

Date of issue: Friday, 8 June 2018

MEETING:	CABINET Councillor Swindlehurst Councillor Hussain Councillor Anderson Councillor Carter Councillor Mann Councillor Nazir Councillor Pantelic Councillor Sadiq	Leader of the Council and Cabinet Member for Regeneration & Strategy Deputy Leader of the Council and Cabinet Member for Transformation & Performance Environment & Leisure Planning & Transport Regulation & Consumer Protection Corporate Finance & Housing Health & Social Care Children & Education
DATE AND TIME:	MONDAY, 18TH JUNE, 2018 AT 6.30 PM	
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

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



NIGEL PALLACE
Interim Chief Executive

AGENDA

PART I



AGENDA
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Apologies for absence.

1. Declarations of Interest

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.

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

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

2.	Minutes of the Meeting held on 16th April 2018 and the Special Meeting held on 29th May 2018	1 - 12	
3.	Statutory Service Plans	13 - 114	All
4.	Enforcement of Redress Scheme for Letting Agents Etc	115 - 120	All
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6.	Performance & Projects Report Q4 2017/18	141 - 160	All
7.	Revenue Financial Report - 2017-18 (Provisional Outturn)	161 - 184	All
8.	Capital Monitoring Report at 31st March 2018	185 - 210	All
9.	Former Thames Valley University Campus and Montem Leisure Centre Demolition	211 - 216	Central; Chalvey
10.	Developments at Heathrow Update	Verbal Update	All
11.	References from Overview & Scrutiny	To Follow	All
12.	Notification of Forthcoming Decisions	217 - 226	All
13.	Exclusion of Press and Public		

It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person



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(including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

PART II

14. Part II Minutes - Special Cabinet, 29th May 2018 227 - 230

Press and Public

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision



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Cabinet – Meeting held on Monday, 16th April, 2018.

Present:- Councillors Swindlehurst (Chair), Anderson, Carter, Mann, Nazir, Pantelic and Sadiq

Apologies for Absence:- Councillor Hussain

PART 1

114. Declarations of Interest

Item 8: Heathrow Express Depot Update - Councillor Swindlehurst declared that he represented the Council on the Heathrow Community Engagement Board.

115. Minutes of the Meeting held on 19th March 2018

Resolved – That the minutes of the meeting of the Cabinet held on 19th March 2018 be approved as a correct record.

116. Slough Urban Renewal Partnership Business Plan 2018-23

The Director of Regeneration introduced a report that updated on the performance of Slough Urban Renewal (SUR) and sought approval for the Partnership Business Plan 2018-2023. The Cabinet noted the Part II appendix, which was the draft Plan, during Part I of the meeting without disclosing any of the exempt information.

The Plan was the core document for the SUR and set out the strategic, operational and governance framework. It had first been agreed in 2013 once the Council entered into the agreement with Morgan Sindall and was reviewed annually for approval by both partners. Good progress had been made on planned activity over the past year on a range of housing and community schemes. The key performance targets for 2018/19 were summarised including the residential development of 104 homes at Wexham Green and master-planning for the redevelopment of the Thames Valley University site on which SUR had secured an option to be the developer.

The Cabinet welcomed the completion of key schemes such as the Ice Arena refurbishment and the Milestone development on Ledgers Road as well as the significant number of apprenticeships and employment opportunities. Members discussed a number of issues including the flexibility in the plan to be revised if market conditions significantly worsened and the need to ensure that delivery continued at pace to secure the benefits for the town. It was noted that the Business Plan recognised market conditions and the Council had sufficient controls in the governance arrangements to adjust the plans accordingly.

At the conclusion of the discussion, the performance update for the SUR was noted and the revised Partnership Business Plan, as at Appendix A to the report, was approved.

Resolved –

- (a) That the performance of SUR as set out in Section 5.4 of the report be noted.
- (b) That the performance targets for SUR for 2018/19 as set out in Section 5 of the report be agreed.
- (c) That the Partnership Business Plan for the period to December 2023 be agreed.
- (d) That it be noted that the SBC board representatives for SUR would be subject to review.

117. HRA Asset Management Strategy

The Lead Member for Corporate Finance & Housing and the Service Lead, Neighbourhoods introduced a report that sought approval for the Housing Revenue Account (HRA) Asset Management Strategy. The document had been drafted in the context of the current housing option appraisal and the HRA Business Plan and it set out a structured basis for sustainable investment in Council housing. The housing stock was a significant asset of circa £1.5bn and the strategy would shape the management of the asset and inform future investment decisions.

The Cabinet agreed that the strategy provided a framework to shape future decisions on upgrading and investing in the Council housing stock. Previous experience of bringing homes up to Decent Homes standard had underlined the importance of engagement and social cohesion when planning major investment programmes. It was also agreed that a clear plan and timetable of future works was required and needed to be regularly reviewed. At the conclusion of the discussion the Cabinet agreed the strategy and requested that an update be received in twelve months time.

Resolved –

- (a) That the draft be adopted as the Council's HRA Asset Management Strategy
- (b) The HRA Asset Management Strategy be implemented following consultation with the Cabinet Member through the guidance of the Neighbourhood Services Lead, through his role of contract administrator of the RMI contract with Osborne Property Services Limited (OPSL) and with the support of the Strategic Director.

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- (c) That the HRA Business Plan be updated to include the HRA Asset Management Strategy, and to offer a review of the strategy after the first two years of the RMI contract.
- (d) That the Cabinet receive a report to update on progress in 12 months.

118. Revised Housing Allocation Scheme 2018-22

The Lead Member for Corporate Finance and Housing and the Service Lead, Strategic Housing introduced a report that sought approval for a revised Housing Allocation Scheme 2018-2022.

The Housing Strategy had specified that a formal review of the scheme adopted in 2014 would take place. A consultation exercise had taken place and all Council tenants had received a letter seeking their views. The Neighbourhoods & Community Services Scrutiny Panel had led the Member involvement in the review. The scheme gave priority to groups such as those living in Slough for a continuous period of five years and Looked After Children and there were no plans to change the priority groups.

It was considered that although the scheme was working well overall a number of proposed changes were summarised including greater priority for homeless, assistance to key workers and a reduction from two to one reasonable offer of accommodation. The Cabinet discussed the definition of a key worker which for the purposes of the scheme was a teacher or social worker dealing with vulnerable adults or children. The principle of moving to a single reasonable offer policy was supported as it would improve the efficient management of the scheme and assist in housing people more quickly. It was noted that the Equality Impact Assessment needed to be updated and the Cabinet requested that it be reviewed annually to ensure it was kept up to date.

At the conclusion of the discussion the revised Housing Allocated Scheme as at Appendix A to the report was adopted.

Resolved –

- (a) That the revised Housing Allocation Scheme 2018-2022 be adopted as the policy by which Council and other social housing will be allocated as set out in the Housing Act 1996, Part V1 and Localism Act 2011.
- (b) That the main changes made to the Housing Allocation scheme be agreed as set out in para 5.4 of the report in response to the public opinion expressed during a consultation exercise.
- (c) That the Equality Impact Assessment be refreshed on the anniversary of the new Allocations Scheme going live and annually thereafter.

119. Additional Highways Repairs/Maintenance (Potholes) following Recent Severe Weather

The Cabinet considered a report that sought approval to make available additional funding to repair potholes and to undertake additional planned maintenance resurfacing works on the highway network following the recent severe weather.

After an unprecedented period of cold and wet weather, it was estimated that an additional £500k may be required to fix the potholes and carry out necessary repairs. Members expressed disappointment that there was very limited extra Government funding for Slough as the system for allocating funding effectively penalised local authorities that had invested in road maintenance historically. The Leader proposed that a mixture of the Community Investment Fund (CIF) underspend from 2017/18 and some of the Cabinet allocation from 2018/19 be used to supplement the £91,000 Government grant and underspend on last years highways budget. To reflect the need to deliver community benefit from the use of CIF funding, the Cabinet requested that a more flexible approach than usual be taken to make repairs to some unadopted roads in particularly poor condition such as the Westfield Estate in Colnbrook and Broad Oak in Farnham.

The Cabinet agreed the importance of ensuring that roads were maintained to a good standard and the funding profile for the additional £500k was agreed.

Resolved –

- (a) That the allocation of the additional funding as set out below be approved to enable the highway maintenance team to undertake the works as required.
- £221,000 from Community Investment Fund (CIF) underspend in 2017/18.
 - £110,000 revenue and £110,000 capital from the Cabinet budget in the 2018/19 Community Investment Fund.
 - £61,000 from the 2017/18 underspend in the highways budget.
 - Government grant of £91,000.
- (b) That as the extra funding was partially comprised of CIF funding, the Cabinet expressed the wish that a generous approach be taken toward parking areas and roads in residential areas that may not be adopted e.g. the Westfield Estate in Colnbrook and Broad Oak in Farnham.
- (c) That samples of the pothole repair locations and other resurfacing work locations be published for public access onto the Council's website.

