

Date of issue: Wednesday 6th September 2017

MEETING:	OVERVIEW & SCRUTINY COMMITTEE (Councillors Sadiq (Chair), Chahal (Vice Chair), Chaudhry, N Holledge, Parmar, Rana, Sarfraz, A Sandhu and R Sandhu)
DATE AND TIME:	THURSDAY, 14TH SEPTEMBER, 2017 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	SHABANA KAUSER 01753 787503

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

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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CONSTITUTIONAL MATTERS

1. Declarations of Interest

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

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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|----|--|-------|-----|
| 2. | Minutes of the Last Meeting held on 13th July 2017 | 1 - 6 | |
| 3. | Action Progress Report | 7 - 8 | All |

SCRUTINY ISSUES

- | | | | |
|-----|---|---------|-----|
| 4. | Member Questions

<i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i> | | |
| 5. | Progress Report on Implementation and Development of Key IT Projects | 9 - 14 | All |
| 6. | Housing Strategy - Theme 1: New Housing Supply | 15 - 24 | All |
| 7. | 5 Year Plan: Outcome 5 | 25 - 30 | All |
| 8. | Review of Obesity in Slough | 31 - 78 | All |
| 9. | Financial Update - To Follow | | All |
| 10. | Quarter 1 Performance 2017/18 - To Follow | | All |

MATTERS FOR INFORMATION

(The Committee will consider any reports marked to be noted/for information and determine whether future scrutiny is considered necessary: maximum of 5 minutes allocated).

- | | | | |
|-----|--|---------|-----|
| 11. | Forward Work Programme | 79 - 84 | All |
| 12. | Members Attendance Record 2017/18 | 85 - 86 | All |
| 13. | Date of Next Meeting -16 November 2017 | | |

Press and Public

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Overview & Scrutiny Committee – Meeting held on Thursday, 13th July, 2017.

Present:- Councillors Sadiq (Chair), Chahal (Vice-Chair), Chaudhry, N Holledge, Parmar, Rana, Sarfraz and A Sandhu

Apologies for Absence:- Councillor R Sandhu

PART I

7. Declarations of Interest

None were declared.

8. Minutes of the Last Meeting held on 13th June 2017

Resolved – That the minutes of the meeting held on 13th June 2017 be approved as a correct record.

9. Action Progress Report

Resolved – That details of the Action Progress Report be noted.

10. Member Questions

None received.

11. Thames Valley Transactional Services Centre Annual Report: March 2016 - April 2017

The Committee were provided with a strategic overview of arvato's performance in delivering the Thames Valley Transactional Services contract for the period April 2016 –March 2017. Members were informed that arvato had sought to streamline processes to implement contractually agreed service improvements whilst securing a step change in performance year on year. The partnership directly supported the Council's medium term financial strategy through prioritising the collection of revenues whilst ensuring that benefits continued to reach the most vulnerable members of the community in an efficient and timely manner.

Jason LaRoche, Key Account Director, arvato, delivered a presentation, highlighting a number of key points including:

- *arvato's continued growth in Slough:* Head Office activities fully embedded at the site on Farnham Road, with a number of companies operating from here including BMW, Zara, Renault and Telefonica (O2) Smart Homes Customer Services.
- *Apprenticeship Commitment:* A total of 14 apprentice positions were filled for Year 5 of the contract, which was ahead of the set target of 9. It was anticipated that arvato would continue to run ahead of annual

Overview & Scrutiny Committee - 13.07.17

targets set for apprenticeships as operations in Slough continued to expand. Commitment to the scheme had been recognised on a national level, with arvato named within the Top 100 Apprenticeship Employers 2016 and also Top 100 Employers for School Leavers. Approximately two-thirds of the trainees had moved into full time roles, with a promotion rate of 62% for those that became permanent employees, which was above the national average of 23%.

- *Slough Jobs and Engagement:* Approximately 100 staff were TUPE'd successfully as part of the procurement process on existing terms for Phase 1 services and a further 98 as part of Phase 2. Arvato continued to sponsor the Slough Business Awards and were Members of the Thames Valley Chamber of Commerce and Slough Business Community Partnership.
- *Council Tax and Business Rates Collections:* Despite the specific challenges in Slough, collection rates continued to improve and the gap was being closed to national comparators. £13m more per year was now being collected compared to 2013/14.
- *Customer Services:* All annual 2016/17 Key Performance Indicators had been met with a focus on 'Front of House' leading to reduced year on year longest waiting times.
- *The Future:* The Council and arvato were working closely on several significant activities such as the Environmental Services DSO, the Repairs, Maintenance and Investment (RMI) provision, new agile working practices and digital transformation.

Members raised a number of issues during the course of the ensuing discussion including the challenges, performance weaknesses and overall value for money to local taxpayers during the first five years of the contract. Officers and arvato representatives responded by highlighting a number of key successes and achievements. Asked whether the report and presentation provided a sufficiently critical overview of performance, Members were given assurance that the information provided was a fair and honest perspective of the progress made. It was recognised that there were challenges, for example continuing to improve Council Tax and Business Rates collection rates and the impact of major projects such as the set up of Slough Children's Services Trust, RMI and developing a new CRM system on the day to day delivery of services. In terms of value for money, it was noted that the contract had a set price arrangement and performance had been improved in a number of areas by benefitting from arvato's private sector expertise.

The Committee also discussed the performance management arrangements to ensure arvato was sufficiently accountable. It was responded that the key performance indicators were clearly set up to monitor performance and these were agreed with the Council. Services were subject to the regular internal audits and the findings reported to the Audit & Corporate Governance Committee.

Other issues discussed included aged debts, write off processes and future developments. In view of the significant future activities such as the new RMI

Overview & Scrutiny Committee - 13.07.17

contract, Environmental Services DSO, digital strategy, ICT platform modernisation and a new unified telephony solution it was agreed that a progress report on these issues be brought to the Committee in September. Members also requested that future reports to include more detailed information relating to challenges and weaknesses identified in delivering the contract. The report was then noted.

Resolved –

- (a) That details of the Annual Report be noted.
- (b) That the Committee receive a Progress Report in September 2017 on the implementation and development of Key Projects.

12. Performance and Projects Report: Quarter 4 2016/17

The Committee considered a report that set out the latest performance information for the 2016/17 financial year including the corporate balanced scorecard indicators and update on major projects.

Sixteen performance indicators had been assigned a RAG status during the period, of which two were rated 'red' – the prevalence of children with 'excess weight' at the start of primary school and the prevalence of children with 'excess weight' at the end of primary school. Members expressed concern about the apparent lack of progress on childhood obesity despite the range of actions undertaken in recent years. It was noted that there were significant health and diet related programmes in schools as well as activities in parks with schools, children and families including the installation of numerous green gyms. Members queried the usage and publicity of initiatives and it was agreed that information regarding footfall/usage of green gyms installed in public parks to be circulated to the Committee and that the communications team ensure that any future Council initiatives relating to childhood obesity were well publicised. The Committee would consider a report at its next meeting in September to scope the remit of a potential Task & Finish Group on childhood obesity to seek to change the 'red' RAG status. More generally, it was agreed that future reports include more information about the financial impact and measures taken to address those projects that were given a 'red' RAG status.

A Member queried why the outcome measure on safeguarding children did not have a specific target set. The reasons were explained and was noted that each Child Protection Plan was tailored to meet individual needs and included set measures that were appropriate to the child's circumstances.

The progress of key projects was reviewed and the success of the LED Street Lighting and Fleet Challenge programmes was noted. There were some issues relating to the budget and timescales of major transport schemes, however, it was reported that action had been taken to address any issues since the end of the reporting period. Members requested that further details

Overview & Scrutiny Committee - 13.07.17

relating to potential budget impact regarding delays in the Slough Major Transport Schemes to be circulated to Committee Members.

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, be noted.

13. Financial Report - Final Outturn 2016-17

A report was considered that provided the Committee with the final outturn figures for the 2016-17 financial year. It was reported that there had been a General Fund underspend of £0.026m; a surplus of £0.546m in the Housing Revenue Account (HRA); and that 84% of the £133.8m capital programme had been spent.

The Committee asked a number of questions and made observations about the impact of using one off income from Slough Urban Renewal to support the revenue budget and the value for money provided to housing tenants arising from the HRA surplus. It was responded that the SUR income had made a significant contribution to the revenue position this year which helped to balance the budget despite some significant pressures in some service areas and a higher savings requirement than for the current year. In relation to the HRA, the Committee was reminded that the budget was ringfenced and the surplus would remain within the HRA, not transferred to the General Fund. A question was asked about the capital programme and the Committee was informed that it was normal for there to be delays and year on year variances to some projects, but the slippage of 16% was a significant improvement on historic levels as a result of the management action taken.

The financial implications of the forthcoming proposed Senior Management Restructure was discussed. The Committee requested that details about the potential impacts of the reorganisation be provided including whether it was anticipated to achieve savings or if the exercise was cost neutral. Other issues raised included the adult social care budget for 2017/18 and the 198% variance in capital spend on the IT Infrastructure Refresh. It was agreed that further information would be provided to the Committee on the slippage in implementing this project.

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

Resolved – That details of the final outturn for the financial year 2016/17 be noted.

14. Five Year Plan - Outcome 3

A report was considered that summarised the key actions being taken under Outcome 3 of the Five Year Plan – “Slough will be an attractive place where

Overview & Scrutiny Committee - 13.07.17

people choose to live, work and visit.” The Committee was asked to decide the key areas to be reported in more detail at a future meeting.

It was noted that the actions involved delivery by the Council with the strong engagement of a wide range of other partners. After discussion, it was agreed that a more detailed report be considered by the Committee in January 2018 focused on the following key actions:

- Key Action 1 – Work with members to conduct a residents survey on perceptions and combine with other survey data to create a clear understanding of peoples’ current perception of Slough.
- Key Action 3 – Work to promote Slough as an attractive, safe and vibrant place with opportunities for all.
- Key Action 4 – Work with SBC teams and stakeholders to enhance and promote Slough’s open space, leisure, arts and culture, residential and visual offer and identify strategic location improvements.
- Key Actions 7 & 8 – Work with Members, partners and community groups to strengthen local cohesion and resilience; and work with partners to ensure that children and vulnerable people are protected (Child Sexual Exploitation and Trafficking).

Resolved –

- (a) That details of the report be noted.
- (b) That the Committee consider at it’s meeting in January 2018 key action areas 1, 3, 4 and 7 & 8 (combined) in further detail.

15. Forward Work Programme

The Scrutiny Officer introduced a report which set out the proposed work programme for the Committee for 2017/18. The following amendments and additions were agreed:

September 2017

- arvato Progress Report
- Housing Strategy - Theme 1 (Supply of New Homes)

November 2017

- Economic Strategy (Update from Town Centre discussion)

January 2018

- Five Year Plan: Progress Report on Key Action Areas

Resolved – That the Forward Work Programme as at Appendix A to the report be agreed, subject to the above amendments.

16. Attendance Record

Resolved – That details of the Members Attendance Record be noted.

Overview & Scrutiny Committee - 13.07.17

17. Date of Next Meeting - 14th September 2017

The date of the next meeting was confirmed as 14th September 2017.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.41 pm)

ACTION PROGRESS REPORT

12th January 2017

Minute:	Action:	For:	Report Back To: Date:
50	Re: Environmental Services Teckal Company. Further reports would be provided to Members on other aspects of the insourcing in the coming months.	Environmental Strategy & Governance Manager	OSC As appropriate

9th March 2017

Minute:	Action:	For:	Report Back To: Date:
71	Anecdotal evidence had shown that the town centre has seen an increase in footfall since the opening of The Curve in September 2016. However, this was queried and a Member requested that footfall activity statistics be provided relating to visitors at the previous library site, for two years prior to the opening of the Curve, which would allow a meaningful comparison to be made.	Town Centre Manager	OSC As appropriate

13th July 2017

Minute:	Action:	For:	Report Back To: Date:
5	Resolved – That the Committee receive a Progress Report in September 2017 on the implementation and development of Key Projects. Future reports to include detailed information relating to challenges/weaknesses identified in delivering the contract.	arvato Partnership Manager	OSC 14 th September 2017

6	Information regarding footfall/usage of Green Gyms installed in Public Parks to be circulated to the Committee.	Performance Manager	OSC 14 th September 2017
6	Details relating to potential budget impact regarding delays in the Slough Major Transport Scheme to be sent to Committee Members.	Section 151 Officer	OSC 14 th September 2017
6	Future reports to include financial impact and measures taken to address those projects that were given a Red RAG status.	Section 151 Officer	OSC 14 th September 2017
6	Communications Team to ensure that any future Council initiatives relating to Childhood Obesity were well publicised.	Communications Team	OSC Ongoing
7	Members requested information relating to the 198% slippage on the implementation of the IT infrastructure refresh.	Section 151 Officer	OSC 14 th September 2017
7	The Committee requested that details about the potential financial impact of the reorganisation be provided – whether savings were likely to be achieved or if the exercise was cost neutral.	Section 151 Officer	OSC 14 th September 2017

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee
DATE: 14th September 2017
CONTACT OFFICER: Roger Parkin – Interim Chief Executive
(For all enquiries) (01753) 875207
WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

PROGRESS REPORT ON IMPLEMENTATION AND DEVELOPMENT OF KEY IT PROJECTS

1 **Purpose of Report**

The purpose of this report is to provide Overview and Scrutiny Committee members with a Progress Report on the implementation and development of key IT projects as requested on 13th July 2017.

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

The committee is requested to note the progress made to date on the implementation and development of key IT projects.

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

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

The services in scope of the Thames Valley Transactional Services partnership with Arvato link to the overall effectiveness and efficient running of the council. For all services in scope, Arvato have sought to streamline processes and implement service improvements whilst securing a step change in performance year on year. The Partnership directly supports the Council's medium term financial strategy through optimising and prioritising the collection of revenues whilst ensuring that benefits continue to reach our most vulnerable members of the community in an efficient and timely manner. The overarching aim of the partnership continues to support all of the Council's priorities

3b **Five Year Plan**

As part of the annual contract review, KPI's are regularly reviewed and service priorities are realigned to ensure that outcomes identified in the 5 year plan are considered in line with the contractually agreed targets. Directorate specific projects relating to service specific requirements are subject to ongoing scoping and discussions with Arvato as business needs arise.

Arvato IT Service and infrastructure is a key component in achieving the Council's Digital vision as IT underpins all service areas.

4 **Other Implications**

(a) Financial

There are no direct financial implications of this report

Arvato IT Services are provided on a fixed cost basis (plus RPI) and forms part of the Council's Unitary charge.

Projects are delivered and costed on a case by case basis, to an agreed budget, scrutinised and controlled by the Information Governance Board, Chaired by the Interim Chief Executive. New projects funded from capital are also subject to business cases reviewed and approved by the Council's Capital Strategy Board.

(b) Risk Management

There are no specific new risks associated with this report. Risk Registers are created and maintained for each individual key project and their specific risks and issues in accordance with Prince2 standards. They are reviewed and updated by Project Managers and discussed at Project Boards and Information Governance Board

Risk	Mitigating action	Opportunities
Legal	The contract has built in flexibility which enables changes to be appropriately considered using the change control mechanism	Allows for flexibility as the council's corporate and service priorities change.
Property	Not applicable	
Human Rights	Not applicable	
Health and Safety	Not applicable	
Employment Issues	Not applicable	
Equalities Issues	Not applicable	
Community Support	Not applicable	
Communications	There is a joint partnership arrangement in place to share information and manage communication	Access to a wider communications network allows the authority to benefit from more positive exposure, marketing and promotion
Community Safety	Not applicable	
Financial	Funding for each individual project identified in Arvato costing proposal. Variances scrutinised and resources controlled by Information Governance Board.	Allows the partnership the flexibility to focus on emerging priorities faced by the council and the services it delivers to manoeuvre the contract delivery to ensure the most appropriate direction of travel as determined by the Council

Timetable for delivery	Timescales for delivery agreed in advance with Arvato and variances monitored by individual project boards and Information Governance Board. Timescales may be revised as appropriate due to Council priorities or external factors (i.e. new PSN requirements)	Timescales allow for services to be embedded and focus on service improvements
Project Capacity	Comprehensive scoping exercise at proposal stage to identify all resources required to deliver outcome. Building external capacity into business case if appropriate.	Increase knowledge sharing

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

Not relevant

5 Supporting Information

- 5.1 Up until 2013, IT Services were provided by an internal team and a decision was made to add IT Services and Customer Services to the core Arvato contract as Phase 2. IT Operational and Technical staff are now controlled by Arvato. SBC retains a Strategic IT team to provide governance of Arvato activity, commission new projects and to steer the shape of IT development to fit the changing needs of the business.
- 5.2 The IT team available to SBC is wider than just the inherited team. Arvato technical expertise and resource is drawn down when required to augment the team. System architects, security and other expertise is called upon to help shape project proposals and other complex work. This is usually provided on an agreed Development Days basis (contractual mechanism to access project resources)
- 5.3 Extra capacity is also available to support the Council from Arvato's other government sites where specific knowledge exists.

Project Work

- 5.4 It was recognised at the point of outsourcing that IT had been under-invested in previous years and that much infrastructure was already approaching end of life. The contract therefore made provision for further capital investment from the Council based on recommendations from Arvato. The initial Service Improvement Plan focussed on replacing storage infrastructure, back up provision, DR functionality and upgrading end user devices.

5.5 Successes include:

- Citrix Refresh – upgraded legacy Citrix environment to new modern environment. New server estate and secure remote access portal delivered for c 1200 staff
- IGEL Desktop Refresh – end user devices replaced with new IGEL thin client devices
- XP Migration – Windows XP desktop PCs were replaced/upgraded to Windows 7 to ensure compliance
- New Server Infrastructure – Cisco UCS converged server infrastructure was procured and deployed to support the ongoing virtualisation of SBC server estate
- New Storage Area Network – Nimble storage arrays installed to increase available storage to the Council. Secondary Nimble arrays procured to support Business Continuity
- New Back Up – New Commvault back up solution was deployed to fully protect and back up the Council's infrastructure.

