trade. A Cambridgeshire Morrisons site presented a number of challenges requiring multiple site visits before a certificate could be issued.

vii) Safety of sports Grounds -

- Annual inspections have been carried out at 6 venues – Peterborough United FC, Cambridge United FC, Newmarket July Course, Peterborough Greyhound Stadium, Cambridgeshire University Rugby Club and East of England Showground. Also a total of 4 inspections ‘during performance’ were completed. No significant issues were found and Q4 involved planning for concerts at 3 venues and the Newmarket racing season for the new financial year.

viii) Other high risk inspections

High risk animal health and safety premises were identified across the three authorities and interventions planned at all based on inspection frequency (determined by the risk ratings) and appropriate interventions completed at all due.

Viii) Product Safety survey

NIP (Nicotene Inhaling Products) inspections and testing throughout county have led to 20 business receiving advice on labelling.

Challenges

A merged back office system has always been fundamental to maximising the efficiencies brought about by the shared service. It had been anticipated that Arcus Global would provide this shared solution by developing a new web-based database, however this proved not to be the best option, and as referred to above, CIVICA the existing supplier has been commissioned to merge both Peterborough Trading Standards and Cambridgeshire Trading Standards Flare Citrix databases.

In March the Service lost one of its key Primary Authority business advisers. Recruitment to the post has proved challenging. This has forced the team to re-think the Primary Authority model and the outcome has been positive, with a far broader range of officers from across the service now on hand to support the delivery of Primary Authority Advice, thereby adding resilience, additional expertise and greater capacity for growing our Primary Authority Services. However, the impact on the workloads of these officers is such that the Service continues to be in need of a dedicated officer if its Primary Authority services are to remain sustainable, and recruitment to the post remains a high priority for the Service.

Additionally, the Primary Authority market is becoming increasingly competitive, with fierce competition to secure agreements with the larger retailers, wholesalers and manufacturers. We remain one of the leading authorities in this field, but to retain this position it is critical that we are appointed as one of the Department for Business Energy and Industrial Strategy's 'Strategic Partners' in their selection process later this year.

In addition, our 'resilience partner' for Primary Authority, Northamptonshire County Council's Trading Standards Service, is facing significant cuts and may therefore lack the capacity to support us during peaks in demand. As a result we will be identifying a second resilience partner this year.

Managing the Legal Budget will continue to be challenging due to the unpredictability of the size, duration and ultimately the appropriate sanction of each case.

We have seen a reduction in the feed funding received from DEFRA this financial year. This will continue to pinch our already reduced resources and will inevitably lead to difficult decisions in terms of which high risk inspections cannot be undertaken.

There may be some initial support service challenges should Cambridgeshire and Peterborough Council engage in a joint transformational change programme for such functions.

5 COMMUNICATION & CONSULTATION

External communications have been strong, with the Communications Teams from the respective Council's working together to give the service maximum press coverage. This is not only invaluable in terms of promoting the value of our work, but also has a tremendous deterrent/educational effect in terms of the crimes we are tackling.

Member engagement has always been strong within Peterborough, with Cabinet Member Briefings and Member Briefings submitted monthly as well as a monthly meeting with the Cabinet Member.

We recognised we would have to work hard to achieve this high profile within Cambridgeshire once responsibility for service delivery moved to Peterborough City Council. We feel that we have succeeded, with a well received report presented the Highways &

Community Infrastructure Committee in the Spring and an agreement to receive an annual report from Trading Standards henceforth. Member shadowing has taken place, we have continued to feature prominently in the electronic publications circulated to Members and Parish Councillors by the County Council's Communications Team and frequently receive extensive, positive media coverage for our prosecutions

7 RISK MANAGEMENT / BUSINESS CONTINUTY /HEALTH AND SAFETY

Critical Risks <i>A description of the risk stating the trigger of the risk and the result of its impact.</i>	Actions to be taken to mitigate the risks	Person Responsible
Failure to deliver a shared back office system, fundamental to the Shared Service in terms of anticipated efficiencies, ease of management and Intelligence management.	The delivery of a shared database was thwarted by the need to change supplier. However, a solution has been identified and a programme of work is in place to bring it to fruition.	Data/Business Analyst Victoria Payton
Staff resources – insufficient to meet statutory obligations	The shared service is at a minimum resource level necessary to meet its statutory obligations. The structure of the service enables it to deliver cost effective trading standards service provision for three councils in a backdrop of increasing service demand. Any further reduction of staffing is to be avoided. The service will promote its business charging services to raise additional revenue, and enable further investment in the service.	Peter Gell Head of Regulatory Services
Staff resources – insufficient staff to effectively respond to an animal disease outbreak.	This continues to be a threat, despite the merger, in the case of the fast spreading diseases. Additional support could however be brought in from Peterborough's other regulatory functions, and our recent exercise highlighted the fact that there are a number of local	TS Management Team Animal Health Lead