120. Leisure Facilities Reprovision Programme Update

The Lead Member for Environment & Leisure and the Leisure Services Manager gave a presentation on the progress being made on the major capital development programme for leisure facilities in Slough.

The Arbour Park Community Stadium had been completed and was operating successfully. The refurbished Ice Arena was due to reopen imminently and would be followed in the coming months by the Salt Hill Activity Centre and Langley Leisure Centre. The new leisure centre on Farnham Road was on schedule to open early in 2019. It was confirmed that the capital development programme was being delivered on time and budget. The Council had a Leisure Strategy Board that was focused on managing the programme and developing future plans to increase usage and activity and achieve health benefits for local residents. The total capital investment was £62m, although it was noted that there would be a high cost of repairs to the older existing facilities that were reaching the end of their life.

(Councillor Sadiq joined the meeting)

The Cabinet also discussed community provision and welcomed the investment in new facilities such as multi-use games areas, green gyms and the parkour park in Salt Hill Park which was proving to be popular. It was recognised that the neighbourhood facilities could play a crucial role in increasing activity, as well as the wider use of parks and open spaces, and the Cabinet highlighted the need for a properly coordinated and well promoted programme of activity.

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

Resolved – That the report updating the Cabinet on the good progress being made on the delivery of the Council's leisure capital development programme be noted.

121. Heathrow Express Depot Update

The Director of Regeneration introduced a report that informed the Cabinet of the decision of the Department for Transport and High Speed 2 (HS2) that there was no longer a requirement to construct a new maintenance depot at Langley for the Heathrow Express service.

The Cabinet was reminded that the Council had made strong representations at the time that there were better options for the depot and it had now been decided that one of them, GWR maintenance at Reading, would be used. The Council therefore welcomed the decision as it would remove a potential risk to the costs and timescales for the Western Rail Link to Heathrow scheme and the fact the land would be available for other uses including housing. It was noted that the Council would no longer be able to claim the £6.25m earmarked in the mitigation package. The Council would seek to recoup costs and legal fees expended as part of the petitioning process and the Cabinet requested that this be extended to all costs incurred on this matter, including officer time.

The Leader welcomed the decision and gave an update more generally on discussions with Heathrow following the concerns the Cabinet raised about the airports expansion plans in its recent consultation. It had been agreed to hold a workshop to address the issues for Colnbrook, to conduct a study on historic buildings and work with Pippins School on a mitigation package.

Resolved –

- (a) That it be noted that following negotiations with the DfT and Great Western Railway (GWR) there would no longer be a requirement to build a new maintenance depot at Langley.
- (b) That it be noted that the Heathrow Express service would continue to operate at least until 2028.
- (c) That it be noted that the maintenance would be managed by GWR at Reading.
- (d) That the Council would no longer be able to claim £6.25m as part of the assurance letter.
- (e) That the Council would pursue the availability of the land for housing to meet the Local Plan requirements.
- (f) That the Council would pursue the reimbursement of legal fees and other costs expended through the petitioning process of the AP2 and AP4 process.

122. Contaminated Land Strategy 2018-23

The Cabinet considered a report that sought approval of the updated version of the Contaminated Land Strategy 2018-2023 which set out the approach to the review of land in the borough that was potentially contaminated.

The current strategy had been published in 2001 and extensive work had been undertaken to update the risk prioritisation procedure and Developers' Guide, take account of implementation of the existing strategy and reflect changes to legislation and statutory guidance since 2001. There were approximately 1000 sites identified in Slough with some form of industrial use. The principle mechanism to bring about improvements to contaminated land was achieved through the planning process and 100 sites had been remediated since 2001 in this way.

The Cabinet discussed the methods use to identify sites, the risk based approach and the categorisation process for sites. It was recognised that the strategy was an important tool in bringing about improvements to contaminated land and agreed that the strategy be adopted.

Resolved – That the proposed updated Strategy be agreed and suitable for the purpose of informing planning officers, applicants, developers and consultants regarding Council approach to dealing with contaminated land, according to the latest Regulations.

123. Contracts in Excess of £250,000 in 2018-19

The Cabinet considered a report detailing the contracts with an estimated value of over £250,000 that were proposed to be let in the 2018/19 financial year and any exemptions to competitive tendering.

The contracts listed in Appendix A to the report were included in approved budgets and all contracts would be let in accordance with the Financial Procedure Rules. After due consideration, the Cabinet endorsed the list of contracts.

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

124. References from Overview & Scrutiny

In response to the recommendation from the Health Scrutiny Panel made at it's meeting on 26th March 2018 the Cabinet confirmed it's commitment in principle to take further action to make Slough a 'disability friendly town' and would welcome considering specific proposals from the Panel's Task & Finish Group in the summer.

125. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 16th March 2018 which set out the key decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Decisions be endorsed.

Chair

(Note: The Meeting opened at 6.37 pm and closed at 8.31 pm)

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Cabinet – Meeting held on Tuesday, 29th May, 2018.

Present:- Councillors Swindlehurst (Chair), Hussain (Vice-Chair), Anderson, Carter, Mann, Nazir, Pantelic and Sadiq

Also present under Rule 30:- Councillors Dar, Sharif, Strutton and Wright

PART 1

1. Declarations of Interest

None were declared.

2. Cabinet Portfolios and Responsibilities 2018/19

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

Resolved –

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

3. Ruling Group Manifesto 2018/19

The Cabinet received the Slough Labour Party Manifesto for the Borough elections held on Thursday 3rd May 2018.

Lead Members formally agreed to adopt the Manifesto commitments as Council policy for delivery in the next year. It was noted that an update on progress be received by the Cabinet before the end of the year with a further update by March 2019.

Resolved –

- (a) That the Slough Labour Party 2018 manifesto be adopted as Council policy for the period until the next Borough elections in May 2019.
- (b) That an update report on the progress of implementing the manifesto be presented to the Cabinet before Christmas and a further update towards the end of the 2018/19 financial year.

4. Proposed Acquisition of Town Centre Site, Slough

The Leader of the Council introduced a report that sought approval from Cabinet to purchase a currently available office premises, close to the High Street, which would become the Council's new headquarters to promote the regeneration of the town centre and enhance customer services to residents. If approved, it was proposed that St Martin's Place would be converted into a mix of social and affordable residential accommodation which would make a significant impact on tackling homelessness and reduce the need for expensive temporary accommodation.

It was noted that the Part II report included exempt and commercially sensitive information on the location of the premises and the financial implications for the Council.

The reasons for the proposed acquisition were outlined and included the opportunity to provide an immediate boost to town centre footfall whilst the longer term major regeneration plans of Catalyst Capital and others were developed. The new building was significantly more energy efficient and the proximity to public transport would encourage a model shift of staff which would improve air quality. The new premises provided an opportunity to ensure the accommodation contributed to the wider digital transformation of the Council. As well as being the new home for the Council, the purchase was a significant investment opportunity with the prospect of renting space and benefit from the rising market ahead of the arrival of Crossrail/Elizabeth Line services from 2019. It was noted that the objective of relocating the Council headquarters back into the town centre had been a Labour party manifesto commitment.

The Cabinet supported the principle of the move as part of a wider transformation programme and accommodation strategy. Lead Members asked a range of questions about the evaluation of other options and alternatives; the valuation of the premises; the revenue implications; and the communication with staff. Assurance was provided that a range of options had been considered and that the proposed purchase price, as detailed in the Part II report, represented best value. It was anticipated that the move could be made by early in 2019 if the purchase was agreed and the Cabinet would receive a report in October 2018 on a range of more detailed issues including energy efficiency, the conversion of SMP and the possible disposal of some other assets to offset some of the capital cost of the purchase. It was noted that the purchase was expected to be revenue neutral in three years by renting out unused space.

Speaking under Rule 30, Councillor Strutton supported the principle of moving to the town centre but he highlighted that St Martin's Place had recently been refurbished and asked whether the new building would be the Council's long term headquarters. The Leader responded that St Martin's Place itself was an interim move and whilst the Council's headquarters would be a matter for those leading the Council in the future, the purchase represented a good long term investment. Councillor Sharif addressed the Cabinet under Rule 30 and

made a range of comments including whether the Council required such a large building as it was seeking to encourage more home working; what other options had been considered; and he queried whether the purchase price was good value. The Leader responded to the questions raised and highlighted that the figures in the Part II report confirmed that the purchase was a sound investment and was affordable.

