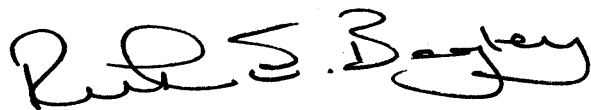


Date of issue: Friday 13th June, 2014

| | | |
|--|--|---|
| MEETING: | CABINET Councillor Anderson Councillor Carter Councillor Hussain Councillor Mann Councillor Munawar Councillor Parmar Councillor Sharif Councillor Swindlehurst | Leader of the Council - Finance & Strategy Community & Leisure Health & Wellbeing Education & Children Social & Economic Inclusion Environment & Open Spaces Performance and Accountability Neighbourhoods & Renewal |
| DATE AND TIME: | MONDAY, 23RD JUNE, 2014 AT 6.30 PM | |
| VENUE: | MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP | |
| DEMOCRATIC SERVICES OFFICER: (for all enquiries) | NICHOLAS PONTONE 01753 875120 | |

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



RUTH BAGLEY
Chief Executive

AGENDA

PART I



AGENDA
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

1. Declarations of Interest

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

| | | | |
|-----|--|--------------|---|
| 2. | Minutes of the Meeting held on 14th April 2014 | 1 - 12 | |
| 3. | Cabinet Portfolios and Commissioner Responsibilities | 13 - 16 | All |
| 4. | Slough Labour Party's Manifesto | 17 - 20 | All |
| 5. | Results of the Harrow Market Experimental Scheme consultation and Consideration of Future Options | 21 - 44 | Foxborough; Kedermister; Langley St Mary's |
| 6. | Provisional Financial and Performance Outturn Report: 2013-14 Financial Year | 45 - 104 | All |
| 7. | Statutory Service Plans | 105 - 196 | All |
| 8. | Consumer Protection and Business Compliance Enforcement Policy | 197 - 224 | All |
| 9. | Scheme of Delegation to Officers - Executive Functions | 225 - 226 | All |
| 10. | References from Overview & Scrutiny | To Follow | All |
| 11. | Notification of Forthcoming Decisions | 227 - 236 | All |



Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 14th April, 2014.

Present:- Councillors Mann, Munawar, Parmar, Sharif, Swindlehurst (Chair) and Walsh

Also present under Rule 30:- Councillor Nazir

Apologies for Absence:- Councillors Anderson and Pantelic

PART 1

103. Declarations of Interest

Councillor PK Mann declared a personal interest in relation to agenda item 8: 'Development of Council Owned Land', in that a member of her family worked at Langley Police Station.

104. Minutes of the Meeting held on 10 March 2014

Resolved – That the minutes of the meeting of the Cabinet held on 10th March 2014 be approved as a correct record.

(Councillor Sharif joined the meeting)

105. Corporate Plan 2014/15

The Head of Strategic Policy & Communications introduced a report seeking approval to Recommend the draft Corporate Plan 2014/15 to Council.

Members noted that the six operational priorities were consistent with the previous year's plan and included improving customer experience; developing new ways of working; promoting economic growth and protecting the council's finances. The plan set out the most important changes for the coming year, which were considered to be improving Children's Social Care; delivering the Council's budget for 2014/15 and identifying further required savings; and implementing Fit for the Future to ensure that all staff had the skills to meet the challenges ahead.

The Cabinet were informed that the Overview & Scrutiny Committee had considered the plan on 8th April 2014 and had welcomed the concise and focused plan. They had recommended an amendment to page 18 – children's social care to strengthen this section:

“Encourage partners to improve frontline inter-agency working and communication in order to risk assess and prioritise highly all referrals about children at risk in order to keep them safe.”

Cabinet - 14.04.14

The Cabinet considered a number of aspects of the plan before agreeing to recommend the Corporate Plan to Council, including the amendment from the Overview & Scrutiny Committee.

Recommended – That the Corporate Plan 2014/15, as set out in Appendix A, be approved, subject to incorporation of the amendment from Overview & Scrutiny in relation to Children's Social Care.

106. Carers Caring for Others - Slough's Joint Carers Commissioning Strategy Refresh 2014-17

The Commissioner for Health and Wellbeing and Assistant Director Adult Social Care introduced a report which sought approval for the interim Joint Carers Commissioning Strategy.

It was noted that the joint strategy, between the Council and the Slough Clinical Commissioning Group (CCG), built upon the existing Slough Carers' Strategy which had now come to an end and needed to be refreshed. The revised document under consideration was an interim document in view of the major legislative and policy changes within health and social care that impacted on carers, particularly the Care Act 2014. The refreshed strategy adopted an integrated approach with health and set out how services would be delivered differently in line with national and local policy drivers.

(Councillor Munawar joined the meeting)

The Strategy contained six agreed local priorities which included hospital and carers; improved support for young carers; training and information for professionals; and the involvement of carers. Commissioners discussed these priorities and, in particular, emphasised the importance of supporting young carers and the identification of carers to ensure they could access the appropriate support. The Cabinet also considered engagement with voluntary and community sector partners and the delivery mechanism and monitoring arrangements with the CCG.

Following discussion, the Cabinet approved the interim Joint Carers Commissioning Strategy.

Resolved – That the draft interim Joint Carers Commissioning Strategy, including the resource allocation, as set out in the Appendix to the report be approved.

107. Better Care Fund and Local Delivery Plan

The Commissioner for Health and Wellbeing and the Assistant Director Adult Social Care introduced a report on the Better Care Fund (BCF) in Slough and sought endorsement for the Slough BCF delivery plan, jointly developed by the Council and Slough Clinical Commissioning Group (CCG).

The purpose of the BCF was to increase the integration between health and adult social care services. The key features of the BCF delivery plan were outlined and Members noted the comprehensive process that had been undertaken to develop the plan, which had been signed off by the Slough Wellbeing Board and submitted to NHS England on 4th April 2014. Slough's BCF delivery would focus on three strands: self care and prevention services; improved care co-ordination; and maintaining and promoting independence.

The financial summary set out in Appendix A was considered and it was noted that the figures in table 2 on page 118 had been updated and the pooled budget for 2014/15 from the Council and the CCG would be £5.612m and for 2015/16 would be £9.76m. Commissioners discussed a number of issues including the governance arrangements with the CCG and the way in which service improvements would be measured.

The Cabinet endorsed the BCF delivery plan and in view of the fact there would not be another scheduled Cabinet meeting until June, it was also agreed to authorise the Assistant Director for Adult Social Care, following consultation with the lead Commissioner for Finance, to take any interim steps relating to the financial planning if required.

Resolved –

- (a) That the future planned activity set out in section 6 of the report and the benefits, implications and risk associated with the BCF planning for Slough set out in section 7 of the report be noted.
- (b) That the Slough Wellbeing Board (SWB) sign off of the final Slough BCF delivery plan for submission to NHS England be endorsed.
- (c) That the Assistant Director, Adult Social Care, following consultation with the lead Commissioner for Finance, be authorised to take any necessary interim steps relating to the financial planning of the BCF ahead of the next Cabinet meeting in June.

108. Slough Regeneration Partnership, Partnership Business Plan

Councillor Nazir, the Member representative on the SRP Board, and the Strategic Director Regeneration, Housing and Resources introduced a report which sought approval of the Slough Regeneration Partnership (SRP) Partnership Business Plan (PBP) for the period January 2014 to December 2018.

The PBP was the core document of the SRP which set out the strategic direction, governance arrangements, operational business arrangements and a rolling 5-year plan of activity. Commissioners considered a range of issues including the key sites as set out in Appendix A and the working arrangements with Morgan Sindall. The Cabinet welcomed the progress made to date, for example bringing forward 200 new homes at Ledgers Road and Wexham Nursery sites; the indication that the Council was expected to

receive £9m in capital receipts between 2015-16 and 2018-19; and the fact that the area around the Slough Canal Basin and land adjacent to Mercian Way and Lavendar Farm would be brought forward for investigation and possible development.

The Cabinet approved the Partnership Business Plan and thanked Councillor Nazir and officers for the work they had done to progress the initiative.

Resolved – That the Slough Regeneration Partnership, Partnership Business Plan (Appendix B to the report) be approved.

109. Option Appraisal - Subsidiary Housing Company

The Assistant Director Housing and Environment introduced a report setting out the options for the potential establishment of a subsidiary housing company and seeking approval to progress the plans to the next stage.

The Cabinet was advised that the ‘freedoms and flexibilities’ provided by the Localism Act 2011 gave local authorities the opportunity to explore new arrangements to maximise the value of their assets. This included the potential establishment of a subsidiary housing company, or another special purpose vehicle, to develop and rent or sell properties on existing council owned land. Members were advised of the circumstances in which such development may be appropriate, which included for example smaller or difficult sites of less than 20 units, and the dual benefit of bringing forward development to meet housing need and maximising the financial benefit of the asset to the Council. Commissioners were asked to approve the establishment of a corporate working group to further investigate the options and to approve an ‘invest to save’ bid of up to £50,000 for specialist legal and financial advice.

Members discussed a range of potential activities within the scope of a subsidiary housing company and it was noted that these would form part of the feasibility work to be undertaken. It was agreed to proceed with the necessary work on the outline business case and a further report would be brought to the Cabinet in July 2014.

Resolved –

- (a) That officers establish a corporate working group to fully develop an outline business case for establishing a Subsidiary Housing Company (SHC), or other vehicle, to develop, acquire, manage and sell market and affordable cross tenure properties to assist in meeting local housing need.
- (b) That an ‘invest to save’ bid be approved to fund initial specialist, legal and financial advice up to a maximum of £50,000.

- (c) That a further report be brought to the July Cabinet meeting with an outline business case, including financial modelling and, if appropriate, indicative timescales for the launch of the company.

110. Development of Council Owned Land - Interim Update Report

The Interim Head of Asset Management introduced a report which updated the Cabinet on the progress made with regards to ongoing regeneration activities at Windsor Road, Trelawney Avenue, Bath Road and Gurney House.

Windsor Road Regeneration Scheme

Commissioners noted the current position in relation to the scheme which aimed to reduce congestion by providing a four lane road and the infrastructure to facilitate associated regeneration projects. The Cabinet welcomed the fact that following detailed design, the objectives of the road widening scheme could be achieved without the demolition of properties between 97-127 Windsor Road although a thin strip of ground running through the front gardens would be required from 101, 107 and 109 Windsor Road by Compulsory Purchase Order, under regeneration powers, to deliver the Windsor Road Regeneration Strategy.

The Cabinet agreed the recommendations in the report, with the addition of the words “following consultation with the lead Commissioner” to recommendation (i), and further agreed that the Asset Management and Highways Engineering departments work closely together to ensure the design enhanced the public realm as far as possible.

Trelawney Avenue Redevelopment Plan

The Cabinet were informed of the progress made since the last report on the Redevelopment Plan in September 2013. It was noted that the consultation with internal departments and other public bodies had taken place and a public consultation would be taking place in May to seek views on the options of high quality housing and/or a community hub potentially including the co-location of a dental practice, GP practice, other NHS services, Police and community space. Commissioners discussed the progress made to date in terms of securing health facilities as part of the development; the consultation strategy; and potential delivery arrangements. The Cabinet renewed their commitment to the provision of community facilities within the redevelopment plan and noted that a further report would be received in September 2014 with the outcomes of the consultation and subsequent options appraisal.

Bath Road

Further to the Cabinet decision in February 2013, it was noted that the properties at 150-160 Bath Road had been demolished and the proposals for a rapid transport system along the A4 continued to be developed. Members were advised of the potential to introduce a residential development on the

available land behind the road widening line and a feasibility study to consider the options was proposed. The Cabinet welcomed the progress that had been made and agreed to proceed with a feasibility study for option which would improve the landscape in the locality, provide some additional residential accommodation and maximise the financial potential of the asset. Members asked that the feasibility study included options for the land immediately adjacent to 150-160 Bath Road to ensure any proposals took into account the wider surroundings.

Gurney House

Further to the Cabinet report of January 2014, Members were informed that the site at the former Gurney House care home had been cleared and detailed planning design was being undertaken in regard to the size, number and layout of the new homes that could be provided on the site. Further feasibility work had been undertaken which concluded that 10 x four bedroomed semi-detached properties was the most financially attractive design and a tender exercise was underway to select an architect with a full planning application expected in the summer. The Cabinet agreed to proceed in the manner proposed and considered the potential of a subsidiary housing company developing the site, subject the feasibility study discussed elsewhere on the agenda.

Resolved –

- (a) That the progress made to date to redevelop or regenerate the sites included and appended to the report be noted.
- (b) That the recommendations as listed specific to each site be approved:

Windsor Road (Appendix A)

- (i) That the Strategic Director of Regeneration, Housing and Resources, following consultation with the lead Commissioner, be authorised to take all necessary steps to secure the making, submission, confirmation and implementation of the CPO of the third party land at 101, 107 and 109 Windsor Road under regeneration powers and the land required to deliver the Windsor Road Regeneration Strategy (following statutory process set down in the Highway Act 1980 and the Acquisition of Land Act 1981, as amended by the Planning and Compulsory Purchase Act 2004.) including;
 - Publication and service of all notices
 - Advertise the Order and submit it to the Secretary of State in accordance with the Acquisition of Land Act 1981.
 - Negotiation with landowners.
 - Setting out the terms for the withdrawal of objections to the CPO.
 - Where appropriate, seeking exclusions of land from the CPO

- Making arrangements for the presentation of the Council's case for confirmation of the CPO at any Public Inquiry.
 - Exercising the compulsory purchase powers authorised by the CPO by way of general vesting declaration and / or notices to treat and notices of Entry.
 - Acquiring third party interests in the site by private treaty.
 - Making any third party payments of compensation due pursuant to the national Compensation Code as a result of the implementation of the CPO. Compensation due to unidentified owner can be paid to the Crown.
- (ii) That the Strategic Director of Regeneration, Housing and Resources, following consultation with the lead Commissioner, be authorised to appropriate to planning purposes the land in the ownership of Slough Borough Council which is no longer required for the purpose for which it was previously used, for use in connection with the Windsor Road Regeneration Strategy under Section 122 of the Local Government Act 1972.
- (iii) That subject to (i) and (ii) above, an update report is presented to Cabinet by September 2014 that identifies the preferred option for the housing development site between 81 and 111 Windsor Road.
- (iv) That the Asset Management and Highways & Engineering departments work closely together to bring forward a detailed design which maximises the potential for improvement of the public realm as part of the scheme.

Trelawney Avenue (Appendix B)

- (v) That it be noted that consultation has been undertaken with internal departments and other public bodies in relation to the option to create a community hub in Area A.
- (vi) That it be noted that consultation has commenced with local residents, New Langley Community Group, Customer Senate and other stakeholders.
- (vii) That an options appraisal that includes financial modelling be undertaken following the completion of the consultation process with a view to taking a report with recommendations to Cabinet by September 2014.
- (viii) That the Cabinet confirms its commitment to the provision of new community facilities within the Trelawney Avenue Redevelopment Plan.

Bath Road (Appendix C)

- (ix) That officers undertake a feasibility study and develop options to introduce residential development on the area of land that is located behind the road widening line.

Gurney House (Appendix D)

- (x) That following completion of the procurement exercise, officers complete the submission of a full planning application for the Gurney House site to bring about the development of new, high quality family housing.
- (xi) That a further report is brought to the September Cabinet meeting to advise members of the outcome and to determine a delivery mechanism for the scheme.

111. Council Tax and Business Rates Policies

The Assistant Director Finance and Audit introduced a report which sought approval for four new policies in relation to revenue collection: Council Tax discounts for flooded properties; Business Rate Relief for flooded properties; Retail Rate Relief; and Reoccupation Relief for business properties.

The Prime Minister had announced in February that relief would be made available to homes and businesses that had been affected by the recent floods, and discretionary powers under the Local Government Finance Act had been utilised to bring the changes into effect as quickly as possible. The Government had agreed to reimburse local authorities for any Business Rates reliefs paid out and had set aside funding to reimburse local authorities for Council Tax relief. There were therefore no direct financial implications to the Council as any costs arising from these policies would be reimbursed at a later stage. Members were advised that the scheme had recently been extended from the initial three month discount and residents would now be eligible to claim relief for as long as they were unable to return to their homes.

The Government's Autumn Statement in December 2013 announced relief for certain retail premises for 2014-15 and 2015-16 of up to £1,000 to all occupied retail premises with a rateable value of £50,000 or less; and a 50% discount for reoccupying empty retail premises to try to reduce the number of empty shops. Local policies needed to be adopted for these schemes and local authorities would be reimbursed for any reliefs paid out under the guidance issued by the Department for Communities and Local Government. Council's had the option of including additional discretionary relief in their policies if they chose to do so, however, they would have to meet the cost of any such enhancements.

The Cabinet welcomed the support available to residents and businesses who had experienced flooding and agreed to adopt the local policies to bring these schemes into effect. In relation to the policies for retail relief and reoccupation relief, Commissioners considered the types of businesses whose activities conflicted with strategic and corporate priorities, for example the recent work

done by Scrutiny on tackling childhood obesity. The reoccupation relief policy as drafted would exclude betting shops, payday loan shops and pawn brokers and it was agreed that hot food takeaways, licensed sex establishments and off licenses should also be ineligible. In order to ensure consistency between the two policies, hereditments being mainly used for these activities would also not be eligible for Retail Rates Relief.

Resolved –

That the following policies, as set out in appendices A to D of the report, be approved:

- (a) Council Tax Discounts for Flooded Properties.
- (b) Business Rates Relief for Flooded Properties.
- (c) Retail Rate Relief for Business Properties, subject to the exclusion of discretionary relief for betting shops, payday loan companies, pawnbrokers, off licences, licensed sex establishments and takeaways.
- (d) Reoccupation Relief for Business Properties, subject to the exclusion of discretionary relief for betting shops, payday loan companies, pawnbrokers, off licences, licensed sex establishments and takeaways.

112. Arrangements for New Free Schools

The Chief Executive introduced a report which sought approval to fund specific school facilities and delegate authority to the Chief Executive to progress the necessary agreement to deliver approved secondary Free Schools in Slough.

The Cabinet considered the request to allocate £300,000 from the Basic Needs Grant to construct a 27 place new Special Education Needs (SEN) unit within the new SASH school and to give in principle agreement to provide a contribution to the funding of an all weather pitch at Langley Academy. Commissioners recognised the importance of providing additional SEN places and felt that the proposal offered excellent value for money. In relation to the facilities at Langley Academy, Members supported the proposal in principle, subject to ensuring the all weather pitch would be available for community use. It was noted that discussions were at an early stage and it was agreed to delegate the final agreement to the Chief Executive. It was also agreed to give the Chief Executive delegated authority to take any necessary steps on the delivery of the approved secondary Free School programme, following consultation with the appropriate Commissioners.

Resolved –

- (a) That £300,000 of grant funding (Basic Needs Grant) be allocated to fund construction of a new 27 place Special Education Needs resource unit within the SASH Free School; and
- (b) That in principle agreement be given to grant fund (Basic Needs Grant) a contribution to an all weather pitch at Langley Academy on condition that the value for money of the education and community use benefits could be demonstrated and to delegate to the Chief Executive agreement of the amount following consultation with the Leader and Cabinet member.
- (c) That the Chief Executive, following consultation with the Leader of the Council and Cabinet member, be given delegated authority to enter into an agreement and or facilitate discussions to deliver approved secondary Free Schools and associated facilities in Slough.

113. Contracts in Excess of £250k

The Cabinet were advised of the contracts with an estimated value of over £250,000 that were proposed to be let in 2014/15. After due consideration, the list of contracts as set out in Appendix A to the report was endorsed.

Resolved – That the list of contracts attached at Appendix A to the report be endorsed.

114. References from Overview & Scrutiny

Commissioners considered a recommendation from the Education & Children's Services Scrutiny Panel regarding apprenticeships at the Council and a recommendation from the Neighbourhoods and Community Services Scrutiny Panel in relation to the progress of the Transport Working Group.

The Cabinet reaffirmed their support for steps to increase the number of apprenticeships at the Council and approved the recommendation. Commissioners also recognised the importance of ensuring the Transport Working Group was effective and therefore supported the recommendation to ensure engagement with all relevant parties.

Resolved –

- (a) That a piece of work be commissioned to investigate the options for increasing the number of apprentices employed by the council and/or its sub-contractors and report back to the Education and Children's Services Scrutiny Panel on proposals in six months.
- (b) That engagement of all parties in the Transport Working Group is vital to its success and that attendance by the Cabinet representative and local business community is an important part of this.

115. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Decisions expected to be taken by the Cabinet for the period between 1 April and 30 June 2014.

Resolved – That the published Notification of Decisions be endorsed.

Chair

(Note: The Meeting opened at 6.38 pm and closed at 8.20 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd June 2014

CONTACT OFFICER: Catherine Meek
(For all enquiries) Head of Democratic Services
(01753) 875011

WARD(S): All

PART I
FOR INFORMATION

CABINET PORTFOLIOS AND COMMISSIONER RESPONSIBILITIES

1. **Purpose of Report**

To formally advise the Cabinet of portfolios and the Commissioners responsible for them.

2. **Recommendations**

That the Cabinet note revised portfolios and responsible Commissioners.

3. **Slough Joint Wellbeing Strategy Priorities**

Effective, transparent and equitable democratic and decision making processes are an essential pre-requisite to the delivery of all the Council's priorities.

4. **Other Implications**

The recommendations within this report meet legal requirements. The proposals have no workforce implications and any financial implications have been reflected within the approved budget. There are no Human Rights Act implications.

The Constitution provides for the Leader of the Council to appoint Commissioners and the portfolios they will hold.

5. **Supporting Information**

- 5.1 Part 2, Article 7 of the Council's Constitution states that at the first meeting of the Cabinet each year following the Council's Annual Meeting, the Leader will determine the number of Councillors appointed to the Cabinet as Commissioners and the portfolios they will hold; and appoint Councillors to these portfolios.

5.2 The Leader of the Council appointed the following Councillors to Cabinet portfolios listed below for the Municipal Year:

- Leader of the Council - Finance & Strategy Councillor Anderson
- Community & Leisure Councillor Carter
- Education & Children Councillor Mann
- Environment & Open Spaces Councillor Parmar
- Health and Wellbeing Councillor Hussain
- Neighbourhoods & Renewal Councillor Swindlehurst
(& Deputy Leader)
- Performance & Accountability Councillor Sharif
- Social and Economic Inclusion Councillor Munawar

5.3 In accordance with the Constitution, the full list of Commissioners and their portfolios is set out in Appendix A.

6. **Background Papers**

None

COMMISSONER PORTFOLIOS

APPENDIX A

Leader – Finance & Strategy

(Councillor Anderson)

- Financial Strategy
- Forward budget strategy and council tax
- Corporate strategy and vision
- Strategic performance management
- Communications and external relations
- Income received – business rates, council tax and payments
- Audit
- Corporate accounts
- Valuation services
- Asset management

Performance and Accountability

(Councillor Sharif)

- Resident participation
- eGovernment and IT
- Customer service centre
- Human resources
- Organisational transformation
- Procurement
- Legal, democratic and member services
- Emergency planning
- Communications (secondary responsibility)

Health and Wellbeing

(Councillor Hussain)

- Public health
- Food safety and Health and Safety at work
- Trading standards
- Consumer protection
- Social and community care
- Care line
- Older persons services
- Health links and partnerships
- Substance misuse strategy
- Disabilities, learning disabilities and mental health needs

Neighbourhoods and Renewal

(Councillor Swindlehurst)

- Housing
- Housing and tenant services
- Housing land supply
- Regeneration
- Asset disposals
- Planning (including regional strategic planning)
- Development control
- Building control
- Highways
- Local land charges

Environment & Open Spaces**(Councillor Parmar)**

- Parks and open spaces
- Grounds maintenance
- Recycling and refuse collection
- Environmental services and street scene
- Air quality
- Energy efficiency and climate change

Community and Leisure**(Councillor Carter)**

- Leisure and sports facilities
- Libraries and Cultural services
- Lifelong learning
- Youth services
- Play strategy (primary responsibility)
- Community facilities
- Community information, celebration and faith group involvement
- Events (secondary responsibility)
- Voluntary sector
- Partnerships (grants to voluntary sector)

Social and Economic Inclusion**(Councillor Munawar)**

- Business relations
- Economic development
- Transport and Parking Services
- Licensing
- Cemetery, crematorium, register and coroner
- Benefits/Council Tax (Arvato Council)
- Social inclusion
- Equality and community cohesion
- Events (primary responsibility)
- Community safety and community wardens
- Crime and anti-social behaviour (Including primary responsibility on Youth Offending)
- Formal Skills training and lead on Aspire Business

Education and Children**(Councillor Mann)**

- Education (including early years education and raising participation age)
- School improvement
- Local Authority services to schools
- Careers advice and lead on Aspire to Schools 7 Aspire for you
- Children's centres
- Safeguarding
- Family placement, residential care, fostering and adoption
- Pupil support for children with additional needs
- Early intervention services
- Corporate parenting
- Asylum seekers
- Play Strategy (secondary responsibility)
- Youth offending (secondary responsibility)

SLOUGH LABOUR PARTY

Manifesto Pledges for the Local Government Elections on Thursday 22nd May 2014

Labour – Taking Slough Forward

In the year ahead, Slough's Labour Group of Councillors will deliver the strategies, policies and action our town needs for the future.

We will continue working to transform local services; ensuring Slough residents get the best for less.

We will protect frontline services from the Tories' cuts and run an efficient Council that keeps costs down for residents.

Above all, Labour Councillors will deliver the leadership and vision to improve our borough and to take Slough forward.



The Local Economy, Opportunities & Skills

Since the 2012 local elections, we have:

- Established a 'town team' to revitalise Slough's High Street, and introduced 'free from 3 parking' in the town centre to help promote local shops
- Made Slough Council a 'Living Wage Employer' by ensuring all our staff are paid the Living Wage
- Worked with Slough Estates and other partners to deliver the ASPIRE project and open Slough's new skills centre
- Secured over 100 new local apprenticeships and more local jobs, through the Council's new transactional services contract
- Worked with SEGRO to support their long-term modernisation of the Trading Estate, delivering more local jobs for Slough residents

If re-elected, by the 2015 local elections in Slough, we will:

- Help residents with living costs – delivering a Council Tax freeze this year, and no Council Tax rise above inflation in 2015/16
- Ensure that when we re-let major Council contracts, apprenticeships for local young people and payment of the Living Wage to contractors' staff are included in the contract terms
- Build on the success of the ASPIRE project; to offer better-tailored support to local long-term unemployed residents to access jobs and training
- Increase the number of young people between 16-25 who are in training, apprenticeships and employment, including opportunities for vulnerable young people leaving care
- Work with local businesses to grow the number of local residents able to access local jobs
- Complete the construction of Slough's new central library, arts and learning space, 'The Curve'; and advance plans for the remaining Heart of Slough zones, to continue revitalising the town centre



Safer Neighbourhoods

Since the 2012 local elections, we have:

- Made Slough's streets safer, with more than 50 alley-gating schemes delivered; and worked with our partners to reduce crime - Slough is now a safer place than both Oxford and Reading
- Deployed two new CCTV cars to tackle parking offences on our streets and around Slough's schools
- Fought Thames Valley's Tory Police and Crime Commissioner over his plan to reduce police resources for Slough
- Refurbished and expanded Slough's CCTV room, upgrading facilities and enabling more cameras to be deployed to local neighbourhoods

If re-elected, by the 2015 local elections in Slough, we will:

- Install CCTV to communal areas of Council-managed housing blocks, where tenants' support this
- Undertake a further 50 gating projects for alleyways and other areas of problem land
- Introduce fines for spitting in the street, and step up action against littering and dog-fouling
- Install CCTV cameras to neighbourhood hot-spots, and ensure our CCTV helps to reduce crime
- Step up action against bad neighbours, anti-social behaviour and neighbourhood nuisance
- Clean up and bring back to viable uses Council garage courts that are neither useable nor re-developable – installing new, wider garages, demolishing garages and laying out areas as open parking, or cleaning up the land and planting some key sites as micro-allotment plots for residents



Transport, Highways & Footways

Since the 2012 local elections, we have:

- Launched Slough's bike hire scheme - with ranks at SEGRO, Montem, Burnham & Slough stations
- Restored a bus service to Cippenham and Chalvey; through delivery of the new number 5 bus route
- Delivered improvements to Slough station forecourt, in tandem with Network Rail's station access and waiting room works
- Delivered 64 road resurfacing schemes and 30 full resurfacing schemes for pavements around the borough, as well as bringing in a pavement parking ban to residential areas around Central Slough
- Undertaken a borough-wide street name plate replacement programme, and installed parking bays, new footpaths and other neighbourhood improvements

If re-elected, by the 2015 local elections in Slough, we will:

- Extend Slough's bicycle hire scheme - installing new cycle hire ranks in Langley St Mary's, Langley Kedermister and Colnbrook wards
- Plan to the delivery phase a Halt rail station in Chalvey, and direct western rail access to Heathrow
- Plan a guided bus scheme for the A4; as well as delivering congestion-busting and bus priority measures for major roads including Bath Road, Stoke Road, and Farnham Road
- Make further junction improvements and continue to upgrade traffic signals; to tackle rat-running and speeding, and to add capacity to the roads in Slough most affected by peak-time congestion
- Continue introducing safe routes to school and measures to tackle full-pavement/obstructive parking
- Improve footways; with ongoing resurfacing and action to tackle poor works by private utilities and cable companies that erode pavement-quality
- Bring in higher specification standards for footways around sheltered housing and GPs' practices



Children's Services, Health & Social Care

Since the 2012 local elections, we have:

- Expanded Slough Primary Schools and opened a new School in the old Town Hall site, to deliver enough school places for local children
- Protected key front-line services to vulnerable residents from the Tory government's cuts
- Guaranteed the bus pass offer to Slough OAPs with service levels beyond the government scheme
- Lifted children out of the care system by increasing the number of adoptions into forever families

If re-elected, by the 2015 local elections in Slough, we will:

- Ensure fully-costed, deliverable, plans are in place to meet growing demand for school places locally
- Increase the number of school nurses in the borough, offering support to local children
- Improve children's services, with a strategy and approach that always puts children first
- Continue increasing the number of children in local care who gain a new 'forever family' via adoption and long-term fostering; increase the number of foster families who live within easy reach of Slough
- Increase the number of adult residents benefitting from a "health check" through their local primary care services or GP
- Ensure more Slough residents with learning disabilities can continue living in Slough to receive the housing, care and support they need
- Extend the chapel at Slough Cemetery and Crematorium to accommodate larger services and meet the needs of our communities, and provide additional capacity at the cemetery with new burial plots



Leisure, Environment and Open Spaces

Since the 2012 local elections, we have:

- Planted 500 new trees around Slough and a further 500 in Upton Court Park's new Jubilee Wood
- Installed new entrance signs to the Borough's flagship open spaces, begun upgrading all park signs, and funded 7 Multi-Use Games Areas for teens to play sport
- Approved a new play area & refurbishment of the pavilion at Lascelles Park; pavilion facilities and improvements for Cippenham Village Green; new changing rooms for Chalvey Recreation Ground
- Installed charging points at key locations across the Borough, to support the use of electric vehicles

If re-elected, by the 2015 local elections in Slough, we will:

- Ensure the borough has a leisure centre and ice arena fit for the next 25 years - with these facilities of a flagship standard and available for use by 2017
- Make major improvements to Baylis Park and Godolphin Recreation Ground; ensure we do more to develop new habitats for wildlife in our green spaces; step up action against verge parking
- Plan works to upgrade and reshape Bowyer Recreation Ground, the Canal Basin and canal-side in SBC's ownership; deliver our commitment for a new ground for Slough Town FC
- Keep raising recycling rates for the borough's waste and further reduce waste sent to landfill
- Improve Preston Park in Wexham and Harvey Park in Langley; deliver a games area in Colnbrook
- Secure planning approval for hub community centres proposed for Elliman/Central/Wexham and for Langley; move forward plans to upgrade/expand the hub in Manor Park



Estate Management, Housing and Regeneration

Since the 2012 local elections, we have:

- Completed and let the first new Council homes built in Slough for over 20 years, as part of the Britwell Regeneration
- Changed the Council's housing policies to ensure the borough's public housing is available only to those on low wages and connected to Slough
- Undertaken major improvement works to Council properties - with energy-efficiency measures, cladding and insulation to reduce tenants' bills; as well as smart new facades
- Gated run-down private land and alleyways to reduce problems and make these areas safer

If re-elected, by the 2015 local elections in Slough, we will:

- Extend the compulsory licensing of Houses in Multiple Occupation beyond Chalvey's pilot scheme to other wards that need it; and act to improve housing standards in the private rented sector
- Make further exterior improvements and upgrade the communal areas of Council-owned blocks of flats; upgrade/redesign poorly-planned past housing schemes to improve local neighbourhoods
- Further improve local housing supply by bringing 60 empty homes in Slough back into use
- Build or start the construction of 200 new Council homes across the Borough
- Convert unneeded office accommodation into housing, to improve supply and meet local need
- Use Council investment, and our development agency - the Slough Regeneration Partnership - to commission additional housing for the borough

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd June 2014

CONTACT OFFICER: Lynsey Brookfield, Team Leader (Road Safety and Integrated Transport)
(For all enquiries) (01753) 875622

WARDS: Langley St Mary's, Langley Kedermister, Foxborough

PORTFOLIO: Councillor Sohail Munawar, Commissioner for Social and Economic Inclusion

PART I
KEY DECISION

RESULTS OF THE HARROW MARKET EXPERIMENTAL SCHEME CONSULTATION AND CONSIDERATION OF FUTURE OPTIONS

1 Purpose of Report

The purpose of this report is to outline the results of the recent public consultation on the experimental changes to the road layout in Langley that were completed in January 2014 and for Cabinet to approve the final layout of this junction.

2 Recommendations/Proposed Action

The Cabinet is requested to resolve that:

- (a) The general principles of the proposed layout of the Harrow Market shown in Figure 5.1 are approved.
- (b) Council officers proceed with detailed design and are allowed a degree of flexibility in the design of the final scheme based upon the results of the following:
 - Road Safety Audits of the proposed scheme.
 - A survey of current services in the ground e.g. gas, water, electricity, on the understanding that widening of the carriageway to the south of the junction may be prohibitively expensive.
 - A statutory consultation including emergency services, the freight haulage association etc. will be carried out if traffic regulation orders or traffic calming is proposed.
- (c) Council officers report to the Councillors of the affected wards any significant changes to the design proposed in Figure 5.1.
- (d) That, subject to a satisfactory detailed design, construction of the final layout goes ahead within the current financial year 2014/15.

3 The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

3a Slough Joint Wellbeing Strategy Priorities

- Health

Aims relating to this report:

- Increase residents' level of physical activity and encourage healthier eating.
- Improve emotional and physical health of children from 0 to 19 years.

Providing better pedestrian crossing points around the Harrow Market junction will improve pedestrian links to all the surrounding amenities such as the shops, the park, the school and the college. By improving these pedestrian facilities, this will encourage more people, including children, to walk and cycle in this area, thereby increasing their emotional and physical levels of activity and health.

- Economy and skills

Aims relating to this report:

- Increase prosperity of the community and town.
- Improve transport and communications infrastructure.

By reducing congestion and improving transport infrastructure for pedestrians and cyclists in the Harrow Market area, this will increase the attractiveness of the area for potential businesses and customers, aiding the increase of prosperity for the community and town. The redesigned layout of the Harrow Market car park will simplify access and improve flow within the car park. Adding more spaces and reducing the queue to get in and out will further benefit the local businesses and shoppers in the area.

- Housing

Aims relating to this report:

None.

- Regeneration and Environment

Aims relating to this report:

- Maintain and improve access to recreational and leisure facilities, including parks and open spaces, using these in such a way as to ensure local people gain most benefit.
- Improve public transport, cycling and walking facilities to increase use of sustainable forms of transport.
- Reduce energy consumption, water usage and the amount of carbon emissions generated.

Improvements to the pedestrian and cycle movements around the Harrow Market junction will make it easier and safer to access the park and will increase use of sustainable forms of transport in Langley. Reduction of congestion through the junction where possible will reduce the carbon emissions at peak times.

A number of accidents involving pedestrians and cyclists were recorded in 3 years prior to the start of the experimental scheme, including on designated crossing points and near to local educational establishments. By working to address these issues, the safety and wellbeing of residents can be supported while the environmental quality of the area can be improved, both aesthetically and in terms of pollution.

- Safer Communities

Aims relating to this report:

- A place where people feel safe to live, visit, work and play.
- Safeguard and support vulnerable adults and children in our communities.
- Promote cohesive open communities that value diversity, encourage a sense of belonging and engender a sense of local pride.

Road safety is the key theme of this report. By making people feel safer when accessing and using the Harrow Market junction, this will help to support the vulnerable user groups such as children and elderly adults while promoting a cohesive open community in Langley that is not restricted by a difficult and dangerous road layout.

Cross-Cutting themes:

In terms of **civic responsibility**, residents have an important role to play in the delivery of the Harrow Market safety improvement scheme. For example, it is the responsibility of the parents of children attending Langley Hall Primary Academy to park responsibly and to cross the road at an appropriate point such as, as the signal controlled crossing points or with the School Crossing Patroller. This teaches the children about the important values of road safety, and the benefits of walking to school.

Drivers using the junction, both local residents and commuters, can take responsibility by adhering to the posted speed limit of 20mph and taking extra care of cyclists and at pedestrian crossing points. Safe driving practices also reduce CO² emissions with a steady slow driving speed as opposed to aggressive accelerating and braking.

This scheme can also assist in **improving the image of the town** by making access to the town smoother and by reducing congestion where possible during peak hours. Improvements to overall road safety make the town a more attractive place to live and work.

Joint Strategic Needs Assessment (JSNA)

Chapter 2 of the JSNA is about Social and Place Wellbeing with a focus on deprivation and it's effect on a community. Nationally, the evidence is clear that children in deprived areas have an elevated risk of injury and death from road traffic collisions compared with children living in more affluent areas. This may be due to low education and literacy levels, being less aware of risk and parents/ carers not being able to access information and services to reduce risk.

Under the same section, environmental issues are highlighted. The scheme outlined in this report seeks to improve the general environment around the Harrow Market and, in turn, improve air quality by reducing congestion and it's associated CO² emissions.

Section 4.3 in the JSNA is concerned with Children and Young People. This report relates to the issue of improving road safety, particularly with reducing the numbers of children and young people killed or seriously injured in road traffic collisions in Slough.

4 Other Implications

(a) Financial

The costs of delivering this scheme will be met from the Greener Travel and Casualty Reduction Capital funds.

The redesign of the Harrow Market car park layout will be met from the Parking budget.

Additional funding may be sourced from section 106 agreements if necessary.

Whilst the main cost of collisions is the impact of injury to individuals and communities they also have a detrimental impact on the economy, with a quantifiable economic cost. The Department for Transport (DfT) puts an average value on the cost to society resulting from a road traffic collision at £90,117 on urban roads. This is based on lost output caused by time off work, medical and personnel costs, police costs, insurance and property damage and also includes an allowance for 'damage only' collisions which aren't reported to the police.

With the 17 collisions that occurred on the roads in the immediate vicinity of the Harrow Market prior to the scheme's inception, that puts the total estimated cost to society of those collisions at £1,531,989. Averaged over the three years, this puts the annual cost of collisions at the Harrow Market in the region of £500k.

Improvements to the road safety of the Harrow Market junction will be measured in quarterly and annual collision figures. Additionally, a First Year Rate of Return (FYRR) analysis for the scheme may be used, based on annual accident savings (in a treated area) x 100 and then divided by the scheme costs for that area. This gives a quantifiable method of determining the financial saving to society of the implementation of the Harrow Market scheme. The cost of delivering the Harrow Market scheme is unlikely to be anywhere near £500k, thus potentially offering a good initial FYRR.

(b) Risk Management

| Risk | Mitigating action | Opportunities |
|-------------------|---|--|
| Legal | Legal implications have been considered below in section (c). | Consideration of all legal angles in the delivery of a road traffic scheme. |
| Property | None | |
| Human Rights | None | |
| Health and Safety | Wide publication of works and adherence to all relevant H&S when on site. | Additional information and awareness of the scheme and it's purpose. |
| Employment Issues | None | |
| Equalities Issues | An Equalities Impact Assessment has been undertaken and can be viewed in section (d) below. | Improvements for vulnerable road user groups would reduce current inequality in this area. |
| Community Support | A wide scale public consultation has been | Further involvement from interest groups would be |

| | | |
|------------------------|---|--|
| | undertaken along with regular consultation with specific interest groups and Ward Members. | sought during detailed design phase, thus improving community relations. |
| Communications | None. | |
| Community Safety | None. | |
| Financial | Any possible overspend on existing budgets for this scheme will be met from section 106 agreements. | Overall, savings to society can be made from a reduction in road traffic collisions in this area. |
| Timetable for delivery | Regular monitoring of project deadlines and delivery together with a robust delivery plan from the main contractor. | Delivery of a scheme on time and within budget to improve the public perception of the benefits of the scheme. |
| Project Capacity | Budget constraints will limit the capacity for this scheme to increase to any significant degree. | Delivery of a scheme on time and within budget to improve the public perception of the benefits of the scheme. |
| Other | None. | |

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications.

Other legal implications are as follows:

Section 39 of the Road Traffic Act 1988 states that a local authority “must prepare and carry out a programme of measures designed to promote road safety”, “must carry out studies into accidents arising out of the use of vehicles” and “must, in the light of those studies, take such measures as appear to the authority to be appropriate to prevent such accidents”.

The Harrow Market area and the roads leading to the junction was identified in the Road Safety team’s annual cluster analysis as having a high number of collisions involving vulnerable road users e.g. pedestrians and cyclists. In light of this study and subsequent identification of an issue, the authority carried out a number of experimental measures to assess which was the most suitable to promote road safety in this area.

Section 1 of the Road Traffic Regulation Act 1984 states that “the traffic authority for a road outside Greater London may make an order under this section in respect of the road where it appears to the authority making the order that it is expedient to make it:

- for avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising
- for facilitating the passage on the road or any other road of any class of traffic (including pedestrians)

- for preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property
- for preserving or improving the amenities of the area through which the road runs

The creation of the 20mph Zone (a Speed Limit Order [SLO]) and Traffic Regulation Orders (TRO), and in the case of Harrow Market, Experimental TROs, was designed to assist in avoiding danger to persons in the area by reducing the overall vehicle speed and improving opportunities for pedestrians to cross the road in slower moving vehicular traffic. These orders also facilitated passage on the road and adjacent footways for pedestrians and cyclists and prevented vehicular traffic from using in a manner which was unsuitable i.e. exceeding the speed limit.

The aim of the permanent scheme layout is to preserve the amenities of the area by improving traffic flow, the car park layout and the pedestrian and cyclist facilities.

Section 122 of the Road Traffic Regulation Act 1984 states as follows:

Exercise of functions by local authorities.

(1) It shall be the duty of every local authority upon whom functions are conferred by or under this Act, so to exercise the functions conferred on them by this Act as (so far as practicable having regard to the matters specified in subsection (2) below) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway.

(2) The matters referred to in subsection (1) above as being specified in this subsection are - .

- (a) The desirability of securing and maintaining reasonable access to premises; .
- (b) The effect on the amenities of any locality affected and (without prejudice to the generality of this paragraph) the importance of regulating and restricting the use of roads by heavy commercial vehicles, so as to preserve or improve the amenities of the areas through which the roads run; .
- (bb) The strategy prepared under section 80 of the Environment Act 1995 (national air quality strategy); and
- (c) The importance of facilitating the passage of public service vehicles and of securing the safety and convenience of persons using or desiring to use such vehicles;

The key phrase in this Act is that it is the duty of the authority to *secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway*. This scheme at the Harrow Market seeks to secure the above by reducing congestion and improving facilities for all road users, including pedestrians and cyclists. Improvements to the Harrow Market car park layout aim to fulfil the requirement to provide suitable and adequate parking facilities at this junction.