	<p>and national voluntary organisations that can provide operational support which would assist us in such an outbreak. We will continue to work with Emergency Planning to ensure these operational contacts are maintained. However, the threat remains, and it is a problem for Trading Standards authorities nationally.</p>	
<p>Cuts in FSA funded food sampling activity will inevitably force us to reduce the number of interventions carried out. This could expose the Council to the risk of reputational damage and also pose a risk to public health if early identification of emergent issues is not picked up by sampling intervention e.g. incorrect labelling of allergens in food leading to a fatality.</p>	<p>The service will use an ‘intelligence’ and ‘complaint led’ approach to food sampling. We will participate in regional sampling projects where advantageous and affordable.</p> <p>The withdrawal of funding will result in less sampling.</p>	<p>Stuart Brough Business Compliance Lead Officer</p>
<p>Major case exceeds our prosecution budget</p>	<p>The potential for investigations to incur substantial costs will be raised with senior management teams, and approval sought to continue before a matter is put before the costs.</p>	<p>Peter Gell Head of Regulatory Services</p>
<p>Business Continuity</p> <p>Business Continuity Plans for Cambridgeshire and Peterborough have been merged, and their respective Resilience Teams have approved the final plan.</p> <p>Furthermore, the Animal Disease Contingency Plans for the respective authorities have been merged with input from the Resilience Teams.</p>		
<p>Health and Safety</p> <p>The Service has worked closely with Peterborough City Council’s Health & Safety Lead to review and approve the Service’s risk assessments.</p>		

SECTION 2 ACTION PLANS

ACTION PLAN SUMMARY

Reference	Objective with Outcome(s) / Benefit(s)
TS1: Staff	Continue to invest in staff training and development, ensuring appropriate succession planning.
TS2: Finance	Effectively manage income and expenditure to achieve a balanced or favourable budget for Trading Standards for 2018/19. Utilise shared service arrangements to drive efficiencies. Identify and implement new income streams to maximise income generation and funding opportunities to offset service costs.
TS3: Service Development	Lead on and support service development initiatives aimed at shaping future service delivery both locally and nationally, putting the service in the best place to meet future challenges. Align the service to enable it to continue to influence local, regional and national agendas and decision making, and to this end, continue to provide national representation on relevant groups and committees.
TS4: Performance	Challenge how we measure our performance, examining and if suitable applying, APSE performance measures as well as the new performance measures published by the Association of Chief Trading Standards Officers (ACTSO). Meet and maintain performance targets in respect of the Shared Service, expanding on them as appropriate to better represent service-wider performance; monitor and manage risks, and create new projects in order to achieve continuous improvement of services.
TS5: Business Advice and commercial services	Further develop and strengthen our Primary Authority base and business advice service, maintaining our existing customers through high levels of business satisfaction. Identify opportunities to seek new PA and business advice customers through a strategic approach. Promote the pay-as-you-go element to generate supplemental income and generate sufficient income to provide full cost recovery. Implement a marketing plan, matching target businesses with service expertise. Explore commercial opportunities across Regulatory Services and the necessary platforms from which to deliver them. Explore opportunities to engage with business representatives to promote our advice services to local businesses, particularly SMEs

	and start ups.
TS6: Business compliance	<p>Continue to monitor legal compliance amongst Cambridgeshire, Rutland and Peterborough businesses, with a particular focus on high risk businesses involved in food, feed, farming, petroleum, explosives and those for which weights and measures are business-critical. Intervene to bring them into compliance where issues are found, and impose legal sanctions/commence prosecution as appropriate.</p> <p>Continue to ensure we are able to respond appropriately and effectively in the case of an animal disease outbreak by maintaining an animal disease contingency plan.</p> <p>Where applicable, regulate business activity to ensure high standards through the licensable activity of the service.</p>
TS7: Consumer Protection	<p>Continue to work to protect the residents across Cambridgeshire, Rutland and Peterborough from illegal trading practices through intervention activities, criminal prosecutions and the recovery of proceeds of crime.</p> <p>Protect consumers from unsafe consumer goods through Intelligence led activities.</p> <p>Continue to use powers to confiscate proceeds of crime from criminals operating within our borders and further afield. The benefits to our communities are not only that criminals do not profit from their crimes, but also that some of the money recovered can be re-invested in fighting crime or paid back to victims as compensation.</p>
TS8: Communications and awareness	<p>Continue to engage with Members both within Peterborough City Council and Cambridgeshire County Council, increasing their awareness of the service.</p> <p>Utilise existing arrangements with Rutland County Council to provide updates on service delivery activity.</p> <p>Continue to maintain a high profile within each authority in terms of the success of our work and the outcomes delivered for businesses and communities</p>
TS9: Digital service enhancement	<p>Utilise technology to increase service accessibility and manage service demand</p> <p>Particular focus on 'Digital by Design'</p>