5.6 In addition to the core Technical Projects, new initiatives were also commissioned by the business to achieve key objectives. These included:

- The Curve – IT planning, fit out and commission of site
- Children's Trust – provision of Trust infrastructure and pilot of new Remote Working solution
- Decommission of Slough Central Library – migrated services to enable destruction of site
- Arbour Park – planning and IT fit out and commission of site
- SMP Refurbishment – IT moves and facilitated changes to site
- Wi-fi – deployed a corporate Wi-Fi solution to SMP, The Curve, rolling out to other sites.

5.7 The Council benefits from being able to draw down against professional project resource and expertise on a project by project basis. This means that at any one time – depending on scope and length of in-flight projects – Arvato can be providing resources for a number of project simultaneously.

5.8 It is normal for wider strategic projects, such as Environmental Services DSO, to have a strong IT component, requiring significant project management and technical expertise from Arvato.

5.9 For the current financial year, the projects Arvato is working on includes:

- Completion of Windows 7 server upgrade
- New IPVPN network
- New Unified Telephony
- Housing Upgrades & RMI relocation
- CAFM (Room bookings and Facilities Management system)
- Environmental Services DSO
- ICT Platform modernisation

5.10 Currently under discussion and due for commencement this year are:

- Accommodation & Hub strategy
- Agile strategy (workstyle)
- Mobile telephony strategy
- CRM and Customer Strategy

5.11 Additionally, the client team has asked Arvato to identify critical upgrade projects to bring infrastructure into compliance and future proof.

5.12 The complexity and breadth of key projects means that at any one time, there are great demands placed on Arvato. When “Business As Usual” services are added to this, due to the inter-dependencies involved, there may be service impacts. Arvato seeks to avoid this wherever possible.

Critical Project Updates

5.13 RMI

1. Overview – Relocate circa 100 Housing staff from Landmark Place to new co-location (Hawker House) with Osborne Property Services. To provide network connectivity, wi-fi, auto-announcement system. Required for contract go live on December 1st
2. Status – Network connection ordered from Virgin. Survey for wi-fi to be undertaken when desk plan available. On target for office moves over 10th and 17th November
3. Potential Risks – Delay in Virgin connectivity would prohibit access to systems. Dependency on Osbourne to deliver the Comms Room to schedule. Delay in signing lease may cause project slippage in the build schedule

5.14 DSO (Environmental Services)

1. Overview – To bring Environmental Services “in house” on expiry of current Amey contract (December 1st) including refuse collection, waste management, Highways maintenance, grounds maintenance and recycling. Arvato activities relate to sites at Chalvey and Crematorium and include provision of network, telephony, desktop hardware and software, re-cabling of building etc. From a non-IT perspective, Arvato will also be providing payroll and Customer Services for this service area.
2. Status – Virgin Media Circuit ordered early. Cabinet installed on site for network cabling. Virgin currently investigating blockage.
3. Potential Risks – Grounds work may be required on the weighbridge and Crematorium cabins impacting IT (Amey to remove existing). Virgin may experience delays in resolving blockage that may cause slippage.

5.15 ICT Platform Modernisation

1. Overview – to modernise the legacy infrastructure to prevent disruptions to business functions and ensure that staff have access to the latest versions of all applications. This is a large and complex programme of works that involves expertise and co-ordination between SBC/Arvato and numerous third party vendors.

2. Status – there are 35 distinct applications requiring vendor support for migration. Arvato are performing a comprehensive planning and costing exercise to identify funding required for external resources.
3. Potential Risks – Lack of vendor resource availability may lead to slippage and Arvato resource conflicts. PSN compliance – applications should be migrated prior to next PSN audit to ensure compliance. Risk that funding cannot be contained within existing capital envelope.

5.16 **Network/ Telephony Project**

1. Overview – the current telephony provision does not offer the Unified communication service needed for an agile mobile workforce and does not support digital transformation. A fully managed Unified Comms system will therefore be run over the new Virgin IPVPN network supporting messaging and audio and video conferencing. The new solution will achieve high levels of availability and resilience.
2. Status – New network already installed at The Curve and satellite sites. SMP planning underway. Data capture exercise underway to analyse existing telephony usage and identify precise future requirements. Configuration meeting to be held with Virgin by mid-September.
3. Potential Risks – new telephony is dependent on roll out of new IPVPN network. Delays to network could cause knock-on delay to telephony. Delays in obtaining data capture and analysis could impact timescales.

6 **Conclusion**

This report highlights some of the significant modernising work in place and underway from Arvato. Much of the technical work goes largely unseen in the Council and is driven by supplier upgrade and PSN compliance rather than direct business benefits. The infrastructure being devised now will provide a solid foundation from which SBC can achieve its Digital ambitions. Arvato are fully committed to supporting the Council's Digital vision.

7 **Appendices & Background Papers**

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 14th September 2017

CONTACT OFFICER: Mike England, Interim Strategic Director, Regeneration, Housing and Resources
Colin Moone, Head of Strategic Housing
Paul J Thomas, Interim Housing Supply Manager

(For all Enquiries) (01753) 875300

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

HOUSING STRATEGY – THEME 1: NEW HOUSING SUPPLY**1. Purpose of Report**

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with the first in a series of six monthly reports on the progress regarding the implementation of the Housing Strategy Action Plan on a themed basis.
- 1.2 Given the wide range of cross-cutting issues the Housing Strategy addresses, the Overview and Scrutiny Committee requested that the 5 Themes of the Housing Strategy, approved in March 2017, were considered and reported on sequentially.
- 1.3 The 5 Housing Strategy Themes:
- Theme 1: New Housing Supply
 - Theme 2: Private Rented Sector
 - Theme 3: Council Homes
 - Theme 4: Homelessness and Housing Need
 - Theme 5: Special Needs and Vulnerable Groups
- 1.4 This report provides an opportunity for consideration and comment in regard to the various new home delivery targets the council has adopted. These new homes will be delivered through Slough Urban Renewal (SUR), Housing Associations and by the Council itself using its Housing Revenue Account to build new affordable homes.

2. Recommendation(s)/Proposed Action

The Overview and Scrutiny Committee is requested to:

- Note the various housing supply delivery targets which have been set to encourage the supply of new homes of all tenure types in the borough in line with the Council's Manifesto and relevant strategies and plans;

- Consider what comments it would like to make to Cabinet, Planning Committee and the Neighbourhoods & Community Service Scrutiny Panel in delivering new homes in the Borough.

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

- Housing is a key priority of the Slough Joint Wellbeing Strategy (SJWS) with our partners' objectives being taken full account of in the production of the Housing Strategy. The strategy is cross linked to the JSNA and the Five Year Plan.
- The Housing Strategy itself presents a clear ambitious way forward to improve housing in the Borough. It sets out priorities which will form the focus of activities and resources over the next 5 years in line with our Five Year Plan and Local Plan by seeking to deliver more and better homes in the borough to improve the health and economic outcomes for our residents.
- Theme 1 of the Housing Strategy focuses on delivering more new homes in the borough and is the foundation of the council's ambitions to deliver specific impacts for residents, which have wider health, economic and educational benefits.

3.1 **Slough Joint Wellbeing Strategy Priorities**

3.1.1 The availability and quality of housing is recognised as a key determinant of health and wellbeing and it is a priority in the new Wellbeing Strategy.

3.1.2 Strategically, the delivery of the Housing Strategy aims to ensure:

- The right supply and mix of new homes including affordable housing is available to meet the needs of all residents in the borough
- That the building of new quality homes is prioritised and opportunities maximised across the council with housing associations and private sector developers
- That land and capital resources are used in the most efficient way
- That a sustainable balance is struck between housing supply, regenerated areas and community infrastructure demands

3.2 **The JSNA**

3.2.1 The Housing Strategy's needs data ranged from specific client group needs and wider determinants of public health gained through consultation and research.

3.2.2 Key objectives identified:

- That specialist accommodation is available for adults and children (if needs cannot be met within ordinary housing solutions)
- That homelessness and rough sleeping is reduced
- That professionally managed and well-maintained homes are delivered including increased controls and regulation of the Private Sector
- That we ensure green and healthy homes wherever possible

3.3 **Five Year Plan Outcomes**

3.3.1 The key driver for the Housing Strategy is to deliver Outcome 4 of the 2017 Five Year Plan; *our residents will have access to good quality homes*. It also helps to deliver and makes contributions to each of the other outcomes:

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

4. **Other Implications**

a) **Financial**

There are potential and significant risks to the sustainability of the Council's HRA Business Plan and its house building ambitions after 5 Years. The size of development programme will have to be balanced against debt repayments, rent reductions imposed by Government, maintaining and investing in the Council's existing housing stock and right to buy losses of homes newly built or traditionally owned.

b) **Risk Management**

The financial risks to the Council are tightly managed through relevant Boards and Committees. Likewise, the delivery of each of the Five Year Plan Outcomes is tightly managed. However, it is clear that each or any of the above outcomes are dependent on the successful delivery of Outcome 4 and specifically dependent on increasing the supply of new quality homes in Slough on the scale outlined in the report.

c) **Human Rights Act and Other Legal Implications**

There are no Human Rights implications arising from this report.

d) **Equalities Impact Assessment**

An Equality Impact Assessment has been undertaken in relation to the production of the Housing Strategy and its implementation plan.

5. **Supporting Information**

5.1 The following section summarises the targets and progress against each of the key actions detailed in the Housing Strategy Action Plan related to Theme 1: New Housing Supply.

Seek to enable the provision of 927 new units of housing per year for Slough in line with the Strategic Housing Market Assessment (SHMA).

5.2 This is one of the big issues facing Slough as the population is growing and it is widely recognised that 20,000 new homes will be required in Slough by 2036. The Council has therefore accepted this analysis of need as presented through the Strategic Housing Market Assessment (SHMA) which equates to an average of

927 new homes each year. This new housing will be delivered primarily through the Planning system. It must be noted however, that the Council's current target is 550 new units a year and 927 represents the Objectively Assessed Need coming from the SHMA.

- 5.3 It is a Government requirement to have a Local Plan that fully addresses housing supply to meet the borough's needs. Given the size and scale of the challenge of meeting the 927 homes per year need with associated infrastructure, the council has put forward a number of challenging options for the Local Plan Review issues and options public consultation including:
- a) Expanding the centre of Slough (upwards and outwards)
 - b) Expanding the Langley Centre (to include land around the railway station)
 - c) Creating a new residential Neighbourhood on the Akzo Nobel and National Grid sites west of the Uxbridge Road
 - d) Regenerating selected areas including the Canal Basin and the New Cippenham Central Strip
 - e) Estate Renewal
 - f) Intensification of the suburbs
 - g) Redeveloping Business Areas for housing
 - h) Releasing land from the Green Belt for housing (edge of Slough)
 - i) Releasing land from the Green Belt for Heathrow related development (Colnbrook and Poyle)
 - j) Expansion of Slough into South Bucks (Garden Suburb), Windsor and Maidenhead (small sites) and building outside of Slough.
- 5.4 Land supply over the next 20 years is the biggest issue facing Slough and the majority of these options will have to be delivered to meet the need. It is acknowledged that whilst achieving the 927 homes figure is ambitious it is still primarily dependent upon land owners/developers bringing forward development sites. Option J is dependent upon adjoining local authorities cooperating with the Council to meet some of the need outside the Borough.
- 5.5 Progress to date has been significant with, for example, the recent purchase of the TVU site with the potential for up to 1500 new homes as part of the Town Centre expansion. The annual Planning target was raised from 315 to 550 new homes each year in 2015. This figure is likely to be exceeded over a 5 year period from 2015. The Council's Leadership Manifesto has a target to start construction of 500 new homes for rent and sale by April 2018 and around 740 have started on site to date.
- 5.6 The Objectively Assessed Need of 927 new homes to be delivered each year is what the Housing Strategy seeks to address. Housing and Planning Officers will be working together to ensure that a schedule exists, detailing a site by site picture, of housing schemes and, in particular, where the affordable housing will be.
- 5.7 The following actions and targets feed into this overall target and Council plans for the borough as outlined in the Local Plan.

The Council will directly deliver or facilitate a programme of 200 units per year of new housing over the life of this Strategy and beyond, including affordable housing.

5.8 The Council through its strategic documents including the Housing Strategy has explained that it wants to adopt an interventionist approach to housing its own residents and not rely solely on the market of private sector developers to deliver the required number of new homes. Recognising the local needs of residents, the Council also wants to maximize affordable housing as part of this commitment.

5.9 The following options of delivering this action and target have been engaged:

- a) Council building of affordable homes
- b) Homes purchased by Council on SUR development sites
- c) New Homes (any tenure) built or acquired by the council's subsidiary housing companies
- d) New Homes (any tenure) purchased by Council local housing company
- e) Homes purchased by the Council on private development sites under Section 106 obligations for affordable housing including both social and intermediate rented properties
- f) Homes (any tenure) built on land disposed of by the Council for residential development (including transfer of land to SUR)
- g) Homes built or purchased (new build on 106 sites) by Housing Associations with Council top-up money.

5.10 Against this target, around 134 new social homes have started on site in the last twelve months as part of the 740 new homes commenced to date which is well in excess of the 500 target by April 2018.

Maximize the provision of affordable housing on Council owned land through infill development and estate renewal, including the net gain of 1,000 units on HRA land over the period 2016 to 2031.

5.11 This target links the Objectively Assessed Need of 927 new homes per year for the next 20 years to the HRA Business Plan. Through an Options Appraisal Project the financial vehicles and sites for specific means of developing new council homes on existing HRA land and estates will be identified over a 15 year period. The target of 1000 new homes has been chosen to address the need for more social housing and to improve and support new investment into the council's own housing stock and estates e.g. better use of old garage sites.

5.12 The following options of delivering this action and target has been engaged:

- a) Options Appraisals project already commissioned via Savills
- b) Infill sites a high priority and already underway
- c) Estates renewal to follow Stock Condition survey report

5.13 This work also informs planning capacity studies and the priority is to build new homes on infill sites given the availability of land supply. Housing also has a good track record with infill sites as Housing's Small Sites Development Programme with SUR aims to deliver 190 new homes over a five year period.

- 5.14 The Options Appraisal will be reporting in December 2017 and is a fundamental look at the future of the Council's housing stock. This will determine regeneration and new development opportunities.

Prioritise available funds and council assets to provide for the delivery of affordable housing schemes in partnership with SUR and Housing Associations.

- 5.15 The council is not in a position to fully fund or deliver all of the new affordable housing it requires over the lifetime of the Housing Strategy or Local Plan. The council itself has to prioritise the wider capital funding it has available and direct it towards affordable housing whilst ensuring that new investment is realised from all partners including SUR and Housing Associations.
- 5.16 The council is also committed to purchasing affordable housing on private development sites under Section 106 agreements, either directly or through Housing Associations or its subsidiary housing companies. Likewise, the Options Appraisal for council housing will also identify investment options, borrowing requirements and new potential funding vehicles with our partners to meet the targets for affordable housing delivery.

Develop a Revised Affordable Housing policy for the Borough.

- 5.17 This is essentially a planning policy which directs all private developers to provide either a community contribution as a cash sum on smaller sites and a specific percentage of affordable housing on site at large developments up to 30% and up to 40% on very large sites.
- 5.18 These Section 106 thresholds have been under review since the introduction of the Housing Strategy in March 2017. The purpose of the review is to ensure that the policy does not prevent developers from maximising the number of units on sites or challenging the council on viability grounds. Either scenario results in fewer affordable homes being provided on each new development. Housing and Planning have worked together on this issue and recommendations have been made to the Planning Committee from April 2017 regarding how these thresholds should be modified to encourage more sites to come forward through the application of a revision of how Slough Core Strategy policy 4 is applied: This proposal will be going back to Planning Committee in September 2017.
- 5.19 Developer contributions and on site delivery is however, only one part of the equation. The other part and even more important to most developers, including SUR is the level of rents that can be charged on new affordable housing developments. This factor is directly linked to the open market value (OMV) of new homes and there is a balance to be struck between rent levels and viability in Developers being able to pay back the development loan agreements over 30 years with current rent levels restricted to council or target rents as at present. For example, in the case of the HRA it is unlikely that the council will be able to pay back the costs of developing each new council home within the 30 Year Business Plan. This means building new council housing at target rents will become unsustainable for the HRA during the next five years.

- 5.20 Housing have therefore proposed a wider range of social and affordable rents termed Slough Affordable Rent and Slough Living Rent, using London council models rather than the government definition of affordable as 80% of market rent. The local figures for Slough means that any such rent will not exceed 70% of market rent. This is well below even the 80% of market standard definition of affordability. We understand that even 80% affordable market rents are unaffordable to many local working households in Slough.
- 5.21 Slough Affordable Rent seeks to address the council's various ambitions. This is to continue building social housing itself, whilst encouraging our development partners including Housing Associations to build more affordable housing units on site, or buy the section 106 housing units from the private developers.
- 5.22 The proposal to introduce a Slough Living Rent also recognises the situation of many of the borough's working residents who cannot afford market rents and do not qualify for the council's Housing Register. The aim of the Slough Living Rent is therefore to offer this large section of the community an opportunity for intermediate-type housing solutions, which they can afford as rent levels have effectively doubled in the last 5 years and Slough Living Rent is linked to actual household incomes.
- 5.23 The adoption of Slough Living Rent in the revised planning policy will stimulate a greater range of house building by our development partners. This will enable the HRA to build more new council homes over a longer period of time as currently planned, once fully approved

Work with private and public sector partners to acquire and assemble sites to facilitate new housing

- 5.24 This work is being led by our colleagues in Asset Management and Planning. Site assembly is a key strategy in delivering more housing in the borough. In practice the key potential development sites have been identified in the local plan consultation and outlined in 6.2.2. These will require a large number of land and property deals to be made with existing land owners and regeneration funding from government. This borrowing will enable assembly of sites to facilitate new housing on the scale that meets the council's ambitions to deliver 927 new homes each year for the next 20 years. Hence the plans for developing new estates in neighbouring boroughs as part of the Local Plan being perhaps the best example of this approach.