(d) Equalities Impact Assessment

Please see Appendix A.

5 Supporting Information

5.1 The proposal for the Harrow Market Roundabout

The road safety team carried out an experimental scheme at the Harrow Market roundabout in 2013. The three phases of the experiment were as follows:

- Phase 1 - 8th April to 27th June 2013 (approx. 3 months) 20mph Zone with entry to the roundabout restricted to one lane on all approaches.
- Phase 2 - 28th June to 28th September 2013 (3 months) 20mph Zone with entry to the roundabout returned to two lanes on Langley Road and High Street Langley approaches only. Enhancements to the crossing facilities on Station Road.
- Phase 3 - 29th September to 31st December 2013 (approx. 3 months) 20mph Zone with all entries to the roundabout returned to two lanes. Temporary traffic calming (speed cushions) installed on all three approaches following consultation and agreement with Ward Members and the Commissioner.

During the experiment, speed and journey time data was collected along with accident data. The result of this data collection showed that Phase 3 was the most effective at reducing speed through the Harrow Market junction and that journey times for each phase were roughly similar.

Accident data during the scheme showed a general reduction in accidents in the Harrow Market area and a particularly significant reduction in pedestrian accidents from 8 in the previous period to 1.

The council then carried out a public consultation on the experimental scheme. A very positive response rate of 18% was received – typically the council receives about 5% in consultations.

The main conclusions from this consultation have been listed below, together with the ways in which the council is responding to this feedback in the form of the proposal for the Harrow Market junction.

5.2 Consultation feedback and proposal details

The majority of respondents did not support any reduction in lane width on the approach to the Harrow Market junction (Qs 1 and 2).

The proposal does not include any road narrowings but instead will widen two of the approaches to the roundabout to reduce congestion at peak times.

Public opinion was divided on the traffic calming (Q3).

The proposal is to include a very minimal amount of traffic calming which will be necessary for pedestrian safety at crossing points. It will be placed at the best possible locations so that traffic will not be able to weave around it.

A clear majority supported the 20mph Zone (Q4).

The 20mph Zone will be retained and improved, with better signing and road markings.

Opinion was again divided on whether or not the scheme had made the area any safer for pedestrians and cyclists (Q5)

The proposal is to improve existing pedestrian crossing points and to introduce new ones, with better visibility.

Other key elements of the proposal:

Bus laybys

It is proposed to remove the bus laybys on all three arms of the roundabout BUT the design allows plenty of space for vehicles to get past. If a bus is stopped for a long period of time, this will not have a negative impact on the traffic flow. Removing the bus laybys is a key element in widening the lanes for traffic, improving general congestion and improving the pedestrian crossing points.

Harrow Market Car Park

It is proposed to completely redesign the internal layout of the car park, making movements in and out of it much easier and radically improving the flow within the car park itself. The unsightly brick planters will be removed, the number of disabled spaces will be doubled and the overall number of car parking spaces will be increased from 64 to 78 spaces. The access to the old Harrow Market pub car park will be closed which will make access simpler and stop traffic backing up onto the roundabout.

On-carriageway cycle lanes

It is proposed to remove the current on-carriageway cycle lanes as they are confusing, inconsistent and too narrow in many places. Instead, the traffic lanes will be wide enough to accommodate vehicles and cyclists and off-carriageway cycle routes will be installed where width allows, along with good access points for cyclists to leave and rejoin the road safely.

5.3 Summary of proposals

This proposal is the best available option taking into account the necessary balance between improvements to road safety while not having a detrimental impact upon congestion.

The results of the speed and journey time surveys showed that the traffic calming was the most effective at reducing speed. That is why limited traffic calming has been included in the final design. It is the minimum amount necessary to help to improve pedestrian safety at the various crossing points.

The journey time surveys showed that the amount of time taken to travel through the junction was not adversely affected by the traffic calming.

The most positive outcome of this experiment has been the reduction in accidents in the Harrow Market area. Overall, accidents have been reduced and most significantly the numbers of pedestrians involved in accidents has been significantly reduced from 8 to 1.

So, the proposed layout offers the following benefits:

- A 20mph Zone to maintain low vehicle speeds
- Limited traffic calming around pedestrian crossing points to continue to improve the pedestrian casualty record
- An increase in signal-controlled and uncontrolled pedestrian crossing points
- Removal of confusing cycle lanes on the carriageway
- Installation of shared use footway / cycleways where width allows
- Longer two lane approaches to the roundabout to improve capacity and reduce congestion
- Improved crossing near the roundabout on Station Road to be patrolled by Lollipop Man during term time
- Better layout of Harrow Market car park improving flow within and reducing queuing on the road

6 Comments of Other Committees

The earlier phases of the Harrow Market Experimental Scheme were considered by the Overview and Scrutiny Committee on 4th June 2013. The outcome of that meeting was;

Resolved – To RECOMMEND the Cabinet to direct officers that because of the impact on levels of congestion in Langley;

- *The narrowing of the approaches to the roundabout be removed as soon as possible;*
- *The 20mph zone be retained; and*
- *Alternative measures be considered to assist road safety in the area, particularly in Station Road.*

The matter was subsequently reported to Cabinet on 17th June 2013 who;

Resolved –

- (a) *That the recommendations of the Overview & Scrutiny Committee be noted in relation to the Call-in of the officer delegated Decision; 20mph zone covering Langley Road, Station Road and High Street, Langley.*
- (b) *That the experimental trial scheme remain in place for the original six month period from 8th April 2013, noting the modifications proposed by officers for the second three months of the trial as follows:*
 - (i) *To make some further adjustments to the roundabout layout to improve its performance;*
 - (ii) *To make some further improvements to the crossing points on Station Road to assist road safety and consider additional measures suggested by the Cabinet;*
 - (iii) *To retain the 20mph zone as planned.*

7 Conclusion

It is recommended that the general principles of the proposed layout of the Harrow Market shown in Figure 5.1 are approved by Cabinet.

Officers would like to proceed with detailed design and construction of the final layout within financial year 2014/15 with a degree of flexibility in the design of the final scheme based upon the results of the following:

- Road Safety Audits of the proposed scheme.
- A survey of current services in the ground e.g. gas, water, electricity, on the understanding that widening of the carriageway to the south of the junction may be prohibitively expensive.
- A statutory consultation including emergency services, the freight haulage association etc. will be carried out if traffic regulation orders or traffic calming is proposed.

Officers are committed to continuing regular communication with Councillors in the affected Wards and will discuss with them any significant changes to the design proposed in Figure 5.1 if it is amended following the results of the above surveys.

8 Appendices Attached

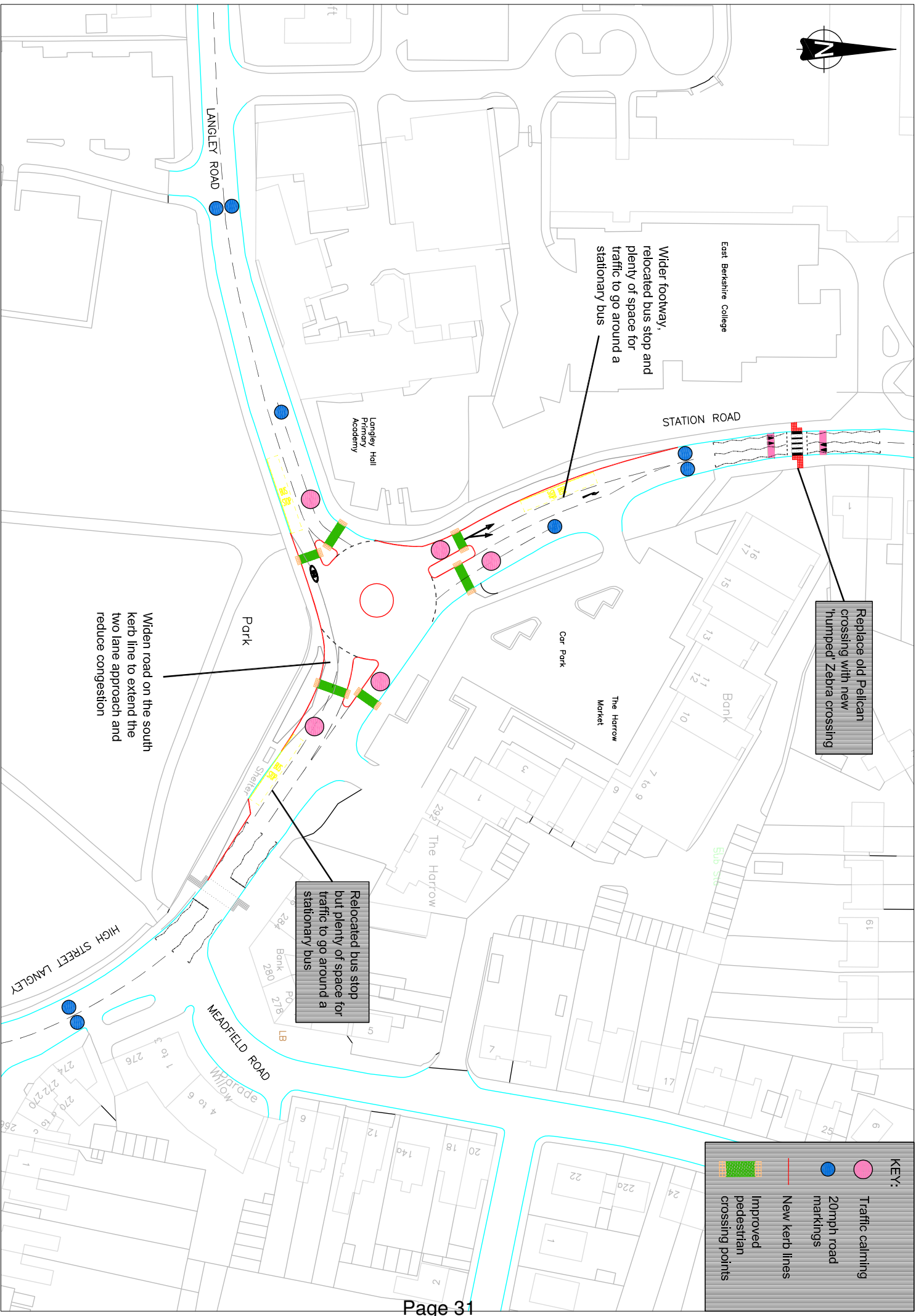
'A' - Equalities Impact Assessment

9 Background Papers

'1' - Significant Decision 8th February 2013

'2' - Significant Decision 2nd April 2013

'3' - Significant Decision 4th September 2013



Replace old Pelican crossing with new humped Zebra crossing

Wider footway, relocated bus stop and plenty of space for traffic to go around a stationary bus

Relocated bus stop but plenty of space for traffic to go around a stationary bus

Widen road on the south kerb line to extend the two lane approach and reduce congestion

KEY:

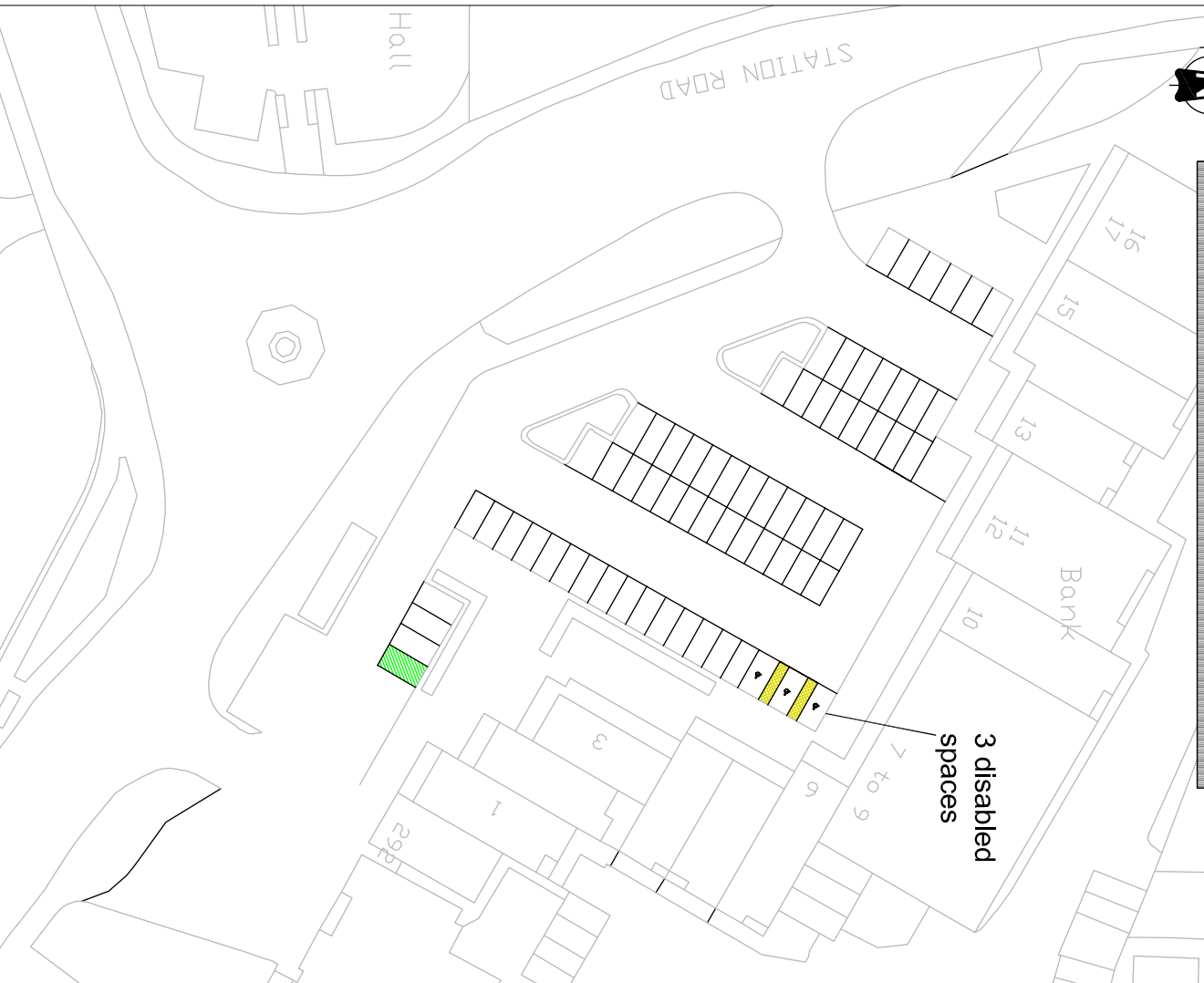
| | |
|--|-------------------------------------|
| | Traffic calming |
| | 20mph road markings |
| | New kerb lines |
| | Improved pedestrian crossing points |

Figure 5.1 - Proposed layout of the Harrow Market junction - General Arrangement

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Harrow Market car park -
current layout **64 spaces**



Harrow Market car park -
proposed layout **78 spaces**

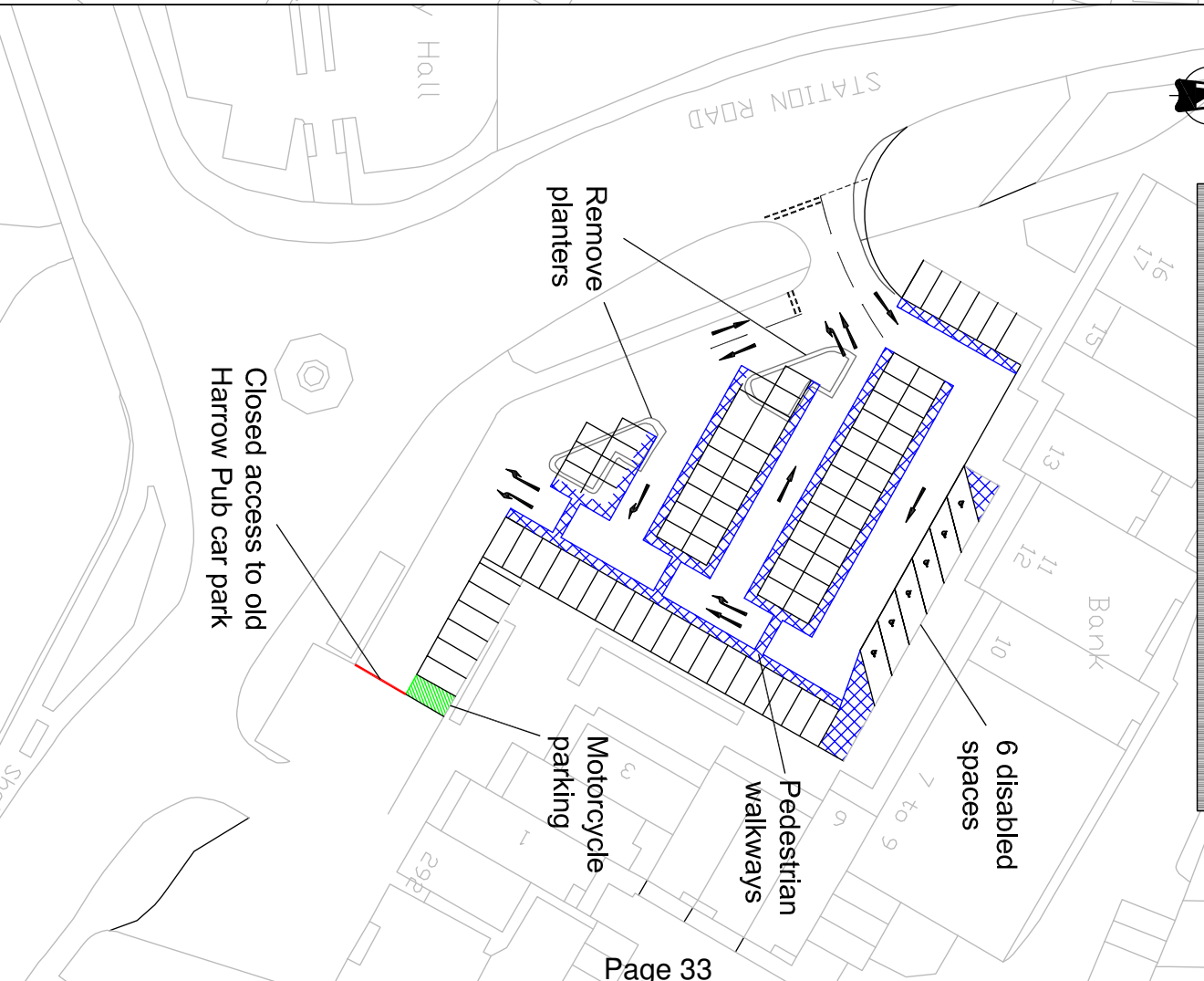


Figure 5.2 - Proposed layout of the Harrow Market car park

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Equality Impact Assessment

| | |
|---|--|
| Directorate: Regeneration, Housing and Resources | |
| Service: Transport | |
| Name of Officer completing assessment: Hardeep Dhand | |
| Date of Assessment: 19th May 2014 | |
| Name of service/function or policy being assessed: Harrow Market Experimental Traffic Scheme | |
| 1. | <p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>From a Road Safety perspective, the aims are : To improve road safety by reducing personal injury caused by road traffic collisions, particularly with reference to vulnerable road users such as pedestrians and cyclists. To reduce traffic, congestion and pollution in Langley. To promote 'active' travel (by cycling and walking).</p> <p>As part of the Harrow Market Scheme To improve social and commercial opportunities in the local community, and ultimately to improve 'quality of life' in Langley.</p> |
| 2. | <p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The changes have been implemented by the Transport service area of Slough Borough Council, in response to instruction from, and in partnership with, Cllr. Sohail Munawar (Commissioner for Social and Economic Inclusion).</p> <p>The Road Safety team has been responsible for the commissioning of detailed designs, promotion of the works, and coordination with other parties involved.</p> <p>The physical changes have been implemented by Slough Amey, the Council's term maintenance contractor.</p> <p>SBC's Highways section has an ongoing responsibility for monitoring and maintaining the existing highway, with the Road Safety team responsible for the temporary changes (signage, markings, traffic flow and so forth). SBC's Communications team has been responsible for press releases and related communications, with detailed input from the Road Safety team.</p> |

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| 3. | <p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>Potentially, the entire community. This includes :</p> <ul style="list-style-type: none"> - Highways (road and footway) users including motorists, pedestrians, cyclists, wheel chair users and those who use other mobility aids. - Residents - School pupils and staff - College students and staff - Business owners and staff (including delivery and collection services) - Non-commercial organisations based in the area - The Emergency services - Commuters using the area as part of their route - Any other members of the community not mentioned here <p>Age: The overall impacts are expected to be the same for people of all ages. However, there may be particular impacts for children of school age, students of sixth form age and for older people.</p> <p>Disability: No specific impacts for people with disabilities. However, this will be a specific area of attention to be considered in a further review to be undertaken once the experimental measures have been implemented (in the ongoing consultation part of the 'experiment').</p> <p>Pregnancy and maternity: See section 5.</p> <p>Race: See sections 4 and 5</p> |
|----|---|

| | |
|----|---|
| | <p>Religion and Belief: See sections 4 and 5</p> <p>Low income groups Motorists / Commuters by both private and public transport modes. See section 5 Nb – it is acknowledged that motorists and commuters do not count as a ‘protected’ group in EIA terms, but can be included here on socio-economic grounds.</p> |
| 4. | <p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>Age : Safer roads. Given the vulnerable status of younger road users, the proposed traffic arrangements (provide safer crossing points and routes to popular destinations such as the shops and park) this is expected to improve safety for children travelling to school by ‘active travel’ modes. Older people will also benefit from safer road and footway design and the anticipated slower, more controlled movement of traffic.</p> <p>Race : The proposed traffic arrangement is expected to stimulate local trade by providing improved parking facilities in the Harrow Market Car Park, and improve vehicle flow and reduce journey times. In theory, the impact of the changes will be the same for all people of all races in Chalvey.</p> <p>Religion : The proposed traffic arrangement is expected to improve vehicle flow and reduce journey times in the area. The proposed changes are expected to improve access (both vehicular and non-motorised) to the places of worship in these locations – the church on Parlant Road. Hence this will be a positive impact for members of these faiths within the community. Similar impacts may be experienced by member of other faiths, visiting other places of worship in the local area.</p> |

| | |
|----|---|
| 5. | <p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p><i>Age :</i> The proposed scheme may have a negative impact on people in various age groups. Access to the Harrow Market, GP and Dental surgeries may be affected by peak time traffic, which would be an issue for people requiring frequent access to such services (e.g. pregnant women, parents of young children, and older people). However, the extent to which detours may be required is not known and will depend on specific circumstances. No data is available to confirm the extent of this impact, and an assessment is recommended.</p> <p><i>Race :</i> It is possible that the proposed changes may have a detrimental impact on those who own, run, or patronise local businesses, on the grounds that shopping and delivery trips may require take longer than previously.</p> <p><i>Religion :</i> The proposed changes may cause longer journeys for some people travelling to the various places of worship in Langley. For example additional crossings points may adversely affect the time taken to travel from Station Road to High Street when visiting the Church in Parlaunt Road.</p> <p>Commuters (of 'working age'), who would previously travel during peak hours may have slightly increased journey times allowing pedestrians to cross at additional crossings. The same applies to motorists on any journey deemed to involve 'rat running' in the local area. Again, the extent of the disruption to 'normal' commuter journeys is not fully known and will depend on specific circumstances.</p> <p>Commuters who use public transport (typically, but not exclusively, those in lower income groups), may be adversely affected should bus stops require relocation.</p> |
| 6. | <p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>Reference has been made to evidence / data as follows :</p> |

| | |
|--|--|
| <ul style="list-style-type: none"> - Results from accident searches carried out prior to the scheme dated January 2009 to December 2012 indicated that a total of 17 injury accidents were recorded, two of which resulted in serious injury. A total of 7 involved vulnerable road users (those for whom there is little or no protection from their vehicle, pedestrians and cyclists) - Local Transport Plan 3 (LTP3) – the scheme is to be implemented in line with the council's 3rd Local Transport Plan and Road Safety Strategy which demonstrates a commitment to the interventions that support the introduction of a 20mph scheme. The council have also approved a policy of introducing 20mph zones or speed limits in the vicinity of all schools in Slough which shows that there is a need to protect vulnerable road users around schools. - SBC consultation portal information – Facts and Figures” (this includes details on the proposals including drawings and detailed analysis of scheme. This information was also made available in local libraries and at the council transport (typically, but not exclusively, those in lower income groups) - Letters, emails and telephone calls received from stakeholders since the installation began in March/ April 2013. The Road Safety team is collating the responses which will be used to inform a report to be presented to Cabinet, to assist in the ultimate decision making process. | <p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results e.g. have the staff forums/unions/ community groups been involved?</p> <p>The Road Safety Team carried out a wide scale public consultation in January 2014 after the completion of the various phases of the Experimental Scheme. An Experimental Scheme is, in itself, a 'live' consultation, allowing residents to experience first hand the proposed layouts of the junction.</p> <p>Feedback was regularly received from individuals and groups such as the Langley Neighbourhood Forum and Langley Neighbourhood Action Group. Officers also attended meetings with these groups to answer questions and respond to feedback. These were attended by various 'stakeholders' mostly business owners and residents. These Community groups are believed at the time to be broadly representative of the community.</p> |
| 7. | |

| | |
|----|---|
| | <p>The main public consultation in January 2014 included the following consultation methods:</p> <ul style="list-style-type: none"> ○ 3851 questionnaires with a covering letter and prepaid envelope were posted to every address in the northern catchment area ○ Posters put on lamp columns on every street in the southern catchment area and also put in shop windows ○ Traffic signs were installed at the Harrow Market roundabout; ○ Press releases; ○ Articles were published in the Citizen and local newspapers ○ Public meeting with the Neighbourhood Action Group on 27th January 2014 - for minutes see Appendix G; ○ Public meeting with the Langley Forum on 5th February 2014 - for questions submitted to officers prior to the meeting and subsequent minutes see Appendix H; ○ Information was posted on the council's website; ○ An online survey. <p>A translation service was available.</p> <p>A considerable amount of information on the changes and the reasons behind them is available on SBC's consultation portal. This includes: Residents' Priorities - changes to roads and pavements, public information such as maps and copies of the traffic orders, and so forth.</p> <p>The use of the tfs@slough.gov.uk email address and consultation portal will continue.</p> <p>In addition, relating to this project (and potentially all experimental traffic management projects) there is an overriding principle that the Equality Impact Assessment will be informed by the ongoing consultation, much of which is dependent on the experiences of residents and other stakeholders during the experimental period. See section 9.</p> |
| 8. | <p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>No specific requirements for action have been identified at this stage, although a certain amount of feedback and opinion has been presented. This will be addressed, with any appropriate plans to be developed and implemented, within the experimental review process.</p> |

| | |
|----|---|
| 9. | <p>Depending on the outcome of the ongoing consultation, and further instructions from Cabinet, there is the potential for :</p> <ul style="list-style-type: none"> a) amendments to the final layout of the permanent scheme (i.e. a revised road layout or form of traffic management) b) reverting <i>largely</i> to the original layout (Nb : it is likely that some elements of the experimental measures would remain, even if there were to be a major reversal of the changes. For example a 20mph limit.) <p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>SBC's Road Safety team will continue to monitor network activity and to promote the expeditious movement of traffic on the network. This will include consideration of any congestion likely to be attributable to the proposed road layout in Langley, and taking any appropriate action.</p> <p>SBC's Road Safety team will continue to respond to any other reported difficulties with traffic or journey difficulties in Langley and more widely across the network.</p> <p>The SBC Transport section will continue to work in partnership with First Bus Group (and potentially other companies) to try to monitor the provision of adequate public transport services.</p> <p><i>Consultation via Experimental changes.</i></p> <p>One of the advantages of the use of experimental measures is that it allowed for a consultation process based on actual experience rather than theory and plans. The Council has deemed this approach to be particularly appropriate for Langley, which is known to be a deprived area, a large proportion of the residents were not in favour of a 20mph zone but now are in support of it. Hence typical written forms of consultation and engagement are not necessarily appropriate. This decision has taken into account historical difficulties in consultation in the Langley area.</p> <p>To fully understand the impacts of the experimental measures on people with disabilities, the Network Management team plans specifically to consult the Disability Forum once the final measures are decided, including a walk-about in the affected area.</p> <p>The Road Safety team will consult the Emergency Services again via the Traffic Management Liaison Forum to consider the actual and anticipated impacts of the changes.</p> |
|----|---|

| | |
|---|--|
| What course of action does this EIA suggest you take? More than one of the following may apply | ✓ |
| Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken | ✓ |
| Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan). | (At the time of writing this assessment) |
| Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan). | |
| Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan). | |

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

| Action | Target Groups | Lead Responsibility | Outcomes/Success Criteria | Monitoring & Evaluation | Target Date | Progress to Date |
|--|------------------------------------|---------------------------------|---|------------------------------------|--------------------|-------------------------|
| Design and implementation of the SBC Communications Plan | All identifiable groups in Chalvey | Kate Pratt / SBC Communications | Satisfaction within the community that everyone (every identifiable group) has had an opportunity to comment. | | ongoing | Ongoing consultation. |

| | | | | | |
|--|--|---|--|-------------|--------------------|
| Presentation of a report to Cabinet to indicate the results (actual and perceived), and to inform the decision making process. | | Lynsey Brookfield (Acting Team Leader Road Safety and Integrated Transport) | Satisfaction within Cabinet that the report has covered all the essential requirements. | Summer 2014 | |
| Monitoring to take place, as set out in section 9 | All groups in the community (but particularly those groups identified in section 3). | Lynsey Brookfield (Acting Team Leader Road Safety and Integrated Transport) | Reduced traffic, congestion and pollution in the local area (and on the wider network) Improved road safety. Satisfaction amongst traders and customers. Satisfaction within the local community. | Summer 2014 | Ongoing monitoring |
| Decision to be made by Cabinet. | | Cabinet | | Summer 2014 | |

Name: Hardeep Dhand

Signed:(Person completing the EIA)

Name:

Signed:(Policy Lead if not same as above)

Date: 21/05/2014

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd June 2014

CONTACT OFFICER: Joseph Holmes (Assistant Director; Finance & Audit, 151 officer)
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Rob Anderson (Leader & Commissioner for Finance)

PART I
KEY DECISION

PROVISIONAL FINANCIAL & PERFORMANCE OUTTURN REPORT: 2013-14
FINANCIAL YEAR

1 **Purpose of Report**

To provide members with the provisional financial outturn information for the 13-14 financial year

To summarise the Council's performance against the balance scorecard indicators during 2013-14

To summarise the Council's performance on 'Gold' projects during 2013-14

2 **Proposed Action**

Cabinet is requested to resolve that the report be noted, including the key information, and that the items in e) and f) be approved:

- a) That the provisional revenue outturn for 2013-14 is a break even position. This is after allowing for a contribution of £150k to a future budget requirement reserve.
- b) That the provisional capital outturn is expenditure of £33.3m against the capital programme of £51.6m, with £16.7m reprofiled into the 2014-15 financial year
- c) That within the Council's balanced scorecard, 71% of indicators were green, with the following 'red' indicators:
 - a. % of Initial Assessments completed and authorised within 45 working days (in month) in Children's services.
 - b. Council Tax collection rate
 - c. Number of Households in temporary accommodation

- d) That 17% of Gold projects have progressed overall as 'green'. Of the six submitted highlighted reports, one has been assessed to have an overall status of Green, three at Amber and two at Red.

Cabinet is requested to approve:

- e) The revised 2014-15 capital programme to take account of re-profiling of previously approved 2013-14 projects into the 2014-15 programme; with a revised capital programme of £63.6m
- f) The Virements and write-offs detailed within the report

3 **The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan**

3a. **Slough Joint Wellbeing Strategy Priorities**

The report indirectly supports all of the SJW Strategy priorities and cross cutting themes. The maintenance of excellent governance within the Council to ensure that it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

3b. **Corporate Plan 2013/14**

The report helps achieve the Corporate Plan objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting, and in delivering the Council's budget in line with the approved budget.

4 **Other Implications**

(a) Financial

*The Financial implications are contained within this report, but in summary, the 2013-14 provisional outturn will maintain the Council's General Fund reserve at **£8.142m as at 31st March 2014***

(b) Risk Management

| Risk | Mitigating action | Opportunities |
|---|--------------------------|----------------------|
| Legal | None | None |
| Property | None | None |
| Human Rights | None | None |
| Health and Safety | None | None |
| Employment Issues | None | None |
| Equalities Issues | None | None |
| Community Support | None | none |
| Communications | None | none |
| Community Safety | None | None |
| Financial; Detailed in the report and above | As identified | None |

| | | |
|--|---|------|
| | | |
| Timetable for delivery; A number of capital projects will be reprofiled into the 2014-15 financial year | The capital programme will be closely monitored by the capital strategy group in 2014-15. | None |
| Project Capacity | None | None |
| Other | None | None |

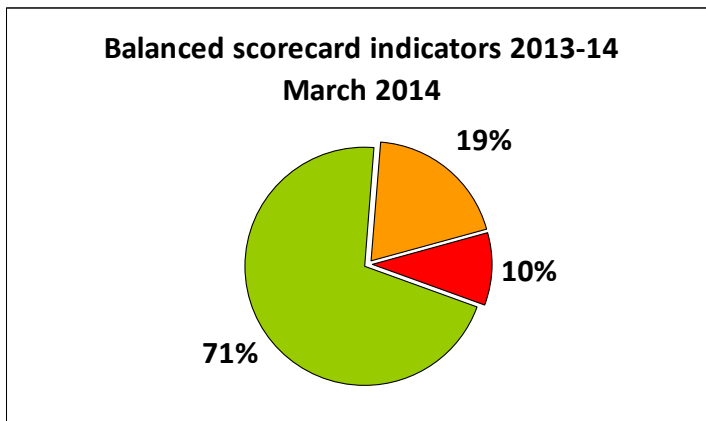
Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications identified.

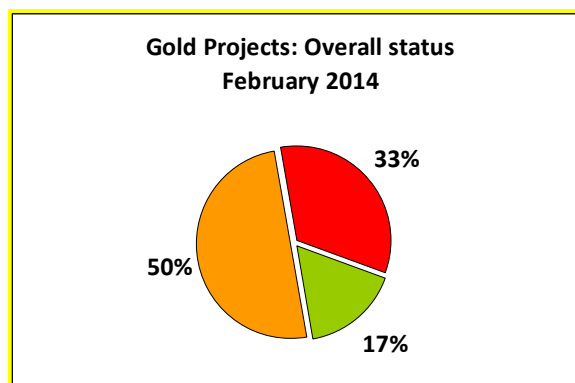
Equalities Impact Assessment – not required for this report.

5 Executive Summary

- 5.1 The Council provisional financial outturn for the 2013-14 financial year is break even after adjustments made to and from reserves. The Council has successfully contained the pressures it has faced and is allocating £150k to the future budget requirement reserve to help mitigate a small amount of the Government's funding reductions in future years. The main service areas to show an underspend are Adult Social Care and Education (non schools). The service area showing the most significant overspend is Children and Families.
- 5.2 The Council's capital programme for the 2013-14 year has been completed with 65% of the capital programme budget spent in the financial year. The major items of re-profiling are £4m on the Curve project, a significant amount of the Housing capital programme and the Crematorium / Cemetery project.
- 5.3 The latest position for the Council's balanced scorecard demonstrates that at the end of March 2014 the Council's summary performance against its balanced scorecard indicators is as below:



- 5.4 Key areas of noteworthy concerns flagged as 'Red' status are:
- Council Tax collection rate
 - Percentage of Single Assessments completed and authorised within 45 working days (in month) within Children's Social Care.
 - Households in temporary accommodation.
- 5.5 The summary of the Gold projects at March 2014 indicates that the overall status of one of these are **Green**, with three assessed as **Amber** and two as **Red**.



6 Supporting Information

Financial Performance - revenue

6.1.1 Summary

The 2013-14 financial year saw the Council contend with a further reduction in Central Government funding with a below inflationary rise in Council Tax. This year was also the first year that the Council had to deal with the volatility arising from being able to retain some of the risks and rewards from retaining a proportion of business rates. Against this backdrop of reducing funding for Council services the Council has performed strongly to achieve a breakeven position and maintain General Fund balances at previous year levels.

6.1.2 The Council had to contend with other additional externally driven pressures during 2013-14 that had not existed in previous years. The budget included a total expected budget savings programme of £9.4M, driven by funding reductions from Central Government. The changes to non-domestic rates and localisation of business rates have resulted in a fundamental shift in the way local government is financed. The changes have resulted in significant new risks to local authority resources that have needed to be incorporated into financial planning. In relation to Council Tax there has been a need to forecast the level of council tax support claims and ensure that overall Collection Rates held firm. Any additional income or shortfall from the above will materialise as a surplus or deficit on the collection fund and these will feed into the resources available to the Council the following year.

6.1.3 The most significant areas of deviation away from their budget were the Adult Social care, non schools education, Community and Skills and Children and Families services.

6.1.4 Wellbeing

There were also some internally driven pressures that the Council managed. There has been a significant overspend in the Children's and Families service of over £3m, and as detailed earlier in the financial year, the Council needed to set aside funds to ensure that the transactional services contract budget was sufficiently funded by the Council. The Council has successfully managed these pressures through a variety of means, and primarily through driving out savings from other services areas. There were also additional Government grants that were taken into consideration on revising the Council's net budget and review of the Council's earmarked reserves.

6.1.5 The Wellbeing Directorate is showing an overspend of £0.6m (1.0%), and within this is a significant pressure on the Children Looked After (Placement) budgets within Children and Families service. The total overspend within this service is £3.1m, although this is offset in part, by savings within the Adult Social Care service of £1.4m and Education (Non Schools) of £1.1m.

6.1.6 Customer and Community Services

Customer Services and IT is reporting a small underspend at year end. There is a favourable variance of £579k. The main reasons for this underspend are £40k administration underspend in the Local Welfare Provision, an £81k underspend in IT staffing vacancies, a £232k underspend in IT Growth bids and a £167k in IT contract savings.

- 6.1.7 Many of the underspends are one-offs that are unlikely to be repeated in future years or have already been 'captured' as 2014/15 savings targets and built into the 2014/15 budgets.
- 6.1.8 The favourable variance within the Community and Skills area is a result of staff vacancies in Youth Services and lower transport and associated costs. Additional income, staffing vacancies and lower utility and equipment costs from both the Cemeteries & Crematorium and the Parks & Open Spaces areas have also helped the Customer and Community Services directorate to increase the underspends for the year.
- 6.1.9 Within the Enforcement and Regulation team there is a small overspend as a result of funding pressures for the CCTV service, and Safer Communities Initiative. Various underspends on the NLIS contract fee, a surplus contribution from Building Control, and underspends in both Development Control and Environmental Protection, Licensing, Trading Standards has mitigated the expenditure pressures.

6.1.10 Resources, Housing and Regeneration

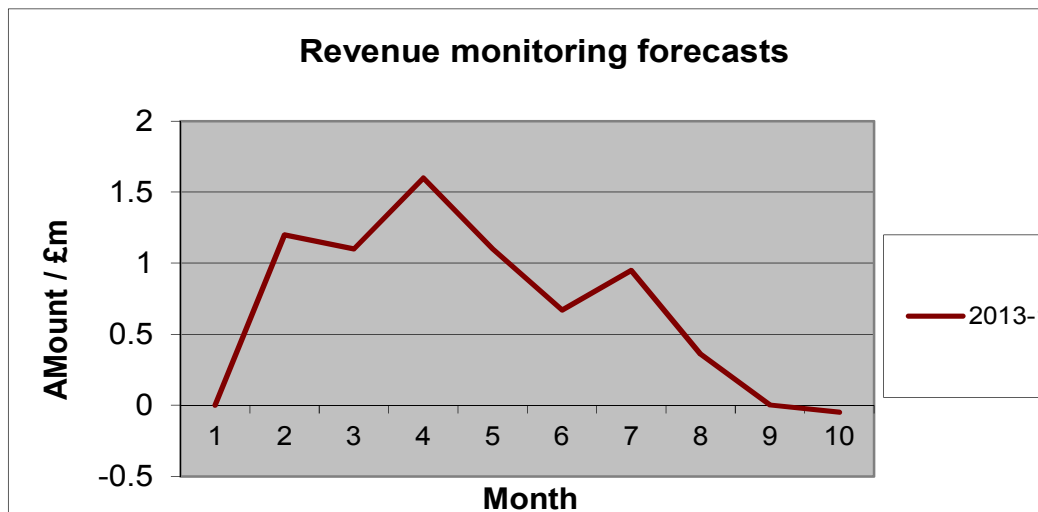
Resources, Housing and Regeneration Directorate is reporting an overall underspend of £1.215M. These underspends have been predominantly generated in the Housing and Environment and the Estates and Regeneration services

- 6.1.11 The 2013 Amey profit share and the Lakeside EFW credit has resulted in the Housing and Environment underspend.
- 6.1.12 The under spend position of £735k within Estates and Regeneration comprises a underspend in Property services due to a shift in planned corporate repairs and maintenance to only emergency repairs and maintenance. Facilities & Corporate Landlord renegotiated their contracts during the year and reviewed the recharge to the HRA for the use of Landmark Place. The Highways Engineering team held numerous vacancies and imposed a recruitment freeze pending Highways/Transport Services merger.

6.1.13 Chief Executive

The Chief Executive's directorate is showing an expected underspend of £245k. Savings throughout the directorate in line with savings with action plan targets enabled the directorate to contribute their share to the overall reduction of overspends.

- 6.1.14 As a result of the items mentioned above the revenue financial performance forecasting shows initial overspends continuing to increase at the start of the financial year. At its highest point there was a forecast overspend of £1.6m. This was gradually reduced during the remainder of the year with a series of action plans and management action so that the actual spend at year end reflected the expected budgetary position.



6.1.15 Housing revenue Account

The Housing Revenue Account finished the year with a surplus of £72k against an expected deficit of £5,515k. The main positive outturn variances to note for the HRA were lower interest rates, property costs and management costs along with additional receipts from dwelling rents, interest on balances and chargeable works. Offsetting the above were reduced receipts from garage rents and service charges and the setting aside of £4m for future housing provision.

6.1.16 The achieved surplus of £72k has been set aside in general HRA balances

6.1.17 The Council's outturn on non distributed costs is showing an overspend of £1.4m. Higher than expected daily balances as a result of the capital programme underspends mentioned in this report has meant that Treasury Management has earned more interest than expected. Interest earned is not unfortunately as high as it might have been in previous years as interest rates have continued to remain very low. Trading surpluses have been higher than forecast. There have been a number of pressures within this area; as mentioned above the Council needed to fund the transactional services contract and it came from the previous contingency found in this budget heading, the Council also needed to finance inflationary cost pressures and additional pension contributions to catch up previous year's service costs within the pension fund. Though there were additional grant receipts in respect of the Education Services Grant as part of the rebased net budget, and the Council has reviewed and released some previously earmarked reserves, there remained a net cost pressure on this line for 2013-14.

6.1.18 These figures are all provisional at present; the final figures will be included as part of the Council's Financial Statements which will be published on its website by the 30th June 2014 in draft format. The provisional outturn detailed in this report is unlikely to move significantly by the time the Financial Statements are finalised. The Financial Statements will be externally audited by BDO during the summer 2014 and the externally auditor's report will be presented, along with the final set of Financial Statements to the Audit Committee in September 2014.

Financial Performance - Capital

6.1.19 The Council has reprofiled a number of capital schemes from 2013/14 into 2014/15 for a variety of reasons with further detail on the progress against the capital programme by directorate in the directorate appendices attached to this report.

6.1.20 Overall, the Council spent 65% of the approved Capital Programme for 2013/14. The majority of programmes not spent in 2013/14 (16.7M) will be re-profiled into the 2014/15 financial year thus increasing the notional size of the 2014-15 capital programme.

