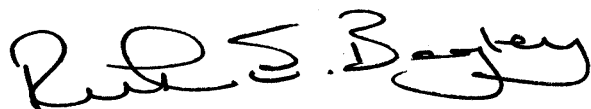


Date of issue: Friday, 3 July 2015

| | | |
|---|--|---|
| 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, 13TH JULY, 2015 AT <u>6.45 PM</u> OR ON THE RISING OF THE COUNCIL WHICHEVER IS LATER | |
| 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



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 22nd June 2015 | 1 - 10 | |
| 3. | Medium Term Financial Strategy Update | 11 - 18 | All |
| 4. | Statutory Service Plans | 19 - 118 | All |
| 5. | Leisure Strategy - Arbour Park Community Sport Facility | To Follow | All |
| 6. | Procurement of Waste Treatment Contract | 119 - 124 | All |
| 7. | Children's Services Improvement Update | To Follow | All |
| 8. | Children's Services Transition Project Decisions and Update | 125 - 138 | All |
| 9. | Proposal for Secondary, FE and HE Education | To Follow | All |
| 10. | References from Overview & Scrutiny | To Follow | All |
| 11. | Notification of Forthcoming Decisions | 139 - 148 | All |
| 12. | Exclusion of Press and Public | | |

It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

PART II

- | | | |
|-----|---|--------------|
| 13. | Leisure Strategy - Arbour Park Community Sport Facility Appendices | To Follow |
|-----|---|--------------|

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

This page is intentionally left blank

Cabinet – Meeting held on Monday, 22nd June, 2015.

Present:- Councillors Anderson (from 7.05pm), Carter, Hussain, Parmar, Sharif and Swindlehurst (in the Chair at the outset)

Also present under Rule 30:- Councillor Plenty

Apologies for Absence:- Councillors Mann and Munawar

PART 1

1. Declarations of Interest

Councillor Carter declared a prejudicial interest in item 6 – Voluntary Sector 2015-2020 Partnership in that he provided support to Slough CVS. He therefore withdrew from the meeting for the duration of this item.

2. Minutes of the Meeting held on 13th April 2015

Resolved – That the minutes of the meeting of the Cabinet held on 13th April 2015 be approved as a correct record.

3. Provisional Financial and Performance Outturn Report: 2014-15 Financial Year

The Corporate Financial Controller introduced a report setting out the provisional financial outturn for 2014-15 and a summary of the Council's performance against the balanced scorecard indicators and 'Gold' projects.

The provisional outturn was a breakeven position, even allowing for a contribution £224k to reserves, revised down from £277k as stated in the report. This would be split evenly between the Transformation Fund and the Future Budget Requirement Fund. The Cabinet approved this transfer to reserves to help mitigate the future impact of significant Government funding reductions. In a challenging financial environment, the Council had successfully contained the financial pressures it had faced during the year and 96% of the £12.5m revenue savings had been achieved.

Capital programme spend had been 62% of the revised budget of £60.8m and the consequent re-profiling for 2015-16 was approved. More intense capital monitoring would be a priority for 2015/16. However, it was noted that the key capital project of the Curve remained on track to be completed within the agreed timescale. Commissioners were concerned about the historic under-spend of capital budgets and asked what further measures were being taken. It was responded that the Capital Strategy Board were working closely with departments across the Council to monitor projects and potentially bring forward other schemes when slippage in the programme was identified.

Cabinet - 22.06.15

The latest performance data on the balanced scorecard indicators was noted. 66% of indicators had been rated 'green' with a particular improvement in the Council Tax collection rate which had achieved the annual target 96% and was now rated as 'green'. All 'Gold' projects as at 31st March 2015 had an overall status of 'amber'.

Commissioners discussed a number of issues including the impact of the outturn on the Medium Term Financial Strategy and the need to address financial control in over-spending service areas, particularly children's services. At the conclusion of the discussion, the Cabinet welcomed the break even position on the revenue budget and achievement of savings targets, particularly in view of both the rising demand for services and Government funding reductions. The key information from the outturn was noted and Members approved recommendations (e) to (i) of the report which included transfers to reserves, re-profiling the capital programme, write off and virement requests and the procurement of the smoking cessation contract.

Resolved –

That the following key information from the Provisional Financial and Performance Outturn 2014-15 be noted:

- (a) That the provisional revenue outturn for 2014-15 was a break even position. This was after allowing for a contribution of £224k to reserves.
- (b) That the provisional capital outturn was expenditure of £37.55m against the capital programme of £60.42m, with £22.0m re-profiled into the 2015-16 financial year.
- (c) That within the Council's balanced scorecard, 66% of indicators were 'green', with the following 'red' indicators:
 - a. % of Single Assessments completed and authorised within 45 working days (in month).
 - b. Number of families placed in Bed and Breakfasts
 - c. Number of Households in temporary accommodation including hostels
- (d) That all 'Gold' projects had progressed overall as 'amber'.

That the following be approved:

- (e) The transfer of £112k to the Transformation fund and £112k to the Future Budget Requirement Fund reserve from the 2014/15 underspend.

Cabinet - 22.06.15

- (f) The revised 2015-16 capital programme to take account of re-profiling of previously approved 2014-15 projects into the 2015-16 programme.
- (g) The revenue carry forwards included within the 2014/15 outturn.
- (h) The virements and write-offs detailed within the report.
- (i) The start of the tendering process for the smoking cessation contract.

4. Slough Labour Party's Manifesto

The Cabinet were presented with the Slough Labour Party's Manifesto for the 2015 elections and noted the key pledges that it contained. Commissioners asked for a delivery plan to be produced setting out clear milestones for the various commitments and it was noted that officers had already begun this work.

Implementation was underway in a number of areas and the Commissioner for Environment & Open Spaces highlighted that work had started on the improvements to Baylis Park.

Resolved – That the Slough Labour Party Manifesto 2015 be adopted as Council policy.

5. Cabinet portfolios and Commissioner Responsibilities

The Cabinet formally noted the portfolios and responsible Commissioners as detailed in Appendix A to the report. The Leader had not made any changes to Commissioners or their portfolios since the Borough elections held on 7th May 2015.

Resolved – That the portfolios and responsible Commissioners be noted.

6. Promoting and Supporting the Wellbeing of Residents with the Voluntary Sector 2015 - 2020 Partnership Strategy

(Councillor Carter declared a prejudicial interest in that he provided support to Slough CVS and withdrew from the meeting)

The Acting Director of Adult Social Care introduced a report seeking approval for a new Partnership Strategy with the voluntary sector to promote and support the wellbeing of residents.

The Council currently had a range of contracts with the voluntary and community sector to support vulnerable adults, however there was an overall lack of clarity on key outcomes and it was considered that better value for money could be achieved with a fresh approach. There were four key aims in the new strategy, as detailed in paragraph 5.2 of the report, which included focusing on prevention services to reduce the need for care and supporting people to do more to help themselves. The new contracts were due to begin

in January 2016 and the commissioning arrangements designed to secure the improved outcomes for residents were explained. The level of funding in year 1 would be £1.37m, consistent with current levels, and the levels would reduce to £1.2m in year 2 and £1.03m in year 3. Members were asked to approve the new strategy and delegate authority to conduct the tender process.

Commissioners discussed a number of aspects of the new strategy including communication with the sector and the procurement arrangements. Members recognised that some existing providers may not be funded following the outcome of the procurement process, however it was felt the strategy included a clear set of outcomes and provided a basis for the voluntary and community sector to positively engage with the Council to deliver more effective services for residents. After due consideration, the Cabinet approved the new strategy and gave delegated authority to approve the outcome of the tendering process.

Resolved –

- (a) That the Voluntary Sector 2015-2020 Partnership Strategy, as at Appendix A to the report, be approved.
- (b) That the Director of Wellbeing, following consultation with the Leader of the Council and Commissioner for Finance & Strategy, be given delegated authority to approve the outcome of the tender process to deliver this strategy.

(Councillor Carter rejoined the meeting)

7. School Places Strategy

The Chief Executive introduced a report which updated the Cabinet on the pressures, emerging risks and progress made in delivering school places in Slough.

(Councillor Anderson joined the meeting)

It was reported that the overall scale of demand pressures for primary places was now less than the corresponding demand for secondary places. Forecasts for the demand for school places had proved accurate to date, and plans were in place to secure the necessary temporary increase in primary forms of entry over the next two years. Concerns were expressed about the short term over-supply of secondary places, with a projected shortfall of places from 2018-19 onwards. The rapid expansion of free school provision was noted and whilst the Council had welcomed the additional provision, it had lobbied to defer some openings to better match the profile of required secondary places. The over supply for Slough usage in 2015-16 was circa 7 forms of entry and had resulted in a lack of applications for the two out of borough schools at Churchmead and Burnham Park Academy. There was also a forecast of an over supply of 3 forms of entry in 2016-17 which could

risk the viability of those schools on which Slough would be reliant in the future. The Cabinet were asked to note the risks presented by the current over supply of secondary places and endorse the approach to school place planning as set out in the report.

The Cabinet expressed their concern about the position in relation to secondary places and noted the risks for future provision. Commissioners discussed a range of issues including the implications arising from the significant increases in the number of schools converting to academies. It was noted that the Council's influence over academies was limited, including over admissions policies, and discussions were held with academies to encourage buy in to the overall strategy. The financial implications were discussed and it was noted that the School Places Capital Programme 2014-20 had £62m available, £26m of which committed and further £30.5m provisionally allocated leaving an unallocated sum of £6m. It was considered that this was a satisfactory position to provide both financial support for the necessary expansion programme and the required flexibility to respond to future opportunities.

Resolved –

- (a) That the present over supply of secondary places and the risks it presented be noted;
- (b) That the projects in progress be noted; and
- (c) That the approach to school places planning as set out in the report be endorsed.

(Councillor Anderson in the Chair)

8. High Speed 2 / Heathrow Express Depot

The Cabinet received a report providing an update on the proposed relocation of the Heathrow Express depot as a direct consequence of the changes being made to the Old Oak Common site as part of the High Speed 2 (HS2) works. Commissioners were asked to agree, subject to the approval of full Council, to raise a petition against the Additional Provision of the High Speed 2 Hybrid Bill which would result in the relocation.

Officers reported that discussions had been held with HS2 on the relocation and whilst a number of alternatives had been considered, HS2 had decided that Langley was the only viable option. The Council had been provided with very limited information on the detailed plans ahead of the depositing of the Additional Provisions and accompanying Environmental Statement in Parliament expected on 13th July 2015. Petitions against the proposals were likely to have to be submitted by early to mid August. Commissioners were very concerned about the likely impacts of the relocation which included increased noise and air pollution, flood risk, additional traffic and the significant loss of housing provision planned for the site. As a Crossrail hub,

there were plans for the site and adjacent areas to develop several hundred homes and businesses, and regeneration opportunities for Langley would be lost if the relocation went ahead. The depot had negligible direct benefit to Slough and the plans would also have a significant impact on the Council in terms of potential Council Tax and Business Rates revenue.

The detailed grounds for the petition could not be determined until full details were published, and it was therefore proposed and agreed to authorise the necessary delegations to develop and submit a petition, subject to the approval of full Council at its meeting in July.

Recommended – That delegated authority be given to the Head of Legal Services, subject to Full Council approval, for a petition to be raised against the Additional Provision in the High Speed 2 Hybrid Bill for the relocation of the Heathrow Express Depot to Langley.

9. Scheme of Delegation to Officers - Executive Functions

Commissioners considered a report seeking formal approval for the Scheme of Delegation to Officers as set out in Part 3 of the Council's Constitution insofar as the scheme related to executive functions.

The Council had approved amendments Scheme of Delegations at its meeting on 27th January 2015. Commissioners noted that as executive functions could only be delegated by the Cabinet, not by full Council, it was a requirement for the Cabinet to formally adopt the scheme as it related to executive functions.

Resolved – That the Scheme of Delegations to Officers set out in Part 3 of the Council's Constitution (as amended at the Meeting of the Council held on 27th January 2015) be adopted insofar as the scheme relates to executive functions.

10. References from Overview & Scrutiny

The Cabinet considered a number of recommendations from the Education & Children's Services Scrutiny Committee and from the Overview & Scrutiny Committee Task & Finish Group on Town Centre Car Parking.

References from Education & Children's Services Scrutiny Committee

A report was received on the Council's strategy and policy for raising pupil achievement and the protocol for working with academies and free schools. Commissioners noted that the strategy, policy and protocol had been considered in detail and endorsed by the Scrutiny Panel and the Cabinet accepted their recommendation to adopt these documents as at appendices A, B and C of the report.

References from the O&S Task & Finish Group on Town Centre Car Parking

The Cabinet considered the report from the Task & Finish Group on Town Centre Car Parking and the comments and proposed actions from officers in relation to the nine recommendations it had made. Commissioners welcomed the work that the Task & Finish Group had done on these matters and recognised the importance of ensuring car parking policy and practice supporting the Five Year Plan outcome of a thriving town centre. The covering report set out which recommendations were proposed to be approved, noted or taken forward as part of the review of the Local Plan. Two recommendations from the Task & Finish Group were not proposed to be taken forward, namely a review of the “Free from 3pm” parking trial on the basis this initiative had already been trialled and evaluated.

There was considerable discussion about current limit of 5,000 parking spaces in the town centre, and the inclusion of parking at Slough railway station in this allocation. The Chair of the Task & Finish Group, Councillor Plenty, addressed the Cabinet under Rule 30 on this matter and explained the reasons the Group had recommended that station parking be removed from the allocation. These were to ensure future parking need would not be hampered by the limit and any increased parking demand arising from Crossrail/WRLtH would not negatively impact of the optimum spaces required for core town centre use. Officers responded by setting out the rationale for the limit to control the number of temporary car parks and noted that there was significant unused capacity in several car parks.

At the conclusion of the discussion, the Cabinet noted that the limit would be reviewed as part of the review of the Local Plan. Commissioners asked that this review take forward the thrust of the Task & Finish Group’s recommendations to ensure the limit was sufficient to meet appropriate demand for town centre parking and considering the inclusion within this limit of car parks such as the railway station which served to meet wider parking need. The Cabinet also agreed that the work undertaken to improve the quality of town centre car parks continue to be supported and further measures to promote quality car parks, including maximising the potential of the electronic signs and variable message boards.

Resolved –

Recommendations from the Education & Children’s Services Scrutiny Panel:

- That the SBC Raising Pupil Achievement Strategy and Policy, as at Appendices A and B to the report, be adopted.
- That the SBC Protocol for working with Academies and Free Schools, as at Appendix C to the report, be adopted.

Recommendations from the Overview & Scrutiny Committee - Town Centre Car Parking Task & Finish Group:

Cabinet - 22.06.15

- (a) That recommendations 4 and 8 be approved, namely:
 - 4. That land adoption be used to increase SBC's control of parking (e.g. Kittiwake House, the area in Mill Street outside Foundry Court).
 - 8. That the size of loading and unloading bays be reviewed to facilitate their use by larger vehicles.
- (b) That it be noted that recommendations 1 and 5 would be taken forward as part of the review of the Local Plan.
 - 1. That the current policy of zero parking be reviewed, with a future ratio to be specified subject to further research by Slough Borough Council (SBC) and justification.
 - 5. That the current limit of 5,000 parking spaces be reviewed, using the justification for at the time of its creation and variations in the situation since this time (e.g. parking at Tesco's, Crossrail) to reappraise the figure.
- (c) That officers responses and actions detailed in the report on recommendations 2, 3 and 7 be noted, namely:
 - 2. That the potential hire of, or use of parking permits with time restrictions in neighbouring parking facilities (e.g. Tesco car park) be researched;
 - 3. That the time restrictions on areas with single yellow lines be reduced to 6pm in suitable areas (subject to research by SBC); and
 - 7. That the potential expansion of car parking facilities at Slough railway station be investigated.
- (d) That no further immediate action be taken in relation to Recommendations 6 and 9, namely:
 - 6. That the parking at Slough railway station be removed from SBC's allocation of parking spaces.
 - 9. That further research be conducted into the continuation of free parking after 3pm, or cheaper parking through the use of a 'Slough Card', with a view to a potential increase in high street trade.

11. Notification of Decisions

Commissioners considered the published Notification of Decisions which set out the key and non-key decisions expected to be taken by Cabinet to the end

Cabinet - 22.06.15

of August. Since publication of the statutory notice, a number of items originally scheduled for June had been deferred until the Cabinet meeting in July and it was also noted a report was likely to be added on education places.

Resolved – That the the published Notification of Forthcoming Decisions for the period between June to August 2015 be endorsed.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.39 pm)

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL**REPORT TO:** Cabinet**DATE:** 13th July 2015**CONTACT OFFICER:** Joseph Holmes, Assistant Director, Finance & Audit; s151 officer.**(For all enquiries)** (01753) 875358**WARD(S):** All**PORTFOLIO:** Councillor Anderson; Commissioners for Finance & Strategy.**PART I**
NON-KEY DECISION**MEDIUM TERM FINANCIAL STRATEGY UPDATE****1 Purpose of Report**

The purpose of this report is keep Cabinet updated on the latest medium term financial position for the Council, and steps in place to utilise the financial planning process to address the increase savings requirement.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the updated medium term financial position, the revised financial planning assumptions and the Outcomes Based Budgeting approach be noted.

3a. Slough Joint Wellbeing Strategy Priorities

Cross cutting

3b Five Year Plan Outcomes

- Though this report in itself will not assist in the delivery of any of the 5 Year Plans, it does set out how the Council's financial planning will align to the 5YP
- The likely deterioration in income to the Council through reduced Government funding also places further urgency behind outcomes 1, 2 and 7 in order to maintain and improve the levels of income that the Council does have some control over, namely Council Tax, and to a lesser extent, Business Rates.

4 Other Implications**(a) Financial**

All financial implications are considered within this report. One of the key themes of this report is the likely increased savings requirement for the Council in the next three financial years.

(b) Risk Management

| Risk | Mitigating action | Opportunities |
|------------------------|--|----------------------|
| Legal | | |
| Property | | |
| Human Rights | | |
| Health and Safety | | |
| Employment Issues | | |
| Equalities Issues | | |
| Community Support | | |
| Communications | | |
| Community Safety | | |
| Financial | Additional savings required to be identified | |
| Timetable for delivery | | |
| Project Capacity | | |
| Other | | |

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no identified need for an EIA

(e) Workforce

Though there are no specific workforce implications within this report, the overall scale of the financial reductions to the Council will have implications on the workforce.

5 Supporting Information

- 5.1 The Medium Term Financial Strategy (MTFS) model is included below. This has been modelled with the potential impact of the Conservative manifesto and the macro financial pledges contained within this. At a summary level, reviewing the Institute of Fiscal Studies analysis and extrapolating this on an average across the decade presents the picture below. The key difference between this graph and previous expectations is the 'reverse tick' shape of this. The Conservative proposals differed in many ways to the other political parties approach, but especially on the consolidation of public finances with a much deeper shaped 'tick'.
- 5.2 Until there is a comprehensive spending review over the summer and autumn none of the figures will be finalised.
- 5.3 It is also important for the Council to understand the impact of the in year budget in early July and what change this will have on the Council's finances during the 2015-16 financial year.

Graph 1.1 and 1.2: Potential departmental spending: 2010-20 and changes to departmental spend 2010-2015

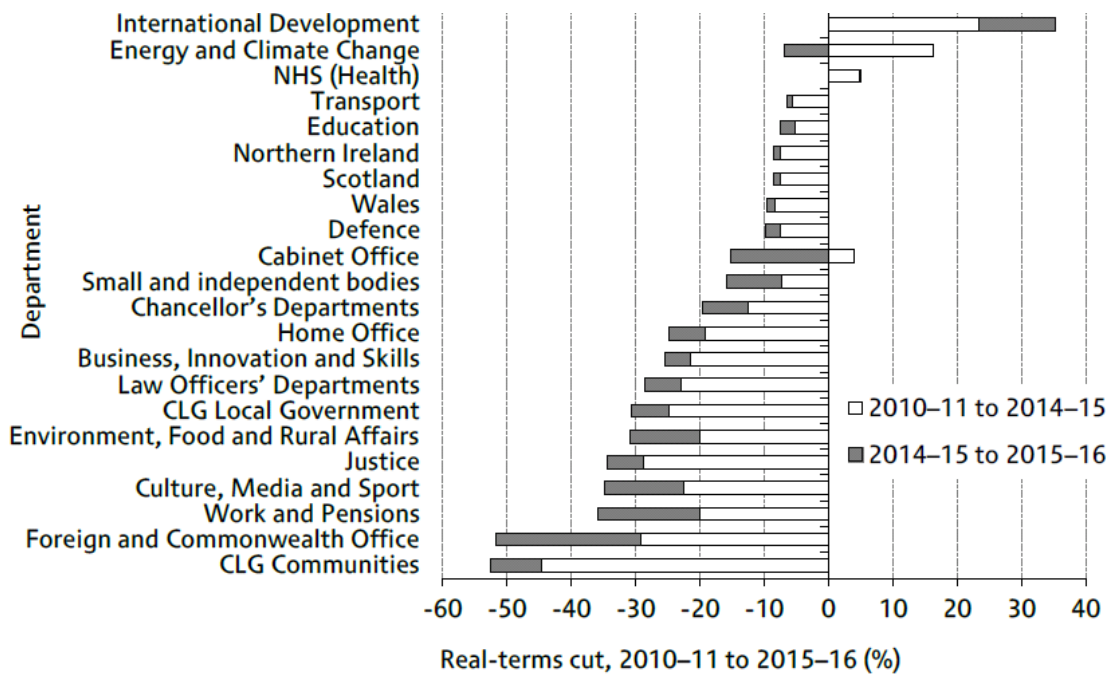
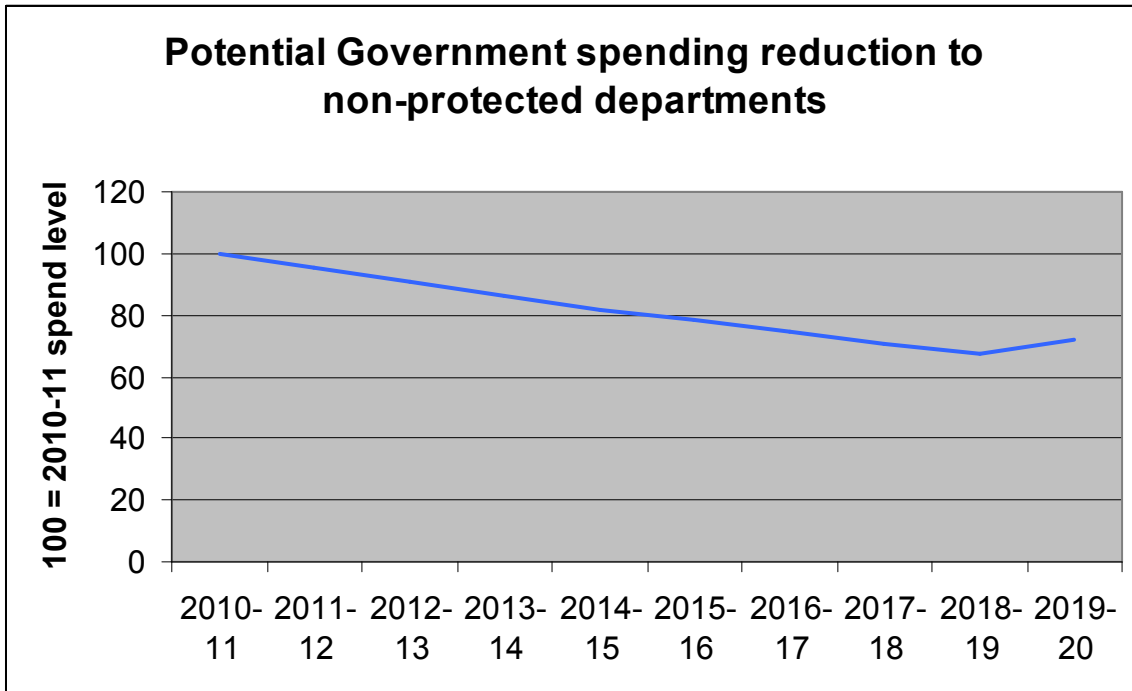
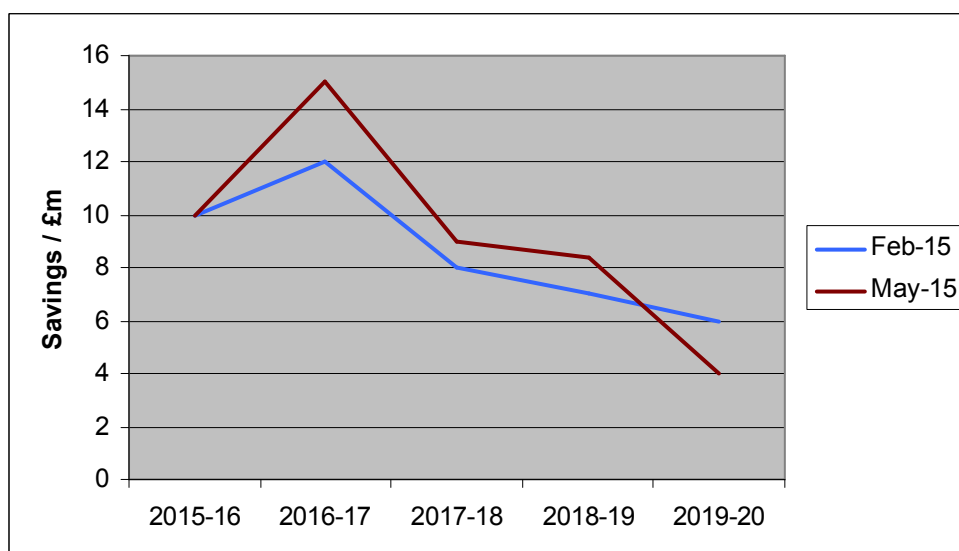


Chart 2.1: The MTFS model

| No. | 2015-16 | Funding | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|-----------|---------------|--------------------------------------|---------------|--------------|--------------|--------------|
| 1 | 45.13 | Council Tax | 46.36 | 47.52 | 48.72 | 49.94 |
| 2 | 29.13 | Retained Business Rates | 29.37 | 29.66 | 29.96 | 30.26 |
| 3 | 24.01 | Revenue Support Grant | 17.77 | 13.33 | 9.99 | 9.99 |
| 4 | 1.46 | Education Services Grant | 1.24 | 1.05 | 0.90 | 0.76 |
| 5 | 2.36 | NHS monies through BCF | 2.36 | 2.36 | 2.36 | 2.36 |
| 6 | 2.6 | New Homes Bonus | 3.20 | 3.20 | 3.20 | 3.20 |
| 7 | 1.08 | Other non-ringfenced grants | 0.80 | 0.70 | 0.60 | 0.50 |
| 8 | 1.9 | Collection Fund | -0.20 | | | |
| 9 | 107.66 | Total Budgeted income | 100.89 | 97.82 | 95.72 | 97.01 |
| 10 | 112.34 | Prior year baseline (adj.) | 109.38 | 101.17 | 98.92 | 95.82 |
| 11 | 3.72 | Base budget changes | 2.90 | 2.90 | 2.90 | 2.90 |
| 12 | 1.89 | Directorate Pressures | 2.84 | 2.86 | 2.00 | 2.00 |
| 13 | | Revenue impact of Capital investment | 0.60 | 0.25 | 0.25 | 0.25 |
| 14 | -0.5 | Other adjustments | 0.16 | 0.28 | 0.10 | 0.10 |
| 15 | | Savings requirement o/s | -8.74 | -3.44 | -3.35 | -4.06 |
| 16 | -9.79 | Savings identified | -6.25 | -5.20 | -5.10 | |
| 16 | 107.66 | Net Expenditure | 100.89 | 98.82 | 95.72 | 97.01 |

Graph 1.3: Impact on Savings between February and May 2015



5.4 The savings figures show an increase compared to previous forecasts. It is also important to consider that there remains £19m of the £35m savings programme to find over the next four years. The Council is commencing an Outcome Based Budgeting exercise to address the budgeting process going forward and identify further savings. However, assuming the financial trajectory detailed above, this will mean some very large scale savings, or some fundamentally different options are required for the Council going forward.