Improve partnership arrangements with housing associations to facilitate the delivery of new affordable homes

- 5.25 The Housing Strategy recognises the need to re-engage housing associations as development and investment partners. Over the last 2 months we have re-engaged housing associations who have developed affordable housing in Slough previously and those who wish to do so in the future.
- 5.26 This is an ongoing process with wider economic regeneration objectives being discussed in terms of contributing to the residents of Slough. In terms of feed back what is needed for housing associations to start developing at scale in Slough is to open up sites and implement Slough Living Rent as detailed in 6.6. Housing associations have also requested regular updates on the *Guidance to Developers*

and planning advice in pre applications i.e. provide a list of known sites to active housing associations on a regular basis.

Extend our programme of Council mortgage lending through our existing LAPP scheme

- 5.27 Take up of the scheme has been historically low and it may need better advertising or the interest rates may be unattractive against other rates on the market. The scheme is currently under review.

Produce a plan to improve housing opportunities for key workers.

- 5.28 An outline plan has been produced which includes the review of the Council's Scheme of Allocations. However, the key strand and identified means of delivering new homes for key workers is part of all of the above and specifically linked to the provision of intermediate Housing by our subsidiary housing company James Elliman Homes. This work however, is at an early stage.

Provide new homes for particular groups within the community where required, for example those needing extra care or care leavers.

- 5.29 As for 6.10, in addition, the Housing Strategy commits the Council to producing a cross-cutting Older Persons Housing Strategy in partnership with Adult Social Care and other partners. Work on this will commence shortly but an initial meeting to map the current provision and needs analysis has been set. In the meantime, the Options Appraisal and Community Hub Strategy is looking at the possibility of developing up to 3 new extra care schemes on existing housing sites through remodelling obsolete older persons schemes currently in the housing stock alongside other options.
- 5.30 Care Leavers are already automatically placed in Band B on the Council's Housing Register and are better placed than the majority of applicants. If their needs are straightforward in terms of requiring a one-bedroomed property then they can expect an offer from the Council or housing association relatively quickly as there are a high number of these properties and a high turnover compared to larger properties. One of the critical issues however, is the readiness of care leavers to take on the responsibility of managing a tenancy independently and many such tenancies break down within the first six months. Housing offer tenancy sustainment to help and James Elliman Homes will offer a number of creative housing options around cost effective shared housing and bespoke properties to specifically address the needs of care leavers who are unable to go into an independent tenancy without support, or who want to share with peers to begin with.

Use of Subsidiary Housing Companies to assist in providing homes for vulnerable groups within the community.

- 5.31 This is outlined in the previous section, however an example worth noting is that James Elliman Homes has agreed the purchase of 6 brand new town centre flats and will offer these to key workers (once identified) at Slough Living Rent levels. This will be achieved by February 2018 as the properties are currently in development.

Pro-actively use powers to increase the supply of homes by bringing long-term empty homes back into use.

5.32 The impact of this approach is extremely effective and is certainly demonstrating the Council's intent to put the local resident at the forefront of its activity by addressing the issue of derelict empty properties. From a standing start around 12 empty properties are going through the legal process to bring them back into use and if not, our subsidiary housing companies will look to re-develop the properties or sites made available.

6. Comments of other Committees

6.1 The draft Housing Strategy was discussed by the Council's Overview and Scrutiny Committee on 20th December 2016. The Committee agreed that:

- They should be responsible for scrutinising the Housing Strategy and for formally reviewing progress against its accompanying action plan at six monthly intervals; and that
- The Council's Neighbourhood and Community Services Scrutiny Panel should be responsible for scrutinising all other housing related matters, including performance and operational issues.

6.2 The Council's Cabinet on the 6th April 2017 approved the draft Housing Strategy and associated Action Plan following full public consultation and consideration by the Council's Overview and Scrutiny Committee.

7. Conclusion

7.1 The delivery of each of the Five Year Plan Outcomes and the Council's Manifesto is very dependent on successfully increasing the supply of new quality homes in Slough on the scale outlined in the Local Plan and Housing Strategy. After the first six months of implementing of the Housing Strategy there has been steady progress in speeding up housing delivery and tackling some long standing blockages. New council homes have been delivered on site and long term plans are almost in place with the funding requirements almost identified. The Council has also purchased the TVU site to provide up to 1500 new homes which reflects its long term ambitions.

7.2 Housing associations have been re-engaged and the small site development programme is set to deliver 190 new council homes by 2020. Our subsidiary housing companies have been set up and are acquiring properties to better meet the needs of vulnerable residents who can't accommodate themselves in the market. On a larger scale, The Council's Leadership Manifesto has a target to start construction of 500 new homes for rent and sale by April 2018 and around 740 have started on site to date. This is however, only the start of the programme and this objective will need constant focus and investment on a scale not seen before combined with new means of financing, developing and building new homes for the next 20 years.

8. Appendix

None

9. **Background Papers**

Equalities Impact Assessment – Available on request from author

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 14th September 2017

CONTACT OFFICER: Joe Carter, Assitant Director Assets Infrastructure & Regeneration
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PART I
FOR COMMENT AND CONSIDERATION

FIVE YEAR PLAN: OUTCOME 5

1. **Purpose of Report**

- 1.1 To update the Panel on the progress of Outcome 5 from Slough Borough Council's (SBC) Five Year Plan: 'Our people will become healthier and will manage their own health, care and support needs.'

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

- 2.1 The Panel is requested to consider the actions taken on the matters raised at the Panel's meeting on 27 March 2017, and how it would like to assess the Outcome in future.

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

3a. **Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

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**

This report focusses on outcome 5 of the 5 outcomes in the Five Year Plan:

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

4 **Other Implications**

- (a) **Financial**
The Five Year Plan is important in determining the priority outcomes against which resources will be allocated. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the new Plan looks ahead for the five years 2017/18 to 2021/22.
- (b) **Risk Management**
There are no identified risks associated with the proposed actions.
- (c) **Human Rights Act and Other Legal Implications**
There are no direct legal implications. The specific activity in the Plan and other plans may have legal implications which will be brought to the attention of Cabinet separately. There are no Human Rights Act Implications.
- (d) **Equalities Impact Assessment**
There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Plan, as required.

5 **Supporting Information**

5.2 As with the 4 other Outcomes of the Five Year Plan, Outcome 5 has a series of key actions which set out what will be done to achieve the outcome – these are:

1. Focus the council's business inward investment and retention function on growing business rate income to support service provision
2. Deliver infrastructure improvements to attract and support businesses
3. Support businesses and partners to enable residents to develop skills to meet local employers' needs
4. Deliver a Local Plan that supports economic growth
5. Maximise the opportunities for local people from an expanded Heathrow Airport
6. Cultivate a vibrant town centre.

5.3 As a result, the Committee may wish to consider breaking the Outcome down into these key actions. The Committee can then decide which actions to evaluate in greater depth at its future meetings, depending on the priorities that members feel are the most pressing for SBC at the present time.

6. **Comments of Other Committees**

This report has not been considered by any other committees

7. **Conclusion**

The Committee is requested to select the key action(s) from those listed in section 5.2 which it wishes to scrutinise in greater depth in 6 month's time.

8. **Appendices**

'A' - Outcome 5 Performance Framework

9. **Background Papers**

Slough Borough Council Five Year Plan

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Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 5: Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1i	Increase business rate in year collection rate (%)	Aug-17	97.5% [2016/17] 97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	Apr - Jun-17 31.54%	↑	Green	The collection rate at the end of June 2017 was above target for this time in the financial year.
5.1ii	Increase in business rate							New indicator. Exact measure as well as targets is in process of being agreed.
5.2	Reduce overall unemployment rate Reduce proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed.	Aug-17	Mar 2017 1,330 people Slough 1.4; SE 1.2; GB 2.0. Mar 2016 1,405 people Slough 1.5; SE 1.1; GB 1.9. Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0. Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Jun-17: 1,375 people Slough 1.5% SE 1.2% GB 1.9%	↔	Green	Slough's claimant rate for Jun-17 of 1.5% comprising of 1,375 people, is marginally above the previous year's rate of 1.4% [Jun-16]. Slough's rate is lower (better) than the GB average of 1.9% but higher than the South East average of 1.2%. The council and partners seek to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g. construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.3	Reduce journey time Bus punctuality: Non-frequent bus services running on time	Oct-16	89.0% [2014/15] 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2015/16] Slough 80.0% SE 82.8% England 82.6%	↓	Amber	<p>Data is collated and reported annually by Department for Transport. The latest reports shows a 9% reduction in punctuality in Slough between 2014/15 and 2015/16, with local punctuality for this year now below both the England value (82.6%) and South East value (82.8%).</p> <p>Traffic management schemes to decrease congestion and increased use of dedicated bus lanes continue.</p> <p>By widening the A4 at key points, and by utilising service roads as bus lanes, SMaRT aims to provide a bus service that is quicker, more frequent, and more reliable.</p> <p>SBC Transport & Highways Department co-ordinates road and street works to minimise any impact on public transport operations and business travel.</p> <p>The Tuns Lane enhancements will deliver lane widening on Tuns Lane and a roundabout with a new 'intelligent' traffic light system which senses traffic jams and adjusts the sequencing of the lights accordingly.</p> <p>Similarly, Windsor Road will see junction improvements, road widening and other works to improve conditions for general traffic and buses, making journeys quicker and more reliable.</p> <p>First Bus introduced significant changes to their bus network in Slough from the 24th September 2016 to reduce the impact of congestion on bus operations.</p>

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 14th September 2017

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PART I
FOR COMMENT & CONSIDERATION

REVIEW OF OBESITY IN SLOUGH

1. **Purpose of Report**

To provide the Panel with information regarding the previous review of childhood obesity, the outcomes of that review, outline the proposed obesity strategy for Slough and identify potential areas for any new Task & Finish Group to research.

The proposed obesity strategy for Slough (currently in development) has three key areas:

1. **Cross-Slough ambition** – developing and implementing an ambitious vision for tackling obesity in Slough
2. **An exemplar Council** – leading by example, including Members and Officers
3. **Public health intervention programme** – overview and support of key prevention activities and interventions.

2. **Recommendation**

The Panel is requested to commission a Task & Finish Group to develop and implement a programme of work which aims to make Slough Borough Council an exemplar council with regards to helping staff and Members maintain and improve their health. .

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

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

Work to address obesity supports the following priorities of the strategy:

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

3b. **Five Year Plan Outcomes**

This report considers obesity which impacts on the following Five Year Plan outcomes:

- 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.

4. **Other Implications**

(a) **Financial**

There are no financial implications of this report.

(b) **Risk Management**

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Task & Finish group to become exemplar Council	Risk that Employee Wellbeing Board is overshadowed and disempowered	Employee Wellbeing Board aware and supportive of this proposal
SBC to become exemplar for the Borough	Poor staff and Member engagement in making this happen	Use incremental evidence-based approach to elicit and retain staff engagement
Public Health intervention Programme in place to tackle obesity	Results might take too long to achieve	Incorporate short term goals and milestones that feed into the long term target
Cross-council and external partnership ambition	Poor partner engagement with the obesity strategy	Co –produce the new strategy with partners and link into their priorities and needs
Cross Slough ambition on obesity	Indifference to the problem from residents, businesses and other partners	Research to enable identification of links with issues of concern/interest and to understand drivers for unhealthy and healthy behaviours

(c) **Human Rights Act and Other Legal Implications**

There are no Human Rights Act implications. Tackling obesity in children and adults is a non-prescribed function of public health.

(d) **Equalities Impact Assessment**

An Equality Impact Assessment will be completed for the new strategy

(e) Workforce

Establishing a task and finish group will require officer time and commitment and agreement from line managers.

5. **Supporting Information**

Initial Discussion Regarding a Possible Task & Finish Group

- 5.1 At its meeting on 13th June 2017, the Overview and Scrutiny Committee took an item on its work programme. Under this agenda item, the Committee raised previous work of the Childhood Obesity Review of 2013 (published January 2014). Despite the amount of work conducted and the wide ranging recommendations produced by the Review, members were concerned that the issue remained a major one for Slough.
- 5.2 Given this, the Committee commissioned this report to map out some potential areas for a new review on obesity. As a result, the report will examine the work and recommendations of the 2013 Review, the progress made on those areas and the matters which might have most impact if investigated by a new Task & Finish Group. Should the Committee wish to commission such a group, then the discussion at this meeting should provide some clarity on the terms of reference under which it would operate.

Work of the 2013 Review

- 5.3 The aim of the 2013 review was to identify ways the council and its partners could promote healthy lifestyle choices for young people. The review focused on four questions:
- **What options are there to alter the physical environment?**
The focus for this work was on takeaways. A thorough review of the potential impact of the use of planning restrictions on the opening of new takeaways was undertaken. The Committee concluded that the impact on child access to hot food takeaways would be minimal, and therefore it would not be suitable to introduce a takeaway exclusion zone policy to Slough. Instead it was recommended that the Council work with local businesses to improve their healthy offer.
 - **What is the role of schools and how can we support them?**
The review focused on the provision of healthy catering for children at schools, and discussed the school food survey and a number of programmes that aimed to improve the healthiness of school lunches. The review recommended that the council work with schools to encourage inclusion of cookery classes and nutritional education in the curriculum for all children in the borough.
 - **The need to encourage physical activity**
The review identified two approaches as key to increasing physical activity:

- increasing the level of activity in a child's every day life (e.g. active travel); and
 - improved marketing of the leisure offer available in the borough to increase uptake.
- **What role can GPs and other primary care professionals play in tackling childhood obesity?**
GPs have a key role in tackling obesity, with much being placed on making every contact count. The report identified improving communication between GPs and the rest of the system as important.

Recommendations of the 2013 Review and Progress Made

5.4 The 2013 Review made 10 recommendations which are listed below.

- a) That the Cabinet agree the prioritising of work currently underway to improve the scope of healthy offers across a range of price levels by local retailers, specifically within the vicinity of local schools.
- b) That, in the municipal year 2015/16, the Overview and Scrutiny Committee review the childhood obesity levels data from areas that have introduced exclusion zones around schools, to assess evidence of their impact and re-consider the options for such a policy to be introduced in Slough.
- c) That the council work with all schools to encourage the inclusion of cooking classes and nutritional education in the curriculum for all schools in the borough.
- d) That the Slough Headteachers look to prioritise their School Transport Plans, co-ordinating with each other for maximum effect, and raising the profile of the options available to parents.
- e) That the Council, through the Transport Working Party, provide support to the schools for initiatives to improve the use of sustainable travel to and from schools, recognising not only the health benefits, but also the congestion and environmental benefits improved School Transport Plans can have.
- f) That the Council look at its methods of advertising the local leisure offer, particularly the available open spaces for 'unorganised' sporting activities, and include details of how improvements can/have been made when the Overview and Scrutiny Committee review the initial effectiveness of the new Physical Activity and Sport Strategy 2013-15 in autumn 2014.
- g) That the Cabinet commission officers to undertake a piece of work reviewing the balance of the leisure offer in the borough to ensure an appropriate mix for both boys and girls.
- h) That a formalised process for information sharing on initiatives to tackle childhood obesity be developed between the CCG, children's centres, health visitors, SBC's Culture and Sport team and schools. This Review recommends that the CCG leads on this, to ensure their engagement, as

they would be able to develop an overall picture of health and refer patients to the most appropriate services or initiatives that are available.

- i) That the Overview and Scrutiny Committee receive an update in January 2015 from the CCG on the progress made to implement the areas of work recognised as needing improvement:
- referrals, and the monitoring of progress through the system following a referral;
 - the introduction of a system of regular health checks for children up to the age of 16 across all surgeries; and
 - the need for closer liaison with Public Health, Health Visitors and School Nurses, and Children's Centres.
- j) That the Overview and Scrutiny Committee write to the Care Quality Commission to request that the new inspection regime for GP practices include assessment of their provision for tackling childhood obesity as it is a contributory factor in so many related serious illnesses.

Progress Made on the Recommendations of the 2013 Review

- 5.5 The last update was given to the Panel in 2015. Here, we provide a further update on the four areas, and the subgroups.

Physical environment i.e. fast food outlets

- 5.6 In 2015, the Panel was informed that the food and safety team had embarked on a pilot project to work with takeaway premises to explore changes that could realistically be implemented without negatively affecting the business. This pilot found that simple changes could be implemented and maintained, e.g. changing 17-holed salt shakers to 5-holed ones and training food handlers could lead to reduced salt consumption. Five independent or small-chain premises were visited as part of this project, each offering food where salt was added by staff and/or substantial amounts of fried foods were on offer. The work was supported by Trading Standards. In addition, the food & safety team previously operated a Catering for Health Award for food businesses in Slough, providing support for the substitution of high fat, sugar and salt ingredients and ensuring that 'healthy' alternatives were available on menus. The opportunity to continue this work together with the take away pilot ceased when funding for the nutritional advisor post was lost in 2016.
- 5.7 An evaluation of research literature has identified limited evidence on the direct impact of exclusion zones on obesity rates in the UK. Deprivation is a major confounding factor, being associated with both obesity and density of fast food outlets (Tedstone, 2016). One study found obesity to be associated with density of fast food restaurants in the least educated but not in the better educated (Burgoine et al, 2016). NICE guidance (2010, updated 2014) for cardiovascular disease (CVD) prevention recommends that local authorities are encouraged to restrict planning permission for food retail outlets in specific areas (e.g. within walking distance of schools) to prevent and reduce CVD. However, the compact nature of Slough means that restrictions on placement of new food outlets would have likely have limited impact.