6.1.21 The capital spend can be summarised as follows:

| Directorate | Expenditure | | |
|---------------------------------------|---------------|---------------|-------------------|
| | Budget | Actual £000s | % Expend v Budget |
| Slough Regeneration Partnership | 4,346 | 4,257 | 97.94% |
| Heart of Slough | 820 | 621 | 75.76% |
| Resources (excluding Heart of Slough) | 9,710 | 6,990 | 71.99% |
| Wellbeing | 8,717 | 8,764 | 100.54% |
| Chief Executive | 61 | 335 | 549.65% |
| Customer & Community Services | 6,543 | 2,627 | 40.14% |
| Housing Revenue Account | 21,381 | 9,752 | 45.61% |
| Total | 51,578 | 33,346 | 64.65% |

6.1.22 Write offs

The final quarter write offs can be summarised as followed

| Reason | NNDR | Former Tenant Arrears | Sundry Debtors | Housing Benefits | Total |
|---------------------------|--------------|-----------------------|----------------|------------------|--------------|
| | Value £ | Value £ | Value £ | Value £ | Value £ |
| Unable to trace | | 218,390.90 | 8,646.21 | 80,712.48 | 307,749.59 |
| Uneconomical to pursue | | 3,516.31 | 1,169.94 | | 4,686.25 |
| Vulnerable persons | | 3,645.81 | 8,335.77 | 1,141.94 | 13,123.52 |
| Tenant no estate / no NOK | | 25,730.25 | | | 25,730.25 |
| Statute Barred | | 28,421.15 | 2,737.66 | | 31,158.81 |
| Bankruptcy | 20,078.59 | | | 14,201.40 | 34,279.99 |
| Absconded | 344,606.44 | | 855.48 | | 345,461.92 |
| Dissolved | 362,335.83 | | | | 362,335.83 |
| Proposal to Strike | 130,119.66 | | | | 130,119.66 |
| Statute Debarred | 98,130.96 | | | | 98,130.96 |
| Admin Error | | 11,434.95 | 148.78 | 745.16 | 12,328.89 |
| Liquidation | 32,850.33 | | | | 32,850.33 |
| Administration | 123,069.34 | | | | 123,069.34 |
| Receivership | 587,030.83 | | | | 587,030.83 |
| Misc. | 126,115.91 | | 26,173.64 | 75.72 | 152,365.27 |
| Credit Balances | (43,102.31) | | | | (43,102.31) |
| Deceased | | | | 29,749.11 | 29,749.11 |
| | 1,781,235.58 | 291,139.37 | 48,067.48 | 126,625.81 | 2,247,068.24 |

The net write offs total £2,247,068. Gross write offs were £2,290,171 although this amount was offset as £43,102 of credit balances were also written off. 79% of the write offs relate to business rates and the major reasons for write off was

- Unable to trace (14%)
- Absconded (15%)
- Dissolved (16%)
- Receivership (26%)

6.1.23 Virements

Virements during the fourth quarter of the current financial year were as follows:

| Service Area | | Amount £ | Reason |
|--|--------------------|-------------|---|
| From | To | | |
| Appropriations | Wellbeing | 150,750 | Release of LD Transfer Reserve |
| Contingency | Chief Executive | 10,000 | Transfer to Project Code |
| Trading Accounts | RHR | 66,750 | Re-alignment of Insurance Budget |
| Treasury Management and Appropriations | Wellbeing and RHR | 6,562,380 | Closedown transfer re: Leases and PFI |
| CCS | Appropriations | 31,090 | Reserve Movement Correction |
| Wellbeing | Sources of Finance | 3,677,500 | Closedown Transfer re: PFI Grant budget |
| Appropriations | All Directorates | 1,579,980 | Release of Reserves |
| Wellbeing | Appropriations | 285,550 | Schools Capital Contributions |
| All Directorates | Appropriations | 1,216,970 | Closedown Transfer re: 2013/14 Carry Forwards |
| Contingency and Appropriations | All Directorates | 4,095,060 | Closedown Transfer re: Corporate Budget Allocations |

Council Performance

6.2 The latest available validated performance positions have been ascertained. This month, 32 performance indicators have been RAG rated – the majority at **Green** (23; 72%) or **Amber** (6; 19%). Those rated as Green or Amber - taken together - account for 91% of measures. Three measures this month (9%) are **Red** rated as being off target by more than 5% in this report.

6.2.1 Noteworthy Improvements

This month one of the indicators reported as **Amber** in the previous report has improved to a **Green** target level of performance: this is the **percentage of Adult Safeguarding Alerts that led to a strategy meeting**. During February, the proportion of safeguarding referrals requiring progression to strategy meetings returned to the target tolerance (at 30%).

Across the whole of the 2013-14 period to date, this value also remains on target tolerance (at 35%).

6.2.2 Noteworthy Concerns

The following indicators were rated **RED** this month as being more than 5% adrift of their currently defined target values:

6.2.2.1 Council Tax collection rate: Percentage of total amount due for 2013-14 collected to date

No collection profile (a modelled projection of how much of the annual total is to be collected during each month) for 2013-14 was been agreed between Slough Borough Council and the transactional services provider but this will be in place for 2014-15.

Nonetheless, the total collected by end of March (94.8% against a desired minimum of 96% for the full year) has raised concerns for the overall Collection Rate of 98%. There was a significant drop in the total monthly collection in December compared to the rest of the year, and this continues to impact on the overall collection figures.

A detailed report outlining the actions to be taken to recover the position has previously been provided to CMT. One of the issues impacting on collection is the introduction of the national Council Tax Support scheme in April 2013; this resulted in a number of people who had previously not been expected to pay Council Tax (their bills were covered in full by benefits) now having to pay 20% of the due payment themselves. Collection in these circumstances was expected to be problematic, especially in the first year of the scheme.

The Collection Rate in respect of Claimants not on the Council Tax Support scheme has increase from 95.3% in the previous year to 95.7% during 2013-14.

6.2.2.2 % of Single Assessments completed and authorised within 45 working days (in month) *Provisional data:*

From 14th October 2013 Children & Families moved to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the previous dual approach of Initial and Core Assessments ceased.

Less than one-third of single assessments completed during March (65.6%) were finalised within the 45 working day timescale. Target for this measure is demanding, at 100%.

The service area had built up a backlog of incomplete assessments, and focused effort has now finalised a large number of these (a total of 280 assessments were completed in February, 203 having exceeded the permitted timescale).

6.2.2.3 *Number of households in temporary accommodation*

This has increased from the previous month to 99; however, no placements are being made into Bed & Breakfast accommodation.

The following 6 indicators were rated **AMBER** this month as being more than 5% adrift of their currently defined target values:

6.2.2.4 Percentage of calls to My Council that were abandoned by the caller rather than queuing (in the month)

Rated as amber as the abandoned calls position rose to 25.9% from the 16.4% value obtained in January.

Despite not formally agreeing a numeric improvement target, this service had been delivering a significantly improved response rate.

Factors behind the increased rate in February include:

- additional contacts presented to the CSC due to the Housing Allocations Policy changes;
- additional Council Tax reminders and finals due to reduced collection in previous month;
- Public Information Line (Flooding) – 2 Customer Service Advisers were seconded to support this 9-5 Monday to Friday for a week.

6.2.2.5 Number of Slough primary schools in special measures or with notice to improve

Four Slough Primary schools are in this category. Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. Three of the schools have been deemed to be making 'satisfactory progress' towards improvement in follow-up Ofsted judgements (Colnbrook, St Ethelbert's and Willow). Foxborough is deemed to still 'require improvement'.

6.2.2.6 Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP

This has been previously reported.

6.2.2.7 The percentage of household waste sent for reuse, recycling or composting.

This has been previously reported.

6.2.2.8 Percentage of municipal waste sent to landfill.

This has been previously reported.

6.2.2.9 Crime rates per 1,000 population: Violence against the person

This has been previously reported.

The Full Corporate Balanced Scorecard is provided as **Appendix D**.

Council's Gold Project Update

6.2.3 The summary below provides Cabinet with an update on the Council's Gold Projects as at the 31st March 2014. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E**.

6.2.4 Monthly Period Summary

6.2.4.1 This report covers six Gold Projects in total; highlight reports have been received in time for this report from all.

6.2.4.2 Of the six project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of 'Fit for the Future Programme' project which is in draft.

6.2.4.3 Of the six submitted highlight reports, one has been assessed to have an overall status of 'Green', three at 'Amber' and two at 'Red'.

For 'Timeline' two projects have been evaluated at 'Green' status, two at 'Amber' and two at 'Red'.

For 'Budget' five are assessed at 'Green' and one at 'Amber'.

For 'Issues and Risks' one has been evaluated at 'Green' status, three at 'Amber' and two at 'Red'.

One project ('Accommodation & Flexible Working') has been assessed as 'Green' for all aspects.

6.2.4.4 The 'Safeguarding Improvement Plan' project has been assessed as 'Red' for Issues and Risks, Timeline and for the Overall Status of the project. The anticipated end date for this project has now been extended by two years, to March 2016.

The Fit for the Future Programme project has been assessed as 'Red' for Issues and Risks and for the Overall Status of the project.

Fuller details are provided in the table beneath, and in the Appendix D.

**Project Manager / Sponsor assessed status of Gold Projects as at:
31st March 2014**

| Gold Project Name | Overall status | Timeline | Budget | Issues + Risks | Sponsor approval status |
|--|----------------|----------|--------|----------------|-------------------------|
| Accommodation & Flexible Working | GREEN | Green | Amber | Green | Approved |
| Fit for the Future Programme | AMBER | Amber | Green | Amber | Approved |
| Learning Disabilities Change Programme | AMBER | Green | Green | Amber | Approved |
| Safeguarding Improvement Plan | RED | Red | Green | Red | Approved |
| School Places Programme | AMBER | Amber | Green | Amber | Approved |
| The Curve | AMBER | Amber | Amber | Amber | Approved |

N.B. Arrows show direction of change in Rag rating since the last Project Highlight report

↓ Indicates a reduction in status

↑ Indicates an improvement in status

No arrow indicates maintained status since last report

The individual Gold Project Updates are provided as **Appendix E**

6.3 Budget position for 2014-15

6.3.1 The Council continues to face a difficult financial climate for the 2014-15 financial year and beyond. The 2014-15 budget includes over £12m of savings, which will be monitored regularly throughout the year, as well as continued demand for Council wide services. Volatility on income sources remain, with the Business Rates scheme now in place having a real impact on the Council's future financial position, and the Council now facing the financial risk of appeals to Business Rates valuation, which will be likely to increase during 2014-15 as the Government is encouraging the Valuation Office to clear the backlog of outstanding appeals.

6.3.2 Against this backdrop of increased financial volatility and reduced resources, it is important for there to be relevant reserves in place. As part of closing the 2013-14 financial year, the Council has reviewed and re-configured some of its reserves to deal with future pressures. A summary of the key reserves is highlighted below; these are still under review, and the finalised listing will be included in the Council's Financial Statements for 2013-14. The protection of the General Fund reserve remains key to ongoing financial stability:

| Reserve | Amount as at 31.3.2014 £m | Commentary |
|--------------------------------|---------------------------------|--|
| General Fund | 8.1 | Remains at the same level as 2012-13. The minimum level assessed by section 151 officer in the 2014-15 budget setting process was £7.3m |
| Children's Social Care reserve | 2.4 | Required to fund the one-off pressures arising from the investment made in the 2014-15 budget to recruit more social workers |
| Transformation Fund | 1.0 | Required to fund transformational activity on an 'invest to save' basis to deliver on-going revenue savings in future budget |
| Financial Volatility Reserve | 1.6 | The purpose of this is to mitigate short term pressures (either from Business Rate/ CTX volatility or budget pressures) by its use and so delay the impact of these pressures to enable more long term planning into the Council's budgets |
| Collection Fund | 1.2 | This is the balance that will be used in the 2014-15 budget. As at the time the budget was, it was assumed this figure would be £1.3m. |
| Economic Risk Fund | 0.6 | To mitigate the impact of future restructuring costs on the organisation as it seeks to deliver further savings |

7 **Comments of Other Committees**

n/a

8 **Conclusion**

Overall the Council is reporting no change to the General Fund reserves as a result of the 2014-15 financial year. There has been a contribution of £150k to the Future Budget Requirement Reserve. A number of capital projects will be re-profiled into the 2014-15 financial year thus increasing the capital budget for 2014-15. Overall Council performance has flagged up some areas of red performance, most notably in the area of assessments completed in Children's services. The Council will also need to increase its focus on improve Council Tax Collection Rates to assist in mitigating the impact of future spending reductions from Central Government. Of the six Gold projects one has been assessed to have an overall status of Green. Three are assessed at Amber and two at Red.

9 **Appendices Attached**

- 'A' - Revenue Financial Performance summary
- 'B' - Capital Financial Performance summary
- 'C' - Capital Carry Forwards
- 'D' - Balanced Scorecard
- 'E' - Gold projects detailed updates

10 **Background Papers**

Financial detail provided from the Council's financial ledger

Appendix A - Revenue Provisional Outturn

Table 1 - Outturn as at 31st March 2014

| | Directorate | Current Net Budget | Actual YTD | Variance Over /(Under) Spend |
|--|---|--------------------|----------------|---------------------------------|
| | | £'M | £'M | £'M |
| | Adult Social Care and Health Partnership | 38.564 | 37.181 | (1.383) |
| | Central Management | 0.251 | 0.281 | 0.030 |
| | Children and Families | 16.371 | 19.475 | 3.104 |
| | Education (non Schools) | 9.294 | 8.176 | (1.118) |
| | Public Health | (0.138) | (0.150) | (0.012) |
| | Total - WellBeing | 64.342 | 64.963 | 0.621 |
| | | | | |
| | Total - Schools | (0.337) | (0.337) | 0.000 |
| | Customer Services and IT | 3.271 | 2.692 | (0.579) |
| | Community and Skills | 6.801 | 6.183 | (0.618) |
| | Enforcement and Regulation | 1.826 | 1.836 | 0.010 |
| | Strategic Management | 0.501 | 0.648 | 0.147 |
| | Transactional Services | 4.928 | 5.239 | 0.311 |
| | Procurement | 0.277 | 0.264 | (0.013) |
| | Total - Customer and Community Services | 17.604 | 16.862 | (0.742) |
| | Strategic Management | 0.317 | 0.424 | 0.107 |
| | Corporate Resources | 1.769 | 1.917 | 0.148 |
| | Housing and Environment | 13.386 | 12.651 | (0.735) |
| | Estates and Regeneration | 11.491 | 10.756 | (0.735) |
| | Total - Resources, Housing and Regeneration | 26.963 | 25.748 | (1.215) |
| | | | | |
| | Total - Chief Executive | 4.483 | 4.238 | (0.245) |
| | | | | |
| | Total Cost of Services | 113.055 | 111.474 | (1.581) |
| | % of revenue budget over/(under) spent by Services | | | -1.40% |
| | | | | |
| | Total - Corporate and Non-Distributed Costs | 4.872 | 6.303 | 1.431 |
| | | | | |
| | (Under)/ Over Spend | 117.927 | 117.777 | (0.150) |
| | | | | |
| | Transfer to Future Budget Requirements Reserve | | | 0.150 |
| | | | | |
| | Total General Fund | | | 0.000 |
| | | | | |

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APPENDIX B

| | Expenditure | | |
|---------------------------------|--------------------|---------------------|--------------------------|
| Directorate | Budget | Actual £000s | % Expend v Budget |
| Slough Regeneration Partnership | 4,346 | 4,257 | 97.94% |
| Heart of Slough | 820 | 621 | 75.76% |
| Resources (excluding Heart of | 9,710 | 6,990 | 71.99% |
| Wellbeing | 8,717 | 8,764 | 100.54% |
| Chief Executive | 61 | 335 | 549.65% |
| Customer & Community Services | 6,543 | 2,627 | 40.14% |
| Housing Revenue Account | 21,381 | 9,752 | 45.61% |
| Total | 51,578 | 33,346 | 64.65% |

| Cost Centre | Project | 2013/14 £'000 | Actual £'000 |
|-------------|-------------------------------------|------------------|-----------------|
| | Chief Executive | | |
| P108 | Refurbishment 27 & 29 Church Street | | 274 |
| P109 | Local Broadband Plan | 61 | 61 |
| | Chief Executive | 61 | 335 |

| Cost Centre | Project | 2013-14 Budget £'000 | 2013-14 Re-profiled Budget £'000 | Actual £'000 | Carry Forward Request | Balance |
|-------------|---------------------------------------|----------------------|----------------------------------|--------------|-----------------------|----------|
| P331 | Social Care IT System | 39 | 39 | 0 | | 39 |
| P723 | Home Care e-rostering System | 13 | 13 | 0 | | 13 |
| P048 | Western House Expansion Cippenham | 47 | 35 | 35 | | |
| P049 | Junior | 0 | 0 | 4 | | |
| P051 | Primary Expansions (Phase 2 for 2011) | 5,078 | 3,300 | 3,291 | | 9 |
| P076 | Town Hall Conversion | 311 | 311 | 432 | | (121) |
| P090 | Expand Littledown School | 98 | 262 | 293 | | (31) |
| P093 | Schools Modernisation Programme | 2,808 | 600 | 432 | ✓ | 168 |
| P101 | SEN Resources Expansion | 417 | 75 | 87 | | (12) |
| P664 | Baylis Court BSF | 22 | 0 | 0 | | 0 |
| P783 | Schools Devolved Capital | 197 | 197 | 340 | | (143) |
| P856 | Haymill/Haybrook College Project | 3,485 | 3,442 | 3,612 | ✓ | (170) |
| P865 | Parlaunt Park Primary | 34 | 34 | 34 | | 0 |
| P886 | Wexham Court Primary | 68 | 68 | 50 | | 18 |
| P887 | Willow School Expansion | 38 | 38 | 56 | | (18) |
| | DDA/SENDA access Works | 100 | 50 | 0 | | 50 |
| | Lea Nursery Heat Pump | 12 | 0 | 0 | | 0 |
| P749 | Vicarage Way Children's Centre | 150 | 62 | 22 | | 40 |
| P894 | Chalvey Grove Children's Centre | | | 7 | | (7) |
| P895 | Monksfield Way Children's Centre Penn | 150 | 140 | 47 | | 93 |
| P896 | Rd Children's Centre | 60 | 16 | 22 | | (6) |
| | Repairs to Youth Centres | 50 | 0 | 0 | | 0 |
| | 2 Year Old Expansion Programme | 700 | 0 | 0 | | 0 |
| | Children's Centre IT | | 35 | 0 | | 35 |
| | Wellbeing | | | | | |
| | Total Education Services | 13,838 | 8,717 | 8,764 | | 0 |

| Cost Centre | Project | 2013/14 £'000 | Actual £'000 | Carry Forward Request | Balance |
|-------------|---|------------------|-----------------|--------------------------|--------------|
| | Customer & Community Services | | | | |
| P083 | Cemetery Extension | 20 | 44 | | (24) |
| P860 | DCSF Play | 34 | 32 | | Completed |
| | Registrars | 55 | | ✓ | 55 |
| P084 | IT Infrastructure Refresh | 250 | 90 | ✓ | 160 |
| P084 | Replacement of SAN | 125 | 0 | ✓ | 125 |
| P105 | Civica E-Payment Upgrade | 80 | 40 | ✓ | 40 |
| P873 | Crematorium Project | 606 | 331 | ✓ | 275 |
| | Expansion of DIP Servers | 150 | 0 | ✓ | 150 |
| | IT Disaster Recovery | 1,000 | 0 | ✓ | 1,000 |
| | Refresh of Existing IT Assets | 500 | 0 | ✓ | 500 |
| | Document Image Processing Project | 350 | 0 | ✓ | 350 |
| P784 | Accommodation Strategy | 207 | 146 | ✓ | 61 |
| P088 | Baylis Park Restoration | 55 | 15 | ✓ | 40 |
| P089 | Upton Court Park Remediation | 25 | 0 | ✓ | 25 |
| P103 | Slough Play Strategy | 190 | 153 | ✓ | 37 |
| P107 | Repairs to Montem | 1,070 | 629 | ✓ | 441 |
| | Repairs to Ice | | | | |
| P383 | Herschel Park | 86 | 0 | ✓ | 86 |
| | Leisure Capital Improvements-Langley, Ten Pin, The Centre | 352 | 0 | ✓ | 352 |
| P871 | Community Investment Fund | 1,388 | 1,102 | ✓ | 286 |
| | Total Customer & Community Services | 6,543 | 2,582 | | 3,959 |

| Project | 2013/14 £'000 | Actual £'000 | Balance £'000 | Carry Forward |
|--|------------------|-----------------|------------------|------------------|
| Resources, Housing and Regeneration | | | | |
| Disabled Facilities Grant | 614 | 614 | 0 | |
| Highway & Land Drainage Improvements | 125 | 123 | 2 | |
| Catalyst Equity Loan Scheme | 54 | 27 | 27 | ✓ |
| Affordable Housing Garage Site Phase 7 | 64 | 73 | (9) | |
| Air Conditioning and Controls | 400 | 133 | 267 | ✓ |
| Rochfords Hostel | 0 | 5 | (5) | |
| Major Highways Programmes | 889 | 976 | (87) | |
| Lascelles Lodge | 190 | 11 | 179 | ✓ |
| Bath Road/Gurney House | 90 | 126 | (36) | |
| Windsor Road Widening Scheme | 156 | 127 | 29 | ✓ |
| Britwell Regeneration | 1,126 | 948 | 178 | |
| Chalvey Hub | 600 | 52 | 548 | ✓ |
| Colnbrook By-pass | 131 | 0 | 131 | ✓ |
| Caution Before Contact | 0 | 15 | (15) | |
| Allocation to land appropriation | 1,326 | 1,335 | (9) | |
| A4/Upton Court Park Junction Improvements | 350 | 0 | 350 | ✓ |
| A4 Lascelles Road Improvements | 50 | 0 | 50 | ✓ |
| ITS Real Time Passenger Information | 62 | 77 | (15) | |
| Traffic Light & Junction Improvements | 354 | 581 | (227) | ✓ |
| Parking Strategy | | 0 | 0 | ✓ |
| Air Quality Grant | | 0 | 0 | |
| Replacement of Art Feature | | 8 | (8) | ✓ |
| Better Bus Fund Improvements | 1,308 | 820 | 488 | ✓ |
| Local Sustainable Transport Fund | 1,087 | 549 | 538 | ✓ |
| Road Safety Programme | 118 | 0 | 118 | ✓ |
| Local Safety Scheme Programme | 99 | 11 | 88 | ✓ |
| Casualty Reduction | 172 | 108 | 64 | ✓ |
| CCTV Relocation | 197 | 78 | 119 | ✓ |
| Greener Travel | 36 | 177 | (141) | |
| Marlborough Road Safety Scheme | 100 | 0 | 100 | ✓ |
| EV Chargers | 12 | 0 | 12 | ✓ |
| London Road - Toucan Crossing | | 13 | (13) | |
| A2 Housing - Slough Garages | | 2 | (2) | |
| Total RHR (excluding Heart of Slough) | 9,710 | 6,975 | | |
| Heart of Slough | | | | |
| Station Forecourt | 20 | 0 | 20 | ✓ |
| Infrastructure | 200 | 80 | 120 | ✓ |
| Bus Station | 600 | 542 | 58 | |
| Total Heart of Slough | 820 | 621 | | |
| Total RHR (Including Heart of Slough) | | | | |

| | Project | 2013-14 £'000 | Actual £'000 | Balance £'000 | Carry Forward |
|-------|---|------------------|-----------------|------------------|---------------|
| | Housing Revenue Account | | | | |
| P544 | Affordable Warmth/Central Heating | (588) | 1,472 | | |
| P544A | Boiler Replacement | 668 | | | |
| P544B | Heating / Hot Water Systems | 640 | | | |
| P544C | Insulation programmes | 945 | | 193 | ✓ |
| P552 | Window Replacement | 658 | | | |
| P552A | Front / Rear Door replacement | 717 | 564 | 811 | ✓ |
| P558 | Internal Decent Homes Work | 121 | | | |
| P558A | Kitchen Replacement | 1,682 | 1,356 | | |
| P558B | Bathroom replacement | 830 | 716 | | |
| P558C | Electrical Systems | 526 | | | |
| P559 | External Decent Homes Work | 119 | 88 | | |
| P559A | Roof Replacement | 374 | 327 | | |
| P559B | Structural | 718 | 943 | | |
| P576 | DISH | 200 | 235 | | |
| | Decent Homes | 7,610 | 5,701 | | |
| P545 | Capitalised Repairs | (4) | | | |
| | Parlaunt Shops-Flat Roof Replacement | 0 | | | |
| P564 | Darvills Lane - External Refurbs | 291 | 3 | | |
| | Sheltered / supported upgrades | 0 | | | |
| P516 | Winvale Refurbishment | 66 | 22 | | |
| P541 | Garage Improvements | 452 | 5 | 446 | ✓ |
| P548 | Mechanical Systems | 529 | | | |
| | Lifts | 100 | 28 | 601 | ✓ |
| P551 | Security & Controlled Entry Modernisation | 88 | 73 | | |
| P565 | Estate Improvements/Environmental Works | 400 | 197 | 203 | ✓ |
| P569 | Replace Fascias, Soffits, Gutters & Down Pipes | 1,324 | 1,212 | | |
| P573 | Upgrade Lighting/Communal Areas | 792 | 458 | 1,040 | ✓ |
| P573A | Communal doors | 66 | | | |
| P573B | Balcony / Stairs / Walkways areas | 113 | | | |
| P573C | Paths | 327 | | | |
| P573D | Store areas | 200 | | | |
| | Planned Maintenance - Capital | 4,744 | 1,998 | | |
| P546 | Environmental Improvements (Allocated Forum) | 309 | 0 | 309 | ✓ |
| P547 | Major Aids & Adaptations | 668 | 460 | 208 | ✓ |
| P575 | Affordable Homes | 5,000 | 761 | 4,239 | ✓ |
| P779 | Britwell Regeneration | 3,050 | 825 | 2,225 | ✓ |
| | Housing Revenue Account | 21,381 | 9,745 | | |
| P567 | Pantile Row - External Refurbs | | 1 | | |
| | Structural Repairs - Roofs & Chimneys | | 4 | | |
| | | | 9,751 | | |

| | Project | 2013-14 £'000 | Actual £'000 | Balance | Carry Forward |
|------|--|------------------|-----------------|---------|------------------|
| | Slough Regeneration Partnership | | | | |
| P066 | The Curve | 4,069 | 3,938 | 131 | ✓ |
| P099 | Arbour Vale | 228 | 232 | (4) | |
| P106 | LABV Project Costs | 49 | 86 | (37) | |
| | Total LABV | 4,346 | 4,256 | | |

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Appendix C- Capital Carry Forwards

| Project | 2013-14 Carry Forward £000s | Approved 2014-15 Budget £'000 | Revised 2014-15 Budget £'000 |
|---|--------------------------------|----------------------------------|---------------------------------|
| Education Services | | | |
| Western House Expansion | | | |
| Primary Expansions (Phase 2 for 2011) | | 5,584 | 5,584 |
| Town Hall Conversion | | 261 | 261 |
| Expand Littledown School | | 2 | 2 |
| Schools Modernisation Programme | 236 | 3,072 | 3,308 |
| SEN Resources Expansion | | 125 | 125 |
| Children's Centres Refurbishments | | 40 | 40 |
| Schools Devolved Capital | | 137 | 137 |
| Haymill/Haybrook College Project | 15 | 75 | 90 |
| DDA/SENDA access Works | | 50 | 50 |
| Youth/Community Centres Upgrade | | 75 | 75 |
| 2 Year Old Expansion Programme | | 355 | 355 |
| Penn Rd & Chalvey Grove Children's Centre | (6) | 150 | 144 |
| Monksfield Way Children's Centre | 93 | 30 | 123 |
| Lea Nursery Heat Pump | | 12 | 12 |
| Special School Expansion-Primary,Secondary & Post 16 | | 100 | 100 |
| Children's Centres IT | 35 | | 35 |
| Total Education Services | 373 | 10,068 | 10,441 |
| Chief Executive | | | |
| Local Broadband Plan | | 76 | 76 |
| Total Chief Executive | | 76 | 76 |
| Customer & Community Services | | | |
| Cemetery Extension | (24) | 766 | 742 |
| Slough Play Strategy | 37 | | 37 |
| Repairs to Montem & Ice | 441 | 80 | 521 |
| Herschel Park | 86 | | 86 |
| Crematorium Project | 275 | 1,036 | 1,311 |
| Leisure Capital Improvements-Langley, Ten Pin, The Centre | 352 | 90 | 442 |
| Registrars | 55 | 706 | 761 |
| Financial System Upgrades | | 1,750 | 1,750 |
| Baylis Park Restoration | 40 | 500 | 540 |
| Upton Court Park Remediation | 25 | | 25 |
| Civica E-Payment Upgrade | 40 | | 40 |
| Accommodation Strategy | 61 | 450 | 511 |
| Expansion of DIP Servers | 150 | | 150 |
| IT Disaster Recovery | 1,000 | | 1,000 |
| Refresh of Existing IT Assets | 500 | | 500 |
| Document Image Processing Project | 350 | 250 | 600 |
| Cippenham Green | | 200 | 200 |
| Hub Development | | 200 | 200 |
| IT Infrastructure Refresh | 160 | 350 | 510 |
| Replacement of SAN | 125 | | 125 |
| Community Investment Fund | 103 | 1,148 | 1,251 |
| Total Customer & Community Services | 3,776 | 7,526 | 11,302 |

| Project | 2013-14 Carry Forward £000s | Approved 2014-15 Budget £'000 | Revised 2014-15 Budget £'000 |
|--|--------------------------------|----------------------------------|---------------------------------|
| Community and Wellbeing | | | |
| Supported Living | | 100 | 100 |
| Extra Care Housing | | 100 | 100 |
| Total Community and Wellbeing | | 200 | 200 |
| Resources, Housing and Regeneration | | | |
| Disabled Facilities Grant | | 364 | 364 |
| Street Lighting Improvement Phase 2 | | 200 | 200 |
| Highway & Land Drainage Improvements | | 70 | 70 |
| Catalyst Equity Loan Scheme | 27 | | 27 |
| Air Conditioning and Controls | 267 | 1623 | 1,890 |
| Corporate Property Asset Management | | 250 | 250 |
| Major Highways Programmes | | 765 | 765 |
| Lascelles Lodge | 179 | 10 | 189 |
| Highway Reconfigure & Resurface | | 500 | 500 |
| Britwell Regeneration | 178 | 220 | 398 |
| Chalvey Hub | 548 | | 548 |
| Colnbrook By-pass | 131 | | 131 |
| Garage Sites Stage 7 | | 96 | 96 |
| Demolitions | | 230 | 230 |
| Stoke Poges Footbridge | | 1000 | 1,000 |
| Windsor Road Widening Scheme | 29 | 460 | 489 |
| Flood Defence Measures SBC/EA Partnership | | 100 | 100 |
| Plymouth Road (dilapidation works) | | 120 | 120 |
| Relocation of Age Concern | | 30 | 30 |
| Land acquisition (Chalvey) | | 500 | 500 |
| A4/Upton Court Park Junction Improvements | 350 | | 350 |
| A4 Lascelles Road Improvements | 50 | | 50 |
| Marlborough Road | 100 | | 100 |
| Traffic Light & Junction Improvements | (227) | 500 | 273 |
| Better Bus Fund | 488 | | 488 |
| Local Sustainable Transport Fund | 538 | 455 | 993 |
| Road Safety Programme | 118 | | 118 |
| Casualty Reduction | 64 | | 64 |
| CCTV Relocation | 119 | | 119 |
| Parking Strategy | | 16 | 16 |
| EV Charges | 12 | 78 | 90 |
| Car Parking lighting efficiency scheme' | | 185 | 185 |
| Invest to Save Vinci Park Contract | | 200 | 200 |
| Air Quality Grant | | 67 | 67 |
| Replacement of Art Feature | 12 | | 12 |
| Local Safety Scheme Programme | | 60 | 60 |
| Station Forecourt | 20 | | 20 |
| Infrastructure | 120 | 200 | 320 |
| Total RHR (including Heart of Slough) | 3,123 | 8,299 | 11,422 |
| TOTAL GENERAL FUND | 7,272 | 26,169 | 33,441 |

| Project | 2013-14 Carry Forward £000s | Approved 2014-15 Budget £'000 | Revised 2014-15 Budget £'000 |
|--|--------------------------------|----------------------------------|---------------------------------|
| Housing Revenue Account | | | |
| Affordable Warmth/Central Heating | | | |
| Boiler Replacement | | 667 | 667 |
| Heating / Hot Water Systems | | 320 | 320 |
| Insulation programmes | 193 | 630 | 823 |
| Window Replacement | | | |
| Front / Rear Door replacement | 700 | 448 | 1,148 |
| Internal Decent Homes Work | | | |
| Kitchen Replacement | | 1,402 | 1,402 |
| Bathroom replacement | | 692 | 692 |
| Electrical Systems | | 263 | 263 |
| External Decent Homes Work | | | |
| Roof Replacement | | 187 | 187 |
| Structural | | 598 | 598 |
| Decent Homes | 893 | 5,207 | 6,100 |
| Winvale Refurbishment | 44 | | 44 |
| Garage Improvements | 350 | 200 | 550 |
| Mechanical Systems /Lifts | 200 | 174 | 374 |
| Lifts | | | |
| Capitalised Repairs | | | |
| Security & Controlled Entry Modernisation | | 44 | 44 |
| Parlaunt Shops-Flat Roof Replacement | | | |
| Security & Controlled Entry Modernisation | 6 | | 6 |
| Darvills Lane - External Refurbs | | | |
| Estate Improvements/Environmental Works | 170 | 200 | 370 |
| Replace Fascias, Soffits, Gutters & Down Pipes | | 835 | 835 |
| Upgrade Lighting/Communal Areas | 700 | 250 | 950 |
| Communal doors | | 47 | 47 |
| Balcony / Stairs / Walkways areas | | 81 | 81 |
| Paths | | 327 | 327 |
| Store areas | | 143 | 143 |
| Planned Maintenance - Capital | 1,470 | 2,301 | 3,771 |
| Environmental Improvements (Allocated Forum) | 309 | 100 | 409 |
| Major Aids & Adaptations | 50 | 400 | 450 |
| Affordable Homes | 4,200 | 2,000 | 6,200 |
| Britwell Regeneration | 2,225 | | 2,225 |
| Housing Revenue Account | 9,147 | 10,008 | 19,155 |

| Project | 2013-14 Carry Forward £000s | Approved 2014-15 Budget £'000 | Revised 2014-15 Budget £'000 |
|--|--------------------------------|-------------------------------------|------------------------------------|
| Slough Regeneration Partnership | | | |
| The Curve | 131 | 10,868 | 10,999 |
| Total LABV | 131 | 10,868 | 10,999 |
| Funding | | | |
| Borrowing requirement | (131) | (10,868) | (10,999) |
| | (131) | (10,868) | (10,999) |

| <u>Community Investment Fund (Capital Only)</u> | 2013/14 Budget £'000 | 2013/14 Actual £'000 | 2013/14 Actual £ | 2013-14 Balance £'000 | 2013-14 Carry Forward £000s | 2014/15 Budget £'000 | 2014-15 Revised Budget £'000 |
|---|----------------------------|----------------------------|------------------------|-----------------------------|-----------------------------------|----------------------------|------------------------------------|
| Description | | | | | | | |
| MUGA's - floodlit to all community hubs / priority associated areas | 358 | 28 | 330 | 330 | 172 | 328 | 500 |
| Replace street bins and increase numbers in high litter areas | 30 | 157 | -127 | (127) | (25) | 25 | 0 |
| Replacement street signs - 2 year programme | 200 | 135 | 65 | 65 | 65 | | 65 |
| Replacement permanent information signs for Slough parks | 200 | 175 | 25 | 25 | | | 0 |
| CCTV - purchase of moveable cameras | | | | | | 50 | 50 |
| Neighbourhood Enhancements/Walkabouts | 250 | 407 | -157 | (157) | (259) | 400 | 141 |
| Pavement Parking Policy | 350 | 200 | 150 | 150 | 150 | 250 | 400 |
| Alley gating works | | | | | | 30 | 30 |
| Member Bids | | | | | | 65 | 65 |
| TOTAL | 1388 | 1102 | 286 | 286 | 103 | 1148 | 1251 |

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Appendix D: Slough Borough Council - Corporate Balanced Scorecard 2013-14: to end of March 2014

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the following headings: "Financial health", "Customer focus", "People" (relating to workforce development and well being), and the 5 themes of "Economy and Skills", "Health and Wellbeing", "Housing", "Regeneration and the Environment" and "Safer Communities".

Performance against target is recorded as **red** (more than 5% off target), **amber** (between 0% and 5% off target), or **green** (on target or better). Its purpose is twofold: firstly, to provide members with a balanced view of how the organisation is performing in these four respects. Secondly, to provide a small number of high priority quantitative performance indicators which act as a litmus test of organisational health, rather than presenting detailed outturn data for all performance indicators monitored across the council.

n/a = not applicable, because this is a **volume** indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex.

Direction of travel indicates whether performance has improved (↑), deteriorated (↓), or remained unchanged (↔) compared to previous performance.

| Financial health | | | | | | |
|---|------------------|--|----------------|--------------------|---------------------|------------|
| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating |
| Council Tax collection rate: Percentage of total amount due for 2013-14 collected to date | 21-May-14 | 95.3% [2012-13 in year collection rate] | 96% | 94.8% [2013/14] | ↓ | Red |
| <p>There is no agreed collection profile for 2013-14 . There was a significant drop in the total monthly collection in December compared to the rest of the year, and this continues to impact on the collection figures. A detailed report outlining the actions to be taken to recover the position has previously been provided to CMT. One of the possible issues impacting on collection is the introduction of the national Council Tax Support scheme in April 2013; this resulted in a number of people who had previously not been expected to pay Council Tax (their bills were covered in full by benefits) now having to pay up to 20% of the due payment themselves. Collection in these circumstances was expected to be problematic, especially in the first year of the scheme.</p> | | | | | | |
| Business Rates collection rate: Percentage of total amount due for 2013-14 collected to date | 21-May-14 | 94.9% [2012-13 in year collection rate] | 95% | 96.2% [2013/14] | ↑ | Green |
| <p>There is no agreed collection profile for 2013-14 - a modelled projection of how much of the annual total is to be collected during each month - but this will be in place for 2014-15. The monthly collection has been steadily rising even though the total amount collectable has been volatile during the financial year.</p> | | | | | | |

| Customer Focus | | | | | | | |
|---|--------------|--|---------------------------|--|---------------------|------------|---|
| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
| Number of online financial payments made | 21-May-14 | 1,462 [March-12] 2,034 [Mar-13] | increasing 2,000+ | 2,511 [March 2014] | ↑ | Green | An increase (of 307 payments) received this month (Feb 2,204 versus 2,511 March). The volume of online payments remains significantly above baseline position, and represents very effective cost savings for transactions. March 2014 represents an increase in transaction volumes of 23% compared to the previous year. |
| Percentage of calls to MyCouncil that were abandoned by the caller rather than queuing (in the month) | 21-May-14 | 38.8% [March-12] 44.8% [Mar-13] | KPI is being baselined | 27.0% [March 2014] | ↓ | Amber | A higher abandoned calls position than the 25.9% value obtained in February but an improvement on previous year end positions. In March MyCouncil offered 22,961 calls of which 6,197 calls were abandoned outside service level agreement (SLA) by customers - an abandoned calls rate of 27.0%. Despite not formally agreeing a numeric improvement target, this service had been delivering a significantly improved response rate. The main reason for the increase in the abandoned rate in March 2014, is that the annual Council Tax and Business Rates bills, the new rent charges and the new benefit assessments are all dispatched at this time, which means over 70,000 pieces of correspondence are sent to Customers, many of whom wish to discuss the contents with the Council. This is not unusual for March. |
| Number of Freedom of Information requests made (total across whole council) | 21-May-14 | 75.6 [average per month 2011-12] 79.1 [average per month 2012-13] | n/a | 115 [March 2014] 106.7 monthly average year to date | n/a | n/a | This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond, and to inform public information releases. The number of FOI requests made to the council has increased dramatically throughout the past year. March saw a total of 115 requests which raises the annual total for the past year to 1,280 requests - an average of more than 106 per month. For comparison 950 were received in total in 2012/13 (a monthly average of 79.1; maximum: 111 in July; minimum: 45 in September). In terms of Departments, Customer and Community Services is the subject of most FOI requests with 43% of all requests received during 2013/14. |

| Customer Focus | | | | | | | |
|--|--------------|--|-----------------------|---|---------------------|------------|--|
| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
| Proportion of Freedom of Information requests made in month by people who had made at least one previous Fol application in the past 12 months | 21-May-14 | 32% [March 2012] 45% [March 2012] | n/a | 43% 46 of 119 [Mar 2014] | n/a | n/a | The measure seeks to assess the degree of 'repetition' that exists within Fol applications, and states the proportion of Fol applications made by individuals who have made at least one other Fol application in the preceding 12 months. Across the whole year to end of March 2014, 41% of all Fol requests made were by individuals with a history of previous requests. Some requesters are particularly enthusiastic: for example, in the same period one individual made at least 79 separate applications, or 6% of all the requests received. |
| Number of stage 1 complaints made (across the council, including avarto) | 21-May-14 | Total: 638 53.2 monthly average [2011-12] Total: 442 36.8 monthly average [2012-13] | 45 or fewer per month | Total: 494 41.2 monthly average year to date [year to March 2014] | ↑ | Green | March 2014 saw 42 stage one complaints logged, a total for the year-to-date of 494, with a monthly average for this period of 41.2. Following specific complaint training council wide over the last year, departments are recognising and logging complaints, these figures therefore represent a significant improvement over historic patterns in the quality of SBC services, and / or a much improved communication to residents and service users of what they can realistically expect from each service interaction. Detailed Directorate and service-level complaints figures will be circulated to target attention on those areas generating highest volumes of complaints. |

| People | | | | | | | |
|---|--------------|--|--|-------------------------------|---------------------|------------|---|
| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
| Number of staff in establishment (headcount) | 21-May-14 | 1,521 [Q4 2011-12] 1,413 [Q4 2012-13] | reduce | 1,161 [March 2014] | ↑ | Green | The number of staff has reduced as new models of service delivery are implemented. |
| Number of staff in establishment (FTE - 'full time equivalent') | 21-May-14 | 1,286.9 [Q4 2011-12] 1,136.8 [Q4 2012-13] | reduce | 894.90 [March 2014] | ↑ | Green | The number of staff has reduced as new models of service delivery are implemented. |
| Staff turnover (resignations only) | 21-May-14 | 5.5% [2011-12] 7.9% [2012-13] | 5-15% | 11.4% [year to March 2014] | ↑ | Green | Data is provided as a 'rolling year' position. Although still within parameters. Staff turnover has increased at a faster rate. Further investigation is require into the reasons why more staff are resigning. |
| Average staff sickness rate (days lost per FTE) | 21-May-14 | 11.6 days [2011-12] 9.9 days [2012-13] | 8.5 days by Sept 2013. 6.5 days by Sept 2014. | 7.8 [year to Jan 2014] | ↑ | Green | Data is provided as a 'rolling year' position. Managers and Staff encouraged to use overall Balanced Scorecard diagnostically to focus on areas of high sickness. |

| Economy and Skills | | | | | | | |
|--|--------------|--|----------------|--------------------|---------------------|------------|--|
| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
| Number of Slough primary schools in special measures or with notice to improve | 21-May-14 | 2 [Mar-12] 3 [Mar-13] | 0 | 3 [March 2014] | ↑ | Amber | Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. Three of the schools have been deemed to be making 'satisfactory progress' towards improvement in follow-up Ofsted judgements (Colnbrook and St Ethelberts). Foxborough is deemed to still 'require improvement'. |
| New: % of pupils achieving a good level of development across the Early Years Foundation Stage. | Oct-13 | New indicator for 2012/13 hence no baseline exists | increase | 50.1% [2012-13] | n/a | n/a | This is a new indicator that was introduced by DfE this year to replace the percentage of pupils achieving at least 78 points across the Early Years Foundation Stage (with at least 6 in each of the scales in Personal, Social & Emotional Development and Communication, Language & Literacy). Achievement in the 2012-13 academic year shows performance in Slough is just 1.9% under the England average (52%). |
| New: % of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2 | 19-Feb-14 | 73% [2011-12] | increase | 74% [2012-13] | ↑ | Green | This is a new indicator that was introduced by DfE in 2012/13 to replace the <i>percentage of pupils achieving level 4 or above in English & mathematics at Key Stage 2</i> . Achievement in the 2012-13 academic year shows a 1% improvement on the previous year. However, other authorities have also improved such that Slough's performance in 2012-13 is 1% under the England average (75%). |
| % of pupils achieving 5 or more GCSEs at A* - C (including English and Maths) | 19-Feb-14 | 68.1% [2010-11] 66.1% [2011-12] | increase | 71.4% [2012-13] | ↑ | Green | Achievement in the 2012/13 academic year shows that performance in Slough Schools has improved by 5.3% from 66.1% in 2011/12 to 71.4% 2012/13. Slough's result remains well above the England average of 59.2% for 2012/13. Slough is ranked 7th best performing nationally out of 152 local authorities. |

| Economy and Skills | | | | | | |
|--|--------------|--|--|--------------------|---------------------|------------|
| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating |
| <p>Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)</p> <p>Comparisons for latest data: National: 2.9% South East: 1.8%</p> | 21-May-14 | 3.7% [Mar-12] 3.7% [Mar-13] | maintain at low level compared to national value | 2.8% [Mar 2014] | ↑ | Green |
| <p>JSA claimant rate in March stands at 2.8%, comprising 2,621 people. Slough's rate has historically been lower (better) than GB average, but these values are now very close.</p> <p>The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England.</p> <p>The Council is continuing its work with partners to support the unemployed off unemployment benefit and back into the labour market. Our current activity is being delivered through 'Aspire for You' which includes community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business.</p> <p>In relation to employment at Heathrow Airport, SBC is part of the Academy Model around retail, construction and aviation. Our programme prepares interested individuals who are then referred to the relevant Academy. The academy prepares the individual further and guarantees a job interview in competition with other candidates. SEE PDG and Aspire have set up a further task group: Job Outcomes Group that will bring the town's employment support providers together to enhance partnership working, better coordination of activity and better preparation of individuals for local vacancies. Other task groups of the SEE PDG are Apprenticeships led by East Berkshire College and Business and Enterprise Skills Development led by a private sector partner.</p> | | | | | | |

| Economy and Skills | | | | | | |
|--|--------------|-------------------------------|----------------|-----------------------------|---------------------|------------|
| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating |
| Unemployment: Proportion of unemployed 18-24 year olds who have been unemployed for more than 6 months (JSA claimants). | 21-May-14 | 33.3% [Mar-13] | decrease | 34.9% [Mar-14] | ↓ | Green |
| Unemployment: Proportion of the economically inactive working-age population who state they want a job. [Measure derives from ONS Annual Population Survey, and is updated quarterly.] National: 24.3% South East: 26.0% | 21-May-14 | 24.4% [year to March 2012] | increase | 32.1% [year to Dec 2013] | ↑ | Green |

Comments

In March a total of 530 people aged 18-24 were claiming JSA; 185 of these were claims of 6 months or more (34.9%). This percentage has increased slightly on last month.
All the programmes referenced in the preceding indicator are open to all cohorts, including young unemployed.
The council seeks to engage with young unemployed residents to increase their employment opportunities and secure a reduction in long term unemployment.
The structural changes to the labour market have disadvantaged this cohort who are often seen as less favourable to the employer as they lack the experience that employers require.
This time of the year will also see an increased level of unemployment amongst this cohort due to seasonal employment trends.