At the conclusion of the discussion, the Cabinet agreed that the proposal was an opportunity to realise the ambition to move the Council back into the town centre; that it was sound financial investment; and provided an opportunity to convert St Martin's Place to much needed social and affordable housing. It was recognised to be a significant financial commitment, however, the Cabinet was assured that the risks could be managed. It was proposed and agreed to add some further wording to recommendation (c) to clarify that a recommendation would be made to Council to adjust the borrowing ceiling and capital programme to enable the purchase. The Cabinet agreed the Part I recommendations and moved into Part II to discuss the exempt and commercially sensitive information.

Resolved –

- (a) That the acquisition by the Council of the freehold interest the proposed office as set out in recommendations 2.1, 2.4 and 2.5 of the Part II report be approved.
- (b) That delegated authority be given to the Interim Chief Executive, following consultation with the s151 Officer and Leader of the Council to approve the final terms of the acquisition.
- (c) That the total purchase price and associated costs (including IT infrastructure, fit-out and moving costs) be funded through the capital programme and that a Recommendation to Council be made to adjust the borrowing ceiling and the capital programme to enable the purchase and further income generating measures.
- (d) That SMP be redeveloped to provide a mix of social and affordable housing that makes a material contribution to the Housing Strategy and note that an options appraisal for future use will be presented to Cabinet by October 2018.
- (e) That a report would be presented to Cabinet by October 2018 to update Cabinet on the feedback from Energy Conservation surveys, including measures to improve energy optimisation and efficiency and the costs associated with these measures.
- (f) With reference to section 5.12 of the report, to note that Asset Management would undertake a performance review of assets and make recommendations to Cabinet by October 2018 regarding the potential to dispose of assets to reduce the Council's borrowing costs.

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- (g) That a report be presented to Cabinet by October 2018 that provides an update on proposals for fit-out, IT solutions and potential relocation of the Cashiers and Customer Service Centre into Cornwall House.
- (h) That a report be presented to Cabinet by October 2018 that provides recommendations for the adoption of Fleet Challenge Measures, timescale and costs associated with these measures, and their benefits.

5. Exclusion of Press and Public

Resolved – That the press and public be excluded from the meeting during the consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

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

6. Proposed Acquisition of Town Centre Site, Slough - Appendix

Further to the resolutions made in Part I (Minute 129 refers), the location of the proposed acquisition of a town centre site and the financial implications were considered and all recommendations were agreed.

7. Disposal of 32 Chalvey Road East, Chalvey, Slough

An approach was agreed about the terms of the disposal of 32 Chalvey Road East and delegated authority was given to take further actions if the sale was not agreed.

Chair

(Note: The Meeting opened at 6.34 pm and closed at 8.35 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th June 2018

CONTACT OFFICER: Andrew Clooney – Trading Standards Manager
Levine Whitham – Food and Safety Manager

(For all enquiries) (01753) 875988

WARD(S): All

PORTFOLIO: Cllr Pavitar Mann– Lead Member for Regulation and Consumer Protection

PART I
KEY DECISION

STATUTORY SERVICE PLANS

1 **Purpose of Report**

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

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

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

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

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

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

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

Protecting Vulnerable Children

- *Underage sales education and enforcement; projects in partnership with other stakeholders to reduce the incidence of violence in retail and licensed premises*
- *Adopting professional curiosity in all that we do to ensure we are competent to recognise and identify child safeguarding issues.*
- *Maintaining professional curiosity among staff and keeping their awareness up to date on issues such as, Modern Slavery and Child Sexual Exploitation.*

Increasing life expectancy by focussing on inequalities

- *Supporting and encouraging all the food outlets in Slough to provide safe food through inspections and interventions and the Food Hygiene Rating Scheme (FHRS)*
- *Reducing risks in the work place with investigations, interventions and specific projects based upon Slough's needs and those based on national priorities*
- *Increasing awareness of food labelling, allergens and healthy eating, and in doing so contribute to reducing obesity rates in Slough.*
- *Actively support the Prevention Strategy within our front line work*

Improving mental health and wellbeing

- *Staff being trained on the Care Act and their responsibility under that legislation to be aware of safeguarding issues and reporting lines.*
- *Working in conjunction and in support of Adult Social Care when our Services come across vulnerable people, particularly where they are victims of rogue traders, scams and financial fraud. e.g. Loan Shark project and Operation Rogue Trader/Liberal.*
- *To promote schemes which help the community to help themselves, such as Friends against Scams, Mail Marshals, the Banking Protocol and Adopt a Post Office.*
- *Safeguarding migrant and other vulnerable workers, including Modern Slavery issues and CSE awareness.*

Housing

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

3b Five Year Plan Outcomes

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

- *Slough Children will grow up to be happy, healthy and successful*
- *Our people will become healthier and manage their own care needs*
- *Slough will be an attractive place where people choose to live, work and stay*
- *Slough will attract, retain and grow businesses and investment to provide opportunities for our residents*

The statutory plans also focus on developing entrepreneurial skills in the teams and commercialisation skills as a tool to maximise income. They also support the council's digital transformation by promoting agile front line working and channel shift to encourage better use of the council's website.

4 Other Implications

(a) Financial

It is anticipated that the plans will be implemented within existing resources. However, the situation will be closely monitored as unplanned reactive pressures,

such as major investigations, will have resourcing implications which will be reported to members for their consideration.

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

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>Statutory Service Plans in relation to the Food Safety, Health & Safety and Trading Standards work undertaken by the Council be endorsed.</p>	<p>Risk from complex criminal investigations or disease outbreaks that demand considerable officer time resulting in pressure upon resources to complete statutory work. National enforcement bodies may intervene and ultimately direct us to complete statutory work or take over the service. This creates reputational risk.</p> <p>Costs from legal fees not recovered (court permitting) or only partly awarded.</p>	<p>Mitigated by the re-prioritisation of resources where possible.</p> <p>The income from Primary Authority work and further commercialisation of services can be used to offset cost of service delivery</p>	<p>3 (probability: Low x severity: Negligible)</p>	<p>Serious failures to complete statutory duties and serious deviations from the service plans will be highlighted to cabinet.</p>

(c) Human Rights Act and Other Legal Implications

The work detailed in the Plans is based upon UK and European legislation that has already been assessed in terms Human Rights Act Implications

(d) Equalities Impact Assessment

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

5 **Supporting Information**

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

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

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

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

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

5.4 Commercialisation of the services has allowed for increased cost recovery activities which have helped to off set the cost of service delivery particularly with Primary Authority (PA) work. PA is a statutory scheme which enables contractual partnerships to be formed between business and local authorities. The aim being to streamline and simplify the national regulatory compliance demands on local businesses in relation to trading standards, food and health & safety matters. We currently have about 40 partnerships with national and international businesses such as; Reckitt Benkiser, Mars, Telefonica (o2), Superdrug, Wyvale Garden Centres, Furniture Village and Burger King. It is our intention to continue to enhance the entrepreneurial skills of the teams and further develop commercialisation of the services over the next year.

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

6 **Comments of Other Committees**

Not applicable.

7 **Conclusion**

The proposed plans illustrate our commitment to continuous improvement and accountability, whilst responding flexibly to ongoing changes in both the regulatory and consumer landscapes nationally and locally. They also show how the Council has successfully adopted a balance of techniques and approaches to support local businesses; drive up compliance by enabling businesses to access information & advice more effectively; enhance consumer protection and promote, with our partners, safety and wellbeing in the workplace and our communities. This is being achieved whilst at the same time off-setting the cost of delivery by further developing the commercialisation of services where appropriate

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

8 **Appendices Attached**

- a. Food Safety & Standards Service Delivery Plan 2018/19
- b. Health & Safety Service Delivery Plan 2018/19
- c. Trading Standards Service Delivery Plan 2018/19

9 **Background Papers**

- '1' Food Standards Agency Code of Practice (March 2017)
<https://www.food.gov.uk/about-us/food-and-feed-codes-of-practice>
- '2' National Local Authority Code, Health & Safety at Work. (2013)
<http://www.hse.gov.uk/lau/la-enforcement-code.htm>
- '3' Primary Authority Statutory Guidance. Regulatory Delivery, Oct 2017
[https://www.gov.uk/government/publications/primary-authority-](https://www.gov.uk/government/publications/primary-authority-statutory-guidance)

[statutory-guidance](#)

- '4' The Consumer Protection & Business Compliance Enforcement Policy
<http://www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx>

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Food Safety & Food Standards

Service Delivery Plan 2018/19



The Food and Safety Team, sit's within Regulatory Services, which is an outward facing service group made up of:

- **Food & Safety**
- **Primary Authority**
- **Trading Standards**
- **Licensing**
- **Community Safety**
- **CCTV & Careline**
- **Community Safety**
- **Registration Services**
- **Cemetery and Crematory**
- **Prevent**

Our aim is to deliver a wide range of effective and responsive public protection services for our residents, businesses and visitors.