- 5.8 In summary, there is an opportunity to build upon the effective and supportive work that has been undertaken with local businesses to encourage provision of healthier fast food in Slough.

Role of schools – focusing on nutrition

- 5.9 There have been national changes that impact on school food since the 2013 review:
- School Food Standards: All maintained schools, and academies that were founded before 2010 and after June 2014 are required to meet the School Food Standards. Under these Standards they must provide high-quality meat, poultry or oily fish; fruit and vegetables; bread, other cereals and potatoes. They must not be drinks with added sugar, crisps, chocolate or sweets in school meals and vending machines; more than 2 portions of deep-fried, battered or breaded food a week.
 - Universal free infant school meals: Free school lunchtime meals were introduced for all Reception, Year 1 and Year 2 children in September 2014.
 - Practical cookery lessons: From September 2014, practical cookery became compulsory for children up to Year 9. As part of their work with food, pupils should be taught how to cook and apply the principles of nutrition and healthy eating.
- 5.10 In 2015, the report to the Panel highlighted the School Food Survey. This survey was last run in 2015-16 where the main findings were:
- School meal uptake was 49% (same as previous year).
 - School meals were again better balanced than packed lunches, although notably there was lower fruit provision
 - 91% of school meals and 42% of packed lunches. Packed lunch balance is the highest it has ever been.
 - Total fruit consumption has increased in school meals though still lags behind packed lunches (38% Vs 52% respectively Slough averages).
 - Over half of packed lunch children are having 'no more than one fatty/sugary item'.
 - Areas to improve identified included: fruit uptake in school meals, balance in packed lunches and actual food provision in school meals (ensuring schools serve what is listed on their menus).
- 5.11 A nutritional advisor was previously employed from 2007 to 2015 to support work with schools, co-ordinate and report on the School Food Survey and work with fast-food outlets, as mentioned in 5.6 above. This post was funded by the Public Health Grant and the Consumer Protection & Business Compliance teams
- 5.12 The FAST (Families and Schools Together) programme discussed in the 2015 update to the Panel is no longer running. The programme focused on improving educational achievement using a collaborative and family approach by giving parents of 3-8 year olds the confidence and skills needed to support their child's education. This was supported by Children's Centres and the nutritional advisor. The programme was run in three schools. Unfortunately outcome and feedback on the programme were not received from the schools.

- 5.13 Currently, the Children's Centres provide the following:
- Cookery School, delivered approximately twice a year by the Children's Centres Healthy Eating Practitioner, providing practical sessions to demonstrate healthy family meals on a budget.
 - 1 to 1 work with families offering be spoke advice for families who have been identified as having dietary or physical requirements.
 - All 10 Children's Centres offer Healthy snacks and meals cooked on site using menus planned by Healthy Eating Practitioner.
 - All 10 Children's Centres are undertaking training for the bronze accreditation for Oral Health. This accreditation is earned by venues that have been successfully assessed as being exemplars for Oral Health Promotion.

In addition, the Food bank Cookery School is delivered by Food bank staff to their clients demonstrating healthy meals using products provided by the food bank.

- 5.14 In conclusion, national guidance and requirements for schools to provide healthy food have increased since the 2013 review. In addition to schools and early years settings, it may be valuable to increasingly look at food provided in the home. The work being done by the Children's Centres, providing families with the skills to prepare healthy meals is a good example of such activity. The School Food Survey has provided importance intelligence to inform work with schools in the past and there may be value in considering less frequent surveys in the future, alongside work with families.

Physical activity – activity in every day life

- 5.15 Cycling in Slough: Slough is an ideal area in which to cycle as it is a compact, densely built up area only 7 miles east to west and approximately 3 miles north to south. It is relatively flat, thereby making cycling a viable alternative to the private car for numerous journeys, including shopping, work, and school trips. Residents are provided with information to encourage walking and cycling, please see below:
- [Walking and cycling leaflet](#)
 - [Where to get new and second hand bikes in Slough](#)
- 5.16 Cycle Hire Scheme: Slough now has its very own cycle hire scheme, similar to the Boris Bikes in London. Bikes can be hired from a range of locations across the borough including Slough train station, Burnham train station, Bath Road and Montem Leisure Centre. To use the scheme, individuals sign up for membership at 10 per year and then pay for each journey, with prices starting at £1 for the first half hour.

Physical activity – working with schools

- 5.17 Sustrans Bike it Offer: this started in Slough under a shared funding agreement with Buckinghamshire County Council, with delivery improvements happening in three schools per year in Slough. This lasted for 3 years before the Bike it role became fully funded by Slough Borough Council and ran in six schools per year until September 2016. Most of the schools involved saw 30 to 40% increases. A report evidencing this is available on request.
- 5.18 Travel Plans: in 2006 and previously, it was a requirement for all schools to have travel plans and they did. As schools have become Academies, they are now not required to do so unless there is to be a school expansion. Therefore it is likely that most school travel plans would not have been refreshed.
- 5.19 The schools element proved very successful however since schools have moved to Academy/Free schools with little time invested for this type of work. A considerable amount of money was set aside for match funding of bike sheds and etc. This was taken up by schools, but it is difficult to know whether the use has remained high since the reduction in funding. With the Access Fund we can over the next three years re-start part of the programme.
- 5.20 The Slough School Sport Network (SSSN) continues to be active and effective. Some key statistics include:
- In 2016/17, 1,200 young people took part in competition in the Autumn term, 1,000 in the spring term and 1,200+ in the summer term.
 - 84% of primary and 82% of secondary schools have taken part in an SSSN competition or festival (Spring to Summer term only)
 - In the 2016/17, 50 teachers accessed Sports National Governing Bodies Continuous Professional Development including eight undertaking the FA teachers award delivering to 700 primary school children across the year
 - A new PE, Sport and Health Wheel for self assessment has been created. It creates a visual profile of every school's impact using a clear learning journey. It is aligned to Ofsted criteria, PE and Sport Premium funding for primary schools and the School Games framework. SSSN are encouraging all schools to use this resource to help create a map of the borough.
 - A new package is being introduced to reduce sedentary behaviour, including:
 - i) Active movement: embedding activity into usual activities: two primary schools will be starting Active Movement in September funded by SSSN (the Council will potentially fund a further primary and two secondary schools to be funded by the council, to be confirmed).
 - ii) Real Play initiative: designed for early years and KS1 to get parents/carers/families to play with their children at home

Families receive resources, such as board games and story books linked to physical activity and family activities. Resources will be made available to schools but there will be a charge.

- It is part funded by the schools and part by the Government through Schools Games.

5.21 The Council Public Health team are supporting the roll out of the Daily Mile to primary schools in Slough. Two schools started the Daily Mile in Spring term of 2016/17 academic year. Several more schools have been lined up to start in Autumn 2017/18 academic year.

5.22 Overall, the SSSN, and Slough schools more broadly, continue to contribute and innovate to improve physical activity levels, both through sport and most recently by reducing sedentary behaviour.

Physical activity – leisure activities

5.23 “Get Active Slough” is the council’s five year leisure strategy (published 2016), which aims to achieve the overarching outcome of more people, more active, more often. Key updates on this work are given below under capital developments, new leisure provider and the ‘Get Active’ programme.

5.24 Capital developments: Over the period of the strategy the council will invest over £56 million in new and refurbished leisure facilities, across the borough that meet the needs of Slough’s diverse communities. These include:

- A new leisure centre on Farnham Road (to replace Montem Leisure Centre). Due to open in the spring 2019.
- A new community sports stadium (Arbour Park). Phase 1 opened in August 2016. Phase 2 completed in May 2017.
- A refurbished Langley Leisure Centre. Due to open June 2018
- A refurbished ice arena. Due to open April 2018
- A refurbished Salt Hill leisure facility. A new family activity centre is due to open in May 2018
- 11 new green gyms and trim trails have been located in parks and open spaces across the borough, giving local people free access to leisure facilities close to their home.
- 1 x parkour park – opened November 2016 and is being regularly used by young ‘free runners’.

5.25 A new leisure provider: On the 1st June 2017 ‘Everyone Active’ took over the operational management of our core leisure facilities, after 17 years of provision from Slough Community Leisure. Highlights of the new provider include:

- A proven track record of delivering high quality services to more than 150 facilities nationwide, in partnership with 44 different local authorities.
- It has been named ‘leisure operator of the year’ on four occasions at the UKActive Flame Awards, the sports and leisure industry’s largest celebration of excellence.
- Everyone Active’s success is due to the ability to deliver well managed leisure facilities and an activity offering which is great value for money.

- It will be working in partnership with the council to increase the participation of local people in leisure activities, targeting the inactive.
- Their dedicated outreach team will be arranging to meet with groups in the town to discuss their leisure needs.

5.26 Get Active: The Get Active programme, launched in September 2014, has engaged individuals over the age of 14y in four targeted wards; particularly those who are not currently active to encourage them to take exercise close to where they live or work. To date the programme has engaged with 11,866 individuals, with 33,798 visits to timetabled activity sessions across the borough. The programme was funded to end September 2017 but has been extended for another year and will now cease in September 2018. A detailed breakdown of participants is given in the table below:

Get Active Programme 2014 - 2017	Programme target (3 year)	Actual to date (programme ends September 2017)
Number of participants	2,650	11,866
Throughput (visits)	28,460	33,798
Age 0 – 13	0	2,579 (23%)
Age 14 – 25	1,951	5,875 (50%)
Age 26+	699	3,422 (27%)
Male	1,385 (53%)	6,090 (51%)
Female	1,265 (47%)	5,776 (49%)
Disability / limiting long term illness	186 (7%)	1,804 (15%)
Black / Other minority ethnic background	1,325 (50%)	6,170 (52%)
White	1,325 (50%)	5,696 (48%)

5.27 The Council has also commissioned a series of additional leisure activity programmes which are popular with local residents including an under 14s programme (Junior Get Active), over 55s programme (Active Lives), healthy walks, seated exercise and disability sports programme.

5.28 In summary, the Council's leisure strategy has led to improved facilities and programme of activities for the residents of Slough, including targeted work to improve participation from those areas most in need.

Role of GPs and other primary care professionals

5.29 Social prescribing and GP referral are key routes in to weight management services. In addition, GPs play a role through Making Every Contact Count. This is because Primary Health Care provides the ideal setting for promoting physical activity as 78% of the adult population visit their GP at least once a year. Therefore providing a great opportunity to share information and advice on physical activity. It is found that most people will listen to and are more likely to follow GP advice.

- 5.30 Social Prescribing: the Slough Service is known as the Wellbeing Prescribing Service. This is led by SPACE. Wellbeing Prescribing aims to address the non-medical needs of the residents of Slough with a view of benefiting from social interventions. Working collaboratively with health and social care, the service acts as a catalyst to create direct routes in to voluntary sector provision and prevention activities. In addition, the service promotes better use of commissioned services as well as the early identification of those who are at risk of readmission to hospital within 90 days.
- 5.31 Exercise on Referral: The aim of the scheme is to increase physical activity levels in individuals with existing health problems or those at significant risk of developing health problems. Referrals are received from GPs, practice nurses and other healthcare professionals and sessions are run at Leisure Centers. This service is not currently running in the transition period to a new Leisure Centre Provider. The service will be relaunched by the new Leisure Provider.

Other initiatives

- 5.32 In addition to the universal activities described above, weight management and health lifestyle services are commissioned for overweight children and adults. These include
- Weight management and healthy eating interventions for 7-11 year olds (Public Health funded Let's Get Going 12-week course and Leisure Team's course), capacity for ~108 children in 2017/18 in total.
 - Eat4Health intervention for adolescents – capacity 24 16-18 year olds in 2017/18
 - 'Family Activity' pilot in Cippenham Primary School funded by Active Communities team. After school activity sessions for children considered overweight and their families, including healthy eating ideas.
 - Eat4Health interventions for adults – 240 places available in 2017/18
- 5.33 Weight management services continue to be an effective and necessary service for Slough residents and provide residents with the skills to look after their own health and wellbeing.
- 5.34 **In conclusion, there has been a vast amount of work over the years which has attempted directly or indirectly to help Slough residents maintain a healthy weight. It is however very hard, or impossible, with many of these interventions to show a direct impact on obesity and for most projects only output or process data are available. The next section looks at the epidemiology of excess weight in Slough.**

Present Situation in Slough

- 5.35 Despite this extensive work from across the Council, rates of overweight and obesity in the borough continue to be higher than the South East average, higher than England average and with little sign of decreasing.

5.36 There is a significant issue of excess weight in Slough across all ages.¹ High levels of excess weight are seen across the life-course: 2 in 10 children at age 5y 4 in 10 children at age 10y and 6 in 10 adults are overweight or obese.

5.37 Prevalence rates for 4-5 year olds have overall remained stable (Figure 1). There was a decrease in 2014/15 however this was not sustained with rates bouncing back up the following year. In 10-11 year olds the percentage overweight and obesity have risen each year since 2012/13 (

5.38

5.39

5.40 *Figure 2*). The data suggest that increases in obesity, not just overweight, underlie the recent rise in overall excess weight (

5.41

5.42

5.43 *Figure 2*). Obesity in children does not happen in isolation, with one of the biggest risk factors being obese parents (Reilly et al, BMJ 2005)

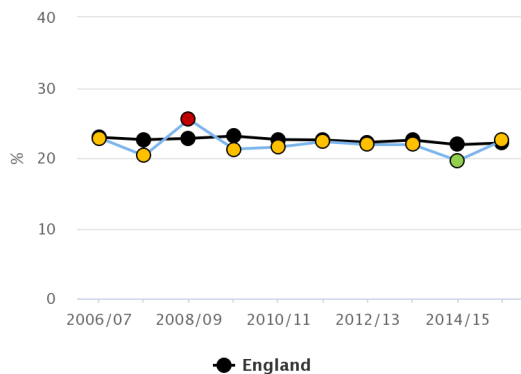
Figure 1. Prevalence of a) excess weight (overweight and obese children) and b) obesity in 4-5 year olds (Reception year) in Slough and England average, by year (PHE Public Health Outcomes, 2017)

a) 4-5y excess weight

b) 4-5y obesity

¹ Note on data quality: Good local data of excess weight and obesity in childhood are available through the National Child Measurement Programme which weighs and measures children in Reception year and Year 6 annually. This is a comprehensive, annual survey of children providing objective data. Figures on excess weight in adults stem from the Active People Survey conducted by Sport England and have greater limitations. This survey collects self-reported weight and height values from a sample of adults. Three-year average prevalence estimates are calculated by adjusting these values for known systematic errors in self-reporting, and weighting the data to be representative of whole population.

2.06i - Child excess weight in 4-5 and 10-11 year olds - 4-5 year olds - Slough



Obese children (4-5 years) - Slough

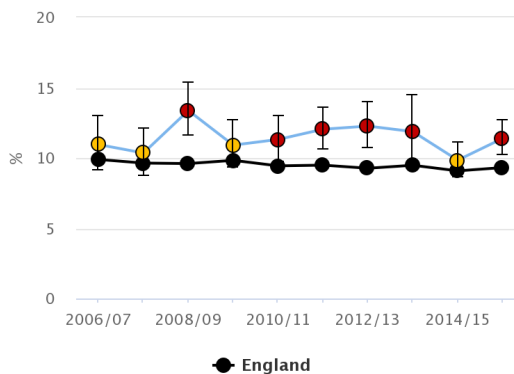
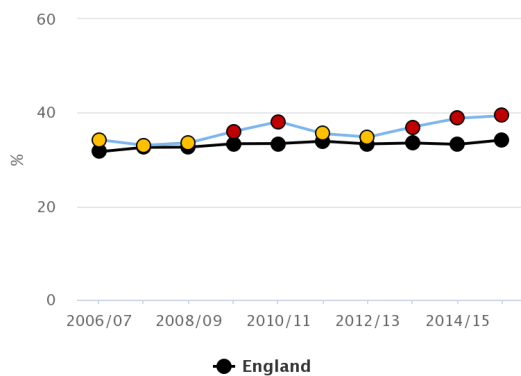


Figure 2. Prevalence of a) excess weight (overweight and obese children) and b) obesity in 10-11 year olds (Year 6) in Slough and England average, by year (PHE Public Health Outcomes, 2017)

a) 10-11y excess weight

2.06ii - Child excess weight in 4-5 and 10-11 year olds - 10-11 year olds - Slough



b) 10-11y obesity

Obese children (10-11 years) - Slough

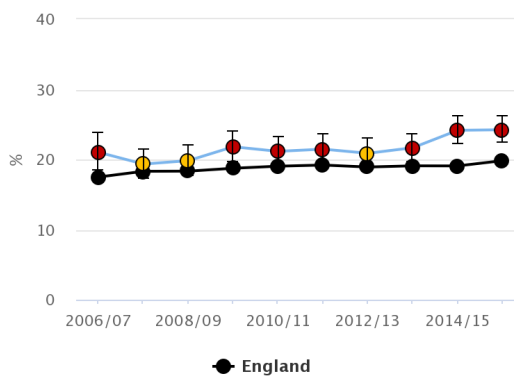


Figure 3 . Excess weight prevalence (3-year average) in adults in Slough (PHE Public Health Outcomes, 2017)



5.44 All wards in Slough have high rates of childhood and adult overweight and obesity (Figure 4 and Figure 5). All ward-level mapped data are 3-year averages from 2012/13, 13/14 and 14/15.

5.45 In reception, prevalence of excess weight varies between wards from 16% in Colnbrook with Poyle to 24% in Haymill and Lynch Hill, and prevalence of obesity from 9% in Wexham Lea and Colnbrook with Poyle to 14% in Bayliss and Stoke. In Year 6, prevalence of excess weight varied from 32% in Britwell and Northborough to 45% in Wexham Lea, and prevalence of obesity from 18% in Langley St Marys to 27% in Wexham Lea.