This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data estimates a big increase in the proportion of economically inactive residents who state that they are actively seeking employment (32.1%, up from 30.6%). Regional and national estimates both decreased by 0.2-0.3%. This context will be referenced locally in assistive employment activities.
The recent research commissioned by SBC into the barriers faced by economically inactive people who aspire to enter the labour market, highlighted key factors that hinder this; these factors include:
expensive childcare, inflexible job opportunities and low skills of the resident population.
The "Jobs Outcome Group" task group will look into how partners can work collectively to address these barriers and provide more engagement and opportunity for these residents to find work.

Health and Wellbeing

N.B. The current Health and Wellbeing indicators represent a holding position and are included only whilst the SBC Health Strategy is being developed. Once valid and viable performance indicators are available, these context measures will be reported on an annual basis.

| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
|--|--------------|--|---|--------------------|---------------------|------------|---|
| Prevalence of modelled adult obesity as measured by the Health Survey for England | Aug-12 | 23.7% [2006-2008] | reducing, under 24.2% [England value] | | n/a | Green | N.B. only one data set has been released to date by national Government. Although obesity is a significant health concern, there is a shortage of robust local data on prevalence. |
| Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP | 22-Jan-14 | 10.8% [2009-10] 11.0% [2010-11] 11.8% [2011-12] | reduce closer to national rate | 12.4% [2012-13] | ↓ | Amber | Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than the national average in 2012-13 (9.3%) and this has increased from the 11.8% established in 2011-12. The gap between Slough and England has marginally increased. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership. |
| Prevalence of childhood obesity at end of primary school (Year 6) as measured by the NCMP | 22-Jan-14 | 21.4% [2009-10] 21.2% [2010-11] 21.3% [2011-12] | reduce closer to national rate | 20.7% [2012-13] | ↑ | Green | Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than national average (18.9%) although this has decreased marginally, with the gap between Slough and England narrowing in the past year. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership. |

Housing

| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
|---|------------------|---|---|---|---------------------|------------|---|
| Number of Housing Benefit Claimants | 21-May-14 | 11,590 [Mar-12] 11,722 [Mar-13] | n/a | 11,518 [March 2014] | n/a | n/a | This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A decrease of 87 claimants since the position in February. |
| Number of Council Tax Support Customers (previously 'Council Tax Benefit Claimants') | 21-May-14 | 11,710 [Mar-12] 11,800 [Mar-13] | n/a | 10,410 [March 2014] | n/a | n/a | This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A decrease of 405 claimants since the position in February. |
| Speed of Processing of Housing Benefit and Council Tax Support (previously 'Council Tax Benefit') claims: (a) New Claims (b) Change of Circumstances <i>England 2011-12 : (a) 24 (b) 9</i> <i>England 2012-13 : (a) 24 (b) 11</i> | 21-May-14 | (a) 19 days (b) 8 days [2011-12] (a) 27.54 days (b) 13.99 days [2012-13] | Provisional targets (a) 20 days (b) 10 days (or fewer) | In month performance (a) 20.6 days (b) 8.4 days [March 2014] | ↓ ↓ | Amber | Within March, New Claims was slightly above the target value (20.6 days, AMBER rating) however processing Changes of Circumstances was within target (8.4 days, GREEN rating). Performance this month has deteriorated for New Claims (February was 19.2 days) and for Changes of Circumstances (February was 3.3 days, which was very low because of the impact of Mass Recalculation). The cumulative performance for 2013-14 now narrowly misses the target for New Claims (20.3 days) but meets target for Changes of Circumstances (9.1 days). |
| Number of households in temporary accommodation | 21-May-14 | 90 [Mar-12] 87 [Mar-13] | 85 or less | 99 [March 2014] | ↓ | Red | An increase from 89 households in February 2014. Homelessness is increasing both locally, regionally and nationally, and targets for 2014/15 are being reviewed in light of this national change. The demand for temporary accommodation is predicted to increase. We are increasing our permanent offers to those cases on the housing register but have a significant fall in the number of vacancies that we get in each year. SBC have created a new social lettings agency to discharge our duty into the private rented sector. |

Regeneration and the Environment

| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
|---|------------------|--|----------------|-----------------------------|---------------------|------------|---|
| Improve bus punctuality: Non-frequent bus services running on time (formerly NI 178a) | Oct-13 | 77.5% [2009/10] 83.0% [2011/12] | increasing | 91.0% [2012/13] | ↑ | Green | Data is collated and reported annually by Department for Transport. There was an 8% improvement from the previous year [83% 2011/12]. Local punctuality is above the England value for 2012/13 (82.8%). |
| The percentage of household waste sent for reuse, recycling or composting. | 21-May-14 | 30.7% [2011-12] 29.9% [2012-13] | >30.7% | 29.4% [year to Dec 2013] | ↑ | Amber | Latest results show a 1.7% reduction in the whole year recycling rate due to loss of green waste service in December. Quarter 3 of 2013-14 saw 26.0% of all waste recycled or reused. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release. |
| Percentage of municipal waste sent to landfill. | 21-May-14 | 6.4% [2011-12] 9.9% [2012-13] | <6.4% | 6.6% [year to Dec 2013] | ↑ | Amber | Latest results show an improved position (lower percentage of waste disposed by landfill) on previous report. This annual figure includes an exceptional performance for quarter 1 but also includes a period of greater than anticipated usage in September, resulting from a three week closure of the Energy from Waste plant. The Waste & Environment Manager has taken up this issue with the contracted plant operators. Quarter 3 of 2013-14 saw 4.2% of municipal waste sent to landfill. |

Safer Communities

| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
|--|--------------|--|--|---------------------------------------|---------------------|------------|---|
| Percentage of Single Assessments completed and authorised within 45 working days (in month) | 21-May-14 | - | 100% | 65.6% [in month of Mar 2014] | ↑ | Red | PROVISIONAL DATA From 14th October 2013 Children & Families moved to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the previous dual approach of Initial and Core Assessments ceased. Less than two-thirds of single assessments completed during March were finalised within the 45 working day timescale. Target for this measure is demanding, at 100%. |
| Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children. | 21-May-14 | 172 (54.3) [March-12] 185 (48.3) [March-13] | rate below last England average (59.1 in 2012, 60.1 from 2013) | (a) 192 (b) 50.1 [Mar 2014] | → | Green | PROVISIONAL DATA The Council is legally obliged to accommodate children when this is necessary to ensure their safety. January saw a net reduction of 5 children compared to Feb 2014. Compared to this time last year the number of children looked after has increased by 7 children. |
| Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children. | 21-May-14 | 209 (55.9) [March-12] 146 (38.1) [March-13] | rate within +/- 15% of last England average (37.0 to 50.0 in 2012; 31.2 to 42.2 from 2013) | (a) 254 (b) 66.3 [Mar 2014] | ↑ | N/A | PROVISIONAL DATA March saw a net increase of three children subject to a child protection plan. Since this time last year the number of children subject to a CP plan has increased by 108 children. The service removed tolerance... Our target was originally set with the aim of being within ± 15% of the Statistical Neighbour average (at March 2012) but we have seen a significantly larger than expected number of children suffering abuse or neglect and requiring this level of protection. More recent comparator rates for March 2013 have recently been released; the service has reflected on these and decided to remove all tolerances / targets for this measure (to be revisited September 2014). |

| Safer Communities | | | | | | | |
|--|--------------|------------------------------------|----------------------|--------------------------------|---------------------|------------|--|
| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
| Percentage of children looked after adopted from care or granted a special guardianship order (in year to date) | 21-May-14 | 27.6% [2011-12] 14.9% [2012-13] | above 8% | 21.6% [yr to Mar 2014] | ↑ | Green | PROVISIONAL DATA Current performance represents 32 children who have secured permanent family homes due to adoption or special guardianship arrangements in the past 12 months. |
| Number (and %) of Adult Safeguarding Alerts that led to a strategy meeting per month Our 'tolerance' target of 30-40% has been set as a guide for ensuring we receive all appropriate safeguarding concerns for consideration - without casting our net either too widely or too narrowly. RED = miss target for 3 consecutive months in same direction. | 21-May-14 | 38% [2012-13 year] | low number 30-40% | 28.2% 11 of 39 [March 2014] | ↑ | Green | PROVISIONAL DATA This month the proportion of safeguarding referrals requiring progression to strategy meetings is marginally below the target tolerance. Across the whole of the 2013-14 period to date, this value remains in target tolerance (at 34.3%). Activities underway to ensure this is maintained include: All safeguarding alerts are triaged by a Designated Safeguarding Manager (DSM) to determine whether they need to progress through the safeguarding process. The levels of response guidance has been reissued to all DSMs enabling them to determine the need for a safeguarding response to keep individuals safe or whether other processes are more appropriate eg care management review, referral to other agencies e.g. Womens Aid, Anti Social Behaviour Team. |

Safer Communities

| Performance Indicator | Date updated | Baseline | 2013-14 target | Actual | Direction of travel | RAG rating | Comments |
|---|--------------|---|----------------|--|---------------------|------------|---|
| Percentage of Adult Safeguarding strategy meetings taking place within 5 working days of referral per month | 21-May-14 | 81% [2012-13 year] | above 80% | 88.9% 8 of 9 [March 2014] | ↑ | Green | PROVISIONAL DATA On target this month, and for the whole of the 2013-14 period to date (93.4%). Activities are being sustained to maintain target achievement as follows: All operational team administrators have been reminded by email that data should be recorded in a timely manner to ensure that data is accurate. Team Managers have been asked to check this in team meetings and supervisions. All DSMS have been emailed and spoken to by Heads of Service to ensure that all safeguarding strategy meetings will be held within five working days other than in truly <i>exceptional</i> circumstances. This was discussed and agreed at January Care Governance Board. The Slough Safeguarding Procedure has been reviewed to provide more clarity on the use of virtual as well as actual strategy meetings to ensure adherence to time guideline. It is suspected that virtual strategy meetings have occurred but not been comprehensively recorded. |
| Crime rates per 1,000 population: All crime (cumulative from April) | 21-May-14 | 89.78 [2012/13] 110.49 [2011/12] | reducing | 83.54 [rolling year to March 2014] | ↑ | Green | A significant decrease in crime rates has been secured, which represents a real decrease in crime levels. The year to March 2014 when compared to the previous cumulative year to date (April 2012 to March 2013) saw a reduction in the rate of all crime (was 89.78) and fewer offences in violence against the person (was 16.68). The cumulative year to date rate for Serious acquisitive crime will be available at the end of May 2014 . |
| Crime rates per 1,000 population: Violence against the person (cumulative from April) | 21-May-14 | 16.68 [2012/13] 22.60 [2011/12] | reducing | 16.31 [rolling year to March 2014] | ↑ | Green | |
| Crime rates per 1,000 population: Serious acquisitive crime (cumulative from April) | 19-Feb-14 | 20.53 [2012/13] 25.70 [2011/12] | reducing | 19.14 [rolling year to Dec 2013] | ↑ | Green | |

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Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | | | | |
|---|-----------------|---------------|--------------------------------------|----------------------------|------------------------------|
| Accommodation & Flexible Working | | | Project SPONSOR | Roger Parkin | |
| Wards affected | | | Project MANAGER | Charan Dhillon | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | GREEN | AMBER | GREEN | GREEN | 31/03/2014 |
| <i>Previous month</i> | <i>GREEN</i> | <i>AMBER</i> | <i>GREEN</i> | <i>GREEN</i> | 28/02/2014 |
| Project start date: | 01/04/2013 | | Anticipated Project end date: | July 2015 | |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. Work to separate the public and office area at Landmark Place has been approved, awaiting commencement of works start date from Interserve. 2. Delay in Arvato moving Customer Services to Phoenix House from Landmark Place. They will not move in May as previously hoped. Awaiting confirmation from Arvato. 3. Arvato have been provided with the draft Moves Schedule, providing them with ample notice to prepare resources to support delivery of this project. 4. Mechanical & Electrical upgrade and building works tenders now assessed. We are in a position to award the contract, awaiting approval. 5. Now that actual quotations for works have been received, the Capex 3 business case was presented to the Capital Strategy Board for approval to proceed and award the contract. 6. A communication has been circulated to all staff providing them with an update of progress on this project. A draft Moves Schedule was circulated, enabling staff to see when they are likely to move. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Receive proposals from Arvato for DIP and Wi-Fi solutions. 2. Receive confirmation from Arvato of proposed moves date for the customer service staff. 3. Award Mechanical & Electrical and Building Works Contract. 4. Address further queries from staff following circulation of the draft moves schedule. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | |
| More detailed Risk Register prepared – below are the main headings | | | | Red / Amber / Green | |
| <ol style="list-style-type: none"> 1. Reliance on Partners – The programme is relying on partners such as Arvato being able to deliver support as required and deliver IT solutions within required timescales. This includes development of Wi-Fi, DIP, support in the physical moves and ordering of IT kit. The Head of Facilities is ensuring that Arvato are given sufficient notice of requirements. SBC employed IT Manager is part of the project board, therefore enabling efficient communication between the project board and Arvato. Where issues are experienced these will immediately be brought to the attention of the Contract Manager who will support the project group in addressing any such matters. | | | | A | |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | |
|--|--------------------------------|--|
| <p>2. Capital Budget Overspend – The budget forecast has been prepared with detailed estimates. Contingencies have also been allowed for, once the tender outcome is confirmed, we will be in a better position to assess this risk.</p> | <p align="center">A</p> | |
| <p>3. Staff resistance/blockages to changes – It is recognised that installing new furniture i.e. smaller desks, changing the environment layouts and generally implementing changes related to this project will result in staff resistance/blockages. We are maintaining consistent communication with staff through briefings, email and the weekly newsround. Furniture samples have been available for staff to view and test over the last 6 months, enabling us to listen to feedback. This project creates a number of improvements such as more meeting space, more desk availability and enhanced break out space. Therefore these benefits are being used to promote the changes and at present the risk is low. Layout plans have been checked by the Health & Safety Manager and Building Control; all have confirmed the plans meet requirements.</p> | <p align="center">A</p> | |
| <p>4. Delivery timeline – It is anticipated that this project will take up to 14 months to deliver from the point of the contractor starting on site – May/June 2014. There will be reliance on a number of factors throughout the life of this project i.e. delivery of equipment and materials, contractor's staff, sufficient resources available in the Facilities Management and Property Services team to support delivery etc. As this project includes mechanical & electrical and building works, there is a risk of unexpected findings causing delays. A lot of time has been committed in surveying the building and estimating timescales, therefore the risk is low at this stage. The Head of Facilities and Property Engineers have already committed a lot of time to this project and at present time is being well managed between other commitments and this will continue. The Head of Facilities is presently preparing a schedule, so resources can be allocated in advance enabling other commitments and projects to be scheduled around the timetable for this project. The timeline also assumes that Arvato Customer Services staff will move out of Landmark Place by May 2014, enabling the vacant space to be used to decant the Neighbourhood teams out of the 2nd floor west. If Arvato are unable to meet this deadline, it may impact the timescales as the contractors can not start on site until the entire 2nd floor west is decanted. We are awaiting confirmation that this deadline will be achieved.</p> | <p align="center">A</p> | |
| <p>5. Legal Delays – Procurement regulations have been followed as required and the May 2014 start date has accounted for the full process from awarding the contract to completing legal paperwork. Therefore at present no delays are expected.</p> | <p align="center">A</p> | |
| <p>6. DIP Delays – The proposed layouts are encouraging a reduction in storage supported by the DIP project, which will work along side the accommodation strategy. Lack of resources may delay progress. To date the electronic Nimble storage solution has been purchased and is being configured by Arvato, however we are waiting confirmation that Arvato can resource this requirement.</p> | <p align="center">A</p> | |
| <p>Recommendations for CMT:</p> | | |
| <p>1. To support the project board with the proposed changes to working practices and promote these within your service areas.</p> | | |

Appendix E: Council's Gold Project Updates as at 31st March 2014

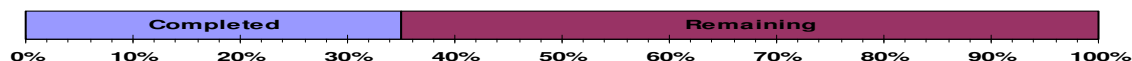
| | | | | | |
|---|-----------------|---------------|-------------------------------|-----------------------|----------------------------|
| Fit for the Future | | | Project SPONSOR | Ruth Bagley | |
| Wards affected: All | | | Project MANAGER | Kevin Gordon | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | AMBER | GREEN | AMBER | AMBER | 11/06/2014 |
| <i>Previous month</i> | AMBER | GREEN | AMBER | AMBER | 14/05/2014 |
| Project start date: | 08/10/2013 | | Anticipated Project end date: | 29/08/2014 | |
| | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key project deliverables (what are the key deliverables this project intends to produce?) | | | | | |
| <p>The project scope / profile has been refined into the following themes:</p> <ol style="list-style-type: none"> 1. Organisational Development - includes five workstream; <ul style="list-style-type: none"> ✚ Customer Focus ✚ Governance ✚ Prevention ✚ Staff Engagement ✚ Transformation Capacity 2. Leadership Development 3. Developing Skills 4. Recruitment and Retention 5. Recognising Success 6. Employee Well Being <p>Project terms for these areas and a full risk analysis to be signed off.</p> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ul style="list-style-type: none"> ✚ Project overlaps resolved within workstreams. ✚ Work underway by SLT project leads on delivering the outputs for the five Organisational Development workstreams. ✚ Final version of Organisational and Workforce Development Strategy 2014-16 will be posted on the intranet and promoted in Grapevine and elsewhere internally. ✚ Date set for staff conference to launch the O&WD Strategy - 8th July – all asked to save the date. ✚ Tracy Butterworth has completed impact assessment on the first cohorts of Aspiring Leaders and Management Development Programmes. ✚ Pool of volunteer facilitators recruited for future cohorts of Management Development Programme. ✚ Plans in place to work up a more detailed programme to increase informal learning activities such as e-learning. ✚ Benefits element of recruitment website completed. ✚ Inconsistencies in 1:2:1's identified by Employee Engagement Board to be explored further. ✚ Support package put together for Wellbeing directorate to further improve sickness absence. ✚ Cycle to work scheme launched and bicycle users group (BUG) set up. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ul style="list-style-type: none"> ✚ Report of impact assessment on the first cohorts of Aspiring Leaders and Management Development Programmes completed and recommendations made. ✚ Plans for third and future cohorts of Management Development Programme finalised. If appropriate, facilitation training commissioned to support volunteers roll out to future cohorts. ✚ Rewrite of the job pack and website. | | | | | |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| Key issues of risk / obstacles to progress: | | | |
|--|------------|--------------|--------------|
| (the main headings from the more detailed Risk Register for this project) | Red | Amber | Green |
| 1. Leadership Development: Capacity and experience issues for volunteer facilitators impacting on the integrity of the Management Development Programme and the seamless rollout of the Programme in its current format to future managers after cohort 2 completes in August 2014. | R | | |
| 2. Governance: Capacity to support the project at a pace to achieve change | | A | |
| 3. Staff engagement: Engagement not sustained after the staff conference without follow up events/activities | | A | |
| 4. Culture: Risk of not achieving a cultural shift of winning hearts and minds of managers and staff to new ways of operating. | | A | |
| Recommendations for CMT: | | | |
| 1. Support the outcomes and delivery plan for the Management Development Programme for future managers to ensure the aims and content remains fit for purpose and aligned closely to Slough's values and the Organisational and Workforce Development strategy. | | | |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | | | | |
|---|----------------|--------------|-------------------------------|-------------------------|--------------------------|
| Learning Disabilities Change Programme | | | Project SPONSOR | Jane Wood/Alan Sinclair | |
| Wards affected: All | | | Project MANAGER | Simon Broad | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | GREEN | GREEN | AMBER | AMBER | 06/05/2014 |
| <i>Previous month</i> | GREEN | GREEN | AMBER | AMBER | 06/04/2014 |
| Project start date: | September 2012 | | Anticipated Project end date: | March 2016 | |



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

Key deliverables during the period

Further progress has been made during the month to ensure the efficiencies identified for 2014-15 will be delivered on target including:

- Choice Care Negotiations with the HCA registered landlord to take on the lease to provide additional security of tenure for the tenants and to lever in funding to carry out the refurbishment work has progressed and a refurbishment plan has been agreed. An open day giving families the opportunity to view the building has been held and Supported Living costs have been reviewed and agreed.
- Regular programme of monthly implementations meetings continue with all the providers developing services. The target for providers to have completed all the assessments was 28.02.14 slipped by 2 weeks due to setting up mutually convenient meetings with some families however because customers are not always suitably matched to either groupings of people or the accommodation, these assessments are on-going.
- The development of the Council's own stock of accommodation for community based supported housing has progressed with a final list of 18 suitable units identified for development over an 18 month to 2 year time frame. Detailed plans for the first scheme have been agreed with Housing.
- Round 2 meetings to agree implementation plans, timescales and consultation process to convert in borough residential care units into supported living will be completed by the end of March. This work is still in progress with a revised date for developing plans of end of May. This slippage has been caused by resource availability.
- The two consultation events for service users, families and carers were held at Chalvey Community Centre on 03.02.2014 and 10.02.2014. Both events were well attended by prospective service users, families and carers. Subsequent to the consultation events held at Chalvey a Newsletter has been published and is being used as a mechanism for feedback and information sharing with all LD stakeholders.
- Budget modelling against the efficiencies plans is underway.
- Assessments of service users under the Mental Capacity Act are underway.
- The terms of the standalone Nominations agreement with BeST housing to allow leasing of Langley Nursing Home to facilitate the progress of the Choice Supported Living service by May 2014 have been agreed. The Housing Benefit rent tests levels have been met and agreed between BeST and Slough HB. This means that the Langley House service implementation plan is underway and customers are expected to be in the accommodation by end of July 2014.
- A meeting will be held with Mencap on 07.03.2014 to confirm if the Bond issue has been agreed to allow for the purchase 2 units of accommodation to develop Supported Living Services for at least 8 service users with target to come on stream from June/July 2014 and to analyse their care/support costs to ensure they deliver the savings necessary to meet the efficiency savings target. The Bond

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | | | |
|--|--|-----|-------|-------|
| <p>has been granted for issue and Mencap are actively sourcing accommodation.</p> <ul style="list-style-type: none"> Initial SBC assessments of phase 2 service users has commenced in preparation for developing the mini bid round with the approved providers for August 2014. The draft Strategic Business Case to Asset Management by 07.03.2014. Completed. An initial planning meeting to refresh of LD Commissioning Strategy has taken place with target for completion by September 2014. A bungalow sourced by Affinity Trust has been viewed but unlikely to progress because of layout concerns and alternative buyer offering the vendor a better offer. A report drafted and submitted to the LDCP partnership board for information on issues arising. | | | | |
| Key activities / milestones scheduled for next period: | | | | |
| <ul style="list-style-type: none"> Regard and Affinity Trust to continue to source accommodation. Mencap to source 2 units of accommodation. BeST agree rent levels with HB for Langley House completed. Best interest decisions and CoP applications forms are completed for all prospective service users for Choice, Affinity Trust, Regard and Mencap. Progress satisfactory. Detailed implementation plans for conversion of in-borough Residential Care to Supported Living are agreed with providers. Still to be progressed. Decision on whether to commence occupancy without signed tenancy agreements during CoP application process to be made following legal and HB department advice. Review consultation with day opportunity services and agree consultation processes for re-modelling and managing the market place for these and voluntary sector partnerships. | | | | |
| Key issues of risk / obstacles to progress: | | | | |
| (the main headings from the more detailed Risk Register for this project) | | Red | Amber | Green |
| 1. | The capacity issues within the in House SBC Learning Disability team had been resolved with the appointment of a Project Officer on 06.01.2014 so the slow progress regarding undertaking Care Funding Calculator assessments and consulting with families has now cleared. Also Operational vacancies have now been filled. However the capacity to undertake LD2 and the de-registration programme, has now been reduced and it is anticipated that this strand of work will take longer to achieve which may have an impact on programme planning and efficiencies. | | A | |
| 2. | Capacity – Health – Uncertainty whether sufficient capacity to meet the health needs of all clients returning to the Borough, especially around behavioural needs. | | A | |
| 3. | Capacity - Mental Capacity Assessment process needs to be adequately resourced including increased Deputyship pressures that need to be addressed. | | A | |
| 4. | Court of Protection applications taking up to 6 months to be processed this could significantly delay re-housing of service users in Supported Living and have a financial impact as housing providers will expect the council to cover the cost of voids arising from the delays. | R | | |
| 5. | The time taken to complete CFC assessments has 2 key delivery impacts 1) to provide basis to be able to initiate negotiations with existing Residential Care providers at reducing costs and 2) to facilitate negotiations on price with Approved Supplier providers to agree Supported Living services. | | A | |
| 6. | Accommodation Provision – Housing market has heated up increasing competition for housing making it more difficult to secure accommodation in addition house prices now increasing Approved Providers need to be able to procure appropriate accommodation and make it suitable for the client group within the constraints of HB Regulations. | | A | |
| 7. | Individualised Supported Living care costs higher than Block Residential Care cost. | | A | |
| 8. | A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough. | | A | |
| 9. | A small number of the out of borough placements are in highly specialised provision and suitable provision may not be available locally or to develop locally will be too expensive. | | | G |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | | |
|---|--|----------|----------|
| 10. Returning clients too quickly to the Borough may put undue stress on related provision within the borough especially health (detailed in item 2 above) & day services. | | | G |
| 11. Upfront implementation/transition costs will impose increased budget pressure in short term and will offset some of the efficiency savings. | | A | |
| 12. The implementation of the personalisation work needs to be co-ordinated alongside the introduction of supported living services to enable choice and control. | | A | |
| 13. The development of the day opportunities market will be linked to supported living providers in providing more choice and control for customers. | | A | |
| Risk Mitigations: | | | |
| <ol style="list-style-type: none"> 1. The staffing resource has been reduced since the last report so the planning process needs to be revised to take this into account through the LDGP PB. 2. Health representative will attend the LD Programme Board meetings to ensure strategic liaison and LD Lead will discuss with CCG. Plus returning clients will need health needs assessment undertaken by Health in locality where they currently live and this can form basis for in-house team to assess what health services they will need when back in Slough. 3. Paper going to DMT regarding deputyship resources that will be needed. 4. Develop a policy on commencing occupancy without signed tenancy agreements during CoP application process, subject to Best Interest decision and following legal and HB department advice which will potentially reduce the cost of voids and prevent delays in re-housing clients. 5. Additional resource available to the LDGP through LD budget to allow for CFC assessment programme to be completed. 6. Monthly review in progress. 7. This will be monitored and managed throughout the lifetime of the programme and sign off of all new placements/services will be via the Assistant Director Adult Social Care, Commissioning and Partnerships. 8. This will require in-depth consultations and/or negotiations with existing providers about reducing costs. Additional resource will allow for more intensive consultation to take place. A policy to manage clients who outright refuse needs to be developed. 9. NFA. 10. The return programme will be carefully managed and impact on related services will be regularly reviewed. 11. Additional transitional costs will be built into the financial modelling. 12. Ensure that Personalisation work is managed across the piece as a joined up piece of work agreeing timescales and actions. 13. Day opportunity work being considered through the Market Position Statement and being progressed with Heads of Service. | | | |
| Recommendations for CMT: | | | |
| <ol style="list-style-type: none"> 1. To note the update and note the key risks and if risks continue for 6 and 12 these will be escalated in the overall rating for the programme. | | | |

Appendix E: Council's Gold Project Updates as at 31st March 2014

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|--|------------|--------------|-------------------------------|-------------------|-----------------------|
| Safeguarding Improvement Board | | | Project SPONSOR | Jane Wood | |
| Wards Affected: All | | | Project MANAGER | Kitty Ferris | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period: | RED | GREEN | RED | RED | 30/04/2014 |
| <i>Previous month</i> | RED | GREEN | RED | RED | 31/03/2014 |
| Project start date: | June 2011 | | Anticipated Project end date: | End March 2015/16 | |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |

Summary

Further to the letter from the Minister received on 20th March, the Chief Executive of the Council has continued to lead the discussions and negotiations with the Department of Education concerning this forthcoming review of children's social care.

New improvement board arrangements have been compiled for consideration by the Dfe alongside the review. The proposal consists an expert panel, (senior leaders from children's social care, police services, and the NHS who are nationally recognised as being top performers in their field), who will scrutinise, challenge and provide direction to the Council and statutory partners. It is anticipated that the Panel Chair will report to the Minister.

End of year performance summary

The end of year 2013/14 performance report was published during this period.

Progress in performance during the last quarter of the year was particularly notable:

- Timeliness of Assessment has been an area of continued concern throughout 2013. The performance outturn in January, February and March demonstrates that performance has been turned around significantly and the desired impact is being achieved in relation to this particular PI. The implementation of the new single assessment process, the new work flows across assessment and child protection and investment in additional practitioners have combined led to this positive trend. 90% of assessments of referrals made since the beginning of January have been completed within 45 days (in contrast to 50% during 2013). The 10% equates to 31 cases, as compared to 113 in December.
- The rate of repeat referrals remains low, which is good.
- The new work flow pathway has improved caseloads within the Children in Need teams with the average caseload reduced by 12.
- Average child protection caseloads remain at the reduced level evidenced in February @ 18.
- The % of statutory visits held within each two week period for children on a child protection plan, increased during the last quarter, with 93.3% within time in March as compared to 78% in December. 14 cases (of 162) were out of time.
- An equivalent improvement was achieved for statutory visits of children who are looked after @ 93%.
- The number of children coming into care during March was the lowest since March 2013. The month saw a net reduction in children looked after with 10 children ceasing to be in care.

Appendix E: Council's Gold Project Updates as at 31st March 2014

- The "Evaluation of the Effectiveness of Practice" audits undertaken during the month identified overall improvement in quality. Of the 15 cases, 13 had an overall judgement of good, 1 required improvement and 1 inadequate.
- The audit also demonstrated that the additional post sponsored by Thames Valley Police is beginning to impact positively on the effectiveness of triage of domestic violence referrals.

Priorities for improvement:

- The number of section 47 investigations undertaken remains too high when compared with statistical neighbours and against the % of investigations that result in child protection. This indicates that decisions made at the point of referral into children's social care are "overly cautious". This trend is typical where Councils have had a recent inspection and a poor judgement. It is expected that over time the trend will reverse.
- The quality of referrals from partner agencies remains too variable. This matter is to be taken to the LSCB again.
- Improvement is still required in practice: first line management oversight, assessment analysis and how decisions are reached.
- The number of looked after children in residential care is too high, and the corresponding number in foster care too low and too many children remain placed over 20 miles from Slough.

Investment and expenditure

The year end position on investment in additional staff costs, (agency rates and 2 additional social work teams) is set out below. In summary the staffing budgets for Children & Families have overspent by just over £850k. This is due to the cost of agencies staff and the additional staff recruited over establishment in the latter part of the year. Expenditure against the £400k contingency that was agreed as a specific additional investment during in the financial year was contained within the agreed amount as the final expenditure against this was £387k.

| CHILDREN & FAMILIES STAFFING BUDGETS 2013-2014 | | | | | |
|---|-----------------------|--------------------|----------------------|-----------------------|--------------------------------|
| Staff Team | Revised Budget | P7 Forecast | Final Outturn | Final Variance | Variance P7 & Final |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Management Team | 700 | 583 | 596 | -104 | 13 |
| BSO Team | 357 | 398 | 391 | 34 | -7 |
| Duty/Hospital/Contact | 631 | 533 | 484 | -147 | -49 |
| CIN Teams | 1,075 | 1,272 | 1,483 | 408 | 211 |
| Protection & Care | 1,014 | 1,226 | 1,372 | 358 | 146 |
| LAC & Care Leavers | 472 | 590 | 623 | 151 | 33 |
| IRO/Safeguarding | 607 | 762 | 814 | 207 | 52 |
| Education & Wellbeing/PAT | 225 | 184 | 172 | -53 | -12 |
| Total | 5,081 | 5,548 | 5,935 | 854 | 387 |
| Agreed Contingency | | | | | 400 |
| Difference | | | | | -13 |

Key activities completed / milestones achieved in **this** period:

Key Actions Completed April 2014:

1. Dfe Review –

- Clarification sought from the Dfe on Tor of the review and timescale.
- Key position statements prepared.

Appendix E: Council's Gold Project Updates as at 31st March 2014

2. Workforce Strategy:

- Visited to Surrey to draw on their experience of meeting the challenges of staff recruitment following inspection, and early conversations with Essex.
- Confirmed Head of Service appointments.
- Commenced benchmarking for recruitment & retention incentive package.
- Finalised aims, objectives, specification of the Development Unit for students & newly qualified Workers.
- Commenced programme to remarket slough as a good place to work.

2. Performance:

- Continued performance improvement in assessments undertaken in time, workflows and case loads. (Refer to Performance Summary above).
- Finalised plans to improve educational attainment of Looked after children & care leavers.
- Implemented new "effectiveness of practice" audit, and undertook three other targeted audits.
- Work continued to develop the different ways by which children and young people can be effectively and meaningfully engaged in decisions about their lives and their experiences of services captured. A progress report is planned for the May Partnership Board.

3. Improvement Plan and Partnership Arrangements:

- Further discussions held with Dfe regarding improvement plan and support arrangements from March/April 2014 onwards following the Minister's letter.
- Partnership Board improvement away-day in April.
- Agreed transformation board arrangements (Looked After children and care leavers) and commence the tender of programme capacity.
- Recruited additional capacity to assist the Assistant Director in operational requirements.

Key Activities/milestones scheduled for next period

Key Actions for May 2014:

1. DfE Review- this will be a significant event for the Council beyond children's services.

2. Workforce Strategy:

- Head of Service in post.
- Agree TOR of new programme board and hold first meeting.
- Draft and agree work programme.
- Complete benchmarking for recruitment & retention incentive package and compile proposal;
- Recruit to lead for new Development Unit for students & newly qualified Workers.
- Brooker dialogue with recruitment companies – inform selection.
- Confirm social media and new 'approach' for marketing SBC as an employer.
- Confirm provider for social media and Commenced programme to remarket slough as a good place to work.

3. Performance:

- Implement actions above to support improvement in identified priority areas.
- Continue to implement the learning & development strategy.

4. Improvement Plan and Partnership Arrangements:

- CX to hold further discussions with the Dfe following the Minister's letter and negotiate the scope of the Review.
- Explore partnership arrangements and identify options and possibilities across the sector.
- Partnership Board improvement away-day – secure greater partner buy in and collaboration.
- Hold first transformation board arrangements (Looked After children and care leavers) and complete tender of programme capacity.

Key issues of risk / obstacles to progress:

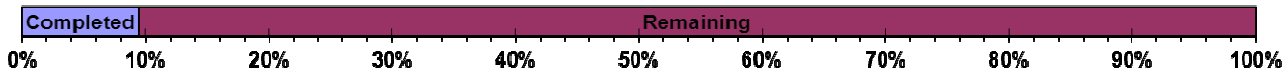
| (the main headings from the more detailed Risk Register for this project) | Red | Amber | Green |
|--|-----|-------|-------|
| 1. The nature of the "offer" from Dfe for governance, support and accelerated improvement. <ul style="list-style-type: none"> • Council's clarity about the offer that would be most supportive to the next stage of improvement. | R | | |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | | |
|--|---|--|--|
| <ul style="list-style-type: none"> • CX regular dialogue with Dfe lead. • Integrate and coordinate the timing of governance and reporting arrangements to reduce time impact. • Amber after mitigations due to current uncertainty, Ministers decision not yet known, and the Council has limited control. | | | |
| <p>2. Inability to recruit and retain a high quality competent & stable workforce – impact on quality of child’s experience , outcomes achieved and financial burdens for the council.</p> <ul style="list-style-type: none"> • Workforce Strategy. • Recruitment and retention incentives. • Remarketing Slough as a place to work. • New strategy of recruitment. • Investment in increase number of SW teams: acceptable case loads. • Learning & Development strategy (implement). | R | | |
| <p>3. Failure to develop new ways of working to include higher early permanency and reduced use of residential and or IFA outside 20 miles of slough, resulting in a continued increase on LAC and corresponding budget pressures.</p> <ul style="list-style-type: none"> • Sufficiency strategy. • Clear Targets and milestones. • Programme approach- reporting to board – PM leads for each stream. • Additional appropriately skilled capacity at AD level. • Amber after mitigations due to continued growth in under 18 population. | R | | |
| Recommendations for CMT: | | | |
| <ul style="list-style-type: none"> • Priority issue for CMT is the DfE review, and the risks and opportunities presented by the Council. require Discuss, challenge and support progress and proposed actions as appropriate • Note the end of year position on staffing expenditure –actuals are in line with in year projections • Champion and support the delivery of cross council contribution to improvement, particularly though not exclusively in relation to corporate parenting responsibilities, LAC redesign, new workforce strategy and housing options and service experience for care leavers & corporate parenting duties. • Note the risks and mitigations, (unchanged from previous month) and discuss further actions that could be taken by the service and by staff and managers across the council to reduce blockages to rapid improvement and to mitigate risks. | | | |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | | | | |
|--------------------------------|--------------|--------------|-------------------------------|-----------------------|-----------------------|
| School Places Programme | | | Project SPONSOR | Ruth Bagley | |
| Wards affected: All | | | Project MANAGER | Tony Madden | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | AMBER | GREEN | AMBER | AMBER | 05/06/2014 |
| <i>Previous month</i> | <i>AMBER</i> | <i>GREEN</i> | <i>AMBER</i> | <i>AMBER</i> | <i>05/05/2014</i> |
| Project start date: | 01/09/2013 | | Anticipated project end date: | 31/08/2021 | |



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

Slough is taking a long term strategic approach to school places to ensure all Slough children and young people secure a school place to 2021. This report is split into strategic and delivery activities.

Strategic Plan

Risk rating

1. Discussions ongoing with DfE around sites and funding of individual elements of the new Free Schools. Cabinet approval given on 14th April 2014 to fund certain facilities and to delegate authority for finalising arrangements for new schools sites with the DfE.
2. Approved new Free Schools are:
 - Ditton Park Academy (SASH) – opening September 2014 temporarily on town centre site.
 - Lynch Hill Enterprise Academy – opening September 2014 on current primary site.
 - Langley Hall Primary Academy – to open September 2015 on Langley Academy site.
 - Slough Girls' Leadership Academy – to open September 2015 – site still to be identified.
3. Discussions held with a number of Heads' groups to promote local Free School proposals, resulting in submission by SASH group for new all-through school to open 2015.

Operational Delivery

Primary: **Risk rating**

There are sufficient reception places for September 2014. However new applications are received each week and this will be monitored closely over the coming months. Current indications are that an additional Reception class will be required by January 2015 to ensure a small surplus of places remains available for the full academic year.

There are currently places available in all year groups and most in-year applicants are offered a place within 4 weeks.

- a) Work has completed at Castlevew Primary to provide new classrooms and SEN unit.
- b) Contractors have been appointed to provide new classrooms at Cippenham Primary and Ryvers.
- c) The tender process is being reviewed for Godolphin Junior.
- d) Phase 2 expansion project underway on-site at Penn Wood Primary.
- e) Framework tender notice posted for professional practices to start planning the expansion of the Town Hall Campus, St Mary's CE Primary, James Elliman Primary, St Anthony's RC Primary (phase 2) and special school places.

Secondary: **Risk rating**

There are sufficient Year 7 places for September 2014 as 2 new Free Schools, provided through SASH and Lynch Hill, are opening. It is likely that fewer pupils than usual will require places outside the borough.

Appendix E: Council's Gold Project Updates as at 31st March 2014

For in-year arrivals, there are places available in all year groups, either in Slough or in schools just outside the borough. Most in-year applicants are offered a place within 4 weeks. New Year 11 applicants will be offered places at East Berkshire College.

SEN – Haybrook College re-provision and expansion is now complete and the school has relocated into the new accommodation.

