



Date of issue: Friday, 7 July 2017

MEETING: CABINET

Councillor Munawar Finance & Strategy
Councillor Hussain Health & Social Care

Councillor Ajaib Urban Renewal

Councillor Bedi Children, Education & Families

Councillor Bal Environment & Leisure Councillor Regulation & Consumer

Arvind Dhaliwal Protection

Councillor Matloob Transport & Highways

Councillor Nazir Housing

Councillor Sharif Digital Transformation &

Customer Care

DATE AND TIME: MONDAY, 17TH JULY, 2017 AT 6.30 PM

VENUE: VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD,

NICHOLAS PONTONE

SLOUGH, BERKSHIRE, SL1 3UF

DEMOCRATIC SERVICES

OFFICER:

(for all enquiries) 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.

ROGER PARKIN

Interim Chief Executive

AGENDA

PART I



Apologies for absence.

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.

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3.	Monthly Financial Report 2017/18 - Procurement Decisions	7 - 12	All
4.	Business Rates Discretionary Relief Policy - Public Houses	13 - 62	All
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7.	Small Sites Strategy Update - Wexham Phase 3 and Land Adjacent Mercian Way	211 - 218	Cippenham Green; Wexham Lea
8.	Accommodation & Hub Strategy 2017-2020	219 - 246	All
9.	References from Overview & Scrutiny	To Follow	All
10.	Notification of Forthcoming Decisions	247 - 256	All

11. 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 individual as defined in Paragraph 1 and 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

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PART II

12. Part II Minutes - 19th June 2017

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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. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. 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





Cabinet – Meeting held on Monday, 19th June, 2017.

Present:- Councillors Munawar (Chair), Hussain (Vice-Chair), Ajaib, Bedi, Bal, Arvind Dhaliwal, Matloob, Nazir and Sharif (from 7.08pm)

Also present under Rule 30:- Councillors Smith and Strutton

Apologies for Absence: None.

PART 1

1. Declarations of Interest

Councillor Bal declared that his daughter worked for Slough Borough Council.

2. Minutes of the Meeting held on 18th April 2017

Resolved – That the minutes of the meeting of the Cabinet held on 18th April 2017 be approved as a correct record.

3. Cabinet Portfolios and Responsibilities 2017-18

The Cabinet formally noted the portfolios and responsible Cabinet Members appointed by the Leader of the Council, as detailed in Appendix A to the report. It was also noted that the Leader had appointed Councillor Sabia Hussain as Deputy Leader of the Council in accordance with Part 2 Article 7 (10) of the Constitution.

Resolved -

- (a) That the Cabinet portfolios and responsible Cabinet Members, as appointed by the Leader of the Council, be noted.
- (b) That the appointment of Councillor Sabia Hussain as Deputy Leader of the Council be noted.

4. Manifesto Update for Pledges 2016/18

The Cabinet received an update on the projects undertaken following the adoption of the Slough Labour Party manifesto in June 2016. The manifesto extended across a two-year period to 2018 and the report set out in detail how each of the pledges had been addressed.

A number of specific areas were discussed including delivery on the housing pledges, including the fact that the Council was on track to meet the commitment to construct 250 new social homes; had exceeded the target of 250 new homes for sale and rent; and developed a new Housing Strategy. It was also noted that the new Community Sports Stadium, Arbour Park, had opened and a pipeline of major capital schemes were underway such as the

refurbishment of the ice arena, new leisure centre and the modernisation and expansion of a number of schools. The Cabinet welcomed the excellent progress that had been made in the first year of delivery against the manifesto priorities and confirmed that the responsible Cabinet Members would continue to take forward the commitments under their respective portfolios. After discussion, the update was noted.

The Cabinet priorities for 2017/18, as set out in Appendix A to the report, were considered and approved.

Resolved -

- (a) That the progress made to date on the projects undertaken as part of the commitment to the manifesto pledges adopted June 2016 be noted.
- (b) That the Cabinet's political priorities for the current municipal year as at Appendix A to the report be approved.

5. Financial Report - Final Outturn 2016/17

The Leader of the Council introduced a report that provided the Cabinet with the final outturn figures for the 2016-17 financial year. A General Fund revenue underspend of £0.026m was reported and 84% of the consolidated capital programme had been spent. The Housing Revenue Account position was a surplus of £0.564m.

The Cabinet welcomed the fact that the revenue budget had been balanced during another challenging year for local government finances, and that the slippage of the capital programme had been significant reduced compared to previous years. The strong approach taken to financial management provided a solid platform for the delivery of the 2017-18 budget and Medium Term Financial Strategy.

Resolved – That the final outturn for the financial year 2016-17 be noted.

6. Performance & Projects Report: Q4 2016/17

The Assistant Director Finance & Audit introduced a report that provided the Cabinet with the latest performance information for the 2016-17 financial year. The new format included performance reporting against the Corporate Balanced Scorecard indicators and progress of key priority projects.

It was the first quarterly report following the refresh of the Five Year Plan, and the Corporate Balanced Scorecard had been aligned to the revised outcomes, with some new performance measures being reported for the first time. Cabinet Members discussed the two indicators assigned a 'red' RAG status, both of which related to 'excess weight' for children of primary school age. It was noted that a major scrutiny review of childhood obesity had been undertaken in 2014 and the Overview & Scrutiny Committee had already explored the potential to follow up this work during the next municipal year. In

response to a question, it was agreed that the follow up action from the previous review relation to possible use of planning powers to limit the opening of fast food outlets near to schools would be circulated.

At the conclusion of the discussion, the report was noted.

Resolved – That the Council's current performance, as measured by the indicators within the balanced scorecard and update on Gold projects and performance, be noted.

7. Business Rates Discretionary Relief Policy

The Assistant Director Finance & Audit introduced a report which sought approval for the Discretionary Rate Relief Scheme. The Government had provided £300m for local councils to finance rate relief for businesses facing an increase to their bills following the revaluation earlier in the year.

The Council had been awarded £350,000 for 2017-18 and the scheme had been developed to maximise the use of the grant but not to exceed the local allocation. The scheme had been designed to support small and medium sized independent businesses in Slough. In accordance with requirements, the Council had consulted the Fire Service as the other precepting authority. There was likely to be a separate scheme to provide relief for public houses but guidance had yet to be issued.

Cabinet Members discussed the anticipated impact on Slough of the revaluation. An analysis had been done and it was agreed that further information would be circulated. At the conclusion of the discussion, the policy for discretionary rate relief was approved.

Resolved – That the policy for Discretionary Rate Relief, as set out in Appendix A to the report, be approved.

8. Slough Children's Services Trust - Update

The Cabinet Member for Children, Education & Families introduced a report that updated on the work of Slough Children Services Trust over the past year to improve services for the most vulnerable children and young people in the borough.

It was stated that there had been demonstrable improvements delivered in the past twelve months, although it was recognised that there was a significant amount of further work to do to bring all services up to the required standards. Several key developments were cited including the introduction of a new model of social care and an increase in the recruitment of permanent staff. Senior representatives of the Trust addressed the Cabinet and emphasised that the relationship between the Council and Trust was now much stronger and was the foundation for the continued improvement of services.

Speaking under Rule 30, Councillor Strutton asked about the most significant future challenges facing the Trust and raised issues about home schooling for children excluded from school. The Cabinet welcomed the progress that had been made and reiterated its commitment to work closely in partnership with the Trust to continue to make the long-term, sustainable service improvements for Slough's children.

At the conclusion of the discussion, the update was noted.

Resolved – That the update on the progress made by Slough Children's Service Trust be noted.

9. Small Sites Strategy Update Additional General Fund Sites

The Cabinet Member for Urban Renewal introduced a report that sought approval for the development of a number of additional General Fund sites for private housing led schemes as part of the Small Sites Strategy.

The General Fund sites proposed to be disposed to and developed by Slough Urban Renewal were Maria Cowland Hall, The Lodge on Mercian Way, 150-160 Bath Road and Wexham Phase 3. The anticipated financial implications were set out fully in Appendix One, which was in Part II of the agenda and was considered in public without disclosing any of the exempt information. In addition to providing much needed housing, the Council would receive land receipts and a share of the development profits.

(Councillor Sharif joined the meeting)

The Cabinet discussed the anticipated financial benefits of the scheme and the position regarding affordable housing. At the conclusion of the discussion, the Cabinet agreed to dispose of the specified sites and to publish the relevant notices regarding the disposal of Public Open Space at Norway Drive and Mercian Recreation Grounds.

Resolved -

- (a) That Council officers proceed on the basis that the General Fund sites listed in Appendix One and Two to the report be disposed to and developed by SUR for private housing led schemes, subject to Cabinet approval for a transfer sum that represents no less than the best value land valuation.
- (b) That notices be published in relation to the disposal of Public Open Space at Norway Drive and Mercian Recreation Grounds with the results presented to Cabinet prior to any option being granted over these sites.

10. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

11. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Decisions published on 19th May 2017 which set out the decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Decision for the period between June to August 2017 be endorsed.

12. Exclusion of Press and Public

Resolved – That the press and public be excluded from the meeting during consideration of the items in Part 2 of the Agenda, as they involve the likely disclosure of exempt information relating to the individual as defined in Paragraph 1 and the financial and 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).

Below is a summary of the matters considered during Part II of the agenda.

13. Part II Minutes - 18th April 2017

The Part II minutes of the meeting held on 18th April 2017 were approved.

14. Proposed Senior Management Review

The process for reviewing the senior management structure to align with the Council's Five Year Plan was confirmed.

15. Small Sites Strategy Update - Additional General Fund Sites - Appendix One

The Part II Appendix One – Additional Small Sites General Fund Programme – was considered and noted during Part I of the agenda without disclosing any of the exempt information.

16. Strategic Acquisitions Purchases Update

An update was noted on the assets purchased and progress made on the strategic acquisition programme.

16(a) Redevelopment of Old Library Site

An update was received on the Old Library Site redevelopment and revised costings were approved.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.30 pm)



SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE**: 17 July 2017

CONTACT OFFICER: Neil Wilcox. Assistant Director: Finance & Audit (Section 151)

(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Councillor Munawar, Cabinet Member for Finance & Strategy

PART I NON-KEY DECISION

MONTHLY FINANCIAL REPORT 2017/18 – PROCUREMENT DECISIONS

1 Purpose of Report

This report seeks the approval of the Cabinet for recent and proposed commissioning activity. The first financial monitoring report will be considered by the Cabinet on 18th September 2017.

2 Recommendation(s)/Proposed Action

The Cabinet in requested to resolve that approval be given to the following contracts as detailed in paragraphs 5.1, 5.2 and 5.3 of the report:

- Highway Resurfacing Contract
- Hope House & Doddsfield Road
- Speech and Language Therapy Service (SALT)

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

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A

Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

5 **Supporting Information**

Procurement Issues

5.1 **Highway Resurfacing Contract**

The initial tendered contract was awarded to Aggregate Industries from 2014- 2016 with an option to extend for one year. This option was taken and the contract was extended to 31st March 2017.

With the change from Teckal to DSO there are likely to be delays in procuring a replacement Highway Resurfacing contract resulting in large underspends on capital. In addition, this would lead to a poorer performing highway network with potentially more claims.

The previous contract was awarded to Aggregate Industries based on the merits of technical and financial criteria (where financial criteria is weighted more heavily). The current rates with Aggregate Industries are still competitive and Aggregate Industries have agreed to honour the original contract rates supplied in. Therefore the council will still be receiving value for money on an extension to 2014-16 contract and will now have sufficient time to procure a replacement contract.

Therefore members are being asked to approve a further year extension of the Highway Resurfacing Contract while officer procure a new 3 year contract.

5.2 Hope House & Doddsfield Road

The Mental Health step down service at Hope House/Doddsfield Road was established as a two year pilot ending on 31st March 2018. We are about to review the success of the service to determine it's future.

The annual value of the contract is £190,000 and a new contract of more than 12 months will take us over the threshold for reporting to cabinet.

Members are therefore being asked to agree to approve the re-procurement of the mental health service at Hope House / Doddsfield Road.

5.3 Speech and Language Therapy Service (SALT)

Speech and language therapy (SALT) provides treatment, support and care for children and adults who have difficulties with communication, or with eating, drinking and swallowing. Speech and language therapists (SLTs) are allied health professionals. They work with parents, carers and other professionals, such as teachers, nurses, occupational therapists and doctors.

The Council has a statutory obligation to provide a Speech and Language Therapy (SALT) Service to local mainstream schools. The SALT Service works individually with those children who have a statement of special educational needs and identified SALT needs. It is a statutory duty for the local authority to ensure SALT support is available as defined in the young person's support plan. The SALT service for Slough children and young people is currently being commissioned by an external provider on behalf of the Council with a contract value of £252k per annum.

The current contract expired at the end of March 2017 and was extended to the end of September 2017 to enable a procurement exercise to commence. The current provider has indicated they do not wish to continue providing the service going forward.

Please see Appendix A for the full report

Members are asked to:

- a) Agree that an interim SALT service be identified and procured urgently to commence on 1st September 2017 to ensure no interruption to this statutory service. The interim service will be for 12 months.
- b) Note that the provider market for SALT is very limited, and that to spot purchase on an individual basis would be resource inefficient and prohibitively expensive.

Pending procurement of an interim service, Officers undertake a procurement exercise to seek a new long-term contract for this service, to include a service review to ensure the needs of Children who have a statement of special educational needs will continue to be met by a new long-term and sustainable contract, which is compliant with the Public Contract Regulations (2015), Light Touch Regime (LTR).

Members will wish to be advised that there will be TUPE implications involving 6 to 8 members of staff who provide the current service, based on the current contract value. Officers will therefore be consulting with colleagues in Human Resources (Arbour Vale School) and Royal Berkshire Pension Fund to ensure that protocols are observed and any risks are brought to the attention of Members with a plan for mitigation.

The service is currently delivered from an Annexe on the Arbour Vale school site and it is likely that this provision (or a suitable equivalent) will be required by the new provider going forward.

 c) Delegation of the decision to procure this service to the Director of Children's Services following consultation with the Cabinet Member for Children, Education & Families.

6. <u>Comments of other committees</u>

This report has not been considered by any other committees.

7. <u>Conclusion</u>

The Cabinet is requested to approve the procurement decisions as detailed in the report.

8. Appendices Attached

'A' - Speech and Language Therapy Service (SALT) Procurement report

<u>Procurement of Speech and Language Therapy Service (SALT) – Appendix to</u> <u>Finance Monitoring Paper (Cabinet 17 July 2017)</u>

1. Background

Speech and language therapy (SALT) provides treatment, support and care for children and adults who have difficulties with communication, or with eating, drinking and swallowing. Speech and language therapists (SLTs) are allied health professionals. They work with parents, carers and other professionals, such as teachers, nurses, occupational therapists and doctors.

2. Purpose of the report

The purpose of this report is to inform Cabinet of the contract arrangements of the SALT Service. The Council has a statutory obligation to provide a Speech and Language Therapy (SALT) Service to local mainstream schools. The SALT Service works individually with those children who have a statement of special educational needs and identified SALT needs. It is a statutory duty for the local authority to ensure SALT support is available as defined in the young person's support plan.

The SALT service for Slough children and young people is currently being commissioned by an external provider on behalf of the Council with a contract value of £252k per annum.

The current contract expired at the end of March 2017 and was extended to the end of September 2017 to enable a procurement exercise to commence. The current provider has indicated they do not wish to continue providing the service going forward.

3. Recommendations

- d) Agree that an interim SALT service be identified and procured urgently to commence on 1st September 2017 to ensure no interruption to this statutory service. The interim service will be for 12 months.
- e) Note that the provider market for SALT is very limited, and that to spot purchase on an individual basis would be resource inefficient and prohibitively expensive.

Pending procurement of an interim service, Officers undertake a procurement exercise to seek a new long-term contract for this service, to include a service review to ensure the needs of Children who have a statement of special educational needs will continue to be met by a new long-term and sustainable contract, which is compliant with the Public Contract Regulations (2015), Light Touch Regime (LTR). Members will wish to be advised that there will be TUPE implications involving 6 to 8 members of staff who provide the current service, based on the current contract value. Officers will therefore be consulting with colleagues in Human Resources (Arbour Vale School) and Royal Berkshire Pension Fund to ensure that protocols are observed and any risks are brought to the attention of Members with a plan for mitigation.

The service is currently delivered from an Annexe on the Arbour Vale school site and it is likely that this provision (or a suitable equivalent) will be required by the new provider going forward.

f) Delegation of the decision to procure this service to the Director of Children's Services following consultation with the Cabinet Member for Children, Education & Families.

Contact Officer (for all enquiries):
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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th July 2017

CONTACT OFFICER: Neil Wilcox; Assistant Director, Finance & Audit;

s151 officer

(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Councillor Munawar; Leader of the Council

Cabinet Member for Finance & Strategy

PART I KEY DECISION

BUSINESS RATES DISCRETIONARY RELIEF POLICY – PUBLIC HOUSES

1 Purpose of Report

To provide a Council policy for the financial year 2017-18 in respect of

 Discretionary Rate Relief as announced in the March 2017 Budget for Public Houses

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the policy for Discretionary Rate Relief for Public Houses as set out in Appendix A be approved.

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

This report supports the 5 Year Plan through support to adults as retaining and encouraging smaller businesses to the borough will provide jobs and opportunities to our residents

3a Slough Joint Wellbeing Strategy Priorities

The awarding of relief for businesses in line with government guidance is a the key priority of the Council

3b Five Year Plan Outcomes

This report will primarily have implications for Outcome 5 as it will assist in retaining smaller businesses and local businesses in the borough as well as attracting small businesses to the borough which will provide jobs and opportunities for our residents.

4 Other Implications

(a) <u>Financial</u>

Central Government has provided guidance on how the relief should be awarded and will reimburse Local Authorities for the full amount of the spend as long as the scheme is enacted within the guidelines.

The Council proposes to administer the scheme within the guidelines and therefore maintain spend within the payment methodology proposed by central government so as not to put any additional pressure on the Council's general fund budget.

The Council will receive up to £1,000 per Public House relief awarded for 2017-18 as long as the Rateable Value (RV) of the public House is below £100,000.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	The scheme is based on the guidance released by the DCLG on 20 th June 2017 but must be awarded under the Discretionary Powers in the Business Rates legislation, to allow a discretionary scheme approved by each local authority to support businesses affected by the change in the revaluation.	
Property		
Human Rights		
Health and Safety		
Employment Issues		In being able to retain smaller businesses in the borough or to encourage small local businesses to open in the borough can provide opportunities for jobs.

Equalities Issues		
Community Support		
Communications		As there are only 29 Public Houses in the borough it is proposed that each business will be contacted individually
Community Safety		•
Financial		
Timetable for delivery	The change is effective from April 2017. However the definition of a Public House for this legislation was only released on 20 th June 2017, which has	
Project Capacity	delayed the report	
Other		

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications.

(d) Equalities Impact Assessment

There is no EIA as this policy refers to businesses in the borough only.

5 **Supporting Information**

- 5.1 The Business Rates Relief Policy Public Houses (Spring 2017 budget) is included in appendix A.
- 5.2 The Business Rates were revalued with effect from April 2017 for all businesses, and a number of businesses both nationally and in the borough of Slough saw an increase in their Rateable Values (RV)
- 5.3 In addition, the multiplier, the figure determined by the government, which is multiplied by the RV to determine the charge was reduced, however for a number of properties more especially in the South East of England including Slough this meant that the overall charge for Business Rates increased.

- 5.4 The Chancellor of the Exchequer announced three schemes in the Spring budget of March 2017 to addition business rates relief to those affected by the revaluation.
- 5.5 <u>Small Business Rate Relief</u>, a copy of which is attached at Appendix B
- 5.6 Relief for Public Houses, following the Budget announcement the government released a consultation document on the definition of Public Houses, and the details of the scheme, however final guidance on the operation and funding of the scheme was not released until 20th June 2017 when the government announced the definition of Public Houses and the guidance for administration and payment, a copy of which is attached at Appendix C
- 5.7 <u>Local discretionary relief scheme</u>, in this instance Local Authorities have been provided with a sum of money under discretionary powers which means there is no proposed national scheme or guidance on awarding the relief, a policy paper was agreed at Cabinet on 19th June 2017 on the criteria for the scheme.
- 5.8 All Local Authorities have been awarded up to £1,000 per Public House as long as the RV is below £100,000
- 5.9 The grant has been awarded under Section 31 of the Business Rates legislation, and due to time constraints the government has not passed any enabling legislation but stated that the award should be made under the Councils discretionary powers under section 47 of the Local Government Finance Act as amended.
- 5.10 The scheme has been developed in line with the government guidelines to maximise the use of the grant but not to spend more than the allocation.
- 5.11 The scheme has been developed to ensure that the receiptants are considered firstly under the Supporting Small Business Relief (SSBR) scheme and that State Aid is taken into consideration in line with the government guidelines.

6 Comments of Other Committees

n/a

7 Conclusion

That members are requested to review and approve this policy

8 **Appendices Attached**

'A' - New Discretionary Rate Relief Scheme (Public Houses)

'B' - Small Business Rates Relief scheme set by Central

Government

'C' - Business Rates Information Letter (4/2017): Spring

Budget Update

9 **Background Papers**

"1" - Business Rates Information letter (2/2017) from DCLG

"2" - Local Government Finance Act 1992 as amended

"3" - Local Government Finance Act 1988 as amended





Business Rates Policy 2017-18 onwards

Business Rates – New Discretionary Relief Scheme (Public Houses)

1 Introduction

- 1.1 The Chancellor in the Spring Statement on 3rd March 2017 announced that the government would provide Council's with additional Section 31 grant to assist businesses affected by the April 2017 revaluation of Business Rates.
- 1.2 In the Spring 2017 budget there were three schemes announced, one of which was for Public Houses with an Rateable Value below £100,000.
- 1.3 There was no definition or guidance proposed by central government on the basis that local authorities would be best placed to determine the parameters of the scheme as they knew their area.
- 1.4 As the legislation has been amended to introduce this change under the discretionary powers, this means that each Local Authority needs to develop a policy to deal with the operation and delivery of the relief up to State Aid De Minimis limits.

2. How the relief will be provided?

- 2.1 As this is a temporary measure for 2017-18 onwards, the government is not changing the legislation; instead the government will reimburse local authorities that use their discretionary relief powers, under section 47 of the Local Government Finance Act 1988, as amended, to grant relief.
- 2.2 It will be for individual local billing authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47.
- 2.3 Central Government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). The Government expects local government to grant relief to qualifying ratepayers.

3. Who will be eligible for Relief

- 3.1 This policy applies to eligible occupied properties with a rateable value of less than £100,000. The majority of pubs are independently owned or managed and will not be part of chains. Where pubs are part of a chain, relief will be available for each eligible property in the chain, subject to meeting State Aid requirements (see section 5 of this policy).
- 3.2 There is no definitive description of a traditional pub or public house in law which could be readily used to determine eligibility. The government therefore carried out a consultation exercise and based on this consultation exercise the following guidance was issued.
- 3.3 The objective by central government was to adopt a definition that makes the design and eligibility of the scheme easy to implement in a clear and consistent way, is widely accepted by the industry and which is consistent with the government's policy intention.
- 3.4 Slough Borough Council will follow the defined definition which is

- 3.5 That eligible pubs should:
 - be open to the general public
 - allow free entry other than when occasional entertainment is provided
 - allow drinking without requiring food to be consumed
 - permit drinks to be purchased at a bar
- 3.6 For these purposes, it will exclude:
 - restaurants
 - cafes
 - nightclubs
 - hotels
 - snack bars
 - guesthouses
 - boarding houses
 - sporting venues
 - music venues
 - festival sites
 - theatres
 - museums
 - exhibition halls
 - cinemas
 - concert halls
 - casinos
- 3.7 The exclusions in the list at para 3.6 is not intended to be exhaustive.
- 3.8 Slough Borough Council will determine those cases where eligibility is unclear, under section 3.5 and 3.6.
- 3.9 The scheme will be implemented with regard to their business rates base and existing collection practices.
- 3.10 Where eligibility is unclear Slough Borough Council will consider broader factors in their considerations i.e., in meeting the stated intent of policy that it demonstrates the characteristics that would lead it to be classified as a pub, for example being owned and operated by a brewery.
- 3.11 Additionally, Slough Borough Council will also consider other methods of classification, such as the planning system and the use classes order to decide whether a property is a pub or not. However, permission for a particular use class will not necessarily mean that the property meets the definition of a pub
- 3.12 If an award is made and a subsequent award of another discount, exception or relief is awarded the award of the new discretionary relief / revaluation support will be reviewed to ensure that the award remains in line with the current policy
- 3.13 As the grant of the relief is discretionary, Slough may choose not to grant the relief if they consider that appropriate, for example where granting the relief would go against the authority's wider objectives for the local area.

- 3.14 Properties that will benefit are those with a rateable value below £100,000
- 3.15 As with all other reliefs as a precepting authority, Slough Borough Council will not be able to benefit from this relief for any property that they are responsible (defined as the name on the account).

4. How much relief will be available?

- 4.1 The total amount of Government-funded relief available for 2017/18 under this scheme is up to £1,000 for each eligible property. There is no relief available under this scheme for properties with a rateable value of £100,000 or more.
- 4.2 Eligibility for the relief and the relief itself will be assessed and calculated on a daily basis.
- 4.3 Relief will be available for up to one year (2017-18) and reviewed taking into consideration the government guidelines and grant awards.
- 4.4 The scheme applies only to properties based on the value shown for 1/4/17 or the substituted day in the cases of splits mergers and appeals.

4.5 Recalculations of Relief

The amount of relief awarded will be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value or the hereditament, or where the occupier moves out of the premises. This change of circumstances could arise during the year in question or during a later year.

- 4.6 The Non-Domestic Rating (Discretionary Relief) Regulations 1989 (S.I. 1989/1059) require authorities to provide ratepayers with at least one year's notice in writing before any decision to revoke or vary a decision so as to increase the amount the ratepayer has to pay takes effect. Such a revocation or variation of a decision can only take effect at the end of a financial year. But within these regulations, local authorities may still make decisions which are conditional upon eligibly criteria or rules for calculating relief which allow the amount of relief to be amended within the year to reflect changing circumstances.
- 4.7 In addition the policy formally notes and provides notice that as the grant income is currently for one year only that relief will be awarded for one year and therefore no annual notice will be provided. Though new bills will be issued each year of the scheme showing the revised amounts.

5 State Aid

5.1 There are European Union regulations which restrict the award of state aid and under certain circumstances the award of discretionary relief could be considered to be state aid. However Reoccupation Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)

- 5.2 The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years).
- 5.3 These circumstances in which the EU regulations need to be considered will be where the organisation engages in commercial activities or competes with commercial bodies because of an activity it carries out. For example a not for profit training organisation that also provides training services to businesses.
- 5.4 If the organisation undertakes any commercial activity it must be commercially insignificant and localised so that there is no potential impact on intra-community trade, otherwise the regulations governing state aid will apply.
- 5.5 All applicants will be required to complete a declaration form to confirm that they have not received more than the De Minimis amount of State Aid.
- 5.6 Guidance on State Aid is available via the government web site at

https://www.gov.uk/government/publications/enterprise-zones-state-aid-and-business-rate-discounts

6 Administration

- 6.1 Slough Borough Council will administer the scheme under the Local Government Finance Act 1988 as amended, the Local Government Finance Act 1992 as amended, the Business Rates Information letter (4/2017) and the policy defined.
- 6.2 To avoid any unnecessary administrative problems, or confusion for ratepayers, in relation to state aid, the relief will be initially awarded in the following circumstances
 - where the description of the property is "public house"
 - Where there are any other description we will expect the ratepayer to contact us to discuss whether they should be included or not) and the RV is under £100.000:
 - to any ratepayer who is an individual the award will be automatically calculated and awarded sending a letter informing them that the relief has been awarded for one year only (and will be apportioned if they move out before 1st April, 2018)
 - to any ratepayer who appears to be a limited company that is not part of a
 national chain, relief will be calculated and awarded sending a letter informing
 them it is for one year only, it will be apportioned if they move out before 1st
 April, 2018 and they must advise us if this relief takes them over the de
 minimis state aid limit.
 - to any ratepayer who appears to be part of a national chain relief will not be awarded automatically but a letter will be sending asking them to apply for the relief. (This is in order to ensure that State Aid rules are adhered to).
- 6.3 The scheme is fully funded by central Government.

- The reliefs awarded will be administered by the Business Rates team who will provide an annual report to the Section 151.
- 6.5 If there are any disputes with regard to the decision made there is a right of appeal.

7 Right of Appeal

- 7.1 There is no statutory right of appeal against a decision regarding discretionary rate relief made by the Council. However, the Council recognises that ratepayers should be entitled to have a decision reviewed objectively if they are dissatisfied with the outcome.
- 7.2 The Council agrees to abide by the following appeals process and aggrieved ratepayers should make an appeal in accordance with the process.

8 Appeals Process

- 8.1 Appeals may only be made by the original applicant. An appellant may appoint an agent to act on their behalf and in such cases the Council will require written authorisation from the appellant before dealing with their agent.
- 8.2 Appeals against decisions will be considered by the Members Appeal Panel.
- 8.3 Decisions on appeals made by the Members Appeals Panel will be final.
- 8.4 Applicants must make an appeal within four weeks of the issue of the letter notifying them of the Council's decision.
- 8.5 Applicants will be notified of the date on which the appeal will be considered, which will be within twelve weeks of receipt of the appeal or as soon as reasonably practicable thereafter.
- 8.6 Applicants may appeal against the decision to award or not award relief, or against the level of relief awarded.
- 8.7 Appeals must be made in writing and must give the reasons why it is believed the decision should be amended. New or additional information may be included, but only if it is relevant to the decision making process.
- 8.8 The appellant does not have a right to appear in person but may make a request to present evidence in person. Such requests will be considered at the discretion of the Members Appeal Panel as appropriate.
- 8.9 The Members Appeal Panel can request a meeting with either the applicant and/or the appropriate Revenues and Benefits officer to hear evidence in person. The Members Appeal Panel may nominate a representative or representatives to attend such meetings on its behalf.
- 8.10 Each application will be considered individually on its merit.

- 8.11 The appeal decision may be adjourned if further information is required from either party.
- 8.12 The applicant will be informed of the final decision, and the reasons for the decision within four weeks of the hearing.
- 8.13 Submitting an appeal does not affect the appellant's legal rights to challenge a decision made by the Council through the Judicial Review process.

9 Discontinuation of Applications or Appeals

- 9.1 If the Council has requested further evidence from the ratepayer and this has not been received within four weeks the application or appeal will be deemed to have been discontinued.
- 9.2 Ratepayers will be notified in writing in these circumstances.
- 9.3 The ratepayer can reapply for Public House Relief at a later date but the application will only be assessed from the date of the new application



Supporting Small Businesses Relief Scheme

Section 31 Guidance

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About this Guidance

- 1. This guidance is intended to support local authorities in administering the scheme of relief for properties losing some or all of their Small Businesses Rate Relief or Rural Rate Relief as a result of the 2017 Revaluation known as "Supporting Small Business" relief. This Guidance applies to England only.
- 2. This guidance sets out the criteria which central government will use to determine funding relief for properties eligible for Supporting Small Businesses relief. The Guidance does not replace existing legislation on any other relief.
- 3. Enquiries on this measure should be addressed to: ndr@communities.gsi.gov.uk

Introduction

- 4. For 2016/17, eligible ratepayers¹ with a rateable value less than or equal to £6,000 are entitled to 100% small business rate relief. Those with a rateable value of between £6,000 and £12,000 enjoy tapered relief from 100% to 0%. Following the measures in the 2016 Budget, we are increasing these thresholds from 1 April 2017 to £12,000 for the 100% relief and £15,000 for the tapered relief. This ensures that most ratepayers currently entitled to small business rate relief will pay less or nothing following the revaluation. However, some ratepayers that are facing large increases in their rateable value will lose some or all of their small business rate relief.
- 5. For 2016/17 the sole post office, general store, pub or petrol station in rural settlements are (subject to rateable value thresholds) entitled to 50% rate relief. This is increasing to 100% relief from 1 April 2017. However, some ratepayers currently eligible for rural rate relief may lose that entitlement if their rateable value increases above the threshold due to the revaluation.
- 6. The transitional relief scheme does not provide support in respect of changes in reliefs. Therefore, those ratepayers who are losing some or all of their small business or rural rate relief may be facing large percentage increases in bills from 1 April 2017.
 - 7. In the Spring Budget the Chancellor announced that a new scheme of relief would be made available to those ratepayers facing large increases as a result of the loss of small business or rural rate relief due to the revaluation. This document provides guidance to authorities about the operation and delivery of this policy.

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¹ Businesses with more than one property are only eligible for small business rate relief if their additional property or properties all have rateable values of under £2,600, and the total rateable value of all their properties are below £18,000 (£25,500 in London).

How will the relief be provided?

- 8. The government is not changing the legislation around transitional relief². Instead the government will, in line with the eligibility criteria for the Supporting Small Businesses scheme, reimburse billing authorities that use their discretionary relief powers, under section 47 of the Local Government Finance Act 1988, as amended³, to grant relief. Central government will fully reimburse local authorities for the local share of the Supporting Small Businesses relief (using a grant under section 31 of the Local Government Act 2003). In view of the fact that such expenditure will be reimbursed, the government expects billing authorities to grant Supporting Small Businesses relief to all qualifying ratepayers.
- 9. Central government will reimburse billing authorities and those major precepting authorities within the rates retention system for the actual cost to them under the rates retention scheme of the relief that falls within the definitions in this guidance. DCLG will also undertake a New Burdens assessment of the IT and administrative costs in local government associated with the Supporting Small Businesses scheme.

Who is eligible for the relief and how much relief will be available?

- 10. This section describes in principle the Supporting Small Business Scheme. Local authorities should use the detailed guidance at section 2 to determine eligibility and calculate bills. The Supporting Small Businesses relief will help those ratepayers who as a result of the change in their rateable value at the revaluation are losing some or all of their small business or rural rate relief and, as a result, are facing large increases in their bills.
- 11. To support these ratepayers, the Supporting Small Businesses relief will ensure that the increase per year in the bills⁴ of these ratepayers is limited to the <u>greater</u> of:
 - a. a percentage increase p.a. of 5%, 7.5%, 10%, 15% and 15% 2017/18 to 2021/22 all plus inflation. Unlike the transitional relief scheme, for the first year of the scheme the percentage increase is taken against the bill for 31 March 2017 after small business rate relief or rural rate relief, or
 - b. a cash value of £600 per year (£50 per month). This cash minimum increase ensures that those ratepayers paying nothing or very small amounts in 2016/17 after small business rate relief are brought into paying something.

² The Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265

³ Section 47 was amended by the Localism Act 2011

⁴ Prior to the Business Rates Supplement (2p for properties in London with a rateable value of more than £70,000) and City of London multiplier (which is 0.5p higher for all properties in London). The level of these supplements are unchanged at the revaluation but changes in the amounts paid through the supplements are outside the transitional relief scheme and the Supporting Small Businesses scheme.

- 12. In the first year of the scheme, this means all ratepayers losing some or all of their small business rate relief or rural rate relief will see the increase in their bill capped at £600. The cash minimum increase is £600 per year thereafter. This means that ratepayers who are currently paying nothing under small business rate relief and are losing all of their entitlement to relief (i.e. moving from £6,000 rateable value or less to more than £15,000) would under this scheme be paying £3,000 in year 5.
- 13. Those on the Supporting Small Businesses relief scheme whose 2017 rateable values are £51,000 or more will not be liable to pay the supplement (1.3p) to fund small business rate relief while they are eligible for the Supporting Small Businesses relief scheme.
- 14. Ratepayers remain in the Supporting Small Businesses relief scheme for either 5 years or until they reach the bill they would have paid without the scheme⁵. A change of ratepayers will not affect eligibility for the Supporting Small Businesses relief scheme but eligibility will be lost if the property falls vacant or becomes occupied by a charity or Community Amateur Sports Club.
- 15. There is no 2nd property test for eligibility for the Supporting Small Businesses relief scheme. However, those ratepayers who during 2016/17 lost entitlement to small business rate relief because they failed the 2nd property test but have, under the rules for small business rate relief, been given a 12 month period of grace before their relief ended can continue on the scheme for the remainder of their 12 month period of grace.
- 16. Guidance on eligibility and the value of the Supporting Small Businesses relief is at Section 2.

Recalculations of relief

- 17. As with all reliefs, the amount of relief awarded under the Supporting Small Businesses relief scheme should be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value or the hereditament. This change of circumstances could arise during the year in question or during a later year.
- 18. The Non-Domestic Rating (Discretionary Relief) Regulations 1989 (S.I. 1989/1059)⁶ require authorities to provide ratepayers with at least one year's notice in writing before any decision to revoke or vary a decision so as to increase the amount the ratepayer has to pay takes effect. Such a revocation or variation of a decision can only take effect at the end of a financial year. But within these regulations, local authorities may still make decisions which are conditional upon eligibility criteria or rules for calculating relief which allow the amount of relief to be amended within the year to reflect changing circumstances.

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⁵ This will be the bill in the main transitional relief scheme.

⁶ The Non-Domestic Rating (Discretionary Relief) Regulations 1989 No. 1059.

19. Therefore, when making an award for Supporting Small Businesses relief, local authorities should ensure in the conditions of the award that the relief can be recalculated in the event of a change to the rating list for the property concerned (retrospective or otherwise). This is so that the relief can be re-calculated if the rateable value changes.

State Aid

- 20. State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However the Supporting Small Businesses relief scheme will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)¹.
- 21. The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a rolling three year period (consisting of the current financial year and the two previous financial years). Local authorities should familiarise themselves with the terms of this State Aid exemption, in particular the types of undertaking that are excluded from receiving De Minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)⁸) and the requirement to convert the aid into Euros⁹. They should ensure each business has not exceeded its threshold through all sources of state funding¹⁰.
- 22. To administer De Minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation). Where local authorities have further questions about De Minimis or other aspects of State Aid law, they should seek advice from their legal department in the first instance¹¹.

Other Reliefs

23. Hereditaments eligible for charity or Community Amateur Sports Club relief or hereditaments which are unoccupied are not eligible for Supporting Small Businesses Relief. And, for the avoidance of doubt, small business rate relief or

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/15277/National State Aid La w Requirements.pdf

⁷ http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF

⁸ The 'New SME Definition user guide and model declaration' provides further guidance: http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf

http://ec.europa.eu/budget/contracts grants/info contracts/inforeuro/inforeuro en.cfm

Article 3(2) of the De Minimis Regulation

¹¹ Detailed State Aid guidance can also be found at:

rural rate relief should not be applied to further reduce the bill found under Supporting Small Business relief (to avoid the double counting of relief – see the detailed rules in section 2). For example,

 a ratepayer eligible for Small Business Rate Relief whose rateable value has increased from £3,000 (paying £0 in 2016/17) to £14,000 would be paying the following in 2017/18 <u>before</u> Supporting Small Businesses relief:

0	Bill before reliefs:	£6,524,
0	Bill after transitional relief:	£1,555
0	Bill after Small Business Rate Relief (@1/3)	£1.037.

- After Supporting Small Business Relief the bill for 2017/18 would be reduced to £600. No further Small Business Rate Relief should be applied to the £600 bill.
- 24. The same principle applies to properties for which a Section 44A certificate has been granted (apportionment of rateable values for partly occupied properties). The presence of a section 44A certificate should not further reduce the bill found under the Supporting Small Business scheme.
- 25. All other discretionary reliefs, including those funded by section 31 grants, should be considered after the application of Supporting Small Businesses relief. Following discussions with local government stakeholders and their software providers, the expectation is that Supporting Small Businesses relief will be shown on the bill as an adjustment to the chargeable amount after any transitional relief i.e. it will appear as a deduction.