5.46 The increase in obesity between Reception and Year 6 is particularly stark in the wards of Wexham Lea and, Colnbrook with Poyle which go from having some of the lowest levels of obesity in 4-5 year olds (9% in both wards) to having the highest rates by the time children reach 10-11 years (27% in both wards).

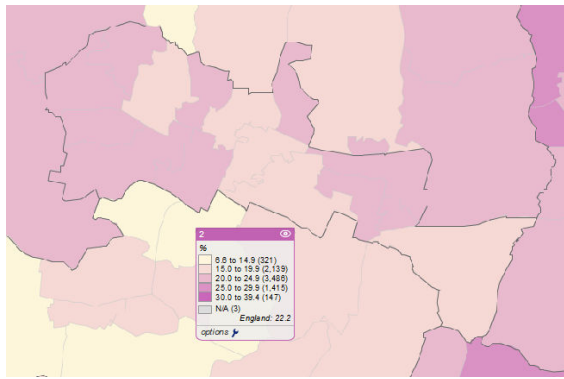
5.47 Estimated ward-level prevalence of obesity in adults ranged from 19.8% in Upton to 26.8% in Britwell and Northborough.

5.48 Obesity is strongly associated with deprivation. The overlap between areas of child poverty and childhood obesity, and deprivation and obesity can be seen by comparing the darker shaded areas in Figure 4 and Figure 5 with those in Figure 6.

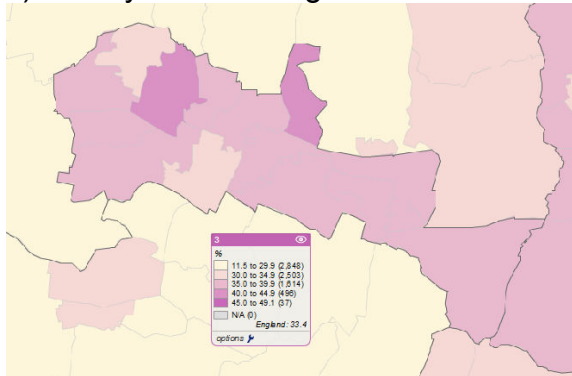
Figure 4. Prevalence of a) excess weight in 4-5 year olds, b) obesity in 4-5 year olds, c) excess weight in 10-11 year olds and d) obesity in 10-11 year olds in Slough, by ward (PHE Local Health).

a) 4-5y excess weight

b) 4-5y obesity



c) 10-11y excess weight



d) 10-11y obesity

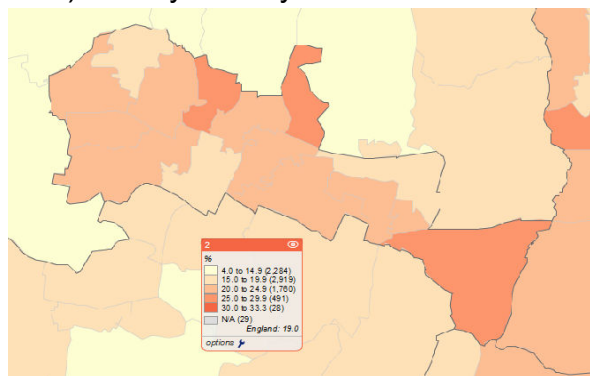


Figure 5. Estimated obesity rates in adults in Slough, by ward (modelled ward-level data) (PHE Local Health)

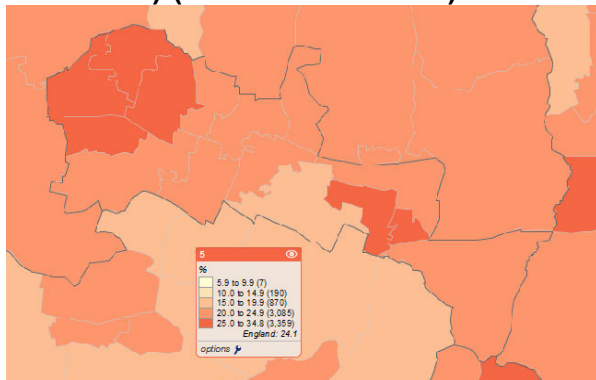
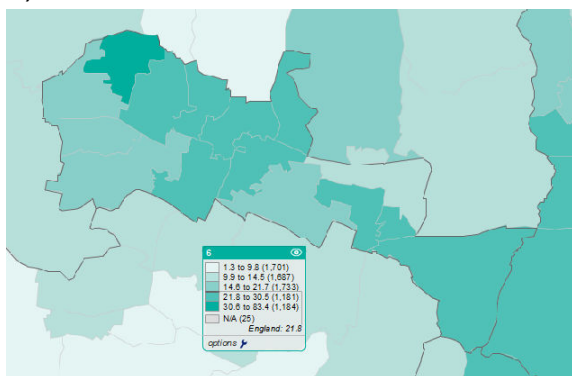
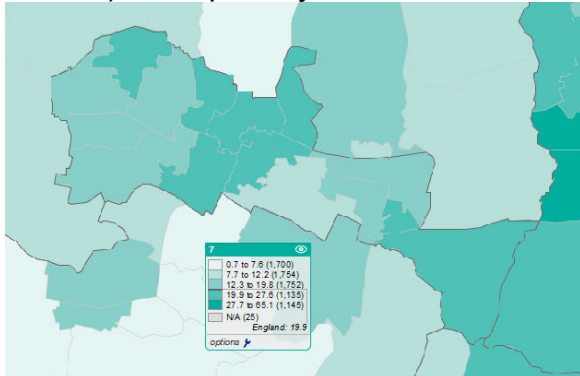


Figure 6. Ward-level map of a) Index of Multiple Deprivation (IMD) and b) child poverty* in Slough (PHE Local Health).

a) IMD



b) Child poverty*

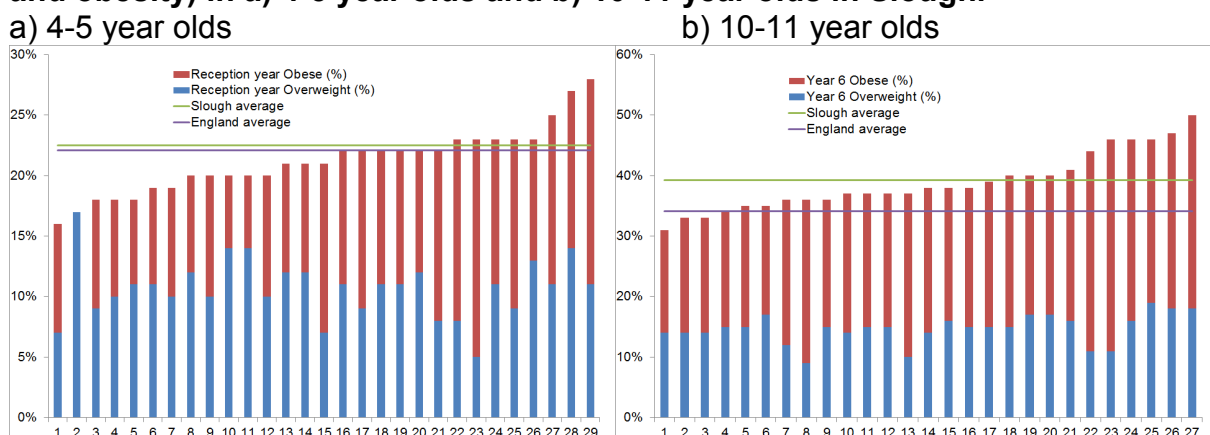


*Percentage of 0-15 year olds living in income deprived households, Income Deprivation Affecting Children Index, 2015.

5.49 There is also considerable variation in the prevalence of excess weight and obesity across Slough schools (3-year average data) (Figure 7). These data are used to target the school-based interventions. In Year 6, all but four schools in Slough had higher percentage of pupils with excess weight than the England average.

5.50 School census data (Dec 2016) indicate that there is considerable cross-border schooling in Slough i.e. pupils that live outside the borough and attend school in Slough and pupils resident in Slough who attend schools outside Slough. However, this is much more common for secondary school children than primary. In 2015/16 overall 11% of pupils (over 3,200) in Slough schools were registered with an address out of the borough. This was much higher in secondary schools (23.3%) than primary schools (3.6%). Similarly, over 3,700 Slough resident children attended an out of borough school of which 48% attended a school in Buckinghamshire and 42% in Windsor & Maidenhead.

Figure 7. School-level data showing the prevalence of excess weight (overweight and obesity) in a) 4-5 year olds and b) 10-11 year olds in Slough.



5.51 In summary, obesity rates in Slough are worse than England average and trend data show rates either to be relatively stable (4-5 year olds) or increasing (10-11 year olds). There is variation by ward, but there are no wards with low prevalence of obesity. Obesity is linked to deprivation and that appears to be echoed in local mapping. There is variation between schools in Slough, for example ranging from ~30% to nearly 50% of children carrying excess weight.

Possible Areas for Overview & Scrutiny

5.52 On the surface, the cause of obesity is simply that the number of calories consumed is greater than the number expended. However, the drivers behind these behaviours are complex and embedded in our personal, social and environmental context. For example, habitual behaviours, social norm of excess weight, environmental cues to buy unhealthy food products, environmental barriers to being active. Data are available which give an indication of healthy lifestyle behaviours in Slough's population, including health eating and activity

e.g. self-reported consumption of fruit and vegetables and self-reported activity (Appendix 1, **Error! Reference source not found.**) and some of the key wider determinants such as deprivation (shown above). However, many of the drivers behind these behaviours are not so readily measured or, importantly, self-reported.

5.53 Much of the work of the council does or could impact on reducing obesity. Many activities are undertaken, across different directorates, which impact obesity, for example activities described above and active transport initiatives for Slough Borough Council employees.

5.54 Slough does not currently have a strategy to address obesity. The Public Health team are developing a **new obesity strategy** for Slough. The strategy has three areas i) Cross-Slough Ambition; ii) An Exemplar Council and iii) Public Health Intervention Programme. Details of each area are given below:

1. **Cross-Slough ambition** – developing and implementing an ambitious vision for tackling obesity in Slough, including for example prioritising active-travel friendly new developments, working with residents and businesses to generate demand and supply for healthy lifestyles.

Current Actions: The Public Health Team have undertaken a workshop with officers looking at how the council does and could tackle obesity through many different channels. A workshop with external partners is planned in September, and further work with Members will follow. We are in the process of commissioning a piece of research to explore the barriers and drivers for obesogenic behaviours by Slough residents.

2. **An exemplar Council** – leading by example, including Members and Officers

See 5.55 to 5.57 below.

3. **Public health intervention programme** – overview and support of key prevention activities and interventions

Current Actions: We have mapped existing programmes commissioned across the Council and identified gaps; commissioned Tier 2² weight management services for children and adults; developing of Tier 2 weight management intervention for people with learning disabilities; supporting to schools and children's centres to increase physical activity and reduce sedentary behaviour.

An exemplar Council

5.55 The Council Employee Wellbeing Board run a number of initiatives (e.g. exercise sessions such as yoga, midday mile, healthy eating workshops and health checks, promotion of mental health resources) that aim to improve the health of

² Tier 1 covers universal services (such as health promotion or primary care); tier 2 covers lifestyle interventions; tier 3 covers specialist weight management services; and tier 4 covers bariatric surgery.

Slough Borough Council staff (Appendix A). It is run by volunteers from a number of directorates and operates without a dedicated budget.

5.56 NICE recommend that local authorities and NHS organisations lead by example with regards to healthy weight. The Recommendation is given in the Box below:

Recommendation 9 Local authorities and the NHS as exemplars of good practice

Who should take action?

- Chief executive officers.
- Executive directors of local authority services.
- Local authority and NHS commissioners.
- Directors of public health and public health teams.
- Council leaders and elected members.

What action should they take?

- Public health teams should ensure local authorities and NHS organisations develop internal policies to help staff, service users and the wider community achieve and maintain a healthy weight.
- Local authorities, NHS executive directors and commissioners should promote healthier food and drink choices (and discourage less healthy choices) in all onsite restaurants, hospitality suites, vending machines, outreach services and shops. They should do this through contracts with caterers, pricing and the positioning of products, information at the point of choice and educational initiatives^[1].
- Local authorities and NHS organisations should introduce and monitor an organisation-wide programme that encourages and supports staff and, where appropriate, service users, to be physically active^[2]. This includes, for example, introducing physically active travel plans for staff to promote walking and cycling to and from work. It also includes considering the design of working environments to increase opportunities for physical activity.
- Local authorities and NHS organisations should offer lifestyle weight management service(s) (in line with best practice outlined in section 1.1.7 of NICE's guidance on [obesity](#)) for overweight or obese staff who would like support to manage their weight.
- Local authority and NHS commissioners should consider how their decisions impact on obesity in the local community. For example, ensuring the provision of healthier choices is included in food contracts for leisure centres may have a positive impact on the diet of people who visit or work at these centres.

<https://www.nice.org.uk/guidance/ph42/chapter/1-Recommendations#recommendation-9-local-authorities-and-the-nhs-as-exemplars-of-good-practice>

5.57 **We would like to recommend that the Overview and Scrutiny Panel establish a task and finish group to make recommendations on how Slough Borough Council can become an exemplar Council. This would be an extremely valuable piece of work that would show Slough Borough Council leading from the front on this difficult issue. As well as directly benefiting its employees (many of whom are also local residents) and Members, this work would also likely identify lessons that would be applicable to other local employers and residents across Slough. Finally it would also raise the**

profile and priority of this issue amongst officers and Members and as such contribute significantly to the cross-council vision.

6. **Comments of Other Committees**

This report has not been discussed by any other committee. However, both the Education and Children's Services Scrutiny and Health Scrutiny Panels expressed an interest in the matter (given its overlap with their work) and will take an update on this discussion at its meeting on 25th October 2017.

7. **Conclusion**

The Panel is asked to note the progress made since 2013, the development of a new strategy and consider the commissioning of a Task & Finish Group on Slough Borough Council aiming to become an exemplar council with regards to supporting staff and Members to achieve and maintain a healthy weight.

8. **Appendices Attached**

'A' - Childhood Obesity Review, published 14th January 2014

'B' - Employee Wellbeing Board overview

9. **Background Papers**

'1' Obesity: working with local communities. NICE Public Health Guideline [PH42], last updated June 2017 <https://www.nice.org.uk/guidance/ph42>

'2' Weight management: lifestyle services for overweight or obese children and young people. NICE Public health guideline [PH47], October 2013 <https://www.nice.org.uk/guidance/ph47>

'3' Weight management: lifestyle services for overweight or obese adults. Public health guideline [PH53] May 2014 <https://www.nice.org.uk/guidance/ph53>

'4' Physical activity and the environment. Public health guideline [PH8] January 2008 <https://www.nice.org.uk/guidance/ph8>; and draft replacement guidance out for consultation Physical activity and the environment (update) Full guidance expected March 2018 <https://www.nice.org.uk/guidance/indevelopment/gid-phg97>.

'5' Obesity prevention Clinical guideline [CG43]. Last updated March 2015 <https://www.nice.org.uk/guidance/cg43>

'6' Public Health Outcome Framework, Public Health England <http://fingertips.phe.org.uk/>

'7' Local Health, Public Health England <http://www.localhealth.org.uk/#v=map11;l=en>

'8' School Food Standards <https://www.gov.uk/school-meals-healthy-eating-standards>

'9' Tedstone, A. Public Health Matters Blog. 2016
<https://publichealthmatters.blog.gov.uk/2016/10/21/obesity-and-the-environment-the-impact-of-fast-food/>

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Childhood Obesity

Findings of Overview and Scrutiny
Committee

July – December 2013



Contents

Foreword

Recommendations

1 Background

2 Does Slough have a problem with childhood obesity?

3 What options are there to alter the physical environment?

4 What is the role of schools and how can we support them?

5 The need to encourage physical activity

6 What role can GPs and other primary care professionals play in tackling childhood obesity?

7 Conclusions

Appendix A - Terms of Reference

Appendix B - Map: Current locations of takeaways and secondary schools in Slough

Appendix C - Map: Demonstration of potential restriction zones of 500m around all schools in Slough

Appendix D - Diagram: Public Health programmes of work for improving the nutritional health of children in Slough

Foreword

It gives me great pleasure to introduce the findings of the Childhood Obesity Review.

It is hoped that this report will be successful in bringing many of the issues surrounding obesity and choosing healthy lifestyles to the forefront.

The aim of the Review was to identify ways the council and its partners can promote healthy lifestyle choices for young people. The key objectives were to develop appropriate recommendations around the prevention of an over-concentration of fast food outlets around school premises, providing support to schools as they work to maintain their commitment to promote healthy choices, and ensure that policies relating to the provision of safe and accessible play areas were effectively implemented.

During the course of this extensive review we have had the benefit of in depth information and evidence from a number of our key partners and many council officers. I would like to thank all of them for their commitment to this project which has been a shared endeavour and for the quality of the information provided to the committee which has enabled us to produce a comprehensive analysis of the issue as well as produce a set of workable recommendations. On a positive note, the Review has demonstrated very clearly that there is a great deal of good work already happening in our Borough. Prime examples of that are: the effective practical and educational work being done in our Childrens Centres; the creative and imaginative way our schools are responding to the challenge of educating our children on the importance of nutrition and physical exercise in developing a healthy and enjoyable lifestyle and the plethora of recreational and sporting opportunities available in our Town.

In conclusion there is much to commend but also areas of weakness that must be addressed if we are to reverse the trend in rising childhood obesity levels. We hope the recommendations made in this report will provide a cohesive framework for improvement. As stated in the report "doing nothing is not an option".