Key activities / milestones scheduled for **next** period:

Strategic Planning

5. Hold discussions with SASH and proposers of a new Free in Iver to establish the admission details of their new schools proposals.
6. Further develop Strategic School Places Programme and Additional Needs Review.
7. Advance negotiations with DfE about delivery of two secondary schools on SBC land and explore a third privately owned site.

Operational Delivery

8. Reissue tender documents for Godolphin Junior.
9. Receive and assess tenders for the architect's framework.
10. Explore procurement options for renting modular classroom from January 2015.

Key issues of **risk / obstacles to progress**:

More detailed Risk Register prepared – below are the main headings

Red /Amber/ Green

- | 7. Control of Free Schools –Mismatch between the provision of new schools and need as Slough can't control the approval and opening dates of new Free Schools.
Mitigation: The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see risk 6). | A | |
|---|---|---|
| 8. Site Availability – Lack of sites may mean that schools are not ready when required. Mitigation: Some expansion on existing school sites are provisionally agreed. The limited availability of sites means that Slough will need to prioritise proposals for schools which are most likely to maximise places for Slough children. | A | |
| 9. Land ownership – A number of sites in private ownership may be required and this introduces cost uncertainty with timing and achievement of purchases out of the control of the Council. Mitigation: * Ensure have clear picture of what sites in SBC control to manage negotiation effectively. | R | |
| 10. SEN places – Rise in demand for SEN provision exceeds the availability of places leading to possible challenge and costly placements out of borough. Mitigation: Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. Expansion of special school provision also required. | A | |
| 11. Programme funding – Over £150m will be required to fund the school expansion programme to 2022, this will be unaffordable without new government funding. The statutory duty to ensure sufficient school places rests with the LA. Mitigation: Funding for new places has been confirmed to 2016-17. Free Schools are currently externally funded, a number are already agreed with further applications in the pipeline. Annual bids submitted to the DfE. | | G |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | |
|---|---|---|
| <p>12. Delivery timeline – Projects delivered later than required for pupils. Mitigation: From approval, large projects are likely to take at least 24 months to complete and open places to pupils. Projects need to start in good time with the possible risk that this provides some overprovision.</p> | A | |
| <p>13. Changing demographics – Demand may rise faster or slower than predicted. Mitigation: Latest information is constantly monitored and any significant changes incorporated within the delivery programme, new projects may need to start or others delayed.</p> | A | |
| <p>14. Capacity - Insufficient capacity to deliver such a large expansion programme. Mitigation: Will need consideration, some increase in capacity planned.</p> | A | |
| <p>15. Delivery risk - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand. Mitigation: Work closely with individual schools and heads' groups to ensure buy-in. Allocate adequate funding for projects to mitigate concerns.</p> | A | |
| <p>16. Legal challenge – Legal challenge impacting delivery and adding to costs. Mitigation: New places will adhere to the School Admissions Code.</p> | | G |
| <p>17. School performance – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. Mitigation: Expansion projects to be adequately funded. LA to support Slough schools as they expand or prepare to apply for Free Schools.</p> | A | |
| <p>Recommendations for CMT:</p> | | |
| <ol style="list-style-type: none"> 1. There is a capacity and delivery issue - the present team will not be able to deliver the strategy without some additional staff. PMO being promoted and Asset Management currently developing permanent staffing structure. Continued support requested for putting in place an additional project manager for delivery of school projects for the short to medium-term. 2. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council. | | |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | | | | |
|---|--------------|--------------|-------------------------------|--|---------------------------|
| The Curve | | | Project SPONSOR | Roger Parkin | |
| Wards affected: All | | | Project MANAGER | Executive Andrew Stevens Manager Fin Garvey | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| March 2014 | AMBER | AMBER | AMBER | AMBER | 07/04/2014 |
| <i>Previous month</i> | <i>AMBER</i> | <i>AMBER</i> | <i>AMBER</i> | <i>AMBER</i> | 07/03/2014 |
| Project start date: | 01/10/2013 | | Anticipated Project end date: | 21/09/2015 | |
| <p>Completed: 20% Remaining: 80%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. Morgan Sindall site set up completed. 2. Completed handover of project management to Fin Garvey. 3. On track in agreement with Criterion. 4. Further meeting with the Catholic Church (St Ethelbert's) – some issues remain as outlined under risks. 5. Perimeter hoarding design agreed and commissioned. 6. Contractor on site to deal with asbestos beneath the former day centre. Legal advice being sought on liability – see risks. 7. Wayleave issues progressed without risk to the project plan. 8. FFE tenders received for evaluation. 9. Member photo call completed 3rd April. 10. Initial project documentation completed. 11. Monthly contractor/client meeting held. 12. Initial meeting held with the contractor to clarify assumptions on running costs for the new building. 13. Three compensation events to date, but costs not confirmed: <ol style="list-style-type: none"> a. Asbestos pipework lagging found in the location of the Day Care Centre. b. SSE Substation - change from GRP to brick enclosure as required by SSE. <ul style="list-style-type: none"> • BT Chamber in crossover not to Highways standard and requires lowering. This compensation event has been closed with nil impact as it has been determined that the chamber is not in the crossover area. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Completion of formal agreement with the church. 2. Completion of asbestos removal. 3. Completion of agreement with Criterion, then to review options to take a different approach in view of proposed redevelopment of the centre to avoid unnecessary works (not completed March). Further to consideration of the plans, it is not anticipated that the timing of Criterion's development will facilitate value-adding or cost savings. 4. Negotiation with Equistates on fire escape and access to gate and their wish for a longer lease. 5. Complete FFE tenders evaluation. 6. Hoardings completion with new design. 7. Continue projects to define and minimise revenue cost running the Curve. 8. Procurement of sub-contracted works. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | Red / Amber/ Green |
| 1. Asbestos delay now increased up to 10 weeks. Substantial potential cost | | | | | R |

Appendix E: Council's Gold Project Updates as at 31st March 2014

| | | | |
|--|----------|----------|--|
| implications of programme delay. Potential claim on previous contractor in 2009/10 being assessed. | | | |
| 2. Potential slippage. 3 months allowed in programme for completion 14 July 2015. Final opening date likely to be December (previously September) 2015 due to asbestos delay. Opening date allows for SBC work before service opens, including IT. | R | | |
| 3. Church – must resolve occupation of small area of land without agreement and finalise solution for the church hall. Savills supporting negotiations. Potential impact on cost. | | A | |
| 4. Increasing risk of delay in neighbour agreements. | | A | |
| 5. Substation works delayed because of change in SSE requirements. No impact on overall project timetable. | | A | |
| 6. Continuing delay in developing project documentation. A full set of draft documents is now in the X: drive. | | A | |
| 7. Risk that costs could be over budget (good degree of certainty with main costs agreed at financial close; contingency budget of £700K retained in full to date). | | A | |
| 8. Capacity of SBC's ICT support to meet deadlines and complete work on schedule throughout project. | | A | |
| Recommendations for CMT: | | | |
| <ol style="list-style-type: none"> 1. Note progress and activity on site. 2. Note management of risks to project timeline and budget. | | | |

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd June 2014

CONTACT OFFICER: Levine Whitham – Food & Safety Manager
Angela Satterly – Acting Trading Standards Manager
(For all enquiries) (01753) 477901

WARD(S): All

PORTFOLIO: Cllr Sabia Hussain – Commissioner for Health & Wellbeing
Cllr Sohail Munawar - Commissioner for Social and Economic Inclusion

PART I
KEY DECISION

STATUTORY SERVICE PLANS

1 **Purpose of Report**

To seek Cabinet endorsement for Statutory Service Plans (the Plans) in relation to:

- Food Safety Service
- Health and Safety Service
- Trading Standards Service

in accordance with the requirements laid down by The Food Standards Agency (FSA) The Health & Safety Executive (HSE), the Department of Business Skills and Innovation (BIS) and other external agencies.

2 **Recommendation(s)/Proposed Action**

The Cabinet is requested to recommend that the Statutory Service Plans in relation to the Food Safety, Health & Safety and Trading Standards work undertaken by the Council be endorsed.

3 **The Joint Wellbeing Strategy, the JSNA and the Corporate Plan**

3a. **Slough Wellbeing Strategy Priorities**

The Plans ensure that the Council is able to fulfil its statutory obligations under the relevant Regulatory Services legislation. However, the focus of projects within all the Services is geared towards Sloughs specific community and business needs, based on local intelligence, our work with partners and the Joint Strategic Needs Assessment (JSNA), The Joint Wellbeing Strategy and the Corporate Plan

Examples of where the plans contribute to the Slough's priorities include:

- **Economy and Skills**
 - Supporting local businesses in meeting their legal requirements ' through low cost training; 'Buy with Confidence' and Food Hygiene courses; recognising good standards in food businesses with the Food Hygiene Rating Scheme
 - Partnerships with businesses in the Primary Authority Scheme, providing regulatory compliance advice for businesses trading beyond the boundaries of Slough, reducing the regulatory burden upon those businesses and contributing to the prosperity of the town.
 - Developing with other Council teams and 'Open for Business' approach.

- **Health**
 - Supporting and encouraging all the cuisines in Slough to provide safe food through inspections and interventions and the Food Hygiene Rating Scheme (FHRS)
 - Catering for Health award supporting businesses to provide choices, including the safe importation of ethnic foods.
 - Reducing risks in the work place with investigations, interventions and specific projects based upon Sloughs needs such as Legionella control,
 - Increasing awareness of food labelling and healthy eating, contributing to reducing obesity rates in Slough;

- **Regeneration and Environment**
 - Advice for Slough businesses on waste and pest control; animal by-products waste disposal; safe asbestos disposal

- **Safer Slough**
 - Underage sales education and enforcement; projects to reduce the incidence of violence in retail and licensed premises e.g. Loan Shark project, Community Alcohol Partnership (CAP) and supporting work for the Local Alcohol Action Area (LAAA)
 - Safeguarding migrant and other vulnerable workers

- **Housing**
 - Supporting owners and landlords to provide Energy Performance Certificates for accommodation

3b. **Slough Wellbeing Strategy: Cross-Cutting themes –**

Civic responsibility

The majority of businesses in Slough want to be able to comply with legal requirements concerning food safety, fair trading and health & safety, The Service Delivery Plans are designed to help support businesses towards compliance with a graduated enforcement approach commencing with advice and sign posting to detailed information. Schemes such as Buy with Confidence and the Food Hygiene Rating Scheme recognise and reward businesses that do well; encouraging residents to use their local services and shops.

Improving the image of the town

The Plans set out how the Council will meet its statutory obligations to maintain the pre-requisites that residents and visitors expect in a town like Slough; to be able to eat out without becoming ill, go to work without being injured, buy safe goods in the town's shops. The plans detail essential work that will both protect the reputation of Slough and improve its image.

A core part of the Plans is the provision of assured regulatory advice to 34 national and international businesses and trade associations via the Primary Authority scheme. Slough has become a leader in the provision of Primary Authority advice contributing to the prosperity of the town and identifying Slough as a town that aims to reduce the regulatory burden for businesses.

Joint Strategic Needs Assessment (JSNA)

Key objectives are informed by evidence from the JSNA and aim to deliver positive outcomes via both legislative action and behaviour approaches to improve public and workplace health for example:

- **Reduce Inequalities in health.** Smoke free enforcement, tobacco control, underage sales test purchasing and counterfeit or illegally imported tobacco products investigations in partnership with SBC Licensing, Thames Valley Police and Immigration Enforcement.
- **Reduce Adult and childhood Obesity.** The Plans detail work on nutritional awareness and the roll out of catering for health in the Slough Community, together with a school meals survey which provides baseline data.
- **Improve the quality and availability of housing and environment for Slough residents.** Support for the Slough Sheds project with Energy Performance Certificates (EPCs) enforcement and advice
- **Increase skills and employment opportunities.** Provide assured advice for businesses in Slough and specialist training for food handlers. Supporting legitimate businesses to prosper.
- **Reduce violent crime, domestic abuse and sexual abuse.** Advice and support in relation to control of underage sales of alcohol and knives, provision of proof of age cards.

3c Corporate Plan 2014/15

The Plans link directly to the Corporate Plan and the Council's vision through the food safety, health and safety, and trading standards action plans for the front line delivery of services;

- Improve customer experience – we seek and act upon feedback from our customers, aiming to simplify access to the service with more online information and supporting the development of 'Open for Business'
- Deliver high quality services to meet local needs. Services are based upon local evidence of risk and need and are targeted specifically for Slough's residents, visitors and businesses.
- Develop new ways of working, deliver local and national change, develop a skilled and capable workforce. Expanding our regulator services to businesses in order to increase income and work towards offsetting the cost of service delivery.

- Deliver local and national change and improvement. Supporting the Town Centre initiatives and responding to new statutory service requirements.
- Promote economic growth and protect the Council's finances. Developing an improved approach to increase inward investment retention of existing businesses and entrepreneurship via Primary Authority support and 'Open for Business' approach, ensuring a level playing field for Slough business by dealing with rogue traders.

4 Other Implications

(a) Financial

It is anticipated that the plans will be implemented within existing resources. However, the situation will be closely monitored as unplanned reactive pressures, such as major investigations, will have resourcing implications which will be reported to members for their consideration.

Costs recovered from Primary Authority work will be used to help off set the cost of service delivery and contribute to the council's savings targets as appropriate.

(b) Risk Management

| Risk | Mitigating action | Opportunities |
|-------------------|--|---|
| Legal | None | |
| Property | None | |
| Human Rights | None | Protection of worker and consumer rights in Slough |
| Health and Safety | None for SBC workforce. Risk Assessments are in place for all officer activities | Supporting businesses in Slough toward sensible risk management, enhancing health & safety conditions in Slough. |
| Employment Issues | None | Costs recovered from Primary Authority can offset service delivery costs helping to maintain a flexible and resilient workforce to meet Sloughs needs |
| Equalities Issues | None. Equality Impact Assessments have been completed | The work of the teams actively supports equality in the work place for example, with disability access and awareness issues. |
| Community Support | None | The teams engage in neighbourhood and Community action events |
| Communications | None | The Teams engage with businesses and residents |

| | | |
|--------------------------------------|---|---|
| | | on a daily basis Regular press releases and newsletters are issued we have regularly interview slots on BBC Radio Berkshire |
| Community Safety | None | Underage sales, rogue traders, loan sharks activities support the Safer Slough Partnership priorities. |
| Financial | Risk from complex criminal investigations or outbreaks that demand considerable officer time resulting in pressure upon resources to complete statutory work within timescales set by national enforcement bodies. Increased costs from legal fees not fully recovered. Mitigated by the re-prioritisation of resources where possible. | The income from Primary Authority work can be used to offset cost of service delivery |
| Timetable for delivery | Risk from complex criminal investigations or outbreaks that demand considerable officer time resulting in pressure upon resources to complete statutory work. Mitigated by the re-prioritisation of resources where possible. | |
| Project Capacity | Risk from complex criminal investigations that demand considerable officer time resulting in pressure upon resources to complete statutory work.. Mitigated by the re-prioritisation of resources where possible. | |
| Other Failure to endorse the SDPs | Serious risk to delivery of statutory obligations, failure to delivery on projects that impact positively on health & well being issues in Slough. Potential risk to Slough Borough Council reputation. | |

Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications, the work detailed in the Plans is based upon UK and European legislation that has already been assessed in terms Human Rights Act Implications

Equalities Impact Assessment

Equalities Impact assessments have been completed on key policies contained within the Plans. However, the work detailed in the Plans is based upon UK and European legislation that has already been assessed in terms of Equality Impact Assessment.

5 **Supporting Information**

5.1 National guidance on the delivery of the Authority's enforcement activities is issued by The Food Standards Agency, the Health and Safety Executive and the Department for Businesses, Innovation and Skills; setting out standards for service provision, monitoring and auditing arrangements, in order to ensure that local enforcement activities are undertaken in a robust and fair consistent manner in line with the Regulators Code and our Enforcement Policy.

5.2 The Plans are an important part of the process to ensure national priorities and standards are addressed and delivered to meet local needs effectively. These Plans, which are required to be reviewed and updated annually, will

- focus on local priorities and the needs of our local community
- provide an essential link with financial planning
- set objectives for the future, and identify major issues that cross service boundaries;
- and provide a means of managing performance and making performance comparisons

5.3 Local authorities are required to include in their Statutory Service Plans

- Information about the services they provide
- the means by which they will provide those services
- the means by which they will set/monitor performance targets and standards
- a review of performance against proposed targets

5.4 Primary Authority is a statutory scheme which enables partnerships to be formed between business and local authorities. The aim being to streamline and simplify the national regulatory compliance demands on local businesses in relation to trading standards, food and health & safety matters. The scheme has been phenomenally successful in Slough and we have now secured 34 successful agreements with national and international businesses based in the town such as; Reckitt Benkiser, Mars, Telefonica, Citroen, Fiat and Burger King. The scheme continues to grow with the recent addition of two trade associations.

5.5 Statutory Service delivery will continue to focus very specifically upon areas of high risk whilst aiming to reduce the regulatory burden on compliant business: continuing to make the best use of the resources we have available and ensuring positive outcomes and value for money.

5.6 We will seek to strengthen existing partnerships and develop others to ensure effective delivery across service areas; using an evidenced based approach to help deliver services that meet the specific needs of Slough based upon the evidence available supporting the Corporate Plan and the Safer Slough Partnership

6 **Comments of Other Committees**

None

7 **Conclusion**

The proposed Plans illustrate our commitment to continuous improvement and accountability, whilst responding flexibly to ongoing changes in both the regulatory and consumer landscapes nationally and locally. They also show how the Council has successfully adopted a balance of techniques and approaches to support local businesses, drive up compliance, enhance consumer protection and promote, with our partners, safety and wellbeing in the workplace and our communities.

8 **Appendices (In Appendices Pack)**

- A. Food Safety & Standards Service Delivery Plan 2014/15
- B. Health & Safety Service Delivery Plan 2014/15
- C. Trading Standards Service Delivery Plan 2014/15

9 **Background Papers**

- '1' Food Standards Agency Code of Practice (Revised 2014)
- '2' National Local Authority Code, Health & Safety at Work. (2013)
- '3' Primary Authority Handbook. Local Better Regulation Office (2014)

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Food Safety & Food Standards

Service Delivery Plan 2014/15



Consumer Protection & Business Compliance Group

The Consumer Protection & Business Compliance is an outward facing service group made up from the:

- **Food & Safety**
- **Licensing**
- **Community Safety & CCTV**
- **Trading Standards**

Our aim is to achieve a safe, healthy and fair trading town for our residents, businesses and visitors. The wide ranging work of the group is risk based and fundamental in creating a level playing field in which responsible businesses can flourish and our communities remain protected from rogues.

Here are some facts about Slough Borough Council's Food Safety & Standards Service:

- We are responsible assessing compliance with food safety and food standards legislation at all food businesses within Slough. This role is shared between the Food & Safety Team and the Trading Standards Team. The teams are **also** responsible for:
 - Health & Safety enforcement
 - Infectious disease control
 - Consumer protection
 - Animal health
 - Imported food and products control
 - Primary Authority Partnerships
 - Smoke Free enforcement
- We provide a responsive service that aims to achieve a balance between enforcement and advice; taking a minimum tolerance approach on issues of serious concern in line with our enforcement policy whilst supporting compliant businesses.
- We work closely with businesses and key stakeholders like the Food Standards Agency, Public Health England and other partners within the Council such as Public Health, Neighbourhood Enforcement, Licensing, Mott MacDonald and Schools Support
- We play a major role in increasing awareness of the importance of nutrition, the reduction of obesity, particularly in Slough's children, and the links to increased risks to health of diabetes and coronary heart disease
- We have the equivalent of 5 officers dealing with food hygiene and 1 dealing with food standards issues.



The purpose of this plan is to inform you about how we are achieving our aims and of work we are doing, in conjunction with our partners and agencies, to enhance public health and well being. We will do this by:

- Completing Risk Based Inspections, focusing on the highest risk and poor performers
- Using a range of interventions to support business in Slough whilst protecting customers to increase the % of Broadly Compliant food businesses
- Promoting well performing businesses through the **Food Hygiene Rating Scheme** and also identifying those businesses which seek an economic advantage from non-compliance and also put Slough residents and visitors at risk
- Promotion of food businesses that offer a healthier choice with our **Catering For Health (CFH) Award** and increasing awareness nutrition as part of a healthy lifestyle
- Food quality and composition sampling
- Investigation of food complaints
- Acting as '**Primary Authority**' for large businesses and manufacturers both inside Slough and nation wide, which involves formal liaison with other local authorities, giving advice and support to the business in the Primary Authority partnership. Primary Authority is a cost recovered charged service.
- Investigation of food poisoning outbreaks and infectious diseases; taking action to prevent infection and spread
- The inspection of imported food, food products and the verification of imported organic food arriving via Heathrow airport
- The training of food handlers to a level 2 qualification in Food Safety in Catering and a wide range of promotional activities
- Training Food Handlers to the Level 2 award in Healthier Food & Special Diets

This plan will be reviewed annually and we would welcome your views, comments and suggestions on how it could be improved. Please forward your views to:

Ginny de Haan, Head of Consumer Protection & Business Compliance,
Tel: 01753 875255 or e-mail: ginny.dehaan@slough.gov.uk

Or

Levine Whitham, Food & Safety Manager
Tel: 01753 875255 or e-mail: levine.whitham@slough.gov.uk

Proud to be Slough

Our Vision

The Joint Wellbeing Strategy and the Council's Corporate Plan set out a vision for Slough, for the people, the place, the prosperity and the town, and the things that need to be done to make this a reality. Businesses and other partners within Slough are already working together to improve life in the Borough.

The themes incorporated into the Corporate Plan are:

- Health
- Economy & Skills
- Housing
- Regeneration & environment
- Safer Slough

One of our key aims is to protect and enhance public health and wellbeing whilst supporting local businesses. We will achieve this through the attached Action Plan which should be read in conjunction with our Enforcement Policy which aims to ensure a graduated approach to enforcement, based on risk.

The Enforcement Policy which has recently been updated to have regard to the new Regulators Code reaffirms our commitment to carry out our duties in an open, fair and consistent manner. We recognise that most people want to comply with the law; therefore, we want to support and enable them to meet their legal obligations without unnecessary expense. Firm action, however will be taken, including prosecution, where appropriate.

Our work also supports the two cross-cutting themes of the Slough Wellbeing Strategy; civic responsibility and promoting the image of the town.

Our Enforcement Policy has been reviewed this year and reaffirms our commitment to carry out our duties in an open, fair and consistent manner. We recognise that most people want to comply with the law; therefore, we want to support and enable them to meet their legal obligations without unnecessary expense. Assessment of risk and the likelihood of reoccurrence are major factors in our enforcement decisions. Firm action, however will be taken, including prosecution, where appropriate.

How did we perform during 2013/14?

Our service plan will be reviewed on an annual basis and provides the opportunity to record our achievements and identify those key issues that still need to be addressed.

Primary Authority Scheme

Assured advice is provided to businesses with the establishment of Primary Authority Partnerships or through co-ordinated partnerships; this has brought many advantages to businesses in Slough.



Primary Authority Partnerships comprises a legally binding contract between the Authority and a business to provide ongoing specialist advice on specific areas of regulation applicable to that business, such as fair trading, product labelling, product safety, food safety and health & safety.

Our Officers are able to provide companies which trade across council boundaries robust and reliable advice, through the creation of these legal partnerships. The scheme also provides a safety net to ensure that local authorities are consistent in the way they regulate businesses.

Since Slough Borough Council introduced Primary Authority partnerships in April 2011 we have already secured the 32 successful PA partnership agreements. These services are uniquely provided by in house by specialist officers.

Cost recovery is an essential element of the contracts and applicable to Primary Authority partnerships with an hourly charge for any work undertaken. In 2012/13 we obtained cost recovery of nearly £80k, during 2013/14 cost recovery was £108,000 an increase of 26%. Projected income for 2014/15 remains at £110K this cost recovery enables the Council to support businesses in Slough and increase the availability of specialist officers who are funded from Primary Authority at no extra cost to the Council. Last year 728 food advice interactions with all our PA companies were successfully completed; a high proportion of these were satisfied consumer complainants.

As a Primary Authority we have had communication with many other Council's to ensure that inspection and enforcement action reflects the advice we have already given, and is proportionate. We continue to work with the businesses to produce national inspection plans, and give guidelines to other councils to avoid unnecessary checks and tests.

The number of businesses joining Primary Authority Partnerships with the Council continues to grow and this will have a profound impact upon how we deliver the service requiring a flexible approach to our management of resources.

More information on Primary Authority Partnerships can be found on the website <https://primaryauthorityregister.info/par/index.php/home>

Businesses that would like to join the Scheme can either contact 01753 475111 (option 5) or e mail primary.authority@slough.gov.uk

High Risk Food Premises Inspections and Interventions

During 2013/14 year we have seen a **6%** increase in the level of '**broadly compliant**' food businesses within the borough and at the end of 2013/14 the level was **88%**.

There are 966 registered food premises within the borough, ranging from large manufacturing premises to small corner shops. We aimed to focus our resources on high risk hygiene inspections and last year completed 100% of all A risk rated premises, 83% of all B risk rated premises, and 45% of C rated premises due for inspection.

We focused our resourced on highest risk premises, and as a result, of the C rated due premises not inspected, 97.5% were low risk broadly compliant businesses, and therefore not the focus of our priority

We specifically focussed our resources on those businesses that were not compliant and had persistently shown poor standards, and to those who pose a higher risk due to the nature of the food they handle.

This year we carried out a project targeting some of our non-compliant premises in the Town Centre Area, xx businesses were provided with structured coaching to encourage improvement in their Food Hygiene Performance. Initial results indicate that xx% showed an improvement in standards.

During 2014/15 we plan to complete inspections and other interventions at all the A, B and non-compliant C rated premises in Slough. We will continue to focus our attention specifically upon premises that are have poor standards and are not 'broadly compliant', or are unrated. We aim to increase the number of broadly compliant businesses in the town by 2% to 90%

The table below shows the risk profile of Slough food businesses as at 6th April 2014 (reflecting recent changes in the national risk rating scheme) with 'A' rated premises assessed as posing the highest risk. In total there is 966 food businesses currently registered with the Authority.

| Risk Rating | Frequency of intervention | Number of food premises |
|--------------------|---------------------------|-------------------------|
| Premise Rating - A | 6 months | 6 |

| | | |
|----------------------------|------------------------------|------------|
| Premise Rating - B | 12 months | 60 |
| Premise Rating - C | 18 months | 225 |
| Premise Rating - D | 24 months | 357 |
| Premise Rating - E | Alternative Intervention | 229 |
| Premise Rating - Unrated | Awaiting initial inspection. | 78 |
| Outside programme | N/A | 11 |
| TOTAL FOOD PREMISES | | 966 |

Food Hygiene Rating Scheme

FOOD HYGIENE RATING

We have now been operating the National Food Hygiene Rating Scheme for just over a year. The scheme helps consumers to choose where to eat out or buy their food by giving them information about the hygiene standards in food businesses. The scheme also encourages businesses to improve standards.

There are 6 levels of rating- zero to five. Assessments for a Food Hygiene Rating are carried out during routine food hygiene inspections when inspecting Officers look at:

- How hygienically food is handled- including preparation, storage and temperature control.
- The condition of the structure of the building- including cleanliness, layout, facilities and maintenance.
- How the business manages and records what it does to make the food that it sells safe.

At the end of 2013/14 the number of food business with published ratings in Slough was:-

| Rating | Number of businesses |
|--------|----------------------|
| 0 | 6 |
| 1 | 48 |
| 2 | 13 |
| 3 | 200 |
| 4 | 122 |
| 5 | 200 |

| | |
|-------|-----|
| Total | 567 |
|-------|-----|

All food hygiene inspection results are published at <http://ratings.food.gov.uk/authority-search/slough>

In the coming year we plan to increase the number of businesses with published FHRS ratings to 600. We will also continue to publicise the scheme encouraging consumers to check the rating before they buy food from businesses within the Borough.

Catering for Health Award

The Catering for Health Award is run in partnership with the Bracknell Forest and Royal Borough of Windsor and Maidenhead. It is a voluntary enhancement of the hygiene rating scheme.



The Award recognises the inclusion of healthy menu choices and healthier catering practices to increase awareness of healthy eating across the Slough community. Specific assessment forms have been created to ensure the needs of different clients are met e.g. workplaces, schools, nurseries. 57 premises currently hold the award. These include many of Slough's schools; Masterfoods, UCB Celltech, Honda; Fiat, Citroen, O2 and Applegarth Care Home. This has influenced the diet of more than 56,000 people each week.

Mission Healthy Eating

The Mission Healthy Eating project is run jointly by the Public Health Dietetic and Food & Safety Teams. It is designed to help children and parents make healthy lunchtime choices. Over one term, pupils learn about the food groups needed in a healthy meal and are taught to recognise which foods are high in fat and/or sugar. The scheme is supported by the Slough Schools Meals Survey which provides an important insight into what children eat which can then be linked levels of obesity.



Slough School Meals Survey

School lunches play an important role in a child's diet with meals typically providing a quarter to one third of a child's daily intake of energy and nutrients. Many studies have shown that hunger affects concentration, and that well-nourished children fare better at school. It is therefore vital that all lunches provide sufficient energy and nutrients to support growth and development, academic achievement, and lay the foundations for healthy eating in adulthood.

The Food & Safety team co-ordinate a Borough wide survey to observe and record primary school packed lunches and school dinners. Across Slough, 4114 school meals and 6044 packed lunches were recorded. In total the team observed 10, 158 meals, covering 71% of the primary & special school population. Results showed that approximately 32% of children had a school dinner and that these were better balanced than packed lunches. The work provides the evidence base for what initiatives occur in which schools.

Cookery School

The food & safety team's nutritionist supports the Children's Centre Development Worker to deliver a cookery school to targeted families in the Borough. Parents are taught basic nutrition and practical cookery skills that can be used in the home whilst their children are looked after in the Children's Centre crèche facilities. All participants are referred from agencies such as the Family Nurse Partnership, Family Links and Family Outreach Workers.

Pilot Takeaways Project

Following the Chartered Institute of Environmental Health Takeaways Toolkit, the Food & Safety team began a pilot to encourage premises to reduce salt, fat and sugar and to increase healthier options. Replacement salt shakers (which dispense less salt) were provided to the pilot premises which were well received. Sampling of chip samples occurred to give evidence of fat and salt levels in each portion. The next step in the project is to help businesses transfer to healthier cooking oils and the offer of healthier drinks.

Food Alerts and Incidents

All Food alerts and incidents are dealt with in line with the Food Standards Agency's (FSA) Code of Practice and protocols, based upon risk.

During 2013/14 we were notified by the FSA of 44 Food Alerts for Information and product withdrawals 3 of which required direct action to with businesses in Slough. Examples include the withdrawal of meat spread from Poland that had *Listeria monocytogenes* detected, dried fishery products that had been produced in an unapproved establishment and a press release providing information on a Caribbean soft drink that cocaine had been detected .

Food Complaints & Enquires

We dealt with **385** complaints and enquiries from or about food businesses in Slough during 2013/14. This is an increase of **8%** on complaints and enquiries from last year. In particular we responded to;

- **16** complaints of a foreign body in food
- **121** complaints of poor standards in food premises
- **39** complaints of food poisoning and suspected illness
- **6** complaints of out of date or mouldy food
- **79** requests for food safety advice
- **42** imported food notifications which required investigation
- **3** requests for Export Certificates
- **5** Notifications of water disconnections
- **14** complaints about pest within premises
- **24** pieces of advice issues regarding flooding

In addition we have dealt with 74 Primary Authority referrals

We follow a procedure in relation to complaints and aim to keep the customer informed of our progress and outcome. The reasons for investigating food complaints include;

- Providing a service to the public;
- Resolving problems that may pose a risk to public health;
- Providing information to the food industry to raise their standards;
- Comply with our statutory requirements
- Prevent similar complaints from happening again.

The higher levels of complaints which have been more or less sustained from last year indicate that demand for the service is remaining high. Although it is difficult to predict trends it is possible that demand continues due to the economic climate and a reflection of the reduced resources available to food businesses to invest in good hygiene standards, and the desire for people to seek to set up small food businesses – this is likely to continue through the coming year. In addition the team have improved data recording procedures, which captures evidence of the work of the team.

Imported Food Control

We check and either authorise or reject all consignments of imported food notified to us as entering the borough from outside the EU. We also check, and either authorise or reject all consignments of organic produce entering the Borough. In addition, we also check any imported food found inland, within food premises, such as corner shops and supermarkets, to ensure it has been imported correctly and does not pose a health risk.

On a daily basis we check many consignments of imported food entering the EU via Heathrow. **This year we have stopped and undertaken detailed documentary checks on 42 consignments of suspected illegal imported food.** Some consignments containing many different food items, each

individual item must be checked for composition and restrictions. Advice is given to the importer or agent on how to correctly import the consignment, of any controls that may exist and if it has been imported illegally and subject to detention and destruction. This has resulted in visits to physically check the consignment at the custom bonded warehouse.

We have taken 46 imported food samples of both products of animal origin and products not of animal origin, for microbiological analysis, and for chemical/composition analysis. In total 10 samples were unsatisfactory.

Some Unusual and illegal food items we have dealt with this year include;

- Nutritional Supplements containing beef adrenal gland powder
- Fish Oil Supplements
- Dried Beetles and Dried Butterflies
- Protein drinks
- White tea from China
- Organic Ginger from India
- Organic Coffee



Food Poisoning and Infectious Disease Investigations

Last year, the Food and Safety Team were notified of 246 infectious diseases and food poisoning related illnesses. This figure shows a 14% increase in

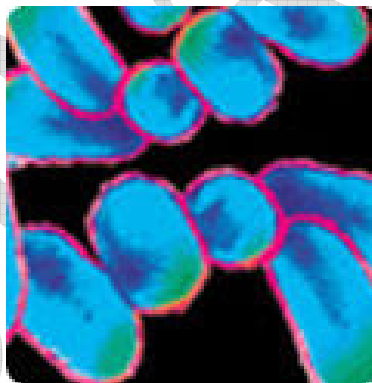
reported infectious diseases from the previous year. This increase may be due to a drop in food hygiene standards in homes and businesses in the borough, an increase in the reporting of diseases or a return to more traditional incidence of infectious diseases after a temporary drop last year.

PHE Logo needed in here.

Many of the infectious diseases reported to us required in-depth investigations and completion of a food history. We co-ordinate investigations with Thames Valley Public Health England, the sampling laboratory or hospital, the infected person, their GP and often visit and inspect the alleged food premises.

The most common food poisoning reported in Slough is **Campylobacter** which made up 63% of the reported illnesses; this corresponds with national trends, as campylobacter is the most common type of food poisoning in the UK.

Some food poisoning related illnesses affect more than one person; in these cases the possibility of an outbreak is considered and, depending on the circumstances, the team may be required to assist Public Health England with their investigation. In 2013/14 no confirmed outbreaks were notified to the team for follow-up.



For further information on food poisoning and infectious diseases see our website <http://www.slough.gov.uk/business/environmental-health/food-poisoning.aspx>.

Training and Promotions

We operate an accredited food hygiene training course on a monthly basis which is open to all members of the public. This is an important service, and

ensures all food handlers can attend essential and required food hygiene training, resulting in better educated and trained personnel, preparing safer food for consumers. In addition registered officers from the Team also provide food hygiene training for individual businesses, often on weekends.



This Year Food Hygiene courses continue to be a success. The team has provided **17** courses, which is an increase from 11 courses last year. **221** candidates have been trained, compared to 141 last year, with an average **93%** pass rate. This will contribute towards an improvement of the food safety standard within Slough, due to better trained and educated food handlers. This will ultimately contribute to a reduction in food poisoning cases, within Slough and to people passing through the borough using its facilities.

On an ad-hoc basis we also operate an accredited nutrition training course which is primarily open to caterers although any member of the public can attend. This course is an important step in improving the knowledge amongst caterers about their responsibility for public health. This year 3 courses have been run for candidates from partner agencies such as schools & nurseries, Children Centres, Respond Respite Care, Crossroads Care and Supported Living as well as colleagues in Windsor & Maidenhead Council.

We produced a **newsletter** for food businesses focussing on the Food Hygiene Rating Scheme, food traceability (in the wake of the horsemeat scandal) and upcoming changes on Food Standards, including allergen labelling. We aim to distribute food safety information to businesses in a similar manner twice this year. We also issue press releases to highlight food issues of importance to local businesses and residents and support the national **Food Safety and Awareness Week**.

Sampling



The team took 110 samples last year (which included both swabs and water samples) and participated in both national and regional sampling surveys including: a Public Health England pilot survey of *Campylobacter* contamination in fresh whole UK produced chilled chickens at retail sale; pre-packed sandwiches; soda water from mixed dispensing guns in bars and pubs; fresh ready-to-eat herbs; and the Food Standards Agency's (FSA) Imported Food project. However, we have also taken microbiological samples to investigate alleged illness from consumption of food provided by two separate food premises in Slough, as a means of verifying controls in place at one meat product manufacturer based in Slough and to assist one of our Primary Authority companies in establishing a safe shelf life for a food product.

The largest of the projects was the Imported Food Project, for which we bid and were successful in receiving funding from the FSA. The microbiological aspects of this project focussed on three categories of product, which were: ready to eat foods at care homes/hospitals, cooked ready-to-eat meat products from delicatessen counters and imported herbs and leaves likely to be consumed without further cooking or processing. The only unsatisfactory samples were from the latter category, namely 1 import of curry leaves from India which tested positive for *Salmonella* & *E.coli* and 1 import of curry leaves from Pakistan which tested positive for *E.coli*. The positive *Salmonella* sample resulted in a Food Incident Report to the FSA.

The Public Health England pilot survey of *Campylobacter* contamination in fresh whole UK produced chilled chickens at retail sale was conducted in partnership with some of the other Berkshire Authorities. Each of us took a set number of raw chickens from sale at local supermarkets, which the laboratory tested for *Campylobacter* from the skin of the chicken and from a swab of the outside of the packaging. Some of the chicken skin was found to contain *Campylobacter* (which was expected) at varying levels, but interpretation of these results was not possible due to the absence of any set standards to compare against. However, all of the swabs returned satisfactory results, showing that levels of contamination on the outer packing were below detectable levels, which was a positive outcome.

Raw chicken picture?

The pre-packed sandwiches study was a national project that looked at the microbiological quality of pre-packed sandwiches, with a particular emphasis on *Listeria*, sold through a wide range of retail premises, focussing on the small and medium sized outlets, such as convenience stores, low budget high street shops, mobile food vendors, and canteens. The results showed 8 out of 10 sandwich products to be of satisfactory microbiological quality, with the remaining 2 samples categorised as "unsatisfactory"- one egg and cress sandwich due to the presence of *Listeria* and one chicken and sweetcorn sandwich due to elevated levels of *Enterobacteriaceae*. Neither of the

unsatisfactory samples was produced in Slough and so the local authorities where the manufacturers were located were informed.



Likewise the Soda Water study was a national project initiated by some concerns over the levels of contamination in mixed dispensing guns used in bars and pubs to mix carbonated water with syrups before dispensing to the customer, due to poor cleaning regimes. We sampled from 12 premises across the borough and found 2 out of 12 samples to contain high levels of coliform bacteria, indicating a lack of cleaning or use of incorrect cleaning techniques.

Lastly, the national study on imported fresh ready-to-eat herbs (to be eaten raw or with minimal cooking) looked at microbiological quality with a particular emphasis on Salmonella. As with the FSA study, done earlier on in the year, this study returned 1 unsatisfactory sample of curry leaves from Ghana, contaminated with Salmonella, which led to a second Food Incident Report to the FSA.

During the year, via our food liaison group, we obtained our own Ultraspap ATP meter funded by FSA. This relatively new technology provides an instant assessment of the cleanliness of food preparation surfaces, as the dirt captured on a surface swab produces a measurable light reaction when mixed with an enzyme. Already this equipment has been well used, to best effect as a training tool, in coaching food handlers in cleaning techniques and how effective cleaning regimes produce microbiologically cleaner surfaces. This is therefore one area in which sampling is likely to increase over the next year, as the rapid method is both cost effective and extremely visual to those you are trying to educate.

Food Standards

Trading Standards carried out 100% of their high risk routine Food Standards Inspections in 2013/2014, in addition to other food standards enforcement visits.

A total of 91 Food Standards visits were carried out last year.

Further work in Food Standards include:-

- Labelling advice to new food businesses
- Detailed Food Standards advice is given to the relevant Primary Authority Partners
- Sampling in conjunction with the Food Standards Agency (FSA), Trading Standards South East (TSSE) and the Public Analyst.
- Assisting our 'in-house' Nutritional Advisor to compile further data on Primary and Secondary school children's lunchbox foods.
- In addition we took part in the following food sampling projects:
 - o 26 Imported Food – on the correct labelling & composition of food imported from outside the EU
 - o 3 Burger samples – for DNA Species
 - o 7 DNA samples in response to the horsemeat scandal

A separate Food Standards Plan has been produced for Trading Standards for 2014/15. Targets for 2014/15 include:

- Complete 100% high risk food inspections
- Complete 50% medium risk food inspections
- Complete 100% Food Standards Agency funded imported food samples
- Complete regional food sampling programmes as required
- Further DNA samples on behalf of the FSA, in response to the horsemeat scandal
- Slough Trading Standards also participates in the Regional food focus group.

Enforcement Action

We use a comprehensive set of measures to protect residents of Slough, people who work here and visitors and to promote sensible risk management. We actively work with businesses and other stakeholders to achieve our shared goals. Any enforcement action by us will be graduated, proportionate

and in accordance with the council's enforcement policy. A full copy of the policy can be found on our website:

<http://static.slough.gov.uk/downloads/public-protection-enforcement-policy.pdf>

The following enforcement action was taken by the Food team in 2013/14

Hygiene Emergency Prohibition Notices – 2

Hygiene Improvement notices – 26

Written warnings/Letters sent – 199

Prosecution -0

Simple Caution- 2

Seizure and Destruction of Food- 3

Detention of Food- 1

Voluntary Closure- 1

Variation from service plan

Departures from this service will be exceptional, capable of justification and be fully considered by the Head of Consumer Protection and Business Compliance, Ginny de Haan, before varying action is taken. Reasons for any departure will be fully documented.

The action plan for 2014/15, which outlines our planned work for the year in Appendix B.

Areas for development

We are always striving to move the service forward. In order to achieve this, we set targets to identify areas for development during the coming year;

- Looking at ways to increase our engagement with businesses supporting the Councils 'Open for Business' approach
- Developing new income generating streams
- Increasing the number of businesses within Slough, in the FSA's Food Hygiene Rating Scheme (FHRS)
- Increasing the number of businesses within Slough achieving a 2, 3, 4 and 5 score in the FHRS
- Reviewing and updating the information we have on the CIVICA data base about local food businesses
- Reviewing and updating our general procedures and internal monitoring arrangements.

Striving for excellence

Service Standards

Providing excellent customer services is one of our key priorities. In order to achieve this we will always:

- Be polite, friendly and offer a helpful service
- Take the time to listen and explain things
- Provide accurate information and advice, in a clear and straightforward way
- Deal with enquiries immediately, but if this is not possible, tell you who we have passed your enquiry to and their contact details
- Keep you informed of progress and the outcome of our investigations
- Treat you fairly and with respect



Customer Pledge

We aim to provide every customer with a quality service and will seek feedback from you to help further improve the quality of the services we provide. A manager will contact you personally if you are unhappy with the service received.

In addition, we have introduced the following standards against which we will monitor the responsiveness of our service, namely:

| Service Standard | Target / Response Times |
|--|-------------------------|
| Respond to customer complaints and enquiries | Within 5 working days |
| Provide a full response | Within 10 working days |



Customer Feedback

Last year **100%** of our customers said they were satisfied or very satisfied with our Food service. The team is committed to working with local businesses and the local community to further improve levels of satisfaction and continually strives to provide a fair, consistent and quality service. We aim to enhance the quality of life of residents within the borough. All feedback received is used to inform and improve our service and we hope to improve on our customer satisfaction levels in the year ahead.