5.5 Income

- Business Rates appeals and volatility

This figure has been flat-lined for growth in the MTFS. Though the baseline is buoyant on one hand, due to the revaluation of business rates not happening until 2017, and the deadline for appeals to the 2010 listing being the 31st March 2015, the Council has seen a major increase in appeals being requested to the valuation

office. Due to this increase in workload the Valuation Office are also likely to be later than expected in putting any new premises into the listing as well which causes us a growth issue. At present, 67% of the Council's business rate base is being appealed. Though many of these are unlikely to be successful, some will be successful and can go back to 2010. This causes greater instability in the underlying finances to the Council of which we have no control.

- Collection Fund

A deficit has been factored in for 2016-17. This is on the basis that the 2014-15 outturn is likely to be worse than expected due to the high level of appeals from Business Rates payers (see point above). The collection rates for both Council Tax and Business Rates increased significantly during 2014-15, and expected to rise again in future years.

- Government funding

The revised mode now assumes a 25% reduction to Government grants year on year until 2019-20. This is an average of the 2014-16 reductions.

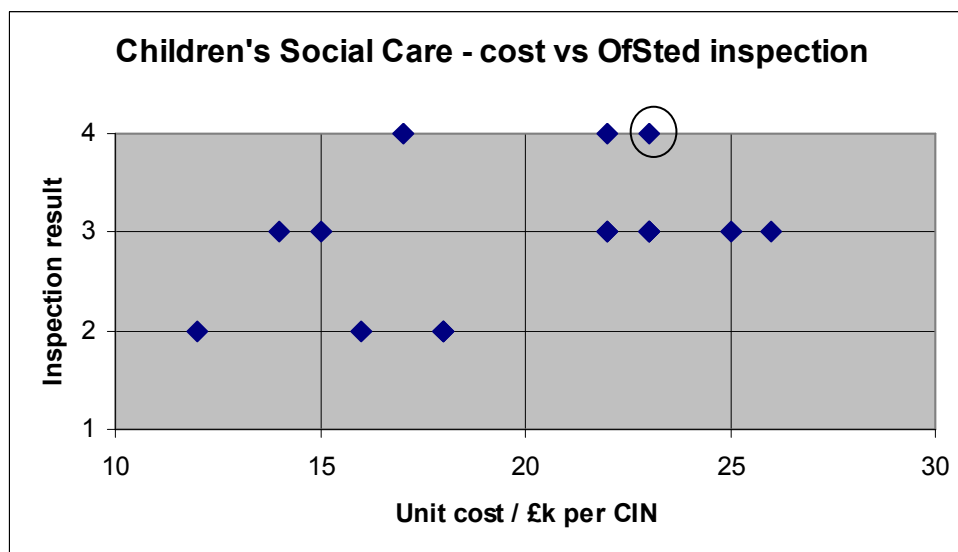
5.6 Expenditure

- Children's Service Organisation

The Memorandum of Understanding (MoU) sets out that the new organisation is expected to deliver savings¹. In light of the changed financial position, this is more important than ever. The MoU also set out a vision that sees a 'good' Ofsted rating in three years and an 'outstanding' one within five years. In light of the Council's financial position, the Cabinet need to ensure that they are comfortable with this remaining as the overall vision and that this is affordable within the Council MTFS and 5YP. As can be seen from the graph below, the general trend is that the better the Ofsted outcome, the lower the unit costs. Though final budget discussions on the new CSO are starting to commence and so nothing has been finalised, given the increased savings requirements for the Council, as well as the wider financial pressure on the council's income and expenditure through national and local developments, the vision as it stands for the new CSO is likely to have an impact on the Council's wider 5YP and aspirations.

¹ The Authority and the new organisation will agree an initial 3 year budget for the new organisation. In drawing up the budget, the Authority and the new organisation will take into account the Authority's savings targets. – Para 32 of the MoU taken to Cabinet in November 2014

Graph 1.4: Children's Social Care spend vs. OfSted judgement



If Children's unit costs² were average then there would be a 14.5% reduction in costs (circa £3m). If costs were around the upper quartile, the reduction would be over 25% (circa £5m+).

No additional costs have been included in the model in respect of the new CSO.

- Impact of welfare reforms, especially on housing

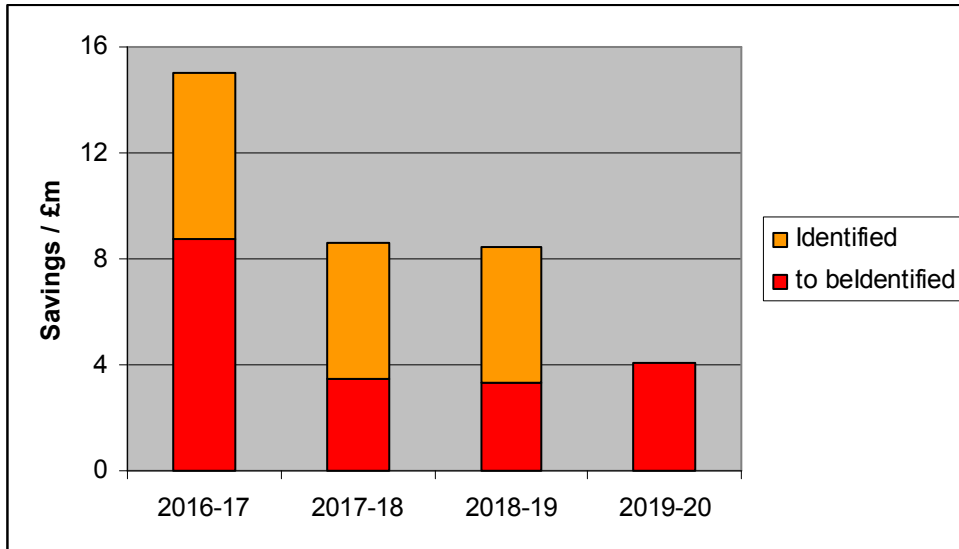
The reduction in the benefit cap to £23,000 from £26,000, the move to Universal Credit and the reduction in Discretionary Housing Payment (DHP) monies will all have a direct impact on residents and the Council's finances. The buoyant local housing market is pushing up prices and increasing rental income for landlords. With a decrease in welfare payments and rental levels that can be charged, there is little incentive for landlords to house some benefit claimants. This pressure in the private rented sector is then driving up costs to the Council as well as squeezing the supply of properties to house people who present themselves to housing and social services.

- Adult Social Care and wider savings programme

The Council has been successful in delivering savings as a whole in recent years. However, across the Council there has been five years of savings programmes far in excess of pre-2010 levels. The opportunities for savings, certainly efficiency savings, are dwindling. New ways of working are being brought in that will deliver savings going forward, but it should be noted that these are becoming increasingly higher risk. Adult Social Care (as the largest spending area by some way) has delivered sizeable savings in the past five years and will need to do so in the coming five years as well. The impact to residents of these savings, and many others across the Council are only going to become more marked. The graph below highlights the savings still be identified through the Outcomes Based Budgeting process highlighted below:

² benchmark group contains the below based on 2014-15 budgeted information.

Graph 1.4: Savings profile 2016-20

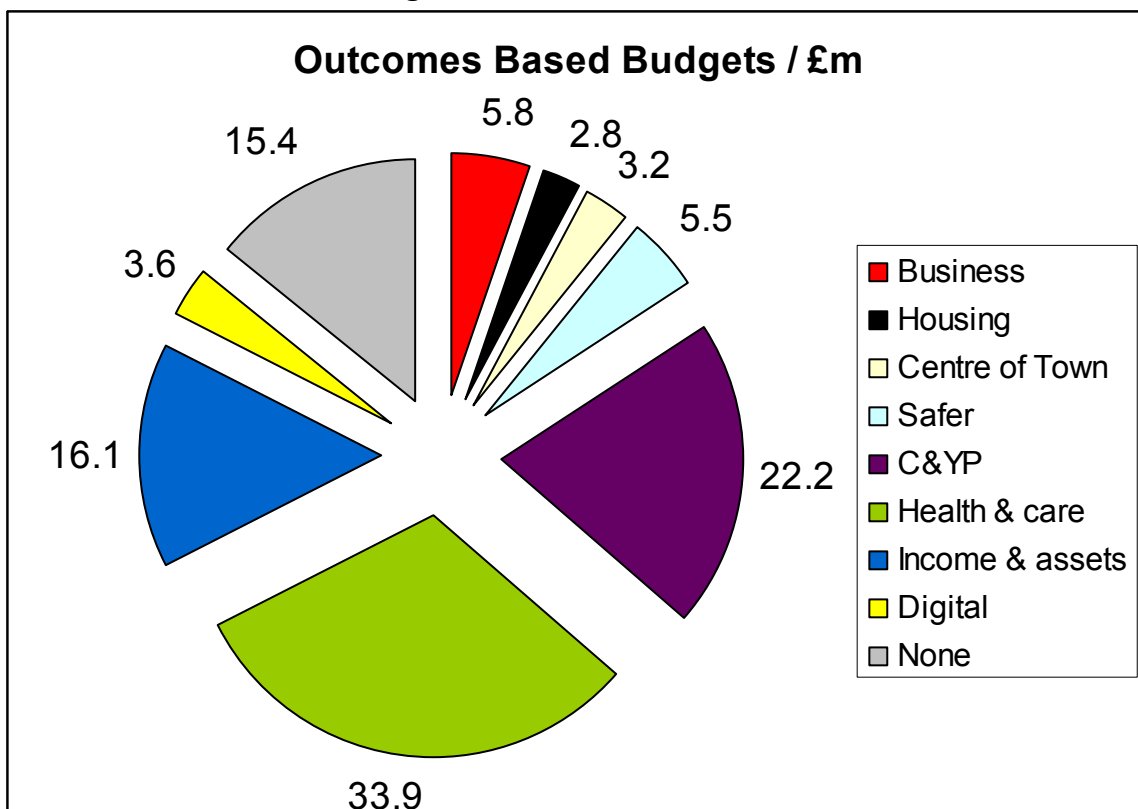


5.7 Outcomes Based Budgeting

5.8 For 2016-17 and beyond the Council is basing its financial planning processes around the 5 Year Plan (5YP) approved by Council in January. The purpose of this is to ensure that financial resources are geared towards delivering the 5YP and that decisions that members make around future service delivery and the associated costs are fully aligned with the 5YP.

5.9 To begin the process, the Council's existing budget is currently being mapped to the 5YP outcomes, a draft summary of which can be seen below. Once this process is complete during July 2015, the respective outcome leads will be required to provide options for how the outcome can be delivered for 65% of its current cost.

Graph: 1.4: Draft Outcome budgets



- 5.10 The rationale for the 65% is that this is level of saving required over the MTFS & 5YP in order for the Council to meet its requirement to set a balanced budget. The key for the Council is to ensure that as many strands as possible are utilised in seeking to reduce costs by 35% over the MTFS i.e. utilising capital investment to deliver revenue savings, using invest to save monies, securing long term transformation, utilisation of external funding sources, disinvestment with a clear impact assessment on the 5YP outcomes, securing additional efficiencies and maximise income generation opportunities.

Case Study: Using Invest to Save – Business Rates

The Council wishes to increase the Business Rates baseline to drive up income in autumn 2014. The Council commissioned arvato to inspect the wards across the borough and ensure that the Valuation Office had captured all relevant businesses were being charged the respective Business Rates due. The review had identified at least £680k of Business Rates payable, a ten fold return on the Council's investment. This will now go into the baseline and derive more income to the local and national Council taxpayer.

Case Study: Invest to Save – Street Lighting

The Council was recently successful in receiving government funding for replacing its street lighting with LED street lighting. The capital costs, which, through jointly procuring with other Councils is expected to reduce costs, will be paid back well within the ten year aspiration of the Capital Strategy, will deliver hundreds of thousands of pounds of ongoing revenue savings through reduced energy costs, decrease the Council's carbon footprint and provide better quality lighting for residents.

- 5.11 During the summer, the Council will also be launching a budget simulator to garner opinions of residents over the future spending decisions. This will be an online interactive tool which will enable anyone to set out a balanced budget for the Council and understand some of the consequences of delivering budgets in different ways. The Council will then use this information to help the Outcomes Based Budgeting process and highlight areas where residents have indicated should be relatively protected or see additional income generated.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

- 7.1 For the Cabinet to note the report, the increasing financial challenges that the Council faces, and the utilisation of Outcomes Based Budgeting to re-shape budgets around the outcomes approved in the 5 Year Plan.

8 **Background Papers**

- '1' - February Full Council meeting – budget papers
- '2' - Institute of Fiscal Studies briefings

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2015

CONTACT OFFICER: Levine Whitham – Food & Safety Manager
Andrew Clooney – 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 Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3a. Slough Joint 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 activity 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 5 Year Plan Outcomes.

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

- **Economy and Skills**

- Supporting local businesses in meeting their legal requirements ' through low cost training; intelligence lead enforcement; 'Assured Trader Scheme(s)' 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 and Slough as a brand.
- Developing with other Council teams an '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 Legion Ella control,
- Increasing awareness of food labelling, allergens and healthy eating, and in doing so contribute to reducing obesity rates in Slough.
- Forthcoming partnership with Support with Confidence to help SBC meet its obligations under the Care Act with regards to direct payments and signposting users to appropriate care and service providers in particular areas.

- **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 in partnership with other stakeholders to reduce the incidence of violence in retail and licensed premises eg, Community Alcohol Partnership (CAP) and supporting outcomes from the Local Alcohol Action Area (LAAA).
- Safeguarding migrant and other vulnerable workers
- Working in conjunction and in support of Adult Social Care when our Services come across vulnerable people, particularly where they are victims of rogue traders, scams and financial fraud. e.g. Loan Shark project and Operation Rogue Trader/Liberal.

- **Housing**

- Enforcing the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc)(England) Order 2014 which requires all lettings agents and property managers in England to belong to a Government approved redress scheme from 1 October 2014

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. An Assured Trader Scheme and the Food Hygiene Rating Scheme recognise and reward businesses that do well; encouraging residents to use their local services and shops and giving them an informed choice.

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 41 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 proactively reduce the regulatory burden for businesses, encouraging growth.

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.
- **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. Working in partnership to reduce the negative impact of alcohol

3b **Five Year Plan Outcomes**

These statutory service plans identify positive impacts towards all the 5 year Plan Outcomes, which is detailed in the individual action plans, and in particular:

Outcome 1 - Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay. For example, supporting businesses with regulatory advice and ensuring a level playing field for business growth.

Outcome 2 - The centre of Slough will be vibrant, providing business, living, and cultural opportunities. For example, promoting businesses through the Food Hygiene Rating Scheme

Outcome 4 - Slough will be one of the safest places in the Thames Valley. For example, investigating scams and other fraud

The statutory plans also focus about commercialisation as a tool to maximise income and also support the council's digital development by promoting agile front line working and channel shift to encourage better use of the council's website.

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 and other chargeable 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 disease 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 disease 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. | |
|---|--|--|

(c) 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

(d) 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, fair and 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 and they will be scrutinised by the national agencies. 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 Commercialisation of the services has allowed for increased cost recovery activities which have helped to off set the cost of service delivery particularly with Primary Authority (PA) work. PA is a statutory scheme which enables contractual 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 41 successful contracts with national and international businesses such as; Reckitt Benckiser, Mars, Telefonica (o2), LG, Furniture Village and Burger King. The scheme continues to grow with the recent addition of two trade associations.
- 5.5 For the future 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, whilst supporting business growth.
- 5.6 We will seek to strengthen existing partnerships and develop others where appropriate to ensure effective delivery across service areas; using an evidenced based approach to help deliver services that meet the specific needs of Slough and specifically supporting the councils 5 Year Plan Outcomes.

6 **Comments of Other Committees**

Not applicable.

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, whilst off-setting the cost of delivery by developing the commercialisation of services where appropriate

It is clearly illustrated within the Plans how our work contributes significantly towards achieving all of the outcomes of the 5 Year Plan and the Slough Joint Wellbeing Strategy.

8 **Appendices Attached**

- A. Food Safety & Standards Service Delivery Plan 2015/16
- B. Health & Safety Service Delivery Plan 2015/16
- C. Trading Standards Service Delivery Plan 2015/16

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)
- '4' The Consumer Protection & Business Compliance Enforcement Policy
- '5' The Regulators Code (2014)

This page is intentionally left blank

Food Safety & Food Standards

Service Delivery Plan 2015/16



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 & Careline**
- **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:

Levine Whitham, Food & Safety Manager

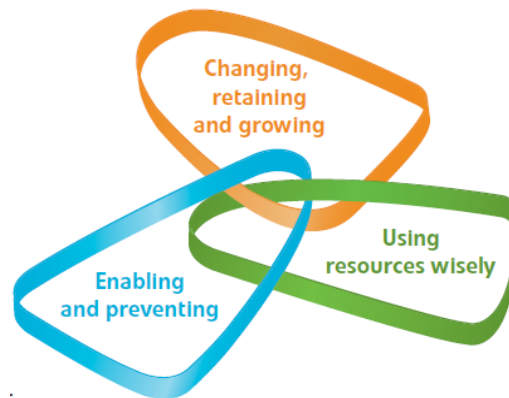
Tel: 01753 875255 or e-mail: levine.whitham@slough.gov.uk

or

Ginny de Haan, Head of Consumer Protection & Business Compliance,

Tel: 01753 875255 or e-mail: ginny.dehaan@slough.gov.uk

Growing a place of opportunity and ambition



Our Vision

The focus of work within the Food and 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 Sloughs specific community and business needs, based on local intelligence, our work with partners.

The Council's 5 Year Plan and the Joint Wellbeing Strategy 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:

- Changing, Retaining and growing
- Enabling and preventing
- Using resources wisely

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

One of our key aims is to protect and enhance public health and wellbeing whilst supporting local businesses. The Action plan at the end of this service delivery plan shows how we are going to achieve this, and demonstrated the golden thread in how we directly link with the 5 year plan to achieve the councils wider outcome. The action plan should be read in conjunction with our Enforcement Policy.

The Enforcement Policy reaffirms our commitment to carry out our duties in an open, fair and consistent manner, with a graduated approach to enforcement, based on risk. Assessment of risk and the likelihood of reoccurrence are major factors in our enforcement decisions. 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. 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 2014/15?

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 43 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 2013/14 cost recovery was £108,000, and in 2014/15 it was £104,000k. Projected income for 2015/16 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 170 advice interactions with all our PA companies were successfully completed; a high proportion of these were satisfied consumer complainants and advice requests from our partners.

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 2014/15 year we have seen a **3%** increase in the level of 'broadly compliant' food businesses within the borough and at the end of 2014/15 the level was at **91%**.

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, 100% of all B risk rated premises, and 63% of C rated premises due for inspection.

We specifically focussed our resources on those businesses that were not compliant and had persistently shown poor standards, and those who pose a higher risk due to the nature of the food they handle and we inspected all of the non-broadly compliant premises that fell due for inspection during the year.

This year we made a particular effort to reduce the number of business that were unrated (i.e. had not been subject to an initial inspection), with the emphasis on higher risk catering premises.

A number of our businesses were provided with coaching funded by the Food Standards Agency. In addition Officers from the team also provided support to some of our non-compliant premises across the Borough, 6 businesses were provided with structured coaching to encourage improvement in their food hygiene performance. Initial results indicate that they have all made some improvement in standards.

During 2015/16 we plan to complete inspections and other interventions at all the A, B and non-compliant C rated premises in Slough, we also plan to inspect all of the approved premises that are due for inspection. We will continue to focus our attention specifically upon premises that have poor standards and are not 'broadly compliant', or are unrated and involved in higher risk food handling activities such as manufacturing and catering. We aim to see a further increase the number of broadly compliant businesses in the town.

The table below shows the risk profile of Slough food businesses at the beginning of April 2015 with 'A' rated premises assessed as posing the highest risk. In total there are 966 food businesses currently registered with the Authority.

| Risk Rating | Frequency of intervention | Number of food premises |
|----------------------------|------------------------------|-------------------------|
| Premise Rating - A | 6 months | 2 |
| Premise Rating - B | 12 months | 56 |
| Premise Rating - C | 18 months | 213 |
| Premise Rating - D | 24 months | 381 |
| Premise Rating - E | Alternative Intervention | 266 |
| Premise Rating – Unrated | Awaiting initial inspection. | 37 |
| 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 a couple of years. 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.

We increased the number of premises with published ratings by 9% last year and exceeded our target of having 600 published ratings.

At the end of 2014/15 the number of food business with published ratings in Slough was:-

| Rating | Number of businesses |
|--------|----------------------|
| 0 | 5 |
| 1 | 41 |
| 2 | 16 |
| 3 | 169 |
| 4 | 122 |
| 5 | 266 |
| Total | 619 |

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 **640**. 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 (CFH) Award is a voluntary extension of the Food Hygiene Rating Scheme. It has been developed to recognise premises that make it easier for clients to make healthier choices. It is based on a scoring system which considers cooking methods, recipe adaptation, service style and the types of foods on offer. To achieve the award businesses, must commit to the following:

- To modify the fat, salt, sugar and fibre content positively at every opportunity without compromising on quality and flavour.
- To increase fruit and/or vegetable consumption at every opportunity
- To offer customers real choice by making the healthy choice the easy choice.

There are different award criteria for specific premises to ensure that that the dietary requirements of their population groups are met. E.g. workplaces, nurseries, schools and care homes. The awards can be applied for online at <http://www.slough.gov.uk/business/environmental-health/catering-for-health.aspx>. There are currently 50 award winners in the Borough. In the coming year, we aim to increase the number of award winners.

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 purpose of the school food survey is to produce an operational document for use by Slough Borough Council, Cambridge Education and its partners. The report provides an important insight into what children eat which can then be compared with levels of obesity within each school. In addition, the report reveals how the Borough is coping with Government Food Based Standards and Universal Infant Free School Meals. The survey data allows centralised projects/sessions to be tailored to each setting making the best use of local resources. At school level, staff can use the information as evidence for Ofsted.

In 2014/15, across Slough, 7402 school meals and 4222 packed lunches were recorded. In total the team observed 11,624 meals, covering 84% of the primary & special school population (within schools visited). In 2015/16, it is hoped the survey will provide more in depth information on Universal Infant Free School Meals.

Cookery School/Healthy Eating Workshops

In 2014/15 the food & safety team's nutritionist supported the Richmond Fellowships' Road to Recovery programme. This programme supports those from Slough who are suffering from mental health issues. Clients were taught basic healthy eating tips based on the Government's Eatwell plate. E.g. balancing their meals to ensure they consume something from each food group, portion size. Within the cookery school, clients were taught very basic food hygiene e.g. importance of handwashing, how to store food, etc as well as practical cooking skills e.g. chopping, grating, boiling. The Richmond Fellowship has unfortunately been decommissioned with the service now being run by New Horizons. It is hoped that the Food & Safety team will be able to support New Horizons going forward into 2015-16 with similar sessions.

Takeaways Project

Following the Chartered Institute of Environmental Health Takeaways Toolkit, the Food & Safety team worked with a select group of takeaways 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 premises which were well received. In early 2015, additional takeaways were given the healthier salt shakers. Work is still being done to encourage others to use the healthier shakers and to use the 'Nudging' techniques being used by other authorities.



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 2014/15 we were notified by the FSA of 34 Food Alerts for Information and product withdrawals 1 of which required direct action to with businesses in Slough. Two of the food businesses based in Slough last year had issues which were considered to have a wider implication, officers from the Food & Safety Team liaised with the businesses and the Food Standards Agency's Incidents Team. One product recall was instigated.

Food Complaints & Enquires

We dealt with **469** complaints and enquiries from or about food businesses in Slough during 2014/15. This is an increase of **21%** on complaints and enquiries from last year. A range of enquiries were responded to. In particular:

- **16** complaints of a foreign body or extraneous matter in food
- **174** complaints and enquiries regarding food businesses including reports of poor standards.
- **35** complaints of food poisoning and suspected illness
- **4** complaints of out of date or mouldy food
- **75** requests for food safety advice
- **84** imported food notifications which required investigation
- **8** requests for Export Certificates
- **4** Food hazard warnings
- **5** complaints about pest within premises

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 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.

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 45 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 21 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 8 samples were unsatisfactory.

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

- Fishing flies
- Coconut Powder
- Protein drinks
- Organic Tea
- Dried Chillies
- Hoodia Chewing Gum
- North American Spice mix



Food Poisoning and Infectious Disease Investigations

Last year, the Food and Safety Team were notified of 301 infectious diseases and food poisoning related illnesses. This figure shows a 22% 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 or an increase in the reporting of diseases. There have also been some changes in the detection methods used by local laboratories which may have impacted on the number of illnesses being picked up.



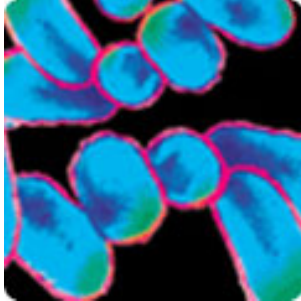
Public Health
England

Many of the infectious diseases reported to us require 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 implicated food premises.

The most common food poisoning reported in Slough is **Campylobacter** which made up 62% 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 2014/15 no confirmed outbreaks were notified to the team for follow-up.