**Councillor Patricia O'Connor
Chair, Overview and Scrutiny Committee**



Recommendations

- a) That the Cabinet agree the prioritising of work currently underway to improve the scope of healthy offers across a range of price levels by local retailers, specifically within the vicinity of local schools.
- b) That, in the municipal year 2015/16, the Overview and Scrutiny Committee review the childhood obesity levels data from areas that have introduced exclusion zones around schools, to assess evidence of their impact and re-consider the options for such a policy to be introduced in Slough.
- c) That the council work with all schools to encourage the inclusion of cooking classes and nutritional education in the curriculum for all schools in the borough.
- d) That the Slough Headteachers look to prioritise their School Transport Plans, co-ordinating with each other for maximum effect, and raising the profile of the options available to parents.
- e) That the Council, through the Transport Working Party, provide support to the schools for initiatives to improve the use of sustainable travel to and from schools, recognising not only the health benefits, but also the congestion and environmental benefits improved School Transport Plans can have.
- f) That the Council look at its methods of advertising the local leisure offer, particularly the available open spaces for 'unorganised' sporting activities, and include details of how improvements can/have been made when the Overview and Scrutiny Committee review the initial effectiveness of the new Physical Activity and Sport Strategy 2013-15 in autumn 2014.
- g) That the Cabinet commission officers to undertake a piece of work reviewing the balance of the leisure offer in the borough to ensure an appropriate mix for both boys and girls.
- h) That a formalised process for information sharing on initiatives to tackle childhood obesity be developed between the CCG, children's centres, health visitors, SBC's Culture and Sport team and schools. This Review recommends that the CCG leads on this, to ensure their engagement, as they would be able to develop an overall picture of health and refer patients to the most appropriate services or initiatives that are available.
- i) That the Overview and Scrutiny Committee receive an update in January 2015 from the CCG on the progress made to implement the areas of work recognised as needing improvement:
 - referrals, and the monitoring of progress through the system following a referral;
 - the introduction of a system of regular health checks for children up to the age of 16 across all surgeries; and
 - the need for closer liaison with Public Health, Health Visitors and School Nurses, and Children's Centres.

- j) That the Overview and Scrutiny Committee write to the Care Quality Commission to request that the new inspection regime for GP practices include assessment of their provision for tackling childhood obesity as it is a contributory factor in so many related serious illnesses.

1 Background

The World Health Organisation (WHO) regards childhood obesity as one of the most serious global public health challenges facing the 21st Century. In England, the latest figures (2011/12) show that 19.2% of children in Year 6 (aged 10-11) were classified as obese, and a further 14.7% as overweight. In the younger age groups, 9.5% of children in Reception (aged 4-5) were classified as obese, with 13.1% as overweight. This means that almost a third of 10-11 year olds and over a fifth of 4-5 year olds were classified as being either overweight or obese nationally. Looking at these figures it is easy to see how childhood obesity could be considered one of the biggest challenges facing the NHS in the future, as the associated health risks increase the pressure on already stretched health services.

Obesity is a known factor in a number of serious illnesses, including:

- Type 2 diabetes
- Heart disease
- Certain types of cancer
- Depression
- High blood pressure
- Stroke

In 2007, the cost to the economy (including the NHS) of people being overweight or obese was an estimated £16 billion, and was predicted to rise to £50 million a year by 2050, if the trend continued (Foresight Tackling Obesities: Future Choices).

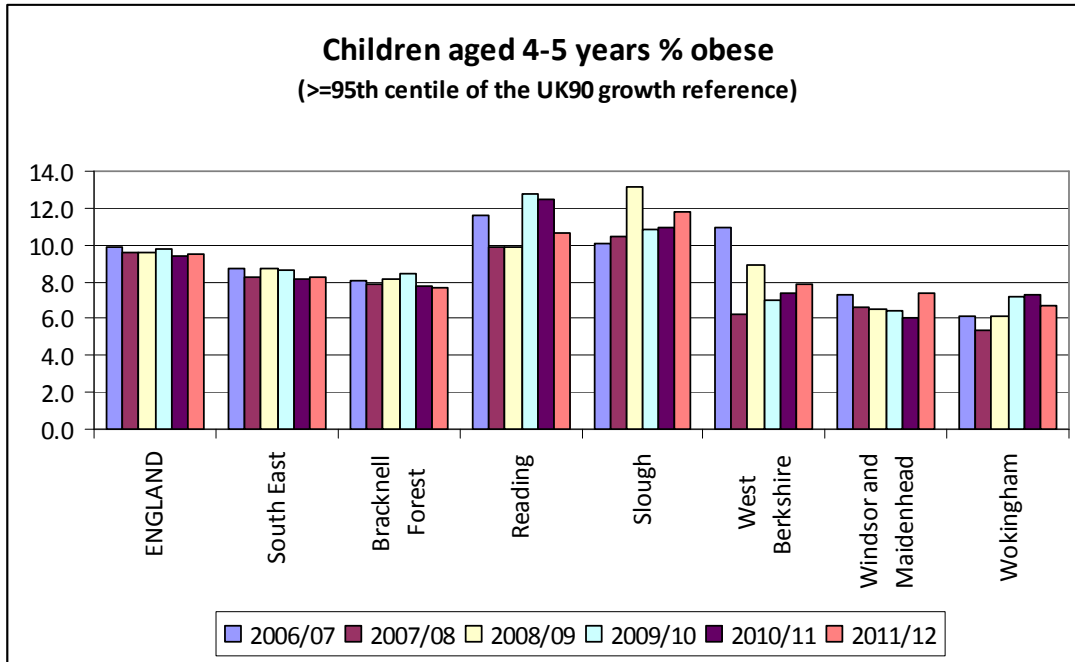
With an increasing concern about the obesity levels in the UK amongst both children and adults, it is important that coordinated efforts are made to tackle the problem at a local level. In recent years the Government has published numerous strategies and guidance on tackling obesity, culminating in Healthy Weight, Healthy Lives: A Cross-Government Strategy for England, published in January 2008.

2 Does Slough have a problem with childhood obesity?

- 2.1 The comparative figures for Slough against the regional and national averages show that the levels of childhood obesity in Slough are a cause for concern, with only the borough of Reading showing consistently similar levels.

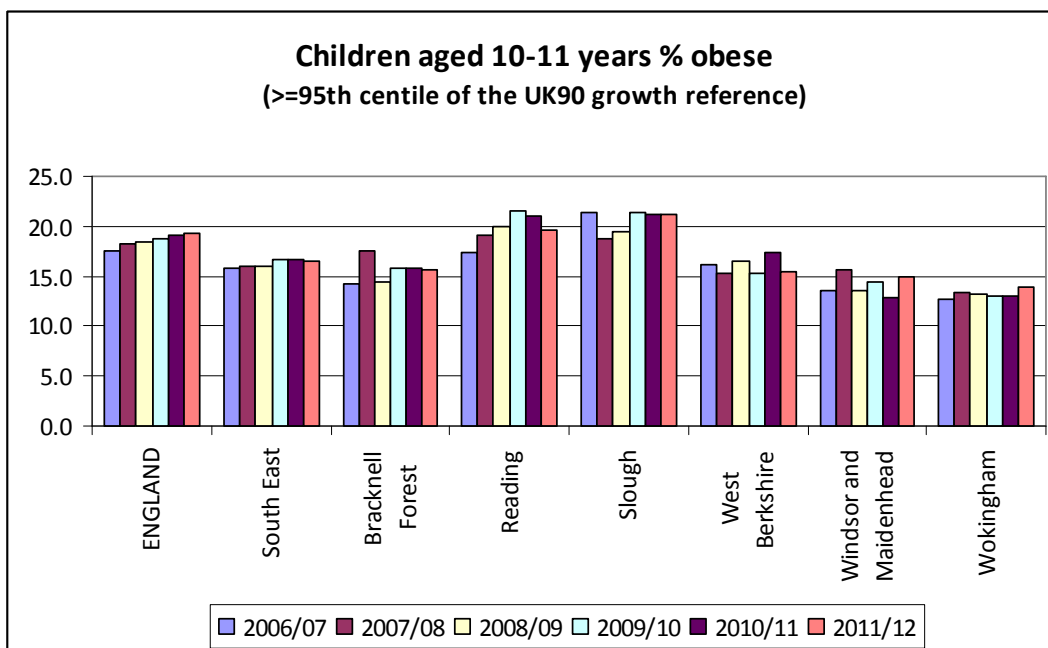
Reception (% classified as obese)

LA	06/07	07/08	08/09	09/10	10/11	11/12	12/13
ENGLAND	9.9	9.6	9.6	9.8	9.4	9.5	9.3
South East	8.7	8.3	8.7	8.7	8.2	8.3	7.9
Bracknell Forest	8.0	7.9	8.2	8.4	7.8	7.7	7.7
Reading	11.6	9.9	9.9	12.7	12.5	10.6	9.8
SLOUGH	10.1	10.5	13.1	10.8	11.0	11.8	12.3
West Berkshire	10.9	6.2	8.9	7.0	7.4	7.9	7.7
RBWM	7.3	6.6	6.5	6.5	6.0	7.4	5.9
Wokingham	6.1	5.4	6.1	7.2	7.2	6.7	6.0



Year 6 (% classified as obese)

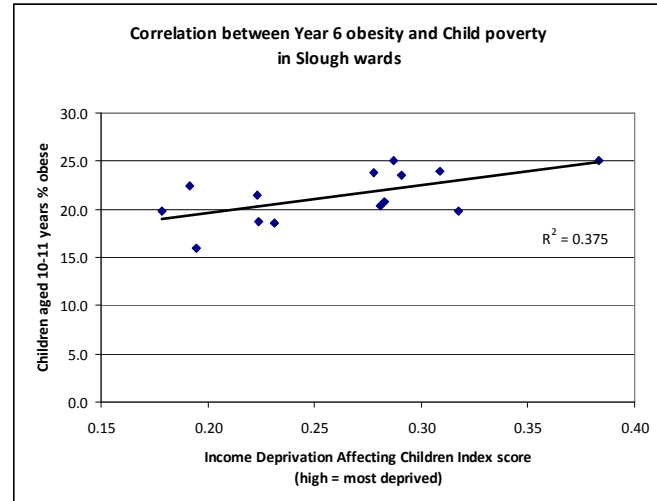
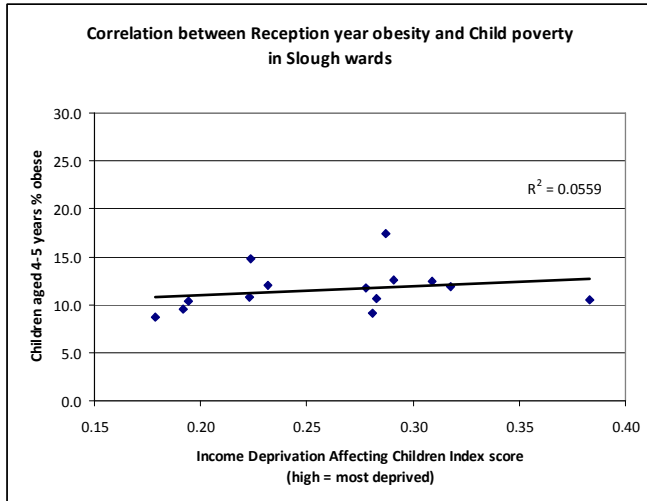
LA	06/07	07/08	08/09	09/10	10/11	11/12	12/13
ENGLAND	17.5	18.3	18.3	18.7	19.0	19.2	18.9
South East	15.9	16.1	16.0	16.6	16.6	16.5	16.0
Bracknell Forest	14.3	17.5	14.5	15.9	15.9	15.7	15.5
Reading	17.3	19.1	19.9	21.6	21.0	19.6	18.8
SLOUGH	21.3	18.8	19.4	21.4	21.2	21.3	20.9
West Berkshire	16.2	15.3	16.5	15.2	17.4	15.5	14.3
RBWM	13.6	15.6	13.5	14.4	12.8	14.9	12.3
Wokingham	12.8	13.4	13.1	12.9	12.9	13.9	12.9



National Child Measurement Programme 2009/10 to 2011/12 – prevalence of obesity by school year and electoral ward of child residence.

	Reception (age 4-5 years)				
	Number measured	Number obese	% obese	95% confidence limits	
				Lower	Upper
Colnbrook with Poyle	172	30	17.4%	12.5%	23.8%
Kedermister	271	40	14.8%	11.0%	19.5%
Baylis and Stoke	486	61	12.6%	9.9%	15.8%
Central	451	56	12.4%	9.7%	15.8%
Haymill	324	39	12.0%	8.9%	16.0%
Britwell	396	47	11.9%	9.0%	15.4%
Wexham Lea	417	49	11.8%	9.0%	15.2%
Farnham	351	38	10.8%	8.0%	14.5%
Cippenham Meadows	444	47	10.6%	8.1%	13.8%
Chalvey	426	45	10.6%	8.0%	13.8%
Upton	291	30	10.3%	7.3%	14.3%
Langley St Marys	188	18	9.6%	6.1%	14.6%
Foxborough	283	26	9.2%	6.3%	13.1%
Cippenham Green	335	29	8.7%	6.1%	12.2%

	Year 6 (age 10-11)				
	Number measured	Number obese	% obese	95% confidence limits	
				Lower	Upper
Chalvey	296	74	25.0%	20.4%	30.2%
Colnbrook with Poyle	148	37	25.0%	18.7%	32.5%
Central	346	83	24.0%	19.8%	28.8%
Wexham Lea	417	99	23.7%	19.9%	28.1%
Baylis and Stoke	428	101	23.6%	19.8%	27.8%
Langley St Marys	209	47	22.5%	17.4%	28.6%
Farnham	350	75	21.4%	17.5%	26.0%
Cippenham Meadows	384	80	20.8%	17.1%	25.2%
Foxborough	285	58	20.4%	16.1%	25.4%
Cippenham Green	293	58	19.8%	15.6%	24.7%
Britwell	354	70	19.8%	16.0%	24.2%
Kedermister	309	58	18.8%	14.8%	23.5%
Haymill	285	53	18.6%	14.5%	23.5%
Upton	213	34	16.0%	11.7%	21.5%



- 2.2 With the National Child Measurement Programme figures 2009/10 to 2011/12 showing the prevalence of obesity by school year based on child residence, there is a mixed result in terms of correlating deprivation levels with obesity, although there appears to be a trend. Although imperfect, this data uses the best available information and conclusions can be made based on the reasonable probability that there is a relationship between the levels of childhood obesity and deprivation.
- 2.3 There are a number of factors present in the demographics of Slough which, while not direct causes, could make the child population of Slough more susceptible to obesity. It is recognised that ethnicity (specifically from Asian and Black groups) and higher levels of deprivation generally correlate with higher rates of childhood obesity, with both instances making the likelihood of a higher prevalence in Slough possible (NOO, 2012). However, there are other factors that have an influence on levels of obesity (both positive and negative): media, social interaction, psychological, economic, nutrition, activity levels, infrastructure, biological, and medical. Whilst genetic factors influence the susceptibility of an individual child to obesity, environmental, psychological, social and cultural factors, lifestyle preferences and behavioural habits are all thought to play a part in determining the prevalence of obesity.
- 2.4 The figures presented above demonstrate that there are significant levels of obesity amongst the child population in Slough. With obesity being a known factor in a number of associated serious illnesses, and the future health of the population of Slough as a whole at risk as well as the ability of the local health service to cope, it is clear that more work must be done to tackle this growing problem in its earliest stages.

3 **What options are there to alter the physical environment?**

- 3.1 At its meeting on 27 November 2012, the Council resolved the following:

“that the health and well being priorities of the Sustainable Community Strategy (2011) and other relevant national and regional guidance in relation to improving the health of children be expanded by considering ways to prevent any new premises with A5 from opening within 300-500 metres of any school within the Slough borough borders and that consideration of the issue takes place through referral to the O&S Committee for Member input and appropriate recommendations be made to the Planning Committee on new policy.”

- 3.2 There are currently 90 A5 classed hot food takeaway premises in Slough. These premises differ in purpose from restaurants and cafes (class A3), drinking establishments (class A4) and shops (class A1). A class A5 hot food takeaway is an establishment whose primary business

is the sale of hot food for consumption off the premises. A map showing the current locations of takeaways in relation to the borough's secondary schools is attached as Appendix B.

- 3.3 With this level of A5 premises already established in the borough and their locations, consideration needed to be given to the likely number of new premises the introduction of an exclusion zone would impact, and therefore what level of impact such a policy would have on childhood obesity levels.
- 3.4 In assessing the potential scope for such a restrictive policy, relevant factors included:
- the stay on-site policies operated by all schools for pupils up to Year 11;
 - data from the School Food Survey which suggests that 16% of the sample secondary group currently visited a takeaway once a week; and
 - the range of other outlets such a policy would not restrict which also sold unhealthy items such as ice cream vans, newsagents, supermarkets and petrol stations.
- 3.5 The introduction of restrictions on A5 (hot food takeaways) near schools has been implemented in a number of areas across the country. Most of the areas are clustered in London, West Midlands and North West, with no areas outside of London in the South East. With the possible exception of Worcester, the authorities are urban areas characterised by high levels of deprivation¹.
- 3.6 The authorities in these cases have used the planning system in a number of different ways to restrict A5 premises: some have used supplementary planning documents (SPD) and some have used other planning documents such as local plans or development management policies (DPD). Any policy put in place must be consistent with the National Planning Policy Framework (NPPF) which states that: 'The planning system can play an important role in...creating healthy, inclusive communities' (NPPF paragraph 69), but is not more specific than that.
- 3.7 The use of exclusion zones has been considered for:
- shopping centres
 - high streets
 - primary schools
 - secondary schools/sixth form colleges
 - youth facilities/community centres
 - playing fields/parks/children's play areas
 - leisure centres
- 3.8 However, the primary areas for restrictions has been around primary and secondary schools, generally a restriction zone of 400 metres. Some authorities have only applied the restriction zone to secondary schools on the basis that primary school pupils are not permitted to leave school grounds at lunchtimes.
- 3.9 London Borough of Tower Hamlets
In 2010, Tower Hamlets undertook a Scrutiny Review on reducing childhood obesity through the promotion of healthy eating by increasing the availability of, and access to, healthy food choices and reducing the availability of, and access to, food that are high in fat, sugar and salt. The recommendations coming out of this Review included the development of an evidence base to underpin the introduction of policies for the management of an over-concentration of fast-food outlets, and in particular restrictions of an over-concentration of fast-food outlets within the vicinity of schools.