Compensation Arrangements

- 26. Central government will reimburse billing authorities and those major precepting authorities for the actual cost to them under the rates retention scheme of the Supporting Small Businesses relief. Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in a one off estimate for 2017/18. Central government will then provide payments to local authorities for their share of the cost of the estimated relief for 2017/18. The final cost to local authorities will be calculated and reconciled following the NNDR3 for 2017/18.
- 27. Guidance for local authorities on how to calculate the value of the section 31 grant will be included in the guidance notes for completing the National Non-Domestic Returns (NNDRs). However, in line with the New Burden's principle, section 31 compensation will be calculated having regard to the additional costs on local government of awarding the relief (before any other section 47 reliefs). Therefore, the section 31 grant for Supporting Small Businesses should be calculated by:
 - taking the chargeable amount which would have applied for the hereditament after the transitional arrangements and other mandatory reliefs but before discretionary reliefs,

and deducting

- b. the chargeable amount found under the Supporting Small Business scheme before other discretionary reliefs.
- 28. The same principle will apply for calculation Transitional Protection Payments (TPPs) for the purposes of non-domestic rating income in the rates retention scheme. TPPs on NNDR1s and NNDR3s will be calculating ignoring the Supporting Small Businesses scheme.

Section 2: Detailed guidance for operation of the Supporting Small Businesses (SSB) scheme

Day 1 Eligibility for the Scheme

- 29. For 1 April 2017, the supporting small businesses (SSB) relief scheme applies to hereditaments for which 12:
 - a. the chargeable amount for 31 March 2017 is calculated in accordance with section 43(4B) or (6B),
 - b. in relation to 43(4B) the value of E for 31 March 2017 is greater than 1,
 - c. the chargeable amount for 1 April 2017 is found in accordance with section 43(4), 43(4B), 43(6A) or where regulations 12(3), 12(7) or 12(9) of the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265 applies, and
 - d. the chargeable amount for 1 April 2017 is more than (£600/365) higher than the chargeable amount for 31 March 2017.
 - 30. Where for 31 March 2017 the chargeable amount has been found under section 47, then eligibility for SSB should be determined as if section 47 did not apply.
 - 31. Where the hereditament is shown in a local list for the area of a special authority (i.e. the City of London), then eligibility for SSB should be determined as if the special authority's small business non-domestic rating multiplier was 48.4p for 2016/17 and 46.6p for 2017/18.

Continued eligibility for the scheme after 1 April 2017

- 32. After 1 April 2017, the Supporting Small Businesses (SSB) scheme will cease to apply where:
 - a. the chargeable amount for a day found under the SSB scheme is the same as or more than the chargeable amount found in the absence of the SSB scheme. This ensures that where, for example, the minimum increase in the chargeable amount in the SSB scheme would take the bill above the level it would otherwise have been then the hereditament will drop out of the SSB scheme. It also ensures that where, for example, with effect from after 1/4/17, the hereditament becomes eligible for 100% Small Business Rate Relief then they also fall out of the SSB scheme,

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¹² unless otherwise stated, references are to the Local Government Finance Act 1988

- b. the chargeable amount for a day would otherwise fall to be found by section 43(5) or where paragraph 12(5) or sub-paragraphs 2(4), 3(4), 4(4), 5(4) of Schedule 2 of the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265 applies (charities or registered community amateur sports clubs), or
- c. the hereditament for a day is unoccupied.
- 33. Furthermore, where the ratepayer during 2016/17 lost entitlement to small business rate relief because they failed the 2nd property test but have, under the rules for small business rate relief, been given a 12 month period of grace before their relief ended (and therefore was still entitled to small business rate relief on 31 March 2017), then eligibility for the SSB scheme will cease at the end of that 12 months period of grace.
- 34. Hereditaments which cease to be entitled to Supporting Small Businesses for a day cannot return to eligibility if their circumstances change from a later day. For example, if a property falls unoccupied it will not then be eligible for Supporting Small Businesses relief if it subsequently becomes occupied again.

Chargeable Amount under the Supporting Small Businesses Scheme

- 35. Where the Supporting Small Businesses scheme applies then DCLG will fund local authorities to apply a chargeable amount under section 47 of the 1988 Act for the period 1 April 2017 to 31 March 2022 found in accordance with the rules in [Part 1 to Part 3 of] the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265 subject to the following changes:
 - a. BL for 2017/18 is the chargeable amount for 31 March 2017 x 365 (on the assumption that section 47 did not apply for 31 March 2017 and on the assumption in the City of London that the special authority's small business non-domestic rating multiplier was 48.4p for 2016/17). This ensures the starting base liability for hereditaments eligible for SSB include the SBRR or rural rate relief for 31 March,
 - b. Where a certificate has been issued under regulations 17 or 18 then BL for 2017/18 should be found in line with a) above but on the assumption that the rateable value in the rating list was the rateable values as certified,
 - c. References to "(BL x AF)" are to "(BL x AF) or (BL + 600) whichever is the greater". This ensures the bill increase is the greater or £600 or the increase under the caps in the transitional relief scheme,
 - d. AF is found in accordance with regulation 10(6) irrespective of the rateable value of the hereditament for 1 April 2017. This ensures only the cap on increases for small properties is applied in the SSB scheme irrespective of the actual rateable value of the hereditament,

- e. regulation 12(6)(b) is omitted. This ensures SBRR is not also applied to the capped bill in the SSB scheme. This avoids double counting of relief as illustrated at paragraph 23 above,
- f. the reference to "2" in regulation 12(8) is "1". This ensures rural rate relief is not also applied to the capped bill in the SSB scheme. This avoids double counting of relief,
- g. "U" is taken to have a value of 0 throughout. This ensures that any hereditament whose rateable value is £51,000 or more does not have to pay the 1.3p supplement whilst eligible for SSB relief,
- h. for a year (the year concerned) other than 2017/18, BL is (BL x AF) or (BL + 600) from the year immediately the year concerned whichever is the greater.
- 36. No change is made to the meaning of NCA. However, as discussed above, eligibility for Supporting Small Businesses relief ceases when the chargeable amount for a day found under the Supporting Small Businesses scheme is the same as or more than the chargeable amount found outside the scheme.
- 37. Regulation 6 (special authorities) will apply as normal under the Supporting Small Businesses scheme. This ensures ratepayers in the City of London continue to pay any additional amount attributable to the City multiplier.
- 38. For the avoidance of doubt, the rules for changes in rateable value with effect from after 1 April 2017 (regulation 13) will continue to apply as normal subject to the amendments in paragraph 35 above. This ensures that, for example, later increases in rateable value are paid in full in the normal way¹³.

Splits and mergers

39. The SSB scheme will apply to hereditaments:

- a. coming into existence because of the circumstances described in paragraph
 1 of Schedule 2 of Non-Domestic Rating (Chargeable Amounts) (England)
 Regulations 2016 No. 1265,
- b. where one of the hereditaments from which the new hereditament was formed in whole or in part was for the day immediately before the creation day eligible for the SSB scheme, and
- c. the circumstances described at paragraph 32 above do not apply for the creation day in respect of the hereditament.
- 40. After the creation day, the SSB scheme will cease to apply in the circumstances described in paragraph 32 above.

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¹³ based on the small business non-domestic multiplier. This is because U is taken to have a value of 0 throughout.

- 41. The number of hereditaments eligible for SSB which then split or merge is likely to be very small and devising rules in particular for mergers with properties outside of the SSB scheme would be complex. Therefore, in discussions with local authority stakeholders, DCLG has concluded it would be disproportionate to devise detailed rules to prescribe the chargeable amounts in the various circumstances which could arise from a split or a merger.
- 42. Instead, for hereditaments meeting the criteria in paragraph 39 and 40 above, DCLG will fund local authorities to apply a chargeable amount under section 47 of the 1988 Act found in accordance with the following principle:
 - a. that the protection offered by the SSB scheme (that the bill will not rise by the greater of £600 p.a. or the transitional relief caps) will continue to apply in principle to that part of the newly created hereditament which was immediately before the creation day in the SSB scheme, and
 - b. that increases (or reductions) in overall rateable value arising from the split or merger are not subject to the protection of the SSB scheme.
- 43. For simple splits of hereditaments previously eligible for SSB, authorities may wish to simply apportion the chargeable amount in the SSB scheme for the hereditament before the split in line with the change in rateable value from the split (i.e. in line with the principle in Schedule 2 of Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265).
- 44. For mergers and reorganisations, authorities will have to estimate the degree to which, in line with the principle of the SSB scheme, that part of the hereditament which was formerly eligible for SSB should continue to receive support under the SSB scheme. DCLG does not expect authorities to seek any formal apportionments of the rateable value for this purpose.





Non-Domestic Rates Team LGF BRS SE Quarter - 2nd Floor Fry Building 2 Marsham Street London SW1P 4DF

20 June 2017

Email: ndr@communities.gov.uk

Chief Finance Officers of English Billing Authorities

FOR THE ATTENTION OF THE BUSINESS RATES SECTION

Dear Chief Finance Officer

Business Rates Information Letter (4/2017): Spring Budget Update

This is the fourth business rates information letter to be issued by the Department for Communities and Local Government this year. Previous letters are available on the internet at:

https://www.gov.uk/government/collections/business-rates-information-letters

or for archived letters:

http://webarchive.nationalarchives.gov.uk/20120919132719/http://www.communities.gov.uk/localgovernment/localgovernmentfinance/businessrates/busrates informationletters/.

- Supporting Small Businesses
- New Discretionary Relief Scheme
- New Business Rate Relief Scheme for Pubs

Supporting Small Businesses

At the Spring Budget, the Chancellor announced that a scheme of relief would be made available to those ratepayers facing large increases as a result of the loss of small business or rural rate relief. Initial terms for this scheme were published with the BRIL (2/2017) on 9 March 2017.

The transitional relief scheme does not provide support in respect of changes in reliefs. Therefore, those ratepayers who are losing some or all of their small business or rural rate relief may be facing very large percentage increases in bills from 1 April 2017.

On the 16 May a letter was sent to Chief Finance Officers, it included as an annex final guidance on the scheme to authorities about the operation and delivery of this policy for more complex cases. It includes full technical guidance to identify all eligible ratepayers for the duration of the scheme. For completeness, this guidance is attached at **Annex A**.

Local authorities are expected to have begun implementing this scheme for simple cases with the initial terms published on 9 March 2017, with a full rollout to all cases with the attached final terms.

Discretionary Relief Scheme

At the Spring Budget, the Government announced the establishment of a £300m discretionary fund over four years from 2017/18 to support businesses in their area. The £300m will cover the four years from 2017/18:

- £175m in 2017/18
- £85m in 2018/19
- £35m in 2019/20
- £5m in 2020/21

DCLG published a consultation of the design of the scheme and draft allocations to billing authorities on 9 March. Allocations were confirmed on 21 April in accordance with those draft allocations published as part of the consultation. On the 28 April the accompanying Grant Determination was also circulated to Chief Finance Officers. The allocations can be found at:

https://www.gov.uk/government/consultations/discretionary-business-rates-relief-scheme

The Government is grateful for all responses to the consultation, which ran until 7 April. Billing authorities have already begun developing their own discretionary schemes to deliver targeted support to the most hard-pressed ratepayers. For avoidance of doubt, the design and administration of schemes is for authorities to decide and does not necessarily need to follow the distribution methodology used in the consultation to determine allocations.

Support for Pubs

At the Spring Budget, the Government also announced a new relief scheme for pubs that have a rateable value of below £100,000. Under the scheme, eligible pubs will receive a £1000 discount on their bill. The relief will have effect for 2017/18.

DCLG has worked with key industry stakeholders to determine the operation of the relief scheme for pubs. Many authorities have already begun the work to identify eligible pubs in their area and final guidance on the design and delivery of the scheme is attached at **Annex B**.

Administration of New Reliefs

Billing authorities are expected to deliver the scheme through the use of their discretionary relief powers under section 47 of the Local Government Finance Act 1988, as amended. Billing authorities will be compensated through a Section 31 grant for the cost to the authority of granting the relief – up to a maximum amount based on the authority's allocation of the £300m fund. The grants will be made quarterly in arrears for the duration of the scheme.

We expect billing authorities to have communicated with ratepayers on the confirmed terms of the new schemes for relief covered by the BRIL (2/2017) and this BRIL (4/2017), including anticipated timescale for rebilling where necessary.

New Burdens

DCLG recognises that implementing these schemes places additional burdens on billing authorities. In accordance with the New Burdens doctrine, the Department has conducted an assessment of the expected reasonable additional costs of new software and staffing/administration around rebilling affected ratepayers.

Full details of this funding will be published shortly so we encourage local authorities to continue to progress with this in mind.

Progress Review

We are conducting a short, progress update survey for local authorities to update us on their work to date. We would be grateful for responses from local authorities by Friday 30 June 2017. The survey can be found at: www.surveymonkey.co.uk/r/DCLG_Budget_2017

In addition to this, the Department will undertake a wider data collection exercise to review the implementation of the schemes once underway. The Department will continue to liaise with local government stakeholders as to the form this will take and will confirm with local authorities in due course.

Supporting Small Businesses: Annex A

About this Guidance

- 1. This guidance is intended to support local authorities in administering the scheme of relief for properties losing some or all of their Small Businesses Rate Relief or Rural Rate Relief as a result of the 2017 Revaluation known as "Supporting Small Business" relief. This Guidance applies to England only.
- 2. This guidance sets out the criteria which central government will use to determine funding relief for properties eligible for Supporting Small Businesses relief. The Guidance does not replace existing legislation on any other relief.
- 3. Enquiries on this measure should be addressed to: ndr@communities.gsi.gov.uk

Introduction

- 4. For 2016/17, eligible ratepayers¹ with a rateable value less than or equal to £6,000 are entitled to 100% small business rate relief. Those with a rateable value of between £6,000 and £12,000 enjoy tapered relief from 100% to 0%. Following the measures in the 2016 Budget, we are increasing these thresholds from 1 April 2017 to £12,000 for the 100% relief and £15,000 for the tapered relief. This ensures that most ratepayers currently entitled to small business rate relief will pay less or nothing following the revaluation. However, some ratepayers that are facing large increases in their rateable value will lose some or all of their small business rate relief.
- 5. For 2016/17 the sole post office, general store, pub or petrol station in rural settlements are (subject to rateable value thresholds) entitled to 50% rate relief. This is increasing to 100% relief from 1 April 2017. However, some ratepayers currently eligible for rural rate relief may lose that entitlement if their rateable value increases above the threshold due to the revaluation.
- 6. The transitional relief scheme does not provide support in respect of changes in reliefs. Therefore, those ratepayers who are losing some or all of their small business or rural rate relief may be facing large percentage increases in bills from 1 April 2017.
- 7. In the Spring Budget the Chancellor announced that a new scheme of relief would be made available to those ratepayers facing large increases as a result of the loss of small business or rural rate relief due to the revaluation. This document provides guidance to authorities about the operation and delivery of this policy.

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¹ Businesses with more than one property are only eligible for small business rate relief if their additional property or properties all have rateable values of under £2,600, and the total rateable value of all their properties are below £18,000 (£25,500 in London).

How will the relief be provided?

- 8. The government is not changing the legislation around transitional relief². Instead the government will, in line with the eligibility criteria for the Supporting Small Businesses scheme, reimburse billing authorities that use their discretionary relief powers, under section 47 of the Local Government Finance Act 1988, as amended³, to grant relief. Central government will fully reimburse local authorities for the local share of the Supporting Small Businesses relief (using a grant under section 31 of the Local Government Act 2003). In view of the fact that such expenditure will be reimbursed, the government expects billing authorities to grant Supporting Small Businesses relief to all qualifying ratepayers.
- 9. Central government will reimburse billing authorities and those major precepting authorities within the rates retention system for the actual cost to them under the rates retention scheme of the relief that falls within the definitions in this guidance. DCLG will also undertake a New Burdens assessment of the IT and administrative costs in local government associated with the Supporting Small Businesses scheme.

² The Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265

³ Section 47 was amended by the Localism Act 2011

Who is eligible for the relief and how much relief will be available?

- 10. This section describes in principle the Supporting Small Business Scheme. Local authorities should use the detailed guidance at section 2 to determine eligibility and calculate bills. The Supporting Small Businesses relief will help those ratepayers who as a result of the change in their rateable value at the revaluation are losing some or all of their small business or rural rate relief and, as a result, are facing large increases in their bills.
- 11. To support these ratepayers, the Supporting Small Businesses relief will ensure that the increase per year in the bills⁴ of these ratepayers is limited to the greater of:
 - a. a percentage increase p.a. of 5%, 7.5%, 10%, 15% and 15% 2017/18 to 2021/22 all plus inflation. Unlike the transitional relief scheme, for the first year of the scheme the percentage increase is taken against the bill for 31 March 2017 after small business rate relief or rural rate relief.
 - b. a cash value of £600 per year (£50 per month). This cash minimum increase ensures that those ratepayers paying nothing or very small amounts in 2016/17 after small business rate relief are brought into paying something.
- 12. In the first year of the scheme, this means all ratepayers losing some or all of their small business rate relief or rural rate relief will see the increase in their bill capped at £600. The cash minimum increase is £600 per year thereafter. This means that ratepayers who are currently paying nothing under small business rate relief and are losing all of their entitlement to relief (i.e. moving from £6,000 rateable value or less to more than £15,000) would under this scheme be paying £3,000 in year 5.
- 13. Those on the Supporting Small Businesses relief scheme whose 2017 rateable values are £51,000 or more will not be liable to pay the supplement (1.3p) to fund small business rate relief while they are eligible for the Supporting Small Businesses relief scheme.
- 14. Ratepayers remain in the Supporting Small Businesses relief scheme for either 5 years or until they reach the bill they would have paid without the scheme 5. A change of ratepayers will not affect eligibility for the Supporting Small Businesses relief scheme but eligibility will be lost if the property falls vacant or becomes occupied by a charity or Community Amateur Sports Club.

⁴ Prior to the Business Rates Supplement (2p for properties in London with a rateable value of more than £70,000) and City of London multiplier (which is 0.5p higher for all properties in London). The level of these supplements are unchanged at the revaluation but changes in the amounts paid through the supplements are outside the transitional relief scheme and the Supporting Small Businesses scheme.

⁵ This will be the bill in the main transitional relief scheme.

- 15. There is no 2nd property test for eligibility for the Supporting Small Businesses relief scheme. However, those ratepayers who during 2016/17 lost entitlement to small business rate relief because they failed the 2nd property test but have, under the rules for small business rate relief, been given a 12 month period of grace before their relief ended can continue on the scheme for the remainder of their 12 month period of grace.
- 16. Guidance on eligibility and the value of the Supporting Small Businesses relief is at Section 2.

Recalculations of relief

- 17. As with all reliefs, the amount of relief awarded under the Supporting Small Businesses relief scheme should be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value or the hereditament. This change of circumstances could arise during the year in question or during a later year.
- 18. The Non-Domestic Rating (Discretionary Relief) Regulations 1989 (S.I. 1989/1059)⁶ require authorities to provide ratepayers with at least one year's notice in writing before any decision to revoke or vary a decision so as to increase the amount the ratepayer has to pay takes effect. Such a revocation or variation of a decision can only take effect at the end of a financial year. But within these regulations, local authorities may still make decisions which are conditional upon eligibility criteria or rules for calculating relief which allow the amount of relief to be amended within the year to reflect changing circumstances.
- 19. Therefore, when making an award for Supporting Small Businesses relief, local authorities should ensure in the conditions of the award that the relief can be recalculated in the event of a change to the rating list for the property concerned (retrospective or otherwise). This is so that the relief can be recalculated if the rateable value changes.

⁶ The Non-Domestic Rating (Discretionary Relief) Regulations 1989 No. 1059.

State Aid

- 20. State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However the Supporting Small Businesses relief scheme will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)⁷.
- 21. The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a rolling three year period (consisting of the current financial year and the two previous financial years). Local authorities should familiarise themselves with the terms of this State Aid exemption, in particular the types of undertaking that are excluded from receiving De Minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)⁸) and the requirement to convert the aid into Euros⁹. They should ensure each business has not exceeded its threshold through all sources of state funding¹⁰.
- 22. To administer De Minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation). Where local authorities have further questions about De Minimis or other aspects of State Aid law, they should seek advice from their legal department in the first instance¹¹.

⁷ http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF

⁸ The 'New SME Definition user guide and model declaration' provides further guidance: http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf

⁹ http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm

¹⁰ Article 3(2) of the De Minimis Regulation

¹¹ Detailed State Aid guidance can also be found at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/15277/National_State_Aid_Law_Requirements.pdf

Other Reliefs

- 23. Hereditaments eligible for charity or Community Amateur Sports Club relief or hereditaments which are unoccupied are not eligible for Supporting Small Businesses Relief. And, for the avoidance of doubt, small business rate relief or rural rate relief should not be applied to further reduce the bill found under Supporting Small Business relief (to avoid the double counting of relief see the detailed rules in section 2). For example,
 - a ratepayer eligible for Small Business Rate Relief whose rateable value has increased from £3,000 (paying £0 in 2016/17) to £14,000 would be paying the following in 2017/18 <u>before</u> Supporting Small Businesses relief:

0	Bill before reliefs:	£6,524,
0	Bill after transitional relief:	£1,555
0	Bill after Small Business Rate Relief (@1/3)	£1.037.

- After Supporting Small Business Relief the bill for 2017/18 would be reduced to £600. No further Small Business Rate Relief should be applied to the £600 bill.
- 24. The same principle applies to properties for which a Section 44A certificate has been granted (apportionment of rateable values for partly occupied properties). The presence of a section 44A certificate should not further reduce the bill found under the Supporting Small Business scheme.
- 25. All other discretionary reliefs, including those funded by section 31 grants, should be considered after the application of Supporting Small Businesses relief. Following discussions with local government stakeholders and their software providers, the expectation is that Supporting Small Businesses relief will be shown on the bill as an adjustment to the chargeable amount after any transitional relief i.e. it will appear as a deduction.

Compensation Arrangements

- 26. Central government will reimburse billing authorities and those major precepting authorities for the actual cost to them under the rates retention scheme of the Supporting Small Businesses relief. Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in a one off estimate for 2017/18. Central government will then provide payments to local authorities for their share of the cost of the estimated relief for 2017/18. The final cost to local authorities will be calculated and reconciled following the NNDR3 for 2017/18.
- 27. Guidance for local authorities on how to calculate the value of the section 31 grant will be included in the guidance notes for completing the National Non-Domestic Returns (NNDRs). However, in line with the New Burden's principle, section 31 compensation will be calculated having regard to the additional costs on local government of awarding the relief (before any other section 47 reliefs). Therefore, the section 31 grant for Supporting Small Businesses should be calculated by:
 - a. taking the chargeable amount which would have applied for the hereditament after the transitional arrangements and other mandatory reliefs but before discretionary reliefs,
 - and deducting
 - b. the chargeable amount found under the Supporting Small Business scheme before other discretionary reliefs.
- 28. The same principle will apply for calculation Transitional Protection Payments (TPPs) for the purposes of non-domestic rating income in the rates retention scheme. TPPs on NNDR1s and NNDR3s will be calculating ignoring the Supporting Small Businesses scheme.

Section 2: Detailed guidance for operation of the Supporting Small Businesses (SSB) scheme

Day 1 Eligibility for the Scheme

- 29. For 1 April 2017, the supporting small businesses (SSB) relief scheme applies to hereditaments for which 12:
 - a. the chargeable amount for 31 March 2017 is calculated in accordance with section 43(4B) or (6B),
 - b. in relation to 43(4B) the value of E for 31 March 2017 is greater than 1,
 - c. the chargeable amount for 1 April 2017 is found in accordance with section 43(4), 43(4B), 43(6A) or where regulations 12(3), 12(7) or 12(9) of the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265 applies, and
 - d. the chargeable amount for 1 April 2017 is more than (£600/365) higher than the chargeable amount for 31 March 2017.
 - 30. Where for 31 March 2017 the chargeable amount has been found under section 47, then eligibility for SSB should be determined as if section 47 did not apply.
 - 31. Where the hereditament is shown in a local list for the area of a special authority (i.e. the City of London), then eligibility for SSB should be determined as if the special authority's small business non-domestic rating multiplier was 48.4p for 2016/17 and 46.6p for 2017/18.

Continued eligibility for the scheme after 1 April 2017

- 32. After 1 April 2017, the Supporting Small Businesses (SSB) scheme will cease to apply where:
 - a. the chargeable amount for a day found under the SSB scheme is the same as or more than the chargeable amount found in the absence of the SSB scheme. This ensures that where, for example, the minimum increase in the chargeable amount in the SSB scheme would take the bill above the level it would otherwise have been then the hereditament will drop out of the SSB scheme. It also ensures that where, for example, with effect from after 1/4/17, the hereditament becomes eligible for 100% Small Business Rate Relief then they also fall out of the SSB scheme,
 - b. the chargeable amount for a day would otherwise fall to be found by section 43(5) or where paragraph 12(5) or sub-paragraphs 2(4), 3(4), 4(4), 5(4) of Schedule 2 of the Non-Domestic Rating (Chargeable

¹² unless otherwise stated, references are to the Local Government Finance Act 1988

Amounts) (England) Regulations 2016 No. 1265 applies (charities or registered community amateur sports clubs), or

- c. the hereditament for a day is unoccupied.
- 33. Furthermore, where the ratepayer during 2016/17 lost entitlement to small business rate relief because they failed the 2nd property test but have, under the rules for small business rate relief, been given a 12 month period of grace before their relief ended (and therefore was still entitled to small business rate relief on 31 March 2017), then eligibility for the SSB scheme will cease at the end of that 12 months period of grace.
- 34. Hereditaments which cease to be entitled to Supporting Small Businesses for a day cannot return to eligibility if their circumstances change from a later day. For example, if a property falls unoccupied it will not then be eligible for Supporting Small Businesses relief if it subsequently becomes occupied again.

Chargeable Amount under the Supporting Small Businesses Scheme

- 35. Where the Supporting Small Businesses scheme applies then DCLG will fund local authorities to apply a chargeable amount under section 47 of the 1988 Act for the period 1 April 2017 to 31 March 2022 found in accordance with the rules in [Part 1 to Part 3 of] the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265 subject to the following changes:
 - a. BL for 2017/18 is the chargeable amount for 31 March 2017 x 365 (on the assumption that section 47 did not apply for 31 March 2017 and on the assumption in the City of London that the special authority's small business non-domestic rating multiplier was 48.4p for 2016/17). This ensures the starting base liability for hereditaments eligible for SSB include the SBRR or rural rate relief for 31 March,
 - b. Where a certificate has been issued under regulations 17 or 18 then BL for 2017/18 should be found in line with a) above but on the assumption that the rateable value in the rating list was the rateable values as certified.
 - c. References to "(BL x AF)" are to "(BL x AF) or (BL + 600) whichever is the greater". This ensures the bill increase is the greater or £600 or the increase under the caps in the transitional relief scheme,
 - d. AF is found in accordance with regulation 10(6) irrespective of the rateable value of the hereditament for 1 April 2017. This ensures only the cap on increases for small properties is applied in the SSB scheme irrespective of the actual rateable value of the hereditament,

- e. regulation 12(6)(b) is omitted. This ensures SBRR is not also applied to the capped bill in the SSB scheme. This avoids double counting of relief as illustrated at paragraph 23 above,
- f. the reference to "2" in regulation 12(8) is "1". This ensures rural rate relief is not also applied to the capped bill in the SSB scheme. This avoids double counting of relief,
- g. "U" is taken to have a value of 0 throughout. This ensures that any hereditament whose rateable value is £51,000 or more does not have to pay the 1.3p supplement whilst eligible for SSB relief,
- h. for a year (the year concerned) other than 2017/18, BL is (BL x AF) or (BL + 600) from the year immediately the year concerned whichever is the greater.
- 36. No change is made to the meaning of NCA. However, as discussed above, eligibility for Supporting Small Businesses relief ceases when the chargeable amount for a day found under the Supporting Small Businesses scheme is the same as or more than the chargeable amount found outside the scheme.
- 37. Regulation 6 (special authorities) will apply as normal under the Supporting Small Businesses scheme. This ensures ratepayers in the City of London continue to pay any additional amount attributable to the City multiplier.
- 38. For the avoidance of doubt, the rules for changes in rateable value with effect from after 1 April 2017 (regulation 13) will continue to apply as normal subject to the amendments in paragraph 35 above. This ensures that, for example, later increases in rateable value are paid in full in the normal way13.

Splits and mergers

39. The SSB scheme will apply to hereditaments:

- a. coming into existence because of the circumstances described in paragraph 1 of Schedule 2 of Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265,
- b. where one of the hereditaments from which the new hereditament was formed in whole or in part was for the day immediately before the creation day eligible for the SSB scheme, and
- c. the circumstances described at paragraph 32 above do not apply for the creation day in respect of the hereditament.
- 40. After the creation day, the SSB scheme will cease to apply in the circumstances described in paragraph 32 above.
- 41. The number of hereditaments eligible for SSB which then split or merge is likely to be very small and devising rules in particular for mergers with

¹³ based on the small business non-domestic multiplier. This is because U is taken to have a value of 0 throughout.

properties outside of the SSB scheme would be complex. Therefore, in discussions with local authority stakeholders, DCLG has concluded it would be disproportionate to devise detailed rules to prescribe the chargeable amounts in the various circumstances which could arise from a split or a merger.

- 42. Instead, for hereditaments meeting the criteria in paragraph 39 and 40 above, DCLG will fund local authorities to apply a chargeable amount under section 47 of the 1988 Act found in accordance with the following principle:
 - a. that the protection offered by the SSB scheme (that the bill will not rise by the greater of £600 p.a. or the transitional relief caps) will continue to apply in principle to that part of the newly created hereditament which was immediately before the creation day in the SSB scheme, and
 - b. that increases (or reductions) in overall rateable value arising from the split or merger are not subject to the protection of the SSB scheme.
- 43. For simple splits of hereditaments previously eligible for SSB, authorities may wish to simply apportion the chargeable amount in the SSB scheme for the hereditament before the split in line with the change in rateable value from the split (i.e. in line with the principle in Schedule 2 of Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2016 No. 1265).
- 44. For mergers and reorganisations, authorities will have to estimate the degree to which, in line with the principle of the SSB scheme, that part of the hereditament which was formerly eligible for SSB should continue to receive support under the SSB scheme. DCLG does not expect authorities to seek any formal apportionments of the rateable value for this purpose.

Support for Pubs Guidance: Annex B

1. About this guidance

- 1.1 This guidance is intended to support local authorities in administering the "Pubs Relief Scheme" announced in the Budget on 8 March 2017. This guidance applies to England only.
- 1.2 This guidance sets out the detailed criteria, which local Government will use to provide funding relief for pubs. This guidance does not replace existing legislation or any other relief.
- 1.3 Enquiries on this measure should be addressed to: ndr@communities.gsi.gov.uk

2. Introduction

- 2.1 The Government recognises the important role that pubs play in urban and rural communities across the country. At Spring Budget 2017, the Chancellor announced a £1,000 business rate discount for public houses with a rateable value of up to £100,000 for one year from 1 April 2017. This was part of a wider £435m package to support businesses including pubs facing significant increases in rate bills following the business rates revaluation. This included £110m of support for small businesses losing small business rates relief (SBRR) or rural rate relief (RRR) and providing local authorities with funding to support £300 million of discretionary relief.
- 2.2 This document provides guidance on the pubs relief scheme. It sets out how the scheme should operate and the eligibility criteria that should apply.
- 2.3 The Government expects local billing authorities to use their discretionary relief powers under section 47 of the Local Government Finance Act 1988 to grant relief to all qualifying ratepayers. We will reimburse local authorities using grants under section 31 of the Local Government Act 2003, provided they have acted in accordance with guidance. No new legislation will be required to deliver the scheme. Sections below explain how the scheme will operate, the level of funding available, and the means of compensation.
- 2.4 The guidance will be of interest to local authorities, operators of pubs and similar businesses, and their representative bodies.

3. Eligibility criteria - which properties should benefit

- 3.1 This section describes in principle the Pubs Relief Scheme. Local authorities should use this section to determine eligibility for the relief. The scheme will be available to eligible occupied properties with a rateable value of less than £100,000. The majority of pubs are independently owned or managed and will not be part of chains. Where pubs are part of a chain, relief will be available for each eligible property in the chain, subject to meeting State Aid requirements (see section 5 of this guidance).
- 3.2 There is no definitive description of a traditional pub or public house in law which could be readily used by local authorities to determine eligibility. The objective has been to adopt an approach that makes the design and eligibility of the scheme easy to implement by local authorities in a clear and consistent way, is widely accepted by the industry and which is consistent with the Government's policy intention as set out in this section.
- 3.3 The Government's policy intention is that eligible pubs should:
 - be open to the general public
 - allow free entry other than when occasional entertainment is provided
 - allow drinking without requiring food to be consumed
 - permit drinks to be purchased at a bar.

For these purposes, it should exclude:

- restaurants
- cafes
- nightclubs
- hotels
- snack bars
- guesthouses
- boarding houses
- sporting venues
- music venues
- festival sites
- theatres
- museums
- exhibition halls
- cinemas

- concert halls
- casinos
- 3.4 The proposed exclusions in the list at para 3.3 is not intended to be exhaustive and it will be for the local authority to determine those cases where eligibility is unclear. We believe that billing authorities will already have a good understanding of the licensed premises in their areas and will be able to readily form a view on eligibility in the majority of cases. We expect local authorities to design the implementation of the scheme with regard to their business rates base and existing collection practices.
- 3.5 Where eligibility is unclear authorities should also consider broader factors in their considerations i.e., in meeting the stated intent of policy that it demonstrates the characteristics that would lead it to be classified as a pub, for example being owned and operated by a brewery. Additionally, local authorities may also wish to consider other methods of classification, such as the planning system and the use classes order to help them decide whether a property is a pub or not. However, permission for a particular use class will not necessarily mean that the property meets the definition of a pub.

4. How much relief will be available?

- 4.1 The total amount of Government-funded relief available for 2017/18 under this scheme is up to £1,000 for each eligible property. There is no relief available under this scheme for properties with a rateable value of £100,000 or more. Eligibility for the relief and the relief itself will be assessed and calculated on a daily basis.
- 4.2 In addition to the pub scheme set out in this guidance, the Chancellor announced in the Spring Budget that £110 million will be available to assist ratepayers losing small business rates relief or rural rate relief as a result of revaluation. On top of this, the Government is also making available a separate £300 million discretionary relief fund over the next four years to enable local authorities to help individual businesses that are facing increased rates bills. Both of these schemes may also be available to pubs.

5. Compensation arrangements

5.1 Government will reimburse billing authorities and those major precepting authorities for the actual cost to them under the rates retention scheme of the relief that falls within the adopted criteria for pubs relief. Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in a one off estimate for 2017/18. The Government will then provide payments to local authorities for their share (under the rates retention scheme) of the cost of the estimated relief for 2017/18. The final cost to local authorities will be calculated and reconciled following the NNDR3 for 2017/18.

State Aid

- 5.2 State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However the support for ratepayers will be State Aid compliant where it is provided in accordance with the *de minimis* regulations (EC 1407/2013)¹⁴.
- 5.3 The *de minimis* regulations allow an undertaking to receive up to €200,000 of '*de minimis*' aid over a rolling three year period (consisting of the current financial year and the two previous financial years). Local authorities should familiarise themselves with the terms of this State Aid exemption, in particular the types of undertaking that are excluded from receiving *de minimis* aid (Article 1), the relevant definition of undertaking (Article 2(2)¹⁵) and the requirement to convert the aid into Euros¹⁶.
- 5.4 It is necessary for the local authority to establish that the awarding of aid will not result in the undertaking having received more than €200,000 of de minimis aid. Note that the threshold only relates to aid provided under the de minimis regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the de minimis calculation). Where local authorities have further questions about the de minimis regulations or other aspects of State Aid law, they should seek advice from their legal department in the first instance¹⁷.

¹⁴ http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF

The 'New SME Definition user guide and model declaration' provides further guidance: http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf

¹⁶ http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm

¹⁷ Detailed State Aid guidance can also be found at:
 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/15277/National_State_Aid_Law_Requirements.pdf

5.5 Pubs are within the scope of State Aid law as companies within the hospitality sector can and do set up business in other Member States as they trade on a market. Linked enterprises are considered as one single undertaking for the application of the *de minimis* rule, therefore can receive €200,000 *de minimis* aid (including that outside of business rates relief) over three years.

Discretionary Relief in Enterprise Zones?

5.6 Where an eligible property is also eligible for Enterprise Zone relief, then Enterprise Zone relief should be granted and this will be funded under the rates retention scheme by a deduction from the central share. Local authorities should not provide pub relief to properties which would otherwise qualify for Enterprise Zone Government funded relief.

Other Discretionary Reliefs reimbursed by s.31 grants

- 5.7 Similarly, if a property is eligible for relief under other schemes for which s.31 grant is payable for example, "new empty property" relief, or the Supporting Small Business Scheme– authorities should first award relief under those schemes and claim s.31 grant funding in the normal way. Only having awarded relief under those schemes, should they then award additional relief in accordance with the Pubs Relief Scheme.
- 5.8 DCLG does not prescribe whether Scheme 2 (Discretionary Relief) is calculated before or after Scheme 3 (Support for Pubs). However, DCLG understands that authorities and software companies will follow the practice of taking the Discretionary Relief before the Pubs Relief.



SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th July 2017

CONTACT OFFICER: Andrew Clooney – Trading Standards Manager

Ann Stewart – Food Team Leader

(For all enquiries) (01753) 875988

WARD(S): All

PORTFOLIO: Cllr Arvind S Dhaliwal – Cabinet Member for Regulation &

Consumer Protection

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
The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA). Both are clearly linked and must be used in conjunction when preparing your report. They have been combined in the Slough Wellbeing Board report template to enable you to provide supporting information highlighting the link between the SJWS and JSNA priorities.

3a. Slough Joint Wellbeing Strategy Priorities -

Improving mental health and wellbeing

 Supporting and encouraging all the cuisines in Slough to provide safe food through inspections and interventions and the Food Hygiene Rating Scheme (FHRS)

- Catering for Health award supporting businesses to provide choices, including the safe importation of ethnic foods.
- Reducing risks in the work place with investigations, interventions and specific projects based upon Sloughs needs such as Legionella control,
- Increasing awareness of food labelling, allergens and healthy eating, and in doing so contribute to reducing obesity rates in Slough.
- Staff being trained on the Care Act and their responsibility under that legislation to be aware of safeguarding issues and reporting lines.
- 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.
- To promote schemes which help the community to help themselves, such as Friends against Scams, Mail Marshals and Adopt a Post Office.
- Safeguarding migrant and other vulnerable workers, including Modern Slavery issues and CSE awareness.

Protecting Vulnerable Children

- 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).
- Adopting professional curiosity in all that we do to ensure we are competent to recognise and identify child safeguarding issues.
- Maintaining professional curiosity among staff and keeping their awareness up to date on issues such as, Modern Slavery and Child Sexual Exploitation.

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 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:

- Our children and young people will have the best start in life and opportunities to give them positive lives....
- Our people will become healthier and will manage their own health, care and support needs.
- Slough will be an attractive place where people choose to live, work and visit.
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

The statutory plans also focus on developing entrepreneurial skills in the teams and commercialisation skills as a tool to maximise income whilst also supporting the council's digital transformation 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 sometimes undertake interviews on local Radio stations
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 reprioritisation of resources where possible.	The income from Primary Authority work and further commercialisation of services 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 of the 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.

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; they will be reported to and 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. We have now secured 39 successful contracts with national and international businesses such as; Reckitt Benkiser, Mars, Telefonica (o2), Superdrug, Wyevale Garden Centres, Furniture Village and Burger King. It is our intention to enhance the entrepreneurial skills of the teams and further develop commercialisation of the services over the next year.
- 5.5 For the future Statutory Service Delivery will continue to focus very specifically upon areas of high risk whist 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.

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 by enabling businesses to access information & advice more effectively. In addition, the plans 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 further the commercialisation of services where appropriate.