Objective TS 1: Staff			Lead Officer
Continue to invest in staff training and development and ensure appropriate succession planning			Peter Gell – Head of Regulatory Services
Activities	Performance Measure / Indicator	Lead	Key Contributors and Partners
(i) Review skills in light of new members of staff, ascertain whether there are any additional knowledge gaps and or need for specialisms. Create a training plan to address knowledge gaps/maintain CPD as necessary.	Maintain Skills Matrix and continue to contribute to EETSA’s wider skills mapping	PG & Lead Officers	TS Management Team
(ii) Refresh training recording system to incorporate Peterborough’s training records	Compilation of a centralised training record to demonstrate CPD where required.	SB/DM	TS Management Team
(iii) Fully engage staff in the shaping of the operation of the service, exploring areas for improvement and addressing issues, inviting new ideas and input and encouraging ownership of initiatives that are instigated as a result of their input.	All staff given the opportunity to engage on a one-to-one basis by their line manager, as well as during service planning meetings, and any ideas and feedback taken forward as appropriate.	PG & Lead Officers	TS Management Team
(iv) Annual TS service planning workshops and action plan for cross service awareness raising and joined up working.	Workshops completed with outputs feeding into service plan	PG, Lead Officers and all staff	TS Management Team
(v) Ensure all staff have regular 1-1 meetings with their line manager and annual appraisals	Effective 1-1s and appraisals are taking place, recorded, filed and reviewed	EB/SB	TS Management Team
(vi) Bi-monthly team meetings to be held	Meetings are taking place on schedule with good attendance from both office bases.	EB/SB	TS Management Team
(vii) Integrated plans for multi-authority and multi-discipline areas of work	Project, inspection plans and sampling programmes incorporate Peterborough, Rutland and Cambridgeshire, with officers from both	SB	TS Management Team

<p>(viii) Support and contribute as appropriate to CCC's Directorate-wide Member engagement work stream</p> <p>(ix) Support Peterborough based staff through office relocation and new flexible working arrangements</p>	<p>bases supporting the fulfilment of those pieces of work where practicable.</p> <p>Workstreams supported as appropriate</p> <p>Relocation Plan communicated and followed. Working arrangements discussed and agreed</p>	<p>PG/CP</p> <p>PG</p>	<p>Management Team</p> <p>TS Management Team</p>
<p>Objective TS 2: Finance</p> <p>Effectively manage income and expenditure to achieve a balanced or favourable budget for Trading Standards for 2018/19. Utilise shared service arrangements to drive efficiencies.</p> <p>Identify and implement new income streams to maximise income generation and funding opportunities to offset service costs.</p>			<p>Lead Officer</p> <p>Peter Gell – Head of Regulatory Services</p>
Activities	Performance Measure / Indicator	Lead	Key Contributors and Partners
<p>(i) Produce monthly BCR reports</p> <p>(ii) Ensure that Trading Standards delivers a balanced or favourable budget for 2018/19.</p> <p>(iii) Explore opportunities for potential new funding streams e.g. charging other authorities to deliver inspection/sampling programmes on their behalf, perusing grants, and exploring commercial operations that may bring additional revenue into the service to support corporate priorities</p> <p>(iv) Review fees and charges and introduce new</p>	<p>TS budget on profile target</p> <p>TS budgets balance at the end of the financial year.</p> <p>New opportunities for income generation are identified and explored.</p> <p>Fees and charges maximised and justified;</p>	<p>PG</p> <p>PG</p> <p>PG and lead officers</p> <p>PG</p>	<p>Finance Teams/Officer Panel</p> <p>Other authorities, Government Departments , TS Management Team</p> <p>Finance Team , TS Management</p>