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

- We are responsible assessing compliance with food safety and food standards legislation at all food businesses within Slough. This role is shared between the Food & Safety Team and the Trading Standards Team. The teams are **also** responsible for:
 - Health & Safety enforcement
 - Infectious disease control
 - Consumer protection
 - Animal health
 - Imported food and products control
 - Primary Authority Partnerships
 - Smoke Free enforcement
- We provide a responsive service that aims to achieve a balance between enforcement and advice; taking a minimum tolerance approach on issues of serious concern, in line with our enforcement policy, whilst supporting compliant businesses.
- We work closely with businesses and key stakeholders like the Food Standards Agency, Public Health England and other partners within the Council such as Public Health, Neighbourhood Enforcement, Licensing, Building Control & Planning
- We have the equivalent of 4.63 officers dealing with food hygiene and 1 dealing with food standards issues.



Food Service Delivery Plan 2018/19

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

- Completing Risk Based Interventions, focusing on the highest risk businesses and the poorest performers
- Using a range of interventions to support business in Slough whilst protecting customers to increase the % of Broadly Compliant food businesses.
- Promoting well performing businesses through the **Food Hygiene Rating Scheme** and also identifying those businesses which seek an economic advantage from non-compliance and so put Slough residents and visitors at risk
- Food quality and composition sampling
- Investigating food complaints
- Acting as '**Primary Authority**' for large businesses and manufacturers both inside Slough and nationwide, which involves formal liaison with other local authorities, giving advice and support to the business in the Primary Authority partnership. Primary Authority is a cost recovered charged service.
- Investigating food poisoning outbreaks and infectious diseases; taking action to prevent infection and spread
- Inspecting imported food, food products and the verification of imported organic food arriving via Heathrow airport
- Training food handlers to a level 2 qualification in Food Safety in Catering
- Wide range of promotional activities

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

Levine Whitham – Food and Safety Manager

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or

Ginny de Haan, Service Lead for Regulatory Services

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



Our Vision

The focus of work within the Food and Safety service is to ensure that the Council is able to fulfil its statutory obligations under the relevant legislation, whilst protecting wider public health and wellbeing and supporting local businesses.

We care deeply about the work we do for our town and its residents, visitors and businesses; all the people we are **accountable** to. We are **ambitious** in our plans for the borough, **innovative** in our thinking and actions; all the time listening and **responsive** to those who need us, **empowering** and supporting everyone to reach their goals. All the work we do is geared towards Slough's specific community and business needs, based on local intelligence and our work with partners.

We are one team. We are Slough Borough Council

The Council's 5 Year Plan and the Joint Wellbeing Strategy set out a vision for Slough, for the people, the place, the prosperity and the town, and the things that need to be done to make this a reality. Our work underpins the 5 Year Plan objectives.

The Action Plan at the rear of this service delivery plan shows, in detail, how we are going to achieve this. It demonstrates the golden thread and shows how the Team's work links with the 5 year plan to achieve the council's wider outcomes. The Action Plan should be read in conjunction with our Enforcement Policy.

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

We recognise that most people want to comply with the law; therefore, we want to support and enable them to meet their legal obligations without unnecessary expense. Firm action, however will be taken, including prosecution, where appropriate. The service plan sets out the actions we are taking to enhance and improve health, safety and wellbeing in Slough.

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

Our service plan is ambitious and aspirational. Its important to note the comments made in the resourcing section below, in particular, the level of resource needed to meet the plans objections and that available are not equal. Ultimately we do not have the resources available to complete all aspirations within the plan. This is also mirrored in the Health and Safety Service Plan. It is likely that some of the planned work will be re-prioritised throughout the year, particularly if unforeseen demands on the service arise such as serious investigations.

How we performed last year, 2017/18:

The Food Safety Service can be divided into key activities listed below:

- Primary Authority Scheme and our Commercial offer
- High Risk Food Premises Inspections and Interventions
- Food Alerts and Incidents
- Food Complaints & Enquires
- Imported Food Control
- Food Poisoning and Infectious Disease Investigations
- Training and Promotions
- Sampling
- Food Standards
- Enforcement Action
- Striving for Excellence & resourcing

Primary Authority Scheme



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

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

Since Slough Borough Council introduced Primary Authority partnerships in April 2011 we have already secured more than 40 successful PA partnership agreements. These services are uniquely provided by in house by specialist officers.

Cost recovery is an essential element of the contracts and is applied to Primary Authority partnerships with an hourly charge for any work undertaken; in 2017/18 our income was £93,964 (jointly with the trading standards team). This cost recovery enables the Council to support businesses in Slough and increase the availability of specialist officers who are funded from PA at no extra cost to the Council. Last year the food & safety team had over 529 hours of advice interactions with our PA companies; a high proportion of this was advice and support requests from our partners.

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

The number of businesses joining and leaving Primary Authority Partnerships with the Council remains changeable; however the demand on PA has remained relatively constant over the past year. As a service we currently maintain in excess of 40 partnerships.

In 2017 there were changes to the Primary Authority Scheme with the introduction of PA3. This demanded additional resources to update partnerships and review advice issued.

More information on Primary Authority Partnerships can be found on the website <https://primary-authority.beis.gov.uk/about>. Businesses that would like to join the scheme can email primary.authority@slough.gov.uk

Our Commercial offer

In line with last year's service plan we have been looking at ways of supporting businesses at no cost to Council or residents. We introduced a new range of Business Support packages which have been advertised and made available to local food businesses. Businesses are offered bespoke advice packages either on start-up or before a planned intervention. These are charged at cost price and enable businesses to get additional advice on what they specifically need to do to improve their compliance with legal requirements and additionally to improve their Food Hygiene Rating. Last year we supported xx local businesses which made an income of £4,957.16.

High Risk Food Premises Inspections and Interventions

Slough Borough Council is a Competent Authority and is responsible for ensuring that Official Food Controls are undertaken on behalf of the EC. We aim to undertake all of the interventions required by the FSA's Food Law Code of Practice (FLCoP) (which is a Statutory Code of Practice), this includes 100% of all due food hygiene interventions. However, if there is a gap between the resources available to deliver these interventions and the demands on the service then our priority will be to complete interventions to food businesses which present the highest risk. In order to maximise the effective use of resources we will take advantage of Alternative Enforcement Strategies (AES) for low risk category E premises and other flexibilities in the code such as alternating between official interventions and non official controls to medium risk category D premises.

The intervention figures for 2016/17 show that 100% of our high and medium risk ('A', 'B' & 'C' rated premises) our medium risk 'C' rated premises were inspected. We inspected all but 2 of the non-broadly compliant premises that were due at the beginning of the year. In total, approximately 76% of all due interventions were undertaken (including low risk, and those which were overdue from previous years). As with previous years our focus continued to be on premises which present the highest potential risk to the public.

The Food & Safety Manager has been on Maternity Leave throughout 2017-18. This has placed additional demands on other operational members of the team. During the year we have used the services of a temporary contractor to assist the team. The contractor has focussed on medium risk food hygiene inspections; this has allowed us to maintain a similar proportion of interventions as we had at the beginning of the year.

At the beginning of 2017/18 the proportion of premises in the Borough which were broadly compliant with food safety legislation was 82.3% and at the end of 2017/18 this was 79.8%. We continue to find that businesses are not making sufficient positive progress between interventions and that has therefore reduced our confidence in their management. This results in a change in the risk assessment, indicating that the business is 'non-broadly compliant'. The FSA Guidance has also strengthened the criteria needed for

Food Service Delivery Plan 2018/19

a business to be broadly compliant, and has become more stringent. This has had also had a knock on effect on our broadly compliant score. Officers have also attended consistency training, which gives officers the confidence to score a business harshly when not meeting minimum requirements. Additionally any business that is unrated is counted as non-broadly compliant which has an impact on the overall percentage of compliant businesses.

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

There are currently 904 registered food premises within the borough, ranging from large manufacturing premises to small corner shops. This number is a slight increase from last year. We continue to monitor new businesses in Slough, are in regular dialogue with the Town Centre Manager and support the Town Team.

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

Risk Rating	Frequency of intervention	Number of interventions due in 2017-18	Number of interventions outstanding at the end of 2017/18.	Total number of official controls carried out in 2017/18
Premise Rating - A	6 months	10	0	14
Premise Rating - B	12 months	72	0	119
Premise Rating - C	18 months	132	0	151
Premise Rating - D	24 months	214	33	179
Premise Rating - E	Alternative Intervention	56	42	16
Premise Rating - Unrated at Apr 17	Awaiting initial inspection.	27	46*	98
TOTAL		363	78	577

category of premises.

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

*Official Controls also includes

Food Service Delivery Plan 2018/19

The table below shows our current premises profile and interventions due for 2018/19– this includes all interventions that were outstanding at the end of 2017/18.