This year the team worked with Thames Valley Public Health England to deal with an individual who had Tuberculosis, they were reluctant to continue their treatment and a Part 2A order was obtained from the Magistrates Court preventing them from leaving the hospital until their treatment was concluded.



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.



Chartered
Institute of
Environmental
Health

This Year Food Hygiene courses continue to be a success. The team has provided **18** courses. **167** candidates have been trained, 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 Level 2 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 and other professionals about their responsibility for public

health and making the healthy options, the easy options. Courses have been well attended in the past with participants coming from a range of settings including Supported Living Homes, Nurseries, Children's Centres, Schools, Takeaways, Workplaces and Local Authorities.

We produced a newsletter for food businesses focussing on food temperature control and monitoring, E. coli 0157: control of cross contamination and allergy labelling in catering establishments. 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 103 microbiological samples last year (consisting of both swabs and food samples), which was consistent with the previous years sampling activity. Our emphasis again was on participation in both national and regional sampling surveys, which this year included: Swabs from ready-to-use platters used to serve food; Hygiene and Food Safety in Takeaways with a Food Hygiene Rating Score (FHRS) of 3 or below; School Meals and Caterers; Ready-to-Eat Watercress and Bagged Rocket; and High-risk Cream Based Cakes at Retail Outlets.



However, we have also taken microbiological samples as part of the formal approval process for a local cheese manufacturer & for on-going verification of food safety procedures in place within outlets operated by one of our Primary Authority companies.

The platters survey, which looked at the microbiological cleanliness of food serving platters following routine cleaning methods used by the food business operators, found just one wooden board failing the required standards.

For the national study involving takeaways with a FHRS of 3 or below, all food samples from premises in Slough returned satisfactory results. However, 2 cleaning cloths were found to contain E.coli & 3 environmental swabs were also unsatisfactory. In one premises, *Bacillus cereus* was isolated on the handle of a piece of cooking equipment.

The school meals & caterers survey was a Berkshire wide initiative, set up to look at standards in school kitchens following the introduction of free school meals to all Key Stage One (Infant) pupils. Our findings showed that overall standards of food were of satisfactory microbiological quality. However a few swabs from surfaces within the kitchen environment indicated that in a few instances cleaning regimes required some improvement.

Following a widely reported national incident involving illness of consumers after eating watercress purchased through major retail outlets, the watercress

& rocket study was launched as a reactive study. In Slough, 6 samples of pre-packed watercress & rocket were sampled upon purchase at retail shops & all were found to be negative for Shiga toxin-producing E.coli (the organism identified in the outbreak).



NEW PICTURE NEEDED

The final study of the year focussed on high-risk cream based cakes. This was a locally devised study initiated within Slough to look at the microbiological quality of cakes produced by 2 local manufacturers at the point of sale to the consumer. 4 out of 10 samples were of unsatisfactory microbiological quality, with heightened levels of indicator organisms indicative of either poor temperature control or extended shelf life of products. The findings were raised with both manufacturers and retailers to improve controls over temperature & shelf life. A repeat of the study is planned in the coming year to determine if these controls are still in place & being effective in improving microbiological quality of products on sale to consumers.

We have continued to use our Ultrasnap ATP meter as an instant assessment of the cleanliness of food preparation surfaces, during the year. These have been of particular use during our project work to support premises with low FHS as it is a great tool to demonstrate how good cleaning techniques can produce microbiologically cleaner surfaces.

Food Standards

Trading Standards carried out 100% of their high risk routine Food Standards Inspections in 2014/2015, in addition to other food standards enforcement visits.

- A total of 92 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:

Imported Food - Total = 35

DNA - Total = 14

TSSE Burger Project - Total = 3 (DNA)

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.

New food legislation:

The Food Information Regulations came into force on 13th December 2015. Particular focus was given to new rules on allergens in food.

- We informed all catering establishments in Slough by writing to them and providing tables of the 14 known allergens and advice that they could use to ensure compliance with the regulations.
- Catering establishments in Slough included, takeaways, restaurants, importers, and mobile vans a total of 946 business received this information.
- We e-mailed the same advice to all schools in Slough via the "Gateway"
- We e-mailed all known nurseries in Slough

This advice will ensure that people suffering from a food allergy will find Slough a safe place in which to eat out.

A separate Food Standards Plan has been produced for Trading Standards for 2015/16. **Targets for 2015/16 include:**

- Complete 100% high risk food inspections
- Complete 50% medium risk food inspections
- 100% of unrated food premises to be inspected.
- 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://www.slough.gov.uk/council/strategies-plans-and-policies/consumer-protection-and-business-compliance-enforcement-policy.aspx>

The following enforcement action was taken by the Food team in 2014/15

Hygiene Emergency Prohibition Notices – 1
Hygiene Improvement notices – 20
Written warnings/Letters sent – 266
Prosecution -2
Simple Caution- 0
Seizure and Destruction of Food- 0
Detention of Food- 2
Voluntary Closure- 0

Following on from the two prosecutions of one of our local food businesses we were also granted a prohibition order for the individuals and company involved in the running of the business. This means that they are prohibited from being involved in the management of any food business until the order is lifted by the courts.

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 2015/16, 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 3, 4 and 5 score in the FHRS
- Reviewing and updating the information we have on the CIVICA data base about local food businesses including childminders.
- Carrying out an internal review of the Service, preparing an action plan and updating our general procedures and internal monitoring arrangements accordingly.
- Reviewing the arrangements we have in place for authorising officers in line with amended Central Codes of Practice.
- Reviewing the approval status of all stand-alone coldstores within Slough in line with recently issued guidance.

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 work is **4.86 FTE** compared to **6.7 FTE** last year. **1 FTE** officer is also allocated to Trading Standards work. The cost of the service during 2014/15 approximately **£340,000**, for both Food Safety and Trading Standards. During 2014/15 we were several Environmental Health Officer posts vacant for some time, equating **3.47 FTE filled posts, within the Food Safety Team.**

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

In addition, during 2014/15 the team experienced resourcing pressure arising from the need to undertake detailed investigations; including a serious work related 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, Enforcement Sanctions, Legal Training - Interviewing Skills for Enforcement Officer, Food Fraud and Traceability, Specialist Cheese Course, Allergen Control, Sous Vide, E.coli control, HACCP auditing, Primary Authority Workshops, FSE updates, and Approved Establishment training.

DRAFT

APPENDIX A

Resource Requirements for Food Service Delivery 2015/16

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/TS O |
| Primary Food Standards Inspections | 10 High Risk 40 Medium Risk | 0.50 | EHO/TS O |
| Verification and monitoring visits | Approx 249 | 0.50 | EHO/TS O |
| Support for businesses information training | | 0.30 | EHO/TS O |
| Imported Food Control | | 0.10 | EHO/TS O |
| Complaints & Service Requests | 400 | 0.60 | EHO/TS O |
| Sampling | 100 | 0.10 | EHO/TS O |
| Primary Authority Food Related Work | Difficult to estimate demand | 1.00 (self funding) | EHO |
| Enforcement Action | May vary | 0.60 | EHO/TS O |
| Training | Minimum of 16 courses Undertaken in officers own time | 0.0 | EHO/TS O |
| Catering for Health and other food awareness work | | 0.10 | Nutritiona l Advisor |
| QA and updating of procedures | | 0.10 | Manager |
| Day to day management of service delivery | | 1.00 | Manager |
| Administration and maintenance of data | | 0.50 | Support Officer |

FOOD SAFETY & STANDARDS ACTION PLAN 2015/16 - DRAFT

| | |
|--|---|
| Directorate: CUSTOMER AND COMMUNITY SERVICES | Service Manager: Levine Whitham |
| Division: Consumer Protection & Business Compliance | Budget: £340,000 (including Food Standards) |
| Team: FOOD SAFETY & TRADING STANDARDS | Number of staff employed: 5.8 FTE Dealing with Food Safety and Hygiene, and Standards |
| <p><u>Service Objectives: Protecting Food Safety, income generation via the Primary Authority Scheme, encouraging healthy eating and supporting local businesses in Slough</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> <p><u>Health– Adding years to life and life to years</u> ‘Intervening early to tackle serious issues such as obesity and heart disease and promoting healthier lifestyles.’</p> <p><u>Economy and Skills – Prosperity for all</u> ‘... training that meets the needs of local employers and the local community’</p> <ul style="list-style-type: none"> • The Joint Strategic Needs Assessment (JSNA) for Slough identifies the need to encourage health eating and improve levels of hygiene through the Food Hygiene Ratings Scheme, Catering for Health Awards and related projects with partners | |

| Service Activity | Priority & 5 YP Outcome & Statutory Requirement | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|--|---|---|---|---|---|
| Primary Authority (PA) & Compliance Support | Economy and Skills Health 1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay 3. The centre of Slough will be vibrant, providing business, living and cultural opportunities 4. Slough will be one of the safest places in the Thames Valley 7. The Councils income and value of its assets will be maximised | <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, along with annual action plans <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>Food & Safety Manager</p> <p>Trading Standards Manager</p> <p>All Food Safety & Trading Standards Officers</p> | <p>March 2016</p> <p>Monthly Reports on hours and income generation</p> <p>Quarterly Review</p> <p>Yearly overview of individual company Action Plans</p> |

| | | | | | |
|--|---|--|---|---|---|
| <p>Interventions with food premises in Slough</p> | <p>Health</p> <p>Economy and Skills</p> <p>1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay</p> <p>3. The centre of Slough will be vibrant, providing business, living and cultural opportunities</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> <p>Statutory Requirement</p> | <p>100% of high risk businesses and approved premises, 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>Safer food businesses in Slough & increase in % of broadly compliant premises</p> <p>Increase in premises achieving 2, 3, 4 & 5 stars in the Food Hygiene Rating Scheme (FHRS)</p> <p>Focused interventions and sector specific projects on high risk premises or where local intelligence suggests necessary</p> <p>New food business registrations to be assessed & inspected in line with risk & Code of Practice</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 - 100% inspection of approved premises - 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</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - promoting food safety; protecting consumers in Slough and beyond from the dangers of food poisoning - Assessing compliance with smoke free legislation. - Identifying Matters of health & safety | <p>Food & Safety Manager</p> <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>Ongoing until March 2016</p> <p>Monthly and Quarterly review</p> |
|--|---|--|---|---|---|

| | | | | | |
|---|--|--|---|--|---|
| | | | <i>Evident Concern and taking action where necessary.</i> - <i>assessing rat activity and waste issues at food premises to support NET</i> | | |
| Reactive Investigations, response to intelligence from other areas of work, Food Complaints & response to service requests | Health Economy and Skills 4. Slough will be one of the safest places in the Thames Valley Statutory Requirement | Work in line with Enforcement policy, prosecution template and internal procedures. Outcome from QA - in line with procedures 100% of request responded to within 5 days 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. | Take a minimum tolerance approach to serious incidents, whilst managing customer expectations in line with Customer Charter. Full range of enforcement options used, including Simple Cautions as appropriate in line with the enforcement policy Number of new businesses supported in regulatory compliance | All officers | Ongoing until March 2016 Assess during 1:1 meetings and Case Reviews |
| Food Hygiene Rating Scheme | Health Economy and Skills 3. The centre of Slough will be vibrant, providing business, living and cultural opportunities 4. Slough will be one of the safest places in the Thames Valley 5. More people will take responsibility & manage | Measurable improvement on risk ratings Feedback from businesses Increase in premises achieving 2, 3, 4 and 5 score in the FHRS Increase the number of premises participating within the FHRS Feedback from Businesses % Customer satisfaction Improved customer awareness of the Scheme, and better informed choices | Continue to implement FHRS in Slough food businesses Risk based interventions 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> - <i>work to support % increase in Broadly Compliant rating</i> | Food Safety Team Leader All Officers to support | March 2016 Monthly review |

| | | | | | |
|---|---|--|---|--|---|
| | <p>their own health, care and support</p> <p>Statutory Requirement</p> | when eating out | <p>- <i>Support compliant businesses and target businesses seeking a financial gain from non-compliance</i></p> <p>- <i>Peer pressure to improve ratings and threat of adverse publicity will compliment the Council's work</i></p> | | |
| <p>Level 2 Food Hygiene Training Programme</p> | <p>Health</p> <p>Economy and Skills</p> <p>1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay</p> <p>3. The centre of Slough will be vibrant, providing business, living and cultural opportunities</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> | <p>Number of food handlers trained in Food Hygiene</p> <p>Improve food safety knowledge amongst food handlers, in turn improving food safety standards within businesses & increase in % of broadly compliant premises</p> <p>Satisfaction from course evaluation sheet returns</p> <p>Internal audit of course procedures</p> | <p>To provide a minimum of 6 courses throughout the year</p> <p>Provide a minimum of 4 courses for the councils Learning & Development Team, in addition to courses for other external businesses</p> <p>Maintain procedures required for accredited Chartered Institute of Environmental health (CIEH) training centre</p> <p><i>Added Value:</i></p> <p>- <i>self funding training reducing delivery costs to SBC</i></p> <p>- <i>Positive impact on BC %</i></p> | <p>Sandi Johal</p> <p>Support from all food officers</p> <p>Support material from CIEH</p> | <p>March 2016</p> <p>Quarterly review</p> |

| | | | | | |
|---|--|---|--|--|---|
| <p>Level 2 Nutrition Training programme</p> | <p>Health</p> <p>Economy and Skills</p> <p>6. More people will take responsibility & manage their own health, care & Support needs</p> <p>5. Children & young people in Slough will be healthy, resilient & have positive life chances</p> | <p>Number of candidates trained Healthier Food & Special Diets</p> <p>Satisfaction from course evaluation sheet returns</p> <p>Internal audit of course procedures</p> <p>Improved food nutritional knowledge in businesses, in turn providing healthier menu options and nutritional food</p> | <p>Provide a minimum of 2 courses throughout the year</p> <p>Mountain procedures required for accredited CIEH training centre</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - self funding training, reducing delivery costs to SBC - Positive impact on obesity rates | <p>Joanne Ricketts</p> <p>Support material from CIEH</p> | <p>March 2016</p> <p>Quarterly Review</p> |
| <p>Catering for health (CFH), healthy eating initiatives & public health interventions</p> | <p>Health</p> <p>6. More people will take responsibility & manage their own health, care & Support needs</p> <p>5. Children & young people in Slough will be healthy, resilient & have positive life chances</p> | <p>Number of CFH awards maintained & issued</p> <p>Facilitation of projects, including joint working with Public health, Trading Standards, & possibility of CIEH 'Take Away's' Toolkit, provision of data to evidence potential bids for future funding</p> <p>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)</p> <p>Officers to promote & provide information, the award at 100% of eligible businesses during interventions</p> <p>Extension into the community with linked projects focusing on childhood obesity to include an annual school meals survey</p> <p>Review the feasibility of other schemes to ensure the most effective delivery of service for Slough</p> | <p>Jo Ricketts</p> <p>All Officers to support</p> | <p>March 2016</p> <p>Quarterly review</p> |

| | | | | | |
|-------------------------------|---|--|--|---|---|
| Imported Food Controls | Health Economy and Skills 1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay 4. Slough will be one of the safest places in the Thames Valley Statutory Requirement | <p>Number of notifications of imported food checked based on risk & intelligence</p> <p>Number of onward transmission of detained consignments dealt with, including destruction of consignment failing sampling</p> <p>Enforcement action taken</p> <p>Number of advice given to importers and agents on import restrictions and conditions</p> | <p>Risk & intelligence led checks of imported food consignments coming into Slough</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>Food & Safety Manager</p> <p>All Officers to support</p> | <p>March 2016</p> <p>Quarterly review</p> |
| Sampling | Health Economy and Skills 4. Slough will be one of the safest places in the Thames Valley Statutory Requirement | <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>Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe</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</p> <p>All Officers to support</p> | <p>March 2016</p> <p>Quarterly review</p> |

| | | | | | |
|--|---|--|--|--|------------------------------------|
| Infectious Disease Notifications & Control | Health 4. Slough will be one of the safest places in the Thames Valley Statutory Requirement | Number of investigations investigated; responses in line with Public Health England (PHE) Protocols | Investigation of Infectious Notifications including suspected food poisoning outbreaks in line with PHE protocols | Food Safety Team Leader All Officers to support | March 2016 Quarterly review |
| To enable consumers to make informed healthy lifestyle choices of food by enforcement of food standards legislation | Health Economy and Skills 3. The centre of Slough will be vibrant, providing businesses, living and cultural opportunities 4. Slough will be one of the safest places in the Thames Valley 6. More people will take responsibility and manage their own health, care and support needs | To ensure that :- - 100% of high risk - 50% of medium risk -: of food businesses are inspected and rated. 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. | Undertake inspection programmes to focus on risk and local needs. Participation in national/regional sampling programmes including: - Legally compliant nutrition and health claims. - Composition of Food - DNA profiling. To work collaboratively with TSSE to undertake the Food Standards Agency imported food sampling based on local priorities | TS Manager Angela Satterly & All food officers | March 2015 Quarterly review |
| Promotion of Food Hygiene issues and involvement in joint projects with other partners Becoming an enabling authority | Health Economy and Skills 3. The centre of Slough will be vibrant, providing businesses, living and cultural opportunities 4. Slough will be one of the safest places in the Thames Valley | 2 newsletters per year Number of press releases issued Increase food safety information and self support on council website Other initiatives undertaken, including sector specific initiatives, joint projects and visits with licensing and TS | 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 | Sarah Hill All Officers to support | March 2016 Quarterly review |

| | | | | | |
|----------------------|--|---|---|--|---------|
| | 6. More people will take responsibility and manage their own health, care and support needs | | <i>Added Value: Improve awareness and compliance of food safety and standards issues</i> | | |
| Looking Ahead | | <p>Anticipated Additional Workload from changes in regulation and new guidance:</p> <p>Additional work on Officer Competency evaluation to bring ourselves in line with the revised Code of Practice.</p> <p>Coldstores Initiative- Requirement from FSA that all relevant coldstores in the Borough are approved by end Mar 2016.</p> <p>FHRS mandatory display of FHRS rating</p> | Additional workload from poorly performing premises achieving a low rating requesting re-scores and in turn revisits. | Ann Stewart All Officers to Support | Ongoing |

Service Delivery Plan 2015/16



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**
- **Licensing Teams**
- **Community Safety**
- **CCTV & Careline**

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

Slough Borough Council is responsible for health and safety regulation under The Health and Safety at Work etc Act 1974, and associated regulations. We provide advice and enforce health & safety within approximately 1,600 commercial premises in the borough, including warehouses, residential care homes, leisure centre's, shops, pubs and restaurants. Health and safety enforcement is divided between the HSE & LA under The Health and Safety (Enforcement Authority) Regulations 1998.

Our approach to health & safety regulation is largely reactive and follows formal guidance issued by HSE, namely the National Local Authority Enforcement Code, introduced in 2013. The aim of this code is to ensure a consistent and sensible approach to Health & Safety regulation, which has 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 our intervention strategy is targeted on local and national priorities, where evidence suggests necessary, with proactive inspections preserving only for premises who do not manage their own risks or premises on the HSE's list of high risk sectors. This means few proactive inspections are undertaken, which releases capacity for more effective outcome focused interventions and 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.

The aim of this service delivery plan is to provide a graduated enforcement approach based on risk to public health; show our commitment to carrying out our work in an open, transparent and fair manner, protecting employees and

the wider public from risk, whilst supporting business and economic growth. We recognise that most business want to comply with the law, therefore we will support those businesses to meet their legal duties and be safe.

Employees and members of the public made 116 complaints and enquires about health and safety last year in relation to, for example, asbestos, slip or trip hazards, faulty lifting equipment, workplace temperatures, unsafe vehicle movements and licensing, planning and temporary event enquires.



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, interventions and investigating accidents and complaints 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 HSE national Local Authority Enforcement Code. This also supports the strong drive from central government on reducing the regulatory burden on businesses, not to undertake inspection or enforcement upon a business without good reason. This also links to the councils Primary Authority Scheme, where our work on improving safety standards on a national scale. Further information on Primary Authority is given below.

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 enforced in a manner which is proportionate to risk;
- 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;
- 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. A relatively small amount of officer time is dedicated to health and safety work, due to the direction of the National Local Authority Enforcement Code. However, allocation of officer time is fluid and reactive to service need, thus officers will spend a significant amount of time investigating serious workplace accident when necessary, however this does of course mean other work has to be re-prioritised.

We support and work with businesses by providing advice when issues are noted during other work, such as food visits, helping businesses to comply with requirements and good practice. We also undertake local focused projects such as safety within the beauty industry.

We work to help safeguard vulnerable workers linking in with the Licensing team, 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
- Visiting 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.

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.

Levine Whitham, Food & Safety Manager

Tel: 01753 875255 or e-mail: levine.whitham@slough.gov.uk

Or

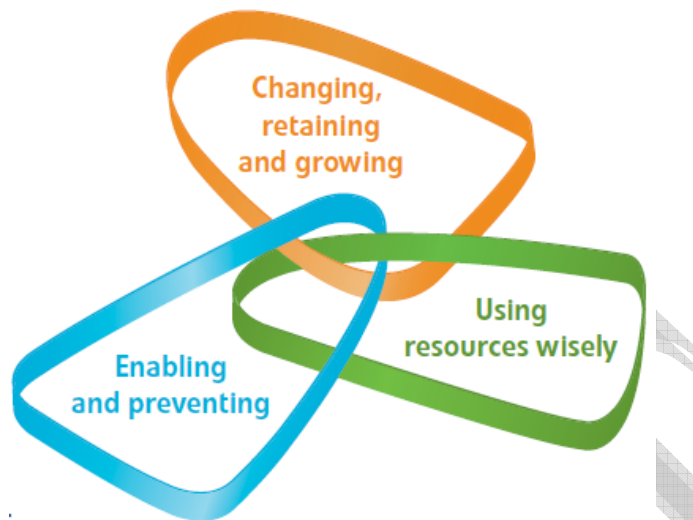
Ginny de Haan, Head of Consumer Protection & Business Compliance,
Tel: 01753 875255 or e-mail: ginny.dehaan@slough.gov.uk Or

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/>

Growing a place of opportunity and ambition.

DRAFT



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 Sloughs specific community and business needs, based on local intelligence, our work with partners.

The Council's 5 Year Plan and the Joint Wellbeing Strategy 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:

- Changing, Retaining and growing
- Enabling and preventing
- Using resources wisely

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

One of our key aims is to protect and enhance public health and wellbeing whilst supporting local businesses. The Action plan at the rear of this service delivery plan shows how we are going to achieve this, and demonstrated the golden thread in how we directly link with the 5 year plan to achieve the councils wider outcome. The action plan should be read in conjunction with our Enforcement Policy.

The Enforcement Policy reaffirms our commitment to carry out our duties in an open, fair and consistent manner, with a graduated approach to enforcement, based on risk. Assessment of risk and the likelihood of reoccurrence are major factors in our enforcement decisions. 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.

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 2014/15?

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
- Interventions and projects based on national and local priority where evidence suggest risks are not managed
- Promotion of health, safety and wellbeing awareness including, supporting business start up, education campaigns, news letters
- Accident Investigations
- Proactive Inspections to high risk businesses or those on HSE list of high risk sectors
- 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
- Protection of vulnerable workers
- Working in partnerships, such as advice to the Slough Safety Advisory Group, Slough Working Well and Thames Valley Health & Safety Group

During 2014/15 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**

BRDO

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 43 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 2013/14 cost recovery was £108,000, and in 2014/15 it was £104,000k. Projected income for 2015/16 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 170 advice interactions with all our PA companies were successfully completed; a high proportion of these were satisfied consumer complainants and advice requests from our partners.

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 **98** accident notifications, a 37% decrease from the previous year. This could be an indication that risks are being more effectively managed, we also gave advice to a ice skating rink who had previously been incorrectly reporting accidents, 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;

- **64% related to slips, trips or falls**
- **7% related to manual handling and lifting**

- 26% were accidents to employees
- 66% were accidents to members of the public



Unfortunately there were 2 incidents involving workplace transport, one of which was very serious and is currently being investigated. We also devoted a significant amount of officer time investigating an incident whereby an employee fell into a large pan of hot oil, sustaining serious burns to his face. We also completed a successful prosecution against a local supermarket whereby an employee almost died, when he fell down a lift shaft and sustained life changing injuries.

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 116 complaints and enquiries about health & safety issues which included;

- Defective passenger lifts and other lifting equipment.

- Infection control related to ear piercing
- Loose handrails on a staircase
- 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, provision for young persons at work and on toilet facilities.
- Controls required for water cooled air conditioning systems and other water systems in relation to Legionella
- Concerns about fumes from paint spraying
- Complaints about smoking in enclosed places

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 **19** health & safety visits to premises in Slough, of which **14** were reactive following complaints. This is a reduction of 63% on last year.

Beauty Project

We undertook a focused project on high risk beauty treatment, specifically those involving Laser IPL, needle therapies and piercing. The risks from such treatments are high, including eye damage and skin burns. Previously we have undertaken minimal work within this sector; hence one of the main aims of the project was to assess current standards to determine if issues existed and to offer advice and support on compliance.

The project also allowed for joint working with the Licensing department regarding referrals of unregistered piercers. In total 6 salons were visited; an unregistered piercer was referred to the Licensing department, and 3 salons offering laser treatment were identified and inspected. One salon was non compliant, and advice was provided on improvements which was fully implemented.



Cooling Tower Registration

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

We have registered, 17 premises with a total of 31 cooling towers or Evaporative Condensers. 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.

Working with partners

We recognise that working with partners can increase our capacity to deliver health & safety solutions for businesses in Slough. During 2014/15 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, 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 celebrated 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 2014/15 in the form of –



3 Prohibition Notices relating to:

- dangerous machinery in a catering premises
- unsafe lifts

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 a comprehensive health & safety prosecution report.



The case related to a serious workplace accident, resulting in an employee falling down a lift shaft, being in a coma and left with severe brain damage with serious long term health conditions. Offences were taken against 2 partners, who both pleaded guilty to several offences. In total a £96,000 fine was issued, in addition to the council's costs.

We are also currently investigating a serious workplace accident whereby a young employee was crushed by a reversing lorry, causing serious facial and upper body injuries. This also could result in formal action being taken against the company.

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 joint projects with other Berkshire Authorities on sunbed safety, legionella control in care homes, microbiological safety in swimming pools and equipment safety in catering premises. 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 **4.86 (FTE)** Full Time Equivalent. The FTE available for Health & Safety work is **approx 0.5 FTE**. During 2014/15 we were several Environmental Health Officer posts vacant for some time, equating **3.47 FTE filled posts, within the Food Safety Team**.

In addition during 2014/15 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.

The HSE 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.

This year staff have attended, among other things, Legal Training - Interviewing Skills for Enforcement Officer, Legionella Control, micro safety and infection control in pools, and laser safety within the beauty industry.