charges as appropriate	income increased.		Team
(v) Benchmark service delivery costs against other councils using APSE data	Benchmarking completed and stretch targets identified	CP	TS Management Team TS Management Team
(vi) Apply for grants where appropriate to support service provision	Applications made, and grants received	EB,SB	
Objective TS3: Service Development Lead on and support service development initiatives aimed at shaping future service delivery both locally and nationally, putting the service in the best place to meet future challenges. Align the service to enable it to continue to influence local, regional and national agendas and decision making, and to this end, continue to provide national representation on relevant groups and committees.			Lead Officer: Peter Gell – Head of Regulatory Services
Activities	Performance Measure / Indicator	Lead	Key Contributors and Partners
(i) Ensure the Intelligence Operating Model is fully embedded across the service, and develop a tasking matrix for the service to ensure work is prioritised against the service plan.	IOM consistently underpinning strategic and operational decision making Interventions have identifiable link to risk and Intelligence.	FP/EB/GL	TS Management Team
(ii) Develop integrated database and streamlined methods of recording. Ensure configuration meets with data extraction needs such as LAEMS, FOI, Intelligence, regional and national performance measures and Annual Returns.	Shared database established and working effectively. Streamlined operating procedures embedded and working effectively	VP	TS Management Team
(iii) In relation to the database, carry out comprehensive data cleansing, and put measures in place to ensure GDPR compliance.	System ‘cleansed’ of old data, and compliant with GDPR	VP	TS Management Team TS Management Team
(iv) Ensure systems continue to be fit for purpose	Audit schedule established and implemented,	VP	TS Management Team

through monitoring and auditing, and where necessary provide staff training	and training provided to address issues arising as appropriate		TS Management Team
(v) Transfer current document control system onto a platform that can be accessed across the shared service	New platform identified and established, document control system transferred and system proving successful in the effective management of documents	VP	TS Management Team
(vi) Overhaul Cambs network filing structure, introducing a shallow filing structure to better support linking within Flare	Network overhauled and fit for purpose	VP	
(vii) Complete paper filing review in line with GDPRs and arrange for appropriate disposal of redundant paperwork	Paper filing system reviewed and revised if necessary, records kept in line with retention policy and GDPR	SB/EB	
(viii) Ensure service wide compliance with GDPRs	Review completed and GDPR policy published	VP/CP	
(ix) Review and update policies as necessary	All policies reviewed and updated at annual Management Meeting	CP	
(x) Service resilience plans to be reviewed and updated	Annual update completed	CP	
(xi) Health and Safety plans to be reviewed and updated as necessary	Reviews completed and any necessary updates made and shared with relevant officers	EB/SB	
(xii) Continue to seek and retain senior positions within local, regional and national working groups to maintain and enhance our profile as a high performing, progressive service, with the objective of continuing to influence local, regional and national agendas and decision making.	Register maintained of staff representation on groups and forums.	TS Management Team	

Objective TS4: Performance			Lead Officer
<p>Challenge how we measure our performance, examining and if suitable applying, APSE performance measures as well as the new performance measures due to be published by Association of Chief Trading Standards Officers (ACTSO). Meet and maintain performance targets in respect of the Shared Service, expanding on them as appropriate to better represent service-wider performance; monitor and manage risks, and create new projects in order to achieve continuous improvement of services.</p>			All Service Leads
Activities	Performance Measure / Indicator	Lead	Key Contributors and Partners
(i) Monitor and review service workloads and activities to evaluate work distribution and whether activities are aligned to priority areas	Correct distribution of workloads and activities, aligned with priorities	Management Team	All TS staff
(ii) Continue to provide quarterly performance reports to the Officer Panel as per the Shared Service Agreement	Effective recording mechanisms in place and accurate, timely reports being produced	PG/CP	All TS staff
(iii) Shared Service internal review to be produced by 1st July 2018 ahead of annual CCC Committee update	Critical analysis completed to feed into this review	PG/CP	All Lead Officers
(iv) Meet all performance targets as set out in Team Action Plans	Targets met by year end.	All service leads.	
(v) Where relevant take action to improve performance against benchmarks	Demonstrable year on year improvement / maintenance.	All service leads.	
(vi) Adopt APSE and ACTSO performance measure framework to enable the service to benchmark itself against other authorities as well as demonstrating our value to PCC, CCC and RCC	Benchmarking data produced and being used effectively as a management tool	CP/VP	All TS Staff
(vii) Continue to act on comments and complaints received by the service.	Customer comments noted and used to make service improvements where relevant.	Management Team	

(viii) Annual reviews of Risk conducted and acted on as appropriate, with higher frequency of reviews if risk levels increase to any degree	Risks effectively mitigated.	CP/EB	
<p>Objective TS 5: Business advice and commercial services</p> <p>Further develop and strengthen our Primary Authority base and business advice service, maintaining our existing customers through high levels of business satisfaction.</p> <p>Identify opportunities to seek new PA and business advice customers through a strategic approach. Promote the pay-as-you-go element to generate supplemental income and support smaller businesses in the county that are not suited to Primary Authority arrangements and generate sufficient income to provide full cost recovery. Respond to opportunities arising from the PA legislative changes</p> <p>Develop a plan to market PA and business advice services.</p> <p>Explore commercial opportunities across Regulatory Services and the necessary platforms from which to deliver them.</p>			<p>Lead Officer</p> <p>Mark Oliver – Business Hub Manager</p>
Activities	Performance Measure / Indicator	Lead	Key Contributors and Partners
(i) Adopt ‘Single Service Approach’ to Primary Authority across relevant regulatory services	Quarterly meetings established New name for the Primary Authority collaboration identified so that it becomes a recognised, marketable entity	CP	PCC’s Regulatory Services Cambridgeshire Fire & Rescue
(ii) TS PA team enjoying greater resilience as a result of the sharing of PA work across the wider service	Appropriate distribution of PA businesses across the service, matching companies to expertise	MO	
(iii) Consistency in approach developed across the PA services	Charging, invoicing, processes and back office systems streamlined Explore possibility of a shared inbox	CP VP	
(iv) Systems enhanced to ensure outstanding, consistent customer service	Standardised processes developed to ensure consistency in response times, recording and	CP	