It is clearly illustrated within the Plans how our work contributes significantly towards supporting 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 2017/18
- b. Health & Safety Service Delivery Plan 2017/18
- c. Trading Standards Service Delivery Plan 2017/18

9 **Background Papers**

- '1' Food Standards Agency Code of Practice (Revised April 2015)
- '2' National Local Authority Code, Health & Safety at Work. (2013)
- '3' Primary Authority Handbook. Local Better Regulation Office (2016)
- '4' The Consumer Protection & Business Compliance Enforcement Policy

Food Safety & Food Standards

Service Delivery Plan 2017/18





Consumer Protection and Business Compliance Group

The Consumer Protection and Business Compliance Group is an outward facing service group including members from:

- 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 for 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, Building Control & Planning
- We have the equivalent of 4.8 officers dealing with food hygiene and one dealing with food standards issues (this includes the Food and Safety Manager, who is not operational).

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 will being. We do this by:

- Completing Risk Based Interventions, focusing on the highest risk businesses and the poorest 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 so put Slough residents and visitors at risk.
- Food quality and composition sampling.
- Investigating food complaints.
- Acting as 'Primary Authority' for large businesses and manufacturers both inside Slough and nationwide, 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.
- Investigating food poisoning outbreaks and infectious diseases; taking action to prevent infection and spread.
- Inspecting imported food, food products and the verification of imported organic food arriving via Heathrow airport.
- Training food handlers to a level 2 qualification in Food Safety in Catering and a wide range of promotional activities.

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:

Ann Stewart – Food Team Leader

Tel: 01753 477905 or e-mail: ann.stewart@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. All the work we do is geared towards Slough's specific community and business needs, based on local intelligence and our work with partners.

The council's five 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.

Our work underpins the five year plan objectives and 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, in detail, how we are going to achieve this. It demonstrates how the team's work links with the five year plan to achieve the council's wider outcomes. 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 2016/17?

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 legally recognised 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 more than 40 successful PA partnership agreements. These services are uniquely provided in house by specialist officers.

Cost recovery is an essential element of the contracts and is applied to Primary Authority partnerships with an hourly charge for any work undertaken and in 2016/17 our income was £85,000. 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 the food & safety team had over 415 hours of advice interactions with our PA companies; a high proportion of this was advice and support requests from our partners.

As a Primary Authority we have had communication with many other councils 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 and leaving Primary Authority partnerships with the council remains changeable; however the demand on PA has remained relatively constant over the past year. As a service we currently maintain in excess of 40 partnerships.

In October 2017 there will be changes to the Primary Authority Scheme which will demand additional resources, and the focus of the service has changed to include more emphasis on income generation.

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 email primary.authority@slough.gov.uk

High risk food premises inspections and interventions

Slough Borough Council is a Competent Authority and is responsible for ensuring that Official Food Controls are undertaken on behalf of the EC. The team aspires to undertake all of the interventions it is required to by the FSA's Food Law Code of Practice (FLCoP) (which is a Statutory Code of Practice). This includes 100 per cent of all due food hygiene interventions. However, if there is a gap between the resources available to deliver these interventions and the demands on the service then our focus will be to complete interventions to food businesses which present the highest risk. In order to maximise the effective use of resources full advantage will be taken of Alternative Enforcement Strategies (AES) for low risk category E premises and other flexibilities in the code such as alternating between official interventions and non official controls to medium risk category D premises. The intervention figures for 2016/17 show that 100 per cent of our 'A' and 'B' rated premises were inspected and 94 per cent of our medium risk 'C' rated premises were also inspected. We inspected 100 per cent of all non-broadly compliant premises that were due at the beginning of the year. approximately 76 per cent of all due interventions were undertaken (including those which were overdue from previous years). As with previous years the focus continued to be on premises which present the highest potential risk to the public.

At the start of 2016/17 we had 66 inspections outstanding from the previous years' programme - of these two were medium risk and 64 were low risk. Additionally there were 40 premises on our database which had not been inspected (unrated). This was a significant improvement from previous years due to the use of a temporary contractor at the end of 2015-16.

The team have met additional demands this year including the conclusion of three food safety prosecutions, dealing with a number of business closures, carrying out proactive work on the High Street in Slough in response to an increase in problems with rodent infestations in the area and additionally concluding a complex health and safety investigation

At the beginning of 2016/17 the proportion of premises in the borough which were broadly compliant with food safety legislation was 84.1 per cent at the end of 2016/17 this had dropped to 82.3 per cent.

We are finding that businesses are not making sufficient positive progress between interventions and that therefore our confidence in their management is reduced. This results in a change in the risk assessment indicating that the business is then 'non-broadly compliant'. Additionally any business that is unrated is counted as non-broadly compliant which has an impact on the overall percentage of compliant businesses.

We assess new businesses on registration and send start up advice to all businesses. However, we prioritise higher risk businesses for visits. We will continue to seek an improvement in the proportion of businesses which are broadly compliant and will be doing this by using a range of enforcement and advice tools and improving our messaging using social marketing techniques.

There are currently **898** registered food premises within the borough, ranging from large manufacturing premises to small corner shops. This number is a slight increase from last year. We continue to monitor new businesses in Slough and are in regular dialogue with the Town Centre Manager. This year we aim to put in place more robust arrangements with other teams within the council to identify new businesses as they start trading.

This table shows the number of interventions required and carried out at each

Risk Rating	intervention	interventions due in 2016-17	interventions outstanding at the end of 2016/17.	Total number of official controls carried out in 2016/17
Premise Rating - A	6 months	16	0	14
Premise Rating - B	12 months	57	0	111
Premise Rating - C	18 months	99	6	158
Premise Rating - D	24 months	114	29	112
Premise Rating - E	Alternative intervention	33	15	35
Premise Rating – Unrated at Apr 16	Awaiting initial inspection	44	28 *	90
Outside programme	N/A	0	n/a	n/a
TOTAL		363	78	520

category of premises.

* All unrated premises that have not been inspected are low risk businesses. They have all been assessed and have been given advice on food safety as part of our initial screening assessment.

The table below shows our current premises profile and interventions due for 2017-18 – this includes those interventions that were outstanding at the end of 2016-17.

Risk Rating	Frequency of intervention	Number of food premises	Number of interventions due in 2017-18
Premise Rating - A	6 months	5	10
Premise Rating - B	12 months	72	72
Premise Rating - C	18 months	189	132
Premise Rating - D	24 months	321	214
Premise Rating - E	Alternative intervention	267	56
Premise Rating – Unrated at Apr 16	Awaiting initial inspection	35	35
Outside programme	N/A	9	0
TOTAL		898	511

Food Hygiene Rating Scheme

FOOD HYGIENE RATING

We have now been operating the National Food Hygiene Rating Scheme for a number 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 six 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 is does to make the food that it sells safe.

We increased the number of premises with published ratings by 2 per cent last year and met our target of having 640 businesses with published ratings. It is unlikely that these numbers will significantly change going forwards as over the past couple of years we have brought premises, which had not been inspected for some time, into the scheme. At the end of 2016/17 the number of food business with published ratings in Slough was:-

Rating	Number of businesses
0	1
1	63
2	30
3	116
4	125
5	313
Total	648

For a couple of months we had no '0' rated premises in Slough. Working to improve standards in our 0-2 rated premises will contribute to our target of increasing our percentage of 'Broadly Compliant' businesses in the borough.

We have been tweeting the businesses that have been awarded ratings of five over the past year and plan to continue this as a way of promoting the scheme and encouraging businesses to improve their standards.

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

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. This year we awarded one new CFH award. Due to other demands on resources it likely that we will discontinue promoting the scheme as it is not a statutory requirement.

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 2016/17 we were notified by the FSA of 70 food alerts for information and product withdrawals. We check all notifications for potential impacts in Slough andthis year none of the alerts required specific action by the team. Last year no food safety product recalls were instigated by businesses in Slough.

Food complaints and enquires

We dealt with **501** complaints and enquiries from or about food businesses in Slough during 2016/17. This is roughly equivalent to the food complaints and enquires received in previous years. A range of enquiries were responded to. In particular:

- 365 reporting food safety or hygiene matters
- 47 requests for food advice
- 87 notifications of imported food

More specifically:

- 119 were for new business start up advice
- 19 complaints of a foreign body, extraneous matter or mould in food
- 26 complaints of food poisoning and suspected illness
- 19 requests about food hygiene training

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
- complying with our statutory requirements
- preventing similar complaints from happening again.

The continued high levels of complaints indicate that demand for the service

remains high. Although it is difficult to predict trends it is likely that demand will remain fairly static through the coming year.

Imported food control

We check and either authorise or reject 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 carry out selected checks on 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 that have entered the EU via Heathrow. We undertake detailed documentary checks on consignments of imported food based on risk and intelligence. **This year we stopped nine consignments of food.** Some consignments contain many different food items and 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 and of any controls that may exist for a given food type. If the food has been imported illegally this will be subject to detention and destruction/re exportation depending on the circumstances. This may result in visits to physically check the consignment at the custom bonded warehouse. Some of the food checked includes:

- sweets from USA
- peppers from Egypt
- peas from Kenya
- whey protein and fish oil supplements and egg baking powder from USA
- honey from Cameroon
- butter from South Africa
- tea from China
- egg products and mayonnaise from Japan.

Of the food checked, six consignments of illegal Product of Animal Origin (POAO) were detained and notified to HMRC, and three consignments of illegal Non-Products of Animal Origin were detained and destroyed.

Food poisoning and infectious disease investigations

Last year, the Food and Safety Team were notified of 311 infectious diseases and food poisoning related illnesses. This figure shows a **4.5 per cent decrease** in reported infectious diseases from the previous year. This may be due to an improvement drop in food hygiene standards in homes and businesses in the borough or a reduction in the reporting of diseases.



Many of the infectious diseases reported to us require investigation and the completion of a food history. We co-ordinate investigations with Thames Valley Public Health England on the basis of a regionally agreed protocol, and sometimes visit and inspect implicated food premises.

The most common food poisoning reported in Slough is **Campylobacter** which made up 67 per cent 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 June 2016 the team worked with Thames Valley Public Health England and the Food Standards Agency to carry out investigations into a cluster of cases of Legionellosis in the East Berks area. Members of the team attended all of the multi agency conference calls to discuss the cluster and assisted investigating potential sources.

Additionally, this year the team investigated an outbreak of food poisoning linked with a wedding party at a local venue. An Incident Control Team was pulled together in which we were a main participant. The source of the food was investigated and found to be from a restaurant in another local authority area. This investigation involved a number of visits to the venue, ICT conference calls and the collection of a number of samples relating to the outbreak.



The team have also participated in incident control meetings relating to a regional outbreak of VTEC O55 and local case of Hepatitis A in a young child which resulted in local follow up work.

Training and promotions

We operate an accredited food hygiene training course on a quarterly basis which is open to all members of the public. This is an important service, and ensures all food handlers can attend essential food hygiene training, resulting in better educated and trained personnel, preparing safer food for consumers. In addition, registered tutors from the team also provide food hygiene training for individual businesses on request, often during school holidays and at weekends.

At the beginning of the 2017/18 period we will be running our courses through a new awarding body, Highfield, after the Chartered Institute of Environmental Health (CIEH) withdrew its accredited qualification.



Approved HABC Centre

The Level 2 Food Safety in Catering continues to be a valued and sought after qualification for many individuals and businesses, although we have seen demand for the traditionally taught course dropping off significantly (possibly due to the up-take of on-line training courses). We will aim to actively promote the new course over the coming months to renew interest and ensure sufficient uptake.

The team has provided **seven** courses over the last year, **79** candidates have been trained, with an average pass rate of **92 per cent**. This will contribute towards an improvement in the food safety standards within Slough, due to better trained and educated food handlers. This will ultimately lead to a reduction in food poisoning cases, within Slough and to people passing through the borough using its facilities.

We produced a pest control advice and monitoring checklist that was given to relevant food businesses who were experiencing issues with mice. We also issued 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 56 microbiological samples last year (consisting of both swabs and food samples), a significant decrease on the previous years



sampling activity (which was unusually high due to a food poisoning outbreak).

Our emphasis again was on participation in both national and regional sampling surveys, which this year included: Hygiene in Catering Premises, Sauces from Catering Premises, Listeria in Ready-to-Eat Foods from Catering Premises within Hospitals and other Healthcare & Social Organisation Settings.

For the Hygiene in Catering Premises survey, which looked at the microbiological cleanliness of food and hand contact surfaces, we took 26 swab samples from six catering premises in Slough. These produced six unsatisfactory results, one of which detected high levels of Bacillus species of pathogenic bacteria, on a fridge door handle. The further six unsatisfactory samples found high levels of indicator organisms (Enterobacteriaceae & ACC) which were indicative of inadequate cleaning.

The study looking at the incidence of Listeria in Ready-to-Eat Foods from Catering Premises within Hospitals and other Healthcare & Social Organisation Settings was a Berkshire wide initiative. A total of 12 samples, comprising both food and swab samples were taken in three premises. Our findings revealed one unsatisfactory sample with a high level for the total bacterial count (ACC), one borderline sample with high level of Enterobacteriaceae (which is an indicator of poor hygiene) & one sample with "undesirable presence of Listeria" (but not a pathogenic species). Follow up samples from this study are to be taken in the coming year.

Lastly, in the national study involving Sauces from Catering Premises, eight out of nine sauce samples taken from catering premises in Slough returned satisfactory results. The one borderline sample showed high levels of Bacillus species (but not Bacillus cereus), which may have been naturally present from the use of dried chillies which were used as an ingredient.



Food standards

Trading standards successfully completed 100 per cent of their high risk routine food standards inspections in 2015/2016, in addition to other food standards enforcement visits.

A total of 329 food standards visits were carried out last year.

Further work included:

- giving labelling advice to new food businesses
- providing detailed food standards advice to the relevant Primary Authority partners
- taking part in the following food sampling and food related projects:

Imported food sampling -

Total = 8

Traceability sampling

Total = 1

Trading Standards South East (TSSE) Traceability Project - Total = 14

Slough Trading Standards Traceability Project: - Total of visits = 27

- > 15 non-compliant (56%)
- > 2 compliant (44%)

This project entailed visits to food business outlets (predominately take-aways and mobile food vans) to determine if the food being advertised was as described. It completed in conjunction with the Food Standards Agency (FSA), TSSE and the Public Analyst.

It was found that many of these outlets were incorrectly labelling the food and the business owners were advised at the time of the visit of the legal requirement.

This project has provided the intelligence needed to carry out a further food sampling programme on kebab / burger outlets in Slough during 2017-18.



A separate food standards plan has been produced for trading standards for 2017/18. Targets included in Appendix B are:

- complete 100 per cent high risk food inspections
- complete 100 per cent medium risk food inspections
- complete 100 per cent of low risk food inspections
- 100 per cent of 'programmed' unrated premises to be inspected and rated within the year
- complete 100 per cent Food Standards Agency funded imported food samples
- complete SBC / Regional food sampling programmes as required.

A total of 222 food standards inspections have been allocated to be completed in the year. The inspections are essential to stay on track with the risk rating system of inspections, as detailed within the statutory Food Law Code of Practice.

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/regulatory-and-enforcement-services-enforcement-policy.aspx The following enforcement action was taken by the Food team in 2016/17.

- Hygiene Emergency Prohibition Notices 1
- Hygiene Improvement Notices 19
- Written warnings/Letters sent 300
- Prosecutions completed 3
- Simple caution 1
- Seizure and destruction of food 0
- Detention of food 0
- Voluntary closure 2

Business support visits/commercial offer

In line with last year's service plan we have been looking at ways of supporting businesses at no cost to council. We have introduced a range of business support packages which have been advertised and made available to local food businesses. Businesses are offered bespoke advice packages either on start-up or before a planned intervention. These are charged at cost price and enable businesses to get additional advice on what they specifically need to do to improve their compliance with legal requirements and additionally to improve their Food Hygiene Rating. The scheme has been

launched and we have delivered support packages to seven Slough Businesses this year.

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 2016/17, which outlines our planned work for the year, is 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 council's 'Open for Business' approach.
- Continuing to develop and expand 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.
- Working across the Food Safety and Food Standards Teams to identify and assess Food Brokers in line with new guidance from the Food Standards Agency.
- Completing the actions identified following the internal Service Review that we undertook in 205/16 including updating our general procedures.

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
- fdeal 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	Within 5 working days
enquiries	
Provide a full response	Within 10 working days



Customer feedback

New feedback questionnaires have been trialled and implemented from April 2016 (need to include) No complaints regarding the service have been received, either formally or informally. The team is committed to working with

local businesses and the local community to ensure high levels of satisfaction. We aim to enhance the quality of life of residents within the borough. All feedback received is used to inform and improve our service.

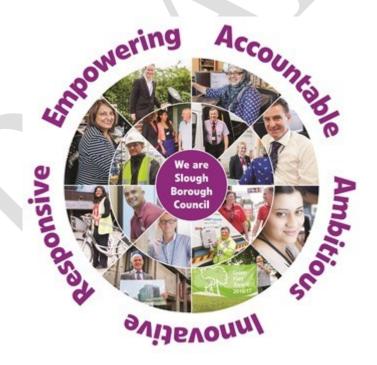
Our quality assurance procedures assess the work of our officers to ensure that it meets the high standard expected by the service.

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.

SBC Values

We care deeply about the work we do for our town and its residents, visitors and businesses; all the people we are **accountable** to. We are **ambitious** in our plans for the borough, **innovative** in our thinking and actions; all the time listening and **responsive** to those who need us, **empowering** and supporting everyone to reach their goals.

We are one team.
We are Slough Borough Council



Resourcing

The Full Time Equivalent (FTE) staff allocated to food safety and standards work is **6.37 FTE**. This includes the food and safety manager (0.75 FTE) and a business support officer (0.75 FTE). The figures also include time spent on Primary Authority work, which equates to 0.50 FTE. One FTE officer is also allocated to Trading Standards work (included in this figure).

The cost of the service during 2016/17 to meet the Food Standards Agency (FSA) Food Law Code of Practice obligations will be approximately £350,000 for both food safety and trading standards. A breakdown of the resources committed to food safety and standards work is contained in appendix A.

There is an estimated shortfall of **0.5 FTE**, **or £20k**, based on the FTE required to complete all of the FLCoP obligations, and that allocated to food work. We will aim to make efficiencies and create income to offset this shortfall. Where possible we will make use of flexibilities within the Code of Practice and other smarter, agile and mobile working initiatives, all of which are detailed in the action plan attached as **appendix A**.

Quarterly monitoring of team performance will be undertaken and any significant shortfalls or non compliance will be raised with Head of Service and members, along with the associated risks. Where necessary a request for additional resources will be submitted.

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 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 courses covering, among other things, Approved Establishments, Microbiological Criteria Training (with an emphasis on Listeria), Risk Rating and Food Hygiene Rating Scheme consistency, Food Safety Updates/Regional Events, Updates on the New Industry Catering Guide, Legal and Investigative Skills, HACCP updates.



APPENDIX A

Resource requirements for food service delivery 2016/17

Calculations

Service provision	Expected output	FTE .	Resource
		required	0.5110
Food hygiene interventions	Cat A 10	3.0	S/EHO
to all premises due, including	Cat B 72		
revisits	Cat C 132		
	Cat D 214		
	Cat E 56		
	Unrated 35	*	
	Total due 511		
	Total add of I		
Primary food standards	10 High Risk	1.0	EHO/TSO
inspections	40 Medium Risk	110	
Imported food control	10 Mediam Fuol	0.10	EHO/TSO
Imported rood control		0.10	
Complaints and service	400	0.50	EHO/TSO
requests			
Sampling	100	0.12	EHO/TSO
Primary Authority food	Difficult to estimate	0.50 (self	EHO
related work	demand	funding)	
Enforcement action –	May vary	0.50	EHO/TSO
emergency procedures, case	3		
files, simple cautions and			
prosecutions			
prosecutions			
Food hygiene training	Minimum of 16 courses	0.0	EHO/TSO
	undertaken in officers		
	own time		
QA and updating of		0.10	Manager
procedures		0.10	Manager
production			
Day to day management of		0.75	Manager
service delivery			
Administration		0.75	Business
			Support
			Officer
Total (including admin &		7.32	
management of service)			
	I	I	

EHO = Environmental Health Officer officer

TSO = Trading Standards



Directorate: CUSTOMER AND COMMUNITY SERVICES	Service Manager: Levine Whitham /Ann Stewart – Team
	Leader
Division:	Budget: £350,000 (including Food Standards) £315k food &
Consumer Protection & Business Compliance	£35k Trading Standards, excluding on costs
	Number of staff employed:
Team: FOOD SAFETY & TRADING STANDARDS	6.37 FTE dealing with Food Safety and Hygiene, and Standards
	(including Food & Safety Manager (0.75 FTE) and Business
	Support Officer 0.75 FTE)

Service objectives:

Protecting Food Safety; Income generation via the Primary Authority Scheme and commercialisation; Encouraging healthy eating and Supporting local businesses in Slough.

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.

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.

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.

We have strong links to the council's Five Year Plan, which is indicated against each service activity below. The work of

Service activity	Priority & 5 YP outcome & statutory requirement	Targets	Key actions	Anticipated outcomes	Responsib le officer	Timescale and measures
Primary	3. Slough will	Maintain PA	Designated officers to work closely with PA businesses	Generate income	Food &	March 2018
Authority (PA)	be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Income generation	income targets Develop existing PA's and explore new PA's opportunities, creating income in line with projected target Support the Councils Open for Business strategy and the Corporate Business Growth plan	to: Develop open and close partnerships with PA clients 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 Develop and publicise Inspection Plans Issue of advice and guidance to other Enforcement Authorities on the companies activities Maintain an accurate record of any advice and guidance	Improved standards, efficiencies and compliance within PA's, with less enforcement action taken by Enforcement Authorities (EA) Reduced, efficient and effective regulation by other EA nation wide, via the provision of PA support which has a national impact Reduced regulatory burden on PA businesses	Safety Manager Trading Standards Manager All Food Safety & Trading Standards Officers	Monthly Reports on hours and income generation Quarterly Reviews Yearly overview of individual company action plans Number of PA's in portfolio

FOOD SAFETY & STANDARDS ACTION PLAN 2016/17 - DRAFT

			Hold meetings with partner businesses on a regular timetable of mutual agreement, along with annual action plans where mutually agreeable. Respond to request within in line with Customer Charter and Pledge, or as agreed with the PA Support business through PA in line with Open for Business goals Liaise with other council departments in order to support business in more holistic way, supporting the Slough Open for Business model			management team
Income generation and commercialisa Ution 60 94	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Income generation & effective use of resources	Develop commercialisation opportunities to generate income, in line with projected income target Support the Councils Open for Business strategy and the Corporate Business Growth plan Incorporate commercial and financial skills in officers' professional development	Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough Grow and promote our offer of chargeable business support options for all types of businesses, both inside and outside Slough, including, but no limited to: Primary Authority Tailored business advice Assessment of labelling/brochures/website Pre-start up advice Pre-Inspection support visits Regulatory Health Check Training & Talks Training needs assessment Analysis of statutory defence Review of policy & procedures Audit of systems Support in achieving 5 FHRS Supply of SFBB material Buy with Confidence	Generate income Improved standards, efficiencies and compliance within businesses Reduced the amount of regulation required by the council via business paying for support and improving standards before statutory inspections are undertaken Developed skilled workforce, with a range of business support abilities	Food & Safety Manager Trading Standards Manager All Food Safety & Trading Standards officers	March 2018 Monthly Reports on hours and income generation Number of businesses given chargeable business support Number of businesses achieving 5 FHRS Time spent on regulation, and

	Assured Trader Schemes Funded projects from regional or national groups (TSSE/NTS) Explore income streams such as charging for Food Hygiene Rating Scheme re-score visits Sent quarterly emails to all schools reminding them of their due food hygiene inspection date, and current FHRS, whilst offering a chargeable pre-inspection visit	number of planning inspections achieved Number of hits on our website Number of press released
Page 95	Develop easy to access payment services, including; - Telephone and online payments - Chip & Pin HHD Promote and advertise services, including working with other council departments, producing brochures, press releases, information on website and case studies	and publicity campaigns
95	Support the Councils Open for Business strategy and the Corporate Business Growth plan Benchmark where possible with other local authorities who have embarked on commercial enterprises to highlight best practice Explore whole package offers, including licensing and planning teams	

Interventions	3. Slough will	100% of due food	Allocation of interventions based on risk priority	Safer food businesses	Food &	Ongoing until
with food	be an attractive	interventions,		in Slough & increase in	Safety	March 2018
premises in	place where	including approved	Make full use of Alternative Enforcement Strategies	% of broadly compliant	Manager	
Slough	people choose	premises in line	(AES) to applicable businesses in line with FSA CoP,	premises	_	Monthly and
	1	with FSA CoP	including newsletter, SAQ's, targeted advice sessions	•	Food	Quarterly
	to live, work and		and other relevant advice	Reduced incidence of	Safety	review
	visit	All approvals to be		food poisoning	Team	
		issued within time	Forecast due interventions and demands on service		Leader	
	5. Slough will	limits as defined in	over a rolling 3 year cycle. Stagger interventions &	Increase in proportion		
	attract, retain	FSA CoP	AES to support the service in achieving statutory	of premises achieving	All Food	
	and grow		requirements in FSA CoP	3, 4 & 5 in the Food	Safety	
	businesses and	Deal with		Hygiene Rating	officers	
	investment to	complaints and	Secure improvements where there are evident	Scheme (FHRS)		
	provide jobs and	service requests in	concerns, taking enforcement action where compliance	, ,	TS/NET/	
	opportunities for	line with Customer	is poor; in line with the council's Enforcement Policy	Consumers have	Licensing	
	our residents	Service Charter	and business growth agenda	greater information on	acting as	
Д	our residents	and Pledge		local business hygiene	'eyes and	
Page 96	Statutory		Recover costs for service of Hygiene Emergency	standards, so they can	ears'	
Φ	Requirement	Explore focused	Prohibition Notices, and Voluntary Closures	make informed		
96	Nequirement	interventions and		choices on where to	Support	
	Income	sector specific	Provide free signposting to comprehensive self help	eat and purchase food	material	
		projects on high	support and guidance to new business start ups and	Number of concerns	from the	
	generation &	risk premises or	existing SME's in Slough	raised and intel shared	FSA	
	effective use of	where local				
	resources	intelligence	Offer chargeable business support options as detailed	Number of businesses		
		suggests necessary	above	taking up chargeable		
				business support		
		Ensure all new food	Publicise enforcement action taken against non			
		business	compliant premises as a deterrent to other businesses			
		registrations are	and incentivise improvements			
		risk assessed &				
		inspected in line	Publicise non compliant businesses who put public			
		with risk and FSA	health at risk by tweeting 0 FHRS			
		CoP				
			Publicise and award those businesses that do well, but			
		Offer business	tweeting 5 FHRS and participating in suitable award			

Page 97		support options as detailed above	Enhance advice and signposting for businesses on SBC web site Added value: - Use professional curiosity when visiting premises to identify concerns and share intelligence with relevant bodies - Raise aware of CSE and safeguarding when visiting premises, by handing out leaflets and information - Assessing compliance with Smoke Free requirements - Identify H&S matters of concern and take appropriate action where necessary - Assess pest activity and waste issues external to food premises and share intel with NET team			
Reactive Investigations, response to intelligence from other areas of work, food complaints & response to service requests	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for	Respond to 100% of service request within 5 days and in line with customer charter 100% of investigations proceeding to formal action to be reviewed by Team Leader/Manager at monthly 121's and with a view to processing at ½ way point of	Investigate service requests and where issues are identified use a full range of enforcement options to ensure compliance and safety Take a minimum tolerance approach to serious incidents, whilst managing customer expectations in line with Customer Charter Recover costs for service of Hygiene Emergency Prohibition Notices, and Voluntary Closures Promptly close service requests which are not serious or present health risks, managing customer expectation from the beginning. Where appropriate signpost customers to self help resources	Safer food businesses in Slough Reduced incidence of food poisoning Consumers feel able to eat out and purchase food safely in businesses within Slough All Complaints and service requests dealt with in line with	All officers	Ongoing until March 2018 Assess during 1:1 meetings and Case Reviews Number of businesses and customers provided with regulatory support

	our residents Statutory requirement Income generation & effective use of resources	statutory time limit	Work in line with enforcement policy, prosecution template and internal procedures. Outcome from QA - in line with procedures Full range of enforcement options used, as appropriate in line with the enforcement policy Explore alternative enforcement opportunities on a case by case basis Added value: - Work to support % increase in BC businesses	Customer Service Charter and Pledge		
Food Hygiene Rating Scheme	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	Continue to implement FHRS in Slough food businesses in line with FSA Brand Standard Increase in premises achieving 2, 3, 4 and 5 score in the FHRS Improved customer awareness of the Scheme, and better informed choices when eating out	Risk based interventions focusing on 0 & 1 FHRS scoring premises, to increase scores and hygiene standards, and their business potential Publicise the scheme monthly via tweeting 0 & 5 FHRS businesses, to increase peer pressure on low performing businesses to achieve higher scores Publicity campaigns around key dates, such as Valentines and Christmas to raise awareness of FHRS Provide free guidance to businesses on the scheme and how to achieve 5 FHRS Added value: - Work to support % increase in BC businesses - Support compliance businesses and target those seeking financial gain from noncompliance - Peer pressure to improve ratings and threat of adverse publicity	Measurable improvement on risk ratings Consumers have greater information on local business hygiene standards, so they can make informed choices on where to eat and purchase food	Food Safety Team Leader All Officers to support	March 2017 Monthly review Number of publicity actions to raise customer awareness

Level 2 Food	5. Slough will	Offer food hygiene	Develop a publicity campaign to advertise course, and	Improve food safety	Sandi Johal	March 2018
Hygiene	attract, retain	courses, minimum	where appropriate discounts to attract bookings	knowledge amongst		
Training	and grow	of 6 courses a year,		food handlers, in turn	Support	Quarterly
Programme	businesses and	to members of the	Undertake annual internal audit of course procedures	improving food safety	from all	review
	investment to	public both inside	to ensure in line with CIEH requirements	standards within	food	
	provide jobs and	and outside Slough	Fuelvete envere feedback and where we encountries	businesses & increase	officers	Feedback from
	opportunities for	Offer courses to	Evaluate course feedback and where necessary take	in % of broadly	Cupport	candidates
	our residents	other service uses,	appropriate action to ensure course delivery to high standard	compliant premises	Support material	Number of
		such as the	Startuaru	Supports businesses	from	candidates
	Income	council's Training &	Added value:	in regulatory	training	taught and
	generation &	Development	- Self funding training reducing delivery costs to SBC	compliance, including	provider	pass rates
	effective use of	Team, and other	- Positive impact on BC %	those with	'	'
	resources	private businesses		enforcement notices		
				served		
		Maintain				
2		procedures				
Page		required for an				
99		accredited training centre				
		Cerille				
		Maintain the high				
		standard of course				
		delivery currently				
		achieved				
		Provide quick and				
		easy payment				
		methods				

			D (60) () () () () () ()		T = 1.0	1 0010
Imported food	3. Slough will	Intelligence and risk		Safe and complaint	Food &	March 2018
controls	be an attractive	lead checks on	of imported food on a risk based approach, taking	food imported into the	safety	
	place where	100% of imported	appropriate enforcement action where necessary	EU via Slough	Manager	Quarterly
	people choose	food notifications				review
	to live, work and		Maintain close working arrangements with both	Food businesses in	All officers	
	visit	Continue to support	MHMRC, Hillingdon, Stanstead and Felixstowe BIP,	Slough, offering safe	to support	Number of
	Viole	and facilitate	regarding the sharing of intel, OT's and location of	and complaint		imported food
	5. Slough will	Onward	ETSF's	imported food		consignments
		Transmission (OT)				checked and
	attract, retain	arrangements with	Undertake verification of organic imported food			notices
	and grow	clearing agents in				serviced
	businesses and	Slough, regarding	Control of onward Transmission referrals and			
	investment to	high risk food	notifications of Personal Imports			Number of
	provide jobs and	imported and				inland food
	opportunities for	subject to BIP	Investigations into illegally imported Products of Animal			investigations
	our residents	testing	Origin (POAO) and other restricted foods (NPOAO),			undertaken &
P	our rootaonto		both at ETSF's and inland			notices
Page 100	Statutory					serviced
	requirement		Work with clearing agents and importers regarding the			
0	roquiromont		safe and legal import of non EU foods, including			
9	Income		signposting to information and advice on our website			
			and elsewhere			
	generation &					
	effective use of		Issue of export certificates to businesses inside and			
	resources		outside Slough, regarding the export of foods outside			
			the EU			
			Issue organic certificates to imported organic food			
			were requested			
			Annual review of internal procedures, including			
			keeping abreast of know and emerging issues and			
			rapid changes in import controls			
			Added value:			
			- Slough community, the rest of the UK and			

Food Service Delivery Plan 2017/18

			other EU countries are protected against illegal and hazardous imports from third countries			
Sampling Page 101	3. Slough will be an attractive place where people choose to live, work and visit Statutory requirement	Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe Undertake sampling as part of a suite of interventions to improve food hygiene and food standards and focus on high risk and local needs	Explore funding avenues from external organisations e.g. Food Standards Agency Undertake appropriate APT (adenosine triphosphate) testing in local businesses on cleaning practices, giving immediate results during interventions and projects to increase awareness of effective cleaning Timely follow up on 100% of sampling results, including investigation into unsatisfactory results where necessary Explore joint sampling initiatives with Food Standards Officers where appropriate Undertake imported food sampling where intelligence suggests necessary	Contribute to local and national sampling intelligence, which will support improved both hygiene and food standards levels in Slough and nation wide Safer food locally and nation wide	Julie Snelling All officers to support	March 2018 Quarterly review Number of samples taken

Infectious Disease Notifications & Control	3. Slough will be an attractive place where people choose to live, work and visit Statutory requirement	Investigation of Infectious Notifications including suspected food poisoning outbreaks in line with Public Health England (PHE) protocols	100% of notified infectious disease cases investigated in line with PHE Protocols. Appropriate action taken where food handlers, or high risk groups are involved, including exclusion from work until clear of infection Where source can be identified, take appropriate action to prevent reoccurrence, including enforcement	Reduced incidents of infectious disease Increased intelligence on sources of infectious disease, locally and nation wide	Food Safety Team Leader All Officers to support	March 2018 Quarterly reviews
Food Standards Inspections and work Page 102	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Statutory requirement	Target: 100% of high risk businesses 50% of Medium Risk Premises to be inspected. To be monitored monthly Target: 100% of unrated premises to be inspected and rated. Target: Carry out Intel led meat traceability project to establish which food operators are gathering the appropriate documentation to verify the authenticity of their food products.	Allocation of interventions based on risk priority Make full use of Alternative Enforcement Strategies (AES) to applicable businesses in line with FSA CoP, including newsletter, SAQ's, targeted advice sessions and other relevant advice Inspections based on risk; - 100% inspection of A, B and all other non complaint food businesses - 100% inspection of approved premises - Identified poor performing businesses targeted with appropriate interventions To tackle Food Fraud 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 Provide free regulatory advice for new businesses starting up	Safer food businesses in Slough & increase in % of broadly compliant premises Increased awareness among traders of their legal responsibilities in respect of Food Standards Working alongside our colleagues in Food Safety the aim will be to provide consumers with greater information on food standards and local business hygiene standards in order that they can make informed choices on where to eat and purchase food	Trading Standards Manager/ Food Standards Lead Officer Food Safety Team Leader All TS Food officers FS/NET/ Licensing acting as 'eyes and ears' Support material	Ongoing until March 2018 Monthly and Quarterly review

	Calculate amount	Alternative interventions to low rick promises, including		from the	
	of traders brought	Alternative interventions to low risk premises, including newsletter, SAQ's, targeted advice sessions and other	Working in partnership	FSA	
	into compliance	relevant advice	on local, regional and	1 54	
	into compilarioc	Tolevant davide	national basis		
		Publicise enforcement action taken against non	The state of the s		
		compliant premises as a deterrent to other businesses	Better understanding		
	Target:	and incentivise improvements	of compliance levels in		
	Participation in		take away sector in		
	national/regional	Enhance advice for businesses on SBC web site	relation to food		
	sampling		standards		
	programmes as	Involvement in targeted sampling projects for			
	directed by Food	compliance with a wide range of food legislation (e.g.			
	Standards Agency	compositional standards, compliant labelling,			
	To work	nutritional information, additives, allergens, etc.), with further follow up enforcement as required			
	collaboratively with	iditilei lollow up efflorcement as required			
Ь	TSSE to undertake	Undertake sampling as part of a suite of interventions			
Page 103	the Food Standards	to improve food hygiene and food standards and focus			
Φ	Agency imported	on high risk and local needs			
6	food sampling				
ω	based on local	Participating in National and Regional sampling			
	priorities	programmes to investigate emerging food concerns,			
		and to ensure food is safe			
	Ensure all new food				
	business	Offer chargeable business support options as detailed			
	registrations are risk assessed &	above			
	inspected in line	Publicise enforcement action taken against non			
	with risk and FSA	compliant premises as a deterrent to other businesses			
	CoP	and incentivise improvements			
	33.				
	Offer business	Enhance advice and signposting for businesses on			
	support options as	SBC web site			
	detailed above				
		Focused interventions and sector specific projects on			
		high risk premises or where local intelligence suggests			

			necessary Added value: - Assessing compliance with all consumer protection legislation - Identify matters which may be relevant to other services			
enabling authority – providing self help and links to guidance and support Promotion of Cofood hygiene issues and involvement in joint projects with other partners	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	Increasing the number of users accessing the council website for information and self help Increase enquires to the team via foodandsafety@slo ugh.gov.uk Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough Increase awareness of food hygiene issues via local press and the council's website Increased	Publicise and direct users to council's website and dedicated email on all correspondence to businesses Review and update information on council website on an annual basis, and when new information becomes available, ensuring its user friendly and information easily accessible Work with the Town centre manager to support local shops Undertake monthly tweets of businesses with 0 & 5 FHRS Participate in the FSA national food safety week campaign Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements Issue releases where necessary, such as product recalls, local enforcement against poor performing premises, local food hygiene award winners Other initiatives undertaken, including sector specific initiatives, joint projects and visits with licensing and TS	Reduced demand on service from enquires which can be resolved via self help Improved consumer access and awareness of food hygiene and standards Quicker response times to enquires made to the service via foodandsafety@slough .gov.uk	Food & safety Manager All officers to support	March 2018 Quarterly review of information on website Number of website hits Feedback from website users

Page 105		community engagement initiatives Promote channel shift via all communications with stakeholders, to the trading standards dedicated council website, whilst being sensitive to the needs of 'at risk' persons and isolated stakeholders. All press releases and forms to direct readers to website. Aim is to reduce avoidable contact whilst promoting existing digital options	Explore novel ways of using social media to profile work of the service Explore opportunities to engage with the community, such as campaigns at focused groups, schools, and libraries Monitor website hits and advice requests received, for decide in requests, and increase in website hits Added value: - Improve awareness and compliance of food safety and standards issues - Supports Income generation			
Mobile and agile working	Effective use of resources Use digital technology to	Undertake routine inspections, both in food safety and standards, on a hand held device	Set up a feasibility study and trail into mobile working options, to reduce the time taken to complete and administer all types of inspections Conduct Lean review of current food hygiene	Create efficiencies and savings Take an enterprise approach to mobilizing	Trading Standards Manager Food	March 2018 Quarterly meetings to assess
	provide smarter services for people and	that reduces inspection time and administration burden	inspection, including administration of Try to source, or assist in the procurement of a secure workflow solution that allows departments to enter,	Staff Customer interaction with the organisation	Safety Manager All officers	Any forms and procedure

Page 106	1. Our children	Ultimate vision is that staff working within CP&BC can access all relevant information, including regulations and legislation, and complete all job related forms via their allocated tablet or smartphone, whilst the information captured automatically updates back office records and generates a report, removing the need to return to the office	Engage with TS and try to source, or assist in the procurement of a secure workflow solution that allows departments to enter, schedule and manage work remotely Monitor performance of work through pilot period and establish the business case and the objectives of introducing such a scheme Communicate the concept to staff at an early stage to realise the positive impact on the Service. Survey all employees to find what they would appreciate and value. Ensure this works both for the individual and the business	should improve. Any IT support via mobile device should have the following capability: • Visibility of a full day / week schedule • Required job details are available of the mobile device • All relevant forms are prepopulated and ready to be completed • Receive any special instructions or notifications • Refer to previous notes and correspondence • Consult standards and regulations • Record time it takes to undertake job • Capture images if required and attach them to case record • Record signatures staff in real time	to support	change addressed at team meetings/121's
and	1. Our children and young people will have	their professional curiosity when making face to face	All staff to undertaken SBC online training for	Improve the safety of children and vulnerable people in Slough	Safety Manager	Monthly review and feedback

Page 107	the best start in life and opportunities to give them positive lives 3. Slough will be an attractive place where people choose to live, work and visit	contact with service users, and refer concerns in a timely manner, 100% of the time Ensure all staff are trained in safeguarding and following the SBC safeguarding principles Continue to share intel and concerns with other partners such as TVH, HMRC, Immigration & RBFRS	safeguarding adults and children on a annual basis Safeguarding to be on the agenda and discussed at team meetings, 121's, and appraisals All officers to be vigilant and aware of safeguarding issues when making any face to face service user contact, and follow the corporate safeguarding principles if any concerns are raised Holistic approach to all operations which involve potential victims with safeguarding issues	Improved life's of people in Slough	All officers to support	to Head of Service in CP&BC monthly meetings
Looking ahead		Horizon scanning; providing a forward thinking service and fulfilling statutory obligations	Food Brokers - Work across the Food Safety and Trading Standards teams to identify Food Brokers in the Slough area and carry out interventions in line with the FSA's recent guidance document Keep abreast of developments from the Food Standards Agency on the future of the delivery of Official Food Controls and align our service provision accordingly Identification and registration (where appropriate) of primary producers of food (as identified in FSA National Enforcement Priorities)		Food & Safety Manager, Food team Leader and Enforceme nt Team Leader	Ongoing

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	Continue to participate in the Food Standards Agency's Regulation Our Future work with representation on the Expert Advisory Group (Professionals). Keep abreast od the future of the Delivery of Official Controls in light if the ROF and Brexit agendas and align our services accordingly Work with Adult Social Care to identify Domiciliary Care Providers and ensure that they are registered as Food Business Establishments where appropriate Building links with other teams within the Council to ensure that changes in business ownership and nature and identified and acted upon in a timely fashion			
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Service Delivery Plan 2017/18



Health, Safety and Wellbeing in Slough



Consumer Protection and Business Compliance Group

The Consumer Protection and Business Compliance Group is an outward facing service group including members from:

- 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 fundamental to creating a level playing field in which responsible businesses can flourish and our communities are 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 centres, shops, pubs and restaurants. Health and safety enforcement is divided between the HSE & LA depending on the main activity in the workplace. We play a major role in protecting the health, safety and welfare of employees and members of the public in Slough.