Risk Rating	Frequency of intervention	Number of food premises	Number of interventions due in 2018-19
<i>Premise Rating - A</i>	<i>6 months</i>	<i>3</i>	<i>6</i>
<i>Premise Rating - B</i>	<i>12 months</i>	<i>81</i>	<i>81</i>
<i>Premise Rating - C</i>	<i>18 months</i>	<i>200</i>	<i>113</i>
<i>Premise Rating - D</i>	<i>24 months</i>	<i>305</i>	<i>137</i>
<i>Premise Rating - E</i>	<i>Alternative Intervention</i>	<i>264</i>	<i>209</i>
<i>Premise Rating – Unrated at Apr 17</i>	<i>Awaiting initial inspection.</i>	<i>43</i>	<i>43</i>
<i>Outside programme</i>	<i>N/A</i>	<i>8</i>	<i>0</i>
TOTAL		904	589

Food Hygiene Rating Scheme

FOOD HYGIENE RATING

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

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

- How hygienically food is handled- including preparation, storage and temperature control.
- The condition of the structure of the building- including cleanliness, layout, facilities and maintenance.

- How the business manages and records what it does to make the food that it sells safe.

We increased the number of premises with published ratings last year, from 640 to 699. At the end of 2017/18 the number of food business with published ratings in Slough was:-

Rating	Number of businesses
0	5
1	82
2	37
3	104
4	122
5	317
Total	667

As indicated earlier our broadly compliant percentage has dropped in the past year- this has a knock on effect on the proportion of our premises that are rated 3-5 (generally satisfactory or better). Working to improve standards in our 0-2 rated premises will contribute to our target of increasing our percentage of broadly compliant businesses in the Borough.

We received 19 requests for Food Hygiene Rating Rescore visits during the year, in January we introduced a charge for rescore visits of £210, based on cost recovery. We also had one appeal against a Food Hygiene Rating, this was reviewed in line with our internal procedures and the original rating was upheld.

Due to demands on resources this year, we have not been regularly tweeting the businesses who have been awarded Ratings of 5 or 0. We plan to resume this method of communication immediately, as a way of promoting the scheme and encouraging businesses to improve their standards.

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

Food Alerts and Incidents

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

During 2017/18 we were notified by the FSA of 43 Food Alerts for Information and product withdrawals, we check all notifications for potential impacts. This year the Europe wide alert relating to Fipronil in Eggs required some specific action by the team as a local distributor had distributed some potentially implicated products.

In 2017/18 there was one food safety product recall instigated by a business based in Slough. We supported the business with their investigation and acted as a conduit between the business and the Food Standards Agency.

Food Complaints & Enquires

We dealt with **526** complaints and enquiries from or about food businesses in Slough during 2017/18. This is approximately a 5% increase on the number of referrals made to the team in the previous year. A range of enquiries were responded to. In particular:

- **117** reporting concerns about food businesses/poor food handling practices.
- **63** notifications of Imported Food
- **117** were for new business start up advice
- **43** complaints about food (including contamination with foreign bodies and mould).
- **26** complaints of food poisoning and suspected illness
- **31** requests for information about food hygiene training

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

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

The continued levels of service requests indicate that demand for the service remains high. Although it is difficult to predict trends it is likely that demand will remain fairly static through the coming year.

Imported Food Control

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

On a daily basis we check many consignments of imported food that have entered the EU via Heathrow. We undertake detailed documentary checks on consignments of imported food based on risk and intelligence. **This year we stopped 12 consignments of food.** Some consignments contain many different food items; each individual item must be checked for composition and restrictions. Advice is given to the importer or agent on how to correctly

import the consignment and of any controls that may exist for a given food type. If the food has been imported illegally this will be subject to detention and destruction/re exportation depending on the circumstances. This may result in visits to physically check the consignment at the custom bonded warehouse. Some of the food checked includes:

- Illegally imported Tuna from Lybia
- Milk powder from Thailand
- Dried meat products from South Africa
- Protein powder from USA
- Nougat from Australia
- Peas from Kenya

Of the food checked, 9 consignments of illegal Product of Animal Origin (POAO) were detained and notified to HMRC, and 4 consignments of illegal Non-Products of Animal Origin were detained and destroyed.

Food Poisoning and Infectious Disease Investigations

Last year, the Food and Safety Team were notified of 297 infectious diseases and food poisoning related illnesses. This figure shows a **4.5% decrease** in reported infectious diseases from the previous year.

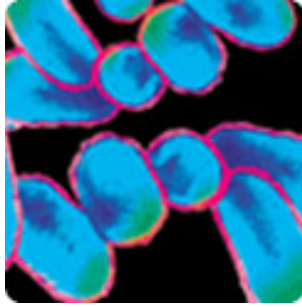


Public Health
England

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

The most common food poisoning reported in Slough is **Campylobacter** which made up 62% of the reported illnesses; this corresponds with national trends, as campylobacter is the most common type of food poisoning in the UK.

Some food poisoning related illnesses affect more than one person; in these cases the possibility of an outbreak is considered and, depending on the circumstances, the team may be required to assist Public Health England with their investigation.



A member of the team carried out some visits to a premises practicing Hijama (wet cupping) this year with representatives of TVPHE. These visits were conducted with the aim of preventing the spread of transmissible diseases, advice was given to the practitioner and improvements were noted at a follow up visit.

Training and Promotions

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

Last year we changed our courses to a new awarding body called Highfield and saw the launch of a new examination due to regulatory changes imposed by Ofqual. This means that the regulated qualifications that we offer now comply with the Regulated Qualifications Framework (RQF).



Approved HABC Centre

The Level 2 Food Safety in Catering continues to be a valued and sought after qualification for many individuals and businesses, and during the year we have seen a big increase in demand (particularly for bespoke courses run specifically for a particular business or organisation). Whilst on-line training courses are still popular, this appears to demonstrate that many individuals and businesses value the face-to-face traditional teaching approach that our training courses offer.

We will continue to actively promote our open courses over the coming year and respond to demand, with the possibility of laying on additional courses if required.

Fees for food hygiene courses have not increased this year in order to stay competitive with the rest of the market & to make them as affordable and accessible as possible to both individuals and businesses.

The team has over the last year:

- Run **12** courses (up from 7 the previous year)
- Trained **136** candidates (up from 79 the previous year)
- Had an average pass rate of **95.6%** (up from 92% the previous year).

This will contribute towards an improvement in the food safety standards within Slough, due to better trained and educated food handlers. This will ultimately contribute to a reduction in food poisoning cases, within Slough and to people passing through the borough using its facilities.

Sampling

The team took 48 microbiological samples last year (consisting of both swabs and food samples), which was just a slight decrease on the previous years sampling activity.



Our emphasis again was on participation in both national and regional sampling surveys, which this year included:

- Imported fresh whole Paan (Betel), Curry, Banana and Vine leaves, with particular emphasis on *Salmonella*;
- Ready-to-eat chilled foods from Eastern European and other retail premises, with particular emphasis on *Listeria*;
- E.coli in salad leaves

The imported fresh whole paan (betel), curry, banana and vine leaves survey looked at the microbiological quality of these specific leaves, often used as a garnish without cooking, or as a food contact surface. Of the 3 samples taken, 2 samples, both of curry leaves returned unsatisfactory results for elevated levels of E. coli.

The study looking at the incidence of E.coli in salad leaves was a Berkshire wide initiative. A total of 13 samples, comprising both food (9) and swab (4) samples were taken in 5 premises (corporate staff canteens & hotels where use of pre-bagged and washed salad is greatest). Our findings revealed completely satisfactory results. This was initiated as a project following issues with the E.coli 0157 strain of bacteria in salad leaves in England during June 2016, but clearly the results did not substantiate any on-going issues with the produce sampled.

Lastly, in the national study looking at ready-to-eat chilled foods from Eastern European and other retail premises, all of the 12 samples taken in Slough returned satisfactory results.



Last year we decided to include some local sampling priorities into our sampling programme, to look at the microbiological quality of food and the cleanliness of surfaces in some of our poorer performing catering premises. In total 20 samples, consisting of 12 food samples and 8 swabs, were taken from 4 premises. Whereas the majority of the food samples (11 out of 12) returned satisfactory results, there was a significant level of swab samples (5 out of 8) that were unsatisfactory. The failed samples were typically unsatisfactory for Aerobic Colony Count (ACC), Enterobacteriaceae and E.coli and demonstrated a lack of effective cleaning to a range of food contact and hand contact surfaces. Letters were sent to each of the implicated premises on how to improve cleaning & these will be followed up during the next visit/intervention.

Food standards

Trading standards successfully completed 100 per cent of their high risk routine food standards inspections in 2017/2018, in addition to other food standards enforcement visits.