Our quality assurance procedures assess the work of our officers to ensure that it meets the high standard expected by the service.

Resourcing

The Full Time Equivalent (FTE) staff allocated to food safety and standards work is **6.7 FTE** and the cost of the service during 2014/15 will be approximately £247,500. During 2013/14 were several Environmental Health Officer posts vacant for some time, equating to approximately **5.0 FTE filled posts, within the Food and Safety Team.**

A breakdown of the resources committed to Food Safety and Standards work is contained in Appendix A

In addition, during 2013/14 the team experienced resourcing pressure arising from the need to undertake detailed investigations; including a work related death incident and a number of other serious accident investigations. This pressure was compounded by an extended unplanned officer absence.

Members of the Team represent the Authority in a number of regional bodies with the aim of sharing good practice and achieving value for money including the Berkshire Food Liaison Group, The Regional Sampling Group and the Berkshire Infectious Disease group.

Staff Development

On going development of the work force is paramount to ensure a comprehensive service is provided to the customer, whilst maintaining continuous improvement and providing value for money.

The Food Standards Agency requires that the Council maintains the competency of its officers and also that we have officers with sufficient skills to maintain the breadth of competency needed for Slough specifically. The town's close location to Heathrow airport places additional training requirements upon the team in relation to complex Imported Food legislation.

This year staff have attended, among other things, Imported Food training; Primary Authority Workshops on the development of Inspection Plans and Co-ordinated Partnerships; Food & Environment Sampling workshops; FSA Food Updates; a 2 day Enforcement Sanctions Course; Sous-Vide

training & Legal Enforcement training. Training and development is planned as part of the appraisal process and is tailored so that the Authority retains the specialist knowledge required in order to provide a Food Service which is appropriate to the needs of Slough residents and businesses.

DRAFT

APPENDIX A Resource Requirements for Food Service Delivery 2013/14

Food Service Delivery Plan 2014/15

EHO = Environmental Health Officer

TSO = Trading Standards officer

| Service Provision | Expected output | FTE required | Resource |
|---|--|---------------------|---------------------|
| Primary Food Safety Inspections including Safe Food Award | 88 high risk inspections | 1.0 | EHO/TSO |
| Primary Food Standards Inspections | 10 High Risk 40 Medium Risk | 0.50 | EHO/TSO |
| Verification and monitoring visits | Approx 249 | 1.00 | EHO/TSO |
| Support for businesses information training | | 0.20 | EHO/TSO |
| Imported Food Control | | 0.30 | EHO/TSO |
| Complaints & Service Requests | 400 | 1.00 | EHO/TSO |
| Sampling | 100 | 0.10 | EHO/TSO |
| Primary Authority Food Related Work | Difficult to estimate demand | 1.00 (self funding) | EHO |
| Enforcement Action | May vary | 0.50 | EHO/TSO |
| Training | Minimum of 16 courses Undertaken in officers own time | 0.0 | EHO/TSO |
| Catering for Health and other food awareness work | | 0.20 | Nutritional Advisor |
| QA and updating of procedures | | 0.10 | Manager |
| Day to day management of service delivery | | 0.70 | Manager |
| Administration and maintenance of data | | 0.50 | Support Officer |

FOOD SAFETY & STANDARDS ACTION PLAN 2014/15 - DRAFT

| | |
|---|---|
| <p>Directorate: CUSTOMER AND COMMUNITY SERVICES</p> | <p>Service Manager: Levine Whitham</p> |
| <p>Division: Enforcement & Regulatory Services Consumer Protection & Business Compliance</p> | <p>Budget: £340,000 (including Food Standards)</p> <p>Number of staff employed: 6 FTE Dealing with Food Safety and Hygiene, and Standards</p> |
| <p>Team: FOOD SAFETY & TRADING STANDARDS</p> | <p>Service Objectives: <u>Protecting food, encouraging healthy eating and supporting Slough food businesses</u></p> <p>Provide a value for money food safety service within the Food & Safety and Trading Standards Teams with excellent customer focus and well motivated competent staff to deliver our statutory obligations and the specific needs and priorities of Slough</p> <p>The timely delivery of specific work plans, evidence based initiatives and joint working with partners both within and beyond the Council to improving the quality of life in Slough and protect customers whilst supporting business growth and enterprise</p> |

| Service Activity | Priority/Corporate Plan | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|---|--|--|--|---|---|
| <p>Primary Authority (PA) and Compliance Support</p> <p>Regulatory Services Wide Scheme</p> | <p>Economy and Skills</p> <p>Health & Wellbeing</p> <p>Delivering Services & Facilities that meet local needs</p> | <p>Continue PA business growth in line with projected target</p> <p>Response times in line with Customer Charter and Pledge</p> <p>Feedback from PA businesses</p> <p>Hours of advice provided</p> <p>Amount of 'formal' advice issued.</p> <p>Number of businesses in Portfolio</p> <p>Improved standards within partners business, with less enforcement action taken by Enforcement authorities,</p> <p>Provide a suite of support options for all types of businesses in Slough, including SMEs to include</p> <ul style="list-style-type: none"> • Primary Authority • Chargeable Advice • Buy with Confidence • Food Hygiene Rating Scheme • Catering for Health <p>Supporting the Councils Open for Business Strategy and the Corporate Business Growth plan</p> | <p>Designated officers to work closely with Primary Authority businesses to:</p> <ul style="list-style-type: none"> • develop partnership working relations with PA client businesses • provide specific advice in relation to management systems & procedures and controls adopted by the company nationally • issue 'formal PA advice' where procedures and controls are deemed suitable and compliant • handle referrals from other local authorities and central government bodies on behalf of that business • publication of Inspection plans • Issue of advice and guidance to other Enforcement Authorities on the companies activities • maintain an accurate record of any advice and guidance • hold meetings with partner businesses on a regular timetable of mutual agreement. <p>Document actions, decisions and time spent with the business on FLARE</p> <p>Provide support and guidance to new business start ups and existing SME's and where applicable chargeable advice.</p> | <p>Ginny de Haan</p> <p>Trading Standards Manager</p> <p>Levine Whitham</p> <p>All Officers</p> | <p>Ongoing</p> <p>Monthly Reports on hours and income generation</p> <p>Quarterly Review</p> <p>Yearly overview of contract</p> |

Food Service Delivery Plan 2014/15

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|---|---|---|---|--|---|
| <p>Inspection of food premises in Slough</p> | <p>Health Economy and Skills Promote Economic Growth & Protect the Councils Finances</p> | <p>100% of high risk businesses to be inspected according to risk rating. To be monitored monthly</p> <p>Complaints and service requests dealt with in line with Customer Service Charter and Pledge</p> <p>Number of approvals issued within time limits</p> <p>Increase in % of broadly compliant premises.</p> <p>Focused interventions and sector specific projects on high risk premises or where local intelligence suggests necessary.</p> | <p>Inspections based on risk;</p> <ul style="list-style-type: none"> - 100% inspection of A, B and all other non complaint food businesses - Identified poor performing food businesses targeted with appropriate interventions <p>Secure improvements where there are evident concerns, taking enforcement action where compliance is poor; in line with the council's business growth agenda, providing 'incubation periods' where suitable.</p> <p>Provide free regulatory advice for new businesses starting up.</p> <p>Alternative interventions to low risk premises, including newsletter, SAQ's, targeted advice sessions and other relevant advice.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Enhance advice for businesses on SBC web site Value:</p> <ul style="list-style-type: none"> - <i>promoting food safety; protecting consumers in Slough and beyond from the dangers of food poisoning</i> - <i>Assessing compliance with smoke free legislation.</i> - <i>Identifying Matters of health & safety Evident Concern and taking action where necessary.</i> | <p>Food & Safety Team Leader</p> <p>All Food Safety Officers</p> <p>TS/NET/ Licensing acting as 'eyes and ears'</p> <p>Support material from the FSA</p> | <p>March 2015</p> <p>Monthly and Quarterly review.</p> <p>Balanced Score Card</p> |
|---|---|---|---|--|---|

| | | | | | |
|---|---|--|--|---|---|
| <p>Food Hygiene Rating Scheme</p> | <p>Health and Skills Economy and Skills Delivering Services & Facilities that meet local needs</p> | <p>Measurable improvement on risk rating. Feedback from businesses. 10% Increase in premises achieving 2, 3, 4 and 5 score in the FHRS. Increase the number of premises participating within the FHRS to 600 90% Feedback from Businesses Customer satisfaction Improved customer awareness of the Scheme, and better informed choices when eating out.</p> | <p>Continue to implement FHRS in Slough food businesses Risk based projects focusing on 0 & 1 FHRS scoring premises, to increase scores and hygiene standards, and their business potential Publicise the scheme locally at least once a year using relevant communications routes. <i>Added Value</i> - work to support % increase in Broadly Compliant rating. - Support compliant businesses and target businesses seeking a financial gain from non-compliance. - Peer pressure to improve ratings and threat of adverse publicity will compliment the Council's work.</p> | <p>Ann Stewart All Officers to support</p> | <p>March 2015 Quarterly review</p> |
| <p>Level 2 Food Hygiene Training Programme</p> | <p>Health & Wellbeing Economy and Skills Promote Economic Growth & Protect the Councils Finances</p> | <p>Number of food handlers trained in Food Hygiene - 200 90% Satisfaction from course evaluation sheet returns Annual Internal audit of course procedures Improve food safety knowledge amongst food handlers, in turn improving food safety standards within businesses. 90% pass rate for candidates</p> | <p>To provide a minimum of 12 courses throughout the year. Provide a minimum of 4 courses for the councils Learning & Development Team, in addition to courses for other external businesses. Maintain procedures required for accredited Chartered Institute of Environmental health (CIEH) training centre <i>Added Value:</i> - self funding training reducing delivery costs to SBC - Positive impact on BC % - Enforcement officer contact with businesses</p> | <p>Jane Humphreys Support material from CIEH</p> | <p>March 2015 Quarterly review</p> |

Food Service Delivery Plan 2014/15

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|--|---|--|--|---|--|
| <p>Level 2 Nutrition Training programme</p> | <p>Health & Wellbeing Economy and Skills Promote Economic Growth & Protect the Councils Finances</p> | <p>Number of candidates trained Healthier food & Special Diets 90% Satisfaction from course evaluation sheet returns Annual Internal audit of course procedures Improved food nutritional knowledge in businesses, in turn providing healthier menu options and nutritional food. (0% pass rate for candidates</p> | <p>Provide a minimum of 4 courses throughout the year. Mountain procedures required for accredited CIEH training centre <i>Added Value:</i> - <i>self funding training, reducing delivery costs to SBC</i> - <i>Positive impact on obesity rates</i></p> | <p>Joanne Ricketts Support material from CIEH</p> | <p>March 2015 Quarterly Review</p> |
| <p>Catering for Health and other Healthy eating initiatives</p> | <p>Health & Wellbeing Delivering services & Facilities that meet local needs</p> | <p>Number of CFH awards issued – increase by 4 Facilitation of projects, including joint working with Public health, Trading Standards, and possibility of CIEH 'Take Away's' Toolkit, provision of data to evidence potential bids for future funding Support for the Councils performance in relation to Department of Health Public Health Indicator Outcomes</p> | <p>To continue to promote the Catering for Health award scheme in partnership with the SBC Public Health Team – linking with other work on obesity in Slough and it's health impacts (CHD, Diabetes) Officers to promote and provide information, the award at 100% of eligible businesses during interventions Improve the application process by providing an online application option and information. Extension into the community with linked projects focusing on childhood obesity to include an annual school meals survey. Review the feasibility of other schemes to ensure the most effective delivery of service for Slough.</p> | <p>Jo Ricketts All Officers to support</p> | <p>March 2015 Quarterly review</p> |

Food Service Delivery Plan 2014/15

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|---|--|---|--|---------------------|--|
| <p>Reactive Investigations, Food Complaints and service requests.</p> | <p>Health & Wellbeing Economy and Skills Delivering services & Facilities that meet local needs</p> | <p>Work in line with Enforcement policy, prosecutions template and internal procedures. Outcome from QA- 90% in line with procedures</p> <p>100% of request responded to within 5 days.</p> <p>Balanced score card: number of enforcement actions</p> <p>Supporting the councils Open for Business Strategy and the Corporate Business Growth plan by providing regulatory support to non compliance business and new start ups, and where appropriate incubation periods.</p> | <p>Take a minimum tolerance approach to serious incidents, whilst managing customer expectations in line with Customer Charter.</p> <p>Full range of enforcement options used, including Simple Cautions as appropriate in line with the enforcement policy</p> <p>Number of new businesses supported in regulatory compliance</p> | <p>All officers</p> | <p>On going</p> <p>Assess during 1:1 meetings and Case Reviews</p> |
| <p>Support the Open for Business Corporate approach and work with partners and Town Centre Manager on the Business Development Strategy</p> | <p>Economy & Skills Safer Slough</p> | <p>To increase and enhance opportunity for business growth and development.</p> <p>Joined up approach to support economic development.</p> <p>100% attendance at Open for Business training and briefing events</p> | <p>To assist in promoting business development and growth and provide advice and guidance on food safety and standards issues</p> | <p>All staff</p> | <p>On going</p> <p>Individual personal development plans</p> <p>1 to 1s</p> <p>By March 2015</p> |

Food Service Delivery Plan 2014/15

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|--|---|--|---|---|--|
| <p>Private Water Supplies and Private Distribution Systems (for Water Services)</p> | <p>Health & Wellbeing</p> | <p>Complete Risk Assessments for Private Water Suppliers and implement Action Plans to ensure safe water supplies</p> <p>Review PWS Sampling Programmes in line with statutory guidance.</p> <p>Annual DWI return completed.</p> <p>Identify Private Distribution Systems and verify with Thames Water Authority.</p> <p>Risk Assess Private Distribution Systems and set up water sampling programme in line with statutory guidance.</p> | <p>Complete Risk Assessments and implement Action Plans for Private Water Suppliers</p> <p>Assessment of Private Water Supplies information and collation for return to the Drinking Water Inspectorate</p> <p>Confirm locations of Private Distribution Systems, verify, Risk Assess, implement Action Plans and set up sampling programme</p> | <p>Bill Campbell</p> | <p>March 2015 Monthly review</p> |
| <p>Imported Food Controls & Organic Imports</p> | <p>Health & Wellbeing Economy and Skills</p> | <p>Number of notifications of imported food processed, including onward transmission</p> <p>Enforcement action taken</p> <p>Number of advice given to importers and agents on import restrictions and conditions.</p> | <p>Checking of consignments of food coming into Slough to remote transit sheds in the borough</p> <p>Verification of organic imported food</p> <p>Control of onward Transmission referrals and notifications of Personal Imports</p> <p>Investigations into illegally imported Products of Animal Origin (POAO) and other restricted foods.</p> <p><i>Added value: Slough community, the rest of the UK and other EU countries are protected against illegal and hazardous imports from third countries</i></p> | <p>Levine Whitham All Officers to support</p> | <p>March 2015 Quarterly review</p> |

Food Service Delivery Plan 2014/15

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| <p>Sampling</p> | <p>Health & Wellbeing Economy and Skills</p> | <p>Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe</p> <p>Number of samples taken and follow up of poor results.</p> <p>Number of joint initiatives with Food Standards Officers</p> <p>Imported food sampling where intelligence suggests necessary</p> <p>APT (adenosine triphosphate) testing in local businesses on cleaning practices, giving immediate results.</p> | <p>Undertake sampling as part of a suite of interventions to improve food hygiene and food standards and focus on high risk and local needs.</p> <p>Seek additional funds from external organisations e.g. Food Standards Agency.</p> <p>APT testing during interventions and projects to increase awareness of effective cleaning.</p> | <p>Julie Snelling All Officers to support</p> | <p>March 2015 Quarterly review</p> |
| <p>Infectious Disease Notifications & Control</p> <p>To enable consumers to make informed healthy lifestyle choices of food by enforcement of food standards legislation</p> | <p>Health & Wellbeing</p> <p>Health & Wellbeing</p> | <p>Number of investigations investigated; responses in line with PHE Protocols</p> <p>To ensure that :-</p> <ul style="list-style-type: none"> - 100% of high risk - 50% of medium risk <p>:- of food businesses are inspected and rated.</p> <p>Involvement in targeted sampling projects for compliance with a wide range of food legislation (e.g. compositional standards, compliant labelling, nutritional information, additives, allergens, etc.), with further follow up enforcement as required.</p> | <p>Investigation of Infectious Notifications including suspected food poisoning outbreaks in line with PHE protocols</p> <p>Undertake inspection programmes to focus on risk and local needs.</p> <p>Participation in national/regional sampling programmes including:</p> <ul style="list-style-type: none"> - Legally compliant nutrition and health claims. - Composition of Food - DNA profiling. <p>To work collaboratively with TSSE to undertake the Food Standards Agency imported food sampling based on local priorities</p> | <p>Ann Stewart All Officers to support</p> <p>TS Manager Angela Satterly & All food officers</p> | <p>March 2015 Quarterly review</p> <p>March 2015 Quarterly review</p> |

Food Service Delivery Plan 2014/15

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|--|---|---|--|---|--|
| <p>Promotion of Food Hygiene issues and involvement in joint projects with other partners</p> | <p>Health & Wellbeing Economy and Skills</p> | <p>2 newsletters per year Number of press releases issued Information on website kept up to date Other initiatives undertaken, including sector specific initiatives, joint projects and visits with licensing and TS</p> | <p>Increase awareness of food hygiene issues via local press, the Council's website and the publication of Newsletters Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements. Work with the Town centre manager to support local shops <i>Added Value: utilise other teams to delivery information to improve awareness and compliance of food safety and standards issues</i></p> | <p>Sarah Hill All Officers to support</p> | <p>March 2015 Quarterly review</p> |
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| <p>Internal Procedures including Officer competency and QA</p> | | <p>Review of all internal procedures annually Monthly QA of all service areas Completion of Regulator Development Needs Assessments</p> | <p>Review and implementation of procedures to ensure compliance with FSA Competency and Framework requirements. Monitor officer performance to ensure consistent application of procedures. Annual completion of RDNA & GRIP Actively engaging with caterers to check allergen controls and safeguard against adverse reactions, jointly with Trading Standards colleagues Additional workload from update FSA E.Coli guidance, checks against increased hygiene standards during interventions may resulting in increased enforcement.</p> | <p>Levine Whitham All Officers to support</p> | <p>March 2015 & ongoing</p> |
| <p>Looking Ahead</p> | | <p>Anticipated Additional Workload from changes in regulation and new guidance: Food Information Regulations FSA E.Coli Controls</p> | | <p>Ann Stewart All Officers to Support</p> | <p>Ongoing</p> |

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| | | | <p>FSA Code of Practice (COP), specifically to Annex 5 – risk rating premises</p> | <p>Additional workload to poorly performing premises achieving a high score in structural compliance or repeated borderline score in confidence in management. Increased revisits to ensure improvements in scoring.</p> | | |
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Service Delivery Plan 2014/15



Health, Safety and Wellbeing in Slough

Consumer Protection & Business Compliance Group

The Consumer Protection & Business Compliance is an outward facing service group made up from the:

- **Trading Standards,**
- **Food & Safety and**
- **Licensing Teams**
- **Community Safety & CCTV**

Our aim is to achieve a safe, healthy and fair trading town for our residents, businesses and visitors. The wide ranging work of the group is risk based and fundamental in creating a level playing field in which responsible businesses can flourish and our communities remain protected from rogues.

Health & Safety Service

Here are some interesting facts that you may not know about Slough Borough Council's Health & Safety Service.

We are responsible for enforcing Health & Safety in approximately 1,600 business premises including offices, warehouses, residential care homes, leisure centre's, shops, pubs and restaurants.

Employees and members of the public made 90 complaints and enquires about health and safety last year in relation to, for example, asbestos, slip or trip hazards, faulty lifting equipment, workplace temperatures and electrical safety.

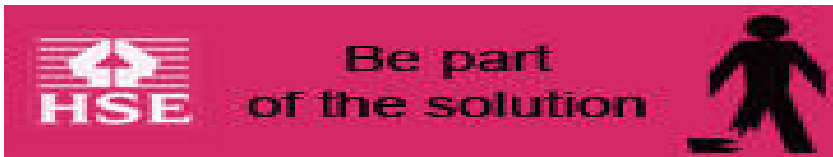


Slough Borough Council plays a major role in protecting the health, safety and welfare of employees and members of the public in Slough.

We achieve this by targeted projects, inspections, seminars and media campaigns to help reduce accidents and ill health in the work place and to protect others from risks.

We have adopted a 'sensible risk management approach' in line with the Health & Safety Executive (HSE) strategy:

'The Health & Safety of Great Britain\\ Be part of the solution'



The HSE and local authorities, as co-regulators for health and safety legislation have a vital role to play in ensuring that the regulatory system:

- is focused on better health and safety outcomes and not purely technical breaches of the law;
- makes it as straightforward as possible for business, and in particular, small businesses, to deliver a healthy and safe working environment;
- is enforced in a manner which is proportionate to risk;
- avoids placing unnecessary burdens on businesses which manage health and safety effectively; and
- maintains a strong deterrent against those who fail to meet their health safety obligations and put their employees at material risk thereby also deriving an unfair competitive advantage.

The Health & Safety service is delivered via the Food and Safety Team. The team supports and works with businesses through local projects such as, safety in Care Homes, Asbestos 'duty to manage' and by publicising News Letters – all helping businesses to comply with requirements and good practice.

We also actively support businesses via the Primary Authority scheme, where our work on improving safety standards has a national impact. Further information on Primary Authority is given below.

We work to help safeguard migrant and other vulnerable workers linking in with the Private Sector Housing Team, Licensing, the Police and Immigration Enforcement.

The purpose of this plan is to let you know how we are going to achieve the various measures that we will be taking, in conjunction with our partners and other agencies, to enhance public health, safety and wellbeing.

We will do this by:

- Providing advice and information to Slough businesses and residents
- Inspecting businesses on the basis of risk, so reducing the burden on compliant businesses whilst targeting those that seek to gain an advantage from non-compliance
- Investigating complaints and listening and responding to your concerns
- Investigating accidents, giving priority to those involving major injury or death in the workplace
- Developing safety and health promotion initiatives

- Consulting our customers on the quality of our service
- Working in partnership with others to improve our outcomes for Slough. For example - The Health & Safety Executive, Slough Business Community Partnership, Thames Valley H&S Group, UK Border Agency, Thames Valley Police, the Royal Berkshire Fire and Rescue Service and other council teams.

We are committed to helping change the health and safety culture in Britain and retain common sense in the approach we take to ensuring the protection of employees and the public.

Good Health and Safety, Good For Everyone.

The HSE introduced a new **National Code for Local Authority Enforcement** in May 2013, and accompanying formal guidance in December 2013, which significantly changed the direction of health and safety enforcement nationally. The Code targets resources on risks, and aims to reduce the regulatory burden on compliant businesses, which is the direction Slough has been heading for several years. As a result we have refined our intervention strategies by targeting interventions on local and national priorities where evidence suggests necessary, and by preserving proactive inspections only for premises who do not manage their own risks or premises on the HSE's list of high risk sectors. This has reduced number of proactive inspections undertaken and released capacity for more effective outcome focused interventions and more thorough reactive work.

Greater emphasis is placed dealing with complaints, accidents and incidents in accordance with Government directive to target those businesses that are poor performers and not meeting the requirements under health and safety legislation.

We continue to work in partnership with the other enforcing authorities and stakeholders to reduce the inspection burden on business alongside focussing on better outcomes.

This plan is reviewed annually and we welcome your views, comments and suggestions on how it can be improved.

Ginny de Haan, Head of Consumer Protection & Business Compliance,
Tel: 01753 875255 or e-mail: ginny.dehaan@slough.gov.uk Or

Levine Whitham, Food & Safety Manager
Tel: 01753 875255 or e-mail: levine.whitham@slough.gov.uk

To find out more about our service and initiatives that we are planning this year please read on or visit our website at :

<http://www.slough.gov.uk/business/health-and-safety/>

Proud to be Slough



Our Vision

The focus of work within the Health & Safety service is to ensure that the Council is able to fulfil its statutory obligations under the relevant legislation and that this is geared towards Slough's specific community and business needs, based on local intelligence, our work with partners.

The Joint Wellbeing Strategy and the Council's Corporate Plan set out a vision for Slough, for the people, the place, the prosperity and the town, and the things that need to be done to make this a reality. Businesses and other partners within Slough are already working together to improve life in the Borough.

The themes incorporated into the Corporate Plan are:

- Health
- Economy & Skills
- Housing
- Regeneration & environment
- Safer Slough

Our work also supports the two cross-cutting themes of the SCS; civic responsibility and promoting the image of the town.

One aim is to protect and enhance public health and wellbeing whilst supporting local businesses. We will achieve this through the attached Action Plan; this should be read in conjunction with our Enforcement Policy which aims to ensure a graduated approach to enforcement based on risk.



The Enforcement Policy reaffirms our commitment to carry out our duties in an open, fair and consistent manner. We recognise that most people want to comply with the law; therefore, we want to support and enable them to meet their legal obligations without unnecessary expense. Assessment of risk and the likelihood of reoccurrence are major factors in our enforcement decisions. Firm action, however will be taken, including prosecution, where appropriate.

The service plan sets out the actions we are taking to enhance and improve health, safety and wellbeing in Slough

How did we perform during 2013/14?

Our service plan will be reviewed on an annual basis and provides the opportunity to record our achievements and identify those key issues that still need to be addressed.

The health & safety service can be divided into key activities and projects namely:

- Primary Authority Advice
- Proactive Inspections to high risk businesses or those on HSE list of high risk sectors
- Interventions and projects based on national and local priority where evidence suggest risks are not managed
- Promotion of health, safety and wellbeing awareness including, education campaigns, news letters
- Accident Investigations
- Legionella Controls - assessments, registration and inspection of cooling towers. Advising on the safe maintenance of showers, spa baths and other potential sources of harmful Legionella bacteria in commercial premises
- Listening to and responding to complaints from the public, employees and businesses
- Neighbourhood working on local safety concerns
- Protection of vulnerable and migrant workers
- Working in partnerships, such as advice to the Slough Safety Advisory Group, Slough Working Well, Thames Valley Health & Safety Group and the London & South East Asbestos Group.

During 2013/14 our key achievements included:

Primary Authority Scheme

Assured advice is provided to businesses with the establishment of Primary Authority Partnerships or through co-ordinated partnerships; this has brought many advantages to businesses in Slough.



Primary Authority Partnerships comprises a legally binding contract between the Authority and a business to provide ongoing

specialist advice on specific areas of regulation applicable to that business, such as fair trading, product labelling, product safety, food safety and health & safety.

Our Officers are able to provide companies which trade across council boundaries robust and reliable advice, through the creation of these legal partnerships. The scheme also provides a safety net to ensure that local authorities are consistent in the way they regulate businesses.

Since Slough Borough Council introduced Primary Authority partnerships in April 2011 we have already secured the 32 successful PA partnership agreements. These services are uniquely provided by in house by specialist officers.

Cost recovery is an essential element of the contracts and applicable to Primary Authority partnerships with an hourly charge for any work undertaken. In 2012/13 we obtained cost recovery of nearly £80k, during 2013/14 cost recovery was £108,000 an increase of 26%. Projected income for 2014/15 remains at £110K this cost recovery enables the Council to support businesses in Slough and increase the availability of specialist officers who are funded from Primary Authority at no extra cost to the Council. Last year 728 food advice interactions with all our PA companies were successfully completed; a high proportion of these were satisfied consumer complainants.

As a Primary Authority we have had communication with many other Council's to ensure that inspection and enforcement action reflects the advice we have already given, and is proportionate. We continue to work with the businesses to produce national inspection plans, and give guidelines to other councils to avoid unnecessary checks and tests.

The number of businesses joining Primary Authority Partnerships with the Council continues to grow and this will have a profound impact upon how we deliver the service requiring a flexible approach to our management of resources.

More information on Primary Authority Partnerships can be found on the website <https://primaryauthorityregister.info/par/index.php/home>

- Businesses that would like to join the Scheme can either contact 01753 475111 (option 5) or e mail primary.authority@slough.gov.uk

Accident Investigations

The team received **155** accident notifications, a 26% decrease from the previous year. This could be an indication that risks are being more effectively managed, or due to a change in the reporting requirements; employers now have to report when an employee is unable to undertake their work activities for seven days following an incident, whilst this was previously three days. Accident notifications included;

- **63%** related to slips, trips or falls
- **17%** related to manual handling and lifting



During 2013/14, we have noticed a continued reduction in the number of physical assaults on employees and other incidents of workplace violence in the retail, late night takeaway, taxi business and leisure gaming sectors.



We continue to devote resources as needed and work in partnership with Thames Valley Police and businesses to assess the risk of workplace violence in individual workplaces and increase staff awareness.

We can also report that there were no incidents involving workplace transport, although there was a serious near-miss that did warrant enforcement follow up at a builders' merchants. In previous years accidents have happened from the misuse of fork lift trucks, movement of delivery vehicles and from unsafe practices performed whilst loading and unloading at retail and warehouse premises within the borough. Workplace transport safety has been a major consideration for officers in the team and will remain so.



The need for businesses to report accidents, to examine why the accident has happened and deal with potential risks continues to be a high priority and is included in our advice and support.

Complaints about Health & Safety in Slough

We responded to 90 complaints and enquiries about health & safety issues which included;

- Defective passenger lifts and other lifting equipment.
- Requests for advice about asbestos risks, removal and disposal, including dumped asbestos.

- Low temperatures in work environments during the winter months
- High temperatures and uncomfortable workplace environments during warmer months
- Welfare at work, including stress related concerns, special provision for expectant mothers and provision for young persons at work and on work experience.
- Unsafe practices in the cosmetic beauty industry.
- Various unsafe work practices in different sectors, including childcare activities, sports and leisure clubs
- Controls required for water cooled air conditioning systems and other water systems in relation to Legionella
- Concerns about electrical and gas safety, including proper testing regimes.

Health & Safety Inspections

In accordance with the HSE National Code, we target our resources on outcome focussed interventions and reactive work, rather than proactive inspections. Proactive Inspections are a good tool used in the right circumstances, however they are the most resource intensive for both the council and the business, and therefore not always appropriate for low risk businesses.

As a result we undertook **51** health & safety visits to premises in Slough, of which **21** were reactive following complaints, and **30** project or advice visits.

Care Homes Project

As a result of an accidental death in a Slough Residential Care Home for Elderly Persons, along with concerning reports from the Care Quality Commission (CQC) about safety standards in a local care home, we decided to target an educational project specifically at care homes.

We identified all Care Homes in the Borough and in partnership with Social Services, carried out Health and Safety advisory visits. Advice and information was well received and as a result we have noticed significant improvements within care homes in Slough.

Cooling Tower Registration

Registration of wet cooling towers and evaporative condensers, with the Local Authority, is a legal requirement.



We have registered, **16** premises with a total of **27** cooling towers. This is a significant reduction from 2008 when **63** cooling towers were registered. This is a result of several water based cooling systems being decommissioned due to the high cost of maintenance and water treatment involved and also as a result of the continuing development of quieter, more energy efficient, dry systems.

An important part of the registration and monitoring process is the assessment of stringent controls to prevent multiplication and possible infection with Legionella together with scrutiny of the businesses' own sampling procedures and results. On-site inspections are also carried out for those systems where the Council is the enforcing authority for health and safety. In 2013/14 The Food and Safety Team took part in the (mandatory) National Inspection Programme of all Cooling Towers in the Borough, jointly with the Health and Safety Executive. This National Programme was at Government direction following deaths in outbreaks, in preceding years, in Edinburgh and Stafford.

Working with partners

We recognise that working with partners can increase our capacity to deliver health & safety solutions for businesses in Slough. During 2012/13 we worked to develop the following important projects.

- **Slough Working Well**

We continue to work with the Slough Business Community Partnership, Public Health England, Corporate Health, Mars, Slough Community Leisure and many others to promote the Slough Working Well project which was launched in 2010.



A programme of breakfast events takes place regularly, with three major seminars in 2013/14, providing advice and giving guidance to businesses and employees about workplace health and wellbeing.

- **Thames Valley Health and Safety Group**

We continue as advisors and partners in the continually growing Thames Valley Health and Safety Group. With The Mayor of Slough as it's Honorary President, the Group celebrates its 50th Anniversary in May 2014 having been originally set up, jointly, by Slough BC and the business health and safety community. The Group is part of Safety Groups UK, is affiliated to ROSPA and provides a forum and a focus for safety professionals in the Thames Valley. Many major businesses in Slough are active members of the Group as are those that are in the smaller and medium categories. The

Group meets, monthly, at different company venues in the Thames Valley Region but most often in Slough.

▪ **SAG (Safety Advisory Group)**

We are members of the Slough Borough Council SAG. SAG's role is to advise the Council on the suitability of applications to hold events, safely, in the Borough's parks, open spaces and premises and on the Borough's roads. Our role is to consider Health and Safety issues in the planning, organising, setting up and holding events and to recommend approval or rejection of applications. We also advise SAG and applicants on legal and technical standards in relation to Health and Safety at events.

Enforcement Action

We have a comprehensive set of measures to protect residents of Slough, people who work here as well as visitors and to promote sensible risk management. We actively work with businesses and other stakeholders to achieve our shared goals.



Any enforcement action by us will be graduated, proportionate and in accordance with the council's enforcement policy.

Enforcement action was taken by the Health & Safety team in 2013/14 in the form of –

2 Improvement Notices relating to:

- dangerous electrical systems
- unsafe transport movements in a warehouse, and

3 Prohibition Notices relating to:

- dangerous electrical systems
- dangerous gas equipment

Finding these immediately dangerous situations reinforce the necessity for safeguards to be in place to prevent dangerous occurrences and reduce risk of injury. They also reinforce the importance of verification checks by both employers and enforcing authorities. By maintaining a competent trained inspectorate Slough Borough Council fulfils its obligations under the Health & Safety at Work, etc., Act 1974

Prosecutions



We have spent a significant amount of officer time and resources investigating and preparing two comprehensive health & safety prosecution reports.

One prosecution related to a **workplace fatality**, where a resident fell from a bedroom window in a care home. Offences were taken against the limited company and the personal operator of the home, both of which pleaded guilty to several offences. A £9,600 fine was issued, in addition to a small contribution towards the council's costs.

A second investigation is completed and in its final stages of sentencing. The case is regarding a serious workplace accident, resulting in an employee being in a coma and left with severe brain damage with serious long term health conditions.

Although the time and resources taken to investigate serious cases often outweighs the fines and penalties awarded, such enforcement action is necessary to morally seek justice against those who put others at risk, and ensures duty holders and managers who fail to meet their responsibilities are held accountable for their actions. It also sends a strong deterrent to other businesses that Slough Borough Council will not tolerate poor performing businesses, who take an unfair advantage and put people's lives at risk.

Variation from service plan

Departures from this service plan will be exceptional, capable of justification and be fully considered by the Head of Consumer Protection and Business Compliance, Ginny de Haan, before varying action is taken. Reasons for any departure will be fully documented.

Areas for development

We are always striving to move the service forward. In order to achieve this, we set targets to identify areas for development during the coming year. These include, continue to improve the information about health & safety on the Council's website to support businesses in Slough with compliance and awareness of sensible risk management. We also plan to undertake a comprehensive review of our approach to health & safety enforcement along with our departmental procedures, to ensure we maintain a proportionate and balanced service in line with the HSE National Enforcement Code. We are also planning an inter authority peer-review exercise to gain independent assurance, identify any areas of improvement and share best working practices.

Service Standards

Providing excellent customer services is one of our key priorities. In order to achieve this we will always:

- Be polite, friendly and offer a helpful service
- Take the time to listen and explain things
- Provide accurate information and advice, in a clear and straightforward way
- Deal with enquiries immediately, but if this is not possible, tell you who we have passed your enquiry to and their contact details
- Keep you informed of progress and the outcome of our investigations
- Treat you fairly and with respect



Customer Pledge

We aim to provide every customer with a quality service and will seek feedback from you to help further improve the quality of the services we provide. A manager will contact you personally if you are unhappy with the service received.

In addition, we have introduced the following standards against which we will monitor the responsiveness of our service, namely:

| Service Standard | Target / Response Times |
|--|-------------------------|
| Respond to customer complaints and enquiries | Within 5 working days |
| Provide a full response | Within 10 working days |

Customer Feedback

Last year **100%** of our customers said they were satisfied or very satisfied. The team is committed to working with local businesses and the local community ensure they remain satisfied with our service and continually strives to provide a fair, consistent and quality service. All feedback received is used to inform and improve our service and we hope to maintain our 100% customer satisfaction levels in the year ahead.

Our quality assurance procedures assess the work of our officers to ensure that it meets the high standards set for the service.

Resourcing

The Food & Safety team employs **6.7 (FTE)** Full Time Equivalent. The FTE available for Health & Safety work is **1 FTE**. During 2013/14 were several posts vacant for some of the time, equating to approximately **5.0 FTE filled posts**.

In addition during 2013/14 the team experienced considerable resourcing pressure arising from the need to undertake detailed investigations; including a work related death incident and a number of other serious accident investigations.

Staff Development

On going personal development of the work force is paramount to ensure a comprehensive service is provided to the customer, whilst maintaining continuous improvement and providing value for money.

Benchmarking

The Head of Consumer Protection & Business Compliance has been trained as a 'Peer Challenger' and has carried out peer challenges in two other unitary authorities. This gives a useful insight and comparison for the team.



The work in relation to compliance to the Section 18 Standard also provides an 'excellence standard' for benchmarking the service.



HEALTH WORK WELLBEING

The Health & Safety action plan for 2014/15, which outlines our planned work for the year is detailed in Appendix A.

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Appendix A - Health & Safety Action Plan 2014/15

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| Directorate: CUSTOMER AND COMMUNITY SERVICES | | Service Manager: Levine Whitham, Food & Safety Manager | |
| Division: Enforcement & Regulatory Services Consumer Protection & Business Compliance | | Budget: £70,000 Number of staff employed: 1 FTE | |
| <p>Service Objectives: Provide a value for money health & safety service within the Food & Safety Team with excellent customer focus and well motivated competent staff.</p> <p>The timely delivery of specific statutory work plans, evidence based initiatives focused upon national and local priorities; joint working with partners both within and beyond the Council to improving the quality of life for Slough residents, visitors and those that work in Slough.</p> | | | |

| ACTION PLAN FOR 2013/14 | | | | | |
|---|--|--|--|---|--|
| Service Activity | Priority | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
| Primary Authority (PA) and Business Support | Economy and Skills | Continue PA business growth in line with projected target | Designated officers to work closely with Primary Authority businesses to: | Ginny de Haan | Ongoing |
| Regulatory Services Wide Scheme | Health & Wellbeing Delivering Services & Facilities that meet local needs | Response times in line with Customer Charter and Pledge Feedback from PA businesses Hours of advice provided Amount of 'formal' advice issued. Number of businesses in Portfolio | <ul style="list-style-type: none"> develop partnership working relations with PA client businesses provide specific advice in relation to management systems & procedures and controls adopted by the company nationally issue 'formal PA advice' where procedures and controls are | Trading Standards Manager Levine Whitham All Officers | Monthly Reports on hours and income generation Quarterly Review Yearly |

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| | | <p>Improved standards within partners business, with less enforcement action taken by Enforcement authorities,</p> <p>Provide a suite of support options for all types of businesses in Slough, including SMEs to include</p> <ul style="list-style-type: none"> • Primary Authority • Chargeable Advice • Buy with Confidence • Food Hygiene Rating Scheme • Catering for Health <p>Supporting the Councils Open for Business Strategy and the Corporate Business Growth plan</p> | <p>deemed suitable and compliant handle referrals from other local authorities and central government bodies on behalf of that business</p> <ul style="list-style-type: none"> • publication of Inspection plans • Issue of advice and guidance to other Enforcement Authorities on the companies activities • maintain an accurate record of any advice and guidance • hold meetings with partner businesses on a regular timetable of mutual agreement. <p>Document actions, decisions and time spent with the business on FLARE</p> <p>Provide support and guidance to new business start ups and existing SME's and where applicable chargeable advice.</p> | | <p>overview of contract</p> |
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| Service Activity | Priorities | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|---|--|--|--|---------------------|----------------------------------|
| Proactive Inspections | Health & Wellbeing Economy and Skills | Number of interactions to premises listed as suitable for proactive inspections, by HSE, or to premises where local intelligence suggest risk are not controlled. Completed - 100% | Delivery in line with LAC 67-2 rev 4 – Guidance to Local Authorities on Targeting Interventions Compliance with National Code for Local Authority Enforcement | All Officers | March 2015 Monthly review |
| Other Interventions and Projects | Health & Wellbeing Economy and Skills | 100% of interventions to premises falling within national or local priorities. Number of interventions to premises where local intelligence suggests controls are not being managed or where an investigation is warranted following complaint or report of accident Number of projects undertaken, and improvements sustained, and joint working with stakeholders. | Delivery in line with LAC 67-2 rev 4 – Guidance to Local Authorities on Targeting Interventions Compliance with National Code for Local Authority Enforcement Local projects based on national and local priorities, including: <ul style="list-style-type: none">- Beauty Industry Sector- Tattooists; joint working with Licensing Team- Gas safety in food premises | All officers | March 2015 Monthly review |

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| Other Visits | Health & Wellbeing Economy & Skills | Number of Matters of Evident Concern (MEC) or Matters of Potential Major Concern (MPMC) identified during other visits and dealt with. | Consider Health and Safety during all visits. Imminent concerns; gas safety, electrical safety, pressure vessels, equipment guarding, slips and trips. Review officer inspection pro-formas, Flare in-putting and guidance. Monitor MEC & MPMC to identify trends and local issues. Consider alternative interventions for poor performers/ major concerns. Liaison with Fire Officer where appropriate. | All Officers | March 2015 Quarterly Review |
| On-going investigations and prosecutions | Health & Wellbeing Economy and Skills | Work in line with Enforcement policy, EMM, prosecutions template and internal procedures. 90% quality assurance in line with Enforcement Policy Adhere to timescales for prosecution file submission | Allocation of resources to adequately respond to serious incidents to comply with statutory enforcement obligations | All officers | On going Assessment during 1:1 meetings and Case Reviews |
| Incidents Accident or complaint investigations; service request response | Health & Wellbeing Economy and Skills | 90% Response within Customer Charter and Pledge timescales | Assessment and response to accident notifications, complaints and service requests relating to workplace health, safety and wellbeing; including referrals from HSE, in line with HSE incident selection criteria. Imminent concerns; falls from height, slips and trips workplace transport, etc. Priority to work related | All officers | On going |

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| | | | | death, serious injury, lift/lifting equipment reports Promotion of sensible risk management | | | |
| Legionella Controls. Registration of Cooling Towers | Regeneration & Environment Health & Wellbeing Economy and Skills | Number of cooling towers registered – 100% Number of risk assessments verified - 100% | Update of the register of cooling towers in Slough and monitor the controls in place to minimise risk of Legionella infection, in conjunction with the HSE. Inspect individual premises at change in management, water treatment company; significant change in risk assessment/water treatment; alteration, replacement or shut down of plant. | Bill Campbell Bill Campbell | Ongoing Monthly review Ongoing | | |
| Promotion of Health & Safety | Health & Wellbeing Economy and Skills | Promote the HSE website and sources of information, and links from SBC website. 2 newsletters per year Number of press releases 2 targeted sector advice notes produced and delivered; other interventions, such as Food Inspections to educate and increase awareness. | Review Slough BC website for information and direct to HSE website where possible. Increase awareness of health & safety issues via local press, the Council's website and the publication of Newsletters Regular press releases for new Guidance, Legislative change Produce H&S information pack for new business start-ups, supporting the councils Open for Business agenda. | Bill Campbell All officers to support | March 2015 Quarterly review | | |

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|---|--|---|---|----------------------|--|
| <p>Asbestos – Duty to manage</p> | <p>Health & Wellbeing Economy and Skills</p> <p>Regeneration & Environment</p> | <p>Number of ASB5 (Licensed Works) Notifications assessed - 100%</p> <p>Number of Non-Licensed works assessed 100%</p> <p>Respond to enquiries about asbestos</p> | <p>Assessment of controls in place for minimizing risks from exposure to asbestos fibres. Inspect for safe working and legal compliance. Link to National and local promotional work</p> <p>Receipt of notifications and inspect as necessary.</p> <p>Give accurate, easy to understand, advice. Joint work with Cleansing, Environmental and Housing Teams</p> | <p>Bill Campbell</p> | <p>March 2015 and ongoing</p> |
| <p>Support the Open for Business Corporate approach and work with partners and Town Centre Manager on the Business Development Strategy</p> | <p>Economy & Skills</p> <p>Safer Slough</p> | <p>To increase and enhance opportunity for business growth and development.</p> <p>Joined up approach to support economic development.</p> <p>100% attendance at Open for Business training and briefing events</p> | <p>To assist in promoting business development and growth and provide advice and guidance on health & safety issues</p> | <p>All staff</p> | <p>On going</p> <p>Individual personal development plans</p> <p>1 to 1s</p> <p>By March 2015</p> |

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|--|--|--|--|--------------------------------|----------------|
| <p><u>Slough Specific</u></p> <p>Slough Safety Advisory Group</p> | <p>Health & Wellbeing Economy and Skills Regeneration & Environment</p> | <p>Attend SAG meetings. Take necessary follow-up action</p> | <p>Attend meetings and advise on H&S standards and requirements. Inspect and enforce for H&S where necessary</p> | <p>Bill Campbell</p> | <p>Ongoing</p> |
| <p>Slough Working Well</p> | | <p>Link to SWW work plan; supporting partnership with SBCP, Public Health Team, PCT, NHS, etc. Meets HSE intervention criterion.</p> | <p>Attend meetings and help facilitate work detailed in work plan.</p> | <p>Bill Campbell</p> | <p>Ongoing</p> |
| <p>Thames Valley H&S Group</p> | | <p>Supports partnership with Private Sector businesses. Meetings attended. Meets HSE intervention criterion.</p> | <p>Attend meetings and advise on enforcement issues, changing H&S standards, legislative change, etc.</p> | <p>Bill Campbell</p> | <p>Monthly</p> |
| <p>Identification, with local partners and other SBC teams, of key risks that impact specifically upon Slough</p> | | <p>Joint outcomes achieved Projects scoped to meet these evidenced needs</p> | <p>Maintain links with local partners and other SBC Teams to gain an awareness of changing/ emerging work/risk activities in Slough. Participate in Crime Reduction and Environment (CRED) events</p> | <p>All officers to support</p> | <p>Ongoing</p> |

| | | | | | |
|---|--|--|--|--|---------------------------------|
| <p>Berkshire H&S Liaison Group</p> | | <p>Regional H&S Strategy Group. Jointly with Berkshire LAs and HSE</p> | <p>Attend meetings and agree regional strategies. Keep up to date on developments in H&S delivery and changes in statutory requirements</p> | <p>Bill Campbell</p> | <p>Ongoing</p> |
| <p>London and South East Boroughs' Asbestos Group</p> | | <p>Regional Asbestos Consultation and Strategy Group. Jointly with Boroughs, HSE and invited interest groups</p> | <p>Attend meetings and consult on asbestos issues and standards. Agree consistencies of approach on asbestos issues Consult on legislative and guidance changes</p> | <p>Bill Campbell</p> | <p>Ongoing</p> |
| <p>Peer Review</p> | | <p>Inter-authority peer review for independent assurance that the requirements of the National Code for Local Authority Enforcement and accompanying LAC 67-2 rev 4 guidance, are being met.</p> | <p>Independent review the councils implementation of the Code and guidance, in comparison with other Berkshire authorities. Identify and address areas of improvement, share best working practices and raise confidence and competence.</p> | <p>Levine Whitham/Bill Campbell</p> | <p>March 2015</p> |
| <p>Internal Procedures including Officer competency and QA</p> | | <p>Review of approach to Health & Safety Enforcement. Annual review of internal procedures. Monthly QA of all service areas</p> | <p>Review and implementation of procedures to ensure compliance with in line with LAC 67/2 and National Enforcement Code. Monitor officer performance to ensure consistent application of procedures.</p> | <p>Levine Whitham All Officers to support</p> | <p>March 2015 & ongoing</p> |

| | | | | | |
|--|--|---|---|--|--|
| | | Completion of Regulator Development Needs Assessments (RDNA) and individual Learning Logs | Annual completion of RDNA and completion of Learning Logs with reference to GRIP (Guidance for Regulators Information Point). | | |
|--|--|---|---|--|--|

RELEASED

SLOUGH TRADING STANDARDS TEAM



Service Delivery Plan 2014/2015

The Consumer Protection & Business Compliance Group

Consumer Protection & Business Compliance is an outward facing service group made up from the:

- **Trading Standards,**
- **Food & Safety**
- **Licensing**
- **Community Safety & CCTV**

Our aim is to achieve a safe, healthy and fair trading town for our residents, businesses and visitors. The wide ranging work of the group is risk based and is fundamental in creating a level playing field in which responsible businesses can flourish and our communities remain protected from rogues.