Our approach to health and safety regulation is largely reactive and follows formal guidance issued by the 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 and safety regulation. Since its introduction the direction of health and safety enforcement nationally has changed considerably. The Code targets resources on risks and aims to reduce the regulatory burden on compliant businesses. This is the stance Slough has been taking for several years. As a result our intervention strategy is targeted at local and national priorities, where evidence suggests risks are not being controlled. Proactive inspections are reserved only for premises that 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. Where we do undertake H&S interventions they are project based, and focus on sectors which are high risk, where we have little information about levels of compliance or where local intelligence suggests an intervention may be necessary.

Greater emphasis is placed on dealing with complaints, accidents and incidents, targeting those businesses which are poor performers and failing to meet their duties under health and safety legislation.

In line with our enforcement policy we provide a graduated enforcement approach based on risk to public health. We 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 businesses want to comply with the law, therefore we will support those businesses in meeting their legal duties and be safe.

We have adopted a 'sensible risk management approach' in line with the Enforcement Code. This also links to the council's Primary Authority Scheme, where our work on improving safety standards extends to the national scale.

Further information on Primary Authority is provided below.

The Health & Safety Service is delivered via the Food & Safety Team. A relatively small amount of officer time is dedicated to health and safety work, due to the direction of the Enforcement Code. However, allocation of officer time is fluid and reactive to service need, so officers will spend a significant amount of time



investigating serious workplace accidents when necessary. However, this does have a knock on effect on other work which may have to be reprioritised.

We also support and work with businesses by providing advice when issues are noted during other interventions, such as food visits. This helps businesses tocomply with requirements and good practice.

We work in partnership with the Licensing Team, police, immigration enforcement and other partners to help promote awareness of child sexual exploitation and safeguard workers and others who may be exploited.

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:

- signposting businesses and residents to information and free advice
- 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 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, 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

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

Ann Stewart, Food Team Leader

Tel: 01753 875255 or e-mail: ann.stewart@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

Our vision

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

The council's Five 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.

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. It demonstrates how we directly link with the Five Year Plan to achieve the council's wider outcomes. 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.

Our plan for 2017/18 and looking ahead

The Health & Safety action plan for 2017/18, which outlines our planned work for the year is detailed in appendix A. As with previous years, we plan to undertake our statutory obligations by investigating accidents, complaints, and undertaking proactive interventions based on risk. This year, we also aim to undertake several projects based on the HSE list of sectors and activities suitable for an intervention, which forms part of the Enforcement Code.

We are planning focused projects in high volume warehousing and distribution premises, focusing on updating our knowledge/database of premises in Slough. We will be assessing the adequacy of controls, specifically with regard to falls from height, workplace transport, lifting equipment, manual handling, and safe loading of vehicles.

We are also planning on undertaking a focused project on violence at work, looking at premises with vulnerable working conditions. We will link in with other partners such as community safety and other relevant bodies to ensure maximum impact.

We plan to check several areas of health and safety, whilst undertaking food hygiene visits. This is to reduce the burden on businesses by undertaking separate visits, whilst linking in with the HSE's priorities. During premises visits we aim to look at carbon monoxide poisoning from the use of solid cooking fuel, gas safety with focus on maintenance of systems, and CO₂ gas safety within pubs and cellars.

It's important to note that this year we aim to undertake more proactive interventions than we have in previous years. This is due to a change in the HSE's list of sectors and activities suitable for an intervention, with the addition of gas safety in catering establishments and greater emphases on warehouse and distribution safety.

In October 2017 there will be changes to the Primary Authority Scheme which will demand additional resources, and the focus of the service has changed to include greater emphasis on income generation.

The need for income generation is greater now than ever, as the amount of money the council receives from central government has been reducing year on year, and we need to become increasingly self sufficient via income generation and commercialisation of services.

The team have developed a commercial package which is available to all local businesses, offering tailored business support at cost recovery. This was launched in early 2017 and has already started to show success.

Our health and safety plan is ambitious and aspirational. It is likely that some of the planned work will be re-prioritised throughout the year, particularly if unforeseen demands on the service arise such as serious workplace accident investigations.

How did we perform during 2016/17?

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 and Safety Service can be divided into key activities and projects, listed below.

- Primary Authority advice.
- Interventions and projects based on national and local priority where evidence suggests risks are not managed.
- 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 and raising awareness of child sexual exploitation.
- Promotion of health, safety and wellbeing awareness including, supporting business start up, education campaigns, news letters.
- Working in partnerships, such as advice to the Slough Safety Advisory Group, and Thames Valley Health & Safety Group.

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 are 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 and safety.

Our officers are able to provide companies which trade across council boundaries robust and reliable advice, through the creation of these legally recognised 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 42 successful PA partnership agreements, an increase of two businesses from last year. These services are uniquely provided by in house specialist officers.

Cost recovery is an essential element of the contract and is applied to Primary Authority partnerships with an hourly charge for any work undertaken. In 2016/17 we generated £85,000 income from our partnerships. 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 over 415 hours of advice interactions with our PA companies was given, a high proportion of this was advice and support requests from our partners.

As a Primary Authority we have had communication with other councils 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 and leaving Primary Authority partnerships with the council remains fluid; however the demand on PA has remained relatively constant over the past year. More information on Primary Authority partnerships can be found at https://primaryauthorityregister.info/par/index.php/home

Businesses that would like to join the scheme can email us at primary.authority@slough.gov.uk

Accident investigations

The team received 84* accident notifications, a 36 per cent decrease from the previous year. This is a significant reduction in accident notifications from last year. This may be partly due to the closure of the local ice arena and a reduction in unnecessary notifications of injuries sustained at certain premises following advice to the management on which accidents need to be reported. Additionally the team has been working on improving the analysis and recording of accident data and ensuring that accident notifications incorrectly received by the Food & Safety Team are referred on to the HSE. We will continue to work on the accuracy of accident recording next year. There is a possibility that many accidents are not reported at all by employers, which results in under reporting and a reduction in notifications.

On receipt of each notification we make a decision as to whether the accident warrants an investigation based on current HSE accident investigation guidance. The nature of the accidents reported last year varied considerably and included:

- a near drowning incident in a swimming pool
- being struck by moving vehicles at warehouse delivery bays
- contact with moving machinery within workplaces
- cuts to hands
- trapped fingers
- back injuries due to poor manual handling
- injuries sustained at places of public entertainment
- injuries to children at child care facilities
- injuries to members of the public at leisure premises
- physical assaults on employees in the workplace
- injuries to catering staff using faulty commercial catering equipment.

Injuries from slips, trips and falls continue to account for the highest proportion of accidents notified. This is in line with national statistics.

*Source RIDDOR website





We have now concluded a complex investigation into a serious workplace transport accident, which occurred in January 2015. A young employee was crushed by a reversing vehicle, sustaining serious and long term injuries. This has taken a significant amount of officer time and resource. The case is within the legal system and should be completed by summer 2017. It is anticipated that the costs incurred during the investigation will be recovered by the council on successful conviction.

Complaints about health and safety in Slough

Employees and members of the public made 56 complaints and enquiries about health and safety last year. This is roughly two thirds of the number of complaints and enquiries received last year. It is unclear why this number has reduced. The types of queries received are wide ranging, including complaints about unsafe workplaces, asbestos and legionella exposure risks, fire safety concerns, poor welfare conditions, danger to staff in catering establishments and butcher retail shops, unsafe cosmetic procedures placing public at risk of injury, unsafe conditions in assisted living accommodation, safety concerns at a mosque, concerns about the safety of lifting equipment, bouncy castles and sunbeds and safety certification of the Arbour Park Community Sports Ground.

Health and safety interventions

In accordance with the HSE National Code, we target our resources on outcome focused 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 31 health and safety visits to premises in Slough, of which eight were reactive following complaints or accident notification. We also undertook three revisits to ensure standards had improved. This is a decrease

of 11 per cent on last year, because one of our projects was put on hold due to a number of complex food and safety investigations which took priority.

Infection control in the beauty sector

We carried out a project this year targeted at the beauty sector. This project had a specific emphasis on tattooing and body piercing.

The aim of the project was to:

- identify premises undertaking needle and piercing work and compare this against our database, which we believed was not up to date
- to assess levels of awareness of operators by use of a self assessment questionnaire to provide further intelligence to inform future actions, for example, the next step could be provision of targeted advice or enforcement
- to assess standards of compliance in businesses with legal requirements and levels of awareness of local practitioners with respect to infection control
- to undertake follow up work to secure an improvement in standards where premises were found to be non complaint.

We identified ten premises suitable for an intervention, (via internet search and existing registration). All businesses were sent self assessment questionnaires in relation to infection control procedures. Three questionnaires were returned completed and were found to be satisfactory. Four responded or were contacted, who were no longer offering this service. Two premises were visited and infection control discussed by phone with one other. These were found to be operating to a satisfactory standard. Following the project, our database was updated with regards to details of premises offering this treatment.

Workplace transport

A project on workplace transport has been planned and relevant premises have been identified. One workplace has been visited and it was encouraging to note that the employer had already identified the use of vehicles at the premises as a hazard and had put controls in place to reduce the risk to employees. Further visits to premises with shared access and yards are to be carried out once we know the verdict for the case that is awaiting prosecution.

Legionella cluster

Earlier in the year we were asked to assist one of our partners Public Health England (PHE) in investigating a cluster of legionella cases within the borough and surrounding areas. Some of the interventions reported above were carried out at car washes to assess their Legionella controls. Additionally, members of the team were involved with contacting cooling tower operators to discuss their controls and participating in Incident Control Team Meetings to agree on actions and follow up.

Cooling tower registration

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

We have registered 19 premises with a total of 114 cooling towers or evaporative condensers. Historically there has been a reduction in the number of premises having cooling towers. However, this year the number of registered



cooling towers or evaporative condensers has increased from 31 to 114, mostly as a result of one business registering 80 evaporative condensers at their premises. This shift is due to the nature of some new businesses setting up on the trading estate and needing air treatment plants in order to carry out their operations.

An important part of the monitoring of cooling towers safety is the assessment of controls to prevent multiplication and possible infection with Legionella together with scrutiny of the businesses' own sampling procedures and results. In the past year we have not carried out any on-site inspections of systems due to other service demands but this remains a priority in the action plan for the coming year. We will also take this opportunity to confirm that the registration details we have for cooling towers in the Slough are correct and up to date.

Private water supplies

We have two private water supplies located in Slough that we monitor for compliance with the relevant legislation. The results of the monitoring are submitted to the DWI on an annual basis in January for the preceding year. The return for 2016 was completed and submitted on time.

Working with partners

We recognise that working with partners can increase our capacity to deliver health and safety solutions for businesses in Slough. During 2016/17 we worked to develop the following important partnerships:

Thames Valley Health and Safety Group

We continue as advisors and partners in the continually growing Thames Valley Health and Safety Group. The Mayor of Slough is the group's Honorary President. The group was originally set up jointly by Slough Borough Council 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.

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 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 Teamin 2016/17 in the form of –

One Improvement Notice relating to:

Electrical safety within a food business

Finding these dangerous situations reinforces 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 and Safety at Work, etc., Act 1974

Prosecutions

We have not completed any prosecutions this year, however we have spent a significant amount of officer time and resource concluding our investigation into a serious work place accident where by a young employee was crushed by a reversing lorry, causing serous facial and



upper body injuries. The case is within the legal system and anticipated to conclude in summer 2017.

The time and resource taken to investigate serious cases often outweighs the fines and penalties awarded, however 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 acts as a strong deterrent to other businesses, demonstrating that Slough Borough Council will not tolerate poor performing businesses who take an unfair advantage and put peoples 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.

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 the following standards against which we will monitor the responsiveness of our service, namely:

Service standard	Target / response times
Respond to customer complaints and	Within 5 working days
enquiries	
Provide a full response	Within 10 working days

Customer feedback

New feedback questionnaires have been trialled and implemented from April 2016. No complaints regarding the service have been received, either formally or informally.

The team is committed to working with local businesses and the local community to ensure high levels of satisfaction. We aim to enhance the quality of life of residents within the borough. All feedback received is used to inform and improve our service.

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

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.

SBC Values

We care deeply about the work we do for our town and its residents, visitors and businesses; all the people we are **accountable** to. We are **ambitious** in our plans for the borough, **innovative** in our thinking and actions; all the time listening and **responsive** to those who need us, **empowering** and supporting everyone to reach their goals.

We are one team.
We are Slough Borough Council



Resourcing

The food team employ **5.37 FTE** (full time equivalent) officers. This includes the food and safety manager (1 FTE). The FTE available for health and safety work is **approximately 0.5 FTE**. We also employ a Business Support Officer (0.25 FTE allocated to health and safety work). At present our team is fully staffed.

Staff development

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

The HSE requires that the council maintains the competency of its officers and that we have officers with sufficient skills to maintain the breadth of competency needed for Slough specifically.

This year staff have attended training on, among other things, accident investigations, asbestos awareness, body piercing, tattoo and special treatments, musculoskeletal injuries, managing legionella, health and safety within the leisure industry and mobile access towers.

The Health & Safety action plan for 2017/18, which outlines our planned work for the year is detailed in appendix A.

Our Values

Appendix A - Health & Safety Action Plan 2017/18

Directorate: CUSTOMER AND COMMUNITY SERVICES	Service Manager: Levine Whitham, Food & Safety Manager
Division: Enforcement & Regulatory Services Consumer Protection & Business Compliance	Budget: £40,000 Number of staff employed: 0.5 FTE, plus 0.25 Business Support Officer and 0.25 FTE Food & Safety Manager

Service objectives:

We have strong links to the council's Five Year Plan, which is indicated against each service activity below. The work of the Food & Safety Team is essential in securing safe foundations from which the council can deliver its plan. Without the basics, such as safe places to work and visit, it would be impossible to build a safe, healthy and vibrant Slough. We are the prerequisite for a fit and resilient borough.

The timely delivery of this work plan, which focuses on sensible health and 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.

Service activity	Priority & 5 YP outcome & statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Primary Authority (PA) & compliance support	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Income generation Effective use of resources	Maintain PA income targets Develop existing PA's and explore new PA's opportunities, creating income in line with projected target Support the council's Open for Business strategy and the Corporate Business Growth plan	Designated officers to work closely with PA businesses to: Develop open and close partnerships with PA clients Provide specific advice in relation to management systems and 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 Develop and publicise 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 where mutually agreeable Respond to request within in line with Customer Charter and Pledge, or as agreed with the PA Support business through PA in line with Open for Business goals	Improved standards, efficiencies and compliance within PA's, with less enforcement action taken by Enforcement Authorities (EA) Reduced, efficient and effective regulation by other EA nation wide, via the provision of PA support which has a national impact Reduced regulatory burden on PA businesses	Food & Safety Manager Trading Standards Manager All Food Safety & Trading Standards officers	Monthly Reports on hours and income generation Quarterly reviews Yearly overview of individual company action plans Number of PA's in portfolio Virtual PA manageme nt team

			Liaise with other council departments in order to support business in more holistic way, supporting the			
			Slough Open for Business model			
Risk based interventions within business in Slough	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Statutory requirement Effective use of resources	Undertake targeted risk based interventions to businesses in line with HSE LAC 67/2 rev 6 – Guidance to Local Authorities on Targeting Interventions Compliance with National Code for Local Authority Enforcement. Use business self assessments where necessary to identify those who are not managing risks, and warrant intervention, and reducing the burden on those businesses who	Undertake proactive interventions to premises where local intelligence suggests controls are not being managed or where an investigation is warranted following complaint or report of accident Assess the need for interventions and projects based on: - HSE high risk list of activities suitable for inspections - HSE national priority list and sector strategies - Local priorities and needs of slough - Berkshire wide priorities - Businesses that have poor food safety management standards, as H&S standards are likely to be similar Possible projects identified include: - High volume warehousing/distribution, with focus on updating our knowledge/database of premises in Slough. Assessing controls for those identified, specifically with regards to falls from height, workplace transport, lifting equipment, manual handling, and safe loading of vehicles	Safer businesses in Slough Reduced accident rates Improved safety and wellbeing for people who work within and visit Slough	All officers	March 2018, Monthly monitoring

Page 127	3. Slough will	demonstrate confidence in management Undertake	 Violence at work – focusing on premises with vulnerable working conditions, linking in with community safety and other relevant bodies Carbon monoxide poisoning in catering establishments, with focus on updating our knowledge/database of premises in Slough using solid cooking fuel, and assessment of controls, combining this with routine food hygiene inspections to ensure efficient spend of resources. Gas safety in catering premises, with focus on maintenance of systems, combining this with routine food hygiene inspections to ensure efficient spend of resources Gas safety in hospitality industry, with focus on pubs and cellar safety, combining this with routine food hygiene inspections to ensure efficient spend of resources Officers to be vigilant when visiting businesses for other reasons in order to identify and deal with Matters of Evident Concern (MEC) or Matters of Potential Major Concern (MPMC) Monitor MEC & MPMC to identify trends and local issues Support and advice given to businesses appropriate to 	Safer businesses in	All officers	March 2018
and prosecutions	be an attractive place where people choose	investigations into work related accidents, MEC,	the risk presented, in order to allow businesses to manage their own risks safely	Slough Reduced accident	All Officers	Waldi 2010

Page 128	to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Statutory requirement Effective use of resources	MPMC, or concerns raised about a business, to determine if serious and public safety at risk Where necessary take action to secure sensible heath and safety regulation, proportionate to risk	Officers to used HSE Enforcement Management Model (EMM) and work in line with department enforcement policy when considering enforcement action Where enforcement is deemed appropriate, adhere to timescales for prosecutions file submission Full range of enforcement options used, as appropriate in line with the enforcement policy Explore alternative enforcement opportunities on a case by case basis	rates Improved safety and wellbeing for people who work within and visit Slough Justice taken against those business who fail to meet their health safety obligations and put peoples health at risk All complaints and service requests dealt with in line with Customer Service Charter and Pledge		
Reactive investigations in response to intelligence or reported incidents	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and	Assess and respond to accident notifications, complaints and service requests relating to workplace health and safety, wellbeing, including referrals via the HSE	Respond to all notifications in line with customer charter and pledge including timescales Determine if investigation is appropriate using the HSE incident selection criteria, and recording decision Promptly close service requests which are not serious or present health risks, managing customer expectation from the beginning. Where appropriate signpost customers to self help resources. Work in line with enforcement policy, prosecution template and internal procedures. Outcome from QA - in line with procedures	Safer businesses in Slough Reduced accident rates Improved safety and wellbeing for people who work within and visit Slough	All officers	March 2018 Quarterly monitoring

	opportunities for our residents Statutory requirement					
Estates Excellence (EE) Page 129	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Effective use of our resources	Participate in EE as a joint project with HSE, SEGRO, Public Health, SBC Economic development team, to support local businesses in improving their H&S understanding and in turn compliance	Joint lead with HSE in planning EE, which commenced in 2016/17 Undertaken joint visits to local businesses on selected trading estates, to deliver advice and information on free H&S training and workshop available Deliver training/workshops Where requested, visit premises to undertake assessments and identify areas for improvement. Support those gaps with signposting and advice	Improved H&S understand and compliance within local business, resulting in safer and healthier workplaces Update our database and local knowledge of businesses within Slough Improved partnership working with key stakeholders, including HSE	Ginny de Hann & Thomas Kilduff Support from all officers	March 2018
Legionella controls and registration of cooling towers	Statutory requirement	Maintain and update registration of all cooling towers in Slough and monitor risk of legionella infection in conjunction with	Assess cooling tower controls and risk assessments, to ensure we hold up to date information on controls Assessment undertaken by desk top review, sending out self assessment tools, and review of response Where necessary inspect cooling towers, specifically	Ensure the risk of legionella infection from cooling towers in Slough is controlled	Thomas Kilduff	March 2018

	HSE	where change in management, change of process, alteration, replacement or water treatment or where controls deem unsatisfactory			
Becoming an enabling authority – providing self help and links to guidance and support Promotion of health and safety issues and involvement in goint projects with other partners Community engagement 3. Slough we be an attract place where people choo to live, work visit 5. Slough we attract, retain and grow businesses a investment to provide jobs opportunities our residents. Statutory requirement Effective use our resources	number of users accessing the council website for information and self help Increase enquires to the team via foodandsafety@slough.gov.uk Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough	Publicise and direct users to council's website and dedicated email on all correspondence to businesses Review and update information on council website on an annual basis, and when new information becomes available, ensuring its user friendly and information easily accessible. Council website to have clear links to HSE website Provide business start up support and signposting to free guidance and information Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements Issue press releases where necessary, such as supporting national campaigns or local enforcement against poor performing premises Other initiatives undertaken, including sector specific initiatives, joint projects and visits with licensing and TS Explore opportunities to engage with the community, such as campaigns at focused groups, schools, and libraries	Reduced demand on service from enquires which can be resolved via self help Improved consumer access and awareness of heath and safety. Quicker response times to enquires made to the service via foodandsafety@slough .gov.uk	Food & Safety Manager All officers to support	March 2018 Quarterly review of information on website Number of website hits

Smoke free enforcement and advice Page 131	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Statutory requirement	Ensure all premises offering smoking facilities, including Shisha's are complaint with smoke free requirements	Provide start up advice to new shisha's or premises offering smoking facilities on smoke free compliance Assess premises offering smoking facilities to ensure compliant with smoke free requirements, give advice and take necessary enforcement where appropriate in line with council's enforcement policy and wider growth agenda Link with other stakeholders, such as planning, BRFRS, NET, police and licensing at soonest opportunity to ensure joint up simple enforcement Undertake surveillance to facilities allowing smoking to ensure compliance	Reduce risk to health to employees of shisha's and premises offering a smoking facility, from second hand smoke	All officers	March 2018 Quarterly review
Asbestos – Duty to Manage	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for	Assessment of all ASB5 notifications, and notifications of notifiable non licences work via HSE website Respond to enquires regarding asbestos	Assess all ASB5 notifications, and notifications of notifiable non licences work to determine if controls suitable, and where necessary visit site to ensure controls in place to minimise risk from exposure to asbestos fibres Give accuracy advice on control of asbestos, including duty to manage Signpost to HSE website for information and guidance	Reduced risk of health from exposure to asbestos fibres Increased awareness of asbestos	Sandeep Johal All officers	March 2018

be an attractive place where distribution systems be an attractive place where people choose sto live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Statutory requirement be an attractive place where place where place where poople choose sto live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Statutory requirement be an attractive place where place where poople choose to live, work and visit assessments for private water supplies Assessment of private water supplies and distribution 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 Complete annual DWI return Identify private distribution systems and verify with Thames Water Authority Risk assess private Review PWS sampling programme Complete annual DWI return Identify private distribution systems, verify, risk assess, implement action plans and set up sampling programme Page 132 Page 143 Page 144 Page 145 Page 145							
Private water supplies and private water distribution systems 3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents 8. Statutory requirement Complete risk assessments and implement action plans for private water supplies place water supplies place water supplies or private water supplies plans to ensure safe water supplies and implement action plans for private water supplies provide water supplies 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 Complete risk assessments and implement action plans for private water supplies and distribution centres in Slough, with reduced risk of illness Confirm locations of private distribution systems, verify, risk assess, implement action plans for private water supplies and collation or return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and collation for return to the Drinking water loss of private water supplies and deliberation centres in Slough, with reduced risk of illness.		our residents					
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and set up water sampling programme in line with statutory guidance	supplies and private water distribution systems	be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents Statutory	assessments for private water suppliers and implement action plans to ensure safe water supplies Review PWS sampling programmes in line with statutory guidance Complete annual DWI return 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	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	private water supplies and distribution centres in Slough, with	Sarah Hill	

Slough specific: Safety Advisory Group (SAG) Thames Valley Health and Safety Group (TVHSG) County liaison group and Regional strategy group	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	Attend meetings, give advice on enforcement issues, changes in standards and guidance, support and take necessary follow up actions	Supports partnership working with local businesses and stakeholders Give advice to SAG to ensure events are operated safely Benchmark, share intel and information, and support to and from other Berkshire authorities Participate in discussions on health and safety issues regionally, cascading to county groups and the team	Ensure consistent and proportionate health and safety regulation	All officers	March 2018 Ongoing monthly and quarterly meeting attendance
Safeguarding and intelligence sharing	1. Our children and young people will have the best start in life and opportunities to give them positive lives 3. Slough will be an attractive place where people choose to live, work	All officers to use their professional curiosity when making face to face contact with service users, and refer concerns in a timely manner, 100% of the time Ensure all staff are trained in safeguarding and following the SBC safeguarding principles	Use the 'Corner Card', and assess effectiveness of this avenue to rapid reporting All staff to undertaken SBC online training for safeguarding adults and children on a annual basis Safeguarding to be on the agenda and discussed at team meetings, 121's, and appraisals All officers to be vigilant and aware of safeguarding issues when making any face to face service user contact, and follow the corporate safeguarding principles if any concerns are raised Holistic approach to all operations which involve potential victims with safeguarding issues	Improve the safety of children and vulnerable people in Slough Improved life's of people in Slough	Food & Safety Manager All officers to support	March 2018 Monthly review and feedback to Head of Service in CP&BC monthly meetings

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and visit	Continue to share intel and concerns with other partners such as TVH, HMRC, Immigration & RBFRS	



Slough Trading Standards



Service Delivery Plan 2017/2018

Consumer Protection and Business Compliance Group

The Consumer Protection and Business Compliance Group is an outward facing service group including members from:

- Trading Standards
- Food & Safety
- Licensing
- Community Safety
- CCTV and 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.

Trading Standards provide advice and guidance to consumers and businesses based within the borough, in conjunction with Citizens Advice Consumer Service. We play a major role in residents' health, safety and economic wellbeing.

This service delivery plan is provided to keep 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 completed and continue to carry out is achieved through:

- prompt responses to intelligence/complaints, triggering detailed investigations into consumer protection offences
- targeted project work
- participation in regional and 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 and 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 Five 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 Five Year Plan outcomes. More detail on the five year plan can be found at:

http://www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx

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

One aim is to protect and enhance public health and wellbeing while supporting local businesses.

We will achieve this through the attached action plan, (appendix B). 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 shows how we are going to achieve this and demonstrates a direct link with the five year plan to achieve the council's wider outcomes. 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 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/regulatory-and-enforcement-services-enforcement-policy.aspx

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

trading environment.

How did we during

Our service plan will be annual basis and



perform 2016/17?

reviewed on an 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 past year.



Primary Authority Scheme



Primary Authority partnerships comprise 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 and safety.

Our officers are able to provide companies that trade across council boundaries robust and reliable advice, through the creation of these legal partnerships. The scheme also provides a safety net to ensure 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 secured more than 40 successful Primary Authority 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 2016/17, along with our colleagues in Food Safety, we obtained cost recovery of circa £86,000. This cost recovery enables the council to support businesses in Slough and increase the availability of specialist officers who are funded by the Primary Authority at no extra cost to the council. Last year we received 98 direct requests for advice from our Primary Authority portfolio of companies. , A large number of other interactions with our Primary Authority companies were successfully completed and high proportion of these were satisfied consumer complainants. We also liaised daily with other local authorities and act as a single point of contact for any enquiries concerned with our portfolio of Primary Authority companies, reducing burdens on business and preventing any unnecessary duplication. We also liaise with other local authorities to ensure any inspection and enforcement action reflects the advice we have already given, and is proportionate.

In the past year we received a total of 354 enquiries from companies for whom we act as Primary Authority. 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 council's 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 Primary Authority 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)

- Underage sales enforcement protects children from harmful items and substances and is a vital feed into the health and wellbeing and 'safer communities' priorities of the SCS.
- ➤ 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 underage sales matters. Many of these were distributed on Crime Reduction and Enforcement Days (CRED), which Trading Standards participated in throughout the year.
- Licensing reviews have been used for all traders failing a test purchase. This can result in conditions on the trader's licence or even a complete revocation. Three traders are currently in the process of having their premises licence reviewed following sales of age restricted goods or other Trading Standards intervention. Trading Standards supports licensing by preparing evidence packs to support the licensing review.
- ➤ **Testing purchasing** is essential and establishes whether local businesses are complying with the law and not selling restricted goods to children.

Underage sales operations - Figures for 2016/17

- > Alcohol attempted purchases = 14 sales = 3
- Fireworks attempted purchases = 7 sales = 2
- e-cigarette (e-Cigs) attempted purchases = 2 sales = 0



Total sales = 5 out of 23 attempted purchases.

In 2017/18 Trading Standards will continue to provide trader information packs and advice to local businesses. We will 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.

Last year as an alternative to enforcement action, we gave traders who had sold age restricted items to our child volunteers a chance to sit an age restricted training course, recognised nationally (a BTEC nationally accredited level 2 educational course). This alternative resolution

comprises a training pack pre read and an exam. Completion of the course avoids a potential criminal prosecution. This achieves two things:

- 1. It increases the knowledge and skill of the trader and in doing so, their ability and competence to prevent further sales.
- 2. It also avoids often protracted and expensive legal proceedings. The option to let any trader take on such a course is done so whilst having reference to our prosecution policy at every stage.

Last year three traders took this this option and successfully completed the course.

Legal highs (new psychoactive substances)

As of 26 May 2016, a new act - the New Psychoactive Substances Act 2016 - came into force, aiming to tackle the problem of legal highs and give a clearer understanding of our enforcement role. The early impact of the legislation would appear to have sent the trade in legal highs underground and into street dealing alongside Class A and B drugs. We continue to liaise with the police on intelligence and partnership working in this area.

The law is complex and we have spent considerable time advising retailers on their responsibilities. A lot of products on general sale can potentially have psychoactive effects and retailers need to be aware of their responsibility to minimise the risk of exposure and misuse.



Serious organised crime

From late 2014 and throughout 2015 Trading Standards received a huge number of complaints about a specific local trader. The trader was involved in reconditioning and servicing engines. The service was inundated with so many complaints that we needed to seek the assistance of Thames Valley Police and our Trading Standards tri regional investigation. This culminated in Thames Valley Police leading on the case, with support from ourselves and our colleagues in tri regional investigation team, formerly Scambusters.

In early April 2017, after a five and half week trial the jury took almost three days to reach their verdicts, with a majority of 10-2 in each case.

The defendants were, Paul Dockerill and his three sons, Martin, Harry and Jack Dockerill. Their sentences were as follows:

Paul Dockerill – sentenced to 4 ½ years in prison
Martin Dockerill – sentenced to 3 ½ years in prison
Harry Dockerill – sentenced to 3 ½ years in prison
Jack Dockerill – sentenced to 2 years in prison, suspended sentence.

This was a very large and complex investigation which received considerable local publicity. The successful prosecution showed how much added value working with partners can bring, and how all partners can bring their unique skills and knowledge to the table in a collaborative way.

Trading standards are now members of the police run Organised Crime Group which brings agencies and stakeholders together to try and tackle organised crime groups within Slough. Trading standards also participate in police sector tasking across the borough which gives us a voice when we have issues that other agencies can potentially help to remedy.

Tobacco control work

Slough Trading Standards are represented at National Tobacco Focus Group meetings and share regional best practice with colleagues from around the UK.

The department is always looking to build partnerships with other agencies, to combat illegal tobacco supply.

Trading Standards work closely with other agencies such as Thames Valley Police, HMRC, neighbouring local authorities, Slough licensing team, Slough neighbourhood enforcement team and public health teams, both locally and regionally to tackle this issue. The sale of illicit tobacco brings rich pickings to those criminals involved and by its nature enforcement requires a partnership approach.



A representative from the Slough Trading Standards Team also sits on the regional focus groups that specialise in intelligence analysis and illicit tobacco. The criminals involved in illicit tobacco are not locally based, but regionally and nationally, so a holistic approach is required. The intelligence role supplements the data set needed to investigate and enforce this persistent issue.

However, despite new tobacco legislation being given royal assent last year, the legislation failed to provide Trading Standards with powers to enforce its provisions, which prevented us from carrying out the work we planned in this area. However, during 2016/2017 trading standards carried out eight inspections of premises, with the assistance of tobacco detection dogs. As with all our enforcement work, inspections were intelligence led. Below is an outline of the illicit products discovered:

• 228 x packs of 20 cigarettes (4560 sticks in total)

- 80 x 50g packs of hand rolling tobacco (a total weight of 4kg)
- 107 x pouches of chewing tobacco

This constitutes a total estimated worth of £3400 (street value).

We currently have five ongoing investigations relating to tobacco offences.

The investigations all involve seized products that:

- include non-English health warnings
- fail to include pictorial health warnings
- · include non-statutory warnings, or
- fail to include any health warnings at all.

Some of these seizures may also involve counterfeit cigarettes which is also a huge issue. All cigarettes are unhealthy and are damaging, but counterfeit cigarettes have gone through little or no quality control and as such, the harmful effects are magnified. Many contain levels of lead and cadmium up to seven times higher than legal products.

Many legitimate traders are disadvantaged by unfair competition in tobacco sales. We believe that the work we carry out helps to create a more level playing field for businesses to compete with each other in the borough.

Further advisory visits will be carried out this year to ensure that businesses are compliant with the Tobacco and Related Products Regulations 2016 and the Standardised Packaging of Tobacco Products Regulations 2015.

The legislation introduced the following requirements:

- (i) Plain packaging for cigarettes and hand rolling tobacco
- (ii) Minimum pack sizes for cigarettes (20 sticks minimum) and hand rolling tobacco (30g minimum)
- (iii) A ban on flavoured tobacco (with the exception of 'menthol' which is allowed until 2020).

As of May 2017 brands, logos, and flavours (except menthol) were banned on/in any cigarettes or hand rolling tobacco.

The department has worked closely with the retailers we act as Primary Authority for to ensure Nicotine Inhalation Products (more commonly knows as e-Cigs) have been correctly introduced without compromising due diligence systems.

Many retailers have adopted new training regimes to encompass this emerging product and we work with them closely to ensure that their systems, minimise as much as possible, their sale to people under 18.

In the forthcoming year we, along with our partners in environmental health, intend to monitor compliance among shisha establishments in Slough.

Illegal money lending and credit

Loan sharks and illegal money lending can devastate communities and the lives of individuals.

Working with Slough Trading Standards, the national England Illegal Money Lending Team – based at Birmingham City Council – not only give free training to Trading Standards but also staff at the

council, care workers, police officers, youth workers and many more who come into contact with the community on a daily basis. This gives an insight into the key signs to look out for when dealing with people at risk who may engage with these unscrupulous individuals.

This training details the impact that illegal lenders have on our service users and community. It also gives practical information on how we can work together to stop people being ripped off and make Slough an even safer place to live.

Activities took place during November 2016, where Trading Standards officers accompanied the illegal money lending team during their execution of a warrant on premises in Slough where evidence indicated illegal lending from a loan shark. The perpetrators were charged and later convicted.

Further activities are being arranged to combat illegal money lending and Trading Standards will be working with the Illegal Money Lending Team during 2017/18 on projects to educate the residents of Slough about the perils of taking out loans with loan sharks.

People who lend money illegally, operating without a licence:

- are dangerous & predatory
- suck money out of communities
- often force victims to pay huge rates of interest and threaten violence if victims cannot repay.

Money lending advice will be given by the Credit Union - a legal and safer way to borrow money.



Last year the Trading Standards Team received updated training from the National Money Lending Team so we can ensure our competence in dealing with the issue is appropriate.

Food standards

Trading standards successfully completed 100 per cent of their high risk routine food standards inspections in 2015/2016, in addition to other food standards enforcement visits.

A total of 329 food standards visits were carried out last year.

Further work included:

- giving labelling advice to new food businesses
- providing detailed food standards advice to the relevant Primary Authority partners
- taking part in the following food sampling and food related projects:

Imported food sampling -

Total = 8

Traceability sampling

Total = 1

Trading Standards South East (TSSE) Traceability Project - Total = 14

Slough Trading Standards Traceability Project: - Total of visits = 27

- 15 non-compliant (56%)
- 2 compliant (44%)

This project entailed visits to food business outlets (predominately take-aways and mobile food vans) to determine if the food being advertised was as described. It completed in conjunction with the Food Standards Agency (FSA), TSSE and the Public Analyst.

It was found that many of these outlets were incorrectly labelling the food and the business owners were advised at the time of the visit of the legal requirement.

This project has provided the intelligence needed to carry out a further food sampling programme on kebab / burger outlets in Slough during 2017-18.



A separate food standards plan has been produced for Trading Standards for 2017/18. Targets included in appendix B are:

- complete 100 per cent high risk food inspections
- complete 100 per cent medium risk food inspections
- complete 100 per cent of low risk food inspections
- 100 per cent of 'programmed' unrated premises to be inspected and rated within the vear
- complete 100 per cent Food Standards Agency funded imported food samples
- complete SBC / Regional food sampling programmes as required.