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.



The Health & Safety action plan for 2015/16, which outlines our planned work for the year is detailed in Appendix A

DRAFT

Appendix A - Health & Safety Action Plan 2015/16

| | |
|---|---|
| Directorate: CUSTOMER AND COMMUNITY SERVICES | Service Manager: Levine Whitham, Food & Safety Manager |
| Division: Enforcement & Regulatory Services Consumer Protection & Business Compliance | Budget: £25,000 |
| | Number of staff employed: 0.5 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 this work plan, which focuses on sensible health & safety regulation, based on risk. Implementation of 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> <p><u>Health</u> <u>'Improve local people's health and quality of life.'</u> Ensuring serious work related risks, such as legionella and asbestos are controlled, and taking action in our role as enforcing authority for health & safety issues where there are evident concerns</p> <p><u>Economy and Skills</u> <u>'Maintain growth and attract business in the town'.</u> A quality business is a safe business - providing support for local employers to manage risks sensibly.</p> <p><u>Regeneration & Environment</u> <u>'Encourage private sector investment'.</u> Provide reliable and quality regulatory advice for businesses to reduce the red tape and regulatory burdens for businesses based in the town</p> | |

| ACTION PLAN FOR 2013/14 | | | | | |
|--|--|---|---|--|--|
| Service Activity | Priority & 5YP Outcome & Statutory Requirement | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
| Primary Authority (PA) & Compliance Support | Economy and Skills Health 1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay 4. Slough will be one of the safest places in the Thames Valley 7. The Councils income and value of its assets will be maximised | Continue PA business growth in line with projected target 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 Improved standards within partners business, with less enforcement action taken by Enforcement authorities, Provide a suite of support options for all types of businesses in Slough, including SMEs to include <ul style="list-style-type: none"> • Primary Authority • Chargeable Advice • Buy with Confidence • Food Hygiene Rating Scheme • Catering for Health | Designated officers to work closely with Primary Authority businesses to: <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, along with annual action plans Document actions, decisions and time spent with the business on FLARE | Food & Safety Manager Trading Standards Manager All Food Safety & Trading Standards Officers | March 2016 Monthly Reports on hours and income generation Quarterly Review Yearly overview of individual company Action Plans |

| | | | | | |
|---|---|--|--|--------------|----------------------------------|
| | | Supporting the Councils Open for Business Strategy and the Corporate Business Growth plan | Provide support and guidance to new business start ups and existing SME's and where applicable chargeable advice. | | |
| Proactive Inspections | Health Economy and Skills 4. Slough will be one of the safest places in the Thames Valley (4.1) Statutory Requirement | Number of inspections 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 4.1 – Guidance to Local Authorities on Targeting Interventions Compliance with National Code for Local Authority Enforcement | All Officers | March 2016 Monthly review |
| Other Interventions and Projects | Health Economy and Skills 1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay (1.1) 4. Slough will be one of the safest places in the Thames Valley (4.1) | Number 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 4.1 – Guidance to Local Authorities on Targeting Interventions Compliance with National Code for Local Authority Enforcement Local projects based on national and local priorities and intelligence. Consider Health and Safety during all visits. Monitor MEC & MPMC to identify trends and local issues. | All officers | March 2016 Monthly review |

| | | | | | |
|--|---|---|--|--------------|--|
| | Statutory Requirement | Number of Matters of Evident Concern (MEC) or Matters of Potential Major Concern (MPMC) identified during other visits and dealt with. | Consider alternative interventions for poor performers/ major concerns. Liaison with Fire Officer where appropriate. | | |
| On-going investigations and prosecutions | Health Economy and Skills Statutory Requirement | Work in line with Enforcement policy, EMM, prosecutions template and internal procedures. 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 |
| Reactive investigations in response to intelligence or reported incidents | Health Economy and Skills 4. Slough will be one of the safest places in the Thames Valley (4.1) | % 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. | All officers | On going |
| Legionella Controls. Registration of Cooling Towers | Regeneration & Environment Health Economy and Skills Statutory Requirement | 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. | Ann Stewart | Ongoing Monthly review |

| | | | | | |
|--|---|--|--|--------------|------------------------------------|
| Promotion of Health & Safety | Health Economy and Skills 1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay (1.1) 4. Slough will be one of the safest places in the Thames Valley (4.1) | Promote the HSE website and sources of information, and links from SBC website. 1 newsletter per year Number of press releases | Direct enquiries to HSE website where possible. Provide H&S advice as an 'add on' during other interventions, i.e. food hygiene inspections. 100% <i>Promote and publicise the safety of slough, including for businesses in the town.</i> Increase awareness of health & safety issues via local press, the Council's website and the publication of Newsletter. Regular press releases for new Guidance, Legislative change <i>Provide business start up support,</i> H&S information pack for new business start-ups, supporting the councils Open for Business agenda. | All officers | March 2016 Quarterly review |
| Smoke Free – enforcement & advice | Health 4. Slough will be one of the safest places in the Thames Valley (4.1) Statutory Requirement | Number of premises assessed and given advice on smoke free compliance. Complaints & service requests deal within in line with customer service charter. | <i>Provide business start up support,</i> linking with planning as early as possible. Joint working with Trading standards, Planning, Neighbourhood enforcement tea, licensing and Thames Valley Police, to secure compliance. Where necessary take enforcement in line with councils business growth | All officer | Ongoing March 2016 |

| | | | | | |
|---|---|--|--|--------------|---------------------------|
| | | | agenda, giving <i>incubation periods</i> where suitable. | | |
| Asbestos – Duty to manage | Health Economy and Skills Regeneration & Environment 4. Slough will be one of the safest places in the Thames Valley (4.1) Statutory Requirement | Number of ASB5 (Licensed Works) Notifications assessed - 100% Number of Non-Licensed works assessed 100% Respond to enquiries about asbestos | Assessment of controls in place for minimizing risks from exposure to asbestos fibres. Receipt of notifications and inspect as necessary. Give accurate, easy to understand, advice. | All officers | Ongoing March 2016 |
| Private Water Supplies and Private Distribution Systems (for Water Services) | Health & Wellbeing 4. Slough will be one of the safest places in the Thames Valley (4.1) | Complete Risk Assessments for Private Water Suppliers and implement Action Plans to ensure safe water supplies Review PWS Sampling Programmes in line with statutory guidance. DWI return completed. Identify Private Distribution Systems and verify with Thames Water Authority. Risk Assess Private Distribution Systems and set up water sampling programme in line with statutory guidance. | Complete Risk Assessments and implement Action Plans for Private Water Suppliers Assessment of Private Water Supplies information and collation for return to the Drinking Water Inspectorate Confirm locations of Private Distribution Systems, verify, Risk Assess, implement Action Plans and set up sampling programme | Sarah Hill | March 2016 |

| | | | | | |
|-------------------------------------|--|---|---|----------------|---------|
| Slough Specific | Health & Wellbeing | | | | |
| Slough Safety Advisory Group | Economy and Skills | Attend SAG meetings. Take necessary follow-up action | Attend meetings and advise on H&S standards and requirements. Inspect and enforce for H&S where necessary | Levine Whitham | Ongoing |
| | Regeneration & Environment | | | | |
| Slough Working Well | 4. Slough will be one of the safest places in the Thames Valley (4.1) | Link to SWW work plan; supporting partnership with SBCP, Public Health Team, PCT, NHS, etc. Meets HSE intervention criterion. | Attend meetings and help facilitate work detailed in work plan. | Ginny de Haan | Ongoing |
| Thames Valley H&S Group | | Supports partnership with Private Sector businesses. Meetings attended. Meets HSE intervention criterion. | Attend meetings and advise on enforcement issues, changing H&S standards, legislative change, etc. | All Officers | Monthly |

This page is intentionally left blank

SLOUGH TRADING STANDARDS TEAM



Service Delivery Plan 2015/2016

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 & Careline**

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 – Last year the department dealt with **4666 enquiries** which equated to a **11%** increase in enquiries received on the year before.
- 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

Andrew Clooney, Trading Standards Manager (Trading Standards)

Tel: 01753 475111 or email: andrew.clooney@slough.gov.uk

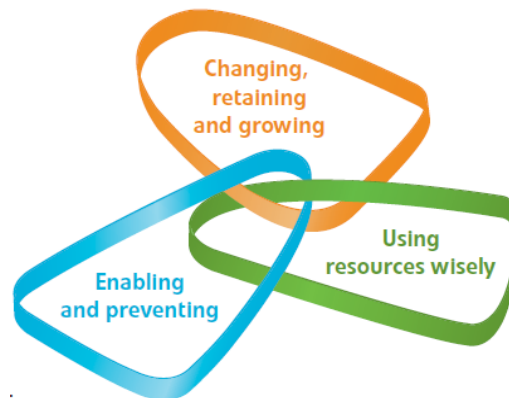
Address:

**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 performance last year and our plans for the year ahead.

Growing a place of opportunity and ambition



Our Vision

The Joint Wellbeing Strategy and the Council's 5 Year 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 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 5 year plan outcomes. More detail on the 5 year plan can be accessed at;

<http://www.slough.gov.uk/council/strategies-plans-and-policies/five-year-plan.aspx>

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 Action plan at the end of this service delivery plan shows how we are going to achieve this and

demonstrated the golden thread in how we directly link with the 5 year plan to achieve the councils wider outcome. The action plan should be read in conjunction with our Enforcement Policy.

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. However, firm action will be taken, including prosecution, where appropriate. The full Enforcement Policy can be accessed at;

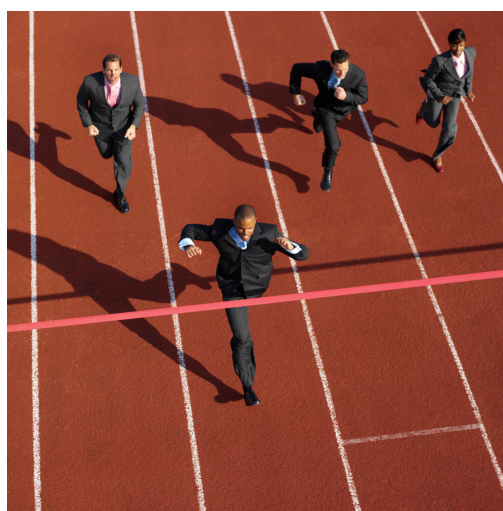
<http://www.slough.gov.uk/council/strategies-plans-and-policies/consumer-protection-and-business-compliance-enforcement-policy.aspx>

The service plan sets out the actions we are taking to enhance and improve health, safety and wellbeing in Slough, whilst ensuring a fair, safe and equitable trading environment.

How did we perform during 2014/15

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 following pages illustrate our performance and achievements over the last year.



Primary Authority Scheme



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.

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.

Since Slough Borough Council introduced Primary Authority partnerships in April 2011 we have already secured 43 successful PA partnership agreements. These services are uniquely provided by in house 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 2014/2015 we obtained cost recovery of circa £104,000 which was on budget. 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 we received 117 direct requests for advice from our PA portfolio of companies and a large number of other 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.

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. Maintaining and promoting the Primary Authority Scheme within Slough contributes to the councils overall aim of Slough being the premier location in the south east for businesses of all sizes to locate, start, grow, and stay.

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 – Last year 1234 cards were processed This figure is testament to the success of the Scheme. This work will be continued in 2015/16.
- **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. 3 traders had their premises license reviewed last year following sales of age restricted goods.
- **Testing purchasing** is essential and establishes whether local businesses are complying with the law and not selling restricted goods to children.

Under Age Sales Operations: Figures for 2014/2015

- **Tobacco** - attempted purchases = 24 - sales = 1
- **Alcohol** - attempted purchases = 18 - sales = 3
- **Fireworks** - attempted purchases = 9 - sales = 0



Total Sales = 4 from 51 attempted purchases.

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

In 2015/16 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 and other age restricted items. This work is hugely important in protecting children and restricting their access to unhealthy and dangerous products. The accessibility of such products to young children can manifest itself in numerous ways including early exposure to harmful products, early criminality and anti social behaviour.

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.

Trading Standards continues to explore ways of working with other agencies who work within the tobacco control field. We endeavoured to set up an East Berkshire Tobacco Alliance last year but due to various political reasons this was not possible. If an opportunity arises where we can work more closely with our neighbours we will endeavour to do so.

During 2014/2015, 9 premises were found in possession of illegal tobacco products.

Seizures of illegal cigarettes, hand rolling tobacco, chewing tobacco and tobacco shisha were made from these traders.



Five of these seizures were located with the assistance of Tobacco Detection Dogs; who were used by the department in two operations named Operation Henry (September 2014) and Operation Hector (March 2015). They uncovered substantial amounts of illicit tobacco, along with other counterfeit goods.

The Service also sent out 203 letters to all retailers advising them of the change to the Tobacco Display ban; which came into effect for smaller traders on 6th April 2015.

This illicit tobacco work alone has resulted in 3 written warnings, 1 simple caution and 2 prosecutions. The outstanding matters are still under investigation.

In the forthcoming year the Service, along with our partners in Environmental Health, intends to visit Shisha establishments in Slough, where intelligence suggests compliance with several laws may be an issue.

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.



During 2014/2015 training was provided in conjunction with the Illegal Money Lending Team (IMLT) to various establishments across the borough including 10 schools where students were offered training modules and a helpful cartoon video. Other agencies who received training included Children's Services, Family Support, Citizen's Advice staff, volunteers at Slough Food Bank and response Officers in Slough Police. 100% of attendees said they found the training useful.

A "Community Quiz" was organised which gave residents knowledge about loan sharks whilst having the opportunity to win a £50 shopping voucher. Where applicable residents were also signposted to a credit union. Flyers in taxi, community vehicles and Age Concern shops have been provided warning of the risks of dealing with load sharks.

As a result of all this work intelligence gathered was passed onto the Illegal Money Lending Team and 1 Investigation was instigated where a warrant was issued on an address in Slough on 11th March 2015 a male was arrested by TVP and interviewed by the Illegal Money Lending Team. This investigation is still ongoing.

Trading Standards ceased to conduct credit license checks from 1st April 2014 but advice on credit is still relevant and will continue to be offered to traders where relevant

Food Standards

Trading Standards carried out 100% of their high risk routine Food Standards Inspections in 2014/2015, in addition to other food standards enforcement visits.

- A total of 92 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:

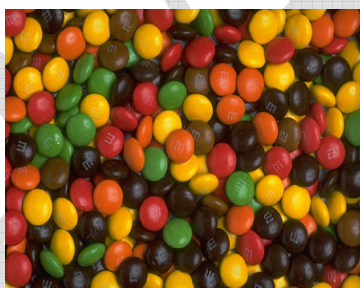
Imported Food - Total = 35

DNA - Total = 14

TSSE Burger Project – Total = 3 (DNA)

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.



New food legislation:

The Food Information Regulations came into force on 13th December 2015. Particular focus was given to new rules on allergens in food.

- We informed all catering establishments in Slough by writing to them and providing tables of the 14 known allergens and advice that they could use to ensure compliance with the regulations.
- Catering establishments in Slough included, takeaways, restaurants, importers, and mobile vans a total of 946 businesses received this information.
- We e-mailed the same advice to all schools in Slough via the "Gateway"
- We e-mailed all known nurseries in Slough

This advice will ensure that people suffering from a food allergy will find Slough a safe place in which to eat out.

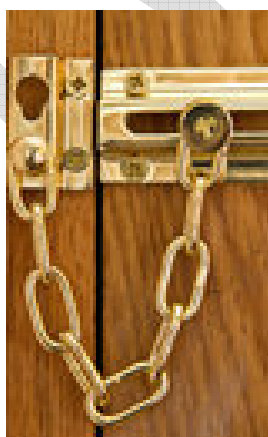
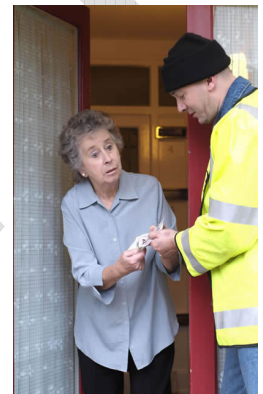
A separate Food Standards Plan has been produced for Trading Standards for 2015/16. **Targets for 2015/16 include:**

- Complete 100% high risk food inspections
- Complete 50% medium risk food inspections
- 100% of unrated food premises to be inspected.
- 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.
- The team carried out 9 Rapid Response Visits where contact with the Service suggested Rogue Traders being present within the borough and targeting residents.
- Trading Standards usually hear of the problem after it has happened and after the trader has left; usually leaving little trace of their whereabouts.
- The team works closely with Social Services Safeguarding Team; providing advice and guidance to vulnerable adults. 56 scams hub visits/cases were handled during 2014/2015 that were referred to the safeguarding team.



- A "Rogue Trader Day" was carried out in April 2014, with the assistance of Thames Valley Police and the Slough Borough Council Community Wardens. This resulted in 82 visits to householders who were having maintenance work on their property. The visits were carried out in partnership with Thames Valley Police and Community Wardens
- 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.
- As a result of the visits various levels of preventative advice was given out. Our colleagues from Thames Valley Police also apprehended 7 illegal workers of which 5 were arrested and detained.
- Further presentations to elderly and vulnerable groups were made this year to the "Older Peoples Forum" "Senior Tenants Association Group" and the YMCA "The Hang Out" in Chalvey.

Effectively dealing with rogue traders and preventing and detecting doorstep crime remains a high priority for 2015/2016, 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 2014/15, Slough Trading Standards participated in the schools lunch box survey at the;

- **Holy Family School, Langley High Street;** This survey involved joint working with the School Nutrition Network Team who carry out yearly surveys at nearly all Slough Primary Schools to collate data and provide feedback to schools as to whether children's school meals and packed lunches are balance and healthy.
- **Trader Packs and Newsletters** are also provided to local businesses, to give advice on compliance with the law.
- **Slough Trading Standards Website.** Provides a host of advice to both business and consumers on Trading Standards legislation and matters.

In 2015/2016 Trading Standards will be providing a range of educational services to both businesses and consumers.

Specifically, we will be encouraging both traders and consumers alike, to use our self help guidance sheets listed on our website. The promotion of our website as a first point of call is an important action as it will hopefully relieve the pressure on front line officers who would usually have to respond to enquiries which can be dealt with by simple signposting to our website.

We will be monitoring website footfall throughout the year to measure how many people are going to our website compared to the previous year. We aim to increase website footfall by 5% this year. This will be achieved by better communication and promotion of the website as well as signposting to our website in new and novel ways.

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
- Advice on avoiding counterfeit and unsafe toys in the lead up to Xmas.

- Advice of Scams and educating consumers of tell tale signs and how to avoid them.
- Naming and shaming of offenders along with results on legal cases
- A total of 11 press releases were issued in 2014/15.
- The department also gave interviews to local radio stations. This year interviews were given on BBC Radio Berkshire and gave advice on avoiding and being aware of illegal money lending techniques and scams.
- Over the Christmas period, we conducted a campaign called '12 days of Xmas' along with daily Tweets with top tips which were sent to ensure residents enjoyed a safe Christmas.

In the year ahead we aim to maintain a high media profile and use the media wherever possible to promote the work of the Service. We also aim to ensure we promote the work of the Service using social media in novel and new ways and in doing so hopefully promote the work of the service to an audience hitherto never reached.

Product Safety

The Trading Standards team enforces a wide variety of legislation from the EU and UK. These pieces of law affect all consumer [non-food] products. As well as generic safety laws there are also sector specific areas of product safety which include toys, plugs and sockets, electrical appliances and furniture.



Trading Standards are responsible for checks on non food items at the border points. In Slough we have 37 custom bonded warehouses which are subject to products safety controls and also the National Royal Mail distribution hub. This work is part of a National Trading Standards and TSSE project.

Highlights from 2014/2015 include:

- Advising multi national companies of their labelling of paint & cosmetic products;
- Conducting product recalls;
- Checks carried out at the border points has resulted in 427 items being stopped from entering the UK and EU with estimated retail value of £2500.
- Advising a national importer of carbon monoxide detectors on the serious risk they pose.
- Active participation on the National and Regional groups of which a member of the team is the chair of both.

Animal Health



Trading Standards carry out inspections for Animal Health, Animal 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.
- **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** was updated last year, and was necessary to be reviewed again due to several outbreaks of avian flu around the country and is compiled with regular liaison with our Emergency Planning team.
- **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.

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 2014/2015 Trading Standards seized 7537 alleged counterfeit goods which ranged from alcohol to cigarettes to high end photographic equipment and vehicle data software. The estimated retail value of the items concerned is £73,227.

Criminal investigations into these matters are ongoing.

Control of Explosives and Poisons

Fireworks



Trading Standards has a responsibility to licence retailers of fireworks. During 2014/15 the law changed, however we managed to get our licensees registered under the previous regime. These licences are renewed annually.



There are 20 businesses licensed to sell fireworks in the borough, two of which have an additional licence to sell fireworks all year round.

We also conducted underage test purchasing of fireworks and none of the businesses sold to our volunteers.

Poisons



Another responsibility of Trading Standards is to licence the retail sale of non-medicinal poisons. There are currently 14 businesses which are licensed as such.

Note: From 26th May 2015 the responsibility for poisons licensing moves to the Home Office. Our website will signpost any interested parties to the appropriate Home Office portal when these changes come about.

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.

- 54 visits were carried out ranging from spirit measures, traders weighing scales, checkweighers, packaged goods and 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'.



Last year we carried out 2 operations alongside Thames Valley Police where we checked a variety of vehicles. Encouragingly no overloaded vehicles were intercepted.

Buy with Confidence

Following the decision taken by other local authorities to enter into a partnership with a large commercial assured trader scheme, we are conducting a review of our Buy With Confidence scheme here in Slough to determine if there are benefits to our loyal members and local residents in the model the other Local Authorities have adopted.

No decisions have yet been taken as to whether we will enter into a similar sort of arrangement with another provider but we will keep our members informed throughout.

As such, the Buy with Confidence Scheme was effectively suspended throughout the duration of the 2014/2015 year. As a result, only 1 new member was signed up to the scheme.

Additional Targeted Project Work

- **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. 56 Scams Hub Visits were tasked to us last year, including 6 priority referrals which indicated that the victims were very vulnerable.
- **DoH Tobacco visits.** The Department of Health funded a test purchasing project which targeted smaller retailers of tobacco to monitor their compliance with the law. The work received funding for each test purchase attempted and required the officers to gather intelligence during each visit regarding signage, staff awareness etc. in total we visited 24 premises and unfortunately got 1 sale.
- **Food Traceability Project** – this project was carried out, in conjunction with the NTSB. It focussed on the traceability of 'sale or return' food stuffs; i.e. out of date food taken back from retailers and disposed of by suppliers.
 - The aim was to find out how much waste food is currently being recycled back into the food chain, by being used to produce animal feed.
 - 80 x local businesses were approached, the majority of them face to face visits.
 - The information provided by the retailers identified 62 x suppliers operating Sale or Return arrangements in the borough.
 - The project concluded that for food being picked up from traders in Slough, only 4% was being used for animal feed; with 83% still being disposed of to landfill.

Complaints and Enquiries

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

- Complaints and enquiries during 2013-14, received via CitA totalled 4153. Last year we received 4666 (630 referrals & 4036 notifications) accounting for a 11% increase in enquiries.
- Complaints requiring action in 2013/2014 totalled 446. Last year complaints requiring action reduced again to 413, a reduction of 8.5% on the previous year.
- We have also received a total of 651 enquiries for companies for whom we act as Primary Authority (PA).



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 2014/2015 customer satisfaction levels have remained at an impressive 100%.
 - We also achieved 100% satisfaction with our businesses contacts
- 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 8 staff; 3 of which are part time staff (effectively 6.5 FTE's). The overall cost of the service for 2014/15 was £291,098

The allocated budget for 2015/2016 is 210,660

We aim to increase the commercialisation of the service to maximise our cost recovery activities and further offset the cost of service delivery whilst maintaining resilience and our ability to delivery our core statutory work

Staff Development

The 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 Regulators Code requires that the Councils Regulatory Services 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.

Looking to the future and the challenges ahead

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

- **Consumer Rights Directive**, which comes into force on 25th March 2014 which include major changes to legislation in the areas of cancellation rights, distance selling, digital media and consumer rights.