A total of 214 food standards visits were carried out last year.

Interventions on these visits:

- > 72 – Written Warnings issued;
- > 92 – Compliant on First Visit;
- > 24 – Non-compliant on first visit:
- > 30 – Compliant on Contact
- > 6 – Non-compliant on contact
- > 1 – Compliant on Revisit
- > 0 – Non-compliant on revisit

Further work included:

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

Trading Standards South East (TSSE), Traceability. Sampling meat species and coconut water, Total 13 samples

Trading Standards South East (TSSE), free from Allergens, Total 5 samples

Slough Trading Standards Traceability Project, Total 37 samples

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

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

Over the course of the projects:

- 9 Improvement Notices were served: 7 Improvement Notices were complied with.
- Of these Improvement notices 3 were for failing to supply allergen information
- The remaining 7 improvement notices were for misdescribing the meat species
- 2 Improvement Notices are pending, awaiting the Public Analyst results
- 25 non-compliant (68%) in Traceability, Allergens & Genetically Modified Declarations
- Product Descriptions increased 32% to 89%
- Allergen compliance increased from 54% to 95%
- Genetically Modified Declarations increased 54% to 84%

A separate food standards service plan has been produced for Trading Standards for 2018/19. Targets include:

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

Enforcement Action

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

shared goals. Any enforcement action by us will be graduated, proportionate and in accordance with the council's enforcement policy. A full copy of the policy can be found on our website:

<http://www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx> The following enforcement action was taken by the Food team in 2017/18

Hygiene Emergency Prohibition Notices	0
Hygiene Improvement notices	42
Written warnings/Letters sent	336
Prosecutions completed	0
Simple Caution	1
Seizure and Destruction of Food (excluding imported food)	0
Detention of Food (excluding imported food)	0
Voluntary Closure	0

Striving for Excellence and Resourcing

Service Standards

Providing excellent customer services is important to us. We will always:

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



Customer Pledge

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

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

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

Customer Feedback and Quality Assurance

We use feedback questionnaires following each intervention. xxxxx
 No complaints regarding the service has been received, either formally or informally. The team is committed to working with local businesses and the local community ensure high levels of satisfaction. We aim to enhance the quality of life of residents within the borough. All feedback received is used to inform and improve our service.

We undertake monthly quality assurance (QA) on the whole range of our service delivery. Our QA procedures assess the work of our officers to ensure that it meets the high standard expected by the service.

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

Resourcing

The Full Time Equivalent (FTE) staff allocated to food safety & standards work is **5.63 FTE**. This includes the food and safety manager (0.4 FTE) and a Business Support Officer (0.75 FTE). 1 FTE officer is also allocated to Trading Standards work (included in this figure)

The cost of the service during 2017/18 to meet the Food Standards Agency (FSA) Food Law Code of Practice obligations will be approximately **£350,000**, for both Food Safety and Food Standards. A breakdown of the resources committed to Food Safety and Standards work is contained in Appendix A.

There is an estimated shortfall of 2 FTE, based on the FTE required to complete all of the FSA guidance obligations, and that currently allocated to food work.

We will aim to make efficiencies and create income to offset this shortfall. However to complete all of the obligations within this plan is ambitious. Ultimately priority will be based on risk, and work will be re-prioritised as needs change. Where possible we will make use of flexibilities within the

guidance and other smarter, agile and mobile working initiatives, all of which are detailed in the Action Plan attached as **appendix A**.

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

Areas for development

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

- Looking at ways to increase our engagement with businesses supporting the Councils 'slough Works' approach
- Continuing to develop and expand income generating streams
- Increasing the number of businesses within Slough achieving a 3, 4 and 5 score in the FHRS (broadly compliant % figure)
- Reviewing and updating the information we have on the CIVICA data base about local food businesses including childminders.
- Updating our general procedures.
- Improving our customer feedback and satisfaction

Staff Development

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

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

Variation from service plan

Departures from this service will be exceptional, capable of justification and be fully considered by the Service lead for Regulations Services, , Ginny de Haan, before varying action is taken. Reasons for any departure will be fully documented.

The action plan for 2017/18, which outlines our planned work for the year in Appendix B.

Food Service Delivery Plan 2018/19

APPENDIX A

Resource Requirements for Food Service Delivery 2017/18 Calculations

Service Provision	Expected output	FTE required	Resource
Food Hygiene Interventions to all premises due, including revisits	Cat A 6 Cat B 81 Cat C 113 Cat D 137 Cat E 209 Unrated 43 Total due 589	3.2	S/EHO
Primary Food Standards Inspections	High Risk 10 Medium Risk 92 Low Risk 23 Unrated 119	1.0	EHO/TSO
Imported Food Control	Difficult to estimate demand	0.1	EHO/TSO
Complaints & Service Requests	550	0.50	EHO/TSO
Sampling	100	0.12	EHO/TSO
Primary Authority Food Related Work	Difficult to estimate demand	1.0 (self funding)	EHO
Enforcement Action – emergency procedures, case files, simple cautions & prosecutions	May vary	0.50	EHO/TSO
Food Hygiene Training	Undertaken in officers own time	0.0	EHO/TSO
QA and updating of procedures		0.1	Manager/ Team Leader
Day to day management of service delivery		0.4	Manager
Administration		0.75	Business Support Officer
Total (including admin & management of service)		7.67	

EHO = Environmental Health Officer
officer

TSO = Trading Standards

FOOD SAFETY & STANDARDS ACTION PLAN 2018/19 - DRAFT

Directorate: Adults and Communities	Service Manager: Levine Whitham
Division: Regulatory Services	Budget: £350,000 (including Food Standards) £315k food & £35k Trading Standards, excluding on costs.
Team: Food and Safety Team, and Trading Standards Team	Number of staff employed: 5.63 FTE Dealing with Food Safety and Hygiene, and Standards (including Food & Safety Manager 0.4 and Business Support Officer 0.75)
<p>Service Objectives:</p> <p>We have strong links to the Councils 5 Year Plan, which is indicated against each service activity below. The work of the Food Safety & Standards teams is essential in securing safe foundations from which the council can deliver its plan. Without the basics, such as safe places to eat and protection against disease and food related illness, it would be impossible to build a safe, healthy and vibrant place to live, work or visit. We are the prerequisite for a fit and resilient Borough.</p> <p>Protecting public health via Food Safety; Income generation via the Primary Authority Scheme and Commercialisation; and Supporting local businesses in Slough.</p> <p>Provide a value for money food safety service within the Food & Safety and Trading Standards Teams with excellent customer focus and well motivated competent staff to deliver our statutory obligations and the specific needs and priorities of Slough.</p> <p>The timely delivery of specific work plans, evidence based initiatives and joint working with partners both within and beyond the Council to improving the quality of life in Slough and protect customers whilst supporting business growth and developments within the Town Centre.</p>	

Service Activity	Priority & 5 YP Outcome & Statutory Requirement	Targets	Key Actions	Anticipated Outcomes	Responsible Officer	Time Scale & Measures
Primary Authority (PA) & Compliance Support	3. Slough will be an attractive place where people choose to live, work and stay 5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents Income generation	Maintain income targets Develop existing PA's and explore new PA opportunities, creating income in line with projected target.	Designated officers to work closely with PA businesses to: Develop partnerships with PA clients Provide specific advice in relation to management systems & procedures and controls adopted by the company nationally Issue 'formal PA advice' where procedures and controls are deemed suitable and compliant Handle referrals from other local authorities and central government bodies on behalf of that business Develop and publicise Inspection Plans Issue of advice and guidance to other Enforcement Authorities on the companies activities Maintain an accurate record of any advice and guidance Hold meetings with partner businesses on a regular timetable of mutual agreement, along with annual action plans where mutually agreeable. Respond to request within in line with Customer Charter and Pledge, or as agreed with the PA.	Generate income Improved standards, efficiencies and compliance within PA's, with less enforcement action taken by Enforcement Authorities (EA). Reduced, efficient and effective regulation by other EA nation wide, via the provision of PA support which has a national impact. Reduced regulatory burden on PA businesses.	Food & Safety Manager Trading Standards Manager All Food Safety & Trading Standards Officers	March 2019 Monthly Reports on hours and income generation Quarterly Reviews Yearly overview of individual company Action Plans Number of PA's in Portfolio Virtual PA management team
Income Generation and Commercialisation	3. Slough will be an attractive	Maintain income target	Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough.	Generate income Improved standards,	Food & Safety Manager	March 2019