A total of 222 food standards inspections have been allocated to be completed in the year. The inspections are essential to stay on track with the risk rating system of inspections, as detailed within the statutory Food Law Code of Practice.

Product safety

The trading standards team enforces a wide variety of legislation from the EU and UK. These laws 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 is responsible for checks on non food items at the border points. In Slough we have 31 custom bonded warehouses which are subject to product safety controls, and also the national Royal Mail distribution hub at Langley. This work is part of a national Trading Standards and TSSE ports project.

Highlights from 2016/2017 are below.

- Advising multi national companies on their labelling of cosmetic and healthcare products.
- Advising importers of cosmetics on roles and responsibilities.
- Conducting product recalls.
- ➤ Checks carried out at the border points, resulting in 96 consignments being stopped from entering the UK and EU, involving more than 30,000 goods with an estimated retail value of £50,000.
- ➤ The service dealt with 108 enquiries relating to product safety.
- Active participation on the national and regional groups of which Slough is a member and chair.
- ➤ A member of our team presented at the European Commission on Carcinogens in consumer products.

Russell Clarke, Senior Trading Standards officer, went to Brussels in November 2016 to take part in a European Commission workshop for regulators. The workshop focused on 'Acceptable level of risk to workers and consumers exposed to carcinogenic substances'.

Russell is chairman of the National Product Safety Focus Group and was asked to give a presentation to the whole of the delegation on 'Approach on the acceptability of risk from consumer products: How to take the risk policy decision.'

Cllr Paul Sohal, the then commissioner for regulation and consumer protection, said: "It's really a matter of great pride that one of our officers took part in this European workshop."

Rogue traders, mass marketing scams and doorstep crime

The Trading Standards doorstep sales response team is constantly on hand to assist residents with any issues they have with rogue traders who 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 didn't need to carry out any response visits, indicating we don't have a major problem with rogue traders in the borough. This is good news and shows our work in this area is having an impact.



The team works closely with the social services safeguarding team, providing advice and guidance to vulnerable adults. 32 scam cases that involved making a referral to the safeguarding team were handled during 2016/2017.

As a result of visiting the victims, eight people consented in being referred to the telephone preference service and 18 to the mail preference service. In the forthcoming year, officers will also be the eyes and ears of Royal Berkshire Fire and Rescue Service and report on 'at risk' people who have no, or faulty, fire alarms in their homes.



As a out.

A "rogue trader day" was carried out in 13 April 2016, with the assistance of Thames Valley Police and the council's community wardens. This resulted in 50 visits to householders who were having maintenance work on their property. The visits were also carried out in partnership with Home Office immigration enforcement and HMRC. 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. result of the visits various levels of preventative advice was given Our colleagues from the Home Office also arrested three illegal workers and processed 16 more.

Colleagues from HMRC initiated a number of investigations into

tax evasion by traders.

Further presentations to elderly and vulnerable groups were made this year to the older people's forum and senior tenants association group.

Effectively dealing with rogue traders and preventing and detecting doorstep crime remains a high priority for 2016/2017, and we 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.

[Title?]

Mass marketing scams are the scourge of our communities. They are operated by criminals with the sole purpose of identifying & exploiting often vulnerable, elderly and mentally impaired people. Scams can be a major factor in the decline of the health of older people and elderly victims are 2.4 times more likely to die or go into a care home than those who are not scammed. The average scam victim loses about £1000 to scams but some have lost their homes, their life savings and many thousands of pounds. Many other public services are required to help pick up the pieces and all this has a cost.

The National Trading Standards Scams Team (NTSST) hosted by East Sussex County Council was set up in 2012 to tackle this problem. Mail scams, although not the most common channel for scammers, is one commonly used to target the elderly. This can be anything from lottery scams to the sale of grossly overpriced goods such as supplements. The NTSST obtains details of victims through the seizure of 'sucker's lists' or through work with partner organisations. The team then disseminates this information to local Trading Standards officers who are able to visit the victims and offer advice and support.

Last year a total of 71 visits were made by Slough Trading Standards to scam victims locally.

Last year, a joint initiative by the Trading Standards Institute (CTSI) NTSST was 'The Stand Against Scams Campaign'. This involved the creation of a cross- party network to protect everyone from scams and the damage they cause. This is the #Scambassador network. The information that a #Scambassador gathers locally could also help tackle the problem on a national scale. The then local MP for Slough, Fiona McTaggart signed up to be a #Scambassador last year. By signing up to the initiative, as both a new #Scambassador and as a prominent figurehead of the community, the cases of local scams victims and their families will inevitably surface and require action. Another joint initiative launched by the CTSI & NTSSC last year was 'The Friends Against Scams'. This initiative aims to protect and prevent people from becoming victims of scams by empowering communities to... 'Take a Stand Against Scams.'

Scams affect the lives of millions of people across the UK. People who are scammed often experience loneliness, shame and social isolation.

Friends Against Scams aims to inspire action, highlight the scale of the problem, change the perceptions of why people fall victim to scams and make scams a local, regional and national topic. By attending a Friends Against Scams awareness session or completing the online learning, anyone can learn about the different types of scams and how to spot and support a victim. With increased knowledge and awareness, people can make scams part of everyday conversation with their family, friends and neighbours, which will enable them to protect themselves and others from scams.

Anyone can be a Friend Against Scams and make a difference in their own way. To find out more please see the following link http://www.friendsagainstscams.org.uk

In addition, the mail marshal scheme was set up by the NTSSC about 2 years ago. A mail marshal can be any person in the country who is being targeted with scam mail. Once a victim is identified and signs up to being a mail marshall, they have the opportunity to collect, record and forward their unwanted mail to the National Trading Standards Scams Team (NTSST) so that they can monitor the various types of scams and any financial damage suffered as a result of responding to scam mail. The mail marshal is then monitored by a trading standards officer from their local authority to

see if they have stopped responding to the scam mail by visiting them after one month and again after four months, discussing their role as mail marshal. Mail marshals will also be issued with a certificate detailing their role.

Slough Trading Standards promote the scheme and have already signed up one mail marshal with more volunteers in the pipeline. If anyone is interested in fighting scams please contact Trading Standards for advice.

Adopt a post office scheme

The adopt a post office scheme was initially set up as post offices are seen as key community locations and as such can be places where residents could meet Trading Standards, police and fire officers on an informal basis and obtain relevant community safety and crime prevention advice. It was first rolled out throughout the Greater Manchester Police area in 2007 and is currently live in 24 police forces to some degree. The scheme was launched in Slough in September 2016 at the Harrow Market post office and a further two events were held at the same venue in October and December 2016. The scheme should eventually be rolled out at other post offices around Slough. Envisaged benefits for customers include the opportunity to identify and discuss local crime and safety issues with an appropriate officer and in doing so, educating and informing at risk and vulnerable customers. The demographic of people who use post offices are often those who either don't have access to the internet or do not wish to use it. This scheme gives us the opportunity to meet and communicate with those people, who often feel left out of such liaison schemes.

Working with high street banks

Slough Trading Standards had a stand at NatWest Bank, High St Slough during December 2016 to educate customers on how to avoid various types of scams including telephone, mail, doorstep and online scams. Advisory leaflets were available as well as door step stickers. Holding such events at banks in targeted areas also remind the banks of their obligations under the British Banking Code of Practice, to intervene when a transaction appears suspicious, and to remind them of Data Protection Act exemptions that exist which allows for the sharing of information with enforcement agencies. Intervention also includes the provision of material such as posters with trading standards' contact details, as well as feeding back positively to head offices when banks intervene to disrupt scams. Trading standards also offer talks and training to staff.

Crime reduction days

Trading Standards also participated in two Crime Reduction and Environment Days (CRED). We called on a total of 49 residents to advise them on how to avoid scams and gave out advisory leaflets and doorstep stickers, which can help deter cold callers.

In the forthcoming year we will utilise government funding to install call blockers into vulnerable people's homes who have been the victim of cold calls. Please contact us if this would interest you or someone you might know.

Animal health



Trading Standards carries out inspections for animal health, animal welfare and animal by-products.

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.

The trading standards team ensure that certain raw meat waste is disposed of correctly and doesn't go to landfill sites.

Trading Standards conducts regular liaison and enforcement work with the council's dog warden service in order to address problems with the supply of puppies, particularly incorrect descriptions of medical history, parentage and health. Further liaison with the dog warden service will continue this year.

We will also continue to liaise with local poultry keepers, to ensure that they are aware of the restrictions imposed by DEFRA, in order to control recent H5N1 Avian Flu outbreaks; which can also affect the descriptions of eggs (i.e. free range eggs).

We have recently set up a Memorandum of Understanding with West Berkshire Trading Standards to ensure that we can respond to animal health, welfare and feedstuff complaints. Due to the nature of Slough and its urban profile, we get very few animal health enquiries. As there is a competency requirement for any officer to enforce the provisions of the various acts of parliament in this area, it is more cost effective to buy this service in.

Education and encouraging channel shift

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

In 2017/18 Trading Standards will be providing a range of educational services to both businesses and consumers.

Two educational talks were delivered last year to the older peoples forum in Slough. The talks were aimed at raising awareness among the elderly about the different types of scams that are perpetrated, particularly on vulnerable people, how to avoid them and what action to take if one has fallen foul of a scam. The average age of a scam victim is 74 so the target audience for the talks was particularly relevant.

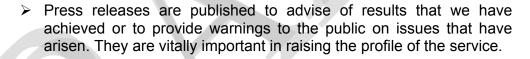
Increasingly, we will be encouraging both traders and consumers to use the self help guidance sheets listed on our website: https://www.slough.gov.uk/business/trading-standards/

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 that can be dealt with by simple signposting to our website.

We continue to monitor website footfall throughout the year to measure how many people are visiting our website compared to the previous year. We aim to increase website use and encourage further channel shift. This will be achieved through better communication and promotion of the website, as well as utilising our website and social media in new and novel ways.

Publicity

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



Examples of press releases this year include:

- bogus callers / doorstep sellers,
- raising awareness of loan sharks
- advice on the purchase and safe use of fireworks
- advice on avoiding counterfeit and unsafe toys in the lead up to Christmas
- advice on scams and educating consumers of tell-tale signs and how to avoid them
- plain packaging of tobacco and the new regulations
- prosecutions.
- Naming and shaming of offenders, along with results on legal cases.
- > A total of 14 press releases were issued in 2016/17.
- More than 60 'tweets' were issued on a wide variety of trading standards and consumer issues.
- ➤ Over the Christmas period, we again conducted a campaign called '12 days of Christmas' along with daily Tweets with top tips, which were sent to ensure residents enjoyed a safe Christmas.

Again this year, we aim to maintain a high media profile and use the media wherever possible to promote the work of the service, including social media. We also aim to ensure we promote the work of the service using social media in innovative ways, and in doing so, hopefully promote the work of the service to an audience never reached before.

Counterfeit goods

"There is hardly anything in the world that some man cannot make a little worse and sell a little cheaper, and the people who consider price only are this man's lawful prey." John Ruskin.



The practice of counterfeiting or making fakes has plagued us for many years despite efforts to eradicate this billion pound world industry. Slough plays its part in attempting to curb this pernicious trade. Not only does quality suffer but there is a real problem that some of these fakes are dangerous and may be life threatening. In addition, the honest retailer will be losing out on business, taxes and business rates are avoided and investment in product development is put at risk.

2016 saw the culmination of an operation into a large scale on-line retailer of counterfeit goods with over 900 items seized. He appeared in court and was given eight sentences of eight weeks imprisonment, suspended for 12 months, made to do 100 hours of unpaid work (formerly known as community service) and required to pay a contribution of £1,500 towards costs.

On a smaller scale, a local retailer was selling counterfeit clothing. The shop was visited and nearly 200 items of clothing were seized. Due to the defendant being ill, it was decided that the matter would be concluded with a simple caution and the owner signing over the goods for destruction. The value of the goods seized was in the region of £12,000 from these two matters.

In addition, there are four ongoing investigations into electronic equipment and more clothing. Fake tobacco and spirits also figure in national statistics, but the seizures in Slough this year have, for the moment, gone down compared to the previous year.

Control of explosives

Fireworks



Trading Standards has a responsibility to licence the storage and retail of fireworks. During 2016/17 we licenced 20 businesses within the borough - three of which are additionally licenced to sell fireworks all year round.

We also conducted underage test purchase checks and unfortunately two businesses sold fireworks to our volunteers.



Weights and measures

Other crimes that have been with us for centuries are short weight and false scales. We used to carry out random checks on both goods and equipment. However, new legislation requires enforcement officers to give 48 hours notice to the business owner that we wish to carry out an inspection which has put an end to random inspections.

Where we have reason to suspect any offence, we can inspect without the need for a notice. This means that we need some form of intelligence, often in the form of a complaint from the public, before we can enter without notice. We have had little such intelligence this year so it is left to the officer working under food legislation (where no such prior notice is required to inspect) to be vigilant.

In this way a variety of equipment has been checked, from shop scales to measures of length and many varieties of goods checked.

- ➤ Last year, qualified officers examined 678 pieces of equipment with a 96 per cent compliance rate.
- Inspectors of weights and measures provide advice to local businesses that pack by weight or volume, to make sure their systems are robust and durable; ensuring consumers can have confidence in the purchases that they make.
- This year, inspectors dealt with a number of enquiries relating to weights and measures, including petrol pumps, short weights on food products, etc.
- ➤ The department also provides weights and measures advice and assistance to our Primary Authority companies in the borough, many of whom are packers so need to ensure their tolerances are correct on all their weight.
- ➤ We hosted delegates from the Maltese central government in conjunction with the National Measurement and Regulation Office (NMRO) to help enhance their legal framework by demonstrating how to conduct a liquid fuel inspection.

Last year, this authority also agreed to participate in a national project that aimed to check that verifiers of weighbridges (usually contracted and approved companies) were carrying out their duties properly. We have checked final certificates of accuracy for compliance.

Road traffic checks

Trading Standards carries out checks (with Thames Valley Police) on the weight of commercial vehicles, from small transit 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'.

We link with the police, DVSA, and Slough Borough Council's resilience and enforcement team to carry out joint exercises on overloaded vehicles. Four such exercises took place this year with a satisfactory result in each, illustrating that on the day of each exercise no overloaded vehicles were detected.

Overloading goods vehicles gives the owner an unfair commercial advantage, damages roads and can be very dangerous, affecting tyres, braking and steering.

Assured trader scheme(s)

Our Buy With Confidence scheme here in Slough is now managed by Hampshire Trading Standards.

We aim to look into the viability of entering a similar arrangement with another provider, to support local business and the best interest of both residents and traders.

Additional targeted project work

Lettings agent project:

This project was commissioned as a result of new legislation which came into force regulating letting and property agents. The legislation was twofold, that being: The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc)(England) Order 2014 and the Consumer Rights Act 2015. The legislation imposes new requirements for letting agents to display their prices and to be a member of a recognised ombudsmen scheme to assist with any dispute resolution.

The letting agents industry has featured highly on research into scales of consumer detriment and this new legislation is welcome. It also closely supports outcome two of Slough Borough Council's Five Year Plan: There will be more homes, with quality improving across all tenures to support our ambition for Slough with the necessary infrastructure to support and sustain the community.

- All agents on our records were advised of the new legislation and their responsibilities to be a member of a property ombudsman scheme and to list all their prices.
- ➤ Following the advice, letting agents were monitored and the vast majority were found to be compliant. Some were found to be falsely claiming to be member of other trade associations and are being investigated.

➤ Nationally there has been a 14 per cent increase in lettings membership of a recognised ombudsmen scheme since the new legislation was introduced on 1 October 2014.

Complaints and enquiries

Throughout 2016/17 we continued to work with our partners for the Citizen's Advice Consumer Service (CitA). Citizen's Advice Consumer Service is funded by government to offer civil advice nationally through their contact centres and website. Any enquires they receive which concern either



Slough residents or traders are then referred to Slough Trading Standards and where we can identify a criminal breach, are investigated accordingly on a risk assessment basis. During the last year, CitA updated their case management system, which in turn has led to our system of recording referrals and notifications to again change.

Based on the figures we are able to obtain from CitA, our total unique enquiries received is calculated to be 1587. However, when we count the total amount of enquiries received about any issue the service has dealt with 2743 enquiries.

In essence the number of enquiries we have received has stabilised.

As stated previously, we continue to use social media and other information sources have been exploited to encourage channel shift and to minimise avoidable contacts to the service, where other agencies are better placed to respond.

We also carried out a comprehensive review of our customer contacts process. In doing so we introduced a new system of risk rating enquiries, in accordance with the national intelligence operating model. This has assisted officers in grading enquiries according to risk and the process enables them to better assess which contacts are worthy of follow up, which in turn has reduced the number of complaints deemed necessary to follow up. This in turn has released capacity for officers to concentrate on those issues and enquiries which are more serious and which fit into local, regional and national priorities.

We also received a total of 460 enquiries for companies for whom we act as Primary Authority.

I thank you...

Last year the service received six separate letters of thanks from consumers and other stakeholders who wanted to express their appreciation for the work and service they had received.

Enforcement action and policy

Trading Standards has 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://www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx

A summary of our formal 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 high 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.



Customer feedback

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

choices.

During 2016/2017 customer satisfaction levels remained at 100 per cent, although surveys were not carried out throughout the year as the survey forms were amended to better reflect our activity

and the expectations of stakeholders.

- Likewise, we also achieved a high satisfaction with our business contacts.
- ➤ All feedback received is used to enhance and improve our service and to prioritise our resources in the most effective way.

SBC Values

We care deeply about the work we do for our town and its residents, visitors and businesses; all the people we are **accountable** to. We are **ambitious** in our plans for the borough, **innovative** in our thinking and actions; all the time listening and **responsive** to those who need us, **empowering** and supporting everyone to reach their goals.

We are one team.
We are Slough Borough Council



Freedom of Information

Last year the service dealt with 12 requests for information under the Freedom of Information Act 2000 which gives a right of access to a wide range of information held by public authorities.

Resourcing

Slough Trading Standards employs eight staff, two of whom are part time (effectively seven full time employees). There are six FTE enforcement officer posts within the team.

The allocated budget for 2017/18 is £291,600

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

Resilience and capacity

In conjunction with our aim to maximise income and act more commercially, we also aim to look into any opportunity to increase our resilience and capacity. The service is currently looking into different ways this can be achieved and is looking into alternative delivery models which may achieve this aim.

Professional development

The on-going development of the work force is paramount to ensure a comprehensive and competent service is provided to the customer, while maintaining continuous improvement and providing value for money.

The Regulators Code requires that the council's 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. Food standards officers and trading standards practioners are also required to carry out 20 hours of CPPD activity per year.

Looking to the future and the challenges ahead

This coming year there will also be major changes with the onset of new regulations which will affect consumers, businesses and enforcers alike. These regulations include:

- Standardised Packaging of Tobacco Regulations 2016
- > Tobacco and Related Products Regulations 2016
- > The Pyrotechnic Articles Regulations 2015
- > The Enterprise Act 2016
- Regulating our Future

> Brexit

We will monitor the impact these new pieces of legislation have on the work we do. The implementation of the Psychoactive Substances Act 2016 will require a strategic assessment to be carried out by police and the council. There will also need to be a memorandum of understanding, or similar policy document, detailing how the different enforcement authorities should engage with suppliers. The Trading Standards Manager will seek to get clarification from police at a regional level on this in the near future.

The Trading Standards Service will also have to enforce the new tobacco regulations. A lot of our enforcement work involves the supply of illicit tobacco, so these pieces of legislation will have an impact on how we carry out our duties.

From 5 July 2017, the Pyrotechnic Articles Regulations 2015 dictate that all fireworks must be CE marked. There has been a transition period to allow for traders to accommodate this change. There may be issues where old fireworks stock, conforming to British standards may still be on sale and the service will have to put resourced into ensuring this is minimised as much as possible.

The Enterprise Act 2016 will bring changes to the way the Primary Authority scheme is run and administered. As we have a large number of primary authority companies in our portfolio, the transition to this new regime will have to be managed carefully.

The Trading Standards Service plan for 2017/18, 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 and reflected upon in the next service plan.

APPENDIX A - FORMAL ENFORCEMENT ACTIONS & PROSECUTION RESULTS 2016/2017

Outcome
15 x 8 weeks custody, suspended for
18 months. 100 hours unpaid work
(community service) and £1,500 costs plus
£80 victim surcharge
All goods ordered to be forfeited
J & J - £625 fine, £1,000 costs £15 victim
surcharge
Gabba - £330 fine, £400 costs, £15 victim
surcharge + fine of £220 for breach of
conditional discharge
Bhatia - Conditional discharge for 12 months,
£250 costs +£15 victim surcharge.
All goods ordered to be forfeited
Offence date: 3 rd November 2016
Outcome: Defendant was offered an
action via BTEC Level 2 Accredited
Education Training course. Course was
completed successfully by defendant
Offence date 28/6/2016
Outcome: Defendants offered an Alternative
Resolution instead of a formal action via
BTEC Level 2 Accredited Education Training
course. Course was completed successfully
by both defendants
Offence Date 28/6/2016
Outcome: Simple Caution

Note: Two suspension notices and 13 advisory letters were also administered as a result of our interventions as part of the national ports project.

Appendix B - Trading Standards Action Plan 2015/2016

TRADING STANDARDS ACTION PLAN 2017/18

Directorate: CUSTOMER AND COMMUNITY SERVICES	Service Manager: Andrew Clooney
Division:	Budget: £291,600
Consumer Protection & Business Compliance	Population: 145,700
·	Business's in Slough: 6485
Team: TRADING STANDARDS	Number of staff employed:
	7 FTE dealing with Trading Standards, Food Standards and
	Animal Health issues. Figure includes one full time Senior
	Business Support Officer

Service objectives:

To promote a safe, fair and equitable trading environment and to support and help legitimate business prosper and grow within Slough.

Provide a value for money service within the Consumer Protection and Business Compliance division, with excellent customer focus and well motivated competent staff. To deliver our statutory obligations and the specific needs and priorities of Slough. Where at all possible, all outcomes will fit directly into a five year plan outcome area.

The service will provide timely delivery of specific work plans, evidence and intelligence based initiatives and joint working with partners both within and beyond the council to improve the quality of life in Slough and protect customers, whilst supporting business growth and enterprise.

The outcomes from all our work has strong links to the council's Five Year Plan, which is indicated against each service activity below. The work of the Trading Standards Team is essential in securing safe building blocks from which the council can deliver its plan. Trading Standards promote and support legitimate business, whilst taking strong action

Service activity	Priority & 5 YP outcome &	Targets	Key actions	Anticipated outcomes	Responsib le officer	Time scale & measures
	statutory					
Primarysupp	requirement	Achieve PA income	Designated officers to work closely with PA husinesses	Generate income	Food &	March 2018
		targets	to:		Safety	Maron 2010
Primary Supp Authority (PA & Compliance Support	ort ទួបឲ្យក្នុងអ្នកាសill be an attractive place	Achieve PA income targets Develop existing PA's and explore new PA's opportunities, creating income in line with projected target Support the Council's Open for Business strategy and the Corporate Business Growth plan Ensure that PA model is utilised and promoted in any discussions with other	Designated officers to work closely with PA businesses to: Develop open and close partnerships with PA clients 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 Develop and publicise 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	Improved standards, efficiencies and compliance within PA's, with less enforcement action taken by Enforcement Authorities (EA) Reduced, efficient and effective regulation by other EA nation wide, via the provision of PA support which has a national impact Reduced regulatory burden on PA businesses Increased capacity, resilience	Food & Safety Manager Trading Standards Manager All Food Safety & Trading Standards Officers	March 2018 Monthly reports on hours and income generation Quarterly reviews Yearly overview of individual company Action Plans Number of PA's in portfolio Virtual PA management
		authorities concerning shared capacity and expertise in respect of business advice, (see: Income Generation and Commercialisation)	timetable of mutual agreement, along with annual action plans where mutually agreeable Respond to request within in line with Customer Charter and Pledge, or as agreed with the PA Support business through PA in line with Open for Business goals Liaise with other council departments in order to support business in more holistic way, supporting the	Generating formal agreements with other authorities to provide business advice will: increase capacity, increase resilience greater access to expertise provide a better platform on which we can generate further		Increase in income Increase in capacity

			Slough Open for Business model	income.		
			Be an active participant in the development of the new statutory primary authority scheme which will come into effect after October 1st 2017			
Income Generation and Commercialisa tion	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents (Commercialisation & income generation)	Develop commercialisation opportunities to generate income, in line with projected income target Support the Councils Open for Business strategy and the Corporate Business Growth plan Incorporate commercial and financial skills in officers professional development Target: Set up MoU's and SLA's with other authorities who provide business advice outline agreements in the way we can work together to provide business advice Get cabinet	Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough Grow and promote our offer of chargeable business support options for all types of businesses, both inside and outside Slough, including, but no limited to: Primary Authority Tailored business advice Assessment of labelling/brochures/website Pre-start up advice Pre-Inspection support visits Regulatory Health Check Training & Talks Training needs assessment Analysis of statutory defence Review of policy & procedures Audit of systems Support in achieving 5 FHRS Supply of SFBB material Buy with Confidence Assured Trader Schemes Funded projects from regional or national groups (TSSE/NTS) Explore income streams Develop easy to access payment services, including; Telephone and online payments Chip & Pin HHD	Improved standards, efficiencies and compliance within businesses Reduced the amount of regulation required by the council via business paying for support and improving standards before statutory inspections are undertaken Developed skilled workforce, with a range of business support abilities Staff will be commercially aware and competent to carry out the commercial areas of their duties	Food & Safety Manager Trading Standards Manager All Food Safety & Trading Standards Officers	March 2018 Monthly reports on hours and income generation Number of businesses given chargeable business support Number of businesses achieving 5 FHRS Time spent on regulation, and number of planning inspections achieved Number of hits on our website Number of press released

Page 165		approval for joint working initiatives with other local authorities Target: Train staff in being commercial and how to adopt and utilise soft skills	Promote and advertise services, including working with other council departments, producing brochures, press releases, information on website and case studies Support the Councils Open for Business strategy and the Corporate Business Growth plan Benchmark where possible with other local authorities who have embarked on commercial enterprises to highlight best practice Explore whole package offers, including licensing and planning teams Promote the services of other units which may add to the holistic and One Council approach to service delivery and manage business expectations Develop a system which can identify court costs coming into the council and appropriate them correctly to CPBC Consider charging for alterative enforcement action where nationally recognised training courses could identify a trader as 'competent' after a identified non compliance			and publicity campaigns Increase in income Increase in capacity
Reactive investigations, response to intelligence from other areas of work,	3. Slough will be an attractive place where people choose to live, work and visit	Target: Respond to 100% of service request within 5 days and in line with customer charter	Investigate service requests and where issues are identified use a full range of enforcement options to ensure compliance and safety Take a minimum tolerance approach to serious incidents, whilst managing customer expectations in	Better support for businesses and stakeholders in Slough Reduced incidence of food poisoning	TS Manager Compliance Team Leader	Ongoing until March 2018 Assess during 1:1 meetings and Case
complaints & response to service requests	5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for	Target: 100% of investigations proceeding to formal action to be reviewed by Team	Promptly close service requests which are not serious or present health risks, managing customer expectation from the beginning. Where appropriate signpost customers to self help resources	Consumers and business perceptions of standards in Slough will rise, in doing so, promoting other	All officers	Reviews Number of businesses and customers

Page 166	Income generation & effective use of resources	Leader/Manager at monthly 121's and with a view to processing at ½ way point of statutory time limit Target: Ensure the service utilises the resources of both TSSE and NTS where appropriate, and in particular where we may not have the capacity to address particular issues locally by referring issues to regional and national tasking for funding and support Target: Trading Standards Manager to maintain presence on the TSSE regional Tasking Group and the NTS Regional Investigation Team governance group	Work in line with Enforcement policy, prosecution template and internal procedures. Outcome from QA - in line with procedures Take a minimum tolerance approach to serious incidents, whilst managing customer expectations in line with Customer Charter, Enforcement Policy and Regulators Code Full range of enforcement options used, as appropriate in line with the enforcement policy 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 Explore alternative enforcement opportunities on a case by case basis Agree data retention policy within CPBC for Flare records and durable format record Added value: Work to support % increase in compliant businesses	All Complaints and service requests dealt with in line with Customer Service Charter and Pledge Streamline flare database Consolidate flare database, improve user experience Improve ability and speed by which flare database can be navigated and interrogated High level of customer satisfaction rates More efficient, intel led and effective enforcement		provided with regulatory support Customer surveys
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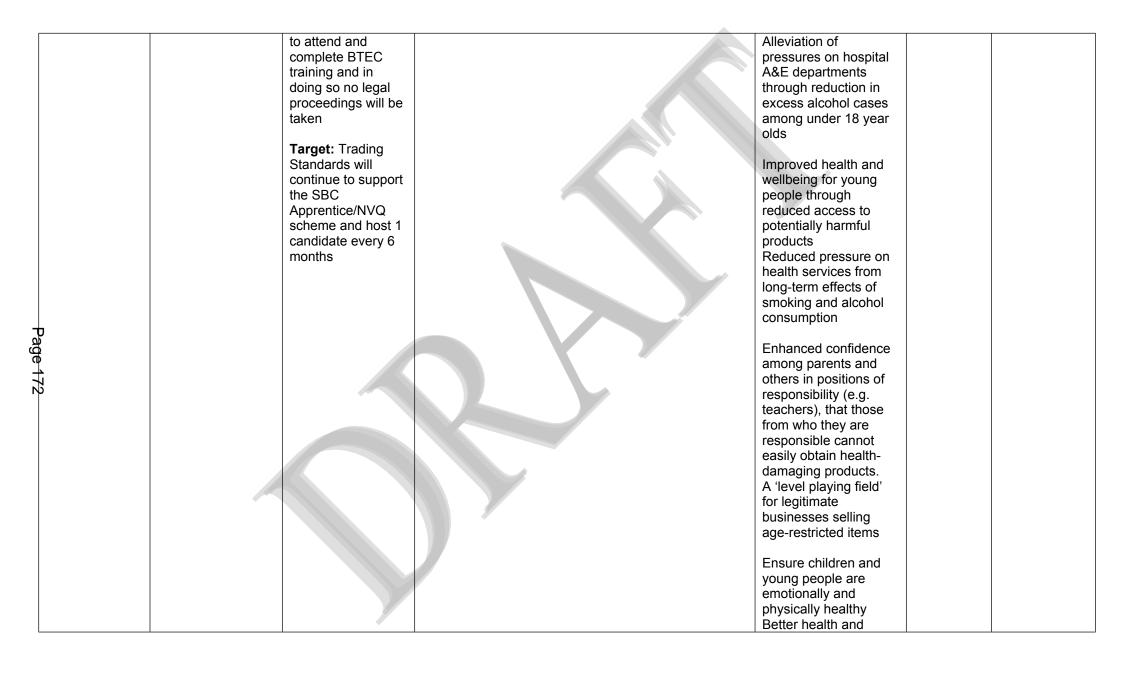
Sampling	3. Slough will be an attractive place where people choose to live, work and visit (Statutory requirement)	Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe Undertake sampling as part of a suite of interventions to improve food hygiene and food standards and focus on high risk and local needs Target: Bid for funding to support any intelligence led local food sampling requirement	Explore funding avenues from external organisations e.g. Food Standards Agency, National Trading Standards, Trading Standards South East (TSSE) Timely follow up on 100% of sampling results, including investigation into unsatisfactory results where necessary Explore joint sampling initiatives with Food Safety Team Officers where appropriate Undertake food sampling where intelligence suggests necessary and proportionate Always warn business of their non compliance, where identified and where appropriate and give them the time and the information necessary to comply	Contribute to local and national sampling intelligence, which will support improved both hygiene and food standards levels in Slough and nation wide Safer food locally and nation wide	Lead Food Officer/Co mpliance Team Leader All officers to support	March 2018 Quarterly review Number of samples taken
Food Standards Inspections and work	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to	Target: 100% of high risk businesses 50% of Medium Risk Premises to be inspected. To be monitored monthly Target: 100% of unrated premises to be inspected and rated.	Allocation of interventions based on risk priority Make full use of Alternative Enforcement Strategies (AES) to applicable businesses in line with FSA CoP, including newsletter, SAQ's, targeted advice sessions and other relevant advice Inspections based on risk; - 100% inspection of A, B and all other non complaint food	Safer food businesses in Slough & increase in % of broadly compliant premises Increased awareness among traders of their legal responsibilities in respect of Food Standards Working alongside our colleagues in Food	Trading Standards Manager/ Food Standards Lead Officer Food Safety Team Leader	Ongoing until March 2018 Monthly and Quarterly review

	provide iche cod	Target: Carry out	huginoggog	Safety the aim will be	All TS Food
	provide jobs and	Intel led meat	businesses	to provide consumers	officers
	opportunities for	traceability project		with greater	onicers
	our residents	to establish which	- 100% inspection of approved premises	information on food	FS/NET/
		food operators are		standards and local	Licensing
	Statutory	gathering the	- Identified poor performing businesses targeted with	business hygiene	acting as
	requirement	appropriate	- identified poor performing businesses targeted with	standards in order that	'eyes and
		documentation to	appropriate interventions	they can make	ears'
		verify the	appropriate interventions	informed choices on	Gaio
		authenticity of their		where to eat and	Support
		food products.		purchase food	material
		Calculate amount	To tackle Food Fraud		from the
		of traders brought	Conversions and a subsequent to the subsequent t	Working in partnership	FSA
		into compliance	Secure improvements where there are evident concerns, taking enforcement action where compliance	on local, regional and	
			is poor; in line with the council's business growth	national basis	
			agenda, providing 'incubation periods' where suitable		
			agenda, providing incubation periods where suitable	Better understanding	
		Target:	Provide free regulatory advice for new businesses	of compliance levels in	
_		Participation in	starting up	take away sector in	
ရွှ		national/regional	3.7	relation to food standards	
Page 168		sampling programmes as	Alternative interventions to low risk premises, including	Standards	
		directed by Food	newsletter, SAQ's, targeted advice sessions and other		
0		Standards Agency	relevant advice		
		Staridards / igority			
		To work	Publicise enforcement action taken against non		
		collaboratively with	compliant premises as a deterrent to other businesses		
		TSSE to undertake	and incentivise improvements		
		the Food Standards	Enhance advice for businesses on SBC web site		
		Agency imported	Limance advice for businesses on SDC web site		
		food sampling	Involvement in targeted sampling projects for		
		based on local	compliance with a wide range of food legislation (e.g.		
		priorities	compositional standards, compliant labelling,		
		Ensure all new food	nutritional information, additives, allergens, etc.), with		
		business	further follow up enforcement as required		
		registrations are			
		risk assessed &	Undertake sampling as part of a suite of interventions		
		inspected in line	to improve food hygiene and food standards and focus		
		p	1		l l

			with risk and FSA CoP	on high risk and local needs			
			Offer business support options as detailed above	Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe			
			detailed above	Offer chargeable business support options as detailed above			
				Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements			
				Enhance advice and signposting for businesses on SBC web site			
				Focused interventions and sector specific projects on high risk premises or where local intelligence suggests necessary			
Page 169				Added value: - Assessing compliance with all consumer protection legislation - Identify matters which may be relevant to other services			
	Product safety	3.Slough will be	Target: All	Inspections at designated ports and ERTS	Ongoing participation	Trading	March 2018
	& counterfeit	an attractive place	detections at Ports		in the national "Ports	Standards	
	goods	where people choose to live,	authorities for	Safety testing	project" and taking	Manager	Monthly review
		work and visit	unsafe/illicit goods to be followed up	Product profiling	samples of suspicious products	Russell	review
		WOIN GIRG VISIL	according to Ports	Troddot proming	products	Clarke	
		5. Slough will	Project Protocol	Feeding into intelligence database	Measurable		
		attract, retain and			improvement in	Jaspal	
		grow businesses	Target: Maintain	Maintain detection rates within scope of National ports	consumer and	Singh	
		and investment to	position of chair on	/ERTS Project	business confidence		
		provide jobs and	the regional and	On main assistante EDTO distribution control in Observa-	D	Peter	
		opportunities for	national product	Ongoing visits to ERTS distribution centres in Slough	Resources are	Adshead	
L		our residents	safety groups		focussed in the right		

Target: Pa		em – highest and actions to support
in National Regional p		are intelligence led
which also local priorit	reflect a Support PA companies and other legitimate trace	for harmful accidents
Target: En	sure	counterfeit products
complaints risk assess		ary have been prevented from reaching the
indicates a are pursue	d with agencies and other partners	
respect to S and Counte		Enhanced public confidence that goods
and all enfo option cons	procement and other partners and sharing data to build reg	
Target: En		nat the standards of safety
competent out ports p		Reduction in harmful accidents to
competent out ports private work		consumers through less availability of
Õ		unsafe and dangerous products
		Better functioning of market mechanisms
		through better- informed consumers
		and business
		Promotes a fair, safe and equitable local,
		regional and national trading environment
		Savings from accidents as a direct

				result of dangerous product being removed from the market place Increased confidence that the goods offered		
				for sale meet the appropriate safety standards		
Under age sales Page 171	2. Our children and young people will have the best start in life and the opportunities to give them positive lives	Target: At least 4 under age sales test purchase operations will take place throughout the year. They will be Intel lead or provoked by national or regional remit into specific areas Target: Proactively advise Primary Authority companies with retail outlets, where applicable, on their responsibilities on Age Restricted Products and due diligence defence Target: Develop and promote under age sales 'alternative resolutions' package', which gives sellers option	Enable children and young people have physically and emotionally healthy lives Ensure children and young people are supported to be safe secure and successful Evaluate alternative resolutions package course feedback, and where necessary, take appropriate action to ensure course delivery to high standard Partnership working with all partners, but in particular SBC licensing and Thames Valley police in order to support a consensus approach to enforcement and follow up actions All information on under age sales to be shared with SBC licensing Support, with provision of evidence packs, any request from SBC licensing to instigate a licensing review following an under age test purchase operation which resulted in a sale and therefore identified a traders inability to comply with the licensing objective: protection of children from harm Added value: - Self funding training reducing delivery costs to SBC - Positive impact on business compliance and awareness of legal responsibilities	Improved health and wellbeing for young people through reduced access to potentially harmful products Supports businesses in regulatory compliance and reduce risk of reputational harm following media profile of under age sales Reduction in incidence of under-age young people purchasing alcohol, tobacco, fireworks and other dangerous and health-damaging items Increase in retailers' compliance rates regarding the display of warning notices about tobacco and alcohol sales	Trading Standards Manager Russell Clarke/Lina Johnson FS/NET/ Licensing/T hames Valley police acting as 'eyes and ears'	March 2018 Quarterly review Feedback from candidates Number of candidates taught and pass rates



				improved life expectancy in respect of reduced access to illicit product Fairer competition for all businesses Enhanced parental confidence and those in positions of confidence		
Becoming an enabling authority – providing self help and links to guidance Pand support **Community** **Community** **engagement**	3. Slough will be an attractive place where people choose to live, work and visit 5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	Increasing the number of users accessing the council website for information and self help Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough Increase awareness of trading standards issues via local press and the council's website Increased community engagement	Publicise and direct users to council's website and dedicated email on all correspondence to businesses Review and update information on council website on an annual basis, and when new information becomes available, ensuring its user friendly and information easily accessible Work with the Town Centre Manager to support local shops Participate in the FSA national food safety week campaign Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements Issue releases where necessary, such as product recalls, local enforcement against poor performing premises Other initiatives undertaken, including sector specific initiatives, joint projects and visits with licensing and Food Safety/Health and Safety	Reduced demand on service from enquires which can be resolved via self help Improved consumer access and awareness of trading standards and food standards (monitored via customer surveys) Quicker response times to enquires made to the service via CitA	Food & Safety Manager Trading Standards Manager All officers to support	March 2018 Quarterly review of information on website Number of website hits Feedback from website users