The trading standards service plan for 2015/2016, 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 2014/15

| Date of hearing | Offence | Fine/sentence | Costs | Additional Penalty |
|------------------------|---|-----------------------------|----------------|--------------------------------|
| 03/04/14 | Out of date food | Written Warning | N/A | N/A |
| 08/04/14 | Under age sale of fireworks | Written Warning (x2) | N/A | N/A |
| 15/05/14 | Under age sale of fireworks | Simple Caution | N/A | N/A |
| 30/06/14 | Illegal tobacco – no English health warnings + no pictorial warnings | Written Warning | N/A | N/A |
| 14/10/14 | Illegal tobacco – no English health warnings + no pictorial warnings | Conditional Discharge | N/A | Licence Revocation on 02/09/14 |
| 16/10/14 | Beef mince contaminated with lamb and chicken meat – not as described | Written Warning | N/A | N/A |
| 20/10/14 | Illegal tobacco – no English health warnings + no pictorial warnings | Written Warning | N/A | N/A |
| 22/01/15 | Illegal tobacco – no English health warnings + no pictorial warnings | Not Guilty | N/A | Licence Revocation on 15/10/14 |
| 24/02/15 | Illegal tobacco – no English health warnings + no pictorial warnings | Written Warning | N/A | N/A |
| 26/02/15 | Illegal tobacco – no English health warnings + no pictorial warnings | Simple Caution | N/A | N/A |
| 02/03/15 | Illegal tobacco – no English health warnings + no pictorial warnings | Written Warning | N/A | N/A |
| 26/03/15 | Illegal tobacco – no English health warnings + no pictorial warnings | £1200.00 fine (2 x charges) | £600 | £120 victim surcharge |
| | TOTAL | £1200.00 | £600.00 | |

Appendix B - Trading Standards Action Plan 2015/2016

| | |
|--|--|
| Directorate: CUSTOMER AND COMMUNITY SERVICES | |
| Division: Enforcement & Regulatory Services Consumer Protection & Business Compliance | Budget: £210660 |
| | Number of staff employed: 7.0 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. | |

DRAFT

| Service Activity | Priority & 5 YP Outcome & Statutory Requirement | Targets and anticipated Outcomes | Key Actions | Responsible Officer | Completion Date |
|--|---|---|--|--|--|
| Primary Authority (PA) & Compliance Support | Economy and Skills Health 1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay. 3.8 'Slough the place of innovation'. 4. Slough will be one of the safest places in the Thames Valley 7. The Councils income and value of its assets will be maximised | Continue PA business growth in line with projected target 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 Improved standards within partners business, with less enforcement action taken by Enforcement authorities, Provide a suite of support options for all types of businesses in Slough, including SMEs to include <ul style="list-style-type: none"> • Primary Authority • Chargeable Advice • Assured Trader Schemes | Designated officers to work closely with Primary Authority businesses to: <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, along with annual action plans Document actions, decisions and time spent with the business on FLARE Provide support and guidance to new business start ups and existing SME's and where applicable chargeable advice. Cooperate in SBC Business Engagement | Food & Safety Manager Trading Standards Manager All Food Safety & Trading Standards Officers PA Virtual Management Team | March 2016 Monthly Reports on hours and income generation Quarterly Review Yearly overview of individual company Action Plans |

| | | | | | |
|-----------------------------------|---|--|--|---|---|
| | | | <p>Strategy</p> <p>Support the Open for Business programme</p> <p>Engage with Economic Development Officer</p> <p>Participate in annual Economic Growth conference.</p> <p>Promote and brand Slough as <i>“the Smart City of the Future” – home of innovation and enterprise</i></p> | | |
| Food Standards Inspections | <p>Health</p> <p>Economy and Skills</p> <p>1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay</p> <p>3. The centre of Slough will be vibrant, providing business, living and cultural opportunities</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> <p>Statutory Requirement</p> | <p>Target: 100% of high risk businesses 50% of Medium Risk Premises to be inspected. To be monitored monthly</p> <p>Complaints and service requests dealt with in line with Customer Service Charter and Pledge</p> <p>Focused interventions and sector specific projects on high risk premises or where local intelligence suggests necessary</p> <p>Target: 100% of unrated premises to be inspected and rated.</p> <p>Participation in national/regional sampling programmes including:</p> <ul style="list-style-type: none"> - Imported Food - 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>Inspections based on risk;</p> <ul style="list-style-type: none"> - 100% inspection of A, B and all other non complaint food businesses - 100% inspection of approved premises - Identified poor performing food businesses targeted with appropriate interventions <p>To tackle Food Fraud</p> <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>TS Manager</p> <p>Angela Satterly</p> <p>All Food qualified officers</p> | <p>Ongoing until March 2016</p> <p>Monthly and Quarterly review</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</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>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>Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe</p> | | |
|--|--|--|--|--|--|

| | | | | | |
|--|---|---|--|---|--|
| <p>Reactive Investigations, response to intelligence from other areas of work, Consumer Complaints & response to service requests</p> | <p>Health</p> <p>Economy and Skills</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> <p>Statutory Requirement</p> | <p>Work in line with Enforcement policy, prosecution template and internal procedures. Outcome from QA - in line with procedures</p> <p>Target: 100% of service requests responded to within 5 days</p> <p>Target: 100% of Infringement reports to be reviewed by Team Leader/Manager at ½ way to statutory time limit</p> | <p>Take a minimum tolerance approach to serious incidents, whilst managing customer expectations in line with Customer Charter, Enforcement Policy and Regulators Code.</p> <p>Full range of enforcement options used, as appropriate in line with the enforcement policy</p> <p>Explore the potential to use conditional cautions in cases where consumer detriment is established or where compulsory training is available to remedy the non compliance.</p> | <p>TS Manager/Angela Satterly</p> <p>All officers</p> | <p>Ongoing until March 2016</p> <p>Assess during 1:1 meetings and Case Reviews</p> |
| <p>Assured Trader Scheme</p> | <p>Health</p> <p>Economy and Skills</p> <p>3. The centre of Slough will be vibrant, providing business, living and cultural opportunities.</p> <p>3.8 ‘Slough the place of innovation’.</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> <p>5. More people will take responsibility & manage their own health, care and</p> | <p>Seek out opportunity to partner with recognised and reputable assured trader scheme providers</p> <p>Target: Meet with and discuss potential partnership with at least 2 commercial trader scheme providers.</p> <p>Target: Contract(s) to be signed with an Assured Trader Scheme Provider if arrangement is deemed to be mutually beneficial.</p> <p>Target: Primary Authority agreement with any provider explored.</p> <p>Favourable feedback from Businesses % Customer satisfaction will be sustained</p> | <p>Continue to explore opportunities for partnership through TSSE</p> <p>Publicise the scheme locally at least once a year using relevant communications routes</p> <p>Ensure cost recovery base for any potential scheme and resources are available to support scheme administration/support.</p> <p>Explore potential of developing a PA agreement with any prospective assured Trader scheme provider.</p> <p>To share intelligence and best practice with external agencies and other partners.</p> | <p>TS Manager/Angela Satterly</p> | <p>March 2016</p> <p>Monthly review</p> |

| | | | | | |
|--|---|---|--|--|---|
| | <p>support</p> <p>Statutory Requirement</p> | <p>Improved customer awareness of the Schemes, and better informed choices when seeking the services of reputable trades people/services.</p> | <p>Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics.</p> <p>Promote and brand Slough as “<i>the Smart City of the Future</i>” – <i>home of innovation and enterprise</i></p> <p><i>Added Value</i></p> <ul style="list-style-type: none"> - work to support % increase in Broadly Compliant trading - Support compliant businesses. - Peer pressure to improve standards of trading across the board as service standards rise in line with competitive advantage. | | |
| <p>Product Safety & Counterfeit Goods</p> | <p>Health</p> <p>Economy and Skills</p> <p>1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay</p> <p>3. The centre of Slough will be vibrant, providing business, living and cultural opportunities</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> | <p>Ongoing participation in the national “Ports project” and taking samples of suspicious products.</p> <p>Target: Current detection rate within Ports Project of 96 for 2014/2015 detections, will be maintained or increased.</p> <p>Target: All Incidents of Counterfeit Goods being sold within Slough, or having an effect on legitimate traders in Slough will be investigated in accordance with Enforcement Policy</p> <p>Diminished potential for harmful accidents because unsafe products have been prevented from reaching the marketplace.</p> | <p>To ensure that products which may pose a risk to consumers are prevented from entering the market place.</p> <p>Maintain detection rates within scope of National ports /ERTS Project</p> <p>Ongoing visits to ERTS distribution centres in Slough.</p> <p>Support PA companies and other legitimate trade within the council.</p> <p>Relevant enforcement action taken if necessary.</p> <p>To share intelligence and best practice with external agencies and other partners.</p> <p>Collaborative working with TSSE regional</p> | <p>Russell Clarke/Peter Adshead</p> <p>All officers to support</p> | <p>March 2016</p> <p>Quarterly review</p> |

| | | | | | |
|------------------------|--|--|---|--|---|
| | | <p>Enhanced public confidence that goods available for purchase can be relied upon to meet approved standards of safety.</p> <p>Reduction in harmful accidents to consumers through less availability of unsafe and dangerous products.</p> <p>Better functioning of market mechanisms through better-informed consumers.</p> | <p>focus groups and other partners and sharing data to build regional and national statistics.</p> | | |
| Under Age Sales | <p>Health</p> <p>Economy and Skills</p> <p>5. More people will take responsibility & manage their own health, care & Support needs</p> <p>6. Children & young people in Slough will be healthy, resilient & have positive life chances</p> <p>6.3 Develop preventative approaches to ensure that vulnerable people become more able to support themselves</p> | <p>Target: 40 UAS Test Purchase attempts across profile disciplines</p> <p>Reduction in incidence of under-age young people purchasing alcohol, tobacco, fireworks and other dangerous and health-damaging items.</p> <p>Increase in retailers' compliance rates regarding the display of warning notices about tobacco and alcohol sales.</p> <p>Alleviation of pressures on hospital A&E departments through reduction in excess alcohol cases among under 18 year olds.</p> <p>Improved health and wellbeing for young people through reduced access to potentially harmful products.</p> <p>Reduced pressure on health services from long-term effects of smoking and alcohol consumption.</p> <p>Enhanced confidence among parents</p> | <p>At least 3 Under Age Sales Operations throughout the year.</p> <p>Operations to cover priority risk areas of Alcohol, tobacco and fireworks, but not exclusive of other age related products if necessary or intelligence illustrates a issue.</p> <p>Liaise and work with partners such as the Police, Licensing and Community Safety, SBC young Commissioners/Inspectors etc to work together in partnership to tackle problem areas.</p> <p>Have an intelligence lead approach to inspections/operations.</p> <p>Explore opportunity for non compliant traders to be 'trained' on age related issues, as an addendum to any enforcement action where appropriate.</p> <p>Continue to deliver the National drug and alcohol strategy at a local level to prevent</p> | <p>Russell Clarke</p> <p>Lina Johnson</p> <p>All officers to support</p> | <p>March 2016</p> <p>Quarterly Review</p> |

| | | | | | |
|--|---|---|--|---|------------------------------------|
| | | <p>and others in positions of responsibility (e.g. teachers), that those from who they are responsible cannot easily obtain health-damaging products. A 'level playing field' for legitimate businesses selling age-restricted items.</p> <p>Target: Issue over 1000+ citizen cards to Slough school children.</p> <p>Ensure children and young people are emotionally and physically healthy.</p> | <p>individuals engaging in illicit and harmful drug use and support individuals to become drug and alcohol free.</p> <p>Issue of free Proof of age cards in support of Safer Slough Partnership activities(funded by Safer Slough Partnership)</p> <p>To share intelligence and best practice with external agencies and other partners.</p> <p>Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics.</p> | | |
| Tobacco Control / Tobacco Alliance work | <p>Health</p> <p>5. More people will take responsibility & manage their own health, care & Support needs</p> <p>6. Children & young people in Slough will be healthy, resilient & have positive life chances</p> | <p>To carry out a project into the compliance of retailers with the new Advertising Display Regulations.</p> <p>Target: Carry out at least 20 tobacco display regulations visits</p> <p>Target: To carry out 2 illicit tobacco enforcement days along with sniffer dogs and or other partner agency including Police, HMRC, Licensing, NET Team, Border Agency etc.</p> <p>To work in collaboration with our Environmental health colleagues on enforcement of legislation around Shisha Cafes</p> <p>Target: Carry out a Joint Agency visit</p> | <p>Joint interventions to promote tobacco awareness and close working with the Smoking Cessation provider and other partners.</p> <p>Build upon links with Licensing and Food & Safety Teams to deliver joint initiatives on Shisha and illicit tobacco sales and explore the proportionality of reviewing licenses where appropriate.</p> <p>Involve partners such as HMRC and Thames Valley Police on shisha operations.</p> <p>Continue to contribute to the National drug and alcohol strategy at a local level to prevent individuals engaging in illicit and harmful drug use and support individuals to become drug and alcohol</p> | Dean Cooke All Officers to support | March 2016 Quarterly review |

| | | | | | |
|---|--|--|---|---|---|
| | | <p>of at least 1 Shisha Premises along with colleagues from Environmental Health and Licensing and TVP</p> <p>Evaluate the number of shisha establishments in Slough and the compliance of such outlets with Trading Standards legislation</p> | <p>free.</p> <p>To share intelligence and best practice with external agencies and other partners.</p> <p>Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics.</p> | | |
| <p>Animal Health - Contingency Plans and Inspect horse/livestock dealers to bring into compliance.</p> | <p>Health</p> <p>Economy and Skills</p> <p>1. Slough will be the premier location in the South East for businesses of all sizes to locate, start, grow and stay</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> <p>Statutory Requirement</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>Enhanced public confidence in standards of animal health and welfare and in the provenance and quality of meat products.</p> <p>A healthier and better cared for livestock.</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>To share intelligence and best practice with external agencies and other partners.</p> <p>Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics.</p> | <p>Dean Cooke</p> <p>Dean Cooke & City of London AH officers.</p> <p>Dean Cooke & Sally Dunford (RBWM)</p> <p>All Officers to support</p> | <p>March 2016</p> <p>Quarterly review</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 recommended trader scheme.</p> <p>Protection for the Elderly and Vulnerable</p> <p>Improving awareness of consumer protection scams/ risks.</p> | <p>Health</p> <p>Economy and Skills</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> <p>Statutory Requirement</p> | <p>To protect elderly/vulnerable Residents from doorstep crime.</p> <p>Target: To participate in national Rogue Trader Day/Operation Liberal.</p> <p>Target: To maintain and appropriately resource Rogue Trader Rapid Response Unit/Team.</p> <p>To organise, where appropriate, educational presentations to vulnerable adult groups on the dangers of doorstep crime.</p> <p>Provide publicity to raise awareness of developing consumer issues (including scams).</p> <p>Increase in the level of reporting of cold callers/rogue traders to Trading Standards.</p> <p>Increase in the proportion of residents in an area indicating 'feeling safer' following operations, publicity, profile and advice/access to advice/ referrals to Safeguarding/Adults Social Care</p> <p>Target: Continue to participate in the Scams Hub campaign and visit those victims of scams and support them through council interface.</p> <p>Target: Codes will be set up on Flare to record referrals to Adult Social care/Safeguarding, Telephone Preference Service and Mail</p> | <p>To support relative initiatives with other enforcement agencies, TSSE & NTS.</p> <p>To deliver a strong enforcement message to potential perpetrators with robust enforcement action.</p> <p>To share intelligence and best practice with external agencies and other partners.</p> <p>Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics.</p> | <p>TS Manager</p> <p>Jaspal Singh</p> <p>Angela Satterly</p> <p>All Officers to support</p> | <p>March 2016</p> <p>Quarterly review</p> |
|--|---|---|--|---|---|

| | | | | | |
|--|--|---|---|--|---|
| | | <p>Preference Service.</p> <p>Target: At least 10 referrals (cumulatively) per annum to ASC/Safeguarding.</p> <p>Target: Set up monitoring protocol with ASC/Safeguarding to review all Trading Standards referrals.</p> <p>Target: Maintain training and competence of all TS officers in all Safeguarding related areas.</p> <p>To raise public awareness of doorstep crime and provide reassurance thereby reducing the fear of crime.</p> | | | |
| <p>Intelligence lead and Risk Based working</p> | <p>Economy and Skills</p> <p>The council will be a leading digital transformation Organisation</p> | <p>Target: Set up 2 training sessions with TSSE Regional Intelligence Analyst.</p> <p>Target: Train staff members to be IDB Super users.</p> <p>TS Manager to maintain membership of Regional Tasking Group Team.</p> <p>Target: IDB input to rise by 100% and to be mandatory for all counterfeit, illicit tobacco, NPS, Rogue Trader</p> | <p>Improve Intelligence working model.</p> <p>Maintain and support Collaborative working across the TSSE region</p> <p>To share intelligence and best practice with external agencies and other partners.</p> <p>Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics.</p> | <p>TS Manager</p> <p>Dean Cooke</p> <p>All Officers to support</p> | <p>March 2016</p> <p>Quarterly review</p> |

| | | | | | |
|---|---|---|---|--|---|
| | | <p>and car clocking cases.</p> <p>Maintain member presence on all appropriate focus groups.</p> <p>The promotion of a better enabled evidence and intelligence based model will better assist the service in demonstrating particular needs and will better support the request for external funding, bids or grants.</p> | | | |
| <p>Promotion of Trading Standards issues and involvement in joint projects with other partners. Profiling the work of the service</p> <p>Becoming an enabling authority</p> <p>Review customer facing activity</p> | <p>Economy and Skills</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> <p>8. The council will be a leading digital transformation Organisation</p> <p>8.2 Streamline customer journeys to deliver savings</p> <p>3.8 'Slough the place of innovation'.</p> | <p>Target: 10 Press releases to be issued and accompany all prosecutions and initiatives.</p> <p>Target: Increase website footfall on the http://www.slough.gov.uk/business/trading-standards/ website by 5%</p> <p>Increase awareness of Trading Standards issues via local press, the Council's website, social media and the publication of Newsletters</p> | <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Lean review all customer facing processes</p> <p>Identify overlaps and cost saving and non value adding activity between front and back office interface</p> <p>Explore novel ways of using social media to profile work of the service.</p> <p><i>Added Value:</i> <i>Improve awareness and compliance of Trading Standards issues</i></p> <p>Promote and brand Slough as "<i>the Smart City of the Future</i>" – home of innovation and enterprise</p> | <p>TS Manager</p> <p>All Officers to support</p> | <p>March 2015</p> <p>Quarterly review</p> |

| | | | | | |
|--|--|---|---|--|---|
| <p>Road Traffic checks & Weights and Measures</p> | <p>Health & Wellbeing</p> <p>Economy & Skills</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> | <p>Target: 2 enforcement days working alongside Thames Valley Police and/or other partners to be conducted during the year.</p> <p>Target: Testing and monitoring the accuracy of local weighbridges to ensure that vehicles are being weighed accurately and the staff and verifiers who use those weighbridges are competent.</p> <p>Positive effects on competitiveness, especially for small businesses, as fraudulent competition through misleading weights and measures is removed from the market.</p> | <p>Working in partnership with Thames Valley Police based upon local evidence to tackle the number of over weight vehicles.</p> <p>Work with National Measurement Office to conduct verifier checks in accordance with National Project Brief</p> | <p>Peter Adshead / Lina Johnson</p> | <p>March 2016</p> <p>Quarterly review</p> |
| <p>E-Crime Investigations</p> | <p>Health and Wellbeing</p> <p>Economy and Skills</p> <p>4. Slough will be one of the safest places in the Thames Valley</p> <p>8. The council will be a leading digital transformation organisation</p> | <p>Target: Evaluate the resources required to set up covert Surveillance accounts and if achievable, proportionate and necessary, set up and manage these accounts in order to capture extent of criminality on social media sites supplying counterfeit, illicit and unsafe goods within Slough and trading of such goods from Slough.</p> <p>Enhanced alertness among consumers to the risks associating with shopping on-line and of awareness of the key obligations on traders in this environment which offer protection. Better functioning of on-line markets.</p> <p>Ensure a fair safe and equitable trading</p> | <p>Officers to be trained on the process and scope of E-Crime investigations.</p> <p>Officers to be trained and be competent in the use of surveillance techniques to be used within E-Crime investigations and potential repercussions for RIPA and the Human Rights Act and Criminal Procedures and Investigations Act.</p> <p>Resource such operations and training adequately to maintain proficiency and competency.</p> <p>Coordinate and manage intelligence gathered and ensure such intelligence is entered onto appropriate Intel databases, portals and 5*5*5's.</p> | <p>TS Manager</p> <p>Peter Adshead</p> | <p>Ongoing</p> |

| | | | | | |
|--|---|--|--|---|------------------------------------|
| | | environment for local business's and that business's contemplating locating in Slough. | | | |
| Employment of Apprentice and NVQ | Economy and Skills 1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay. | Target: If resources allow, 1 Apprentice and 1 NVQ person will work within Trading Standards during the financial year Target: Manage, monitor and support new Senior Business Support Officer (SBSO). Target: Survey Businesses & Customer satisfaction rates. Target: Amend balance score card to better fit outcomes which are measured within 5YP/Service Plan Support staff in compliance team to ensure they can carry out administration and support function which will ultimately add value to the Service.. Enable partners to support residents to develop skills to meet local employers' needs | Increase apprenticeships and traineeships Support staff under compliance team leader, including induction of SBSO. Set up new systems to ensure SBSO supports TS in its business function. Ensure SBSO and compliance team are competent to interrogate all integral databases used by TS particularly to facilitate Service planning, monthly reports, Cipfa, LAEMS returns etc. | TS Manager Angela Satterley Russell Clark | |
| Lettings and Property Management Redress Scheme | Health Economy and Skills 2. There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough | Target: Calculate amount of Letting agents and Property Management Agents within SBC Target: Carry out a project of defined scope, along with SBC Housing and other relevant agencies into compliance with the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme | Liaise and meet with SBC housing on best approach. Take enforcement action where necessary. Benchmark with other authorities who have carried out similar work, (Reading, LB Newark etc) Impose where appropriate, a fine of up to | Lina Johnson | March 2016 Quarterly review |

| | | | | |
|--|--|---|--|--|
| | | <p>etc)(England) Order 2014</p> <p>Target: monitor compliance with those business's we have interface with on their compliance with the Chapter 3, part 3 of the Consumer Rights Act 2015 (the Chapter) which imposes a duty on letting agents in England and Wales to publicise a list of their relevant fees. In England lettings agents are also required to publicise statements regarding their membership of redress and client money protection schemes.</p> <p>Tenants and landlords with agents in the private rented sector and leaseholders and freeholders dealing with property managers in the residential sector will be able to complain to an independent person about the service they have received.</p> <p>Ultimately the requirement to belong to a redress scheme will help weed out bad agents and property managers and drive up standards.</p> <p>Empowering consumers to make informed choices.</p> | <p>£5,000 where an agent or property manager who should have joined a scheme has not done so.</p> <p>To share intelligence and best practice with external agencies and other partners.</p> <p>Collaborative working with TSSE regional focus groups and member LA's as well as other partners and facilitate sharing of data.</p> | |
|--|--|---|--|--|

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2015

CONTACT OFFICER: Roger Parkin
(For all enquiries) Strategic Director Customer & Community Services
 (01753) 875207

WARD(S): All

PORTFOLIO: Community and Leisure – Councillor Carter

PART I
KEY DECISION

LEISURE STRATEGY – ARBOUR PARK COMMUNITY SPORTS FACILITY

1 Purpose of Report

- 1.1 This report updates members on progress made towards the delivery of the Arbour Park Community Sports Facility (CSF) a key project within the Council's wider leisure strategy capital development programme. It summarises the latest concept proposals, clarifies sources of funding and suggests how this can be achieved to maximise commercial viability.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

1. That the phased approach as set out in sections 4f and 5.7 of this report be agreed as the preferred capital scheme working in partnership with the Slough Regeneration Partnership (SRP) for the development of the CSF.
2. That a follow up report be presented to Cabinet that will provide options and timescales to deliver Phase 2.
3. That the Basic Need allocation agreed by Cabinet in March 2015 for the St Joseph's School improvements be increased up to £2 million.
4. That the following works commence immediately and these works be funded through the Basic Need budget as detailed in section 5.8 if income is not received from the Education Funding Agency as expected:
 - a. refurbishment of the Orchard Community Centre to relocate the Creative Academy, and
 - b. creation of a new grass pitch for St Joseph's to comply with Class Consent conditions.
5. That the Strategic Director, Customer & Community Services be authorised to implement the next steps as set out in this report as a matter of urgency to meet key deadlines for the whole site development.
6. That a 'short life' task and finish group is established with the specific aim of delivering reduced costs through improved design and a better understanding of buildability. This group will include Councillors, SRP representatives as well as SBC officers.

7. That the development of the CSF be recommended for approval by Full Council on 21st July 2015

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

3a Slough Joint Wellbeing Strategy Priorities

All the actions within the Leisure Strategy will contribute towards achieving the overarching vision of the Slough Joint Wellbeing Strategy and will make significant contributions specifically to the health, wellbeing and safer Slough themes.

- **Health and Wellbeing.** Cabinet in July 2014 approved a strategy for leisure, with the overarching aim to "enhance the health and wellbeing of Slough residents by ensuring leisure activity is adopted as a habit for life for all – more people, more active, more often". The causal link between physical activity and overall health indicators is clear, particularly for obesity and heart disease, which are high priorities for Slough.
- **Safer Slough.** The opportunity to participate in shared leisure activities makes a positive contribution to community cohesion and interaction for all members of the varied and diverse community in Slough.
- **Regeneration and environment.** Leisure facilities contribute to the quality of the environment of the town. They provide opportunities to regenerate specific sites and local communities.

Cross-Cutting themes:

Good leisure facilities can improve the image of the town, making Slough a destination for sport and physical activity for local residents who will take a pride in the promotion of their use.

The leisure strategy and improved leisure facilities contribute towards addressing key priorities as set out in the JSNA including childhood obesity, positive activities for young people and cardio vascular disease.

3b Five Year Plan Outcomes

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay – good quality, accessible leisure facilities are attractive to employers to ensure a healthy workforce which is imperative for a businesses success.
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough – the future development of leisure facilities on chosen sites in the town will compliment planned housing developments and assist the organisational aim of maximising the value of assets.
- Slough will be one of the safest places in the Thames Valley – leisure activity can be used as a diversionary activity for young people who could be at risk of anti-social behaviour.
- More people will take responsibility and manage their own health, care and support needs – accessible leisure opportunities in the right location will enhance the health and wellbeing of all individuals living in Slough.
- Children and young people in Slough will be healthy, resilient and have positive life chances – improved leisure facilities will provide children and young people with wider opportunities for participation in sport and physical activity which results in greater physical and mental wellbeing. The proximity of the CSF to two

secondary schools will maximise use and allow the Council to realise corporate aims.

- The Council's income and the value of its assets will be maximised through capital development and improvements to its leisure facilities.

4 **Other Implications**

(a) Financial

- I. Within the current Medium Term Financial Strategy (MTFS) capital programme funding of £813K has been allocated for the preliminary works towards the development of the Arbour Park programme. There is currently no other budget for this scheme in the capital programme. A breakdown of the project costs, including information on the estimated net revenue operating costs are included in appendix 1. The costs provided in this report are based on high level indicative cost plan information provided by the SRP. These costs are inclusive of SRP consultancy, legal fees and internal Council costs.
- II. The impact of approving the expenditure on this scheme will be a compensatory loss in investment returns. Average returns have been in excess of 1%. On a proposed scheme of £8m, there would be a loss of circa £80-160k of revenue investment income, unless this can be funded by capital receipts which are over and above that assumed within the capital strategy 2015-20.
- III. There are also ongoing, indicative revenue costs of this scheme of approximately £80k.
- IV. Anticipated income from the EFA has been earmarked for improvement works to St Joseph's Catholic High School. This was agreed by Cabinet on 9th March 2015 and it was also agreed that any shortfall in funding, up to £1m, would be funded from Basic Need income to complete the work required for St Joseph's. Current costings indicate that it may be necessary to increase the contribution from Basic Need up to £2m for these works.
- V. Refurbishment works to the Orchard Community Centre will be funded through income from the EFA. Formal confirmation of funding is not anticipated until mid-July, however due to the urgency for this work to commence it is recommended that Basic Need income be used to commission the works until the EFA income is received.
- VI. By approving this scheme there will be a revenue cost to the Council which will need to be funded through a growth bid going forward, or a review of the operating costs / further income opportunities to ensure that the scheme is affordable within the Council's revenue budget at a time of declining financial resources.