<p>(v) Increase the profile and business awareness of our new PA collaboration</p>	<p>publishing of advice across the PA services Quarterly auditing to monitor standards</p> <p>Customer satisfaction at 85% in online customer satisfaction survey</p> <p>New brand developed in conjunction with PCC’s marketing team. Marketing Strategy and supporting marketing materials produced All TS officers trained on PA – what it offers, charging structure, sectors etc – so they feel confident to promote it Primary Authority services are being promoted amongst business representatives such as Chambers of Commerce and Federation for Small Businesses. Marketing capabilities through these channels are maximised, as well as opportunities for the provision of training to their members. Awareness of the scheme raised across Better Business For All partnership initiatives – website, forums etc as appropriate</p>	<p>VP</p> <p>MO/CP</p> <p>MO/CP</p> <p>MO</p> <p>New PA Officer</p> <p>CP</p>	<p>PCC’s Marketing Officer</p>
<p>(vi) Increase take up of Primary Authority and Chargeable Business Advice</p>	<p>‘Target’ companies prioritised and approached by appropriate PA officers. Further potential PA partners identified fully utilising expertise across the service. Target 1: 100 Primary Authority partnership by end of financial year. Target 2: £95K – probably income based The possibilities of offering PA ‘assurance’ to law firms fully explored enabling them in turn to offer PA assurance as a bolt-on service to their commercial customers</p>	<p>MO</p> <p>MO</p>	<p>PCC Legal Services</p>
<p>(vii) Explore options for the the provision of chargeable training to PA and non-PA businesses</p>	<p>Opportunities to provide training on Acrylamide, Tenancy Law updates, GDPR etc explored,</p>	<p>MO</p>	<p>Food and Health & Safety team</p>

<p>(viii) Better understand the opportunities emerging from the potential external business arm at Peterborough City Council, and when/if it would become viable to move commercial services into it or simply deliver services through it.</p> <p>(ix) Explore possibility of PA service expansion to include Licensing</p> <p>(x) Continue to manage existing relationship with Business Hub</p> <p>(xi) Secure new PA advice partner who is able to provide PA advice where demand temporarily outweighs our resources to supplement the support arrangement we have with Northants</p>	<p>possibly at a reduced rate for PA's. Promoted via EETSA where appropriate</p> <p>Evaluation completed and opportunities pursued</p> <p>Suitability assessed and Licensing incorporated within the PA offering if appropriate</p> <p>Representation at quarterly Business Hub meetings</p> <p>New partner secured</p>	<p>CP/MO</p> <p>PG/MO</p> <p>MO/PG</p> <p>MO/PG</p>	<p>Licensing Manager</p>
<p>Objective TS 6: Business Compliance</p> <p>Continue to monitor legal compliance amongst Cambridgeshire, Rutland and Peterborough businesses, with a particular focus on high risk businesses involved in food, feed, farming, petroleum, explosives and those for which weights and measures are business-critical. Intervene to bring them into compliance where issues are found, and impose legal sanctions/commence prosecution as appropriate.</p> <p>Continue to ensure we are able to respond appropriately and effectively in the case of an animal disease outbreak by maintaining an animal disease contingency plan.</p> <p>Where applicable, regulate business activity to ensure high standards through the licensable activity of the service.</p>			<p>Lead Officer</p> <p>Stuart Brough – Business Compliance Team Leader</p>
<p>Priorities:</p> <ul style="list-style-type: none"> • Animal Health and biosecurity to prevent an animal disease outbreak • Service delivery with grant funding obligations e.g. Feed 			