	<p>place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Income generation & effective use of resources</p>	<p>Develop commercialisation opportunities to generate income, in line with projected income target.</p>	<p>Grow and promote our offer of chargeable business support options for all types of businesses, both inside and outside Slough, including, but no limited to:</p> <ul style="list-style-type: none"> • Primary Authority • Tailored business advice • Assessment of labelling/brochures/website • Pre-start up advice • Pre-Inspection support visits • Regulatory Health Check • Training & Talks • Training needs assessment • Analysis of statutory defence • Review of policy & procedures • Audit of systems • Support in achieving 5 FHRS • Supply of SFBB material • Buy with Confidence • Assured Trader Schemes • Funded projects from regional or national groups (TSSE/NTS) <p>Generate income from charging for Food Hygiene Rating Scheme re-score visits and SFBB packs.</p> <p>Sent quarterly emails to all businesses due for inspection within the forthcoming quarter reminding them of their due food hygiene inspection date, and current FHRS, whilst offering a chargeable pre-inspection visit.</p> <p>Provide easy to access payment services, including telephone and online payments.</p> <p>Promote and advertise services, including working with other council departments, producing brochures, press</p>	<p>efficiencies and compliance within businesses.</p> <p>Reduced the amount of regulation required by the council via business paying for support and improving standards before statutory inspections are undertaken.</p> <p>Developed skilled workforce, with a range of business support abilities.</p>	<p>Trading Standards Manager</p> <p>All Food Safety & Trading Standards Officers</p>	<p>Monthly Reports on hours and income generation</p> <p>Number of businesses given chargeable business support.</p> <p>Number of businesses achieving 5 FHRS.</p> <p>Time spent on regulation, and number of planning inspections achieved.</p> <p>Number of hits on our website.</p> <p>Number of press released and publicity campaigns</p>
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			<p>releases, information on website and case studies.</p> <p>Benchmark where possible with other local authorities who have embarked on commercial enterprises to highlight best practice.</p> <p>Explore whole package offers, including licensing and planning teams.</p>			
<p>Interventions with food premises in Slough</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory Requirement</p> <p>Income generation & effective use of resources</p>	<p>100% of due food interventions, including approved premises in line with FSA CoP.</p> <p>All approvals to be issued within time limits as defines in FSA CoP.</p> <p>Deal with complaints and service requests in line with Customer Service Charter and Pledge</p> <p>Explore focused interventions and sector specific projects on high risk premises or where local intelligence suggests necessary</p> <p>Ensure all new food business registrations</p>	<p>Allocation of interventions based on risk priority.</p> <p>Make full use of Alternative Enforcement Strategies (AES) to applicable businesses in line with FSA CoP, including newsletter, SAQ's, targeted advice and other relevant advice.</p> <p>Stagger interventions & AES to support the service in achieving statutory requirements in FSA CoP.</p> <p>Secure improvements where there are evident concerns, taking enforcement action where compliance is poor; in line with the council's Enforcement Policy and business growth agenda.</p> <p>Recover costs for service of Hygiene Emergency prohibition Notices.</p> <p>Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough.</p> <p>Offer chargeable business support options as detailed above.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise</p>	<p>Safer food businesses in Slough & increase in % of broadly compliant premises</p> <p>Reduced incidence of food poisoning</p> <p>Increase in proportion of premises achieving 3, 4 & 5 in the Food Hygiene Rating Scheme (FHRS)</p> <p>Consumers have greater information on local business hygiene standards, so they can make informed choices on where to eat and purchase food.</p> <p>Number of concerns raised and intel shared</p> <p>Number of businesses taking up chargeable business support</p>	<p>Food & Safety Manager</p> <p>Food Safety Team Leader</p> <p>All Food Safety Officers</p> <p>TS/NET/ Licensing acting as 'eyes and ears'</p> <p>Support material from the FSA</p>	<p>Ongoing until March 2018</p> <p>Monthly and Quarterly review</p>

		<p>are risk assessed & inspected in line with risk and FSA CoP</p> <p>Offer business support options as detailed above.</p> <p>Where possible undertake joint food hygiene and standards visits to make efficiencies and reduce burden on business.</p>	<p>improvements.</p> <p>Publicise non compliant businesses who put public health at risk by tweeting 0 FHRS</p> <p>Publicise and award those businesses that do well, but tweeting 5 FHRS</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - <i>Use professional curiosity when visiting premises to identify concerns and share intelligence with relevant bodies</i> - <i>Raise aware of CSE and safeguarding when visiting premises, by handing out leaflets and information</i> - <i>Assessing compliance with Smoke Free requirements</i> - <i>Identify H&S matters of concern and take appropriate action where necessary</i> - <i>Assess pest activity and waste issues external to food premises and share intel with NET team</i> 	Number of joint food hygiene & standards visits undertaken		
<p>Reactive Investigations, response to intelligence from other areas of work, Food Complaints & response to service requests</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to</p>	<p>Respond to 100% of service request within 5 days and in line with customer charter.</p> <p>100% of investigations proceeding to formal action to be reviewed by Team Leader/Manager at monthly 121's</p>	<p>Investigate service requests and where issues are identified use a full range of enforcement options to ensure compliance and safety.</p> <p>Take a minimum tolerance approach to serious incidents, whilst managing customer expectations in line with Customer Charter.</p> <p>Recover costs for service of Hygiene Emergency prohibition Notices</p> <p>Promptly close service requests which are not serious or present health risks, managing customer expectation from</p>	<p>Safer food businesses in Slough.</p> <p>Reduced incidence of food poisoning.</p> <p>Consumers feel able to eat out and purchase food safely in businesses within Slough.</p> <p>All complaints and</p>	All officers	<p>Ongoing until March 2019</p> <p>Assess during 1:1 meetings and Case Reviews</p> <p>Number of businesses and customers provided with regulatory</p>

	<p>provide opportunities for our residents</p> <p>Statutory Requirement</p>		<p>the beginning. Where appropriate signpost customers to self help resources.</p> <p>Work in line with Enforcement policy, prosecution template and internal procedures. Outcome from QA - in line with procedures</p> <p>Full range of enforcement options used, as appropriate in line with the enforcement policy</p> <p>Explore alternative enforcement opportunities on a case by case basis.</p> <p>Explore standardised replies for common complaints, i.e. ill after eating out, to save time and ensure consistency</p> <p><i>Added value:</i></p> <ul style="list-style-type: none"> - <i>Work to support % increase in BC businesses</i> 	<p>service requests dealt with in line with Customer Service Charter and Pledge</p>		<p>support</p>
<p>Food Hygiene Rating Scheme</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Continue to implement FHRs in Slough food businesses in line with FSA Brand Standard</p> <p>Increase in premises achieving 2, 3, 4 and 5 score in the FHRs</p> <p>Improved customer awareness of the Scheme, and better informed choices when eating out</p>	<p>Risk based interventions focusing on 0 & 1 FHRs scoring premises, to increase scores and hygiene standards, and their business potential</p> <p>Publicise the scheme monthly via tweeting 0 & 5 FHRs businesses, to increase peer pressure on low performing businesses to achieve higher scores.</p> <p>Publicity campaigns around key dates, such as Valentines and Christmas to raise awareness of FHRs.</p> <p>Provide free guidance to businesses on the scheme and how to achieve 5 FHRs.</p> <p><i>Added value:</i></p> <ul style="list-style-type: none"> - <i>Work to support % increase in BC businesses</i> - <i>Support compliance businesses and target those</i> 	<p>Measurable improvement on risk ratings</p> <p>Consumers have greater information on local business hygiene standards, so they can make informed choices on where to eat and purchase food.</p>	<p>Food Safety Team Leader</p> <p>All Officers to support</p>	<p>March 2019</p> <p>Monthly review</p> <p>Number of publicity actions to raise customer awareness.</p>