Trading Standards

Slough Borough Council's Trading Standards Service has responsibility for the vast majority of consumer protection issues that arise in Slough.

As part of our duties we provide the following to the Slough community:-

- Advice and guidance to consumers and businesses based within the borough, in conjunction with Citizens Advice Consumer Service.
- Complaints handling – the department dealt with 1242 complaints from April 2013-March 2014. A decrease of 7.6% on the previous year.
- Playing a major role in your health, safety and economic well being.

This Service Delivery Plan is provided as a means of keeping you informed of our achievements and future plans and how we intend to deliver them, with the continued cooperation of our internal and external partners and stakeholders.

The work we have carried out and continue to carry out is achieved with the use of the following:-

- Prompt response to intelligence/complaints; triggering detailed investigations into consumer protection offences.
- Targeted project work.
- Participation in regional & national liaison groups.
- Risk based inspection programmes.
- Training and advice provided to both consumers and traders.
- Working with other organisations with similar priorities.
- Proportionate enforcement – with prosecution of offenders as a last resort (in line with our Enforcement Policy).

This plan is reviewed annually and we welcome your views, comments and suggestions on how it could be improved.

Please forward your views to:

Ginny de Haan, Head of Consumer Protection & Business Compliance

Tel: 01753 475111 or e-mail : ginny.dehaan@slough.gov.uk

or

Angela Satterly, Compliance Team Leader (Trading Standards)

Tel: 01753 475111 or email: angela.satterly@slough.gov.uk

Address:

**Slough Trading Standards, St Martin's Place,
51 Bath Road, Slough, SL1 3UF.**

Or visit our website at: <http://www.slough.gov.uk/tradingstandards>

The following pages provide more information on our achievements last year and our plans for the year ahead.



Our Vision

The Joint Wellbeing Strategy and the Council's Corporate Plan set out a vision for Slough, for the people, the place, the prosperity and the town, and the things that need to be done to make this a reality. Businesses and other partners within Slough are already working together to improve life in the Borough.

The themes incorporated into the Corporate Plan are:

- Health
- Economy & Skills
- Housing
- Regeneration & environment
- Safer Slough

The focus of work within the Trading Standards service is to ensure that the Council is able to fulfil its **statutory obligations** under the relevant legislation and that this is geared towards Slough's specific community and business needs, based on local intelligence and the Corporate Plan objectives.

Our work also supports the two cross-cutting themes of the SCS; civic responsibility and promoting the image of the town.

One aim is to protect and enhance public health and wellbeing whilst supporting local businesses. We will achieve this through the attached Action Plan; this should be read in conjunction with our Enforcement Policy which aims to ensure a graduated approach to enforcement based on risk.

The Enforcement Policy reaffirms our commitment to carry out our duties in an open, fair and consistent manner. We recognise that most people want to comply with the law; therefore, we want to support and enable them to meet their legal obligations without unnecessary expense. Assessment of risk and the likelihood of reoccurrence are major factors in our enforcement decisions. Firm action, however will be taken, including prosecution, where appropriate.

The service plan sets out the actions we are taking to enhance and improve health, safety and wellbeing in Slough.

The Trading Standards Team will during 2014/15 actively support the objectives of the Local Area Action Plan (LAAA) and in particular deliver with partners a pilot Community Alcohol Partnership in the Langley area to tackle under age drinking and associated alcohol related problems.

The following pages detail our achievements last year and our plans for the year ahead.

Primary Authority Scheme

Assured advice is provided to businesses with the establishment of Primary Authority Partnerships or through co-ordinated partnerships; this has brought many advantages to businesses in Slough.



Primary Authority Partnerships comprises a legally binding contract between the Authority and a business to provide ongoing specialist advice on specific areas of regulation applicable to that business, such as fair trading, product labelling, product safety, food safety and health & safety.

Our Officers are able to provide companies which trade across council boundaries robust and reliable advice, through the creation of these legal partnerships. The scheme also provides a safety net to ensure that local authorities are consistent in the way they regulate businesses.

Since Slough Borough Council introduced Primary Authority partnerships in April 2011 we have already secured the 32 successful PA partnership agreements. These services are uniquely provided by in house by specialist officers.

Cost recovery is an essential element of the contracts and applicable to Primary Authority partnerships with an hourly charge for any work undertaken. In 2012/13 we obtained cost recovery of nearly £80k, during 2013/14 cost recovery was £108,000 an increase of 26%. Projected income for 2014/15 remains at £110K this cost recovery enables the Council to support businesses in Slough and increase the availability of specialist officers who are funded from Primary Authority at no extra cost to the Council. Last year 970 interactions with all our PA companies were successfully completed; a high proportion of these were satisfied consumer complainants.

As a Primary Authority we have had communication with many other Council's to ensure that inspection and enforcement action reflects the advice we have already given, and is proportionate.

We continue to work with the businesses to produce national inspection plans, and give guidelines to other councils to avoid unnecessary checks and tests.

The number of businesses joining Primary Authority Partnerships with the Council continues to grow and this will have a profound impact upon how we deliver the service requiring a flexible approach to our management of resources.

More information on Primary Authority Partnerships can be found on the website <https://primaryauthorityregister.info/par/index.php/home>

Businesses that would like to join the Scheme can either contact 01753 475111 (option 5) or e mail primary.authority@slough.gov.uk

Age Restricted Sales

“Among 35 European countries, the UK has the third-highest proportion of 15 year olds who report having been drunk 10 times or more in the past year.”

(Drinkaware statistics 2012)



- Under age sales enforcement, protects children from harmful items and substances and is a vital feed into the ‘Health & Wellbeing’ and ‘Safer Communities’ priorities of the SCS.
- **FREE Proof of Age Cards** are provided to 16 yr olds at all of Slough’s 11 schools – 1398 x cards were processed in 2013/14. This figure is the highest number of uptakes since the Scheme was launched in 2005. This work will be continued in 2014/15.
- **Trader Information Packs** were distributed to local businesses; providing information on the law on age restricted products, along with advice on due diligence and further information/documents to assist staff training on under age sales matters.
- **Licensing Reviews** have been used for all traders failing a test purchase this can result in conditions on licence or even a complete revocation
- **Testing purchasing** is essential and establishes whether local businesses are complying with the law and not selling restricted goods to children.

Figures for 2013/14

- **Tobacco** - attempted purchases = 24 - sales = 1
- **Alcohol** - attempted purchases = 17 - sales = 1
- **Fireworks** - attempted purchases = 15 - sales = 9



Total Sales = 11 from 56 attempted purchases.

Criminal proceedings on some of the previous matters are still ongoing.

In 2014/15 Trading Standards will continue to provide trader information packs and advice to local businesses and conduct a programme of age related test purchasing to ensure businesses are compliant and underage young people are protected from alcohol, cigarettes and the dangers of fireworks.

Tobacco control work

Slough Trading standards are represented at the National Tobacco Focus Group meetings, to share best practice with colleagues from around the UK.

In addition to this, Slough Trading Standards have re-launched the East Berkshire Tobacco Alliance.

The Alliance is a partnership with Public Health, Solutions 4 Health, Smoke Free Slough team, Neighbourhood Enforcement, Children's and Young Persons team, Berkshire Fire Service, Her Majesty's Revenue and Customs along with the Public Health/Trading Standards Services of other East Berkshire local authorities.



The aim of the Alliance is to contribute to a reduction in smoking prevalence across the area and assist in reducing smoking related illness in Berkshire as a whole. The East Berkshire Alliance is also exploring closer working arrangements with the West Berkshire Alliance; to encourage a Berkshire Wide approach to Tobacco Enforcement, Cessation & Smoke Free promotion.

Illegal money lending and credit

Slough Borough Council works with the National Trading Standards illegal money lending team (put together to investigate suspect loan sharks across the country) as part of the Borough's 'Safer Communities' & 'Health & Wellbeing' priorities.

- Loan Sharks have a considerable negative impact on the economic wellbeing of communities and individuals who are affected
- Illegal money lenders flourish in austere times and it is imperative that mechanisms are in place to deal with issues as soon as they arise.
- Solutions can include the setting up of credit unions; to give consumers an alternative source of credit.
- Short term loan agreements can offer varying APR (Annual Percentage Rate) rates - further research is planned, by Slough Trading Standards, to find out what options are open to consumers looking to get credit for low amounts over a limited period.

The department has also carried out 10 credit licence checks and a debt compliance audit of a Limited Company, on behalf of the Office of Fair Trading, in order to establish that businesses applying for credit licences are suitable to hold one.

Trading Standards will cease to conduct credit license checks from 1st April 2014 as the new regulator namely, the Financial Conduct Authority (FCA) has taken over this role. However, advice on credit is still relevant, and the FCA are currently looking into a memorandum of understanding for intelligence sharing with National Trading Standards.

Food Standards

Trading Standards carried out 100% of their high risk routine Food Standards Inspections in 2013/2014, in addition to other food standards enforcement visits.

- A total of 91 x Food Standards visits were carried out last year.

Further work in Food Standards include:-

- Labelling advice to new food businesses
- Detailed Food Standards advice is given to the relevant Primary Authority Partners
- We took part in the following food sampling projects:
 - 26 Imported Food – on the correct labelling & composition of food imported from outside the EU
 - 3 Burger samples – for DNA Species
 - 7 DNA samples in response to the horsemeat scandal
- This sampling was in conjunction with the Food Standards Agency (FSA), Trading Standards South East (TSSE) and the Public Analyst.
- Assisting our 'in-house' Nutritional Advisor to compile further data on Primary and Secondary school children's lunchbox foods.

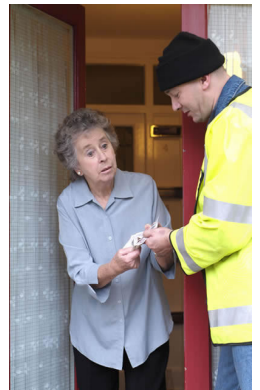
A separate Food Standards Plan has been produced for Trading Standards for 2014/15. Targets for 2014/15 include:

- Complete 100% high risk food inspections
- Complete 50% medium risk food inspections
- Complete 100% Food Standards Agency funded imported food samples
- Complete regional food sampling programmes as required
- Further DNA samples on behalf of the FSA, in response to the horsemeat scandal
- Slough Trading Standards also participates in the Regional food focus group.

Rogue Traders and Doorstep Sales

The Trading Standards doorstep sales response team are constantly on hand to assist residents with any issues that they have with rogue traders that carry out work and then charge extortionate amounts for their services.

- Residents can be quoted one price and then the cost increases as the job progresses.
- Rogue traders tend to target elderly or vulnerable people, who may be easier to manipulate or intimidate.
- Some cases have reported victims being driven to banks/building societies to draw out large sums of cash to pay these traders.
- Trading Standards usually hear of the problem after it has happened and after the trader has left; usually leaving little trace of their whereabouts.
- In 2013/14 Trading Standards put a stop a rogue trader who ripped off Slough residents for nearly £100,000.
- The team works closely with Social Services Safeguarding Team; providing advice and guidance to vulnerable adults. 18 cases were handled during 2013 -2014 that were referred to the safeguarding team.



- A “**Rogue Trader Day**” was carried out in April 2013, with the assistance of Thames Valley Police and the Slough Borough Council Community Wardens. This resulted in 65 visits to householders who were having maintenance work on their property.
- Visits were made to premises where building work was being carried out; to establish that these traders were providing proper paperwork and good quality work.
- Further presentations to elderly and vulnerable groups were made this year to the “**Older Peoples Forum**” and the “**Age Concern AGM**”.

Effectively dealing with rogue traders and preventing doorstep crime remains a priority for 2014/15, and Trading Standards will continue to provide a rapid response team and share intelligence with neighboring authorities and Thames Valley Police to protect vulnerable consumers from becoming victims of doorstep crime.

Education

Education is vital for consumers, in order for them to make informed choices when purchasing and to prevent them being ripped off.

During 2013/14, Slough Trading Standards provided the following training:-



- **Nutritional labelling workshops** – Food awareness teaching sessions to schools in the Borough (Foxborough School, Common Road, Langley); raising awareness of how to read food labels and find out how much fat and sugar is present in certain foods. Most of the workshops were provided for Year 6 children and involved joint working with School Nutrition Network Team.

➤ We also participated in the schools lunch box survey and food awareness week.

- **Trader Packs and Newsletters** are also provided to local businesses, to give advice on compliance with the law.

In 2014/15 Trading Standards will be providing a range of educational services to both businesses and consumers, relating to the nutritional composition of food, allergens and healthy eating.

Publicity

With the varied remit of enforcement that Trading Standards cover, it is essential that this is publicised to inform people of the work we do.



- Press releases are published to advise of results that we have achieved or to provide warnings to the public of issues that have arisen.
- Examples include advice on :-
 - Bogus callers / Doorstep sellers,
 - Raising awareness on Loan Sharks
 - Advice on the purchase and safe use of fireworks

- Naming and shaming of counterfeiters along with results on legal cases
- A total of 17 press releases were issued in 2013/14.
- The department also give regular interviews to local radio stations. This year interviews were given on BBC Radio Berkshire, Asian Star FM and BBC Radio 4.
- Over the Christmas period, we conducted a campaign called 'Savvy Christmas' where daily Tweets with top tips were sent to ensure residents enjoyed a safe Christmas.

Product Safety

Trading Standards enforce safety legislation on a variety of different products; e.g. toys, cosmetics, electrical and gas appliances, nightwear clothing, etc. where there are specific UK or EU regulations.

Highlights from 2013/1214 include:

- Safety checks at **Enhanced Remote Transport Sheds (ERTS)** have been carried out part of a regional TSSE Safety Project.
- The ERTS are customs bonded warehouses where imported goods are stored prior to their dispatch to the rest of the UK or Europe.
- There are 37 x 'ERTS' in the Slough Borough that handle safety related products.
- We received funding from the National Trading Standards to check the post coming in at the International Postal Hub for unsafe items.
- Safety product recalls have also been carried out as part of our work with local **Primary Authority** companies.
- Slough Trading Standards also participates in the Regional and National product safety focus groups

Animal Health

Trading Standards carry out inspections for Animal Health, Welfare, and Animal by products, including:-

- **Inspections on livestock** to provide advice on transportation and welfare enforcement. This is achieved with our partners at the Royal Borough of Windsor & Maidenhead and Bracknell Forest District Council.
- **Inspections of the Langley Horse Fair** – monitoring welfare issues and educating on legal requirements. This is achieved with the City of London Animal Health team.
- **Animal By-Products** to ensure that certain raw meat waste is disposed of correctly and doesn't go to landfill sites.
- Animal diseases are always a threat. The **Slough Notifiable Animal Disease Contingency Plan** is updated constantly with regular liaison with our Emergency Planning team.



Animal

Counterfeit Goods

Counterfeit goods can be dangerous, as well as resulting in the economic detriment of the purchaser. The honest trader will also suffer as they will not be able to compete on price. Much of the money from counterfeit & illicit smuggled trade can go to fund people trafficking, prostitution and other organised crime activities. Counterfeit alcohol may contain harmful substances, such as methanol, be over strength and may not be made with any quality control.

During 2013/14 Trading Standards seized 11,895 alleged counterfeit goods which ranged from Alcohol, Cigarettes and Condoms to computer software.

Criminal investigations into these matters are ongoing.



Control of Explosives and Poisons

Fireworks

- 29 explosives registrations were issued for local traders in 2013/14.
- All premises were inspected under the **Health & Safety at Work Act 1974**, to establish safe storage and sale of explosives/fireworks (except for those retailers in a Primary Authority Partnership) and were compliant.
- 2 retailers were also licensed to sell fireworks throughout the year.
- From our annual underage fireworks test purchasing it was disappointing to find that 9 retailers sold to our underage volunteers.



Poisons



- Poisons Licence visits have been carried out to assess products that are restricted under the Poisons Act 1972.
- There are 15 businesses which are authorised to store and sell poisons within the borough.
- During routine inspections officers found that retailers areas were stocking products such as caustic soda, kettle descaler, weed killer (classified as a poisons under the Act) without holding the necessary licence.

Weights and Measures

As well as looking at the products that are sold, Trading Standards Officers also check the accuracy of the equipment and measures that are used to sell them.

- 42 visits were carried out ranging from petrol pumps, spirit measures, jewellers scales, to vehicle weighbridges.
- Inspectors of Weights & Measures provide advice to local businesses packing by weight or volume, to make sure that their systems are robust and durable; ensuring that consumers can have confidence in the purchases that they make.

- This year, inspectors dealt with a number of enquiries relating to weights and measures matters, ranging from petrol pumps, cash for gold premises, short weights on food products, etc.
- The department also provide weights and measures advice and assistance to our Primary Authority companies in the borough.

Road Traffic Checks

Trading Standards carry out checks (with Thames Valley Police) on the weight of commercial vehicles; from small transits vans to large articulated vehicles.



Overloaded road vehicles can contribute to:

- Excessive noise,
- Increased air pollution,
- Road damage
- Vehicle accidents.
- Steering and braking problems

An overloaded vehicle could potentially endanger other road users and constitutes as 'dangerous driving'.

One vehicle was recorded as having a 66% overload.

Buy with Confidence

Our approved trader scheme has been operating since 2006, registering business fields as diverse as estate agents, landscape gardeners to financial advisors.

- BWC is an initiative run by Trading Standards South East and Trading Standards South West (SWERCOTS) and is fast becoming a national scheme.
- Over 5000 registered businesses across over 50 authorities nationally and many more being approved.
- In Slough, registration for businesses costs £25.00 at present but is under review for the coming year.
- Anybody who wishes to sign up for Buy With Confidence should contact us on 01753 475111 or buywithconfidence@slough.gov.uk
- If you are looking to find an approved trader, further details can be found at www.buywithconfidence.gov.uk



Additional Targeted Project Work

- **Energy Performance Certificates (EPC's)** – a pilot project was carried out in 2013/14 to establish the compliance of Landlords, Estate Agents, Letting Agents with EPC legislation, i.e. ensuring that properties that are rented/marketed in the Borough are compiling with the requirements legislation.

- **Scam Hub project** – this project is delivered on behalf of National Trading Standards and other partner agencies. This project aims to protect the elderly and vulnerable from postal scams, lotteries and prize draw awards. Visits were carried out to residents on allocations given to Slough.

Complaints and Enquiries

The following referrals and notifications from Citizen's Advice Consumer Service (CitA).

- Complaints and enquiries for 2013-14, received via CitA 4153; a slight decrease (from last years 4601) of 448 or 9.7%.
- Complaints requiring action decreased from 1340 to 446; a decrease of 33%.
- We have also received a total of 780 service requests for companies for whom we act as Primary Authority (PA). This is an increase on the 392 total from last year of 50%.



Enforcement Action

Trading Standards have a comprehensive set of measures in place to protect consumers and promote business in the area.

- Any enforcement action taken will be graduated and proportionate; in line with Slough Borough Council's Enforcement Policy.

A full copy of the policy can be found on our website:- <http://static.slough.gov.uk/downloads/public-protection-enforcement-policy.pdf>



A summary of our enforcement work for the year can be found in Appendix A.

Striving for Excellence

Service Standards

Providing excellent customer service is one of our key priorities. In order to achieve this we will always:

- Be polite, friendly and offer a helpful service.
- Take time to listen and explain things.
- Provide accurate information and advice in a clear straightforward way.
- Deal with enquiries immediately, but if this is not possible, explain why.
- Provide you with any other contact details that you may need.
- Keep you informed of the progress and outcome of any investigations.
- Treat you fairly and with respect.



Customer Pledge

- We aim to provide every customer with a quality service and will seek feedback from you to help further improve the quality of the services we provide.
- The Trading Standards Manager, will contact you personally if you are unhappy with the service received.
- In addition, we have introduced the following standards against which we will monitor the responsiveness of our service, namely :

Customer feedback

- Our quality assurance procedures assess the work of our officers to ensure that the service meets the high standards that is expected.
- Our commitment to working with local businesses and the local community enables us to improve levels of satisfaction
- In addition to supporting economic growth and continually striving to provide a fair, consistent and quality service.
- We aim to enhance the quality of life of residents within the borough, making Slough a safe environment to live, where service users can access advice and making healthy informed choices.



- During 2013/14 customer satisfaction levels has improved on previous year and we went from 90% to 100%. We also achieved 100% satisfaction with our businesses.
- All feedback received is used to enhance and improve our service and to prioritise our resources in the most effective way.

Resourcing

Slough Trading Standards employ 9 staff; 5 of which are part time staff (effectively 6.5 FTE's). The overall cost of the service for 2014/15 will be

Looking to the Future and the Challenges Ahead

It is clear that food sampling plays an important part in consumer safety, especially in the light of the horse meat scandal. Protecting consumers within Slough with regard to the composition and allergens present in food has never been more important than now, preventing food fraud is paramount. Reducing salt, fat and sugar in food by advising our food businesses helps towards controlling obesity in Slough.

There will also be major changes in the respect of new regulations which will affect consumers, businesses and enforcers alike. These regulations are:

- **Food Information to Consumers Regulations**, which comes into force on 14th December 2014. Changes include allergen labelling on menus in restaurants, mobile caterers and caterers in general.
- **Consumer Rights Directive**, which comes into force on 13th June 2014. Changes include enhancements to cancellation rights, distance selling, digital media and consumer rights.

The trading standards service plan for 2014/15, which outlines our planned work for the year, is detailed in **Appendix B**

Variation from the service plan

Departures from this service plan will be exceptional, capable of justification and be fully considered by the Trading Standards Manager before varying action is taken. Reasons for any departure will be fully documented in the action plan.

DRAFT

APPENDIX A – PROSECUTION RESULTS 2013/14

| Offence | Defendant Number | Fine | Costs | Additional Penalty |
|--|-------------------------|-----------------------------|------------------|-------------------------------------|
| Counterfeit wine & illegal tobacco | (1) | 100 hours community service | £1500.00 | Licence revocation |
| Illegal tobacco products | (1) | Ongoing prosecution | N/A | Licence revocation |
| Counterfeit camera and phone accessories | (1) | £2000.00 | £3700.00 | |
| Counterfeit i-Phones | (1) | 8 months suspended sentence | N/A | Suspended for 12 mnths |
| Aggressive car clamping practices | (1) | £3000.00 | £1800.00 | Payment of fines back to consumers. |
| Under age sale of alcohol and tobacco | (1) (owner) | £1000.00 | £600.00 | |
| Under age sale of alcohol and tobacco | (2) (seller) | £200.00 | £250.00 | |
| TOTAL | | £ 6200.00 | £ 7850.00 | |

Simple Cautions accepted for the following:-

2 x for possession for supply of illegal tobacco products

Total Simple cautions = 2

Written warnings issued for:-

1 x Failure to present an EPC (Energy Performance Certificate) for a marketable property

1 x Unauthorised use of a logo

1 x Possession for supply of illegal tobacco products.

9 x Under age sale of fireworks

2 x Possession for supply of out of date food products.

Total No. of Written Warnings = 14

Alcohol licences revoked :-

2 x Possession for supply of illegal tobacco products.

REMOVED

Appendix B - Trading Standards Action Plan 2014/15

| | |
|---|--|
| Directorate: CUSTOMER AND COMMUNITY SERVICES | |
| Division: Enforcement & Regulatory Services Consumer Protection & Business Compliance | Budget: £338,000 |
| | Number of staff employed: 5.5 FTE |
| Service Objectives: <ul style="list-style-type: none"> • Provide a value for money trading standards service with excellent customer focus and well motivated competent staff. • The timely delivery of specific statutory work plans, evidence based initiatives focused upon local priorities; joint working with partners both within and beyond the Council to improving the quality of life for Slough residents, consumers and visitors. | |

| Service Activity | Priority | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|---|---|--|--|---|---|
| <p>Primary Authority</p> <p>Regulatory Services Wide Scheme</p> | <p>Economy & Skills</p> <p>Health & Wellbeing</p> | <p>Refer to separate Action Plan for Primary Authority</p> <p>Continue PA business growth in line with projected target</p> <p>Response times in line with Customer Charter and Pledge</p> <p>Feedback from PA businesses</p> <p>Hours of advice provided</p> <p>Amount of 'formal' advice issued</p> <p>Number of businesses in Portfolio</p> <p>Improved standards within partners business, with less enforcement action taken by Enforcement authorities.</p> <p>Monthly Reports on hours and cost recovery. Head of CP&BC to advise Strategic Director of CCS</p> <p>Quarterly Review</p> <p>Yearly overview of contract</p> | <p>Refer to separate Action Plan for Primary Authority</p> <p>Designated officers to work closely with Primary Authority businesses to:</p> <ul style="list-style-type: none"> • develop partnership working relations with PS client businesses • provide specific advice in relation to management systems & procedures and controls adopted by the company nationally • issue 'formal PA advice' • handle referrals from other local authorities and central government bodies <p>publication of Inspection plans</p> <ul style="list-style-type: none"> • Issue of advice and guidance to other Enforcement Authorities • maintain an accurate record of any advice and guidance • hold regular meetings with partner businesses <p>Accurate recording of actions, decisions and time spent with each PA business on FLARE</p> | <p>Primary Authority Board</p> <p>Ginny de Haan</p> <p>Trading Standards Manager</p> <p>Levine Whitham</p> <p>Mick Sims</p> <p>All Officers</p> | <p>Ongoing</p> <p>Monthly Reports on hours and cost recovery</p> <p>Quarterly Review</p> <p>Yearly overview of contract</p> |

TRADING STANDARDS ACTION PLAN FOR 2014/15

| Service Activity | Priority | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|------------------------------|--------------------------------------|---|---|---|---|
| <p>Underage Sales</p> | | <p>Effective partnership working to reduce the number of sales of age restricted products in the borough. Target: minimum 2 x exercises on alcohol/tobacco 1 x fireworks per year</p> | <p>Work with partners to plan and deliver joint test purchasing of age restricted products</p> | <p>Fakhra Zaman (+ other officers)</p> | <p>March 2015</p> |
| | <p>Safer Communities</p> | <p>Review and refresh training seminars and trader packs jointly with the Licensing team and in line with the Community Alcohol Partnership</p> | <p>Fakhra Zaman</p> | <p>With quarterly monitoring of individual project work.</p> | |
| | <p>Health & Wellbeing</p> | <p>Informed and compliant local traders, in respect of under age sales legislation. Target:90% pass rate for candidates</p> | <p>Issue of free Proof of age cards in support of Safer Slough Partnership activities(funded by Safer Slough Partnership)</p> | <p>Lina Johnson</p> | |
| | <p>Economy & Skills</p> | <p>Issue of proof of age cards to 16 year old at local schools in the borough supporting young people and retailers in the town</p> | <p>To share intelligence and best practice with external agencies and other partners.</p> | <p>Fakhra Zaman</p> | <p>Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics.</p> |

| Service Activity | Priority | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|---|--|--|---|---|--|
| Counterfeit and illicit trade | <p>Safer Communities</p> <p>Health & Wellbeing</p> <p>Economy & Skills</p> | <p>Traders and consumers who are fully aware of the dangers of counterfeit and illicit products in the market, reducing the amount of counterfeit products available in Slough</p> <p>Targets:10% reduction in incidents</p> <p>Measure: Number of actions and nature of products seized/ street value</p> | <p>Assess local information and prioritise as appropriate investigation and seizure of counterfeit and illicit products being sold in the borough at retail outlets, markets or online (e.g. alcohol, tobacco, DVDs, clothing and other branded items).</p> <p>Brand protection assistance and advice to PA companies.</p> <p>Working collaboratively with partners (e.g. Trade Mark holders, Police, HMRC, etc.) to redevelop other cost effective interventions</p> | <p>Peter Adshead & All officers.</p> | <p>March 2015</p> <p>With quarterly monitoring of specific project work.</p> |
| Tobacco Control / Tobacco Alliance work | Health & Wellbeing | <p>Reduction in smoking prevalence and related health conditions</p> <p>Collaborative working locally and regionally between all agencies involved in smoking related work.</p> <p>Target:Creation of a Berkshire Smoke Free Alliance by December 2014</p> | <p>Collaborative working and agreement across Berkshire Trading Standards and the Public Health Teams.</p> <p>Joint interventions to promote tobacco awareness and close working with the Smoking Cessation provider</p> <p>Build upon links with Licensing and Food & Safety Teams to deliver joint initiatives on Smoke Free and tobacco sales</p> | <p>Dean Cooke & All officers.</p> <p>Mick Sims Levine Whitham</p> | <p>December 2014</p> <p>With quarterly review on specific project work.</p> |

| | | | | | |
|---|---|--|---|--|--|
| <p>Consumer Credit work</p> | <p>Safer Communities</p> <p>Health & Wellbeing</p> <p>Economy & Skills</p> | <p>To increase awareness of the dangers of Loan Sharks and encourage intelligence regarding local problems.</p> <p>Measure: Number of Loanshark interventions</p> | <p>Build upon success of work with the Birmingham Loan Shark Team, extending Bite Back and with enforcement outcomes provided by Birmingham TS.</p> <p>Working with internal and external partners (e.g. TV Police, Social Services, Benefits and the voluntary sector to raise awareness of safe and secure financing</p> | <p>Angela Satterly &</p> <p>All officers.</p> <p>Angela Satterly</p> | <p>March 2015</p> <p>With quarterly review on specific issues.</p> |
| <p>Service Activity</p> | <p>Priority</p> | <p>Targets and anticipated Outcomes</p> <p>To ensure that all relevant Contingency plans & procedures are up to date.</p> <p>Target: inspect Langley Horse Fair and advise traders to bring them into compliance.</p> <p>Target: inspect local livestock dealers at medium risk premises.</p> | <p>Key Actions</p> <p>Maintain all Animal Disease Contingency plans as directed by DEFRA, in partnership with Royal Borough of Windsor & Maidenhead and Bracknell Forest Trading Standards.</p> <p>To carry out a monitoring programme at the Langley Horse Fair, to ensure compliance.</p> <p>Inspection of local animal keepers and quarterly monitoring to ensure that all AMLS and AMES data inputting are completed within set targets.</p> | <p>Responsible Officer</p> <p>Dean Cooke</p> <p>Dean Cooke & City of London AH officers.</p> <p>Dean Cooke & Sally Dunford (RBWM)</p> | <p>Completion Date</p> <p>Annual review December 2014</p> <p>March 2015</p> |
| <p>Animal Health - Contingency Plans and Inspect horse/livestock dealers to bring into compliance.</p> | <p>Health & Wellbeing</p> <p>Safer Communities</p> | | | | |

| | | | | |
|---|---|--|--|---|
| <p>Intelligence led inspections and seizures to protect consumers from potentially dangerous product/substances</p> | <p>Safer communities Economy & Skills Health & Wellbeing</p> | <p>To ensure that products which may pose a risk to consumers are prevented from entering the market place. Target:50% increase in detection Ongoing visits to ERTS distribution centres in Slough.</p> | <p>Ongoing participation in the national “Ports project” and taking samples of suspicious products. Relevant enforcement action taken if necessary.</p> | <p>March 2015 with Quarterly Monitoring</p> |
| <p>To work with the 18 other trading standards authorities in the South East and local communities for a safe and fair trading environment to maximise local accountability.</p> | <p>Safer Communities Health & Wellbeing Economy & Skills</p> | <p>Improved enhanced consumer protection and training opportunities by partnership working through the various TSSE specialist groups. Target: 100% attendance at TSSE Board meetings, 75% attendance at Focus Groups, Completion of regional projects relevant to Slough</p> | <p>Support TSSE Focus Groups and regional training etc Benefit from TSSE joint bids (where appropriate).</p> | <p>March 2015</p> |

| Service Activity | Priority | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|---|---|---|--|---|---|
| On-going investigations and prosecutions | Safer Communities Health & Wellbeing Economy & Skills | Work in line with Enforcement policy, CPS Guide for Crown Prosecutors and the Regulators Compliance Code. Target: Quality Assurance – 90% Adhere to time scales for prosecution file submission | Allocation of resources to adequately respond to serious incidents to comply with statutory enforcement obligations | All officers | On going Assess during 1:1 meetings and case reviews |
| Internal Procedures including Officer competency and QA | Economy & Skills | Review of all internal procedures annually Fully implemented QA Target: 90% compliance | Review and implementation of procedures to ensure compliance with FSA Competency and framework requirements, to monitor performance and support officers in a consistent approach. | TS Manager | March 2015 |
| To enable consumers to make informed healthy lifestyle choices of food by enforcement of food standards legislation | Health & Wellbeing | Target - 100% of high risk - 50% of medium risk -: of food businesses are inspected and rated. Involvement in targeted | Undertake inspection programmes to focus on risk and local needs. Participation in national/regional sampling programmes including: | TS Manager Angela Satterly & All food officers | March 2015 Quarterly review |

| Service Activity | Priority | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|---|--|--|--|--|--|
| | | <p>sampling projects for compliance with a wide range of food legislation (e.g. compositional standards, compliant labelling, nutritional information, additives, allergens, etc.), with further follow up enforcement as required.</p> | <ul style="list-style-type: none"> - Legally compliant nutrition and health claims. - Composition of Food - DNA profiling. <p>To work collaboratively with TSSE to undertake the Food Standards Agency imported food sampling based on local priorities</p> | | |
| <p>To continue to working collaboratively with other agencies in seeking out and apprehending rogue traders</p> <p>Interventions to tackle rogue traders, unfair, illegal and unsafe trading practices.</p> <p>Further development of</p> | <p>Safer Communities</p> <p>Health & Wellbeing</p> <p>Economy & Skills</p> | <p>To protect elderly/vulnerable residents from doorstep crime.</p> <p>Target: 100% Increase the number of 'Buy With Confidence' businesses</p> <p>To organise educational presentations to vulnerable adult groups on the dangers of doorstep crime.</p> <p>Provide publicity to</p> | <p>Rapid Response Team for reactive Doorstep interventions.</p> <p>Promotion of the Buy With Confidence Scheme and establish joint delivery arrangements to achieve efficiencies with Surrey Trading Standards</p> <p>Continue to promote service provision in this area</p> <p>Radio Interviews</p> | <p>TS Manager</p> <p>Angela Satterly</p> <p>Fakhra Zaman</p> <p>Angela Satterly Jaspal Singh</p> <p>All officers</p> | <p>March 2015</p> <p>With Quarterly monitoring</p> |

| | | | | | |
|--|--|---|--|---|--|
| <p>recommended trader scheme.</p> <p>Protection for the Elderly and Vulnerable</p> <p>Improving awareness of consumer protection scams/risks.</p> | | <p>raise awareness of developing consumer issues (including scams).</p> <p>To support relative initiatives with other enforcement agencies, TSSE & NTS.</p> <p>To deliver a strong enforcement message to potential suspects with robust enforcement action.</p> <p>To raise public awareness of doorstep crime and provide reassurance thereby reducing the fear of crime.</p> | <p>Press releases</p> <p>National Scams Hub Project</p> <p>National Rogue Trader Day working with partners.</p> <p>Facilitate the necessary resources to support this service activity.</p> <p>Develop intelligence in respect of known suspects and to identify intelligence gaps</p> | <p>Fakhra Zaman</p> <p>Jaspal Singh</p> <p>TS Manager</p> <p>All officers</p> | |
|--|--|---|--|---|--|

| Service Activity | Priority | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|--|--|--|--|-------------------------------|---|
| Road Traffic checks | Health & Wellbeing Economy & Skills | A reduction in the number of overloaded vehicles. | Working in partnership with Thames Valley Police based upon local evidence to reduce the number of over weight vehicles | Peter Adshead Fakhra Zaman | March 2015 |
| Support the Open for Business Corporate approach and work with partners and Town Centre Manager on the Business Development Strategy | Economy & Skills Safer Slough | To increase and enhance opportunity for business growth and development. Joined up approach to support economic development. 100% attendance at Open for Business training and briefing events | To assist in promoting business development and growth and provide advice and guidance on food safety and standards issues | All staff | On going Individual personal development plans 1 to 1s By March 2015 |

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd June 2014

CONTACT OFFICER: Michael Sims - Licensing Manager.
Consumer Protection & Business Compliance Group
(For all enquiries) (01753) 477387

WARD(S): ALL

PORTFOLIO: Cllr Sohail Munawar - Commissioner for Social and Economic Inclusion

PART I
KEY DECISION

CONSUMER PROTECTION AND BUSINESS COMPLIANCE ENFORCEMENT POLICY

1 Purpose of Report

For Members to review and approve the revised Consumer Protection and Business Compliance (previously Public Protection) Enforcement Policy.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to Recommend:

- (a) That the draft Consumer Protection and Business Compliance Enforcement Policy be approved.
- (b) That the revised policy be adopted by all other regulatory and enforcement service areas where appropriate within the Council.
- (c) That the Head of Consumer Protection and Business Compliance Services be authorised to make minor amendments to the adopted Policy as required to reflect changes in legislation or guidance and codes of practice where a full review of the Policy is not warranted.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

3a. **Slough Joint Wellbeing Strategy Priorities** – The Enforcement Policy supports the effective, consistent, proportionate, robust and accountable delivery of the Council's statutory regulatory services which underpin key parts of the SJWS, the JSNA and the Corporate Plan, for example:

- Economy and Skills: enforcement action against rogue traders to ensure a level playing field for Sloughs local businesses to grow and prosper
- Health and Wellbeing: protecting the vulnerable from doorstep sales, loan sharks and underage sales; dealing for poor standards of hygiene in food premises
- Safer Communities; supporting action against anti-social behaviour

4. Other Implications

(a) Financial

There are no financial implications. The policy will be fully met within existing budgets

(b) Risk Management

| Risk | Mitigating action | Opportunities |
|------------------------|---|--|
| Legal | Quality assurance procedures will ensure that enforcement decisions are taken in line with the revised Policy document. | All regulatory services are required to have in place an Enforcement Policy having regard to the Regulators Code. The revised policy sets out a transparent, risk based and graduated approach to enforcement. |
| Property | None | None |
| Human Rights | As detailed at (c) below | As detailed at (c) below |
| Health and Safety | None | None |
| Employment Issues | None | None |
| Equalities Issues | As detailed at (d) below | As detailed at (d) below |
| Community Support | None | None |
| Communications | None | None |
| Community Safety | None | None |
| Financial | As detailed in (a) above | As detailed in (a) above |
| Timetable for delivery | For approval by Cabinet on 23 rd June 2014 | For approval on 23 rd June 2014 |
| Project Capacity | None | None |
| Other | None | None |

(c) Human Rights Act and Other Legal Implications

Section 1 and Schedule 1 Parts I & II of The Human Rights Act 1998, apply:

- Article 1 – Every person is entitled to the peaceful enjoyment of his or her possessions including the possession of licence and shall not be deprived of the possession except in the public interest
- Article 6 – That in the determination of civil rights and obligations everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law.

The revised draft Policy document has regard to both Article 1 and Article 6 as above.