(b) Risk Management

| Risk | Mitigating action | Opportunities |
|--|-----------------------------|----------------------|
| Legal – Onerous conditions contained in funding agreements with the Department | Legal advice on obligations | |

| | | |
|---|--|--|
| for Education for the Free School developments on Arbour Vale and Castleview | | |
| Property – The CSF could place additional revenue pressure on the Council at a time when it is seeking to reduce corporate property costs | Undertake robust business planning to identify capital and revenue implications along with potential guaranteed income streams | The new facility will contribute to more people being physically active a, which is a key priority for the Council. |
| Planning – Planning conditions not met Significant changes to the design may require a new planning application | Project manager to ensure compliance Early discussion with Planners. Ensure changes do not trigger new application. | |
| Human Rights | None | |
| Health and Safety | Fully addressed for new facilities as they are developed | |
| Employment Issues | None | |
| Equalities Issues – the new facilities fail to meet the needs of all | A broad community programme is available to all | Improved access to quality facilities will contribute to increasing levels of activity by Slough residents |
| Community Support – Objections to development plans | Communications strategy in place | |
| Communications – The proposed developments receive adverse publicity | Reactive, joint approach from all partners including the school(s) | Previous consultation has confirmed positive views on improved sports facilities at Arbour Vale |
| Community Safety | None | |
| Financial – The agreement with the EFA does not proceed (i.e. funding for St Joseph's works) | The Council will fund the scheme. | |
| Financial (capital) – Costs become inflated and the schemes are unaffordable | Present cost effective option and identify contingency | Look at other funding opportunities. Use SRP as a delivery mechanism. This reduces the procurement period and associated construction inflation. |
| Financial (revenue) – CSF operates at a significant loss | Identify the operating model that places the least additional pressure on revenue budgets | Transfer responsibility for the management of the CSF onto a third party to alleviate risk . Develop sponsorship strategy. |

| | | |
|--|--|--|
| Timetable for delivery – Key deadlines are not met | Project management in place and slippage reported early | |
| Cost overruns | The building contract will be let on the basis of fixed costs | Opportunities for value management if required. |
| Project Capacity – Adequate resources are not in place | Allocate sufficient resources to the management of the programme | Utilise SRP to augment in-house expertise and ensure the project is delivered on time. |

(c) Human Rights Act and Other Legal Implications

There are no Human Rights implications in regard to this report.

(d) Equalities Impact Assessment

A full EIA will be completed for the proposed capital scheme once the scope has been agreed.

(e) Workforce

The delivery of the leisure capital programme will require specialist roles including dedicated project management and these will be built into the capital costs of each programme going forward.

(f) Property

An outline business case has been developed that identifies initial costs, capital funding sources and revenue streams. In considering how best to deliver the CSF, commercial sustainability has presented the most significant challenge. At this stage, the business case has identified significant capital and revenue costs to build and operate the full CSF.

Phase 1 would involve enhancing the St Joseph’s 4-court sports hall and building the 3G pitch and car park. Phase 2 would involve building the main stand. To achieve this, the plans for the St Joseph’s 4-court sports hall would be adapted to be FA Grade C compliant. This would require some internal amendments and a ground floor extension to the current planning approved building. To provide the required spectator capacity and number of covered seats (as set out in 5.7 below) a new terrace will be required on the east side of the pitch, this may result in an oversupply of seats when the main stand is built. Discussions with the Planning Team suggest that these changes would not require a resubmission of the planning application.

This flexible approach would reduce risk and provide further opportunity to develop the design, layout and specification for the main stand. This would also ensure that a flagship regional sports facility is introduced that matches the council’s aspirations and is commercially viable. Due to the scope of the planning consent, opportunities exist to identify complementary commercial activities that would generate incomes streams and increase overall usage. This could be achieved within timescales that do not compromise the manifesto commitments or the objective of getting more people, more active more often.

(g) Carbon Emissions and Energy Costs

All new buildings on the Arbour Park development site including the school buildings will be built to be energy efficient but will increase CO2 overall. A proposed planning condition requires a BREEAM standard of 'very good' to be achieved and for a percentage of energy to come from low or zero carbon sources.

5. Supporting Information

5.1 Cabinet agreed in March 2015 that the Council's five year leisure strategy action plan be adopted and implemented. Within the plan it detailed the Council's leisure capital programme going forward including the proposed CSF on the Arbour Park site. The delivery of the CSF is a key Manifesto pledge, fulfilling the commitment to get Slough Town Football Club a new ground back in Slough.

5.2 Cabinet instructed officers to undertake preliminary works to develop concept proposals and options for the CSF. Working in partnership with the Slough Regeneration Partnership (SRP) and Morgan Sindall (MSIL) this work has now been completed and is detailed below.

Background

5.3 The Arbour Park project that has evolved over several years as a way to maximise the vacant site created by the relocation of Arbour Vale Special School. The Arbour Park development comprises 4 separate schemes which are interdependent and includes:

- The new Lynch Hill Free School,
- Internal remodelling to St Joseph's Secondary School,
- A 4 court sports hall and MUGA for St Joseph's, and
- A new community sports facility (CSF).

5.4 Planning Committee agreed the planning applications for the new free school and CSF in February 2015. Planning permission will be granted when the associated Section 106 planning obligations are signed and any changes to the proposed sports facilities are submitted and considered.

5.5 The CSF will serve an area of the borough with high inactivity levels and low levels of participation in sport and physical activity as measured by the Active People Survey. UK Active / Public Health England data estimates that the cost of inactivity for Slough is in the region of £25 million per annum and is now the cause of 1 in 6 premature deaths nationally. The new facility will have the potential to offer a programme of activity attracting local people of all ages to become more active, more often.

5.6 A report to Cabinet on 14th April 2014 approved delegation of powers to conclude an agreement with the DfE on the land near Castlevale and land at Arbour Vale. A further report to Cabinet dated 15th September 2014 approved the agreement of Heads of Terms for both the Castlevale and former Arbour Vale sites. A final report on 9th March 2015 agreed the terms for lease and both leases will be provided once a letter confirming funding is received from the Minister. These reports included approval to proceed with the agreed works for St Joseph's; works required to enable the playing fields alterations that allow the CSF to proceed.

Community Sports Facility

5.7 The proposed CSF aims to develop a community focused project with the following facilities:

- A community football facility which meets both FA Grade C (upgradable to A if required) and FIFA 2 Star pitch criteria and standards
- A flexible use 3G artificial pitch provision which can be used for both football and rugby activities and competition
- Spectator capacity of up to 1,950 with a minimum of 250 covered.
- Flood lights with appropriate Lux levels
- Changing facilities for home and away teams
- Changing facilities for officials
- First aid and physiotherapy facilities
- Spectator wash rooms
- A hospitality area with Director facilities
- Ticket office
- Turnstiles
- Car parking (102 dedicated spaces plus shared use of the adjacent Free School's car park)

Section 4f highlights the merits of developing the CSF in two phases, with the emphasis on providing the sports facilities as soon as possible and leaving more time to develop a robust and viable model before embarking on the construction of the main stand as part of Phase 2. The following table demonstrates that this can be achieved without compromising the desired outcomes or range of facilities:

| Item | Phase 1 | Phase 2 |
|---|-----------------------|---------|
| A community football facility which meets both FA and FIFA criteria and standards | √ | |
| A flexible use 3G artificial pitch | √ | |
| Spectator capacity of up to 1,950 with a minimum of 250 covered | √ | |
| Flood lights | √ | |
| Changing facilities - teams | √ | |
| Changing facilities - officials | √ | |
| First aid and physiotherapy facilities | √ | |
| Spectator wash rooms | √ | |
| Hospitality area | Temporary - see below | √ |
| Ticket office | √ | |
| Turnstiles | √ | |
| Car | √ | |

The proposals for Phase 1 include building an extension onto the 4-court sports hall that will be used temporarily to accommodate the hospitality and Directors' facilities pending completion of the Phase 2 construction.

Timescales

5.8 Appendix 2 details the timetable for the development which takes into consideration the free school timetable and planning conditions. The relocation of the Creative Academy to the Orchard Community Centre is critical to the development scheme in to provide vacant possession of the site to the EFA. This in turn allows the leasing

arrangements to proceed and income to be received for the Castlevale sale and St Joseph's works.

5.9 **Operating costs**

Estimated net operating costs have been based upon the development of a financial model provided by the Football Association (FA). Calculations are based on the pitch having up to 50 hours of use a week.

Income generation includes:

- Hire of pitch
- Room hire
- Catering
- Ticket income (likely to be collected by the football club)

Operational expenditure is based on

- Staffing (2 members of staff on duty as a minimum)
- National Non Domestic Rates
- Building costs - maintenance, replacement and sinking fund
- Pitch and floodlighting – maintenance, replacement and sinking fund
- Insurances
- Other goods and equipment
- Operator overheads

5.10 **Project Management Team**

The Arbour Vale CSF project will be delivered by a multi-disciplinary team of Council officers with specialist advisors from the leisure industry and key stakeholder involvement, including Sport England and the FA. The team involves members from the leisure, asset management, property, legal, finance, communications and planning teams in the Council.

5.11 The timescales for the development of the scheme have been driven by the need to deliver both the Lynch Hill Free School and St Joseph's School sporting improvements alongside the CSF. To ensure ongoing progress with the development scheme it is imperative that the following are actioned:

- Written confirmation from the EFA on agreed income package
- Finalising the specification for Phase 1 of the CSF, confirming design and final costs through the SRP
- Relocation of the Creative Academy and enter into contract for refurbishment works to the Orchard Community Centre
- Procure and deliver a grass pitch for St Joseph's in 2015
- Draft Section 106 agreements.

At the same time, options to deliver Phase 2 will be explored with a view to presenting an update and final costs report to Cabinet.

6 **Comments of Other Committees**

6.1 The CSF is a key Manifesto pledge and the Slough Labour Party Manifesto was adopted as policy by Cabinet in June 2015.

6.2 Cabinet in March 2015 gave approval to proceed with the works required for St Joseph's, which will enable the playing fields alterations that will allow the CSF to proceed.

7 **Conclusion**

7.1 The Council's five year Leisure Strategy details the Council's aspirations for the development and improvement of its leisure facilities. The CSF will have the potential to offer a programme of activity attracting local people of all ages to become more active, more often.

7.2 All costs presented in this report can be viewed as a worst case scenario and the expectation is that project costs will be reduced through value management working with the SRP. This process will include the introduction of a short life, task and finish group with the specific aim of delivering reduced costs through improved design and a better understanding of buildability.

7.2 This report recommends the phased delivery of the CSF. This approach provides sufficient opportunity for the operator to influence the design and specification of the CSF and build an asset that is commercially viable.

8 **Appendices Attached**

1. Financial breakdown of costs
2. Timetable for the development

9 **Background Papers**

- '1' Get Active Slough – Leisure Strategy, 2014 - 2019
- '2' Slough sport and physical activity needs assessment – 2014
- '3' The Football Association's Facilities Support Toolkit

This page is intentionally left blank

Appendix 1 - Arbour Park Community Sports Facility

Capital and Revenue Costings

Community Sports Facility (CSF) - Indicative Costs

| | Costs | Community Sports Facility |
|-------------------------------------|---|---------------------------|
| Total building / construction costs | Phase 1 - 3G pitch, stands and car park | £ 3,311,000 |
| | Phase 2 - Main stand | £ 3,783,000 |
| | Professional fees | £ 351,000 |
| | Other costs | £ 153,000 |
| | SBC project costs | £ 824,000 |
| TOTAL Capital | | £ 8,422,000 |
| Annual revenue Costs | Borrowing costs | £ 443,000 |
| | Estimated net operating cost | £ 82,000 |

Notes

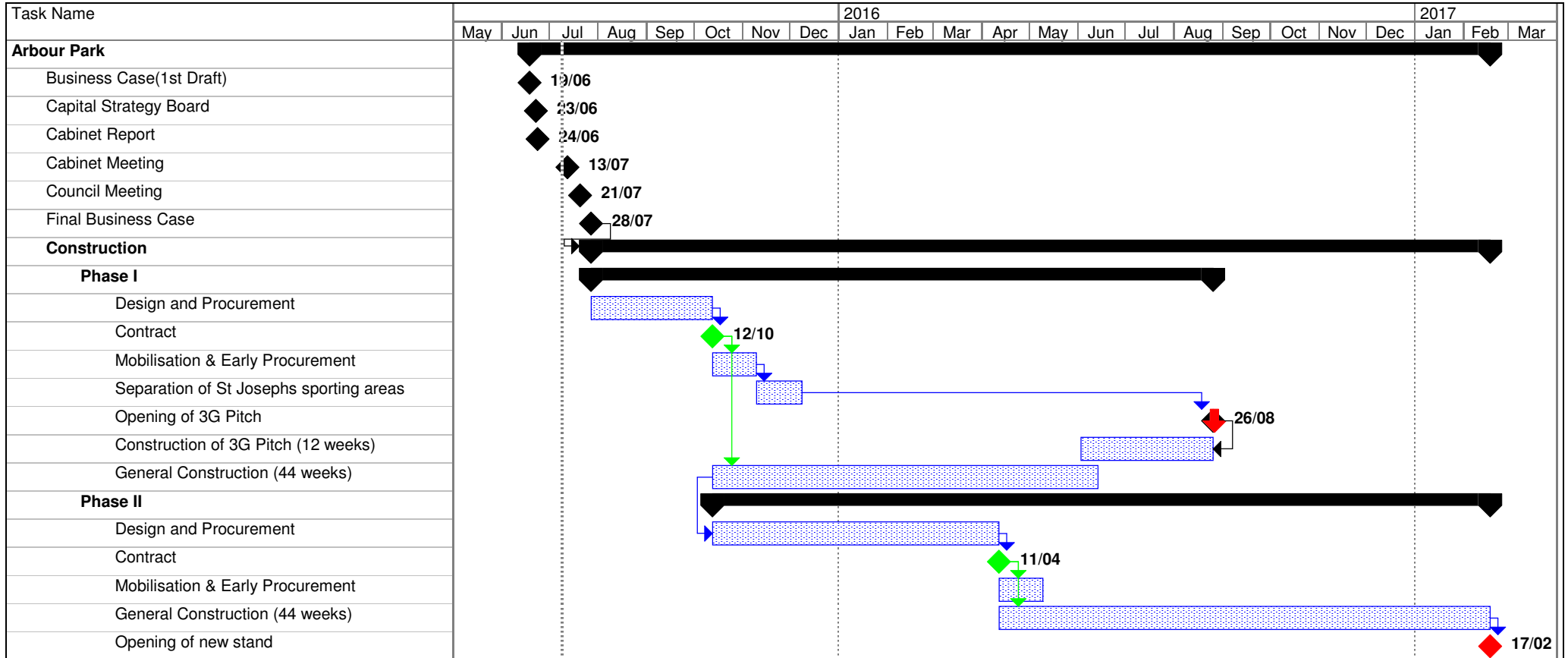
1. Revenue operating costs indicative, based on FA recommendations and benchmarking with similar facilities.
2. There will be a saving in pre-lims and fees of £148K if works are combined with the St Joseph's project below.

St Joseph's Catholic High School - Indicative Costs

| Costs | 4-Court sports hall +MUGA +Internal improvements |
|--|--|
| Total building / construction costs | £ 3,442,000 |
| Professional fees | £ 191,000 |
| Other costs | £ 133,000 |
| SBC project costs | £ 122,000 |
| TOTAL Capital | £ 3,888,000 |
| Annual borrowing costs (revenue) | £ - |
| Annual estimated net operating costs (revenue) | £ - |

1. £2,052,000 +VAT of EFA funding expected towards the St Joseph's School improvements shown above.
2. EFA are also providing £942K towards the relocation of the Dance Academy from the West Wing and for the new grass pitch for St Joseph's.
3. Gaps in funding for the St Joseph's improvements and Dance Academy relocation will be met with Basic Needs funding.
4. The running costs for the St Joseph's accommodation will be met by the school.

This page is intentionally left blank



| | | | | | | |
|--|----------|--------------------|-----------------|-------------------|--------------------|------------|
| Project: Draft Programme Rev01 Date: Thu 09/07/15 | Task | [Blue hatched bar] | Milestone | ◆ | External Tasks | [Grey bar] |
| | Split | [Dotted blue bar] | Summary | [Thick black bar] | External Milestone | ◆ |
| | Progress | [Solid black bar] | Project Summary | [Thick grey bar] | Deadline | ↓ |

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2015

CONTACT OFFICER: Nicholas Hannon,
Environmental Strategy & Governance Manager

For all enquiries: (01753) 875 275

WARD(S): All

PORTFOLIO: Commissioner for environment and open spaces
Cllr Satpal Parmar

PART I
KEY DECISION**PROCUREMENT OF WASTE TREATMENT CONTRACT****1 Purpose of Report**

To request approval from Cabinet to commence procurement of a waste treatment contract to meet the requirements of the disposal of residual waste, recycling materials, clinical and hazardous municipal waste streams.

2 Proposed Action

The Cabinet is requested to resolve that the Council commence procurement of a waste treatment contract in August 2015.

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

Slough Borough Council has stated through the Joint Wellbeing Strategy in the Environment and Regeneration section that it will pursue steps to:

Move up the waste hierarchy to increase the amount of waste recycled, reduce the overall amount of waste produced and reduce dependency on landfill for final waste disposal. The council will encourage home composting and continue to provide a dedicated scheme to collect green garden waste.

Furthermore it also states that the council will:

- Reduce, reuse and recycle your waste whether at home or around the town
- Support volunteer for community clean up campaigns
- Support compost your food and garden waste at home

3b. Five Year Plan Outcomes

The Five Year Plan's outcomes the proposal will help to deliver are:

- ***Outcome 1 - Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay***

Ensure that the gateways to the town, prominent places and green spaces are clean and well maintained

Waste Disposal is a key service entwined with Street Cleaning which contributes towards maintaining the gateways to the town, prominent places and ensuring green spaces are clean and well maintained.

- ***Outcome 7 - The Council's income and the value of its assets will be maximised***

Ensure that a revolutionised approach to household waste collection is in place

The Waste Treatment contract is key to the provision of disposal of materials collected from waste collection service that provides a residual waste, recycling, commercial and green waste kerbside service. The waste treatment contract is vital to the provision of clinical waste disposal from the kerbside collection and the provision of hazardous materials disposal from the Household Waste Recycling Centre.

Ensure that no household waste will be disposed of in landfill sites

A key statement of intent for the Council is that Slough will strive to become a zero landfill Council. A waste treatment contract is going to be essential to enable the delivery of this outcome for the Council.

We will seek to maximise the financial value of recycling collected by improving the quality of recycling collected.

Engagement with the market for waste and recycling is through the medium of a contract with a waste treatment contractor. Therefore, the waste treatment contractor will be the vector to improving and enhancing the value and receipt of resources collected by the Council. The Subject Matter Expert / Client will work with the contractor to achieve best value for the Council from the contract.

4 Other Implications

(a) Financial

The financial implications of a waste treatment contract are significant. Currently, the waste treatment budget for Slough Borough Council is £4.2 million, and costs vary annually by inflation and the amount of waste sent for landfill, Energy from Waste and for recycling. The procurement of a fit for purpose waste treatment contract holds significant financial implications for the Council from 2018/19 onwards, particularly with regard to the type of residual waste treatment method procured for contract and the 'drivers' that affect the annual costs.

Recycling material values fluctuate according to market value and therefore working in contract and partnership with a waste management contractor can mitigate financial exposure particularly by improving and enhancing recycling rates.

(b) Risk Management

| Risk | Mitigating action | Opportunities |
|------------------------|---|--|
| Legal | <p>The obligation to set up separate collections of paper, metal, plastic and glass from 2015 is only necessary where it is technically, environmentally and economically practicable (“TEEP”);</p> <p>A duty to collect Household waste within Slough;</p> <p>Responsibility as a statutory function to arrange and provide places for the disposal of waste collected by SBC under its function as a WDA;</p> <p>SBC have consulted internally with the legal team and the contract cannot be extended;</p> | <p>Provision of contract to ensure a robust approach is made to TEEP.</p> <p>Provision of services delivered through contract will meet statutory functions.</p> |
| Property | N/A | |
| Human Rights | N/A | |
| Health and Safety | N/A | |
| Employment Issues | N/A | |
| Equalities Issues | N/A | |
| Community Support | N/A | |
| Communications | N/A | |
| Community Safety | N/A | |
| Financial | Robust forecasting model currently in place which can incorporate sensitivity changes in tonnage, growth and price changes. | Contractual change to provide transformational and stepped change to existing contract to how residual waste currently sent to landfill is processed. |
| Timetable for delivery | Early procurement to engage with market in advance of | |
| Project Capacity | Technical Advisory to support composition of specification and procurement process | |
| Other | | |

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

5 Supporting Information

- 5.1 As a Unitary Council Slough Borough Council is responsible for collection, management and disposal of all municipal waste generated within the borough and all street cleaning, gully and channel sweeping, litter picking and detritus sweeping operations within the borough. The Environmental Services contract covers Waste Collection, Waste Management, Waste Disposal, Highways, Street Cleaning and Grounds Maintenance and delivered by Amey which concludes in November 2017.
- 5.2 The current contract for waste disposal is a back to back contract between Slough Accord (now Amey) and Grundons for the treatment of waste. This means that Amey dispose of the waste for treatment through Grundons facilities and Grundons charge Amey who then in turn charge the Council. This is known as 'brokering' arrangement and is common in waste management practice.
- 5.3 The current treatment contract has a 'matrix' of waste and recycling materials. This is known as the Annex 1 – Grundons Price Matrix. This matrix contains general waste, household hazardous waste, clinical waste, recycling and landfill costs per tonne. These are increased with their respective taxes and indexation annually.
- 5.4 As part of the procurement recommended the Council would procure the contract for the waste treatment and would anticipate a similar brokering arrangement to be in place for the future Environmental Services contractor for select waste treatment streams. It is anticipated however that some payments will be directly between the treatment contractor and the Council and that the Council will have a direct contractual relationship with the waste treatment contractor to ensure delivery of the outcomes of the Five Year Plan and the Waste Strategy 2015 – 2030.
- 5.5 Since the introduction of landfill tax the landscape for waste management and waste disposal has changed prolifically. With an escalator tax appended to disposal via landfill - the traditional method of waste disposal, Councils have had to scramble for vastly enhanced recycling rates and / or investment into an EfW plants / contracts to divert as much waste as possible away from landfill.
- 5.6 Central to the urgency to procure a new waste treatment contract is the presence of a 'capacity gap' between the amount of waste produced regionally and the infrastructure available to dispose of the waste particularly with regard to the disposal of non-recyclable (residual) waste. Next year projects a 17.8% net residual capacity gap between total residual waste arisings and total energy recovery from operational capacity.
- 5.7 Slough Borough Council must ensure that it has a fit for purpose a guaranteed waste treatment contract in place for when the current contract expires in 2017. It is the recommendation to procure in advance of this date due to the competitiveness of the market for residual waste treatment as capacity is sought not only from public bodies but also commercial and industrial entities.
- 5.8 The recommendation is made based on the commissioning of the service undertaken through the Strategic Commissioning Group chaired by the Strategic Director –

Resources, Housing & Regeneration and the approval to recommend commencement of procurement made through the Contracts Re-provision Board chaired by Strategic Director – Customer and Community Services.

- 5.9 An initial desktop review of the very high level options including a 'Best Practical Environmental Option' has been conducted to identify the best available preference for the treatment of residual waste in Slough. Currently there is a preference for the treatment of both residual waste and recycling but the procurement process shall ensure that alternative technologies and suppliers are considered.
- 5.10 A flexible service for the treatment of recycling materials will be requested so that Slough can ensure and accommodate any changes that might need to be made through their TEEP Assessment. The TEEP Assessment holds a requirement to separate collect recycling from the kerbside unless it is not technically, economically or environmentally practical. It will also incorporate the ability to incorporate costs for adding recycling materials to the current kerbside recycling service.
- 5.11 Cabinet to note the possible impact of proposal of Heathrow Third Runway on Lakeside Energy from Waste Plant which is the waste treatment plant for residual waste under the current contract.
- 5.12 The key drivers formulating the outcomes of the waste treatment contract are as following:
- Need to mitigate budgets allocated and subsequently spent on both Waste Disposal, Waste Management and Waste Collection which currently stand at approximately £3,550,000, £1,638,000 & £4,167,000 respectively;
 - Ensuring that a migration from Waste Management to Resource Management where the Local Authority recognises and implements collections systems that work in accordance with the Waste Hierarchy;
 - Ability to continue to meet statutory functions and build flexibility to work with future partners;
 - Reducing waste arising through waste prevention, encourage reuse, produce higher quality recyclate while reducing the amount of waste sent for recovery and eradicating where possible the use of landfill for final disposal;

6 **Comments of Other Committees**

None.

7 **Conclusion**

The Cabinet is requested to resolve that the Council commence procurement of a waste treatment contract from August 2015.

The Cabinet is requested to note the importance of this contract is delivering several key outcomes of the Five Year Plan.

8 **Background Papers**

None.

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13 July 2015

CONTACT OFFICER: Krutika Pau (Interim Director of Children's Services)
(For all enquiries) Sarah Forsyth (Children's Services Partnerships and Policy Officer)
 (01753) 875657

WARD(S): All

PORTFOLIO: Councillor Pavitar K. Mann (Commissioner for Education and Children)

PART I
NON-KEY DECISION

CHILDREN'S SERVICES IMPROVEMENT UPDATE**1 Purpose of Report**

- 1.1 To provide an update on children's services performance over the past six months, and the improvement programme as we move towards the establishment of the new children's services organisation in autumn 2015.

2 Recommendation(s)/Proposed Action

- 2.1 The Cabinet is requested to resolve:
- a) That the new Single Improvement Plan be endorsed; and
- b) That the progress being made in improving the services provided be noted.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3a. Slough Joint Wellbeing Strategy Priorities**

Priorities:

- Health
 - By identifying and prioritising services for vulnerable groups in the Slough population and by targeting support to meet the needs of children and young people.
 - Through focusing on the needs of the most vulnerable children, young people and their families, and providing targeted services through partnership working primarily with the NHS to secure measurable health improvements.
- Economy and Skills
 - By offering early education and family support to parents of young children so that they can focus on meeting their children's needs and overcoming personal and family difficulties that affect their ability to care for their children.
 - By promoting educational achievement which gives children and young people in care and leaving care enjoyment in learning and increased opportunities for success in adult life.

- By maintaining high levels of Education, Employment or Training (EET) for young people who are looked after beyond 16 years of age.
- By promoting vulnerable young people’s social and emotional development alongside advances in educational achievement.
- Safer Communities
 - By offering effective support to families to help them do their best for their children so that children and young people are safe in their families and communities.
 - By recognising that parents are the main carers for their children, and by offering services that enable them to continue to care for their children successfully so that children can grow up within their own families and communities wherever possible.
 - By carrying out respective roles across the local authority and partner agencies to ensure that the most vulnerable children in our community are protected from harm and they are enabled to live with their families.
 - By carrying out our statutory role as a local authority to provide services for children in need, to safeguard them and look after children whose parents are unable to do so.
 - By working effectively with partner agencies so that they also contribute to safeguarding children and young people and demonstrate improved outcomes for those children and young people and their families.
 - By ensuring that children and young people who are looked after have the standards of care and life opportunities that we would want for our own children, with contributions from partner agencies.