¹ Obesity-based policies to restrict hot food takeaways: progress by local planning authorities in England (www.medway.gov.uk, 21 January 2013)

The Healthy Spatial Planning Project (part of Tower Hamlets' Healthy Borough Programme) 'Tackling the Takeaways: A New Policy to Address Fast-Food Outlets in Tower Hamlets,' which followed the Scrutiny Review, set out the evidence base for the introduction of such a policy, and looked to establish a robust development management framework for managing the number and location of hot food takeaways, as well as recommending approaches for integrating health issues into planning policy. This was in line with the Marmot Review as well as the Government's Healthy Weight, Health Lives which called for 'local authorities [to] use existing planning powers to control more carefully the number and location of fast-food outlets in their local areas.'

3.10 London Borough of Barking and Dagenham (LBBB)

The LBBB introduced an SPD in 2010 called Saturation Point: addressing the health impacts of hot food takeaways. Whilst an SPD does not have the same status as a Development Plan, it is an important material consideration in the determination of planning applications. The borough decided that it wanted to champion the creation of a built environment which makes healthier choices easier, including the availability of healthy food.

The SPD is aimed at reducing the risk of obesity amongst the borough's population, and in particular children, by:

- reducing prevalence and clustering of hot food takeaway shops, especially those in proximity to schools, parks and local youth amenities such as leisure centres;
- seeking developer contributions from new takeaways towards initiatives to tackle obesity (£1000 through a section 106 agreement);
- working with hot food takeaways to improve the nutritional value of the food they sell; and
- improving the opportunities to access healthy food in new developments.

In order to achieve this, planning permission for new hot food takeaways (use class A5) will not be granted in the hot food takeaway zone (within 400m of the boundary of a primary or secondary school in the borough).

3.11 Research conducted by Final Draft Consultancy² found that at least nine of the local authorities who had implemented such policies had cited them (amongst other reasons) in refusing applications for hot food takeaways. Of these, five had had their policies tested successfully on appeal (another local authority was going through the appeal process). However, it is not possible to know how many fast food takeaway applications have been rejected on the grounds of obesity-influenced policies, but it is believed that between 40-50 have been rejected using policies designed to restrict the number of outlets in a particular area.

3.12 Whilst there have been mixed results in terms of planning decisions taken using the restriction policy in the London Boroughs of Tower Hamlets and Barking and Dagenham; there is also, so far, limited evidence of a positive impact on levels of childhood obesity as the tables below demonstrate. However, the introduction of such zones is a relatively new approach, the impact of which may take several years to show, and there is still a sense that such a policy in combination with other approaches such as nutritional education, would assist with improving the levels of childhood obesity in an area.

² Obesity-based policies to restrict hot food takeaways: progress by local planning authorities in England (www.medway.gov.uk, 21 January 2013)

3.13 Obesity Rates – London Borough of Tower Hamlets (Source: www.hscic.gov.uk)

2009/10			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured
Reception	11.3% (1.2%)	13.3% (1.3%)	2,560
Year 6	15.6% (1.4%)	25.7% (1.7%)	2,422

2010/11 (by school postcode)			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured (participation rate)
Reception	11.2% (1.2%)	12.7% (1.2%)	2,881 (94%)
Year 6	14.2% (1.4%)	25.6% (1.8%)	2,409 (90%)

2010/11 (by home postcode)			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured (participation rate)
Reception	11.3% (1.2%)	12.7% (1.2%)	2,865 (94%)
Year 6	14.4% (1.4%)	25.8% (1.8%)	2,347 (90%)

2011/12 (by school postcode)			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured (participation rate)
Reception	10.8% (1.2%)	13.1% (1.3%)	2,774 (91.9%)
Year 6	15.1% (1.4%)	25.1% (1.7%)	2,506 (90.4%)

2011/12 (by home postcode)			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured
Reception	11% (1.2%)	13% (1.3%)	2,753
Year 6	15.1% (1.4%)	25.3% (1.7%)	2,429

3.14 Obesity Rates – London Borough of Barking and Dagenham (Source: www.hscic.gov.uk)

2009/10			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured
Reception	13.6 % (1.3%)	14.1% (1.3%)	2,734
Year 6	15.7% (1.6%)	23.6% (1.8%)	2,048

2010/11 (by school postcode)			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured (participation rate)
Reception	14% (1.2%)	13.8% (1.2%)	2,957 (94.7%)
Year 6	17% (1.6%)	24.2% (24.2%)	2,124 (90%)

2010/11 (by home postcode)			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured (participation rate)
Reception	13.8% (1.2%)	13.9% (1.2%)	3,023 (94.7%)
Year 6	17% (1.6%)	24.3% (1.8%)	2,151 (90%)

2011/12 (by school postcode)			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured (participation rate)
Reception	12.9% (1.2%)	13.7% (1.2%)	3,143 (95.4%)
Year 6	15.3% (1.5%)	26.9% (1.9%)	2,188 (93.4%)

2011/12 (by home postcode)			
	Overweight (95% confidence interval)	Obese (95% confidence interval)	Numbers Measured
Reception	12.9% (1.2%)	13.5% (1.2%)	3,237
Year 6	15.4% (1.5%)	26.9% (1.8%)	2,281

- 3.15 The Slough Borough Council Planning Committee recently agreed that there would be no immediate review of the existing planning documents for Slough. As a result of this, the introduction of a planning policy restricting A5 premises around schools would not be added to the Local Plan, but would be produced as a SPD, which would carry less weight, based on the NPPF stated above. An SPD would also be subject to public consultation and an Equalities Impact Assessment to ensure that it does not have a disproportionate effect upon certain groups.
- 3.16 The map attached as Appendix C shows what the introduction of a restriction zone of 500m around all schools in the Borough of Slough would look like. This demonstrates the significant impact such a policy would have on the introduction of new A5 business to the borough, and although they are criticised for having a negative impact on healthy eating, hot food takeaway premises contribute to the local economy, providing local employment and bring diversity to the High Street and neighbourhood shopping centres.
- 3.17 A smaller restriction zone would limit the impact on businesses, but also potentially limit the impact on obesity levels. With schools in the borough operating stay on-site policies for pupils up to Year 11 a policy which looks to restrict opening times for these premises between 3 p.m. and 4.30 p.m. during term time might be more effective.
- 3.18 Other programmes of work which could be linked with in order to tackle the issue of restricting child access to hot food takeaways include the Catering for Health Award (run in conjunction with neighbouring authorities) which provides opportunities to work with local businesses around the inclusion of healthy menu choices, adopting healthier catering practices which involve reducing the fat, sugar and salt content in the food they serve. So far this scheme has been targeted at businesses in the town centre, but has the potential to be rolled out across the borough.
- 3.19 The Food Hygiene Scheme would also be a programme of work that could be linked to working with businesses to improve the offer of healthy choices available. A further option, which could be linked to the Catering for Health Award or Food Hygiene Scheme, is the development of a voluntary code setting out certain expected standards of promoting healthy choices on the menu.
- 3.20 In reviewing the location of A5 takeaways in the borough the Committee also had to take into account the need to balance health needs with the economic needs of the borough's residents. The limited evidence of such a policy proving effective nationally at tackling levels of childhood obesity currently along with the level of existing businesses within the potential exclusion zone which would not be impacted by the proposed changes also had to be taken into account. It was agreed, on balance, that the impact on child access to hot food takeaways would be minimal, and therefore it would not be suitable to introduce such a policy to Slough at the

current time. However, the work with local businesses to improve their healthy offer should be broadened so that children frequently those establishments had more opportunity to make a healthy choice.

Recommendations

- a) That the Cabinet agree the prioritising of work currently underway to improve the scope of healthy offers across a range of price levels by local retailers, specifically within the vicinity of local schools.
- b) That, in the municipal year 2015/16, the Overview and Scrutiny Committee review the childhood obesity levels data from areas that have introduced exclusion zones around schools, to assess evidence of their impact and re-consider the options for such a policy to be introduced in Slough.

4 What is the role of schools and how can we support them?

- 4.1 Schools are a key component of the battle against childhood obesity, and therefore, the priority level they give this issue can have a direct influence on the obesity levels of students under their care.
- 4.2 All schools have a delegated budget to cover school catering arrangements. Within Slough there are a mix of catering services providing services to schools covering packed lunch only schools, dining centres where food is transported from one site to another, and those who have full production kitchens. Under current arrangements, this breaks down as:
 - Central contract (between Cambridge Education and ISS Education) – 16 school (1 packed lunch only)
 - In house – 7 schools
 - Director contract provider (Catering Academy, ABM Catering, ISS Education, Surrey Commercial Services, St Bernards Secondary) – 8 schools (1 packed lunch only)
- 4.3 The system is further complicated, with schools able to use different providers for individual services e.g. the school themselves may run a breakfast club, one company the lunchtime service, and another the after school club. In the borough, there are 18 breakfast clubs and 10 after school clubs run through the primary schools, and the complexity of the system makes monitoring the overall picture difficult.
- 4.4 Under the central contract, a typical meal offered to children includes:
 - a main meal consisting of starchy carbohydrate, protein portion and at least one portion of vegetables;
 - a choice of 4-6 salad items (children help themselves);
 - a choice of either fruit, yoghurt, cheese and crackers or main dessert e.g. cake; and
 - milk or water.

This meal costs a paying parent £1.75-2.00. Some schools have introduced a cashless system, where parents can pay online or in advance via cheque, which mitigates the risk of the child using cash meant for a school meal on snack foods outside of school (although, it should be noted that this risk is considerably higher in secondary school age children).
- 4.5 In October 2013 the government announced plans to introduce universal school meals for all Key Stage 1 children (Reception to Year 2), with the expectation that this would save families approximately £400 per year. This move is welcomed, although there will be logistical challenges for some schools that do not have the capacity in their facilities to accommodate the numbers of students this plan covers, and this is something that needs to be monitored closely as this policy comes into effect.

- 4.6 There is an annual School Food Survey undertaken across Slough to collect data on the following:
- school meal uptake;
 - number of Free School Meals;
 - compliance with food and nutrient standards;
 - what pupils choose from the school catering services (school meals); and
 - what pupils are provided with by their parents (packed lunches).
- 4.7 The latest information available for this Review was from 2011/12, which indicated that across the borough, an average 35% of children had a school meal, compared with a national average of 46.3%. The 2011 Census results indicated that 2389 (20%) of pupils within the surveyed schools were entitled to Free School Meals (FSM), but that in 2011/12 only 75% of those pupils took up this offer. The reasons as to why some children do not take up the offer of FSM are not known, however, the council is in the process of rolling out a software package across all schools (all but one had signed up) which would simplify the process for parents to check eligibility and apply for FSM.
- 4.8 The School Food Survey is a good snapshot of children's food choices and trends of choice when compared over several years (data goes back to 2007); and allows for the sharing of best practice, provides evidence to Ofsted and Healthy Schools, and most importantly allows for targeted programmes of work as well as guiding early years services such as packed lunch workshops for those entering Reception.
- 4.9 There are a number of projects specifically linked to the School Food Survey, including:
- Mission Healthy Eating – a programme of work specifically aimed at improving the nutritional quality of packed lunches and promoting school meal uptake
 - Food Awareness Week
 - Catering for Health
 - Lunchtucker Trial
 - Packed Lunch workshops
- Other sessions known to occur in schools include cookery workshops, coffee mornings for parents with guest speakers and parent/toddler sessions. Appendix D of this report sets out the various Public Health programmes of work for improving the nutritional health of children in Slough.
- 4.10 Nationally there have been a number of steps taken to improve the standards of food in schools. The Labour Government introduced food and nutrient-based standards which were phased in from 2006-2009, which were meant for all schools and covered all meal services including breakfast and after school clubs. Unfortunately, under the Coalition Government, new academies and free schools have been exempt from following this legislation. However, the recent publication of the School Food Plan has looked to rectify this and includes an action plan for head teachers across all types of school on how to transform what children are eating at school and how they learn about food; specifically cooking is being made part of the national curriculum up to the age of 14.

Recommendation

- c) That the council work with all schools to encourage the inclusion of cooking classes and nutritional education in the curriculum for all schools in the borough.

5 The need to encourage greater physical activity

5.1 There is well established evidence indicating that there are a number of incentives and barriers affecting children and young people's choice and opportunity to engage in sport and physical activity generally.

5.2 In younger children, up to the age of eight, an element of 'fun' is a strong incentive; and evidence shows that children in this age group enjoy playing sport more if they have started early and have support from their parents and peers. The barriers for this age group include:

- gender and cultural stereotyping about the appropriateness of some sports for particular genders by parents and peers;
- costs of participation in organised sports (both time and money);
- physical activities becoming more technical and performance orientated, making them less 'fun';
- dislike of a focus on team sports;
- poor quality of places to play;
- intimidation from older children;
- perceived stranger danger (by both parents and children); and/or
- risk of personal accidents (perceived by both parents and children).

5.3 For older children, there are a number of factors which are likely to encourage participation in physical activity and sport:

- social and family influences – such as the social sanctioning of activities by peers providing opportunities to gain social standing, as well as having active and supportive parents and siblings;
- enjoyment of an activity;
- socialisation – including the opportunity to extend friendship networks beyond school;
- intrinsic and extrinsic rewards – such as achieving a socially desirable body type, or receiving praise and encouragement which helps with self confidence and the development of a positive self identity).

However, this age group also experiences barriers, such as:

- social pressure to conform;
- negative experience of the school environment – such as inappropriate PE kit and discomfort about sharing showers, changing rooms etc.
- negative experiences of sports facilities – public spaces such as gyms or exercises classes could be intimidating;
- having to perform in public;
- a fear of forced competition;
- a fear of sexual or racial harassment;
- intimidation from older children; and/or
- a fear of rival gangs in an area.

5.4 These incentives and barriers demonstrate the need for a number of approaches to encouraging more engagement in physical activity and sport across all age groups, as there is no one single solution. An example of a programme could be:

Offering opportunities to undertake physical activity without the need for an organised sport setting is getting children to walk and cycle more as a means of transport, embedding physical activity into their daily routines.

Incentives:

- *personal freedom and independence*
- *enjoyment and fun with friends; and/or*

- *opportunity to explore local neighbourhoods with their friends or alone.*

Barriers:

- *children's and parents' fear of traffic – particularly evident in the after school period;*
- *parental restrictions on independent movement;*
- *school influence over cycling policy and storage facilities; and/or*
- *adult disapproval of children playing outside.*

5.5 Within schools, there is a lot of work taking place to increase the number of Physical Education (PE) and sport opportunities for young people in the borough. The Slough Schools Sports Network (SSSN) helps schools to provide an ethos of PE and healthy lifestyles, engaging all young people in physical activity; as well as aiming to ensure that the PE experience is of a suitably high quality.

5.6 The SSSN's primary role is the delivery of the School Games programme, a central Government agenda, providing a unique opportunity to motivate and inspire young people to take part in competitive sport. This programme is managed through four levels of activity:

- Level 1 – sporting competition for all students in school through intra-school competition
- Level 2 – individuals and teams are selected to represent their schools in local inter-school competitions
- Level 3 – the county/area will stage multi-sport Sainsbury's School Games festivals as a culmination of year-round school sport competition
- Level 4 – the Sainsbury's School Games finals: a national multi-sport event where the most talented young people in the UK are selected through National Governing Bodies of Sport elite youth programmes.

5.7 In 2012/13 in Slough this meant:

- 35 competitive events run over the year (14% increase on the first year)
- 20 different sports offered (25% increase on the first year)
- Years 1 to 13 offer of competition
- The highest level of competition entries at Level 2 (both primary and secondary)
- Winning 39% of Level 3 county competitions – the most in Berkshire (9% increase on the first year)

5.8 The levels of competition across this programme of work are varied, providing opportunities not only for sporty children, but also those new to competing and those who are less able. With the SSSN engaging over 5000 young people at Level 2 and Level 3 events, not including the thousands of children taking part in Level 1 activity within their own schools, the last 18 months has shown a huge level of success. The SSSN is only funded to work with Years 3 to 13, but the importance of maximising physical activity opportunities for Reception and Year 1 children has meant the provision of services to these years, and only further underlines the importance of sustaining this programme in the battle against childhood obesity in Slough.

5.9 The SSSN is a key player in linking the physical activity work taking place in schools with that in local clubs and community provision.

5.10 Outside of school hours, there are a number of opportunities for children and young people to engage in physical activity:

- there are over 90 formally established sports clubs in the borough and immediate surrounding area, which operate junior clubs who cater for children five years and above;
- the borough's leisure centres have comprehensive programmes of activities, including Swim Skool and tennis programmes (including school holiday programmes);

- a number of voluntary sector agencies offer activity programmes for children and young people;
- there are over 70 play areas in the borough for informal activity;
- there are eight multi-use games areas (MUGAs) in the borough for informal activity;
- there are two skate parks in the borough;
- there are over 60 pitches and courts available in the borough for both formal and informal activity;
- a number of satellite sports clubs are planned to be established on school sites over the next two years, offering greater opportunity for children to take part in organised activity outside of school time in a secure community-based environment;
- initiatives such as Door Step Sports Clubs, Chances for Change, Healthy Lifestyle Clubs, Walk and Talk etc. will also widen the offer to children and families helping them to become more active;
- free taster sessions were made available at local sports clubs throughout October 2013 (information around the take up of this offer was not available at the time of writing this report); and
- Play Day and Urban Action events offer the opportunity for children and young people to take part in new sports and physical activity.