• High risk inspections			
Activity	Performance Measure / Indicator	Lead	Key Contributors and Partners
(i) Statutory high risk food standards inspections to be carried out to check compliance with food legislation eg. description, composition, labelling, origin labelling.	For all of the below, the measure will be: <ul style="list-style-type: none"> • Inspection/sampling/education programme completed within required timeframes 	LR / SB	
(ii) Medium risk food standards inspections targeted to achieve the maximum benefit using the available resources. Intelligence, initiative and complaint led sampling only following the removal of FSA funding.	<ul style="list-style-type: none"> • Any compliance issues addressed to ensure all businesses visited are brought into compliance • Any appropriate cases investigated in line with our enforcement policy and legal action taken as appropriate 	LR / SB	
(iii) Conduct a project funded by EETSA on foods not labelled in English, assessing the general levels of compliance in the region, supply chains and any associated safety issues. The intention is that this will build a regional picture allowing focussed interventions at wholesalers and cash & carries.	<ul style="list-style-type: none"> • All reports on findings completed and returned to FSA, EETSA etc. within the required timeframes 	LR / SB	
(iv) Statutory feed inspections funded by FSA to check the production, storage, labelling, hygiene, transportation etc of feed in order to protect the health and wellbeing of animals and ultimately the public.		HS / SB	
(v) Risk score all new feed premises (statutory) and inspect only those considered higher risk as appropriate to check their legal compliance for the reasons stated above.		HS / SB	
(vi) Intelligence led animal health inspections at premises identified as having the greatest risk to check things such as identification, movement records, traceability, veterinary medicines records,		ASC / RE	

<p>disposal of animal by-products, animal welfare etc. The purpose of this work is to check the safety of food that will ultimately end up in the human food chain, that effective disease control measures are in place and that the animals are being kept humanely. ‘New Keepers’ will be risk rated and contacted if considered higher risk.</p> <p>Specific inspections for Rutland County Council to be conducted at the Rutland and Uppingham Fatstock shows.</p> <p>(vii) Weighbridge testing to ensure the accuracy of the equipment and protect the interests of the weighbridge operator and customers. Low compliance levels found in 2017/18 will provide intelligence for this project.</p> <p>(viii) Bulk fuel testing to ensure the accuracy of equipment and protect the interests of businesses and consumers. This equipment is used to deliver domestic heating oil so consumers cannot check the quantity themselves and errors could result in significant detriment. Low compliance levels found in 2017/18 so follow inspections to be completed..</p> <p>(x) Explosives project to ensure that fireworks are being stored safely and that appropriate procedures and signage are in place to ensure they are only being sold to people over the age of 18.</p> <p>(xi) Safety inspections at petroleum sites to protect the public and the environment. As part of</p>		<p>DB</p> <p>DB</p> <p>ASC</p> <p>DB / SH</p>	
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<p>partnership working this includes assessment of vapour recovery systems on behalf of 3 district councils in Cambridgeshire.</p> <p>(xii) Revision of petroleum site 'risk' categorisation to ensure risk levels are appropriate</p> <p>(xiii) Conduct inspections to ensure the safety sports grounds in line with safety certificate requirements to ensure appropriate measures are in place to keep the public safe in the case of an emergency situation. To include consultee input in the new stadium in Cambridgeshire. This area of work is led by Peterborough City Council resilience team with inspections being completed by Trading Standards officers.</p> <p>(xiv) Supporting the provision of Primary Authority advice, bringing added resilience and expertise to the PA team</p> <p>(xv) Carry out product safety projects at Halloween and Christmas to identify unsafe seasonal products. To include early engagement with retailers and sampling and screentesting.</p> <p>(xvi) In conjunction with Norfolk County Council and other regional partners, submit a regional bid to EETSA for funding to carry out an illicit tobacco surveillance operation.</p> <p>(xvii) Obtain £15K funding from Public Health</p>	<p>Pass to HMRC evidence of regional organised</p>	<p>DB</p> <p>AF/DB/SH</p> <p>Led by MO but officers who should be involved = SB/DB/SH/AF/LR/HS/A SC</p> <p>AF (SH)</p> <p>KW or AF</p> <p>KW or AF</p>	
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<p>Cambridgeshire and using those funds deliver a underage sales test purchasing programme in Cambridgeshire, guided by Intelligence.</p> <p>Ascertain if Peterborough Public Health may be willing to mirror that funding in Peterborough.</p>	<p>criminal networks perpetrating these crimes with a view to them taking on future enforcement activities</p> <p>Appropriate sanctions used to tackle those selling age restricted products to under 18s.</p>	<p>KW or AF</p>	
<p>Objective TS 7: Consumer Protection</p> <p>Continue to work to protect the residents across Cambridgeshire, Rutland and Peterborough from illegal trading practices through intervention activities, criminal prosecutions and the recovery of proceeds of crime.</p> <p>Protect consumers from unsafe consumer goods and underage sales through intelligence led activities.</p> <p>Continue to use powers to confiscate proceeds of crime from criminals operating within our borders and further afield. The benefits to our communities are not only that criminals do not profit from their crimes, but also that some of the money recovered can be re-invested in fighting crime or paid back to victims as compensation.</p>			<p>Lead Officer Frank Pasfield – Lead Consumer Protection/Financial Investigator</p>
<p>Priorities:</p> <ul style="list-style-type: none"> • Product Safety non-compliances • Illegal activities targeting the most vulnerable • Illegal activities resulting in a significant financial detriment e.g. Rogue trading, • Criminal activity impacting on people’s health and welfare 			
<p>Activities</p>	<p>Performance Measure / Indicator</p>	<p>Lead</p>	<p>Key Contributors and Partners</p>
<p>(i) Continue to lead on the development of Intelligence systems and models for the benefit of the service and our wider regulatory services group, and ensure these systems are fully utilised within the Service</p>	<p>Strategic assessments and Intelligence are reflected in business plans and service delivery.</p>	<p>PG</p>	<p>National Trading Standards Board Members</p>
<p>(ii) Work closely with Partner organisations to develop our Intelligence sources and ensure</p>	<p>New sources established or existing partnerships working more effectively or efficiently</p>	<p>EB/GL</p>	<p>Cambridgeshire Constabulary, ACG, TM representatives, fire</p>