Page 174		initiatives Promote channel shift via all communications with stakeholders, to the Trading Standards dedicated council website, whilst being sensitive to the needs of 'at risk' persons and isolated stakeholders. All press releases and forms to direct readers to website. Aim is to reduce avoidable contact whilst promoting existing digital options	Explore novel ways of using social media to profile work of the service Ensure Trading Standards use Twitter to profile their work and emerging issues Explore opportunities to engage with the community, such as campaigns at focused groups, schools, and libraries Monitor website hits and advice requests received, for decide in requests, and increase in website hits Added value: - Improve awareness and compliance of food safety and standards issues - Supports Income generation			
Mobile and agile working and database management	Effective use of resources Use digital technology to provide smarter services for people and businesses	Target: To be an active member and contributor to the Accommodation and HUB strategy Target: Maintain Flare APP User Group	Set up a feasibility study and trial into mobile working options, to reduce the time taken to complete and administer all types of inspections Conduct Lean review of current Trading Standards inspection, including the administration thereof Try to source, or assist in the procurement of a secure workflow solution that allows CPBC departments to enter, schedule and manage work	Create efficiencies and savings Take an enterprise approach to mobilizing staff Customer interaction with the organisation should improve	Trading Standards Manager Food Safety Manager All officers to support	March 2018 Quarterly meetings to assess progress Any Forms and procedure change
	(Economy and skills)	Стопр	Engage with other service units to try to source, or assist in the procurement of a secure workflow solution that allows departments to enter, schedule and	Any IT support via mobile device should have the following	Собирон	addressed at team meetings/121' s

Page 175		manage work remotely, e.g. Building Control/Planning Monitor performance of work through pilot period and establish the business case and the objectives of introducing such a scheme Communicate the concept to staff at an early stage to realise the positive impact on the Service. Survey all employees to find what they would appreciate and value. Ensure this works both for the individual and the business Meet with providers of mobile and agile solutions and feed what we have learnt into those responsible within the council for deciding on any mobile device to assist agile and mobile working Trial and test and ultimately allocate a budget for any chosen mobile solution Agree list of action codes to be used within flare and construct a list of codes deemed 'obsolete'. Delete those codes as appropriate with consent of HoS/Director(s). Engage with APP Civica to attend APP User Group and seek to endorse findings and support outcomes/actions Identify document retention protocol for flare records and look to erase those records which sit outside that protocol	capability: • Visibility of a full day / week schedule • Required job details are available of the mobile device • All relevant forms are prepopulated and ready to be completed • Receive any special instructions or notifications • Refer to previous notes and correspondence • Consult standards and regulations • Record time it takes to undertake job • Capture images if required and attach them to case record • Record signatures staff in real time Ultimate vision is that staff working within CP&BC can access all relevant information, including regulations and legislation, and complete all job related forms via their allocated tablet or smartphone, whilst the information captured automatically updates back office records and generates a	Attend Accommodation and HUB strategy meetings.
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				report, removing the need to return to the office Undertake routine inspections, both in food safety and standards, on a hand held device that reduces inspection time and administration burden		
Tobacco Control / Tobacco Alliance work/legal highs Page	2. Our people will become healthier and will manage their own health, care needs and support	Target: To carry out two illicit tobacco enforcement days along with sniffer dogs and or other partner agencies including Police, HMRC, Licensing, NET Team, Border Agency etc, if available to support Target: Ensure we bid for any funds which may come available in order to effectively enforce the provisions of the Tobacco and Related Products Regulations 2016 and Standardised Packaging of Tobacco	Joint intelligence led interventions to promote tobacco awareness and close working with the Smoking Cessation provider and other partners Build upon links with Licensing and Food & Safety Teams to deliver join initiatives on Shisha and illicit tobacco sales and explore the proportionality of reviewing licenses where appropriate Involve partners such as HMRC and Thames Valley Police on shisha operations. Liaise with those partners and other partners such as Solutions for Health in order to build upon intelligence picture Continue to contribute to the National drug and alcohol strategy at a local level to prevent individuals engaging in illicit and harmful drug use, particularly legal highs, and support individuals to become drug and alcohol free via signposting To share intelligence and best practice with external agencies and other partners Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics	Licensing reviews considered for any business being found to not be operating in compliance with licensing objectives Positive impact on personal health and the economy through less sickness and time off work with respect to smoking related illness Better health and improved life expectancy in respect of reduced access to illicit product Fairer competition for all businesses	Trading Standards Manager Dean Cooke All Officers to support	Take enforcement measures that are appropriate and in line with enforcement policy Maintain TSSE tobacco focus group attendance

			Products Regulations 2015	Explore collaborative working with Solutions4Health on aspects of tobacco control To work in collaboration with our Environmental health colleagues on enforcement of legislation around Shisha Cafes Guidance leaflet to be distributed to all in the supply			
				change, informing of changes and consequences of non compliance Develop preventative approaches to enable our			
	Safeguarding,	1. Our children	All officers to use	residents to become more able to support themselves Staff use the 'Concern Card', and assess effectiveness	Improve the safety of	TS	March 2018
	scams and	and young people	their professional	of this avenue to rapid reporting	children and	Manager	March 2016
	intelligence	will have the best	curiosity when		vulnerable people in		Monthly review
	sharing		making face to face	All staff to undertaken SBC online training for	Slough	Compliance	and feedback
\perp		opportunities to	contact with service	safeguarding adults and children on a annual basis		Team	to Head of
Page 17		give them positive	users, and refer	Cofe expedients he as the asserted and discussed at	Improved life's of	Leader	Service in
ge		lives	concerns in a timely	Safeguarding to be on the agenda and discussed at	people in Slough	Doon	CP&BC
		2. Our people will	manner, 100% of the time	team meetings, 121's, and appraisals	Where appropriate	Dean Cooke	monthly meetings
77		be healthier and	the time	All officers to be vigilant and aware of safeguarding	more referrals to	Cooke	meetings
		will manage their	Ensure all staff are	issues when making any face to face service user	safeguarding	Jaspal	
		own health care	trained in	contact, and follow the corporate safeguarding	Saleguarding	Singh	
		and support	safeguarding and	principles if any concerns are raised	Increase officer's	Ug	
		needs	following the SBC		awareness of	All officers	
			safeguarding	Holistic approach to all operations which involve	safeguarding issues	to support	
		3. Slough will be	principles	potential victims with safeguarding issues			
		an attractive place			Increase officer's		
		where people	Continue to share	Ensure people are at the heart of the adult	interaction with		
		choose to live,	intel and concerns	safeguarding process and are supported to manage	Safeguarding services		
		work and visit	with other partners such as TVP.	any risks	within Slough and		
			TSSE, HMRC,	Safeguarding to be on the agenda and discussed at	beyond		
			Immigration &	team meetings, 121's, and appraisals	Increased profile for		
			RBFRS	toan moonings, 121 s, and appraisals	the service amongst all		
				All officers to be vigilant and aware and express their	stakeholders		

Target: To	'professional curiosity' of safeguarding issues when	
participate in	making any face to face service user contact, and	All officers to use their
national Rogue	follow the corporate safeguarding principles if any	professional curiosity
Trader	concerns are raised	when making face to
Day/Operation	odricerns are raised	face contact with
Liberal	Partners such as Adult Social Care, Thames Valley	service users, and
Liberal	Police, HM Revenue and Customs (Hidden Economy	refer concerns in a
Target: To	unit), Home Office Immigration and Community	timely manner, 100%
maintain and	Wardens to be further engaged and encouraged to	of the time
appropriately	support Trading Standards activity where safeguarding	of the time
resource Rogue	issues are prevalent, in particular Scams visits and	Increased community
Trader Rapid	Rogue Trader Day	Increased community
Response	Rogue Trader Day	engagement
Unit/Team	Holistic approach to all operations which involve	Conting delivery and
Offilio realit		Service delivery and resources will be
Target: Engure all	potential victims with safeguarding issues	better targeted
Target: Ensure all staff are trained in	Continue to participate in national Degue Trader Day	towards 'at risk'
	Continue to participate in national Rogue Trader Day	
safeguarding and follow the SBC	and engage with partners to ensure that the activity is	persons people
	both intelligence led and safeguards the most 'at risk'	In are seed by maker of
safeguarding	persons in the community whilst supporting legitimate	Increased number of
principles	trade	reporting incidents
Townsty France	Continue to monticipate in the motional common committee	concerning cold calling
Target: Engage	Continue to participate in the national scams campaign	Otrono de la companya
with Thames Valley	and identify local residents who have been targeted by	Stronger sense of
police and expand	mass media scams	public safety
'Adopt a Post	O I I I I I I I I I I I I I I I I I I I	
Office' scheme	Service Level Agreement with NTS Scams Hub to be	Greater public
beyond Langley	reviewed	confidence to resist
and town centre		cold callers and mass
	Talks and leaflets to elderly forums to be undertaken	marketing scams
Target: Engage	where necessary	
with Thames Valley		Increased reporting of
Police on pilot 'no	Rapid response to complaints regarding doorstep	cold calling and scams
cold calling zone'	sales/bogus callers	to the police and or
	W	Trading Standards
Target: All scams	Liaise with Action Fraud when necessary	
hub victims to be		Enhanced community
assessed to see if	Promote fee counselling services such as Silver line,	safety and the
safeguarding are	Age Concern etc.	promotion of a

aware of them and after visit assed to see whether the victim should be assessed by safeguarding

Target: All scams victims to be asked for consent to register them with the Mail preference service and Telephone preference service

Target: All scams victims to be asked if they should require a call blocker and where funding availability allows, for that call blocker to be installed

Target: All scams victims to be assessed to see whether they have installed and working fire alarms in their homes/residence. Where not, Berkshire Fire Service to be informed

stronger sense of public safety, alertness to the problem and how to minimise risks. Promotion of a stronger sense of neighbourliness and responsibility to protect the 'at risk' persons by galvanising the power of community

Reduction in loneliness

Reduction in premature death among elderly people

Sustainment of independent living for elderly and other 'at risk' persons people for longer durations (with consequent saving on adult social care budget)

Raised awareness of illegal money lending and associated scams

		liaise closely with the Illegal Money Lending team and bid for any funding money to promote awareness and intelligence locally				
Partnership days and regional profile Page 18	3. Slough will be an attractive place to love, work and visit (Health & wellbeing Economy & skills)	Target: At least 2 enforcement days / partnership days working alongside mosaic of partners where appropriate and where Trading Standards presence will add value Target: To maintain active presence within TSSE and where their work also reflects a local priority to engage in that work and provide necessary resources in which to do so, or access those resources as made available through TSSE	Partners to include (not an exhaustive list) Safer Slough Partnership Schools Community organisations Wellbeing Board LSCB and LSAB SBC Teams Community Safety Community Cohesion Planning Building Control Environmental Quality Housing Highways Parks & Open Spaces Neighbourhoods The SUR Slough Children's Trust Youth Services Leisure Community Services Voluntary Sector Businesses Creative People and Places – HOME Slough Waste & Environment	A positive effect on competitiveness, especially for small businesses, as fraudulent trading is dealt with in a holistic and regional manner	Trading Standards Manager Compliance Team Manager All officers to support	March 2018 Monthly review and feedback to Head of Service during CPBC managers meeting

		Target: To maintain a Slough Officer presence on the various TSSE Focus Groups Target: Carry out talks to community groups on trading standards issues where appropriate, cost effective and there will be added value	Liaise with community groups on Trading Standards issues and ensure that we can provide them with appropriate guidance and signpost them to the best areas for advice and guidance, particularly where we are dealing with vulnerable residents/consumers All such days to be entered onto Flare database so that they can be reported upon and given a associated time value per officer attending			
Lettings and Property Management PRedress scheme	4. Our residents will have access to good quality homes (Health Economy and skills)	Target: Continue project into compliance of local traders with the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc)(England) Order 2014 Target: Monitor those 17 letting agents already identified as potentially non compliant and impose penalties if they continue to do so. Continue to	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, Milton Keynes etc) Impose where appropriate, a fine of up to £5,000 where an agent or property manager who should have joined a scheme has not done so To share intelligence and best practice with external agencies and other partners Collaborative working with TSSE regional focus groups and member LA's as well as other partners and facilitate sharing of data	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 Ultimately the requirement to belong to a redress scheme will help weed out bad agents and property managers and drive up private housing standards Act imposes a duty on	Trading Standards Manager Lina Johnson All officers to support	March 2018 Monthly review and feedback to Head of Service during CPBC managers meeting

	I	T				
		identify any new		letting agents in		
		traders whom may		England and Wales to		
		be non compliant	No.	publicise a list of their		
				relevant fees. In		
		Target: Continue to		England		
		monitor compliance		lettings agents are		
		with those		also required to		
		business's we have		publicise statements		
		interface with on		regarding their		
		their compliance		membership of		
		with the Chapter 3,		redresss and client		
		part 3 of the		money protection		
		Consumer Rights		schemes, thus		
		Act 2015 (the				
				empowering		
		Chapter)		consumers to make		
				informed choices		
				Enforcement action		
				includes the ultimate		
o _a				sanction of a £5000		
Page				fixed penalty notice		
Animal health -	Not a specific 5YP			Enhanced public	Trading	March 2018
$^{\omega}$ contingency	outcome area	Target: Maintain	To carry out a monitoring programme at the Langley	confidence in	Standards	
plans and		all Animal Disease	Horse Fair, to ensure compliance	standards of animal	Manager	Ongoing
inspect	(Health)	Contingency plans		health and welfare and		
horse/livestoc		as directed by	Inspection of local animal keepers and quarterly	in the provenance and	West	Half year
k dealers to		DEFRA, in	monitoring to ensure that all AMLS and AMES data	quality of meat	Berkshire	review
bring into		partnership with all	inputting are completed within set targets	products	Trading	
compliance		recognised partners			Standards	
			To share intelligence and best practice with external	A healthier and better	Service	
			agencies and other partners	cared for livestock		
		Target: Ensure			Dean	
		MOU with West	Collaborative working with TSSE regional focus groups	Better animal health	Cooke	
		Berkshire Trading	and other partners and sharing data to build regional			
		Standards is	and national statistics	Disease prevention		
		monitored to		,		
		ensure cost	To ensure that all relevant Contingency plans &	A healthier and betters		
		effectiveness of	procedures are up to date	cared for livestock		
	l	0.100017011000 01	procedures are up to date	24.24 101 1170010011		

		service provision		Prevention of and reduction of livestock disease		
Page 184	Not attributable to any specific 5YP area	Horizon scanning; providing a forward thinking service and fulfilling statutory obligations	Food Brokers- Work across the Food Safety and Trading Standards Teams to identify Food Brokers in the Slough area and carry out interventions in line with the FSA's recent guidance document Contribute to any statutory consultations on Primary Authority and anything else which could affect service delivery to either our residents of businesses Continue to participate in the Food Standards Agency's Regulation Our Future work with representation on the Expert Advisory Group (Professionals). Keep abreast od the future of the Delivery of Official Controls in light if the ROF and Brexit agendas and align our services accordingly Building links with other teams within the Council to ensure that changes in business ownership and nature are identified and acted upon in a timely fashion Ensure we monitor the impact of the plain packaging requirements of the Tobacco and Related Products Regulations 2016 and Standardised Packaging of Tobacco Products Regulations 2015 The movement towards Brexit and the Great Repeal Bill will undoubtedly pose challenges to Trading Standards as most of our legislation is of European Origin. Trading Standards will need to have a voice nationally in order to ensure the movement to the new statutory landscape is as smooth as possible	Resources will be required to monitor these areas of concern and in order to engage with any planning process for their incorporation	Food & Safety Manager Trading Standards Manager Head of Service for CPBC	Ongoing

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE**: 17 July 2017

CONTACT OFFICER: Dean Tyler, Head of Policy, Partnerships & Programmes

(For all enquiries) (01753) 875847

WARD(S): All

PORTFOLIO: Councillor Munawar, Leader of the Council and Cabinet

Member for Finance and Strategy

PART I KEY DECISION

SBC ANNUAL REPORT 2016-17

1. Purpose of Report

- 1.1 To provide the Cabinet with an Annual Report of the Council's progress and achievements against the Five Year Plan for 2016-17.
- 2. Recommendation(s)/Proposed Action
- 2.1 The Cabinet is requested to agree the Council's Annual Report for 2016-17.
- 3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan
- 3a. Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs
 <u>Assessment</u>

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

- 1. Protecting vulnerable children
- 2. Increasing life expectancy by focusing on inequalities
- 3. Improving mental health and wellbeing
- 4. Housing

The Five Year Plan has been developed using the evidence base of the Joint Strategic Needs Assessment and the Slough Story.

3b. Council's Five Year Plan Outcomes

The Annual Report sets out achievements against the five outcomes in the Five Year Plan:

Our priority outcomes - putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs

- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

4 Other Implications

- (a) Financial the Annual Report includes a summary of the budget for 2016-17.
- (b) <u>Risk Management There are no identified risks associated with the proposed actions.</u>
- (c) <u>Human Rights Act and Other Legal Implications</u> There are no direct legal or Human Rights Act implications.
- (d) <u>Equalities Impact Assessment</u> There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report.

5 **Supporting Information**

- 5.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.
- The Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with our communities and putting people first in everything we do.
- 5.3 The Plan is updated every year and we also produce an Annual Report so that we can check progress. While there is no requirement for local authorities to produce an Annual Report it is widely regarded as good practice. We have taken the view that it is important to do this to demonstrate progress against the Five Year Plan.
- 5.4 The Annual Report includes case studies and performance indicators setting out how we are delivering our priority outcomes.
- 5.5 The final version will be designed and formatted and will include photographs to sit alongside the highlights and case studies. While we do not print copies of the Annual Report it will be published as a pdf document on the Council's website.

6 Comments of Other Committees

We have worked with the Leader and all Cabinet Members to ensure that the priority outcomes in the Five Year Plan reflect the political priorities of the Administration. The Council's Scrutiny function receives regular progress reports against the outcomes.

7 Conclusion

7.1 The Annual Report is an opportunity to reflect on progress and achievements so far against the commitments in the Five Year Plan.

8 Appendices Attached

'A' Annual Report 2016/17

SBC Annual Report 2016-17

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1. Foreword – Leader of the Council

This annual report summarises key achievements during 2016-17 and how we are 'growing a place of opportunity and ambition'.

We have refreshed the Five Year Plan for the Council and set out our priority outcomes which are about putting people first.

We continue to feel the squeeze of government austerity cuts to local government services and it is more important than ever that we are focussed on the right priorities.

We have a sound financial strategy in place that means we are able to generate income to the council to help to pay for frontline services and protect the most vulnerable in our community.

We are also working with our partners in the public sector, with businesses and with the voluntary and community sector to join up what we do to improve the lives of people in Slough.

Perhaps our greatest strength as a place is our communities and I am proud to lead a council which represents people from a very diverse range of backgrounds who get on well together.

Our economy remains strong and the opportunities presented by major infrastructure developments such as Heathrow and Crossrail means we are attractive as a place for business to invest. We will continue to use these opportunities to generate benefits for local people – whether through the provision of jobs, training or apprenticeships; or generating income to provide improvements in local services.

In this annual report you will be able to see through a series of case studies and key statistics the evidence of the progress already made against the Five Year Plan.

Our success is down to the hard work and commitment of our workforce and I thank them for the service they provide every day to Slough.

Councillor Sohail Munawar Leader of the Council

2. Introduction - Interim Chief Executive

The purpose of the Five Year Plan is to set the direction for the Council and the key outcomes against which our resources will be allocated.

Since the introduction of the first Five Year Plan in early 2015 we have seen many changes. We refresh the Plan every year to keep it live and ensure it is not a document that sits on a shelf gathering dust.

The Annual Report is important because it captures evidence of the progress we have made in the past year.

This year we have worked with the Leader and his Cabinet to refresh the outcomes to have a clear focus on putting people first.

I am pleased to be able to introduce this report and proud of the successes our staff have worked so hard to deliver.

As government cuts show no signs of easing we need to constantly check our ways of working and how we are making the best use of our resources to provide value for money and the services that people need.

In the Five Year Plan we have set out the changing role of the Council and what we are doing to deliver the outcomes and make the Plan happen. There are examples in the annual report setting out how we are doing this.

Our staff are focussed on putting people first – whether residents, customers, service users, businesses, clients, contractors or partners. It is our communities that make Slough and it is our responsibility as a Council to continually check what we are doing and how we are doing it so that we can be confident we are adding value.

My consistent message to staff is that we are one team at Slough Borough Council. Our focus is on the people of Slough and doing everything we can to continue to make it an even better place. We have launched a new set of values and behaviours for the council which we will use to drive the way we work and how we recruit, manage and develop our staff.

I am proud of our achievements and would echo the Leader's words and express my thanks to the staff for their professionalism and dedication.

Roger Parkin Interim Chief Executive

3. Progress against outcomes

Outcome 1 Our children and young people will have the best start in life and opportunities to give them positive lives

Our **education outcomes** for Slough's children are consistently in line or above national averages. In particular in 2016 72% of pupils at the end of KS4 achieved a good pass (A*-C) in English and maths, 9% above the national average. At KS2, 55% of pupils achieved the expected standard in Reading, Writing and Maths, 2% above the national average.

Our **Early Years** Foundation Stage Profile results are in line with national averages. The percentage of children under five registered with Children's Centres increased to 84%. The achievement gap has narrowed significantly over the year for example with children on Free School Meals. Outcomes for children from disadvantaged backgrounds are better than the national average.

Ofsted have rated all of our nurseries and children's centres as 'good' or better. 93% of Private, Voluntary or Independent ('PVI') settings with an inspection judgement were deemed to be good or outstanding and 97% of childminders.

Children with **Special Education Needs and Disabilities** (SEND) continue to achieve well in Slough schools with the majority of children attending good and better schools. Slough has converted 575 of its statemented pupils to Education Health and Care plans which represents 45% of the overall cohort. Improved recruitment to permanent SEN officer roles and lead Head of Service SEND role will over the next six months help to achieve improvements to the timeframe for transferring all Statements to Education Health and Care plans.

This year also saw the successful **transfer of education services** back to the council and the appointment of a substantive **Director of Children's Services** for the first time in 3 years.

The running of education support services and children's centres, together with the early year's service, was transferred back to the council in October 2016. Cambridge Education (CE) had been running these services since September 2015, under a direction from the Department for Education (DfE). However, the DfE recognised a better working relationship between the council and Slough Children's Services Trust and agreed we could work out the best way to manage these services in future. By bringing services back in-house, there are new opportunities for the council to work with the Trust and other stakeholders to review the best long—term options for the services in partnership with other stakeholders such as schools.

All children were offered a **school place** on offer day with 96% getting one of their top three preferences at reception and 94% at secondary. This year **931 more pupils were provided with a school place.** Every year Slough caters for extra pupils due to population growth. Slough's birth numbers rose by 48 per cent between 2001 and 2012, although we have seen a few years of reducing numbers more recently. Inward migration to Slough has also accounted for some extra pupil numbers.

The Council's Cabinet has approved **capital investment for school building improvements** of £18.75m as part of its ambitious school places strategy and is creating new primary school places and improved learning spaces for school children in Slough.

The schools being expanded include Claycots Primary (Town Hall site), St Mary's CE Primary and James Elliman Academy. The schools worked with the council to provide four additional reception classes for September 2015 and 2016 intakes. The council, in partnership with Slough Urban Renewal (SUR), has been working with the schools to ensure the redevelopment plans not only create new school places but also provide enhanced learning environments with improved teaching spaces, dining halls and libraries. In total, the three projects will create 840 new primary school places.

In July, the Mayor of Slough officially opened the new Baylis Court Nursery School. To meet the increasing demand for nursery places in the area, the council worked in partnership with the school, and agreed to demolish the old dilapidated nursery building on Oatlands Drive to build a new two storey nursery in its place. The new building includes a central piazza as the main social interaction area of the nursery with open planned classrooms. The new nursery cost £1.6 million and was completed by building contractor Gilmartins Limited.

Slough Youth Parliament (SYP) representatives attended a reception at the Houses of Parliament for the second year running to collect an award for the Make Your Mark campaign. Make Your Mark is the largest youth consultation in the UK and last autumn young people were asked to choose from 10 topics they considered important, including making public transport cheaper, votes at 16 and tackling racism. SYP promoted the ballot in schools and communities around the borough, resulting in the participation of more than 7,000 young people. The award was presented in January for obtaining a 67% turnout in 2016's Make Your Mark ballot. Slough achieved the highest percentage turnout for the South East region and the second highest in the country.

The **Slough Children's Services Trust** are continuing to make strong progress in improving services provided to support the most vulnerable children and young people in the borough. The council and Trust worked together to develop a joint action plan for addressing the findings of the Ofsted inspection and to develop good and outstanding services for vulnerable children, young people and families – this plan was endorsed by Ofsted in June/July 2016.

The Trust, in partnership with the council and other agencies in the borough, has taken significant steps over the past 12 months to put in place the foundations of a good children's social care service provision.

Significant inroads have been made in establishing a permanent workforce within the Trust with specific focus on front line staff. The % of agency workers across the Trust has fallen from 33% to 17% as of April 2017, with further inroads expected.

Over the latter half of 2016, the Trust introduced a new model of social work practice, transforming the way that social care services are provided in the borough with the aim to ensuring that children, young people and families experience a more complete and responsive service. The 'Safe, Secure, Successful' model moves the service away from conventional teams into small 'hubs' made up of professionals from different disciplines who work directly with children and families.

In February 2016, it was confirmed that the Trust had been successful in its Innovation Fund bid, enabling the transformation of the staffing model by introducing Enhanced Hubs, a more dynamic way of delivering early help and support to children in need, introducing a practice model including Signs of Safety and a new domestic abuse assessment response. £1.4 million total funding was received including £200,000 for evaluation.

To date, Ofsted have made three monitoring visits to Slough under their 'Monitoring and re-inspection of local authority children's services judged inadequate' framework. The visits noted progress in key areas including outcomes for children, with specific areas identified for further improvement.

The Trust monitors Key Performance Indicators which show clear improving performance in the following areas:

- KPI 4: We have seen consistently strong performance by the Trust in reducing the % of children subject to a child protection plan for 2 years or more.
- KPI 6: Progressively improving performance in the timeliness of our decision making around referrals.
- KPI 9: There has been a significant reduction in the % of contacts that have lead to a referral, which can be linked to a growing effectiveness of the MASH and Early Intervention Service.
- KPI 16: Our performance in the timeliness of holding Initial Child Protection Conferences remains well ahead of our statistical neighbours and the England average, and this has been sustained throughout 2016/17 despite increased numbers in the Child Protection process at the start of the year.
- KPI 18: There has been improved performance in limiting the % of looked after children with three or more placements in the last year. moving us closer to our target as well as our statistical neighbours and the England average.
- KPI 22: The % of children who have participated in their LAC review has improved over the year amplifying the voice of the child.
- KPI 26: There has been sustained improved performance through 2016/17 culminating in 79.6% of eligible children with a pathway plan.

Outcome 2 Our people will become healthier and will manage their own health, care and support needs

Public Health

We have continued to provide essential services to protect and improve the health of Slough residents, including the health visiting and school nursing services, sexual health services and smoking cessation (where we continue to perform above England and the South East in quit rates).

The new **CardioWellness4Slough** service started in January 2017. This service is a one-stop shop for healthy lifestyle information, advice and referral. Between January and April, the service reached over 450 Slough residents (of which 50% were residents of deprived wards in Slough). Nearly 40% of those engaged received an NHS Health Check. Eat4Health started under cardiowellness4Slough and so far 75 people have attended courses. This service is being expanded to provide more places in 2017/18. A further 2,305 Health Checks were carried out through general practice, a small increase on the previous year.

The falls prevention programme **Fallsfree4life** has been rolled out following a successful pilot. From September to March the service completed 301 falls risk assessments. The team hold classes to improve people's balance and increase their levels of physical activity levels, which both reduce the risk of falls and improves their self well being. As well as running classes in local community centres the team work in partnership with Upton hospital falls clinic to cover falls risk and support people who are either at risk or have had a fall to improve their balance and reduce future risk. Fallsfree4life also work with the fire service and SBC adult social care to identify people at risk.

We have undertaken specific activities to improve **children's health** including Let's Get Going which ran across 4 sites with 55 people attending and the Brushing for Life programme which promoted oral health to children. Both of these activities will be expanded during the next year.

A key aspect of the council's approach to healthy living is encouraging people to be more **physically active**. Our Leisure Strategy is therefore focussed on improving local facilities available to people. One of the most exciting of these is the work to demolish The Centre on Farnham Road in readiness for a brand new state of the art leisure centre. Work to demolish The Centre has already begun and will be replaced with a new leisure centre containing:

- 25m, eight lane, swimming pool and 15m by 10m teaching pool
- sauna, steam room and treatment rooms
- four court sports hall, 135 statin gym and three exercise studios
- café

The work is being undertaken by Slough Urban Renewal (SUR), a partnership between the council and Morgan Sindall Investments Ltd, which is driving regeneration across the town including in leisure, housing, community and school buildings.

In February, work started on the Slough Ice Arena site in Montem Lane which is being completely refurbished and extended. When complete, the new Ice Arena will

include: a new ice rink; new changing rooms and toilets; new spectator seating; a café; climbing wall and clip and climb feature; gym and extensive landscaping to the Bath Road. While the ice arena has closed, a temporary ice rink has been provided and is being run by Silver Blades Slough.

Elsewhere phase one of Arbour Park was completed in August 2016, which included adding a FIFA approved 3G pitch (one of the highest spec football pitches in the country), stands for spectators and completing the ground floor with changing rooms, a bar and kitchen. Slough Town Football Club played their first home game on the new pitch, drawing the biggest crowds in their league. Pupils from St Joseph's use the pitch at Arbour Park regularly, along with smaller clubs and community groups across the town.

These initiatives are part of the council's ambitious leisure plans to get more people, more active, more often.

Adult social care

To ensure **adult social care** services in Slough are fit for purpose and can meet increasing demand, big changes are being made to how care and support for vulnerable residents is delivered.

Over the past year the adult social care team has been trialling new approaches and preparing staff to roll out a new model of social care delivery in Slough. These new ways of working recognise the strengths of local people and organisations – such as their skills, knowledge, experience, passions and achievements – rather than focusing solely on their needs and what is lacking in their lives. The aim is to help people improve their resilience, interdependence with each other and wellbeing by focusing on what can be done by working collectively as citizens, communities and as professionals.

Highlights from Adult Social Care:

- 1,761 new cases opened.
- 4,863 client assessments and 325 Carer assessments completed.
- 1,580 referrals made into the Reablement / Intermediate Care / OT Equipment service.
- 986 safeguarding concerns received; 358 safeguarding investigations held.
- 422 service users and carers were supported to engage their own care and support through a Direct Payment – a 10% increase over the previous year.
- The council's Careline service received around 35,000 calls in the past year –
 a telecare service which uses technology to help people live more
 independently and safely. It includes personal alarms and activity and
 inactivity sensor devices which send an alert to a response centre or
 nominated carer who can take appropriate action to make sure the person
 gets help quickly if there is a problem.

Case study - Direct Payments

AK is a 27 year old young woman who lived in the YMCA in Chalvey (she has since moved into a more disability appropriate accommodation with the support of SBC). She has Crohn's disease which results in chronic fatigue, anxiety and depression, dizziness and intense pain. She received a care assessment in July 2016. AK had expressed interest in a Direct Payment arrangement as she had this in the past and felt it best suited to meet her fluctuating needs. While a Direct Payment was being set up she continued to receive care. She was allowed the flexibility to use the care package to meet her needs, after which AK felt empowered and in control. Enham Trust are assisting in the process of setting up a Personal Assistant who can meet the needs of AK and also provide her the flexibility, choice and control over the type and quality of care that she will be receiving in the long term. This example of person centred practice shows how Direct Payment are used to best effect

The council won an award for 'Transformation through Support Services' at the 2017 Improvement and Efficiency Social Enterprise Awards. The annual awards showcase some of the most innovative projects in the public sector. SBC won the award for the overall approach to adult social care commissioning and procurement and the judges specifically highlighted:

- The innovative value chain based procurement model used to re-commission the drug and alcohol treatment services.
- The SPACE contract bringing voluntary and community organisations together in partnership to provide a coordinated service to residents.
- Hope House the creation of a supported accommodation recovery service for people with medium to high mental health needs.
- Improving contract management within the directorate and saving more than £1million on the council's grouped schools PFI contract.

The **Drug and Alcohol Action Team** (DAAT) has over the last year reduced the cost of the service, procured a new service at a lower cost; stimulated innovation and ensured that the new service could relocate to new premises on termination of the existing contract. Last year 189 people left structured treatment drug or alcohol free. The adult social care commissioning team won 'Procurement Innovation of the Year' at the national GO Excellence in Public Procurement Awards in March. The award recognised the work to develop an innovative procurement model to reconfigure the council's drug and alcohol treatment service and deliver a challenging savings target, while continuing to deliver five year plan outcomes relating to social care, public health and community safety.

Slough Fest – world mental health day

More than 400 people from the local community attended 'Slough Fest', a celebration of World Mental Health Day on 10 October. There were performances by service users, carers and mental health staff during the day. There was a play written by a service user, an art display by Alexander Sadlo, who has dementia, and poetry, live music by choirs and the 'Big Sing' which included the audience. A lot of people also took part in the energetic Bhangra dance workshop, led by SBC's organisational development officer Kusham Nijhar on behalf of Apna Virsa.

Slough Mental Health Services Recovery College: snapshot of outcomes

- 922 Students Referred/Enrolled
- 121 Courses Delivered
- 64 Students accessed Personal Budgets
- 199 Students Referred/Self Referred Employment Service

- 51 Job Outcomes
- 28 Trained Volunteer Peer Mentors
- 25 Clients who have been referred for Peer Support

Case study

Dawn experienced depression and suffered mental health problems following the ending of her relationship with her husband. She initially went to her GP who started her on medication which helped but only did so much. Dawn attended stress control workshops run by talking therapies. She was further supported by the Link Group where she met other people. Dawn was diagnosed with Bi-polar disorder and went on to join the WAVE project through the volunteer centre in Slough. This was the start of her journey back to work. She began volunteering as a teaching assistant within the WAVE project mentoring others going through the course and progressed to a volunteer position with the Age Concern resource centre. Dawn is about to graduate from the Recovery College Peer Mentor Project at Slough Community Mental Health Team to become a Peer Mentor where she will be supporting other clients to reach their recovery goals.

Learning Disability Services – promoting independent living

The service has over the last year successfully supported an increasing number of people to live independently in their homes and redesigned our local day services offer for people with a more community focussed approach.

Case study - Learning Disability Supported Living

Miss A is 29 years old and has cerebral palsy, a learning disability, spastic quadriplegia and her left side is particularly weak. She requires support to perform most tasks on a daily basis and uses a wheelchair and hoist to mobilise safely. She used to live at home with her mother but expressed the wish to move out of the family home and into supported living accommodation close to home, in Slough.

Miss A has full support with personal care task but is encouraged to complete some aspects on her own. In the past she was dependent on her mother but she now has the confidence and ability to do some things for herself. Miss A sees her mother on a daily basis and enjoys going on holidays together.

Miss A is able to make decisions regarding her own care and she is content with her current lifestyle. She no longer attends day services and is actively looking at college courses and for a part-time job. In the meantime, she is able to access community services. Miss A is content living independently and is happy that she is able to express her wishes and views. In addition, this has given her the confidence to think about her future and to make plans as to how she would like to progress further in life.

Outcome 3 Slough will be an attractive place where people choose to live, work and visit

Retained our green flags for parks

In July it was announced that three of our parks had retained their Green Flag status, recognising them as among the premier parks in the country. Salt Hill Park, Herschel Park, and Pippins Park have all won the prestigious Green Flag Award, which recognises the UK's best parks and green spaces.

A Green Flag flying overhead is a sign to the public that a park boasts the highest standards of management, is well maintained to be safe, welcoming and clean. It also recognises the community's involvement in the management of the park and how well the council applies best environmental practice to its management. It was the seventh year in a row that Pippins Park has been awarded a Green Flag, the sixth for Salt Hill Park and the fifth for Herschel Park. We have planted 100 trees and 1,550 shrubs and herbaceous plants spread through Godolphin, Granville, Salt Hill, and Herschel parks.

Case Study -Baylis Park Restoration

We have facilitated partnership working for the restoration of Baylis Park. The council has completed restoration of the pond and rose garden in Baylis Park and is continuing to work with local community group SNAP to deliver further improvements. The overall aim is to increase visitor enjoyment and safety.

Improvements have included the installation of a mosaic art piece designed by local schools and the installation of three state of the art CCTV cameras. The high definition day/night cameras provide high quality images which are monitored and recorded by Slough's 24/7 CCTV control centre and are part of our commitment to improve safety and wellbeing in the borough.

Slough Community Wetlands Project

We have launched a 5 year project to improve local rivers through community engagement which will also improve cleanliness and alleviate flooding. This has already attracted £310K from partners. The first project has been Temple Wood where several work parties cleaned up the stream, cleared vegetation, dug dragonfly pools and pulled Himalayan balsam. We are also working with local schools to engage children and have put in a S.U.D's pond in St Mary's Junior School.

Libraries came back home

Library services came back into the council on 1 July 2016. They had been transferred out in 2011 to be managed by an arms length company of Essex County Council. The return of library services enables us to control outcomes, delivery and resources. Some key statistics related to the libraries service are set out below:

- 579,834 visits to Slough's Libraries last year
- 212,579 visits to Curve (from opening in September 2016 to March 2017)
- 518,066 books and other items borrowed by over 20000 borrowers
- 293,857 children's material borrowed
- 10,246 new people signed up as new members
- The Curve signed up 2212 new members in the first 2 months of opening
- Cippenham Library visited 3073 schoolchildren in June at school assemblies to tell them about the Summer Reading Challenge
- The challenge was Big Friendly Read, linked to Roald Dahl's 100th anniversary and 4,082 Children and Young people signed up to take part
- 87 young volunteers spent 1,845 hours supporting the summer reading challenge across all libraries
- 49,434 children and families attended 2352 events across all sites included music and story sessions, half term and holiday activities

Of these 518 events happened in The Curve

Increased cycle training in schools

The council expanded its Bikeability cycle training programme for schools, after being granted £128,000 from the Department for Transport. In addition to continuing the current Bikeability road skills cycle training programme in primary and secondary schools, the funding, which runs until March 2020, will enable the council to provide additional programmes including basic bike maintenance classes for children, road skills cycle training for parents and teachers and a series of led rides along predetermined, low traffic/traffic free routes. The council's Bikeability cycle training programme is provided by Spokes Cycling Instructors and Cycle Experience Ltd.

Electric taxis and vehicles

Slough Borough Council was successful in its bid for 'Ultra Low Emission Taxi Infrastructure' to the Office of Low Emission Vehicles (EV) and was awarded £157,500 capital grant on 30 March 2017, which will help to promote EV use across the borough and improve air quality. This funding will match 'capital' funded by the Council and is to be used over two years. The key outputs of the project are:

- Install 7 electric vehicle 'Rapid Chargers' in the Town Centre and close to railway hubs of Burnham, Slough and Langley to serve all EV car users but with specific focus on taxis and private hire vehicles.
- Modify the Taxi Licensing Standards to support uptake of electric taxis and private hire cars over the next 8 years to 2025 until the entire fleet is electric/hybrid electric. Short term target in 5 year plan is 100 electric/hybrid taxis and hire car vehicles by 2020.
- Operate a dedicated app booking system for taxis and private hires cars to use to book their EV charging.
- Work with major EV manufacturers to promote EV uptake within the taxi/private hire trade (through finance leasing and other attractive packages)

Food hygiene visits and advice to businesses

The council's food and safety team launched a commercial service to provide tailored food hygiene advice to local businesses in February. The team offers bespoke business advice to help businesses save money and get it right the first time. Tailored packages range from business start up advice, to pre-inspection visits, and support in achieving a top Food Hygiene Rating Scheme score of five.