5.11 The Physical Activity and Sport Working Group was formed in 2012 to bring together services and agencies looking to address the low participation rates in physical activity locally. This work has culminated in the development of the Slough Physical Activity and Sport Strategy, setting out the following vision:

“Sport and physical activity is adopted as a habit for life for all Slough residents – more people, more active, more often.”

5.12 This Strategy was published in December 2013 and sets out a challenging programme of work around:

- ensuring that the sporting and physical activity opportunities available in the town meet the needs of the entire community through their lives;
- targeting those groups and communities with greater health risks and shift from sedentary behaviour to a more active lifestyle;
- enabling local people to choose to build physical activity and sport into their daily lives, through equipping them with information about local opportunities and encouraging them to take responsibility for their own, and others’ physical activity levels based upon the behaviour changes social marketing approach advocated by Public Health England;
- developing a mix of indoor and outdoor facilities for sport and physical activity that encourages access and supports the identified needs of the population; and
- enabling those key partners involved in sport and physical activity from the public, private, education and voluntary sectors, particularly GPs and public health staff, to work together effectively to make the best use of evidence and resources.

5.13 With all programmes of work to tackle childhood obesity, a collective approach is key; and Public Health involvement plays central part in drawing together the various strands into a holistic approach. Therefore, it is exciting to see the launch of the Lets Get Going programme in Slough. Following on the heels of the successful engagement of Slough’s schools in the People Health’s Trust Healthy Lifestyles programme, Lets Get Going will be targeting schools based on their National Child Measurement Programme (NCMP) data and obesity levels. Provided through Berkshire Youth, the initial phase of the programme will be rolled out in three schools, offering a 10 week, holistic programme looking at nutrition, physical activity, behavioural change and after-school healthy lifestyles clubs aimed at children with behavioural and/or weight issues, as well as children with normal weight who can use the programme to enhance their fitness and activity.

- 5.14 Whilst the above recognises the work that is taking place to improve organised and sporadic sport uptake, there needs to be a greater focus on how we can bring greater physical activity levels to general daily activities. Whilst there is a general perception that parents unnecessarily driving their children to school is a national problem, the levels in Slough are a particular problem, with national figures demonstrating that during the morning peak travel time one in five journeys is taking a child to school, but in Slough this is one in three journeys. Those who make these journeys over a short distance and are not going on to another destination (such as work) should be the target of school transport plans to use sustainable alternative modes of travel.
- 5.15 Having reviewed the scale of work taking place to increase activity levels amongst children in the borough, this Committee believes there are two aspects which are key to future success:
- increasing the level of activity in a child's every day life; and
 - improved marketing of the leisure offer available in the borough to increase uptake.

Recommendations

- d) That the Slough Headteachers look to prioritise their School Transport Plans, co-ordinating with each other for maximum effect, and raising the profile of the options available to parents.
- e) That the Council, through the Transport Working Party, provide support to the schools for initiatives to improve the use of sustainable travel to and from schools, recognising not only the health benefits, but also the congestion and environmental benefits improved School Transport Plans can have.
- f) That the Council look at its methods of advertising the local leisure offer, particularly the available open spaces for 'unorganised' sporting activities, and include details of how improvements can/have been made when the Overview and Scrutiny Committee review the initial effectiveness of the new Physical Activity and Sport Strategy 2013-15 in autumn 2014.
- g) That the Cabinet commission officers to undertake a piece of work reviewing the balance of the leisure offer in the borough to ensure an appropriate mix for both boys and girls.

6 What role can GPs and other primary care professionals play in tackling childhood obesity?

- 6.1 A January 2013 report from the Royal College of Physicians called on the medical profession to lead from the front in delivering a solution to the issue of obesity (both child and adult), with GPs playing 'a pivotal role not just in obesity prevention, but also in management.'³ The underlying principle of this approach is around making every contact count.
- 6.2 However, whilst it is understood that there have been discussions within the Slough Clinical Commissioning Group (CCG) about the levels of childhood obesity in Slough, at present, they are not involved with any specific programmes of work, and this is a recognisably neglected area of work in primary care.

³ Royal College of Physicians, Action on Obesity: Comprehensive Care for All, Report of a Working Party (January 2013) p.40

- 6.3 The CCG has recognised that there are a number of areas where they should be looking to strengthen practices, including:
- referrals, and the monitoring of progress through the system following a referral;
 - the introduction of a system of regular health checks for children up to the age of 16 across all surgeries;
 - the need for closer liaison with Public Health, Health Visitors and School Nurses, and Children's Centres.

Particularly surprising has been the lack of communication between GPs and the rest of the system looking to deal with this problem. This Review has been impressed by the co-ordination between Public Health, schools, council physical activity programmes and Health Visitors, but this communication appears to have broken down in relation to GPs, which is very concerning.

- 6.4 One positive step has been that the Slough CCG has recently launched a website for parents in Slough (www.childhealthslough.com) with the aim of introducing information on childhood obesity for parents. The Slough CCG is also considering the provision of leaflets in GP surgery waiting rooms, and organising events to engage with parents on the issue, but these seem to have involved little input from other services looking to inform parents on children's health. These initiatives provide perfect opportunities to engage with the Children's Centres and other partners working to tackle this problem, and ensure that the approach is effectively marketed for maximum impact.

- 6.5 Across Slough, the 10 children's centres provide a 'one-stop shop' for local neighbourhood services for families and young children. As well as providing facilities for health visitors and other programmes of work, the children's centres offer direct services which can impact on levels of childhood obesity in the borough:

- health services, ante-natal and post-natal support (stressing the importance of breastfeeding and weaning programmes), Healthy Start vitamins and Food Bank vouchers;
- Stay and Play groups, Play and Learn groups and targeted Family Learning;
- flexible childcare with education for children from three months, providing meals for children throughout the day;
- help and advice on a wide range of family matters such as budget management, or support to apply for grants for cooking apparatus for the family home;
- healthy eating workshops and cookery classes for feeding a family, providing role model practice to assist parents in caring for their children; and
- adult education and training, plus advice and guidance for adults seeking employment.

- 6.6 The support, and access to families, that children's centres provide is essential to the early identification of risks, and the establishment of good habits which can help obesity as a child develops. The children's centres have extensive access to families, providing 15 hours of free nursery education for the most disadvantaged two-year olds in the borough. This two-year old programme includes the provision of free meals and allows for bespoke family learning programmes to be developed through engagement with the families. These family learning programmes can address a number of specific issues relating to parenting capacity and other family and environmental issues that may be affecting the children's wellbeing and development, including factors that may lead to unhealthy eating habits later on.

- 6.7 All the children's centres in the borough have signed up to the Smiling for Life initiative, which promotes healthy snacks, as well as the Catering for Life Award that covers the provision of healthier food choices. The national Early Years Foundation Stage framework, which all of the centres follow in supporting children from birth to five years, teaches children about healthy eating choices and the importance of physical exercise. In addition to these programmes, all

the children's centres have signed up to the Slough Walks and Talks initiative for 2014, aimed at getting children to be more active in their every day lives.

- 6.8 6,500 under fives are registered with the borough's children's centres; this is out of a total of approximately 13,000 under fives across the borough. Therefore, advertising the services of the children's centres is important to increase the uptake by families, and this could potentially sit alongside registration with GPs.
- 6.9 Health Visitors, whose numbers are increasing, work closely with the children's centres, using their facilities to provide services in an environment that is familiar and safe for families. The Healthy Child Programme delivered by Health Visitors provides services covering pregnancy through the first five years of life. This care begins with ante-natal classes, run by Heatherwood and Wexham Park Hospital Trust, where there is an emphasis on health during pregnancy and breastfeeding; this is then followed by post-natal groups continuing the work around breastfeeding, and then advice on weaning and nutrition, as well as the social and psychological development of the child. Whilst general information around ante-natal classes indicates that health after birth is covered within ante-natal classes there is a lack of confidence that this is the case. This Review believes that every contact should count in the battle against childhood obesity, and ante-natal classes are a good opportunity to begin the education process for new parents, with simple leaflets on the importance of the mother's health when breastfeeding etc.
- 6.10 Health Visitors also work closely with School Nurses who undertake the child measurement programme in Years 1 and 6, providing the national data informing borough-wide decisions around the provision of services; as well as offering regular weighing and dietary advice and the general promotion of healthy lifestyles.
- 6.11 Both Health Visitors and School Nurses are able to refer those identified with a need to specific weight management programmes, or directly to community dietitians or GPs, CAMHS, or community paediatricians if the case involves complex development issues in relation to obesity. The data around the levels of referral were not available for this Review, and this would have been useful to understand the uptake on services from those identified as being in need.

Recommendations

- h) That a formalised process for information sharing on initiatives to tackle childhood obesity be developed between the CCG, children's centres, health visitors, SBC's Culture and Sport team and schools. This Review recommends that the CCG leads on this, to ensure their engagement, as they would be able to develop an overall picture of health and refer patients to the most appropriate services or initiatives that are available.
- i) That the Overview and Scrutiny Committee receive an update in January 2015 from the CCG on the progress made to implement the areas of work recognised as needing improvement:
- referrals, and the monitoring of progress through the system following a referral;
 - the introduction of a system of regular health checks for children up to the age of 16 across all surgeries; and
 - the need for closer liaison with Public Health, Health Visitors and School Nurses, and Children's Centres.
- j) That the Overview and Scrutiny Committee write to the Care Quality Commission to request that the new inspection regime for GP practices include assessment of their

provision for tackling childhood obesity as it is a contributory factor in so many related serious illnesses.

7 Conclusions

In discussing this issue, we recognise that this is highly sensitive, and there is still an element of stigma which may stop people seeking help for themselves and/or their children, there is one clear message that has come out of this Review, and that is that doing nothing is not an option.

In focusing on what could make the maximum impact on the levels of childhood obesity in Slough there appears to be a triangle of factors:

- Family eating practices and the nutritive quality of the food being consumed (cooked meals vs. takeaways)
- Physical activity levels
- Parental obesity (obese parents are 40% more likely to have obese children)

The involvement of all key partners is crucial to helping create the capability amongst individuals and families to help themselves, and making every single contact count in this is vital.

The recently released figures for the National Child Measurement Programme 2012/13 indicate cause for cautious optimism that the good work being done in primary schools has not just stopped the rise in the levels of obesity, but is actually beginning to reduce it. However, the same set of results show a further rise in obesity levels at Reception, and demonstrate the need to look again at how our services in the early years are still in need of improvement; it is hoped that the recommendations proposed in this report can contribute to this improvement going forward.

8 Acknowledgements

The Committee would like to thank the following people for their involvement in this Review, whether providing written information or attending committee meetings to provide evidence and discuss the issues:

Shabnam Ali – Economic Policy Development Officer, Slough Borough Council

Laura Brookstein – Network Manager, Slough School Sport Network (SSSN)

Jean Cameron, Development Manager, Children's Centres, Slough Borough Council

Philippa Collings, Public Health Nutrition Lead, Slough Borough Council

Ginny de Haan - Head of Consumer Protection & Business Compliance, Slough Borough Council

Alison Hibbert – Head of Culture and Sport, Slough Borough Council

Sarah Parsons, Locality Manager from Children and Families Services, Berkshire Healthcare NHS Foundation Trust

Dr Onteeru Reddy – Programme Manager, Public Health and Wellbeing, Slough Borough Council

Jo Ricketts – Nutritional Adviser, Slough Borough Council

Dr Sabina Shaik, Paediatric Lead, Slough Clinical Commissioning Group

Dr Angela Snowling – Consultant in Public Health (Slough), Slough Borough Council

Mary Sparrow, Head of Wexham School Specialist Sports College and Chair of the SSSN

Paul Stimpson - Strategic Lead Planning Policy and Projects, Slough Borough Council

Employee Wellbeing Board Overview

Board objectives

The Employee Wellbeing Board has been successfully running for a number of years. The objectives of this programme are:

- Reducing staff sickness
- Increasing productivity
- Improving staff morale
- Opportunities for staff across services to come together, strengthening 'one council' working

The board's strapline 'healthy, happy and here' reflects the benefits both to individual staff and the organisation. As the council moves to new ways of working, with 'smart working' enabling staff to work from a wide range of locations, it will be more crucial than ever to ensure this work continues so staff are increasingly healthy and effective, no matter where they are located. This will ensure Slough Borough Council is a leading example of a council which is 'healthy, happy and happening'.

The board runs a varied programme of activities focused on physical and mental wellbeing and healthy eating. For a summary, please refer to the board's annual report. In addition the board also publishes regular articles in Grapevine to inform and motivate staff.

Contribution to Five Year Plan delivery

The work of the Employee Wellbeing Board makes a significant contribution to the delivery of Outcome 2 of the Five Year Plan, by enabling staff to manage their own health and wellbeing.

The introduction of smart working will drive a cultural shift away from 'presenteeism' and towards outcomes based performance management. Alongside this we want managers to be empowering staff to take advantage of the opportunities available to them, recognising the importance of personal wellbeing for personal effectiveness in the workplace. In line with the SBC values, staff are encouraged to be ambitious and accountable for their wellbeing.

Future initiatives

The employee wellbeing board is leading on tackling sedentary lifestyle, and successfully held the 'Get SBC moving' event we held earlier this year where staff were challenged to hold standing meetings and break up periods of sitting down. They are also championing the introduction of adjustable sit-stand equipment that would enable employees to break up periods of sitting with standing

Board membership and finances

The employee wellbeing board is formed of a small group of staff who volunteer in this capacity in addition to their normal roles. The chair of the board has endeavoured to ensure representation from a number of directorates and locations, although this is not always possible due to the constraints of workload and staffing. The work of the board is therefore driven forward by a small but committed core of volunteers.

There is no dedicated budget for this work.

Data analysis and monitoring effectiveness

While the employee wellbeing board holds data on attendance for some events, due to the voluntary nature of the board membership and time constraints it has not been possible to carry out a systematic analysis of this data. Findings show that events and information are well received and anecdotal evidence suggests staff have found these helpful in supporting their health and wellbeing and would like more of the events to continue.

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 14th September 2017

CONTACT OFFICER: Dave Gordon – Scrutiny Officer
(For all Enquiries) (01753) 875411

WARDS: All

PART I
FOR CONSIDERATION & COMMENT

OVERVIEW AND SCRUTINY COMMITTEE – 2017/18 WORK PROGRAMME

1. **Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2017/18 municipal year.

2. **Recommendations/Proposed Action**

2.1 That the Committee:

- a) identify the major issues it would like to cover in the 2017/18 municipal year;
- b) agree, where possible, timing for specific agenda items during the 2017/18 municipal year; and
- c) consider whether there are any items which it would like to request one of the Scrutiny Panels add to their Work Programmes for the municipal year.

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

3.1 The Council’s decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, alongside the 3 Scrutiny Panels combine to meet the local authority’s statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of scrutiny also reflects the priorities of the Five Year Plan, as follows:

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

3.3 Overview and Scrutiny is a process by which decision-makers are accountable to local people, via their elected representatives for improving outcomes relating to all priorities for the Borough and its residents. Scrutiny seeks to influence those who make decisions by considering the major issues affecting the Borough and making recommendations about how services can be improved.

4. **Supporting Information**

4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.

4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.

4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:

- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
- scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
- strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability

4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:

- *To what extent does this issue impact on the lives of Slough's residents?*
- *Is this issue strategic and pertinent across the Borough?*
- *What difference will it make if O&S looks at this issue?*

5. **Suggested Topics**

5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 3 or 4 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.

5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

6. **Resource Implications**

6.1 Overview and Scrutiny is supported by 1 FTE member of staff. This officer is responsible for support the O&S Committee and three Scrutiny Panels. Therefore, this is a finite resource and consideration must be given, in conjunction with the work programmes for the three Scrutiny Panels, as to how the resource is used during the year.

7. **Conclusion**

- 7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.
- 7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2017/18 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Committee organises its priorities at the start of the year.

8. **Appendices Attached**

A - Draft Work Programme for 2017/18 Municipal Year

9. **Background Papers**

None.

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2017/2018

Meeting Date
16 November 2017
<ul style="list-style-type: none"> • Adult Social Care Transformation Programme – Annual Update • Slough Urban Renewal • Economic Strategy – update from town centre discussion • PCC and Chief Constable - presentation • Financial Update
11 January 2018
<ul style="list-style-type: none"> • Transactional Services – Half Year Update • Housing Strategy - Theme 3: Council Homes (Theme 2: Private Sector in July 2018) • Slough Five Year Plan - Slough will be an attractive place where people choose to live, work and visit (1, 3, 4, 7 & 8) • Financial Update • 2017 – 18 Q2 Performance
1 February 2018
<ul style="list-style-type: none"> • BUDGET MEETING
15 March 2018
<ul style="list-style-type: none"> • Financial Update
12 April 2018
<ul style="list-style-type: none"> • Financial Update • Scrutiny – Annual Report • Petitions – Annual Summary

To be programmed:

- Communications Strategy – update from LGA Peer Review

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MEMBERS' ATTENDANCE RECORD 2017/18
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	13/06/17	13/07/17	14/09/17	16/11/17	11/01/18	01/02/18	15/03/18	12/04/18
Chahal	P	P						
Chaudhry	P	P						
N. Holledge	P	P						
Parmar	P	P						
Rana	P	P						
Sadiq	P	P						
Sarfraz	P	P						
A. Sandhu	P	P						
R. Sandhu	P	Ap						

P = Present for whole meeting
 Ap = Apologies given

P* = Present for part of meeting
 Ab = Absent, no apologies given

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