<p>such arrangements are underpinned by robust information sharing agreements.</p>			<p>service accident stats, vulnerable adults from CCC</p>
<p>(iii) Identify and analyse trends and emerging issues (both locally and regionally), and use this Intelligence to direct our enforcement activities through Tasking meetings in line with the Tasking Matrix (see TS3)</p>	<p>Tasking meetings continue to identify and address emerging issues</p>	<p>FP/EB/GL</p>	
<p>(iv) Escalate L2 and L3 issues to Regionaly Tasking Group to get appropriate assistance</p>	<p>Number of cases referred to RTG for assistance</p>	<p>EB/FP</p>	
<p>(v) Continue to use early intervention to reduce consumer detriment to residents</p>	<p>Early intervention continues to be effective in reducing and preventing the paying of funds to rogue traders, use of memocams</p>	<p>All CP Team</p>	
<p>(vi) Work closely with CC's Community Protection team, the Safer Peterborough Partnership and Leicestershire Police Crime Reduction Officers on early intervention, good neighbour scheme, sharing figures/victim compensation data to support them. Explore ways to work together to promote public protection</p>	<p>Opportunities explored and systems put in place to facilitate the regular sharing of information.</p>	<p>EB/Charlotte Homent</p>	
<p>(vii) Investigate and use where appropriate the full spectrum of regulatory sanctions available to the service to address those involved in criminal conduct in line with our enforcement policy</p>	<p>Evidence of a range of sanctions utilised, and of compliance being secured</p>	<p>FP/EB</p>	
<p>(viii) Maximise use of investigatory powers under the Proceeds of Crime Act to support our investigations, restrain assets and ultimately seek confiscation and/or compensation orders. In particular explore opportunities to offer financial investigation services to other departments within Peterborough City Council.</p>	<p>Financial investigations initiated where those engaged in criminal activity are likely to have traceable financial assets. New work streams developed with other departments</p>	<p>FP</p>	

<p>(ix) Peterborough: 'Problem' car traders brought into compliance</p> <p>(x) Dealing with illegally imported pets through appropriate action and interventions.</p> <p>(xi) Bourn market project to support national Op Beorma markets project. Market and car boot inspections in Peterborough.</p>	<p>Investigations carried out as necessary, and businesses brought into compliance</p> <p>Range of sanctions utilised to bring about compliance</p> <p>Assistance approved by Cambs Police and support obtained from Trade Marks Reps</p>	<p>IR</p> <p>RE/support from Business Compliance Team</p> <p>EB/RE</p>	
<p>Objective TS 8: Communications and awareness</p> <p>Engage with Members both within Peterborough City Council and Cambridgeshire County Council, increasing their awareness of the service.</p> <p>Utilise existing arrangements with Rutland County Council to provide updates on service delivery activity.</p> <p>Continue to maintain a high profile within each authority in terms of the success of our work and the outcomes delivered for</p>			<p>Lead Officer</p> <p>Peter Gell</p>
Activities	Performance Measure / Indicator	Lead	Key Contributors and Partners
<p>(i) Produce monthly updates for Directors and Membersto maintain the Service's high profile</p> <p>(ii) Regular engagement with Comms Teams with</p>	<p>Weekly and monthly meetings with Directors</p> <p>Monthly briefings compiled for CCC Director</p> <p>Quarterly panel reports compiled for CCC and PCC Directors</p> <p>Monthly articles compiled for snr managers and Members at CCC</p> <p>Monthly Cabinet Member Briefing for PCC</p> <p>Monthly meeting with Cabinet Member at PCC</p> <p>Media success stories circulated to Snr Managers and Members by the respective Comms Teams</p> <p>Regular, positive media coverage</p>	<p>PG</p> <p>PG</p> <p>CP</p> <p>CP</p> <p>PG</p> <p>PG/CP</p> <p>Team Leader</p>	<p>Lead Officers</p> <p>Subject Leads</p> <p>Comms Teams</p>