We take a robust approach to enforcement where businesses fail to heed advice and put customers at risk. Examples of this include ordering a Slough restaurant owner to pay £3,750 after pleading guilty to a series of food safety and hygiene offences; and a pizza restaurant was closed by the council with immediate effect in February due to an active infestation of mice.

A Safer Town and Safer Slough Partnership

The Safer Slough partnership has been strengthened by a new delivery structure to enable us to react more swiftly and effectively to local concerns such as safety in our parks.

We have appointed a full time Child Sexual Exploitation and Trafficking Coordinator to focus our partnership work in this area across the town. Our work to raise awareness has been recognised nationally. We have developed our approach to Domestic Violence and Violence against Women and Girls, strengthening our partnership working to more effectively protect victims and their families.

Case Study: Parks and open spaces

The Safer Slough Partnership formed a Task and Finish Group to look at reducing violent crime in parks and improving people's perception of safety. The Fire Service, Police, Parks, Voluntary Sector, Youth Services and Community Safety and Park users contributed to the problem solving group focussing on Salt Hill Park with an overview on all the other spaces.

As part of a public reassurance campaign, police stepped up their presence in Salt Hill Park on foot, on bikes and on horses. Mobile CCTV cameras were fitted and the Fire Service made random visits to the park during unsocial hours, using their high powered lights to scan the areas near the A4. Meanwhile, we tweeted and talked about what we were doing in the park at every opportunity. The parks team worked to remove high hedging, dense foliage and improve the physical appearance of Salt Hill Park. Green gyms have been introduced and regular inspections of parks took place to ensure maintenance standards.

To further promote increased use of parks the 'love our parks' campaign was launched, encouraging residents to become involved in schemes such as 'friends of' groups and activities in the evening including poetry in the park.

ASB investigations and prosecutions

There have been a series of successful prosecutions in the past year including:

- A Langley rubbish clearance company was fined £90 and ordered to pay £300 in court costs for failing to check for a valid waste carrier's licence. The rubbish was found burnt and dumped in a Colnbrook field.
- A private landlord who failed to ensure his property was well maintained and safe for his tenants to live in was fined £11,620 after a council prosecution.
- A benefit fraudster caught out when she bought her council house with undeclared savings was ordered to pay back more than £80,000. She was caught after, despite claiming benefits for more than 13 years, she tried to buy her council house under the Right to Buy scheme using up to £36,000 of savings she hadn't previously declared.
- A man who mistreated his dogs was jailed for 20 weeks and banned from keeping animals for life.
- An anti-social neighbour who left rotting vehicles strewn around a residential street was fined more than £2,000 for his poor behaviour.

New Public Space Protection Order

We have been working with our partners to agree plans for a new Public Space Protection Order (PSPO) for Slough, which can be used to regulate activities in particular public places that have a detrimental effect on the local community. We looked at data from Police, Ambulance, A&E, Fire Service and the Council and have identified 9 areas across the Borough where we intend to introduce the new PSPO.

Following feedback from residents to an initial consultation, the revised terms of the proposed Order would prohibit a number of activities in all the Restricted Areas including continuing to drink alcohol or consume intoxicating substances when required to stop doing so by a Police Officer or Police Community Support Officer. We will be running a further public consultation starting in July 2017.

Case Study: Taxi scheme safeguarding

In a bid to help stamp out any potential child sexual exploitation, the council teamed up with 850 taxi drivers this year. All currently licensed drivers, new applicants and private hire operators were required to attend free mandatory training. The training gave them the skills they need to help identify victims of child sexual exploitation and vulnerable adults and what to do if they suspect a passenger is a victim of abuse.

The results show more than 72 percent of drivers who went on the training feel they have very good knowledge on identifying victims and what to do and 91 percent said they now felt confident or very confident about putting their new skills into action.

The scheme has been nominated for an award from NWG – the UK network of 13,000 practitioners tackling child sexual exploitation and trafficking – and awarded the Berkshire Environmental Health Managers award for the training. Now the team is moving on to encourage drivers to use a new app to identify people who may be victims of human slavery or trafficking.

A Cohesive Community

A new Slough women's forum was set up in May 2016 to identify and address issues that matter to women in the local community. The forum held a personal safety session in August on how to stay safe, recognise risks and deal with situations that could cause harm. Further sessions are planned in response to high demand. In November, the forum held a two hour interactive training session for women on positive parenting skills.

As part of the Prevent programme, the Home Office has funded two projects - Evolving Youth Leadership and Women's Voices Matter. The youth programme has thirty young people aged 15 to 18 years who are becoming more confident and resilient; the women's project engages and empowers women to have a voice in their communities.

Outcome 4 Our residents will have access to good quality homes

The **Housing Strategy** will act as the delivery mechanism to achieve the aims and objectives of this outcome in the Five Year Plan. The Housing Strategy is also designed to contribute towards all the other outcomes. It has been developed in tandem with Slough's Joint Wellbeing Strategy priorities as the links between wellbeing and good quality housing have been clearly established. The Housing Strategy also sets out the Council's ambition to regenerate neighbourhoods, improve the quality of housing and contribute to the supply of new homes in Slough as part of the Local Plan.

Work has started on 104 new homes in **Wexham Green** – the latest housing development by Slough Urban Renewal (SUR). SUR, the joint venture between the

council and Morgan Sindall Investments Ltd, is bringing new family-sized housing to the site of the former Wexham Nursery on Wexham Lane.

Named Wexham Green, the homes are being built by Lovell and include two, three and four bedroom detached and semi detached houses. The high-specification homes will be both for private sale and affordable rent and there is Help to Buy available across the development. Sales for the Wexham Green development are planned to start in summer 2017.

Another SUR project is **Lydia Court**, a development of 11 new council homes, being built on the site of the old Eschle Court, Elliman Avenue. The development is named after Lydia Simmons OBE, 78, a former Mayor of Slough who was the first black lady Mayor in the country.

There are one, two and three bedroom apartments and Lydia Court also includes a ground floor three bedroom apartment built to wheelchair standards, with its own front door access, dedicated parking and garden area. Lydia Court is part of the council's drive to provide more council homes for residents on the housing waiting list. Residents are expected to move in to Lydia Court this summer.

In partnership with SUR the Council has completed the **Milestone** development on Ledgers Road, with 73 high quality one and two bedroom apartments, two and three bedroom houses and including 23 new council homes provided at affordable rents for residents on modest or low incomes. Help to Buy is available across the scheme to assist those keen to take their first step onto the housing ladder.

The Council has established two **Subsidiary Housing companies** -James Elliman Homes and Herschel Homes to provide accommodation for Slough residents. These will be an exemplar of the high quality management of rented homes and provide additional affordable homes for a range of groups, including homeless households, key workers such as teachers and you people leaving care.

A new **Repairs**, **Maintenance and Investment** (RMI) contract was commissioned to improve this key service for council tenants and leaseholders and provide training and job opportunities for local people. Over £100m will be invested on repairing and improving Council housing over the next 10 years.

The first new **emergency housing** facility to be provided by the council for more than 40 years opened in January. The council recently bought two neighbouring houses in Langley and converted them into a 12 double bedroom facility with two kitchens, a large garden and outside storage area for bikes and buggies. The property, which includes an adapted unit to meet the needs of people with impaired mobility, is intended to be a stop gap for households who are waiting for more suitable permanent accommodation. The only other council-owned temporary housing facility, in Cippenham, contains 29 flats, meaning the council regularly has to rely on using expensive private rental properties or bed and breakfast accommodation to house families in need.

Like all Councils in the South East of England Slough is having to accommodate some **homeless** households in temporary accommodation. However, unlike most

the Council has ceased placing families with children in Bed and Breakfast hotels as these are unsuitable for the families and very expensive. Instead a higher quality of accommodation is now provided.

Case study: Faye

Through no fault of her own, Faye was made homeless with her three children aged, eight years, 19 months and one month old. Her private landlord was selling his property and Faye simply had nowhere to go.

Though Faye wanted to stay in Slough, she agreed to be housed in temporary accommodation in Bracknell but, on advice, signed up to the council's Home=Work Club which helps homeless households back into work. Unfortunately the upheaval had taken its toll on the family and Faye slipped into rent arrears. The rent arrears team were on hand to help and after continued support through the Home=Work Club, Faye found work in Bracknell.

In March Faye moved into her new home in Slough and as her employer was so impressed she was moved to the local Slough branch so she could stay employed.

Faye said:

"This was a difficult period in my life and I don't know what I would have done without the council's help. I am very grateful in particular to the temporary housing team and the rent arrears team for all the work they put in to help me."

Leaving homes empty is a waste of housing resources when so many people in the borough need housing or are homeless and in temporary accommodation. In 2016/17 the Council took legal action to bring 7 homes back into use that had been kept empty for long periods by their private owners.

Case Study: Use it or lose it

Homes are at a premium in Slough, but despite this, some properties in the borough are left to wrack and ruin, becoming steadily more derelict and attracting anti-social behaviour.

In November, Cabinet took the decision that enough was enough and approved a policy of 'use it or lose it' on private empty and run down homes in the borough; giving the council permission to compulsory purchase derelict properties and bring them back into use.

In April three properties were targeted, in Bath Road, Dawes Moor Close and Warwick Avenue.

Councillor Zaffar Ajaib, cabinet member for urban renewal, said:

"In an area like Slough where housing is at a premium and more homes desperately needed, there is no reasonable excuse for homes to be left to rot. We promised we would get these properties back into use, back to being the homes they deserve to be for local families and this is the next step."

A **night shelter** offering Slough's rough sleepers a safe place to stay was open for 94 nights before closing in April. Run by the London and Slough Run in conjunction with the council, the shelter provided warmth, safety, meals and advice and support for rough sleepers across the borough. Around 47 different people used the shelter for at least one night with the average being 14 people per night. Users included people who had been rough sleeping for some time to those who suddenly found themselves homeless and in need. Thanks to the support, advice and help offered by the shelter, the council and other services, at least 20 of the guests now have a home with at least 11 finding work.



Outcome 5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

Opening of The Curve

Slough's flagship new library and cultural centre, The Curve, opened to the public on 2 September with a two-day festival with activities taking place in The Curve, along the High Street and in the Town Square. The £22million building houses a new central library, community learning rooms, the registrar services including a wedding room, a 280-seater performance and multi-use space, café and garden area.

In the first week of opening the library issued more than 7,000 books to local residents, compared to 11,000 for the whole month of July. 522 new members joined, more than 1,000 used public computers and 150 people enrolled in community learning courses.

The Curve has hosted scores of exciting events since it first opened its doors, including author visits, storytelling sessions, poetry readings, art exhibitions, comedy nights, film showings, 3D printing workshops and our first Christmas Panto!

Held first property investor day

Slough is an excellent place to invest and vital to West London – the town's first property and investor day showed.

The day, run as a partnership between the council and UK Property Forums on 1 December, attracted developers, investors and businesses from across the region including Jules Pipe CBE, deputy mayor of London for planning. Speaking at the event at The Curve, Mr Pipe said: "We (in Slough) are on the growth corridor of London, particularly Crossrail and beyond its boundaries so we really want to work with Slough to achieve your growth ambitions and help each other to achieve our ambitions."

The event demonstrated our close economic ties to London, particularly with the expansion of Heathrow Airport and improved transport infrastructure including Crossrail.

As well as the speech by Mr Pipe, the investor day featured presentations and panel debates by:

- Slough Urban Renewal the 50:50 joint venture between the council and Morgan Sindall Investments Ltd
- U+I owners and developers of Brunel Place
- Landid owners and developers of The Porter Building
- CBRE commercial property consultants
- Catalyst Capital new asset managers of Queensmere Observatory shopping
- Slough Borough Council interim chief executive, Roger Parkin and Paul Stimpson from planning policy.

Purchased TVU site

Slough Borough Council is now the owner of a major development site in the heart of Slough which will net the town £550million of investment.

The former Thames Valley University (TVU) site, on the corner of Bath Road and Stoke Road in the centre of Slough is now set to be transformed with new homes, new offices, shops and leisure facilities. This massive regeneration project is expected to bring:

- more than 1,400 homes
- 45,000 square feet of retail and leisure space
- 250,000 square feet of office space.

The investment from the council will trigger the largest single local authority regeneration project seen outside of London.

Copthorne roundabout reduced journey time

The Copthorne roundabout – the junction of Tuns Lane with Church Street and Cippenham Lane – has been converted to a so-called hamburger roundabout, where the main carriageway goes straight through the middle of the junction.

The roundabout has new 'intelligent' traffic lights that sense traffic jams and adjusts the sequencing of lights accordingly. Since opening, we have seen a considerable improvement in traffic flow on the A355. This route is now much more reliable for motorists travelling both into and out of Slough, resulting in greatly reduced journey times.

Replaced LEDs

The new LED streetlights are proving so popular the council is now looking at new places where they could be placed. The two year programme which is replacing all the old yellow sodium streetlamps with white LED lights is already ahead of schedule – with more than 7,500 of 11,000 lights already having been replaced.

Now the council is looking at new places where street lights could be useful – including areas currently unlit or where new lights would be of benefit.

Local Plan

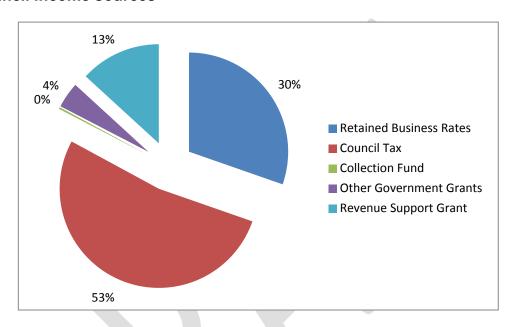
As part of our work to develop the Council's new Local Plan we carried out a statutory consultation on Issues and Options in early 2017. Paper copies of the main documents, a summary leaflet and magazine were available at The Curve, Landmark Place and local libraries, or on request. We also opened a facebook page, promoted the consultation on Twitter and Streetlife, held a public consultation at The Curve and presented at a number of other public meetings. The Council received over 500 responses, the planning elements of which will be used to inform the emerging Local Plan. The new Local Plan will be used to make decisions about planning applications and development projects over the next 20 years. This includes decisions about new homes, the economy and town centre, transport, design and the environment.

4. BUDGET

By the end of 2016/17 we delivered a small underspend and set a balanced budget for 2017/18. This was achieved with no reductions to front line services.

The Council's base budget for 2016/17 stood at £103.73m. The sources of income available to the Council are set out in the chart below

Council income sources



Medium Term Financial Strategy (MTFS)

The MTFS seeks to set out the background to the Council's current financial position, and estimate its future financial position, and highlight some of the key strands to deliver a balanced position over the period of the MTFS.

Given the scale of the ongoing reductions in Central Government spend, the Council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the Council in the future.

The Council is well prepared to meet the financial challenges of the coming years. It has a history of ensuring a balanced budget is delivered, as well as over recent years increasing general reserves to a sustainable level to meet the future financial challenges. The Council has successfully delivered a number of change projects in recent years, with a number of the Council's services being delivered by private sector partners. At the same time, the Council has maintained investment in its infrastructure through the approval of capital budgets to deliver a variety of programmes. The Capital Strategy going forward will be even more focussed on delivering revenue savings through the effective use of infrastructure investment.

The relative importance of Council Tax and retained business rates will grow over

the period of the MTFS from 75% to almost 100% of the Council's income. The Council will by the end of the MTFS be much less reliant upon Government funding. To reflect this, the Council has made retaining existing businesses and attracting new businesses, as well as ensuring a strong supply of housing two of the key outcomes within the new 5YP.

2017/18 is set to be another difficult year financially for the Council, with a continued reduction in Government funding, as well as an increased demand for Council services. The Council has managed to, wherever possible; protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver its key outcomes.

There remain difficult years ahead for the Council due to the financial pressures that it faces, but the budget for 2017/18 ensures that the Council's finances are based on solid footings for the future.

No.	2016-17	Funding	2017-18
1	48.69	Council Tax	52.48
2	30.00	Retained Business Rates	30.30
3	18.48	Revenue Support Grant	13.18
4	1.37	Education Services Grant	0.26
5	3.64	New Homes Bonus	3.20
6	0.84	Other non-ring fenced grants	1.36
7	0.84	Collection Fund	-0.30
8	103.73	Total Budgeted income	100.48
9	106.58	Prior year baseline (adj.)	103.73
10	2.30	Base budget changes	2.70
11	5.75	Directorate Pressures	2.90
	5.15	Directorate Fressures	2.90
12	0.33	Revenue Impact of Capital Investment	0.33
			1
12	0.33	Revenue Impact of Capital Investment	0.33

5. BALANCED SCORECARD: latest available data

Five Year Plan outcome	Performance measure	Outcome	Actions
1 Our children and young people will have	Increase % pupils achieving a good level of development across the Early Years Foundation Stage	☑ Increased to 69.1%	The Council will continue to work with individual schools and families to provide a targeted system of educational support, challenge, and assistance.
the best start in life and opportunities to give them	Reduce prevalence of childhood with excess weight at start and end of primary school	☑ Childhood prevalence of excess weight increased locally	The Council, working with schools and families and the NHS, will continue to contribute to efforts to increase physical activity and support healthy diets e.g. through the installation of Green Gym equipment in parks.
positive lives	Safeguarding measure (from Corporate Parenting Plan)	☑ Introduced agreed measure relating to number of children subject to a child protection plan	The Council will continue to lead efforts with all partners to ensure families are enabled and supported to provide their children with safe and healthy lives, whilst the Children's Trust will step in on behalf of the council to ensure children are protected where needed.
	Reduce levels of those not in education, employment or training (NEETs)	? Latest data not yet released by national government	The Council will continue work with local schools, colleges and businesses to ensure a range of education, employment and training opportunities are available for all our young people.
2 Our people will become healthier and will manage	Increase number of people starting a smoking cessation course / % of those who successfully quit smoking	☑ Slough saw a higher rate of take up AND a better success rate of certified quitters.	Slough continues to perform above the region and England in terms of numbers of people who set a quit date and go on to quit for 4 weeks and longer; this service will be reviewed and improved further.
their own health, care and support needs	Increase number of adults managing their care and support via a direct payment	☑ Increased by 53%	We have implemented a new system of pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services.
	Increase the uptake of health checks	□ Rate of taking up health checks among Slough residents is lower than seen elsewhere	The Council will work with the local Clinical Commissioning Group to increase the offer of health checks to targeted individuals alongside the introduction earlier this year of a new cardiowellness service.
3 Slough will be an attractive place where	Increase levels of street cleanliness	? Pending data finalisation	Street cleansing services are being reviewed and a new contractor will be appointed during 2017/18, with clear expectations of delivery.
people choose to live, work and visit	Reduce crime rates per 1,000 population	☑ Crime rates increased slightly, though less than comparator areas.	Whilst the rate of 'all crime' in Slough during Q4 increased slightly (by 1.4%), this was significantly less than the 3.8% increase seen nationally and the 3.3% increase seen amongst our Most Similar Group (MSG). Police and Council services will continue to work in partnership and share both intelligence and resources to closely monitor and direct delivery to

Five Year Plan outcome	Performance measure	Outcome	Actions
			reduce crime.
4 Our residents will have access to good quality homes	Increase in number of dwellings	☑ 521 net completions of new homes	Planning services continue to work with private developers to maximise the potential of developments across Slough; there are already 1,251 new dwellings under construction and planning permission has been granted for a further 2,344.
	Increase number of affordable homes	☑ 190 affordable homes delivered in 2015/16 and 16 in 2016/17	The Council continues to work with private partners to ensure affordable homes are included in development plans; there are a further 135 new build dwellings planned.
	Increase number of planning applications approved	? Pending data finalisation	The Council will continue to encourage businesses and residents to make suitable planning applications for house building and home improvements, whilst maintaining standards for those applications.
5 Slough will attract, retain and grow	Increase business rate collection / increase in business rate base	☑ In-year collection rate increased to 97.45%	The collection rate at the end of March 2017 was above target for the year, and we will continue efforts in the future to ensure easy payment methods are available and that late payments are targeted.
businesses and investment to provide jobs	Reduce unemployment rate	☑ Slough's position reduced to 1.4%	The council and partners will continue efforts to increase employment opportunities and improve skills locally to secure further reductions in unemployment.
and opportunities for our residents	Reduce journey time	☑ Department for Transport estimates of bus punctuality fell to 80%	The Council will continue to implement traffic management schemes to decrease congestion and increase use of dedicated bus lanes, including highways improvements and use of smart technology such as 'intelligent' traffic light systems.
Enabling	Increase Council Tax in year collection rate	☑ Increased to 96.79%	The Collection rate increased to 96.79%; we will continue efforts in the future to ensure easy payment methods are available and that late or non-payments are targeted.
	Increase proportion of Council Tax payments by direct debit	☑ Increased to 57.4%	At March 2017 the percentage of accounts paying by direct debit had increased to 57.4%; efforts will continue to encourage more council tax payers to switch to this payment method.
	Increase proportion of residents signed up for self service	☑ By year end, almost 17% of households had signed up.	Self Service gives Council Tax and Business Rates account holders, Benefit applicants and Landlords the ability to access certain information digitally at their convenience instead of needing to telephone or come into SBC offices.

Outcome Groups have been set up to drive progress on delivering our priorities, and we will be rigorously monitoring performance in the year ahead to ensure success.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE**: 17th July 2017

CONTACT OFFICER: David Martin, Principal Asset Manager

(For all enquiries) (01753) 875208

WARD(S): All.

PORTFOLIO: Neighbourhoods & Renewal - Cllr Ajaib

Leader of Council - Cllr Munawar

PART I NON-KEY DECISION

SMALL SITES STRATEGY UPDATE - WEXHAM PHASE 3 AND LAND ADJACENT MERCIAN WAY

1 Purpose of Report

- 1.1 On 19th June 2017 Cabinet approved in principle the disposal of a number of small general fund sites to Slough Urban Renewal (SUR) for private housing led schemes and directed the publication of statutory notices of the Council's intention to dispose of those sites where required.
- 1.2 Statutory notices have been published in the local press in relation to Public Open Space land at Mercian Way and Norway Drive Recreation Fields, being those sites in respect of which such notices were required, and the purpose of this report is to seek delegated authority for the Assistant Director, Finance & Audit, as the Council's s.151 Officer, to effect the disposals of the sites to SUR subject to cabinet approval in due course of the transfer sums and subject to there being no objections received by the Council in response to the publication of the notice of the Council's intention to dispose of any of these sites.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that delegated authority be given to the Assistant Director, Finance & Audit to effect the disposal to Slough Urban Renewal of the sites detailed in Appendix One and Appendix Two to the Report to Cabinet of 19 June 2017 subject to Cabinet approval for a transfer sum that represents no less than the best value land valuation and subject to there being no objections received by the Council to any such disposal.

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

The creation of expediently delivered high quality new housing, will maximise the value of the Council's asset base, increase council tax receipts and provide an income stream that can be used to contribute towards the provision of front line services.

3a. Slough Joint Wellbeing Strategy Priorities

The new housing being constructed will create local employment opportunities whilst increasing apprenticeship opportunities, enabling local people to improve their learning and skill base. Delivering new homes will improve the quality of the built environment and the image of the town whilst providing much needed housing accommodation. The schemes are to be designed with security as a key consideration and will be constructed in line with current Health and Safety regulations.

3b. Five Year Plan Outcomes

Working effectively and expediently with SUR to deliver these commercially led sites is addressing the five year plan outcomes through:

- Outcome 1 Ensuring that the schemes are designed in line with amenity requirements will contribute towards our children and young people having the best start in life.
- Outcome 2 High quality new homes will attract residents who are more likely to take responsibility for their own health, care and support needs,
- Outcome 3 New well designed homes will contribute towards ensuring Slough is an attractive place where people choose to live, work and visit; and
- Outcome 4 The delivery of new private homes will directly contribute towards our residents having access to good quality homes.

4 Other Implications

a) Financial

SUR is a Limited Liability Partnership owned by SBC and Morgan Sindall Investments Ltd ("MSIL"). Part of its objectives is to make a commercial return for the partners.

The sites considered in Appendix 1 are all General Fund properties with development potential that have been identified and put forward for consideration as residential in the new local plan. Subject to their reception by the Local Planning Authority they will be added to the small sites development programme.

The delivery cost of the homes is covered by development sale receipts.

On private general fund sites the land value represents the Council's equity investment into SUR. This equity investment is documented in what is termed a loan note. The loan note put simply is a document which records the fact that the Council has loaned money to SUR which is intended to be repaid on the development's completion.

The land value represents the Council's "equity investment" in SUR which means the risk of the development and land value remain with the Council. As a result the precise level of capital that will be returned to the Council at the end of the development will depend upon whether there are sufficient funds available from the eventual sale of the completed development.

b) Risk Management

Mitigating action	Opportunities
	The SUR is already compliant
between the Council and the SUR	with EU and UK regulations.
to market cycles.	
No risks identified	
Morgan Sindall is a national	
construction company with	
Heath and Safety policy.	
No risks identified	SUR is implementing a local
	economic benefit programme
	(SMEs, training,
	apprenticeships etc) so that
	the more activity SUR does,
	the greater the potential benefit in relation to job
	creation.
	creation.
No risks identified	
No risks identified	
No risks identified	The development of small
	sites is a positive story that
	makes the best use of Council
	assets. The potential exists to
	promote SUR to highlight how
	the JV is helping the Council
	deliver a range of sites
	throughout Slough.
	Utilising the Considerate
	Constructor Scheme will
Scheme (CCS).	reassure residents that the
	construction works are being built in accordance with best
	practice.
	·
External consultants will be	If land values increase during
	the promotion period this will
market land value of each site.	be reflected in the land value.
	MSIL are a commercial partner and will ensure all development realised is financially viable and synced to market cycles. No risks identified Morgan Sindall is a national construction company with established Health and Safety procedures. Any external main or sub contractors need to comply with the partnership's Heath and Safety policy. No risks identified No risks identified No risks identified Morgan Sindall is part of the Considerate Constructor Scheme (CCS).

Risk	Mitigating action	Opportunities
Finance – Exposure to increased risk due to speculative development activities on the private units.	Morgan Sindall Group PLC is a top 5 construction and regeneration company quoted on the main London stock exchange with an annual turnover of circa £2.2bn.	SBC loan notes issued to the SUR are at LIBOR + 6.5% generating significantly higher rates of return for a relatively modest risk. These returns are separate and in addition to SBC's land receipt and share in development profits.
Finance – One of the developments does not generate a profit or makes a loss	External consultants at transfer will review costs and revenue to ensure that the project is viable and will deliver a profit.	All risk associated with profit is shared with MSIL.
Finance – Higher than anticipated construction costs	The land price is fixed at transfer and both the SUR (MSIL/ SBC) would lose profit if costs are not well managed.	
Timetable for Delivery – schemes are delayed unnecessarily		Using the existing legally established subsidiary company will ensure expediency in delivery.
Project Capacity – lack of resource delaying delivery	SUR have employed additional management staff to cover the new work streams.	The ever increasing development programme helps secure a skilled workforce focussed on the regeneration of Slough.
Governance – Poor performance	The SUR has an established board of directors that are already competently directing the company's business.	Board members are from both the private and public sector ensuring a balance between commerciality and long term objectives.
Performance – failure to develop land transferred to subsidiary	The SUR is already developing sites successfully and pays SBC interest from the moment the land is transferred.	Increasing and improving the number of projects and resource within the SUR will improve its long term viability and success.

c) Human Rights Act and Other Legal Implications

The developments are within the scope envisaged during the establishment of SUR which was procured through a process compliant with EU and UK Regulations.

With regard to General Fund property, Local authorities are generally under a duty to comply with Section 123 (2) of the Local Government Act 1972 which requires that except with the consent of the Secretary of State a Council shall not dispose of land under this section for a consideration less than the best that can reasonably be obtained. Independent valuations will confirm that best value has been achieved on each site. Also, under Section 123(2A) of the Local Government Act 1972 the Council may not dispose of any land consisting of or forming part of an open space unless before such disposal they cause notice of their intention to do so to be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated and consider any objections to the proposal disposal which may be made to them.

With regard to HRA property, Local authorities cannot generally dispose of such property without the consent of the Secretary of State unless the disposal is within the terms of a General Consent issued by the Secretary of State. Under The General Housing Consents 2013 Local authorities can dispose of land for market value but not to a party in the which the local authority owns an interest unless either it does not have an HRA account or unless the disposals are the first five disposals in any financial year.

Under the General Consents 2013 Local Authorities can also dispose of vacant land. Vacant land for these purposes means any land upon which dwelling houses have not been built or where been built they have either been demolished or are no longer capable of human habitation and are due to be demolished.

d) Equalities Impact Assessment (compulsory section to be included in **all** reports)

There are no equalities issues associated with this report.

e) Property Issues

The option agreements set out the conditions SUR needs to satisfy before the land is transferred from the Council to the joint venture company. As mentioned above, Section 123 (2) of the Local Government Act 1972 prevents the Council from disposing of land for less than the "best that can reasonably be obtained" without the consent of the Secretary of State.

5. **Supporting Information**

Background

- 5.1 The Council entered into a Limited Liability Partnership with Morgan Sindall Investment Limited and formed SUR (formerly called Slough Regeneration Partnership) in March 2013. This followed a competitive process that commenced in 2011 in which the Council sought a private sector partner to help bring forward its regeneration priorities via the Local Asset Backed Vehicle (LABV) model.
- 5.2 The role of SUR is to offer a long-term approach to regeneration. Through the joint venture, the Council will receive a higher level of return from the disposal of assets through the joint venture route compared to a straightforward land disposal. In addition to receiving the full market value for its land the Council (because it is a 50% partner in SUR) will also receive up to 50% of the residual profit upon completion of developments.
- 5.3 Morgan Sindall Investments Limited ("MSIL") will fund the costs incurred in regards to progressing the schemes, including planning applications and detailed design. These Advance Sums represent MSIL's initial investment in SUR and are essentially a loan from MSIL to the SUR. The final land value represents the Council's investment in SUR in a similar way as MSIL's Advance Sums. Under the terms of the LLP Members Agreement, MSIL are obligated to provide further sums, so that the sums loaned by MSIL to SUR matches the final site value. Both these loans (the final land value loan note and Morgan Sindall's loan to SUR) will be repaid by SUR at the end of the development. Any surplus will then be distributed to the Council and MSIL at the discretion of the SUR Board.

5.5 SBC sites will be transferred to SUR at best value once a planning consent and a competitively tendered build price are secured with the final valuation sum to be agreed by Cabinet.

Consultation Responses

- 5.6 In accordance with Section 123 of the Local Government Act 1972 notices were published on the 23rd and 30th June in the Slough Express to provide an opportunity for residents and interested parties to register objections.
- 5.7 The notice period expire on the 27th July 2017 and the following objections have been received to date:

Interested Party	Postcode	Main Concerns	How these will be addressed

Table 1: Summary of Consultation Responses to Public Open Space Notices

Objections to be added Friday 14th July for circulation as an Addendum report comprising the completed version of Table 1 above.

- 5.8 The benefits to SBC of utilising SUR are:
 - SUR is the developer therefore the risks are shared with MSIL.
 - The Private Sector Partner (PSP), in this case MSIL, invests working capital to match the land value.
 - There is an established procurement route that complies with the OJEU procurement and SBC policy,
 - SBC receives a market land value plus a share of the development profits.
 - Quality control and consistency of product associated with the partnership.

6 Comments of Other Committees

6.1 This report has not been considered by any other committee.

7. Conclusion

7.1 SUR has made significant changes to it's resourcing and structure to ensure that it can deliver on a whole spectrum of development sites including smaller schemes. By utilising the development, planning, supply chain and construction management skills of MSIL as the Development Manager, the smaller sites are being promoted commercially within the SUR. This is reducing risk to the Council and keeping internal staffing and revenue costs to a minimum. The Council has joint control over the development process and will receive the independently verified Market Value for any land assets that are transferred in addition to an equal share in development profits.

8 Appendices

Appendix One – Site Plans for Mercian Way and Norway Drive Sites

9 Background Papers

Small Sites Development Strategy Cabinet Report – September 2015 Small Sites Development Strategy Update Cabinet Report – March 2016 Small Sites Strategy Update – Additional General Fund Sites Cabinet Report – June 2016

Asset Management Resources

Scale 1: 750



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Land Adj Mercian Rec: 0.34 Ha

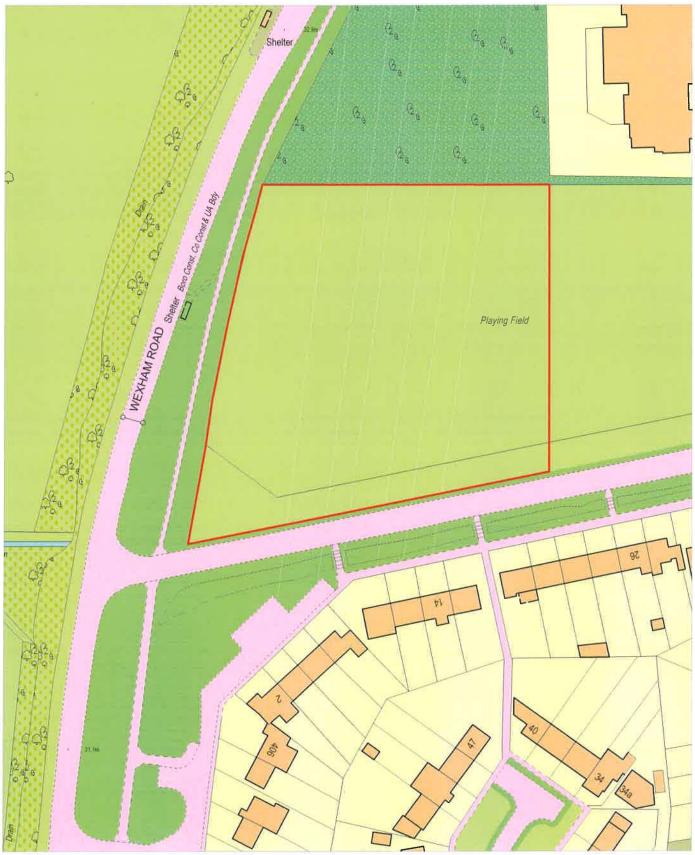


Asset Management Resources

Scale 1: 1,000

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Wexham Phase 3



SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th July 2017

CONTACT OFFICER: Charan Dhillon, Head of Facilities Management

(For all enquiries) (01753) 875945

WARD(S): All

PORTFOLIO: Councillor Munawar, Cabinet Member for Finance & Strategy.

PART I KEY DECISION

ACCOMMODATION & HUB STRATEGY 2017 - 2020

1 Purpose of Report

The purpose of this report is to share with Cabinet the councils proposed Accommodation & Hub Strategy 2017 - 2020. We seek approval to proceed with the implementation of this strategy, on the basis that each capital investment required to deliver this strategy will go to Capital Strategy Board for approval, with a full business case prior to proceeding with any financial investment.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Accommodation & Hub Strategy as set out in Appendix A be approved.

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

This report supports the 5 Year Plan through support to all local communities of all ages while maximising the council's asset base and providing an income stream that can be used to contribute towards the provision of front line services. It supports the One Public Estate programme, which will contribute in providing more integrated and efficient health and social care services.

3a. Slough Joint Wellbeing Strategy Priorities

The Accommodation & Hub Strategy will review the requirements of all services across the council, including those that aim to protect vulnerable children. This will help us to establish asset requirements that would support these teams to work more efficiently and effectively in delivering their services.

The Strategy will provide staff, visitors and residents access to 'fit for purpose' buildings, incorporating a 'One Public Estate' approach where feasible, and

enhancing wellbeing requirements. The Hub approach will support accommodation for Housing & Neighbourhood staff, enabling them to offer more accessible local services to their clients.

3b Five Year Plan Outcomes

The effective and efficient use and investment in our assets while working with our partners to provide integrated services out of our buildings, will enable us to put people first and support delivery of all outcomes in the Five Year Plan, particularly Outcomes 3 and 5. Enhancing the look, use and service provision out of our assets will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents. Slough will be an attractive place where people choose to live, work and visit.

This Strategy encourages us to listen to, and work with our communities, customers and partners. It supports us to work towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources. We will use digital technology to provide smarter services for people and businesses.

4 Other Implications

(a) Financial

There will be financial implications in implementing this Strategy. At this stage the precise costs are not yet known. Once cabinet approval is received, officers will undertake a due diligence exercise to work with partners, customers, services and suppliers to undertake more detailed analysis to establish requirements, local community need and assessment, financial evaluation, planning consent where applicable and timescales for delivery. It is proposed that each proposal for investment will come to the Council's Capital Strategy Board for approval, before any commitment to invest is made.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	No risks identified.	N/A
Property	No risks identified.	Enhance our Assets.
Human Rights	No risks identified.	N/A
Health and Safety	No risks identified.	Enhance compliance of our assets through investment, therefore reduce risk.
Employment Issues	No risks identified.	Create jobs for people to serve the communities out of these assets.
Equalities Issues	No risks identified.	N/A
Community Support	No risks identified.	Deliver local needs.
Communications	No risks identified.	N/A
Community Safety	No risks identified.	Providing community

		activities out of our assets will enhance community safety.
Financial	No risks identified.	This strategy will support income generation.
Timetable for delivery	No risks identified.	N/A
Project Capacity	No risks identified.	N/A
Other	No risks identified.	N/A

(c) <u>Human Rights Act and Other Legal Implications</u>

The report does not have any legal or human rights act implications

(d) Equalities Impact Assessment

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

(e) Property

This report supports the Corporate Asset Management Strategy as detailed in the Accommodation & Hub Strategy document.

(f) <u>Carbon Emissions and Energy Costs</u>

This report supports reduction in carbon emissions as detailed in the Accommodation & Hub Strategy.

Supporting Information

As detailed in the Accommodation & Hub Strategy.

6 Comments of Other Committees

There are no comments from other committees.

7 Conclusion

The Accommodation & Hub Strategy is a key work stream within the Asset Master Plan Board Programme. It is also directly linked to several outcomes within the 5 Year Plan, with particular emphasis on outcomes 3 and 5.

If embraced, it will reduce the Council's operating costs and provide scope to generate income while ensuring that the retained estate is energy efficient and making best use of space while maximising revenue.

The Accommodation & Hub Strategy will interlink with various other strategies and projects across the council including the closure of Landmark Place, therefore it is paramount that this Strategy is embraced and implemented promptly.

8 Appendices Attached

'A' - Accommodation & Hub Strategy

9 **Background Papers**

None.



Slough Borough Council Accommodation & Hub Strategy 2017 to 2020

Produced by Head of Facilities Management Charan Dhillon

April 2017

Growing a place of opportunity and ambition

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1. Introduction

Slough Borough Council is fortunate in having retained community and corporate assets across the borough. They differ in their size, physical condition and services offered from each site.

Following the implementation of the Accommodation Strategy Phase 1, we are now moving to Phase 2, which aims to reduce property costs by implementing a reduced desk ratio in our corporate buildings, supports income generation and empowers our staff to deliver services closer to our customers through use of technology and flexible assets. We are also implementing an energy efficiency and optimisation programme called Re-Fit, which aims to ensure that our assets are energy efficient.

At the Asset Master Plan Board Meeting in February 2017, it was agreed that the Head of Facilities Management would lead the implementation of the Accommodation and Hub Programme, which focuses on Agile Working and the Council's Hub Strategy.

This strategy is designed to map out the future plans for our corporate and community assets, supporting digital transformation and our staff in adjusting to smarter ways of working, while providing our residents with accessible services and facilities. Providing good quality neighbourhood facilities supports the Review of the Local Plan, aiming to promote 'living locally'.

New technologies are making it easier to access information remotely, work from a variety of locations and to find more flexible and efficient ways to offer services. Slough Borough Council recognises the importance of modern working practices in enabling our employees to maximise their performance in the delivery of our vision to be an enabling and entrepreneurial council.