3b **Five Year Plan Outcomes**

Children and young people in Slough will be healthy, resilient and have positive life chances – The improvement programme aims to make Slough children’s services one of the best providers of children’s social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.

4 **Other Implications**

a) Financial

There are no financial implications specific to this report.

b) Risk Management

| Risk | Mitigating action | Opportunities |
|--|---|---|
| Inability to recruit and retain permanent, high quality social work staff. | Children’s Social Care Workforce Strategy 2014-2017. | Creation of a high quality, stable workforce. |
| Insufficient improvement being made. | Focus on key issues, and regular progress monitoring by Improvement Steering Group and CYPFB Sub Group. | Drive progress through single improvement plan, involving partners. |
| Transition to new organisation taking focus from | As above. | The creation of a new organisation, focused solely on delivering good |

| | | |
|------------------------|--|--|
| improvement programme. | | and effective services to safeguard children will attract effective managers and practitioners, and ensure that all aspects of organisational delivery are focused on good outcomes from children. |
|------------------------|--|--|

c) Human Rights Act and Other Legal Implications

There are no human rights or legal implications arising from this report.

d) Equalities Impact Assessment

And equalities impact assessment is not required in relation to this report.

5 Single Improvement Plan

5.1 A new Single Improvement Plan (Appendix A) has been developed which sets out the priorities for improving service delivery for the next six months (up to December 2015). This new plan has replaced three separate and complex plans that were previously in place.

5.2 The four key priority areas for improvement are: recruitment and retention; quality assurance; quality of practice; and leadership and partnership.

5.3 The plan is monitored fortnightly by the Slough Improvement Steering Group which is chaired by the Interim Director of Children's Services (DCS) and includes Eleanor Brazil (Children's Commissioner for Slough) and a representative of the Department for Education (DfE). This new arrangement has provided focused attention and robust monitoring of the most urgent work that needs to be undertaken in order to improve practice and through this, the experiences of the most vulnerable children and families in the borough.

5.4 On the basis of the new Improvement Plan the Interim DCS submitted a bid to the DfE for a grant to support work to increase the number of permanent staff in the service and to make improvements in the quality of practice. A grant of £165K for improvement work was approved by the DfE in June 2015.

5.5 Recruitment and Retention

5.5.1 In March 2015, the permanent/agency staff split within the service was 54% permanent to 46% agency. This was an improvement from March 2014, where there had been 48% permanent staff. A full breakdown of permanent/agency staffing figures is attached as Appendix B. Areas of particular concern are the levels of permanent staff in the Duty, Assessment and Child in need and Protection and Care teams, and these are the focus of the recruitment work set out below.

5.5.2 A part time Children's Workforce Lead has been appointed (June 2015) to drive forward activities related to increasing the number of permanent staff within the service. This post has been funded by the DfE improvement grant.

- 5.5.3 Three national recruitment campaigns have been planned and are underway. The first campaign was in May and further campaigns are planned in July and September 2015. An open day will be held on the 23 July 2015 allowing potential candidates to speak with current social workers and managers to find out what it is really like to work for Slough Borough Council.
- 5.5.4 The first national recruitment campaign has resulted in the appointment of five permanent staff. In addition to the national recruitment campaign, children's services operate rolling recruitment through its website. Since April, five offers of permanent employment have been made through this method and candidates will be taking up their new posts between July and September 2015.
- 5.5.6 The impact of the recruitment through the rolling recruitment and national campaigns over the next three months should improve the ratio of permanent to agency staff. The ambition is to achieve 75% permanent social work staff by December 2015.

5.6 Quality Assurance

- 5.6.1 Since April 2015 the interim DCS has commissioned two audit activities:
- a) a focused deep dive into the effectiveness and impact of the current Quality Assurance Framework; and
 - b) an audit programme (June 2015), funded by the DfE with support from Achieving for Children, looking at: threshold decision making; children subject to child protection plans; domestic violence contacts and case supervision.
- 5.6.2 The audits found that the threshold decision was generally sound, although less secure in respect of domestic violence contacts and that risk for children was well-managed. However, there was a lack of consistency around the application of some standards and most plans were not SMART.
- 5.6.3 The audits have informed a detailed action plan which will be delivered over the next three months:
- improving the quality of Child in Need and Child Protection Plans, specifically focusing on the development of SMART plans;
 - working to strengthen processes within the duty system to support the implementation of an effective MASH;
 - ensuring case supervision is focused and accurately reflected on case records; and
 - additional input to teams around domestic abuse and child sexual exploitation.
- 5.6.4 The Corporate Performance Team has also been asked to undertake work to disaggregate performance information to team and worker level so that Practice Managers can use the performance information more effectively to improve practice and performance.
- 5.6.5 An interim Head of Service for Safeguarding and Quality Assurance is currently being recruited following the departure of the post holder.

5.7 Quality of Practice

- 5.7.1 The Practice Standards for Casework (Appendix C) were revised and simplified in May 2015 in order to consistently promote good practice within the service. These have been rolled out across the service with an expectation that all staff will consistently apply these standards and managers will be supported to challenge poor practice.
- 5.7.2 There is a focus on strengthening the Consultant Practitioner role and this will be supported by an interim appointment (Practice Improvement Head of Service) to work with Consultant Practitioners to drive forward improvements in practice.
- 5.7.3 All permanent Practice Managers are undertaking a comprehensive management development programme to develop their personal and professional effectiveness. The programme is designed to skill frontline managers to support their staff to deliver high quality practice. The 'Building Managers for the Future', programme was launched in April 2015 and is validated by the Institute of Leadership and Management (ILM).

5.8 Leadership and Partnership

- 5.8.1 The recent audit programme identified the need for a fully operational Multi-Agency Safeguarding Hub (MASH), with all partners engaged to strengthen collaboration in assessing the risks to children. In particular it would help to mitigate some of the issues identified where the Duty Team was restricted in its ability to make informed decisions due to the lack of detailed information.
- 5.8.2 Co-location of the Slough Borough Council Duty Team and Thames Valley Police has taken place the Slough Clinical Commissioning Group has agreed to provide a virtual, part time dedicated resource to the Slough MASH and for the effectiveness of this arrangement to be reviewed after three months. Once there is a health presence within the current arrangements, this will formally become the Slough MASH. Discussions have also taken place with probation and the Youth Offending Team who have agreed to support the MASH with 'virtual' arrangements
- 5.8.3 The Children and Young People's Partnership structure was rationalised in April 2015 in order provide focused attention on the most urgent partnership improvement activities for the borough. The review of existing arrangements also helped to reduce the number of groups and meetings and provide greater transparency and accountability for the work of partners. The Partnership now includes a Children's Services Improvement Sub Group which provides the opportunity to improve the engagement of partners in the improvement agenda, with schools, health and the police all represented. This Partnership, alongside the Local Safeguarding Children Board (LSCB), improves our ability to support the most vulnerable children in the borough, and partner involvement and engagement is a fundamental part of this.
- 5.8.4 Alongside this, a new Children and Young People's Plan was approved by the Partnership in May 2015 and covers the priorities for the partnership for the next 18 months. Each Sub Group under the main Partnership Board (Children's Services Improvement; Health; Early Help; and Achieving) will develop an action plan to deliver the agreed priorities.

6 Summary of current performance (figures from dataset, April 2015)

6.1 What has improved

- a) We have seen a steady improvement in the timeliness of decision making on contacts and referrals. In April 2015 we met our target for contacts (100%) and improved to 80.1% for referrals from 65.6% the previous month.
- b) Our referral rate per 10,000 local children is now in line with the national average for 2013/14, and repeat referrals (19.6%) are also in line with statistical neighbours and the national average
- c) The timeliness of our decision making on single assessments has also improved at 80.4%, with the year to date values climbing towards our agreed target of 90%+, and 'in month' performance approaching or exceeding this in recent months. The focus going forward will be to complete more assessments within a shorter timescale.
- d) The percentage of child protection plans reviewed within timescales meets our target of 98%, with a consistent performance level in the preceding 12 months.
- e) Our number of looked after children per 10,000 local children at 52.3 has risen slightly but remains lower than comparators (61.4)
- f) Our long term placement stability has improved significantly from 61.5% in May 2014 to 75% in May 2015. This is above statistical neighbour and England average performance
- g) We continue to perform well on securing a high percentage/volume of adoptions and Special Guardianship Orders (SGO), with 21.9% of looked after children in care for six or more months adopted from care or granted an SGO (May 2015).

7 What do we still need to focus on

- 7.1 We generally initiate a higher volume of section 47 enquiries (244 in year to date per 10,000 under 18 population) than our comparators (139), and almost double the national average (124); this may indicate an issue with decision making at the front door, but the results of audits in this area suggest that this is not the case, and further investigation is, therefore, taking place.
- 7.2 Our rate of child protection plans per 10,000 local children has reduced from a high of 71.8 in May 2014 to 51.8 as of April 2015; bringing us much nearer to statistical neighbours at 45.
- 7.3 There is a revised campaign of recruitment for foster carers, with the aim of recruiting 10 additional foster carers within the calendar year (ending March 2016). The campaign has received a very positive response, particularly in relation to media engagement; and there are currently seven potential families at different stages of assessment. The campaign includes the launch of a new two-tier fostering scheme to attract a number of carers with relevant experience who would be able to take on more difficult to place children, and area of particular need in the borough. In addition, as part of a wider, corporate response to the campaign, all emails going out from Slough Borough Council for a designated period will include a related strapline.
- 7.4 There is a continued focus on improving the educational achievement of looked after children, particularly in terms of their results at Key Stage 4, through the strengthening of the Virtual School arrangements, supporting for example:
 - o involvement in placement planning, monitoring of school performance with a ban on placements at 'inadequate' schools;

- the procurement of an ePEP which is due to go live by September 2015;
and
- development around post-16 education planning and support.

7.5 The embedding of the Practice Standards and implementation of the action plan from the audit programme (see paragraph 5.6.3) will provide the tools for driving improvement in the areas for focus identified.

8 **Conclusion**

8.1 The development of the new Single Improvement Plan has provided a new focus to the improvement programme, increasing the pace of change and providing an ongoing check on changes and new approaches to ensure that they are having the expected impact on the quality of services being provided. The pace of change and improvement is expected to increase significantly with the establishment of the new children's services organisation in autumn 2015.

9 **Appendices**

- A - Single Improvement Plan
- B - Permanent/Agency Staffing Breakdown (March 2015)
- C - Slough basic standards for case work/intervention within children, young people and families (May 2015)

10 **Background Papers**

None.

This page is intentionally left blank

**Slough Children's Services
Single Improvement Plan Summary (May-December 2015)**

Theme 1 – Recruitment and Retention

Key activity

- Deliver Children's Social Care Workforce Strategy 2014-2017

Specific actions

- Improve the ratio of permanent v agency staff with a focus on key areas
- Deliver 3 national recruitment campaigns (May, July and September 2015)
- Review recruitment processes to ensure they are effective and efficient
- Develop profile of agency staff to understand what might persuade them to become permanent members of staff (looking at training offer as well as wider package)
- Focus on recruiting permanent consultant practitioners

Theme 2 – Quality Assurance

Key activity

- Effectively implement Quality Assurance Framework
- Strengthen accessibility and use of performance data
- Strengthen internal audit programme

Specific actions

- Improve staff understanding of Quality Assurance Framework, including their own roles and responsibilities
- Review performance management processes and improve use of data
- Review and improve monthly audit programme
- Assess effectiveness and improve learning from audits as tools for improving quality of service

Theme 3 – Quality of Practice

Key activity

- Effectively implement Supervision Framework
- Strengthen training and development offer
- Improve quality of recording
- Develop consultant practitioner role to strengthen quality of practice across the service

Specific actions

- Review how managers use Supervision Framework and impact on quality of practice
- Assess impact of training offer
- Investigate and put right issues which are impacting on recording (timeliness and quality)
- Appoint a lead consultant practitioner to drive forward service improvements

Theme 4 – Leadership and Partnership

Key activity

- Establish an effective MASH (Multi-Agency Safeguarding Hub)
- Improve effectiveness of Early Help and 'step up' and 'step down' processes
- Good and effective practical partnerships with internal and external partners

Specific actions

- Assess effectiveness of current co- location, ICT arrangements and involvement of health
- Investigate effectiveness of Early Help system
- Review transition from children's to adult social care
- Review effectiveness of housing options for care leavers

This page is intentionally left blank

APPENDIX B**Qualified Social Work Posts, March 2015 (March 14 figures in brackets)**

| Duty/First Contact | | | |
|---|-----------|---------|-------------|
| Post | Permanent | Agency | % Permanent |
| Total 5 (5) | 2 (1) | 3 (4) | 40% (20%) |
| Targeted Family Support | | | |
| Total 1 (1) | 0 | 1 (1) | 0% (0%) |
| Assessment and Child In Need | | | |
| Total 28 (29) | 10 (11) | 18 (18) | 36% (38%) |
| Child Protection (PACT) | | | |
| Total 27 (27) | 11 (8) | 20 (19) | 34% (30%) |
| Looked After Children/Care Leavers | | | |
| Total 9 (7) | 7 (5) | 3 (2) | 70% (71%) |
| Learning Difficulties and Disabilities | | | |
| Total 9 (7) | 5 (3) | 4 (4) | 55% (43%) |
| Adoption and Fostering (Family Placement Service) | | | |
| Total 22 (20) | 21 (18) | 1 (2) | 95% (90%) |
| Independent Reviewing Officers/Child Protection Conference Chairs | | | |
| Total 8 (8) | 7 (6) | 1 (2) | 87.5% (75%) |

By Post (March 2014 figures in brackets)

| | Total | Permanent | Agency | % Permanent |
|---|---------------------------------|----------------|----------------|------------------|
| Practice Managers and Independent Reviewing Officer Manager | 16 (14) | 11 (6) | 5 (8) | 69% (43%) |
| Consultant Practitioners | 15 (9 + 4 vacant posts) | 5 (5) | 10 (4) | 33% (55%) |
| Social Workers | 77 (74) | 40 (36) | 37 (38) | 52% (48%) |
| Independent Reviewing Officers/Child Protection Chairs | 7 (7) | 6 (5) | 1(2) | 86% (71%) |
| Totals | 115 (108 incl. 4 vacant) | 62 (52) | 53 (52) | 54% (48%) |

This page is intentionally left blank

Slough basic practice standards for case work/intervention with children, young people and families

NB. It is intended that these standards will govern practice undertaken by social workers with children in need, children subject to child protection processes, looked after children and care leavers. It is also intended that these standards will be adhered to by practitioners in other services (specifically Targeted Family Support, Families First and the YOT).

1. All children and young people will be visited at the frequency specified in their plan (which will take into account their individual needs) or to statutory or local policy requirements.
2. Children, young people and families (and other key individuals) will be consulted and their views recorded within the case record. These views will be influential in assessments and plans.
3. All plans must be up to date and outcome focused. The plans will set out the child's needs, the desired outcomes and what needs to change, the actions required to meet those needs, timescales and those responsible for undertaking the actions.
4. Issues of equality and diversity will be considered in all case work with children, young people and families.
5. Basic details in respect of children, young people and their families and other important people will be recorded, accurate and up to date on ICS, the Early Help System and Child View (Youth Justice). A genogram showing family relationships should be included.
6. Relevant professional contacts should be identified (full name, title, contact address and phone number) in the record.
7. Each case record will have an up-to-date chronology.
8. Each case record will have an up-to-date (as a minimum, updated within the last three months or when a significant change in circumstances has occurred) case summary that tells the story 'at a glance'.
9. Each sibling in a family will have a case record that is 'their' case record (and not that of a sibling).
10. Up-to-date and timely records of our interventions will be maintained. This means that actions/events will be logged on the same day that they occur or the following working day. The case recording/detailed records will be updated within five working days.
11. Each practitioner will receive (as a minimum) supervision every four weeks. The case discussion on individual cases will be recorded on the case record system and will evidence decision making and management oversight. Individual cases will be discussed at least every two months.
12. All assessments will be completed and authorised by managers within timescales.

May 2015

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2015

CONTACT OFFICER: Roger Parkin - Strategic Director Customer and Community
(For all Enquiries) (01753) 875207

WARD(S): All

PORTFOLIO: Councillor PK Mann; Commissioners for Education & Children

PART I
KEY DECISION

CHILDREN'S SERVICES TRANSITION PROJECT DECISIONS AND UPDATE

1. **Purpose of Report**

The purpose of this report is to update the Cabinet on the progress to date on the Children's Services project and also to seek approval for the scope of services to be transferred and also to agree the key pension principles for the new organisation.

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

The Cabinet is requested to resolve that the Chief Executive, following consultation with the Leader of the Council and Commissioner for Children's Services, be given delegated authority to agree the heads of terms of the pension arrangements, namely:

- (a) Admission to the Berkshire LGPS Pension Fund ("the Fund"), should be on an open and not a closed basis, and;
- (b) The Council will provide a Guarantee to the Fund in relation to the Trust meeting its liabilities under LGPS during the term of the Service Delivery Contract ("the Contract"), and;
- (c) On transfer of the services back to the Council at the end of the Contract the Council will assume the Trust's pension liabilities.

subject to the provisos and protections set out in the attached Appendix B

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

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

Priorities:

- Health
 - By identifying and prioritising services for vulnerable groups in the Slough population and by targeting support to meet the needs of children and young people.
 - Through focusing on the needs of the most vulnerable children, young people and their families, and providing targeted services through partnership working primarily with the NHS to secure measurable health improvements.

- **Economy and Skills**
 - By offering early education and family support to parents of young children so that they can focus on meeting their children's needs and overcoming personal and family difficulties that affect their ability to care for their children.
 - By promoting educational achievement which gives children and young people in care and leaving care enjoyment in learning and increased opportunities for success in adult life.
 - By maintaining high levels of Education, Employment or Training (EET) for young people who are looked after beyond 16 years of age.
 - By promoting vulnerable young people's social and emotional development alongside advances in educational achievement.

- **Safer Communities**
 - By offering effective support to families to help them do their best for their children so that children and young people are safe in their families and communities.
 - By recognising that parents are the main carers for their children, and by offering services that enable them to continue to care for their children successfully so that children can grow up within their own families and communities wherever possible.
 - By carrying out respective roles across the local authority and partner agencies to ensure that the most vulnerable children in our community are protected from harm and they are enabled to live with their families.
 - By carrying out our statutory role as a local authority to provide services for children in need, to safeguard them and look after children whose parents are unable to do so.
 - By working effectively with partner agencies so that they also contribute to safeguarding children and young people and demonstrate improved outcomes for those children and young people and their families.
 - By ensuring that children and young people who are looked after have the standards of care and life opportunities that we would want for our own children, with contributions from partner agencies.

3b **Five Year Plan Outcomes**

Children and young people in Slough will be healthy, resilient and have positive life chances – The improvement programme aims to make Slough children's services one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.

4. **Other Implications**

(a) **Financial**

- 4.1 The Memorandum of Understanding (MOU) dated 21st November 2014 provided the Council with an assurance that all costs of transition would be borne by the DfE, and this included the reasonable costs of the Authority, its project team including the Council's professional costs in relation to complying with the Direction and the MOU (para 30). The MOU also provided that it would not be expected to or required to meet the set up costs of the CSO nor any of the additional costs incurred as a result of the transfer of the children services (para 28 MOU).

- 4.2 However, the Council have been informed that there will be a cap on the overall recoverable costs, with certain costs being capped at set levels, and that there will be no reimbursement until the contract with the CSO goes live. This means that Council has to meet all its interim costs and some of these costs will not be recovered if they are beyond the allocated cap for that cost.
- 4.3 In addition to transition costs there will also be the additional running costs to the Council as a result of working with the CSO. These will include and arise from the overheads of the CSO as well as the reduction in economies of scale for the Council.
- 4.4 The Secretary of State had confirmed that some of these costs will not have to be borne by the Council and the local tax payer however, there is no indication of how long these costs, once agreed, will be met by the Secretary of State. In light of the cap on transition costs, it is likely the commitment on ongoing costs may also be capped. Although the Council will continue to act rigorously and fairly in securing a cost recovery outcome, the Council will need to consider the financial impact on resources if, as may be likely full cost recovery is not achieved.
- 4.5 The parties have agreed that the due consideration will need to be given to the Council's savings targets when agreeing and setting the new organisation's budget. Being a separate organisation, the Council will have to ensure it avoids any state aid issues and consider any possible implications which may arise from any new funding or budget setting arrangements.
- 4.6 Similarly, under the New Burdens Funding, there will need to be an assessment of any additional strain on council tax resources, over and above the initial set up costs which result of any new burden being imposed by the Secretary of State from externalisation of children's social care functions. It would be expected that any shortfall will be met by central government and not by the local authority itself. However again there is no guarantee that these will not fall to the Council.

(b) Risk Management

- 4.7 There are a number of significant risks arising from the delivery of the expected go live date in light of where progress on the work streams current sit.

| Risk | Mitigating action | Opportunities |
|--|---|----------------------|
| <p>Legal</p> <p>There are a number of legal risks arising from the externalisation. These include risks relating to the governance arrangements, scope, service delivery vehicle, and client arrangements which will prevent the council from exercising its statutory accountability effectively.</p> | <p>The Council sought to address this through the Memorandum of Understanding (MOU) which was approved by Cabinet in November. The MOU sets out the means by which the risks arising from the nature of arrangements will be reduced and how the Council will be protected against the procurement and employment risks that are presented as a result of</p> | |

| | | |
|---|--|--|
| | <p>compliance with the Direction. However, the MOU is being replaced with a contract for services and this legally binding document will now govern and manage the contractual relationship between the Council and the CSO.</p> | |
| <p>Property</p> <p>Accommodation is identified as a key project work stream.</p> | <p>Accommodation still remains unresolved and is a major risk to the CSO's intended go live date.</p> | |
| <p>Employment Issues</p> <p>For those services in scope of the Direction, all relevant Council staff will be transferred to the CSO. Staff are concerned about their future and also their future terms and conditions of employment.</p> <p>There is a delay in the start of the TUPE consultation at the request of the Dfe and this presents a high level risk since the suggested start of the consultation period will coincide with most staff summer holidays.</p> | <p>Directly affected Council staff will be transferred under the TUPE regulations. Staff will transfer under their current terms and conditions of employment, pension rights and continuous employment rights.</p> <p>A programme of staff engagement and consultation was a work stream for the Transition Project Team.</p> <p>The agreement on the pension arrangements will help to ensure that the CSO remains an attractive option for those wishing to move from a local authority.</p> <p>The Council continues to place pressure on the DfE to agree an early start.</p> | |

| | | |
|---|---|--|
| <p>Timetable for delivery</p> <p>The DfE have put in place an ambitious project plan, however, there have been slippages against key task dates. There is now a concern work streams will not be all completed by the go live date.</p> | <p>The Council continues to place pressure on the DfE to ensure those critical matters to enable a go live for the CSO are addressed.</p> | |
| <p>Project Capacity</p> <p>The Council's experience of major externalisation demonstrates the need to mobilise a full project team involving a range of senior professional officers to support the transition process.</p> | <p>The project is led by the Strategic Director of Customer and Community Services and is supported by an experienced in house team and external resources.</p> | |

(c) Human Rights Act and Other Legal Implications

- 4.8 The Secretary of State has exercised her powers under The Education Act 1966 in relation to the Council's children's services functions.
- 4.7 The legislative provisions allow either the Secretary of State to exercise the functions or give the Council such directions as the Secretary of State thinks expedient to enable the functions to be performed to an adequate standard.
- 4.8 Through the Direction, the Secretary of State has directed that a separate organisation should be set up to carry out, what will be some of the Council's Children's services functions. There has been no procurement exercise for the design or selection of the new organisation. The Council has sought the assurances that not liability will rest with it for any breach of procurement regulations.
- 4.9 The Council will enter into a legally binding contract for services with the CSO to deliver children's social care functions.
- 4.11 By contracting with the CSO, the Council would retain all its legal obligations for the statutory duties. However, since the Secretary of State has made it very clear that the services will be "out of council control", the Council may have limited control over how the children's social care functions are delivered or indeed to be able to hold to account the CSO for any failings. This is currently a matter under

discussion in relation to the services contract. Although there will be no legal relationship between the Council and the DfE, it is understood the DfE will have a direct relationship with the CSO to ensure the terms of the Direction in relation to improvement to children's services continues.

(d) Equalities Impact Assessment

- 4.12 An EIA is needed and will be carried out once the outcome of detailed discussions around the final list of services that are to be impacted by this externalisation are known.

(e) Workforce

- 4.13 There will be significant implications for the Council's workforce. The externalisation of the service area will involve a transfer of current employees to the CSO. There are implications for other staff that currently undertake a support function for the service area in question. Until the Secretary of State confirms the scope of functions to be externalised, the Council is unable to assess the true impact and commence a complete TUPE consultation process with affected staff.

5. **Supporting Information**

- 5.1 In January 2015, following the appointment of the Department of Education's (DfE) support services team, a governance structure was set up to manage the transition of the services. A joint Project Group made of both Council Officers and DfE officials and service support partners was set up, along with a high level Steering Group again made up of the DfE, CSO and the Council as the strategic decision making body.
- 5.2 The DfE have recruited a Chairperson, Elaine Simpson and a Chief Executive, Nicola Clemo for the new organisation. There are currently pending permanent appointments to the CSO's Board and an Interim Finance Director has been appointed.
- 5.3 Cabinet on the 9th March 2015 agreed that the Chief Executive in consultation with the Leader of the Council and Commissioner for Children's Services be given delegated authority to determine:
- a. Finalise the scope of children's services that will transfer to the new Children's Organisation
 - b. Finalise the legal model for the new Children's Services company and to its incorporation
- 5.4 Therefore the key milestones for March 2015 were for the parties to agree the scope of the services to transfer, the model of organisation and to incorporate the new organisation. Although, the final scope of the services has not been finally agreed, the parties have agreed the majority that now will transfer. Pending final agreement in accordance with the delegation given in March, Appendix A now sets out the current position.

- 5.5 The Council required the DfE to sign a Non Disclosure Agreement to ensure the Council's 3rd party data was protected and this was completed on the 10th March 2015.

Operating Model of CSO

- 5.6 The model of the organisation is a private company, limited by guarantee with no share capital. The Company was incorporated on the 12th March 2015 and is called "Slough Children's Services Trust Limited" (Co Number: 09487106), its registered address is in Bristol. Although it wishes to refer to itself as "the Trust" it is not a legal entity of a trust.