<p>information about upcoming events, campaigns, good cases, inviting media to attend court cases, flagging contentious issues</p> <p>(iii) Taking Reports to Members as appropriate</p>	<p>Annual TS update report to CCC Committee Submit papers to Member-led Committees at the respective Councils as appropriate, including taking reports through Cabinet Member Decision Notice process</p>	<p>PG/CP</p>	
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<p>Objective TS9: Digital service enhancement</p> <p>Utilize technology to increase service accessibility and manage service demand Particular focus on 'Digital by Design'</p>			<p>Lead Officer</p> <p>Peter Gell – Head of Regulatory Services</p>
<p>Activities</p>	<p>Performance Measure / Indicator</p>	<p>Lead</p>	<p>Key Contributors and Partners</p>
<p>(i) Offer online licensing across the service</p>	<p>Technological solutions implemented Challenge 25 packs online</p>	<p>VP</p>	
<p>(ii) Backoffice system for online payments streamlined to direct all payments to Peterborough City Council</p>	<p>Data being collected and cross referenced with business records</p>	<p>VP</p>	
<p>(iii) Offer Challenge 25 packs online and work with IT Support to enable us to identify those businesses that have downloaded it</p>	<p>Information pack prepared and available online Business feedback indicating that the packs are useful</p>	<p>AF</p>	
<p>(iv) Prepare an information pack for newly registered food businesses and forward it electronically to the new food business we are notified of by Environmental Health to support their compliance from the outset</p>	<p>Increase in number of packs being sent electronically</p>	<p>LR</p>	
<p>(v) Send New Keeper Pack electronically wherever</p>		<p>ASC</p>	

possible			
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SECTION 3 – PERFORMANCE INDICATORS (PIs)

Local Performance Indicators for the Service

PI Reference and Description	2018/19 Target	2018/19 Outcome
Completion of planned inspections detailed within the Food Plan.	100%	
Completion of feed inspections/interventions as detailed in the Feed Plan	100%	
High Risk Premises Inspection/Intervention Programme (Non-Food)	100%	
Completion of grant funding commitments for feed inspections and public health funded work	100%	
Licensing applications to be processed within legal timescales	100%	
First response to service requests within 5 business days	90%	
First response to complaints about trading practices with 5 business days	90%	
Safety complaints involving injury or damage - First response within 24hrs from notification/receipt	100%	
Report of an illegal landing - First response within 24hrs from notification/receipt	90%	
Livestock and welfare issues - First response within 24hrs from notification/receipt	90%	
Ongoing Doorstep crime - First response within 24hrs from notification/receipt	90%	
Income from Primary Authority advice and related services eg training provision	£95,000	

APPENDIX A: CORPORATE PRIORITIES ACROSS THE THREE AUTHORITIES

Corporate Priorities for Peterborough City Council

- Drive sustainable growth, regeneration and economic development
- Safeguard vulnerable people
- Keep all our communities safe, cohesive and healthy
- Achieving the best possible health and wellbeing for the City

Corporate Priorities for Rutland County Council

- Delivering sustainable growth, supported by appropriate housing, employment, learning opportunities and infrastructure (including other Public Services)
- Safeguarding the most vulnerable and supporting the health and well-being needs of our community
- Planning and supporting future population and economic growth to allow businesses, individuals, families and communities to reach their full potential
- Ensuring the Council's medium term financial plan is balanced and based on delivering the best possible value for the Rutland pound

Corporate Priorities for Cambridgeshire County Council

- Developing the local economy for the benefit of all
- Helping people live healthy and independent lives
- Supporting and protecting vulnerable people

Appendix 1: Chargeable and joint working across Peterborough City Council Regulatory Services

Trading Standards

Financial Investigation Services		South Cambs District Council Hunts District Council
Vapour Recovery Services		Fenland District Council South Cambs District Council Hunts District Council
Bulk Fuel tanker testing		Offered to all Trading Standards Services in region
Safety of Sports Grounds statutory function		Function split between Trading Standards and Resilience with reciprocal support in place
PACE training		Available to any team across Peterborough City Council and Cambridgeshire County Council who has an involvement in investigations

Environmental Health

Food Safety Health and Safety Pollution Control Housing		Rutland County Council
Licensing Biodiversity		Rutland County Council Rutland County Council