The effective and efficient use and investment in our assets will enable us to put people first and support delivery of all outcomes in the Five Year Plan, particularly Outcomes 3 and 5:

- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.
- Slough will be an attractive place where people choose to live, work and visit

We will make this happen by:-

- We will listen to, and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximising the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses

2. Background

Phase 1 of the Accommodation Strategy which was completed in 2016 saw the councils head office St Martins Place transformed, creating a more flexible open plan working environment, introducing contemporary furniture and facilities including a Business Suite for quiet working and contemporary informal meeting furniture. We also introduced more private meeting space to support our staff and services, telephone PODs to enable staff to take private calls away from the office space and we transformed our Reception area to improve security and safety.

The enhanced use of space through more modern designs and furniture enabled the council to free up space at St Martin Place, allowing us to move other services out of buildings where investment projects were due to commence or where we were paying private landlords for space. We have also been able to lease space to our partners, therefore supporting us to generate income from this asset, enabling the council's head office at St Martins Place to be an inexpensive freehold asset.

We decanted and decommissioned The Centre, Farnham Road, transferring staff to St Martins Place and Landmark place, freeing up The Centre to enable the build of the new leisure centre to commence. We also decommissioned the main Slough Library and introduced the council's flagship The Curve building in September 2016, bringing library, registrars, adult and community learning into one venue, supported by museum pods and a new multi-purpose space Venue and Gallery, available for exhibitions.

The new Arbour Park Community Sports Facility partially opened in August 2016 introducing a FIFA accredited 3G pitch and football stands. The second phase of the construction is nearing completion and will provide further room for spectators and disabled fans, as well as hospitality facilities in the main stand.

The council has shown commitment to develop its Hub Strategy, aiming to bring a range of services together at a neighbourhood level, delivered by the council, other public sector partners and the community and voluntary sector to meet individual, family and community needs in a joined up way.

As we look to the future, the councils growing need to utilise its assets to support income generation and make us a growing place of opportunity and ambition, we recognise the need to now further develop the Accommodation and Hub programmes and therefore set out a clear strategy to demonstrate what, how and when we aim to achieve the next steps, taking into account other dependencies and projects including the One Public Estate (OPE) initiative.

The Cabinet Office has, through its Government Property Unit, a programme called the One Public Estate. The programme is now in its fourth round of funding applications and Slough, as part of a pan Berkshire bid agreed to participate. Slough Borough Council has been represented on the cross Berkshire Working Group by the Assistant Director – Assets, Infrastructure & Regeneration. The Berkshire Property Partnership comprises all the Berkshire Unitary Authorities plus representatives from Health, the Police and the Royal Berkshire Fire and Rescue Service. Slough's participation in the OPE programme will allow the Council to rationalise its assets and deliver long term savings that will reduce revenue costs thereby reducing the impact of cuts in central government funding and safeguard frontline services that contribute to wider strategic priorities.

3. Strategy objectives

The objectives of the Accommodation and Hub Strategy are summarised below:-

Corporate

- To support delivery of the Five Year plan and to meet elected Members' ambitions.
- To coordinate delivery of services with public sector partners, the community and voluntary sector to meet communities' needs.
- To help communities to do more for themselves.
- To support the transition to 'smart ways of working' helping our staff to be more agile in their working practices.
- To enhance the Council's image with its staff and the community.
- To respond to the loss of car parking facilities at Montem Leisure Centre and therefore reduce the need for officers to drive to St Martins Place, while also using the green travel plan to reduce car usage and be more sustainable.
- To increase the energy efficiency and sustainability of Council assets as well as the Council's energy self-sufficiency.

Customers

- To listen to, and work with our communities, customers and partners in helping to deliver local needs.
- Create more resilient communities.
- Enable better outcomes for our communities and residents, reducing demand on public services.
- Developing better ways of working with our communities.
- Enhance the one council approach bringing together a range of services, at a community level, to meet needs in a joined up way.
- Provide multiple public sector services for our Customers at a single site closer to their home, saving journey times and enabling easy access to services.
- Empowering and enabling our staff to deliver services closer to our customers through use of equipment, technology and flexible assets.
- In giving up traditional expectations about how we work there will be more opportunities
 to lead balanced, healthy lives whilst creating a more responsive, efficient and effective
 organisation, which will ultimately improve business performance and increase
 customer satisfaction. This will also make us a more attractive employer in terms of
 recruiting and retaining staff.

Financial

- Reduce our property costs by using IT solutions to implement a reduced desk ratio of 5:10 in our corporate buildings, freeing up space to optimise income opportunities.
- Avoid major future costs across an aging community estate.
- Provide a higher value estate more suitable to the future service delivery needs of the council.
- Aim to free up at least 700 sq. metres at SMP and completely vacate LMP.

Operational

- Improve efficient use of office space while ensuring it is 'fit for purpose'.
- Facilitate important changes to working practices.
- Introduce a new CAFM (Computer Aided Facility Management System), to improve the way we book rooms, desks and other facilities in our assets, as well as enhancing building maintenance management, overall offering greater efficiency.
- Agile working is changing the way we think about work and work places. Office space will be allocated to activities, not individuals. Managing staff performance will focus on results rather than presence.

Environmental

- We will endeavour to build to an energy efficiency standard above building regulations and/or incorporate low or zero carbon energy. Additional capital investment costs will be recouped over time through reduced running costs.
- To maximise the sustainability agenda throughout the delivery of the project.
- Develop asset infrastructure that is sustainable, cost effective and supports optimum service delivery.
- Support the Fleet Challenge Programme enabling delivery of the Carbon Management Plan by reducing carbon emissions from all Council Fleet operation, including grey fleet usage.
- Support the Re-fit Programme to enable greater energy efficiency and energy self-reliance across the Council's estate.

4. Strategy Dependencies

The Accommodation and Hub Strategy will interlink with various other strategies and projects, therefore it is paramount that the programme clearly illustrates dependencies and demonstrates how each will compliment the other, ensuring deadlines are met. This relationship is illustrated below:-



Other corporate strategies and plans supported by this Strategy include:

- Community Development Strategy
- Leisure Strategy
- Asset Management Strategy (including One Public Estate)
- Housing Strategy
- Health and Adult Social Care integration
- Slough Joint Wellbeing Strategy and any key partner strategies, particularly health
- Delivery of MTFS/Outcome based budgeting savings (including the asset challenge to reduce property costs).
- Customer Service Strategy

- Carbon Management Plan
- Local Plan

The Council is developing a Community Development Strategy, which will ensure we have a consistent and coordinated approach to working with our communities. For this to be successful the accommodation and hubs strategy will work in parallel to the community development work and ensure we continue to support and develop work in response to the following drivers:

- More resilient communities
- Better outcomes for our communities and residents
- Reducing demand on public services
- Developing better ways of working with our communities

The following key works strands within the community development agenda compliment the hubs strategy:

- One Council approach To bring together a range of services, on a thematic or at a community level, to meet needs in a joined up way.
- ♣ Central Intelligence hub enabling us to prioritise recourse by effectively using an evidentially needs led approach.

We will also use our various evidence bases to determine the need for a hub and the services to be delivered at the hub, these will include the Joint Strategic Needs Assessment and the Slough Story.

5. Accommodation Planning & Culture Change

The Council agenda will entail significant changes to the working environment, the behaviours and work styles of staff. In this sense, accommodation planning is about more than efficiency savings: it is about culture, and enabling work processes and service delivery to become agile and more effective.

The HR team are leading the culture transition element of this project, supporting officers and management teams in adapting to this change. This work has already begun with a Smart Working Policy being drafted and shared with Senior Officers to gain input and make necessary amendments. The HR service will introduce initiatives to support the culture change including Workshops and E-Learning Training programmes.

This strategy will aim to support officers in thinking smartly in their approach to working hours, location and methods that enable them to perform to a high level and to provide excellent customer service. Working styles to be adopted by the council are summarised below:

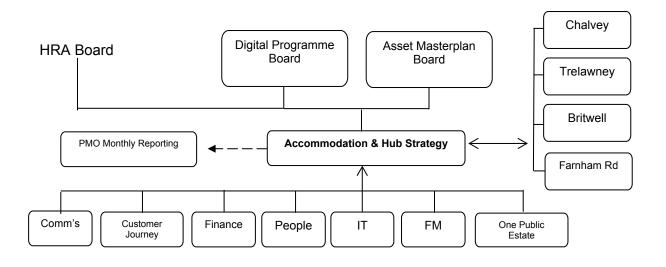
Working style	Definition
Home worker	Employees have an arrangement where their home is either their main place of work or where they work from home on a regular and established basis (e.g. part of the week, most weeks is spent
Mobile worker	working from home). Employees spend the majority of their working day based off site, perhaps on site or visiting customers at external locations. Employees may work from hot desk/hub locations and/or from home around their work commitments.
Smart worker	Employees have greater flexibility in where they work (e.g. at home, in the office or from an alternative building) due to the nature of their position and responsibilities. Work location is determined based upon the most effective location and work time.
Office based worker	The nature of the work undertaken dictates that employees must carry out their work (or the majority of their work) at council premises. This may apply to some face to face and front of house positions.

We will strive to make our buildings and officers more permeable and accessible by the community. Opportunities for co-location and shared work space for members of the public, partners and mutual organisations will form part of this strategy, with the aim to support the One Public Estate model.

It is clear that the fundamental principle of the Accommodation and Hub Strategy must be flexibility. The buildings themselves, how they are organised internally, how they connect with the community and our customers, and how they are managed must all provide the Council with flexibility.

A key factor in determining the size of the future core accommodation is driven by the demand for space required to accommodate council staff, services and partners so they can provide services to the local community.

The illustration below captures the controls of the accommodation and hub strategy programme:-



6. Strategy Requirements

Customers – We will listen and respond to the views of our communities, residents, and customers to help inform the implementation of the strategy while also delivering council outcome priorities and making our assets cost effective. Community engagement work has already started to help inform us of community needs in the Manor Park area and therefore support design of the Hub. We will work with our services to analyse community research data that will help inform local needs.

Agile Working - The Council does have some arrangements for flexible working across services, however this is not imbedded consistently across the organisation. Going forward a more flexible and consistent approach will provide both key opportunities for the Council and our customers. It is paramount that our future Hubs and office buildings offer flexible working space for staff, so they are able to work more efficiently, closer to their customers and with the right tools, especially IT.

Considerations about workplace environment and geographic location are required to conform to Equalities Act; Health and Safety Acts and modern business continuity expectations.

Desk sharing ratios - It is agreed that the Council will aim to introduce a desk share ratio of 5 desks to 10 staff (5:10) where feasible for each service area. It should be emphasised that this ratio is average across all roles in all departments. In some areas of the Council, the ratio will be higher or lower depending upon work process and job function. The ratio will be demand driven, reflecting functional requirements rather than an over-simplified single target.

The successful implementation of flexible working will require senior management support and sufficient resources across ICT, HR and Facilities Management (FM) to successfully plan and implement the roll out. The workforce being prepared and ready to embrace the new working styles required in the future is a critical success factor to the project.

Information Communication Technology - Successful delivery of the accommodation plan and flexible working requires the adoption of innovative technology solutions to enable distributed working, whereby work is undertaken in a far more fluid manner. ICT will be a key enabler of the Accommodation and Hub Strategy and of a modern, efficient and effective occupation of the core office and hub buildings.

Equalities Impact Assessment - A full Equalities Impact Assessment has been produced and discussions will be held with the Disability Forum. The project will ensure that any new or refurbished building will be fully DDA compliant. There will be ongoing review and evaluation of the Equalities Impact Assessment as the programme develops and through project implementation.

Environmental - A key objective of the project is to have beneficial impact both on the external environment and in terms of sustainability and building performance. The Accommodation and Hub Strategy will reduce the office accommodation that the Council occupies and also the need for travel by staff and thereby reducing the council's carbon footprint. Along side this project we will introduce the Fleet Challenge Programme and Car Parking Strategy, which will support the Green Travel Plan. Therefore all will compliment each other, with the key aim being to reduce need for travel using fuel cars and improve the energy efficiency and sustainability of our estate.

Energy specifications will form part of the early planning stage to ensure the council is designing its assets to an energy efficient and sustainable standard, using BREEAM (Building Research Establishment Environmental Assessment Method) to set the standards for best practice in sustainable design, so far as possible trying to achieve at least a 'Good' rating. We will use BREEAM to evaluate energy and water use, health and wellbeing, pollution, transport, materials, waste, ecology and management processes, to help us design sustainable assets.

The Digital Mail Room – The delivery and success of the digital mailroom will be paramount in delivering this project, as enabling staff to work flexibly needs to be supported by remote electronic accessibility to documents. Arvato and the SBC IT teams will lead this element of the project, with information collated as part of the data gathering exercise providing direction and priority levels.

7. The Hub Model

The Asset Masterplan Board in March 2017 agreed a hubs strategy including:

- We should refer to the buildings as 'hubs' rather than community hubs to reflect the range of services provided.
- The purpose of hubs as previously agreed by CMT should be confirmed (that is):
 - To bring together a range of services, at a neighbourhood level, delivered by the council, other public sector partners and the community and voluntary sector to meet individual, family and community needs in a joined up way.
 - o To offer a range of facilities tailored to the evidenced needs of that community rather than a single community hub solution for the borough.
 - To facilitate the council's operating model of entrepreneurial and enabling by providing a facility to enable communities to do more for themselves and progress our preventative and asset based approach, particularly re health and social care.
 - To use council assets in the most effective way consolidating assets and maximising space for community facing services and to share/reduce revenue costs by co-location with other public sector bodies.
 - To rationalise assets and where possible free up sites for housing to meet the requirements of the emergent Local Plan.
 - To deliver the council's accommodation strategy and digital strategy including providing mobile working desk space.
 - To ensure that community hubs are financially viable.
- Hubs offer a range of services.
- There should be no expectation of hub development in all parts of the borough, but that they should be considered on a needs basis, through a combination of evidenced community need and proposed usage, where opportunities arise for shared facilities with other public sector partners, particularly health, and where hubs are agreed to be financially viable.

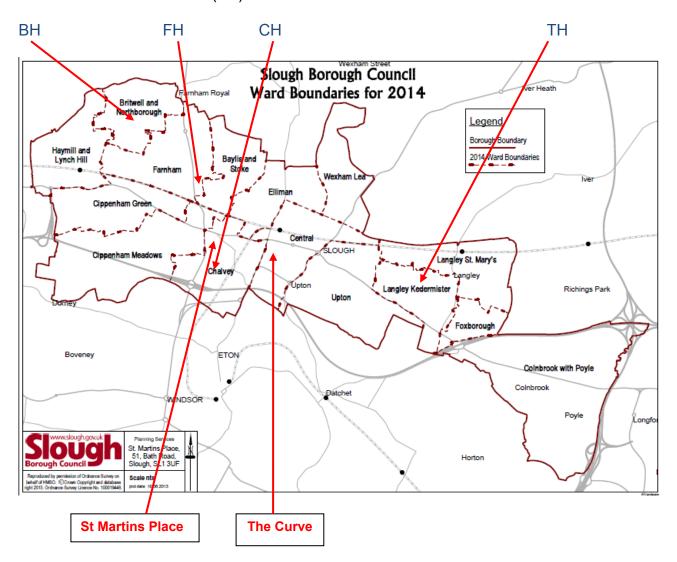
- Although hubs should mostly be places where staff touchdown for short periods of time, to meet customers or to work between appointments, some staff will be based in them, notably housing neighbourhood staff, which facilitates vacation of LMP.
- Initial proposals for hubs should be brought to the Asset Masterplan Board, via the Accommodation Programme Group, for early consideration before the development of a business case.

It is recognised that 'one size does not fit all'. Therefore what one hub may look like in Langley another Hub may look different in Britwell due to the demographics of the area and local community needs. However a typical model will commonly offer the following (as shown in *Appendix 1*):-

- Bookable Community Space for varying community activities.
- Space for partners offering community services ie NHS, CCG, Police, Fire Services etc.
- Open community space accessing reading material, computer access and other self-service library facilities.
- Hot desk facilities for SBC staff
- Desk space for some SBC services wishing to operate out of hubs to be closer to their customer
- One to one meeting rooms for use by Ward Councillors, Services with their customers or staff one to ones etc.
- Self-Service payment machines, for council tax and other council bills to be paid.
- Future proofed space that enables us to easily extend capacity and retrofit sustainable technologies, adapt space to meet the needs of growth, changing community and council needs or development of the One Public Estate. It is recognised that as a council we are well on the journey to deliver our Hub Strategy, however unfortunately our partners are delayed by various uncontrolable factors. As the council has an appitite to progress and deliver its Hub Startegy, by creating future proofed space that will easily allow us to extend, we can still support the One Public Estate initative as well as future changing needs.

The councils Asset Master Plan Board have agreed on 7th March 2017 that the following assets will be considered as the council's future leading Hubs (locations shown on the map below). However, it should be noted that at this stage these are proposed and subject to more detailed analysis, local community need assessment, financial evaluation and planning consent:-

- 1. Chalvey Hub (CH)
- 2. Britwell Hub (BH)
- 3. Trelawney Hub (TH)
- 4. Farnham Road Hub (FH)



8. Hub Services & Cost Analysis

Hub	Present Annual Running Cost	Present Annual Income	SERVICES & ORGANISATIONS TO OPERATE FROM HUB	Estimated Future Running Cost	Estimated Future Income & Sources	Estimated Capital Invest/Build Cost (We will seek to obtain a contribution to the build cost from partners wishing to occupy space).
Britwell Hub	£191,000	£80,000	 Libraries Council Tax Payment Machines Housing Neighbourhood Teams Children Services Contact Centre Hot Desks for SBC Staff. Recycled Teenagers Community Activity Space and Rooms NHS Doctors Surgery. 	TBC – More detailed analysis to be done following confirmed designs/works. The building is going to increase by roughly 1/3. So at present running costs could increase to £260,000.	TBC – More detailed analysis to be done following confirmed agreement with Non-SBC services. Rental income from GP tbc. The GP will cover running cost for the proportion they occupy.	£3 Million
Chalvey Hub	£130,000	£100,000	Self Service Library Facilities Self Service Council Tax Payment Machines Hot Desks for Council Staff Community Activity Space and Rooms Partners – i.e. NHS	TBC – More detailed analysis to be done following confirmed designs/works. This hub option is at the early stages of discussion with the EFA.	TBC – More detailed analysis to be done following confirmed agreement with Non-SBC services. Income stream from NHS locating services here from Upton Hospital.	£3 Million The EFA will fund a 'replacement'' community centre. Any additions to existing facilities i:e doctor's surgery, will need to be funded by the Council.
Trelawney Hub	New Build N/A Cost of Langley Library - £62,000	New Build N/A No Income from Langley Library	 Self Service Library Facilities Self Service Council Tax Payment Machines Housing Neighbourhood Teams Hot Desks for Council Staff Community Activity Space 	TBC – More detailed analysis to be done following confirmed designs/works	TBC – More detailed analysis to be done following confirmed agreement with Non-SBC services. Dependent on model. Capital	£3 million Dependent on model. Council could develop whole or part site.

				and Rooms Partners – i.e. NHS		receipt from developer or rental income from NHS/CCG and residential development	
Farnham Road Hub	N/A	N/A	•	Self Service Library Facilities Self Service Council Tax Payment Machines Hot Desks for Council Staff Community Activity Space and Rooms Partners – i.e. NHS	TBC – More detailed analysis to be done following confirmed designs/works	TBC – More detailed analysis to be done following confirmed agreement with Non-SBC services. Income from GP Surgery tbc. Will cover running costs. Scheme likely to have residential element above.	£12 million

8.1 Reason for choosing these Assets

The council intends to retain all other Community Centres and it is proposed that they remain operating as at present as specified below:-

- Manor Park A community consultation was carried out in March 2017, including consultation with existing users. In addition to this engagement with partners such as the CCG, NHS, Police etc. has also been ongoing to promote the One Public Estate programme. The community consultation identified that the community centres are important to the local residents for community use. The community is happy to utilise the existing assets as long as local community activities are offered to them, while the two main groups (the Early Years Nursery and the Ujala Foundation) continue to offer the community the service that they do at present and potentially expanding these activities. The One Public Estate work and liaison with Neighbourhood SBC Services has demonstrated that these services have no desire to be located in the Manor Park area. For this reason, it is recommended that the council do not transform this site into a Hub as this would not be cost effective, however that we refurbish the existing assets to ensure Health & Safety compliance and good use of these assets. This will enable the council to enhance the offer to the local community from these centres.
- Langley Pavilion, Langley We have a long term lease with Sea cadets in this building. The asset is held in a trust which means the council is limited in what we do with this asset. As we are developing a Hub in Trelawney, there would be no justification to also convert the Langley Pavilion into a Hub. The proposed Trelawney site has land which belongs to the council and has interest from the

NHS, Clinical Commissioning Group (CCG) and Thames Valley Police, therefore this is an opportunity for the council to accommodate a Hub facility w8hile also generate income.

- Upton Lea, Wexham This site allows for limited development due to the overhead electric pylon overarching the asset/land. There is also limited scope for expanding the footprint due to the surrounding schools.
- Westfield, Colnbrook This asset occupies little land and is not very accessible.
- Weekes Drive, Cippenham No community or council need has been expressed for a Hub in Cippenham. However with Chalvey Hub in very close vicinity of Weekes Drive, it is unlikely to be beneficial to locate an additional Hub so near by. This site is also linked to the School Expansion Programme, therefore it would not be advisable to allocate this asset as a Hub at this present time.
- Cippenham Centre, Cippenham No demand has been expressed for a Hub in this location. A previous report was produced which evidenced that there was no demand or financial business case to justify locating a Hub on this site. This site is also presently operating with reasonable financial income, covering all building running costs using income from the asset, while offering services including an Early Years Nursery for the local community.

8.2 Selected Hubs Business Case and Progress to Date

8.2.1 Britwell Hub

This Community Centre is presently operating with the greatest loss of more than £100k. The NHS, CCG and HRA have expressed a desire to have a presence in this location. Therefore there is an opportunity for the council to redesign the existing space and expand the asset to support income generation and off set building running costs, while freeing up other local sites for housing regeneration.

Proposal – To extend the existing building to accommodate the GP and Clinic currently based on the opposite side of Wentworth Avenue. The extension will be in 2 Phases. The 1st phase will see the creation of a new Children's Trust wing, to the rear of current wing. The 2nd Phase will be an extension of the southern wing and refurbishment of the former Children's Services wing to create a doctors surgery.

Services – GP/Health clinic. It is envisaged that all existing services will continue (Children's Services, Library, My Council and community hire space). As part of this work, a review will be undertaken to redesign existing space to enable SBC services to also use space in this building as required i.e. Neighbourhood Services.

Timescale – It is anticipated that construction will complete March 2020. The current hurdle is getting the GP/Clinic sign off so a rent can be set on the GP Space. Once this has been set we will know if we have a business case.

Income/Cost – Income is yet to be set from the GP. Current project estimate is just under £3m plus SUR fees. However we will seek to obtain 50% funding from partners wishing to occupy this space.

Car Parking – Parking to be discussed with planning. On site parking will be utilised by staff where possible. Subject to planning, overflow and clients may be required to use on street parking.

8.2.2 Trelawney Avenue Hub

The council is fortunate to own the former Merrymakers Public House, Garages, a Car Park and Housing Units 313 – 323. This combined space offers a good opportunity for partners to utilise space with the council to offer a hub facility to the local community.

Proposal/Services – To create a Health led Hub. To relocate the GPs currently based at Willow Parade, High Street Langley to Trelawney Avenue. The hub will be in 2 parts. One part will be the doctor's surgery, dentist, and pharmacy with flats above. The second part will be SBC Community Hub.

The land for the health hub will be sold to and developed by the current landlord of the GP. The GP is tied into a circa 20 year lease and the CCG will not support another GP in the area.

The Community Hub will be retained by SBC and will contain a community hall, Neighbourhood Services, Adult Social Care, Library and Police Services.

The proposal will see the vacating of the current Langley Library.

Timescale – Construction completed by December 2019

Income/Cost – The income/cost of the Community Hub are not yet known. However the proposal will require the acquisition of the site from HRA (£2.2M for the health hub and £500k for the community hub).

The SUR have been instructed to begin working on a Plan B. The developer of the Health Hub is having difficulties with the feasibility, which has led him to add more flats onto his area of site. The Planners have already expressed concern that we are trying to get too much on site and there is a high risk that the pre application advice might prove this to be unworkable. The SUR brief is to look at a similar scheme as above, but with general clinical space as opposed to a GP.

Car Parking – Will be planning requirement.

8.2.3 Farnham Road Hub

The NHS and CCG are interested in building a medical led hub on the Rotunda site, which is owned by the council. This will consolidate various GP practices, offer services from Upton Hospital and offer SBC Services. At present this site is leased to Haybrook College, therefore to progress this hub the council would need to provide alternative accommodation for these occupants.

Proposal – The CCG are keen to progress this site as a priority. They see this as the main means of freeing space at Upton and have stated that they looking at the potential of a 30,000 sq. ft. facility that will combine up to five GP practices and NHS Services. The

SUR will be asked to assess feasibility of this site. The creation of a hub on this site is dependent on getting the Rotunda vacated. This requires construction of new facility. Need to explore putting residential accommodation above part of the new building.

Services - GP Surgery and Council services TBC

Timescale – Construction to be completed January 2021.

Income/Cost - Not yet known

Car Parking – Will be planning requirement.

8.2.4 Chalvey Hub

The Education Funding Agency has expressed a desire to build a, all through school on this site. Therefore there is an opportunity for the council to enhance the present facility while meet the needs of the local community through offering additional school places and consolidating services from Upton Hospital, supporting the One Public Estate Strategy.

Proposal – The existing community centre will be demolished to make way for SASH2 (school). As part of the agreement with EFA, the EFA will build a new centre on site. The EFA will only build like for like. The CCG have expressed interest in relocating NHS services into the new Chalvey Hub (most likely to be paediatric services), but will not include GP services. If the Council wishes to include accommodation for partners, residential, etc., then it will have to cover the development costs for this additional space itself.

Sash 2, is greatly dependent upon overcoming flood risk issues via the Planning process.

Services – Services are likely to be replicated, however a review of options for relocating some health services from Upton Hospital, residential homes for keyworkers along with space for Housing Services will be undertaken.

Timescale – It is anticipated that this is delivered by September 2020.

Income/Cost – The EFA will fund up to what is already on site. The Council will need to cover costs for any new/additional facilities. Potential income is not yet known.

Car Parking – Will be planning requirement.

9. Data Gathering – Due Diligence

As part of the due diligence and in order to inform the strategy of key requirements by services and customers, a data gathering exercise will be lead by the Head of Facilities Management with the support of Arvato and SBC IT.

The aim of this exercise will be as follows:-

 Agree relocation of services out of Landmark Place. To date the following is known:-

- Presently Housing & Neighbourhood teams occupy about 155 desks at LMP.
- 40 Neighbourhood staff will move out of LMP in December 2017 and move to the new RMI providers' offices in Slough.
- The Neighbourhood Service has expressed a desire to develop HRA assets to temporarily meet the hub need. These will accommodate staff from LMP. Facilities Management is presently working with the Neighbourhood Team to deliver these developments.
- Neighbourhood teams have expressed a desire to have a presence in Britwell Hub and Trelawney Hub.
- Housing Services would like space at SMP.
- Council Tax Payment can be made via self service terminals at the Hubs, online or on the phone. However the Council needs to agree if a retail presence is required in the Town Centre and if so size of potential space, therefore enabling us to assess available options.
- The Licensing Team currently based at LMP have six desks for their officers. They also use an additional three tables for their 3 printers and a scanner. They have a large amount of storage (7 tall cabinets and 2 small cabinets). The service has a requirement for a dedicated interview room due to the number of clients they meet and they require visitor parking for their mini cab drivers. It is also a desire for the service to be centrally located where it is easily accessible for customers and where cash pay in facilities are available. Some options to explore with this service include the Digital Mail Room and the support of the digital transformation strategy to enable easier payment processes for their customers. However it is appreciated that this would require effective communication and support in changing culture with their clients.
- There is high demand for the IT training room presently located at LMP, to be relocated after LMP closes. There is already an IT training room in The Curve, which is used for Adult Learning. There is also an option to design an IT training room into the Britwell Hub design. In addition to this, a majority of our main buildings have Wi-Fi installed in them, therefore there is an option to undertake IT training using laptops in any meeting room in all buildings fitted with Wi-Fi. This will be explored in greater detail during the data gathering exercise, ensuring that the most effective solution is delivered.
- Agree the requirements of the One Public Estate (demand from our partners who
 may wish to utilise the Hub Strategy to co-locate with the council, to offer multiple
 services to the local community out of our assets). There is an objective to transfer
 NHS services out of Upton Hospital into the local community. Therefore there is an
 opportunity to work with the NHS to support this initiative. Work has already
 commenced and is being lead by the Director of Adult Social Care and the Assistant
 Director, Assets, Infrastructure and Regeneration. This project will feed necessary
 data into the Accommodation and Hub Strategy.

• There will be opportunity to explore how the council may wish to utilise St Martins Place to generate income, as the transformation to a smarter working culture enables our staff to be more agile and occupy less fixed desk space and therefore free up valuable space. Once the data gathering exercise has been completed and we move further into the project to confirm exactly how much space will be freed up, a detailed analysis will be undertaken to confirm income. However to date the following is known:-

Advantages -

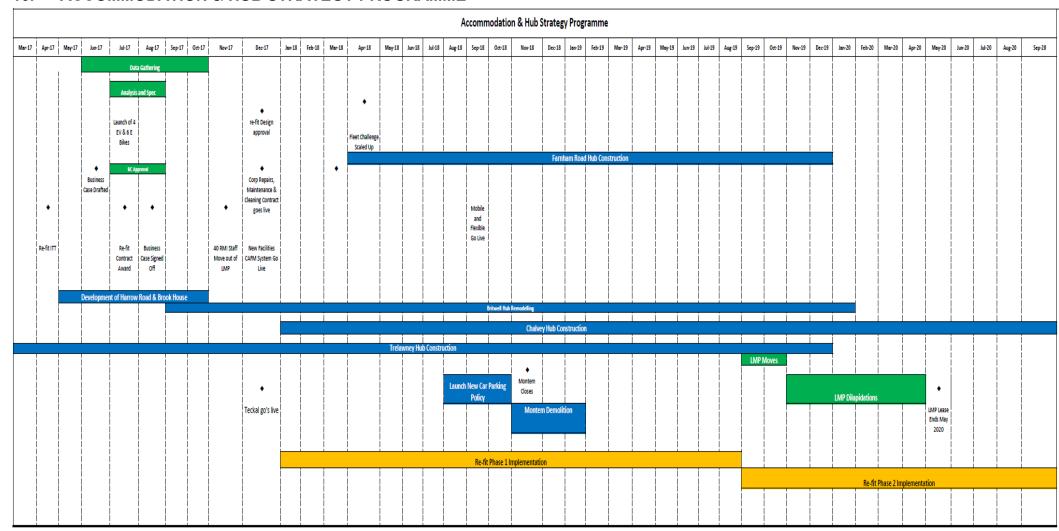
- SMP is within walking distance of the town centre
- The merits of SMP wings is that we are able to offer open plan accommodation on a single floor with flexibility to include existing furniture in the agreement
- On this basis, and that of the competition, agents have recommended quoting a headline rent of £17.50psf exclusive.
- We would anticipate that we will need to consider a rental void of at least 6-12 months and a tenant package that would need to reflect a rent free period of up to 12 months for every 5 years of tenancy (without break).
- Therefore on this basis £17.50 on a term of 5 years with 12 months rent free the rate psf equates to say £14 psf.
- The above represents part floor only generally the larger the space the less the rate per sq. ft. is achieved.
- o If the vacant space is not let privately, the council could review transferring other services from satellite buildings to create savings from expenditure on assets. There is also likely to be a requirement to accommodate some Housing staff and Licensing from LMP, therefore the saving from not having to procure additional assets to accommodate these services will naturally generate savings from LMP.
- There will be opportunity to let space to our partners, who may welcome being located in offices with the council, therefore commercial letting may not be required. The CCG have expressed a desire to occupy one full wing at SMP, therefore this will off-set further building running costs while generate income for the council.

Disadvantages

- The council offices may not be an attractive let to private organisation taking into account some of the challenging customers that visit the council offices.
- o Competition from other local offices waiting to be let will pose a risk.
- The above package is only likely to be attractive if car parking is offered. However with the council aiming to reduce demand on car parking due to future plans with the Montem site, this may not be possible.
- The data gathering exercise will entail meetings with each service area to establish the following:-
 - IT Requirements Service needs in order to work more smartly and aim to reduce desk occupancy to 5:10. What kit is required? This exercise will be used to demonstrate different types of kit that can be offered and therefore we will aim to encourage agreement on solutions i.e. Laptops, IPads, Phones etc.
 - Digital Mail Room Requirements what amount and type of documents are still being stored in hard copy and why. Enabling services to store documents electronically will enable more flexible working, as officers will be able to access documents from whichever location they work.

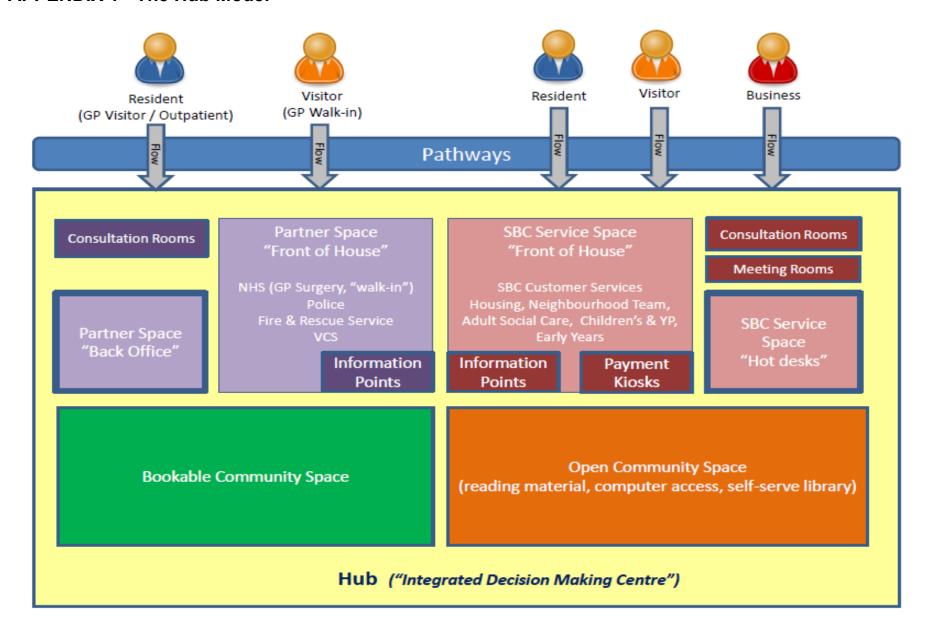
- If services would like to utilise the Hubs to meet with customers or work out of the assets. What type of space can services benefit from in the Hubs and how will this support a reduction on desk space demand at St Martins Place. This in return will support space planning of each Hub. For example, to date we are aware that Adult Social Care would like facilities to operate out of Trelawney, Britwell and Farnham Road Hubs. The precise requirement once received, will be built into the design of these assets as well as cost and income analysis.
- Potential services that can be offered from the Hubs and benefits to the local community i.e. at Manor Park there is a demand for Early Years nursery, therefore extending the present provision will benefit the local community while offering the council increased income.
- What training and support services teams would like to help transform the way they work and adapt to the new culture.
- Physical Storage and Locker requirements.
- Establish the needs of our partners i.e. The Children's Trust.
- Establish the requirements of the Council's Customer Service Strategy, so the needs of customer are built into the design of each asset.
- Review Desk Usage data at SMP and LMP.
- Review the requirements of the Health & Safety at Work Act and consult with our H&S colleagues to ensure full requirements are met in designing space, provision of ICT and equipment in any place of work including the hubs, people's homes and offices.
- Consult with our Planning and Building Control colleagues as required in assessing options appraisals for each hub. Also take into account the Fire Safety requirements.
- Confirm the revenue expenditure, income and capital expenditure of each Hub.

10. ACCOMMODATION & HUB STRATEGY PROGRAMME



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APPENDIX 1 - The Hub Model



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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE**: 17th June 2017

CONTACT OFFICER: Catherine Meek, Head of Democratic Services

(For all enquiries) 01753 875011

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Munawar

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 endorsed.

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:

- 1. Protecting vulnerable children
- 2. Increasing life expectancy by focusing on inequalities
- 3. Improving mental health and wellbeing
- 4. Housing

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' - Current Notification of Decisions – published 16th June 2017.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 JULY 2017 TO 30 SEPTEMBER 2017

Date of Publication: 16th June 2017

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.

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 of the report on the Council's website.

Af 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:

Urban Renewal

Leader of the Council - Finance & Strategy Councillor Munawar Health & Social Care (& Deputy Leader) Councillor Hussain Children. Education & Families Councillor Bedi Digital transformation & Customer Care Councillor Sharif **Environment and Leisure** Councillor Bal Councillor Ajaib Housing Regulation and Consumer Protection Councillor Arvind Dhaliwal Councillor Matloob Transport and Highways

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.

Councillor Ajaib

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?

Notice 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.

Cabinet - 17th July 2017

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
Monthly Financial Update To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None	√	
Statutory Service Plans To recommend to Council the Statutory Service Plans (SSPs) in relation to Food Safety Service; Health and Safety Service; and Trading Standards Service in Secondance with the requirements laid down by external agencies.	R&C	All	All	Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912	-	None		
SBC Annual Report 2016/17 To provide a report on the Council's progress against the outcomes in the Five Year Plan for 2016/17.	F&S	All	All	Dean Tyler, Head of Policy, Partnerships & Programmes Tel: (01753) 875847	-	None	1	

Portfolio Key – F&S = Finance and Strategy, DT = Digital Transformation, E & L = Environment and Leisure, CEF = Children, Education & Families, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, HO = Housing, UR = Urban Renewal

Accommodation & Hub Strategy 2017-2020 To consider the Accommodation & Hub Strategy 2017-2020 which is designed to map out the future plans for the Council's corporate and community assets, support digital transformation and smarter ways of working, while providing our residents with accessible services and facilities.	F&S	All	All	Charan Dhillon, Head of Facilities Management Tel: 01753 875945	-	None	1	
Heart of Slough NW Quadrant Update Further to the report to Cabinet on 18th April 2017, to consider an update on the redevelopment of the NW Quadrant site including progress on the preferred route for the private sector delivery partner.	UR	Central	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	V	Yes, p3 LGA
Wexham Phase 3 and Land Adjacent to Mercian Way To re-affirm the granting of options to Slough Urban Renewal over two General Fund sites comprising Public Open Space having consideration to the responses received to public notices in the local paper.	UR	Cippenham Green; Wexham Lea	All	David Martin, Principal Asset Manager Tel: 01753 875208	-	None	V	
References from Overview & Scrutiny To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		

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Notification of Forthcoming Decisions	F&S	All	All	Catherine Meek, Head of	-	None	
To endorse the published Notification of Decisions.				Democratic Services Tel: 01753 875011			

Cabinet - 18th September 2017

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
Monthly Financial Update To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None	\checkmark	
To receive the latest performance information for the period between April – June to 2017 including and the Council's Balanced Scorecard and Gold Project updates.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None	V	
Treasury Management Strategy Update To receive an update on the performance against the Treasury Management Strategy, as approved by Council in February 2017.	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None	√	

Portfolio Key – F&S = Finance and Strategy, DT = Digital Transformation, E & L = Environment and Leisure, CEF = Children, Education & Families, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, HO = Housing, UR = Urban Renewal

References from Overview & Scrutiny To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
Notification of Forthcoming Decisions To endorse the published Notification of Decisions.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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