- 5.7 The description given for the company is:

"the Company will be a not-for-profit organisation limited by guarantee that is being established to secure improvements to Slough Borough Council's performance in respect of its children social care functions pursuant to a statutory direction issued by the Secretary of State for Education on 7 October 2014 in accordance with Section 497A(4B). The objects of the Company are to provide social care and youth offending services to children, young people and their families for the advancement of the community in Slough."

- 5.8 The longer term aspiration is for the Company to convert to a Community Interest Company (CIC), but this will be a matter for the CSO. Although the Council has no control over the model there are some issues that it does need to consider that may affect the Council in the longer term as a result of the choice of this model. The Council is ensuring that these issues are raised and managed to protect the Council.

Fit for purpose transfer date

- 5.9 There have been substantial discussions between the parties over what needs to be in place to enable a go live date for the CSO. The Council has and continues to express concerns around a go live date of September 2015.
- 5.10 The Steering Board agreed in March a set of principles that underpinned what need to be in place to meet the September 2015 deadline. Namely:

| | Requirement | Council Comment |
|---|---|---|
| 1 | The scope of services to be externalised should be confirmed by the end of April 2015 | This still has not been finally agreed although substantial progress has been made. |
| 2 | The offer of SBC support services to the new organisation to be agreed by the end of April 2015 | This is still in the process of being agreed. |
| 3 | The new organisation contracts with SBC for the delivery of the services currently delivered by Arvato to SBC | The principle has now been agreed but this is still subject to contractual agreement. |

| | | |
|----|--|---|
| 4 | SBC remains the data owner and the new organisation acts as the data processor | This is still in the process of being agreed and finalised. |
| 5 | The new organisation initially remains in SMP | This is still in the process of being agreed. |
| 6 | Due diligence around the nature of the contractual provision by 3 rd party providers to be completed by end April 2015 and appropriate action agreed and taken so that relevant services can be supplied to the new organisation through either contract novation or assignment by September 2015 | This is still in the process of being agreed. |
| 7 | A senior management team to support the Chief Executive of the new organisation is in place in good time to understand the service area and is in a position to operate fully in shadow form (no later than July 2015) | A management structure has not been sent to the Council. |
| 8 | The senior management team do not amend any key decisions made previously on behalf of the organisation by the Chair and Chief Executive that could delay the timeline | Council is seeking assurances that it remains the case. |
| 9 | Staff terms and conditions along with pensions are agreed in good time to allow a proper TUPE consultation and transfer | The Council have significant concerns around the Dfe's delays on this and the impact it will have on our staff. |
| 10 | A client team has been recruited and is in place at SBC to monitor the new organisation's contract before go live | This is still in the process of being agreed once the Outcomes Specification is drafted. |
| 11 | In the development of the services contract, enough time is allowed for transition work to occur to enable a go live in September 2015. The key provisions of the contract need to be broadly agreed in July 2015 time to enable this transition work to happen | This is still in the process of being agreed. |
| 12 | Members are well informed and communicated with throughout the project to enable them to be familiar with the project and understand the financial transactions and budget changes so that the transfer is approved | Project slippage as this far prevent an updated report being bought |

Project Plan's Forward Plan for Council decisions

5.11 The Council and the Dfe have agreed a forward plan for decisions, which takes into account Cabinet, O/S and Children's O/S and Full Council.

5.12 It was anticipated that a report to the June Cabinet would be bought to cover:

- Scope of Services
- Pensions
- Member/Officer involvement in the CSO Board
- Contract governance principles

The parties were not in a position to bring a report for decision sign off on the matters listed.

5.13 July Cabinet was expected to sign off matters relating to:

- Financial risk sharing

The parties are unlikely to be in a position to bring a report for decision sign off on the matter listed.

5.14 September Cabinet is expected to sign off matters relating to:

- Update on draft services contract
- Trust budget
- DfE provision of additional costs
- Delegated authority to sign contract

5.15 It is anticipated as a result of the staged sign off process not occurring as anticipated by the Project plan, that September Cabinet will be required to cover that matters originally expected to be signed off in June and July.

5.16 It is then anticipated that there will be Full Council sign off following Cabinet in September.

Key Terms

Scope of Services

5.17 As set out above the scope of the services was agreed in principle in March, but no final sign of all the exact services transferring over has been agreed. The current status of the parties' discussions is set out in Appendix A: Scope of Services Table. Those services that have been agreed as being in scope are referred to as green, those that will not transfer are referred to as red, and those services that are still under discussion are referred to as amber. The blue services are those that are currently provided by 3rd parties.

Pensions

5.18 The Council have been asked to agree an Open Pension Scheme to enable existing public sector employees to move across to the CSO without jeopardising

their current LGPS pensions. Although this is not custom and practice for the Council, it has been felt that there are special circumstances that would warrant a different approach. The parties have agreed the main heads of terms for the pensions agreements and Appendix B sets those out. Agreement on these terms are designed to which protect the Council while at the same time enabling effective recruitment of permanent staff.

Costs recovery

5.18 The MOU confirmed that the Council would be reimbursed for all costs:

“30. In relation to the costs of compliance with the Direction The Secretary of State will meet the costs of the Commissioner, the professional services and legal services and the DfE project team costs. The Secretary of State will also meet all the reasonable costs of the Authority, its project team including the Authority’s professional services costs in relation to complying with the Direction and the MOU.”

5.19 To this end all Council officers involved in the project have been keeping a time record of their time spent to enable recovery of those costs from the DfE. All the Council’s 3rd party costs, such as external spend was also expected to be recoverable.

5.20 The Council were assured that a monthly grant would be made available to cover the Council’s costs but to date these costs have not been reimbursed. The Council have now been advised of a cap on costs of £615,000 which is expected to cover more than the Council’s project and professional services costs. Council officers recorded time currently has a value of approximately £200,000. Once the Council is in a position to understand the CSO set up and organisation costs, we anticipate that there may be a substantial shortfall against all the costs of transition. Areas of concern include accommodation fit out, ICT set up costs, client management costs.

Board remuneration

5.21 The Board members of the new organisation are likely to be remunerated for their services and this cost will need to be considered as part of the contract payment.

5.22 Whilst it will be important to ensure that the new organisation attracts good calibre members, the Council will also be concerned to ensure that remuneration remains within the parameters of good practice in public sector appointments.

5.23 Officer’s view of the status of the project to date is Amber.

Service Improvement

5.24 There is a separate report that deals with the improvements that are being made to the provision of children’s services.

6. Comments of Other Committees

None

7. **Conclusion**

The purpose of this report is to update members on progress to date and therefore there are no decisions required as a result of this report.

8. **Appendices Attached**

- 'A' - Scope of Services Table
- 'B' - Pensions Heads of Terms

9. **Background Papers**

1. Direction dated 7.10.2014
2. MOU dated 21.11.2015
3. NDA dated 10.3.2015
4. Cabinet reports: November 2014, March 2015
5. Overview & Scrutiny reports: February, July 2015
6. Children's Scrutiny reports

Appendix A: Services in Scope Table

Key:

Green transferring to CSO
Red remaining with SBC
Amber under discussion
Blue being provided by 3rd parties

| Service Area | Area and Assistant Director | FTE | RAG - green |
|--|--|----------------------------|--------------------|
| Early Help | Children, Young People, and Families – Kitty Ferris | 36 | |
| Assessment and Children in Need | Children, Young People, and Families – Kitty Ferris | 29 | |
| Child Protection and Looked After Children | Children, Young People, and Families – Kitty Ferris | 69.28 | |
| Placement and Resources (1) | Children, Young People, and Families – Kitty Ferris | Part of 61.4 TBC | |
| Safeguarding and Quality Assurance – IRO etc | Children, Young People, and Families – Kitty Ferris | 10 | |
| Administrative and business support for all services rated 'green' above | Children, Young People, and Families – Kitty Ferris | 36.35 Pro rata to above | |
| Learning and professional development | Kevin Gordon Assistant Director Professional Services | 1 | |
| IT and information systems – professional support role | Kitty Ferris AD C&F | 1 | |
| Safeguarding and Quality Assurance LSCB functions | Children, Young People, and Families – Kitty Ferris | 3 | |
| Operational commissioning for children's services | Children, Young People, and Families Alan Sinclair Assistant Director Adult Social Care and Commissioning; matrix arrangements to Kitty Ferris | TBC | |
| Children with Learning Difficulties and Disabilities (LDD) | Children, Young People, and Families – Kitty Ferris | TBC | |
| Placement and Resources (2) (Mallards Children's Home and Breakaway Respite Centre) | Children, Young People, and Families – Kitty Ferris | Part of 61.4 TBC | |
| Youth Offending Team | Children, Young People, and Families – Kitty Ferris | TBC | |
| Total FTE | | | |
| Children's centres | Delivered through contract with Mott McDonald / Cambridge Education | | |
| IT and information systems | Roger Parkin Strategic Director | 0 | |
| Service Area | Area and Assistant Director | FTE | RAG - amber |
| Virtual School | Consultant reporting to Jane Wood/Kitty Ferris; other posts within Placement and Resources Service | TBC | |
| Performance management | Joseph Holmes Assistant Director Finance & Audit | 1 | |
| SEN Assessment Team | DCS | TBC | Amber/Green |
| Service Area | Area and Assistant Director | FTE | RAG - red |
| Education functions (including school places, education client function and out-sourced provider of school support and related services) | DCS | N/A | |
| Troubled Families | Kitty Ferris | | |
| Strategic commissioning for children's services | DCS | | |
| Youth Services | Community and Skills | | |

Appendix B: Pensions Heads of Terms

Transfer of Children's Services

From Slough BC ("the Council") to Slough Children's Services trust Ltd ("the Trust") Pensions – Principles and Caveats for the basis of Report to Cabinet: June 2015

Recommendations

That, subject to the provisos set out below:

- (d) Admission to the Berkshire LGPS Pension Fund ("the Fund"), should be on an open and not a closed basis, and;
- (e) The Council will provide a Guarantee to the Fund in relation to the Trust meeting its liabilities under LGPS during the term of the Service Delivery Contract ("the Contract"), and;
- (f) On transfer of the services back to the Council at the end of the Contract the Council will assume the Trust's pension liabilities.

The Provisos being:

- (1) That the Council receives satisfactory written confirmation from the Fund that it will treat the Trust as a "sub-set" of the Council for LGPS purposes such that the Trust's contribution rate and deficit accrual rate shall be the same as the Council's; and
- (2) That the Council is satisfied that the granting of a Guarantee, in the Form required by the Fund is permissible by law or that the Council is satisfied that the granting of such a Guarantee does not expose the Council to an unacceptable level of risk; and
- (3) That the Council is not exposed to any increased risk, either to the scope of any Guarantee provided by to the Fund or in relation to exit liabilities because necessary protections, as set out below, are in place to prevent this risk materialising.

The necessary protections being:

- (1) That the Trust commits to operating a workforce structure commensurate with its allocated budget; the mechanism by which the trust will be funded having been agreed as part of the settlement of the Contract; and
- (2) That the Trust commits to operating all policies which may effect the scope of any Guarantee given by the Council and/or the pension liabilities assumed by the Council at the end of the Contract, (including but not limited to early retirement, benefit augmentation, salary increases, redundancy and the recruitment of new permanent employees), in terms which either mirror those policies of the Council as they exist from time to time during the term of the Contract or do not expose the Council to any element of additional risk in relation to LGPS, unless specifically agreed otherwise by the Council.
- (3) That the extent of any Guarantee provided by the Council to the Fund and the assumption by the Council of pension liabilities on transfer of the services back to it from the Trust, shall be limited to the extent to which the Trust operates a workforce commensurate with its allocated budget and shall not extend to any additional liabilities resulting from the recruitment of additional employees, such additional employees being funded in any way other than by utilisation of the allocated budget, unless specifically agreed by the Council.

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2015

CONTACT OFFICER: Ruth Bagley, Chief Executive

(For all enquiries) (01753) 875657

WARD(S): All

PORTFOLIO: Councillor Rob Anderson, Leader of the Council and
Commissioner of Finance and Strategy
Councillor Pavitar Kaur Mann – Commissioner for Education
and Children

PART I
KEY DECISION**PROPOSAL FOR SECONDARY, FE AND HE EDUCATION: CAPITAL INVESTMENT IN EAST BERKSHIRE COLLEGE TO CREATE A NEW HIGHER EDUCATION INSTITUTE IN SLOUGH****1 Purpose of Report**

To advise the Cabinet of an opportunity that had arisen via the Thames Valley Berkshire LEP (TVBLEP) to use £1m Skills Capital funding that has become available to create a new Higher Education institute at the Langley Campus as part of East Berkshire College. This report seeks approval to the principle of investment and, if so, for the Chief Executive to be given delegated authority, following consultation with the Section 151 officer, Leader and Commissioner for Education and Children, to consider the proposal and finalise the terms and values within the bid, if appropriate.

2 Recommendations

The Cabinet is requested to resolve:

- (a) That the principle of investment of Basic Need capital grant in East Berkshire College to create a new Higher Education facility in Slough and attract £1m from the TVBLEP be approved; and
- (b) That the Chief Executive be given delegated authority, following consultation with the S151 officer, Leader of the Council and Commissioner for Education and Children to explore the proposal further and, if agreed finalise the terms and values within the bid, with the investment by Slough capped at £2m.
- (c) That the principle of an appropriate adjustment to the capital programme is reported to Council.

The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3. Wellbeing Priorities:**

- Economy and Skills – the delivery of post-16 and Higher Education places for Slough residents will support delivery of skills and qualifications to young people and adults in Slough and improve their life chances.
- Housing – there is an acute shortage of developable land in the borough, this represents an opportunity to create a new Higher Education facility using an existing site.

4. Five Year Plan Outcomes

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay – Higher Education in the town will increase its profile and competitiveness, regionally and on a wider basis. The project will focus on STEM skills, employability, promoting business innovation and align delivery to workforce needs.
- Children and young people in Slough will be healthy, resilient and have positive life chances – the new facility will encourage and grow the progression into technical HE via a local pathway

5. Other Implications

(a) Financial

- 5.1 **Funding Source:** Responsibility for ensuring sufficient school places rests with Slough and the Education Funding Agency (EFA) provides annual allocations of Basic Need capital grant to Slough for delivery of places to fulfil its statutory obligation. Slough has overall received a consistently good level of allocations each year. At the same time Slough has seen a relatively high number of Free Schools approved. As Free Schools are externally funded from a different funding stream, this has deferred the need for Slough to invest its Basic Need allocations in new secondary school places.
- 5.2 Members received a summary of the financial position at their June meeting. The current 5-year capital programme approved by the Council includes provisional sums to fund the school places expansion programmes for the entire period of the programme. Of the current available funding of £62 million, £26 million is committed to specific schemes, with a further £30.5 million allocated provisionally leaving an unallocated sum of £6 million.
- 5.3 Subject to the caveats below, the council will expect to attract further Basic Needs Grant and S106 in future years and will also continue to support appropriate free school bids.
- 5.4 It could therefore be assumed that the financial forecast shows a relatively healthy position with some leeway for investing in projects beyond volume places.
- 5.5 There are caveats to this position. In addition to the delivery of volume places which have typically been classrooms only, there is a further need to consider proportionate expansion of support spaces, e.g. halls, offices, staff rooms etc.
- 5.6 The annual SCAP return submitted to the EFA includes in-depth reporting on investment in schools by the authority compared to the basic need allocations made. In this case any investment in EBC, where it did not provide secondary places would not appear on the submission and it could be concluded by the EFA that £2m of

Basic Need was spent elsewhere other than schools. This is not a legal issue as the funding is not ring fenced to schools but the EFA are free to review policy and alter the basis on which future allocations are made. The council would always have to consider the possibility, although it has not been the case in the past that the EFA claw back unspent resources.

- 5.7 **Cost per place:** Basic Need income is based purely on the shortfall of places for 5-15 year olds, statutory age groups only and excludes post-16 places (as well as nursery and SEN places). Income to Slough for secondary age pupils is approximately £15.5K per pupils place. By way of value for money comparison Slough's investment in primarily HE places at East Berkshire College would create new places at a lower cost than this:

| | If £1m invested by Slough | If £2m invested by Slough |
|--------------------------------------|---------------------------|---------------------------|
| Cost per place for Slough residents: | £5.4K | £10.9 |

These figures are based on the creation of 184 additional HE places by 2018, assuming 185 already occupied in 2014-15.

(b) Risk Management

5.8

| Risk | Mitigating action | Opportunities |
|--|---|----------------------|
| Legal Challenge from schools | Communicate available funding levels and this investment does not impact current expansion or investment programmes in schools. | |
| Property | | |
| Human Rights | | |
| Health and Safety Traffic risks | Sound transport planning | |
| Employment Issues | | |
| Equalities Issues Challenges | Ensure needs of all parts of community are considered | |
| Community Support Risk of objection | Communicate benefits | |
| Communications Risk of objection | Effective communication plan | |
| Community Safety | | |

| | | |
|--|---|--|
| Financial Future shortfall of funding for school capital programmes | Fully fund current 5 year capital programme first Take cautions approach to future income levels Continue to support Free School projects including site identification | Use Basic Need funding as it is not ring fenced to attract additional £1m for Slough by investing up to £2m. |
| Timetable for delivery Miss funding deadline | Obtain Cabinet approval in good time | |
| Other | | |

(c) Human Rights Act and Other Legal Implications

5.09 There are no Human Rights Act Implications of the proposed action.

(d) Equalities Impact Assessment

5.10 The proposal will have a positive impact since it will increase Higher Education in Slough, improving access and choice for all those aged 16 upwards looking for an alternative to school provision. The proposal will also specifically increase access to SEN education in a Further Education/Higher Education setting.

(e) Property and Site Issues

5.11 There is a shortage of suitable sites within the borough boundaries for new school places and housing. This project utilises an existing site removing the need to identify alternative land.

(f) Carbon Emissions and Energy Costs

5.12 The expansion of provision at the Langley College site has and will continue to increase energy consumption, a natural result of a larger population. All new buildings will comply with current building regulations which include energy efficient buildings and will meet the requirement to provide 10% of energy consumption through renewables where applicable. Current investment in the school has upgraded many old and run down elements of the school including windows, roofs, the heating system etc creating a larger but more energy efficient campus.

6 **Supporting Information**

6.1 The Thames Valley Berkshire LEP (TVBLEP) has set aside a proportion of funding from Skills Capital available on a match funding basis. Due to the withdrawal of interest by another Berkshire Local Authority, £1m has been released for alternative allocation. There is an opportunity to use this funding to create a new Higher Education institute at the Langley Campus as part of East Berkshire College.

6.2 The original terms of the grant was that match funding was on a 2:1 basis, meaning £2m would be required by Slough to secure £1m from the TVBLEP. It is possible that through negotiation the match funding ratio can be reduced as low as 1:1. In this case £1m would be required to secure the £1m from the TVBLEP and £2m would be

invested in EBC. The current expectation is that the final ratio will be somewhere between these two figures.

- 6.3 Since Thames Valley University left the Slough campus there has not been any significant site-based Higher Education facility in the borough and it is much needed both for its contribution to the town's skills gaps and for its symbolic status.
- 6.4 East Berkshire College is Slough's only Further Education (FE) college. It provides places for 1,531 16-18 year olds from Slough which is 70% of the total cohort, with most of the remaining 30% being educated in local school 6th forms. The College is split across 2 sites, one in Langley and one in Windsor. The College also provides education and training for 2,484 adult students from Slough.
- 6.5 The College is currently investing £31m at the Langley Campus between 2012 and 2015 to improve facilities. This current investment will expand the number of post-16 places in the town by 496 including 60 places for Learners with Difficulties and Disabilities (LDD) pupils. 200 places will also be created for local 14-16 pupils to attend (in partnership arrangements with local schools). Plus 215 adult places will be created.

Slough Institute for Higher Education (SIHE)

- 6.6 The College currently provides 225 HE places as a result of the recent investment and expansion programme funded by the College. 185 of these new places are taken up by Slough residents. It is planned this the new investment will double this figure for Slough residents by 2018.
- 6.7 The proposal by the College is to use the new investment to establish a new setting called the SIHE. The College's stated aims for the project are:
- To align academic offerings with workforce needs,
 - To foster and encourage progression into technical higher education through seamless progression pathways,
 - To grow the numbers of young local people accessing and succeeding in technical higher education,
 - To promote STEM skills as the foundation for employability (with a focus on Engineering and Computing),
 - To foster and promote business innovation,
 - To foster and promote a research culture and research mentality in teaching staff and students.

Value for Money

- 6.8 The cost per place demonstrates value for money in isolation. Further consideration needs to be given to the relative value of this investment versus other needs.

Collaboration and Local Support

- 6.9 As part of this project EBC wants to increase partnership working with other schools (as well as business) and is keen to 'sweat' the assets they create and purchase by making them available to Slough schools. The college will be acquiring hi-tech equipment that could be used as a central resource.

6.10 The College has established strong links with 5 local secondary schools via the Alliance Technical Academy which it has established. Both the Alliance members and the Slough Association of Headteachers (SASH) are supportive of the proposals by EBC to create a new HE institute and have agreed to work in support of its development. Although SASH support the project, they do not support the use of Basic Need funding for the project. They would prefer that this funding is ring-fenced for creating new school places and alternative funding is found to match fund the TVBLEP bid. Clearly this is a significant concern and officers are considering what steps they could take to reassure headteachers of future opportunities for school investment.

Benefits to Slough of Higher Education

6.11 East Berkshire College has undertaken a report to outline what they see as the benefits of creating the new facility for Slough. The following points are taken from the report '*The Slough Institute for Higher Education, Keeping Slough's Best In Slough*':

- HE improves the quality of life for those educated and others in the community,
- Provides a new engine of economic growth, HE could create growth and jobs,
- In the global economy, HE is key to ensuring Slough remains competitive regionally, nationally and internationally.

7 Comments of Other Committees

This report has not been considered by any other committees.

8 Conclusion

8.1 This proposal offers an immediate opportunity for Members to invest in HE provision but presents a future risk that, if further Basic Needs Grant and S106 is not forthcoming there will be a pressure later in the plan period. Members are asked to consider the principle of investment of between £1m and £2m in East Berkshire College to attract further funding of £1m to create centralised new HE facilities for Slough and if approving that principle to agree that following further exploration of value for money and other needs, and final investment figure will be agreed by the Chief Executive following consultation with the S151 officer, Leader of the Council and Commissioner for Education and Children.

9 Appendices Attached – None

10 Background Papers

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2015

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 JULY 2015 TO 30 SEPTEMBER 2015

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.

Page 176
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.

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 Carter |
| • Commissioner for Education & Children | Councillor Mann |
| • Commissioner for Environment & Open Spaces | Councillor Parmar |
| • Commissioner for Health & Wellbeing | Councillor Hussain |
| • 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. Urgent Notices are published on the Council's [website](#).

For further information, contact Democratic Services as detailed above.

Cabinet - 13th July 2015

| Item | Portfolio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|-----------|------|----------------------------|---|--|----------------------|----------|----------------------|
| <p><u>Medium Term Financial Strategy Update</u></p> <p>To receive an update on the latest position regarding the Council's Medium Term Financial Strategy.</p> | F&S | All | All | Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358 | - | None | √ | |
| <p><u>Leisure Strategy</u></p> <p>To consider a further report on the implementation of the Leisure Strategy, including the masterplan for The Centre site proposed for the new leisure centre.</p> | C&L | All | All | Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207 | - | None | | Yes, p3 LGA |
| <p><u>Statutory Service Plans</u></p> <p>To recommend to Council the 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 | Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912 | - | None | | |
| <p><u>Waste Strategy 2015-2030</u></p> <p>The Waste Strategy is the overarching 'golden thread' lead document for the collection, management and disposal of all waste generated within Slough for the next 15 years.</p> | E&O | All | Regeneration & Environment | Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275 | Neighbourhoods & Community Services Scrutiny Panel, 29/06/15 | 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>TEEP Assessment for Waste Collection in Slough</u></p> <p>Following a judicial review, Councils are required to undertake TEEP Assessments for their current contracts and proposed services. This report will cover the findings and request that Cabinet approve them.</p> | E&O | All | Regeneration & Environment | Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275 | - | None | √ | |
| <p><u>Waste Disposal Solution Procurement</u></p> <p>Following the commissioning of the Waste Disposal Solution and the presentation to the Contract Reprovision Board, this report will request Cabinet approval to commence the procurement of the Waste Disposal Solution.</p> | E&O | All | All | Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275 | - | None | √ | |
| <p><u>Progress Report on the Commissioning of a Maintenance & Repairs Service</u></p> <p>Further to the Cabinet report and decisions taken on 9th March 2015, to receive a progress report in relation to the commissioning of a maintenance and repair service.</p> | N&R | All | All | Andy Grant, Project Manager Tel: 07742 690915 | - | None | | Yes, p3 LGA |
| <p><u>Progress on Children's Services Improvements</u></p> <p>To receive a report highlighting the progress of the Children's Services improvement programme.</p> | E&C | All | All | Krutika Pau, Children's Services Director (Interim) | - | 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

| | | | | | | | | |
|---|-----|-----|-----|---|---|------|---|-------------|
| <u>Children's Services Organisation Decisions</u> To take further decisions in relation to the transfer of services to a new Children's Services Organisation for Slough. | E&C | All | All | Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207 | - | None | √ | Yes, p3 LGA |
| <u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i> | P&A | All | All | Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503 | - | None | | |
| <u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i> | F&S | All | All | Catherine Meek, Head of Democratic Services Tel: 01753 875011 | - | None | | |

Cabinet - 14th September 2015

| Item | Port- folio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|--|----------------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <u>Finance & Performance Report: 1st Quarter 2015/16</u> To receive the latest financial and performance information for the period between April – June to 2015 including revenue and capital expenditure; write off and virement requests; and the Council's Balanced Scorecard and Gold Project updates. | 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

| | | | | | | | | |
|--|-----|---------------------|-----|---|---|------|---|--|
| <u>Council Tax Support Scheme for Consultation</u> To consider a report regarding the consultation arrangements on the options for the Council Tax Support Scheme. | F&S | All | All | Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358 | - | None | √ | |
| <u>Treasury Management Annual Report</u> To receive an update on the performance of the Treasury Management Strategy as approved by February 2015. | F&S | All | All | Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358 | - | None | √ | |
| <u>Children's Services Organisation Decisions</u> To take further decisions relating to the transfer of services to a new Children's Services Organisation for Slough. | E&C | All | All | Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207 | - | None | √ | |
| <u>Trelawney Avenue Redevelopment Plan</u> To receive an update on the Trelawney Avenue Redevelopment Plan. | N&R | Langley Kedermister | All | Stephen Gibson, Head of Asset Management Tel: 01753 875852 | - | None | | |
| <u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i> | P&A | All | All | Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503 | - | None | √ | |
| <u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i> | F&S | All | 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