Section 21 of the Legislative and Regulatory Reform Act 2006 (the “Act”)

imposes a duty on any person exercising a specified regulatory function to have regard to the five principles of good regulation. This principle provides that regulatory activities should be carried out in a way which is transparent, accountable, proportionate and consistent and should be targeted only at cases in which action is needed.

Section 22 of the Act provides for the issue of code of practice relating to the exercise of regulatory functions, (the “Regulators’ Compliance Code”). This section imposes a duty on any person exercising a specified regulatory function to have regard to the Regulators’ Compliance Code when determining general policies or principles by reference to which that person exercises those functions.

Under Section 22(3) of the Act, where a person exercises a regulatory function of setting standards or giving general guidance about the exercise of other regulatory functions, the duty to have regard to the Regulators’ Compliance Code applies directly to the exercise of setting that function of setting standards or giving general guidance. Through the Legislative and Regulatory Reform Act 2006, the Better Regulation Delivery Office (BRDO) issued the “Regulators’ Code” which came into statutory effect on 6 April 2014. It replaces the previous Regulators’ Compliance Code, and is designed to provide clearer understanding for both the regulators and those regulated of the regulatory framework.

Regulators must have regard to the Code when setting standards or giving guidance which will guide the regulatory activities of other regulators. Therefore the Council is required to reconsider its enforcement policies and procedures in light of the new Code.

The Local Authorities (Functions & Responsibilities) (England) Regulations 2000 sets out a scheme for dividing the Council’s regulatory functions into either Council side or Executive (Cabinet) functions. The regulatory functions which come under the remit of the Corporate Enforcement Policy consist of both Council and Executive functions and it is therefore appropriate for to consider the Policy and make recommendations prior to approval by full Council.

(d) Equalities Impact Assessment

An Equalities Impact Assessment has been completed. The Assessment has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken.

5. Supporting Information

- 5.1 In April 2012 Cabinet approved a comprehensive Enforcement Policy for the then Public Protection Service..
- 5.2 During the Course of 2012 changes were made to the structure of the Customer and Community Services Directorate creating a new Consumer Protection and Business Compliance Service (CP&BC) area which includes Food and Safety, Trading Standards, Licensing and most recently Community Safety.
- 5.3 The Policy is being reviewed to take account of changes in legislation and the introduction of a new Regulators Code. Due to statutory requirements the policy must be approved by both Cabinet and Council. The intention of the new policy is to

create a clearer, consistent approach covering all regulatory service across the Council. This is to further enhance and formalise our joint working and partnership approach.

- 5.4 The previous Enforcement Policy document has been revised and updated to reflect introduction of the Regulators Code. The Code is designed to regulate for the protection of the vulnerable, the environment, social or other objective, whilst seeking to promote proportionate, consistent and targeted regulatory activity through the development of transparent and effective dialogue and understanding between regulators and those they regulate. The revised draft document for approval is attached at **Appendix A**
- 5.5 The Regulators Code is central to the better regulation agenda, embedding a risk based and transparent approach to regulatory inspection and enforcement activity.
- 5.6 A Corporate Enforcement Policy promotes a consistent approach and ensure that all departments involved in enforcement are complying with its principles. At the same time it allows the flexibility for each service area to develop its own enforcement mechanisms taking on board the legal and operational differences between the service areas. For example, the unique requirements associated with the closure of food premises. The specialist policies will be updated, audited and reviewed by the relevant departments.
- 5.7 The revised policy document provides guidance to officers, managers, businesses and consumers in relation to the enforcement actions and decisions taken by CP&BC services areas.
- 5.8 Although the revised document relates at this time to the Consumer Protection and Business Compliance services, the 'General Principles' at **Point 5** and the overview of 'Enforcement Actions' at **Point 6** do apply to all other regulatory and enforcement service areas within the Council.
- 5.9 With regards to Penalty Charge Notices, these are a specifically prescribed enforcement action relating to Parking Enforcement and have been included in the revised document following consultation with the Team Leader - Parking Enforcement and Development, during the consultation period.
- 5.10 The revised document has been subject to a consultation process which has included internal service areas, identified consultees as well as the public. A full list of consultees, their responses and the a reply to the responses is attached at **Appendix B**.

6. Comments of Other Committees

None

7 Conclusion

- 7.1 The revised draft Policy sets out in an open and transparent manner, the local authority's approach to enforcement and demonstrates a firm commitment to the statutory obligations under the Regulators Code. The policy will also ensure that enforcement decisions are taken in a proportionate, fair and consistent manner based on risk.

8 Appendices Attached (if any)

'A' - Draft Consumer Protection and Business Compliance Enforcement Policy (June 2014)

'B' - Consultation consultees, responses and replies

9 Background Papers

1 - Regulators Code (April 2014)

2 - Equality Impact Assessment

3. - Public Protection Enforcement Policy (April 2012)

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APPENDIX A

**CONSUMER PROTECTION AND
BUSINESS COMPLIANCE**

ENFORCEMENT POLICY

(June 2014)

Consumer Protection and Business Compliance Enforcement Policy

| | |
|-----------------|-------------------|
| Document Number | 01 |
| Version Number | 03 |
| Date approved | |
| Effective | |
| Contact Officer | Licensing Manager |

| Change History | | |
|----------------|------------|--|
| Version No | Date | Change Details |
| 1.00 | 10/01/14 | Initial Draft |
| 2.00 | 23/01/14 | Following comment from SBC Policy Unit |
| 3.00 | 12/02/2014 | Following comment from Legal Services |
| 4.00 | 15/02/2014 | Following Consultation |
| | | |
| | | |
| | | |
| | | |

| Related Documents | |
|-------------------|----------|
| Document Title | Location |
| | |
| | |

If you have any further questions about this Policy or for further information, including applications forms, please contact:

Licensing Manager,
Slough Borough Council,
Landmark Place,
High Street,
Slough
Berkshire
SL1 1JL

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1. INTRODUCTION

- 1.1 This document sets out what businesses and others being regulated can expect from Slough Borough Council Consumer Protection and Business Compliance Services (CPBC) and its Enforcement Officers.
- 1.2 By Consumer Protection and Business Compliance we mean the following Teams: Food and Safety, Trading Standards, Licensing and Community Safety. It commits the Council to good enforcement practice with effective procedures and clear policies. Where the Council is referred to in this document it means the CPBC.
- 1.3 This document has been prepared with regard to the current principal legislation and statutory guidance including:
 - [The Regulatory Enforcement and Sanctions Act 2008](#) (The RES Act).
 - [Co-ordination of Regulatory Enforcement \(Enforcement Action\) Order 2009 SI665/2009](#) (The CRE Enforcement Order).
 - [Co-ordination of Regulatory Enforcement \(Procedure for References to LBRO\) Order 2009 SI670/2009](#) (The CRE LBRO Order).
 - [Legislative and Regulatory Reform Act 2006](#) (LRRRA).
 - [Legislative and Regulatory Reform \(Regulatory Functions\) Order 2007](#)
 - [Regulators' Code](#) (RC) (Draft July 2013).
- 1.4 The RES Act established the Local Better Regulation Office which has been renamed the [Better Regulation Delivery Office](#) (BRDO). It also imposed upon the Council a duty to: (a) have regard to any guidance given to a Local Authority by BRDO, (b) a duty to comply with guidance where we are directed to do so by BRDO, and (c) a duty to have regard to any list of enforcement priorities published by BRDO. We are committed to doing so.
- 1.5 The LRRRA, Part 2, requires us to have regard to the Principles of Good Regulation in that we carry out our regulatory activities in a way which is proportionate, accountable, consistent, transparent, and targeted to situations which need action.
- 1.6 This Policy has also been prepared having regard to:
 - [The Enforcement Concordat: Good Practice Guide for England and Wales](#) and the Principles of Good Enforcement: Standards;
 - The Human Rights Act 1988; and
 - The Code for Crown Prosecutors
- 1.7 The CPBC primary function is to achieve regulatory compliance in order to protect the public, legitimate business, the environment and groups such as consumers and workers. However, we reserve the right to take enforcement action in some cases after compliance has been achieved if it is in the public interest to do so.
- 1.8 We recognise that prevention is better than cure, but where it becomes

necessary to take formal enforcement action against a business, or member of the public, we will do so. There is a wide range of tools available to us as an enforcement agency and these are detailed in full further in this policy document.

- 1.9 When considering formal enforcement action, CPBC will, where appropriate and where reasonably practicable, discuss the circumstances with those suspected of a breach and take these into account when deciding on the best approach. This paragraph does not apply where immediate action is required to prevent or respond to a breach or where to do so is likely to defeat the purpose of the proposed enforcement action.
- 1.10 If you are a business operating in more than one Local Authority and you have chosen to have a registered Primary Authority Partnership under The RES Act we will, where required, comply with the agreement provisions for enforcement and notify your Primary Authority of the enforcement action we propose to take. We may under that Act also refer the matter to BRDO if appropriate.

2. LEGAL STATUS OF THIS ENFORCEMENT POLICY

- 2.1 This Policy has been subject of consultation with other Berkshire Authorities, statutory external agencies such as the Police and Fire and Rescue Service, local business organisations and representatives as well as public consultation on the Council website.
- 2.2 The Policy was approved by Slough Borough Council Cabinet on2014
- 2.3 This policy is intended to provide guidance for Enforcement Officers, businesses, consumers and the public. Each case will be considered on its own merits and circumstances having regard to this policy.

3. SCOPE AND MEANING OF 'ENFORCEMENT'

- 3.1 This Policy applies to all the legislation enforced by CPBC Enforcement Officers in relation to Food and Safety, Trading Standards, Licensing and Community Safety.
- 3.2 'Enforcement' includes any criminal or civil action taken by Enforcement Officers aimed at ensuring that individuals or businesses comply with the law.
- 3.3 For the purposes of The RES Act the term 'enforcement action' has been given a general statutory definition, which is:
 - (a) action to secure compliance with a restriction, requirement or condition in relation to a breach or supposed breach;
 - (b) action taken in connection with imposing a sanction for an act or omission; and
 - (c) action taken in connection with a statutory remedy for an act or omission.
- 3.4 A list of specific 'enforcement actions' is provided in article 2 of the CRE Enforcement Order, which applies to Part 2 of The RES Act and the Primary Authority Scheme. This means that if: you are a business or organisation registered with the Primary Authority Scheme, we are proposing to take action

against you, and that action is one of those listed then, unless one of the permitted exemptions applies, we will contact your Primary Authority to give notice of the enforcement action we propose to take against you. (See paragraph 9 below in relation to the Primary Authority Scheme.)

- 3.5 By this document the Council intends to enable Enforcement Officers to interpret and apply relevant legal requirements and enforcement policies fairly and consistently between like-regulated entities in similar situations. The Council also aims to ensure that its own Enforcement Officers interpret and apply their legal requirements and enforcement policies consistently and fairly.
- 3.6 In certain circumstances we will seek to raise awareness and increase compliance levels by publicising unlawful trade practices or criminal activity.

4. HOW TO OBTAIN A COPY OF THE POLICY

4.1 Obtaining a copy of the Policy

- 4.1.1 This Policy is available on the Slough Borough Council website at:
www.xxxxxxxxxxxxxx.gov.uk

If you would like a paper copy of the Policy, please contact us by:

- (a) e-mailing Licensing@slough.gov.uk
- (b) e-mailing FoodandSafety@slough.gov.uk
- (c) emailing TradingStandards@slough.gov.uk
- (d) writing to the Head of Consumer Protection and Business Compliance, St Martins Place, 51 Bath Road, Slough, SL1 3UF.
- (e) telephoning 01753 875255.

On request, this Policy will be made available on tape, in Braille or large type.

4.2 How you can make a complaint about decisions made

- 4.2.1 If you are unhappy with any decision that is made initially you should try and resolve the issue with the Enforcement Officer. However if this fails you should discuss the matter with their manager. If you feel that you are still not satisfied then the Council has a Corporate Complaints procedure, and full details how to make a formal complaint can be found on the Council website at:

<http://www.slough.gov.uk/council/complaints-and-feedback/customer-feedback-and-complaints.aspx>

- 4.2.2 Additionally, there will sometimes be a legal right to appeal an enforcement decision, such as the right to appeal certain licensing decisions to the Magistrates' Court. Where such a right exists it will have precedence over the Council's Corporate Complaints Procedure.

5. GENERAL PRINCIPLES

- 5.1 Our principles are informed by The Regulators' Code which took effect on 6th April 2014, the Enforcement Concordat and the Guidance of BDRO as to how to apply these documents.
- 5.2 The six principles of the Regulators Code are:
1. Regulators should carry out their activities in a way that supports those they regulate to comply and grow.
 2. Regulators should provide simple and straightforward ways to engage with those they regulate and hear their views.
 3. Regulators should base regulatory activities on risk.
 4. Regulators should share information about compliance and risk.
 5. Regulators should ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply.
 6. Regulators should ensure that their approach to their regulatory activities is transparent.
- 5.3 Prevention is better than cure and our role, therefore, involves actively working with businesses to advise on, and assist with compliance. However, where it becomes necessary to take formal enforcement action against a business, or members of the public, we will do so.
- 5.4 Where we consider that formal enforcement action is necessary each case will be considered on its own merits.
- 5.5 However, there are general principles that apply to the way each case must be approached. These are set out in this Policy and in the Regulators' Code.
- 5.6 In accordance with the Regulators' Code, the approach of the CPBC to the sanctions and penalties available to it, will aim to:
- (a) change the behaviour of the offender;
 - (b) change attitudes in society to offences which may not be serious in themselves, but which are widespread;
 - (c) eliminate any financial gain or benefit from non-compliance;
 - (d) be responsive and consider what is appropriate for the particular offender and regulatory issue, which can include punishment and the public stigma that should be associated with a criminal conviction;
 - (e) be proportionate to the nature of the offence and the harm caused;
 - (f) restore the harm caused by regulatory non-compliance, where appropriate; and

(g) deter future non-compliance.

For more information about the Regulators' Code visit:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/262915/13-1016-regulators-code.pdf

- 5.7 All enforcement decisions will be fair, independent and objective. They will not be influenced by issues such as ethnicity or national origin, gender, religious beliefs, political views or the sexual orientation of the suspect, victim, witness or offender. Such decisions will not be affected by improper or undue pressure from any source.
- 5.8 We will take into account the views of any victim, injured party or relevant person to establish the nature and extent of any harm or loss, and its significance, in making the decision to take formal action. This may include actual harm or loss or the impact on the well being of the individual or potential or actual harm to the environment.
- 5.9 Slough Borough Council is a public authority for the purposes of the Human Rights Act 1998. We will, therefore, apply the principles of the European Convention for the Protection of Human Rights and Fundamental Freedoms.
- 5.10 All enforcement activities, including investigations and formal actions, will always be conducted in compliance with the statutory powers of the officer and all other relevant legislation, including but not limited to the [Police and Criminal Evidence Act 1984](#), the [Criminal Procedure and Investigations Act 1996](#), the [Human Rights Act 1998](#), the [Regulation of Investigatory Powers Act 2000](#), [Criminal Justice and Police Act 2001](#), and the [Crime and Disorder Act 1998](#) and in accordance with any formal procedures and codes of practice made under this legislation in so far as they relate to the Council's enforcement powers and responsibilities.
- 5.11 This Policy helps to promote efficient and effective approaches to regulatory inspection and enforcement, which improve regulatory outcomes without imposing unnecessary burdens. This is in accordance with the Regulator's Code. In certain instances we may conclude that a provision in the Code is either not relevant or is outweighed by another provision. We will ensure that any decision to depart from the Code will be properly reasoned, based on material evidence and documented.

6. NOTIFYING ALLEGED OFFENDERS

- 6.1 If we receive information, for example from a complainant, that may lead to formal enforcement action against a business or individual we will notify that business or individual as soon as is practicable of any intended enforcement action, unless this could impede an investigation or pose a safety risk to those concerned or the general public or where notification would defeat the purpose of the enforcement action.
- 6.2 During the progression of enforcement investigations or enforcement actions, business proprietors or individuals and witnesses will be kept informed of progress.

- 6.3 Confidentiality will be maintained and personal information about individuals will only be released to a Court when required and/or in accordance with the Data Protection Act 1998.

7. ENFORCEMENT ACTION

7.1 An overview of the enforcement actions available

7.1.1 There are a large number of potential enforcement options. The level of the action taken varies from no action through to proceedings in Court. Examples of the main types of action that may be considered are shown below:

- (a) No action.
- (b) Informal Action and Advice.
- (c) Fixed penalty Notices.
- (d) Penalty Charge Notices.
- (e) Formal Notice.
- (f) Forfeiture Proceedings.
- (g) Seizure of goods/equipment.
- (h) Injunctive Actions and other Civil Sanctions.
- (i) Refusal/Review/Revocation of a licence.
- (j) Simple Caution.
- (k) Prosecution.
- (l) Proceeds of Crime Applications.

7.1.2 The order in which the enforcement actions are listed above is not necessarily in absolute order of escalating seriousness relative to each other. The Council reserves the right to escalate its level of enforcement action, having regard to the criteria in paragraph 7.2 of this policy.

7.2 Deciding what level of action is appropriate

7.2.1 In assessing what enforcement action is necessary and proportionate, consideration will be given to, amongst other things:

- (a) The seriousness of the compliance failure.
- (b) The past and current performance of any business and/or individual concerned.
- (c) Any obstruction on the part of the offender.
- (d) The risks being controlled.

- (e) Statutory guidance.
- (f) Codes of Practice.
- (g) Any legal advice.
- (h) Policies and priorities of the Government, the Council, CPBC services and related committees.
- (i) A person's age in relation to young people (termed 'juveniles') aged under 18.
- (k) The existence of a Primary Authority Agreement.

7.2.2 Certain enforcement action, such as the decision to Caution and/or the decision to prosecute, is further and specifically informed by those matters set out below at paragraphs 7.12 and 7.13.

7.3 An explanation of the enforcement action options

7.3.1 No Action

7.3.2 In certain circumstances, contraventions of the law may not warrant any action. This can be where the cost of compliance to the offender outweighs the detrimental impact of the contravention, or the cost of the required enforcement action to the Council outweighs the detrimental impact of the contravention on the community. A decision of no action may also be taken where formal enforcement is inappropriate in the circumstances, such as where the offender is elderly and frail, is suffering from mental health issues or serious ill health, and formal action would seriously damage their wellbeing. In such cases we will advise the offender and the complainant of the reasons for taking no action.

7.4 Informal Action and Advice

7.4.1 For minor breaches of the law we may give verbal or written advice. We will clearly identify any contraventions of the law and give advice on how to put them right, including a deadline by which this must be done. The time allowed will be reasonable, and take into account the seriousness of the contravention and the implications of the non-compliance.

7.4.2 Sometimes we will advise offenders about 'good practice', but we will clearly distinguish between what they must do to comply with the law and what is advice only.

7.4.3 Failure to comply could result in an escalation of enforcement action.

7.5 Fixed Penalty Notices

7.5.1 Certain offences are subject to Fixed Penalty Notices (FPN) where prescribed by legislation. They are recognised as a low-level enforcement tool and enable a defendant to avoid prosecution and a criminal record. Where legislation permits an offence to be dealt with by way of a FPN, we may choose to issue a FPN on a first occasion, without any prior warning.

7.6 Penalty Charge Notices

7.6.1 Penalty Charge Notices (PCN) are a prescribed method of enforcement governed under Part 6 of the Traffic Management Act 2014 . The process for making representation and level of payment due is covered by the 2004 Act and statutory instruments. Failure to pay the PCN will result in the debt being registered with Northampton County Court (Traffic Enforcement Centre). A warrant will be issued and passed onto a bailiff company to recover the debt on behalf of the Local Authority. Slough Borough Council has a parking Enforcement Policy on place, for further details follow the below link:

<http://www.slough.gov.uk/council/strategies-plans-and-policies/parking.aspx>

7.7 Failure to accept a FPN and/or a PCN

7.7.1 In circumstances where a person or body corporate fails to accept or pay a FPN, then in order to maintain the integrity of these legislative regimes, CPBC Services will consider an escalation of enforcement action. This will include consideration of a prosecution for the original offence under the primary legislation.

7.7.2 In circumstances where a person or body corporate fails to accept or pay a PCN, then in order to maintain the integrity of this legislative regime, CPBC Services will consider an escalation of enforcement action. This will include consideration of civil action to recover the debt incurred by the CPBC services.

7.7.3 A failure to pay a FPN or PCN may be a material consideration for the purposes of deciding whether a prosecution will be taken or civil debt recovery commenced.

7.8 Formal Notice

7.8.1 Certain legislation allows notices to be served requiring offenders to take specific actions or cease certain activities. Notices may require activities to cease immediately or a premises to close, where the circumstances relating to food and safety, health and safety, environmental damage or nuisance demand. In other circumstances, the time allowed will be reasonable, take into account the seriousness of the contravention, the implications of the non-compliance and the appeal period for that notice.

7.8.2 All notices issued will include details of any applicable Appeals Procedures.

7.8.3 Certain types of notice allow works to be carried out in default. This means that if a notice is not complied with [a breach of the notice] the CPBC may carry out any necessary works to satisfy the requirements of the notice. Where the law allows, the CPBC may then charge the person/business served with the notice for any cost we incur in carrying out the work.

7.9 Seizure

7.9.1 Certain legislation enables authorised Enforcement Officers to seize goods, equipment or documents for example unsafe food, sound equipment that is being used to cause a statutory noise nuisance, unsafe products or any goods

that may be required as evidence for possible future court proceedings. When we seize goods we will give the person from whom the goods are taken an appropriate receipt itemising the goods / equipment that have been seized and advise them of their statutory rights.

7.10 Injunctive Actions and other Civil Sanctions

7.10.1 In certain circumstances, for example, where offenders are repeatedly found guilty of similar offences or where it is considered that injunctive action is the most appropriate course of enforcement, then injunctive actions may be used to deal with repeat offenders; dangerous circumstances; or consumer/ environmental/public health detriment.

7.10.2 Action under the Enterprise Act 2002; proceedings may be brought where an individual or organization has acted in breach of community or domestic legislation with the effect of harming the collective interests of consumers. In most circumstances action will be considered where there have been persistent breaches or where there is significant consumer detriment. Action can range from:

- (a) Informal undertakings.
- (b) Formal undertakings.
- (c) Interim Orders.
- (d) Court Orders.
- (e) Contempt Proceedings.

7.10.3 Anti Social Behaviour Orders and Criminal Anti Social Behaviour Orders: Where the non-compliance under investigation amounts to anti-social behaviour such as persistent targeting of an individual or a group of individuals in a particular area then, following liaison with the Community Safety Team where appropriate, an ASBO or CRASBO will be sought to stop the activity. *(ASBO's and CRASBO's are currently under review by the Government).*

7.11 Suspension and Revocation/Review/Revocation of a Licence

7.11.1 Where there is a requirement for a business to be licensed by the local authority, the licence may be granted unless representations or objections are received against the application. In such cases the Licensing Committee will hear the case and decide to grant, grant with conditions, or refuse the licence application.

In addition to the above, in relation to the Gambling Act 2005, applications for premises Licence, the Licensing Committee can exclude a condition of licence.

7.11.2 Grounds for Refusal, Suspension or Revocation of a Hackney Carriage or Private Hire Drivers Licence

- Where application is for the GRANT of a licence, the Committee has to be satisfied that the applicant is a “fit and proper” person to hold a licence.
- The Committee’s current policy requires an applicant to have held a full DVLA driver’s licence for at least two years.
- All new applicants are required to pass a driving assessment and undergo a medical examination prior to becoming licensed.
- Applicants are also subject to a criminal record check.
- Where a new applicant for a Hackney Carriage or Private Hire drivers licence or where an existing licence holder has been convicted or is subsequently convicted of any offence of dishonesty, a licence will not be granted, will not be renewed and will be either suspended or revoked with immediate effect where it is deemed necessary in the interests of public safety to do so.
- Where a new applicant for a Hackney Carriage or Private Hire drivers licence has been convicted of any offence of indecency or violence or any other criminal offence of a serious nature, a licence will not be granted, until the applicant is free from conviction for at least a period of 10 years (the date when the conviction becomes spent being the start date for the calculation of the 10 year period)
- Where an existing Hackney Carriage or Private Hire drivers licence holder is convicted, during the period of the licence, of any offence of indecency or violence or any other criminal offence of a serious nature, the licence will be either suspended or revoked with immediate effect, and any new application will not be considered until the applicant is free from conviction for at least a period of 10 years (the date when the conviction becomes spent being the start date for the calculation of the 10 year period)

Whilst each case will be considered on its own merits, the protection of the public is paramount.

7.11.3 Under the Licensing Act 2003, where a Review of a Premises Licence is sought under Section 51 of the Act, the options available to the Licensing Committee are:-

- To modify the conditions of Licence
- To exclude a Licensable activity from the scope of the Licence
- To removed the Designated Premises Supervisor
- Suspend the Licence for a period not exceeding three months
- Revoke the Licence
- Issue a warning letter

- No action

7.11.4 Under the Gambling Act 2005, where a Review of a Premises Licence is sought under Section 202 of the Act, the options available to the Licensing Committee are:-

- Revocation of the Licence
- Suspend the Licence for a specified period not exceeding three months
- Exclude a condition attached to the Licence, under Section 168 or remove or amend exclusion
- Add, remove or amend a condition under Section 169

7.12 Simple Caution

7.12.1 In appropriate circumstances, where a prosecution would otherwise be justified, a Simple Caution may be administered with the consent of the offender.

7.12.2A Simple Caution is an admission of guilt, but is not a form of sentence, nor is it a criminal conviction.

7.12.3 For a Simple Caution to be issued a number of criteria must be satisfied:

- (a) Sufficient evidence must be available to prove that the offence has been committed.
- (b) The offender must admit the offence.
- (c) It must be in the public interest to use a Simple Caution.
- (d) The offender must be 18 years or over.

For details on the Home Office guidance (Circular 16/2008) Cautioning of Offenders visit:

<http://www.homeoffice.gov.uk/>

7.12.4 We will also take into account whether the offender has received a simple caution within the last 2 years when determining whether a simple caution is appropriate for any subsequent offending.

7.12.5 If during the time the Simple Caution is in force the offender pleads guilty to, or is found guilty of, committing another offence anywhere in England and Wales, the Caution may be cited in court, and this may influence the severity of the sentence that the court imposes.

7.12.6 The refusal of an offender to be cautioned does not preclude the matter being passed for prosecution. In fact, any such failure will be a material consideration when deciding whether the offender should then be prosecuted for that offence.

7.13 Prosecution

- 7.13.1 In circumstances where none of the other forms of enforcement action are considered appropriate a prosecution will be considered and may ensue.
- 7.13.2 When deciding whether to prosecute the Council applies The Code for Crown Prosecutors as issued by the Director of Public Prosecutions.
- 7.13.3 The Code for Crown Prosecutors is a public document that sets out the general principles to follow when decisions are made in respect of prosecuting cases.
- 7.13.4 The Code for Crown Prosecutors has two tests:

Is there enough evidence against the defendant?
When deciding whether there is enough evidence to prosecute, the Council must consider what evidence can be used in court and whether it is reliable. The Council must be satisfied there is enough evidence to provide a "realistic prospect of conviction" against each defendant.

Is it in the public interest for the Council to bring the case to court?
A prosecution will usually take place unless the public interest factors against prosecution clearly outweigh those in favour of prosecution.

For a copy of the Code for Crown Prosecutors visit:-
http://www.cps.gov.uk/publications/code_for_crown_prosecutors/index.html

7.14 Proceeds of Crime Applications

- 7.14.1 The Council either through its own Enforcement Officers or in cooperation with the Police may make application under the Proceeds of Crime Act 2002 to restrain and/or confiscate the assets of an offender. The purpose of any such proceedings is to recover the financial benefit that the offender has obtained from his criminal conduct. Proceedings are conducted according to the civil standard of proof.

7.15 Deferred Prosecution Agreements (DPAs)

- 7.15.1 DPAs have been introduced under the Crime and Courts Act 2013, adding an important new enforcement tool for certain prosecutors in tackling serious economic crime. Under a DPA a prosecutor charges a company with a criminal offence but proceedings are automatically suspended. The DPA may impose a number of requirements, including paying a financial penalty or agreeing to a compliance programme. At present only the Director of Public Prosecutions and the Director of the Serious Fraud Office can use DPAs, not local authorities. However when proceedings are suspended under a DPA no other person may prosecute the defendant for the alleged offence."

7.16 Press releases

- 7.16.1 In cases where emergency prohibition procedures have been taken and where public health and safety has been put at risk, consideration will be given to issuing a press release as a deterrent message that the service will not tolerate conditions which present an imminent risk to public health.

8. DECISIONS ON ENFORCEMENT ACTION

- 8.1 Decisions about the most appropriate enforcement action to be taken are based upon those matters set out in Section 7 above.
- 8.2 Where appropriate, decisions about what enforcement action to take may involve consultation between:
- (a) Investigating Officer(s).
 - (b) Senior managers from the Council.
 - (c) The Council's legal advisors.
- 8.3 The decision to prosecute a case will be taken by those with authority to do so in accordance with the Slough Borough Council Scheme of Delegation as contained in the Council's Constitution.

9. PRIMARY AUTHORITY PARTNERSHIP SCHEME AND ITS ENFORCEMENT PROVISIONS

- 9.1 When a decision has been made to take enforcement action against a business and:
- (1) That business is operating in more than one Local Authority and has a registered Primary Authority Partnership under The RES Act; and
 - (2) The enforcement action we propose to take is covered by the definition of enforcement action for the purposes of Part 2 of The RES Act.

We will, where required to do so by that Act, comply with the agreement provisions for enforcement and notify your Primary Authority of the action we propose to take.

- 9.2 A Primary Authority has the right to object to our proposed action and in such circumstances either they or we may refer the matter to BRDO.

10. LIAISON WITH OTHER REGULATORY BODIES AND ENFORCEMENT AGENCIES

- 10.1 In addition to the duties imposed upon us by The RES Act in respect of cooperating and working with Primary Authorities and the BRDO; we will, where appropriate, cooperate and coordinate with any relevant regulatory body and/or enforcement agency to maximise the effectiveness of any enforcement.
- 10.2 Where an enforcement matter affects a wide geographical area beyond the Council boundaries, or involves enforcement by one or more other local authorities or organisations; where appropriate all relevant authorities and organisations will be informed of the matter as soon as possible and all enforcement activity coordinated with them.
- 10.3 The Council will share intelligence relating to wider regulatory matters with other regulatory bodies and enforcement agencies, including:

- (a) Government Agencies.
- (b) Police Forces.
- (c) Fire Authorities.
- (d) Statutory undertakers.
- (e) Other Local Authorities.

11. CONSIDERING THE VIEWS OF THOSE AFFECTED BY OFFENCES

11.1 The Council undertakes enforcement on behalf of the public at large and not just in the interests of any particular individual or group. However, when considering the public interest test, the consequences for those affected by the offence, and any views expressed by those affected will, where appropriate, be taken into account when making enforcement decisions.

12. PROTECTION OF HUMAN RIGHTS

12.1 This Policy and all associated enforcement decisions take account of the provisions of the Human Rights Act 1998. In particular, due regard is had to the right to a fair trial and the right to respect for private and family life, home and correspondence.

13. REVIEW OF THE ENFORCEMENT POLICY

13.1 This Policy will be reviewed annually. A copy of this policy is available at:
www.xxxxxxxxxxx.gov.uk

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APPENDIX B

ENFORCEMENT POLICY – CONSULTEES AND RESPONSES

| Consultee | Responses | SBC Reply and Action |
|--|---|-----------------------------|
| Full Consultation SBC website | | |
| Chief Exec – RBWM | | |
| Chief Exec – South Bucks | | |
| Chief Exec – Wokingham | | |
| Chief Exec – West Berks | | |
| Chief Exec – Bracknell Forest | | |
| Chief Exec – Spelthorne | | |
| Supt Simon Bowden – TVP Slough | | |
| Chief Constable TVP | | |
| RBFRS | | |
| Slough Chamber of Commerce | | |
| Slough Business Community Partnership | From what has been, it does seem to cover all the salient points and sets out any appropriate action quite clearly. | Noted and no action needed |
| Federation of Small Business | | |
| SEGRO | | |
| SBC Policy Unit | | |
| All CP&BC Staff | | |
| Legal Services | | |
| All members of the SBC Corporate Enforcement Group | SBC Financial Investigator observations with reference to fraud: 1. Assisting other Council departments with POCA fits well with the role of financial investigators launching POCA enquiries to provide evidence to the investigation team or confiscation. | Noted and no action needed |

| | | |
|--|---|---|
| | <p>2. Benefit investigations</p> <p>a. At present the Council investigates and prosecutes benefit fraud. The sliding scale of enforcement action applies as does the DPP code.</p> <p>b. Procedures are governed by DWP practice, procedure and legislation. That being said I can see no specific conflict between this the Code and DWP practice.</p> | |
| <p>Institute of Licensing NALEO (National Association of Licensing Enforcement Officers)</p> | | |
| <p>Public Consultation - SBC website</p> | <p>As part of this consultation I would like to point out that you have stated as part of the preamble to the consultation that</p> <p>"We wish to demonstrate that our enforcement activities are carried out in a fair, proportionate, transparent and consistent manner and in accordance with the Council's Enforcement Policy."</p> <p>I would like to politely point out to you that your survey asks no questions regarding transparency of implementation at all, it merely implies that if your policies are published that somehow that makes your activities transparent ; it does not.</p> <p>If Slough council did wish to demonstrate its enforcement activities were fair and transparent it should publish detailed data on its activities on the slough.gov.uk website as open data. In this context open data refers to a specific meaning; if you are unaware of exactly what open data is please see www.theodi.org for further details. (P.S.</p> | <p>Noted. The purpose of the amendments to the Policy is to reflect the changes introduced by the Regulators Code.</p> <p>The Code addresses issues around how regulators will carry out their activities.</p> <p>The Policy is designed to allow regulators to clearly explain to those being regulated, what the non-compliant item or activity is, the advice being given, actions required or decisions taken, and the reasons for these. The purpose is to allow regulators to provide an opportunity for dialogue with those being regulated in relation to the advice, requirements or decisions, with a view to ensuring that they are acting in a way that is proportionate and consistent.</p> <p>The Code requires regulators to ensure that their approach to regulatory activities is transparent. As such regulators should publish a set of clear service standards,</p> |

| | | |
|---|---|--|
| <p>setting out what those they regulate should expect from them. The adoption of the Policy achieves this. Transparency in this context is not about publishing enforcement data.</p> | <p>Neither excel or PDF files are open data). In fact these days it is expected that local government is <i>digital by default</i> ; clearly SBC has quite some way to go in this regard. Without publishing enough open data in a timely fashion it makes it virtually impossible for any member of the public or interest group to scrutinise the councils licensing activities in any meaningful way, and therefore it lays itself wide open to criticisms of obfuscation and worse, as it cannot be proven otherwise. Transparency is the heart of good governance; currently as a member of the public I do not believe the licensing department gives me any transparency at all.</p> | |
|---|---|--|

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd June 2014

CONTACT OFFICER: Catherine Meek, Head of Democratic Services
(For all enquiries) (01753) 875011

WARD(S): All

PART I
NON-KEY DECISION

SCHEME OF DELEGATION TO OFFICERS – EXECUTIVE FUNCTIONS**1 Purpose of Report**

To seek Cabinet's agreement to the Scheme of Delegation to Officers as set out in Part 3 of the Council's Constitution insofar as the scheme relates to executive functions

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Scheme of Delegations to Officers set out in Part 3 of the Council's Constitution (as submitted to and agreed at the Meeting of the Council held on 22nd April 2014) be adopted insofar as the scheme relates to executive functions.

3 Slough Joint Wellbeing Strategy Priorities

Whilst this report being administrative in nature does not directly contribute to the Slough Joint Wellbeing Strategy Priorities the Scheme of Delegation to Officers will support all of the existing priorities.

4 Other Implications**(a) Financial**

There are no financial implications as this report is administrative in nature

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications.

5 Supporting Information

5.1 Under Part II of the Local Government Act 2000, the functions of the Authority are split into executive, i.e. Cabinet functions, and non-executive, i.e. Council functions. The detail of this split is set out in Part 3 of the Council's Constitution entitled 'Responsibility for Functions – Scheme of Delegation to Officers'

5.2 An executive function can only be delegated by the Cabinet, not by full Council. A number of revisions have been made to the Scheme and titles changed to reflect current structures. A more fundamental review of the Scheme was agreed by Council

which aimed to make all forms of decision making as streamlined and clear as possible, simplify the rules and remove duplication and conflict. Delegations needed to be redrafted to empower officers to make decisions in line with corporate procedures with a robust audit trail and clear sub delegation rules.

- 5.3 The Council agreed a four part scheme. Part 1 is an overarching 'umbrella document' that sets out the guiding principles on how the Council will delegate its executive, and non executive, powers to officers.
- 5.4 Part 2 consists of General Delegations which are common to all parts of the Council and relate to the Finance, Procurement, Human Resources and Property Management functions which support the main work of the Council.
- 5.5 Part 3 lists the 'Proper Officers'. These are posts which are created by legislation rather than resulting from a chosen structure. The proper officers are listed and cross referenced to officer posts in each directorate.
- 5.6 Part 4 of the Scheme sets out the functions delegated to each Directorate. The Chief Executive and each Strategic Director will establish and maintain a scheme of delegation for his/her directorate or budget area which specifies the function; names of the post which may carry out that delegated decision, and the limits, if any, on the delegation. The directorate delegations will not form part of the Constitution but will be published on the Council's website. The format of the Directorate schemes will be specified and a clear procedure will be set out for maintain, review and change the scheme.

6 **Comments of Other Committees**

The Member Panel on the Constitution reviewed the Constitution before its submission to Council and Cabinet.

Parts of the Constitution, including the Scheme of Delegation to Officers, was submitted to and approved by the Council on 22nd April, 2014.

7 **Conclusion**

The Cabinet is asked to adopt the Scheme of Delegation to Officers insofar as it relates to executive functions.

8 **Appendices**

'A' - Scheme of Delegation – not reproduced

The revised Scheme of delegation was considered at the Council Meeting on 22nd April 2014. The Scheme will be amended to take account of re-organisation/restructuring/revised job titles where necessary. The Scheme is available on the Council's Website.

Copies are available on request from Democratic Services (01753 875120)

9 **Background Papers**

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 23rd June 2014

CONTACT OFFICER: Catherine Meek, Head of Democratic Services
(For all enquiries) 01753 875011

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Anderson

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS

1. Purpose of Report

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be approved.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

- Health
- Economy and Skills
- Housing
- Regeneration and Environment
- Safer Slough

4. Other Implications

(a) Financial

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Notification of Decisions

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 JUNE 2014 TO 31 AUGUST 2014

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

¹⁹ This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

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²⁰ If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email catherine.meek@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

What is a Key Decision?

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council – Finance & Strategy | Councillor Anderson |
| • Commissioner for Community & Leisure | Councillor Pantelic |
| • Commissioner for Education & Children | Councillor P K Mann |
| • Commissioner for Environment & Open Spaces | Councillor Parmar |
| • Commissioner for Neighbourhoods & Renewal (& Deputy Leader) | Councillor Swindlehurst |
| • Commissioner for Performance & Accountability | Councillor Sharif |
| • Commissioner for Social & Economic Inclusion | Councillor Munawar |

Where can you find a copy of the Notification of Decisions?

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at St Martin's Place, 51 Bath Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: catherine.meek@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda.

For further information, contact Democratic Services as detailed above.

Cabinet - 23rd June 2014

| Item | Port- folio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|----------------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <p><u>Cabinet Portfolios and Commissioner Responsibilities</u></p> <p>To formally advise the Cabinet of revised portfolios and the Commissioners responsible for them.</p> | F&S | All | All | Catherine Meek, Head of Democratic Services Tel: 01753 875011 | - | None | √ | |
| <p><u>Ruling Group Manifesto</u></p> <p>To note the manifesto of the Ruling Group following the Borough Elections held on 22nd May 2014.</p> | F&S | All | All | N/A | - | None | √ | |
| <p><u>Provisional Financial and Performance Report: 2013-14 Financial Year</u></p> <p>To provide Members with the provisional financial outturn information for the 2013-14 financial year and summarise the Council's performance against the balanced scorecard indicators and 'Gold' projects.</p> | F&S | All | All | Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358 | - | None | | |

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Community and Leisure, E & C = Education and Children, S & E = Social and Economic Inclusion, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

| | | | | | | | | |
|---|-----|---|------------------|---|--------------------|---|---|--|
| <p><u>Statutory Service Plans</u></p> <p>To seek Cabinet endorsement for Statutory Service Plans (SSPs) in relation to Food Safety Service; Health and Safety Service; and Trading Standards Service in accordance with the requirements laid down by external agencies.</p> | H&W | All | All | Levine Whitham, Food & Safety Manager Tel: 01753 787901 | - | None | √ | |
| <p><u>Consumer Protection and Business Compliance Enforcement Policy</u></p> <p>To approve the revised Consumer Protection and Business Compliance Enforcement Policy. To consider recommendations that the revised policy should be used by enforcement service areas across the Council.</p> | S&E | All | All | Michael Sims, Licensing Manager Tel: 01753 47 | None | Public Protection Enforcement Policy. Draft Better Regulation Delivery Office (BRDO) Regulators Code. | √ | |
| <p><u>Simplified Planning Zone 2014-24</u></p> <p>Approval for adoption of the Simplified Planning Zone for Slough Trading Estate. This grants planning permission in advance for a range of uses including data centres, warehouses and industrial units. This excludes offices, major retail development and the Power Station on the Trading Estate. This will run for a 10 year period from 2014-2024. This is an important tool for attracting inward investment.</p> | N&R | Baylis & Stoke; Farnham; Haymill & Lynch Hill | Economy & Skills | Paul Stimpson, Strategic Lead Planning Policy & Projects Tel: (01753) 875820 | Planning Committee | Simplified Planning Zone 2004-14 The Core Strategy DPD 2008 Site Allocations DPD (SSA4) | | |

| | | | | | | | | |
|---|----------|---|----------------------------|--|------|---|---|--|
| <p><u>Results of the Harrow Market Experimental Scheme consultation</u></p> <p>This report will provide details of the recent public consultation carried out for the Harrow Market Experimental Scheme in Langley and will consider options for the future permanent layout of this junction.</p> | N&R, S&E | Foxborough; Langley Kedermis; Langley St Mary's | Regeneration & Environment | Lynsey Brookfield, Team Leader (Road Safety and Integrated Transport) Tel: 01753 875622 | None | Public consultation leaflet, January 2014 | √ | |
| <p><u>School Places Strategy</u></p> <p>To agree further steps to progress the School Places Strategy.</p> | E&C | All | All | Ruth Bagley, Chief Executive, Slough Borough Council | - | None | √ | |
| <p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p> | P&A | All | - | Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503 | - | None | | |
| <p><u>Notification of Forthcoming Decisions</u></p> <p><i>To present to Cabinet the latest published Notification of Decisions.</i></p> | F&S | All | - | Catherine Meek, Head of Democratic Services Tel: 01753 875011 | - | None | | |

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Community and Leisure, E & C = Education and Children, S & E = Social and Economic Inclusion, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

Cabinet - 14th July 2014

| Item | Port- folio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|----------------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <p><u>Options Appraisal - Subsidiary Housing Company</u></p> <p>To consider a report on the progress of the Options Appraisal for a Subsidiary Housing Company.</p> | N&R | All | All | Neil Aves, Assistant Director of Housing Tel: (01753) 875527 | - | None | √ | |
| <p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p> | P&A | All | - | Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503 | - | None | √ | |
| <p><u>Notification of Forthcoming Decisions</u></p> <p><i>To present to Cabinet the latest published Notification of Decisions.</i></p> | F&S | All | - | Catherine Meek, Head of Democratic Services Tel: 01753 875011 | - | None | √ | |