			<p><i>seeking financial gain from non-compliance</i></p> <ul style="list-style-type: none"> - <i>Peer pressure to improve ratings and threat of adverse publicity</i> 			
Supporting the Town Centre	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Attend Town Team meetings and walk arounds.</p> <p>Support businesses within the town in achieve good food hygiene and safety standards.</p>	<p>Identify poor performing businesses within the town centre and offer support to improve their FHRS, and in turn attractiveness to customers.</p> <p>Undertake sampling and ATP swabbing at poor performing premises and undertake focused training on improving hygiene standards where results are unsatisfactory.</p> <p>Offer a suit of chargeable business support options, along with free signposting aforementioned, to allow business growth.</p>	Improvement in FHRS scores within businesses in the town centre	<p>Food Safety Team Leader</p> <p>All Officers to support</p>	March 2019
Level 2 Food Hygiene Training Programme	<p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Income generation &</p>	<p>Offer food hygiene courses, minimum of 4 courses a year, to members of the public both inside and outside Slough.</p> <p>Offer courses to other service uses, such as the Councils Training & Development Team,</p>	<p>Develop a publicity campaign to advertise course, and where appropriate discounts to attract bookings.</p> <p>Undertake annual internal audit of course procedures to ensure in line with Highfield requirements.</p> <p>Evaluate course feedback and where necessary take appropriate action to ensure course delivery to high standard.</p> <p><i>Added Value:</i> - <i>self funding training reducing delivery costs to SBC</i></p>	<p>Improve food safety knowledge amongst food handlers, in turn improving food safety standards within businesses & increase in % of broadly compliant premises</p> <p>Supports businesses in regulatory compliance, including those with</p>	<p>Sandi Johal</p> <p>Support from all food officers</p> <p>Support material from training provider</p>	<p>March 2019</p> <p>Quarterly review</p> <p>Feedback from candidates</p> <p>Number of candidates taught and pass rates</p>

	effective use of resources	<p>and other private businesses.</p> <p>Maintain procedures required for an accredited training centre</p> <p>Maintain the high standard of course delivery currently achieved.</p> <p>Provide quick and easy payment methods.</p>	- <i>Positive impact on BC %</i>	enforcement notices served.		
Imported Food Controls	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory Requirement</p>	<p>Intelligence and risk lead checks on 100% of imported food notifications.</p> <p>Continue to support and facilitate Onward Transmission (OT) arrangements with clearing agents in Slough, regarding high risk food imported and subject to BIP testing.</p>	<p>Duty officer to monitor and respond to all notifications of imported food on a risk based approach, taking appropriate enforcement action where necessary.</p> <p>Maintain close working arrangements with both MHMRC, Hillingdon, Stanstead and Felixstowe BIP, regarding the sharing of intel, OT's and location of ETSF's.</p> <p>Undertake verification of organic imported food and issue certificates to imported organic food were requested</p> <p>Control of onward Transmission referrals and notifications of Personal Imports</p> <p>Investigations into illegally imported Products of Animal Origin (POAO) and other restricted foods (NPOAO), both at ETSF's and inland.</p> <p>Work with clearing agents and importers regarding the safe and legal import of non EU foods, including signposting to</p>	<p>Safe and complaint food imported into the EU via Slough.</p> <p>Food businesses in Slough, offering safe and complaint imported food.</p>	<p>Food & safety Manager</p> <p>All officers to support</p>	<p>March 2019</p> <p>Quarterly Review</p> <p>Number of imported food consignments checked and notices serviced.</p> <p>Number of inland food investigations undertaken & notices serviced.</p>

	Income generation & effective use of resources		<p>information and advice on our website and elsewhere.</p> <p>Issue of export certificates to businesses inside and outside Slough, regarding the export of foods outside the EU.</p> <p>Annual review of internal procedures, including keeping abreast of know and emerging issues and rapid changes in import controls.</p> <p><i>Added value:</i></p> <ul style="list-style-type: none"> - <i>Slough community, the rest of the UK and other EU countries are protected against illegal and hazardous imports from third countries</i> 			
Sampling	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>Statutory Requirement</p>	<p>Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe</p> <p>Undertake sampling as part of a suite of interventions to improve food hygiene and food standards and focus on high risk and local needs</p>	<p>Regional sampling to be agreed at Berkshire Food Liaison group.</p> <p>Explore funding avenues from external organisations e.g. Food Standards Agency</p> <p>Undertake appropriate APT (adenosine triphosphate) testing in local businesses on cleaning practices, giving immediate results during interventions and projects to increase awareness of effective cleaning.</p> <p>Timely follow up on 100% of sampling results, including investigation into unsatisfactory results where necessary.</p> <p>Explore joint sampling initiatives with Food Standards Officers where appropriate</p> <p>Undertake imported food sampling where intelligence suggests necessary</p>	<p>Contribute to local and national sampling intelligence, which will support improved both hygiene and food standards levels in Slough and nation wide.</p> <p>Safer food locally and nation wide.</p>	<p>Julie Snelling</p> <p>All officers to support</p>	<p>March 2019</p> <p>Quarterly review</p> <p>Number of samples taken</p>

Infectious Disease Notifications & Control, and Public Health	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>Statutory Requirement</p>	<p>Investigation of Infectious Notifications including suspected food poisoning outbreaks in line with Public Health England (PHE) protocols</p> <p>Support Public Health Initiatives</p>	<p>100% of notified infectious disease cases investigated in line with PHE Protocols. Appropriate action taken where food handlers, or high risk groups are involved, including exclusion from work until clear of infection.</p> <p>Where source can be identified, take appropriate action to prevent reoccurrence, including enforcement.</p> <p>Link in with the Public Health team to support initiatives where possible, including obesity.</p>	<p>Reduced incidents of infectious disease.</p> <p>Increased intelligence on sources of infectious disease, locally and nation wide</p>	<p>Food Safety Team Leader</p> <p>All Officers to support</p>	<p>March 2019</p> <p>Quarterly reviews</p>
Food Standards Inspections and work.	<p>3. Slough will be an attractive place where people choose to live, work and visit</p> <p>5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p> <p>Statutory Requirement</p>	<p>Target: 100% of high risk businesses 100% of Medium Risk Premises to be inspected. To be monitored monthly</p> <p>Target: 100% of low risk businesses to be inspected</p> <p>Target: 100% of unrated premises to be inspected and rated.</p> <p>Target: Carry out Intel led - Sampling on Takeaway meals for:-traceability, colours, GM oil, meat & fish speciation, and allergens at catering premises. Project to establish which food</p>	<p>Allocation of interventions based on risk priority.</p> <p>Make full use of Alternative Enforcement Strategies (AES) to applicable businesses in line with FSA CoP, including newsletter, SAQ's, targeted advice sessions and other relevant advice.</p> <p>Inspections based on risk;</p> <ul style="list-style-type: none"> - 100% inspection of A, B, C and all other non complaint food businesses - Identified poor performing businesses targeted with appropriate interventions and re-rating the risk <p>To tackle Food Fraud</p> <p>Secure improvements where there are evident concerns, taking enforcement action where compliance is poor; in line with the council's business growth agenda, providing 'incubation periods' where suitable.</p> <p>Provide free regulatory advice for new businesses starting up.</p>	<p>Safer food businesses in Slough & increase in % of broadly compliant premises</p> <p>Increased awareness among traders of their legal responsibilities in respect of Food Standards.</p> <p>Working alongside our colleagues in Food Safety the aim will be to provide consumers with greater information on food standards and local business hygiene standards in order that they can make informed choices on where to eat and purchase food.</p>	<p>Trading Standards Manager/ Food Standards Lead Officer</p> <p>Food Safety Team Leader</p> <p>All TS Food Officers</p> <p>FS/NET/ Licensing acting as 'eyes and ears'</p> <p>Support material from the FSA</p>	<p>Ongoing until March 2019</p> <p>Monthly and Quarterly review</p>

		<p>operators are gathering the appropriate documentation to verify the authenticity of their food products.</p> <p>Calculate amount of traders brought into compliance.</p> <p>Target: Participation in national/regional sampling programmes as directed by TSSE or the Public Analyst. Including Internet sellers within the Borough.</p> <p>To work collaboratively with TSSE to undertake the Food Standards that have been identified as a regional national problem</p> <p>Ensure all new food business registrations are risk assessed &</p>	<p>Alternative interventions to low risk premises, including newsletter, SAQ's, targeted advice sessions and other relevant advice.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Enhance advice for businesses on SBC web site</p> <p>Involvement in targeted sampling projects for compliance with a wide range of food legislation (e.g. compositional standards, compliant labelling, health nutritional information, additives, allergens, colourings, GM Oil and traceability etc.), with further follow up enforcement as required.</p> <p>Undertake sampling as part of a suite of interventions to improve food standards and food hygiene focus on high risk and local needs and intel lead information.</p> <p>Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe</p> <p>Offer chargeable business support options as detailed above.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Enhance advice and signposting for businesses on SBC web site.</p> <p>Focused interventions and sector specific projects on high</p>	<p>Working in partnership on local, regional and national basis.</p> <p>Better understanding of compliance levels in take away sector in relation to food standards.</p>		
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		<p>inspected in line with risk and FSA CoP</p> <p>Offer business support options as detailed above.</p>	<p>risk premises or where local intelligence suggests necessary</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - <i>Assessing compliance with all consumer protection legislation</i> - <i>Identify matters which may be relevant to other services</i> 			
<p>Becoming an enabling authority – providing self help and links to guidance and support</p> <p>Promotion of Food Hygiene issues and involvement in joint projects with other partners</p> <p>Community engagement</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Increasing the number of users accessing the council website for information and self help</p> <p>Increase enquires to the team via foodandsafety@slough.gov.uk</p> <p>Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough.</p> <p>Increase awareness of food hygiene issues via local press and the Council's website</p>	<p>Publicise and direct users to councils website and dedicated email on all correspondence to businesses.</p> <p>Review and update information on council website on an annual basis, and when new information becomes available, ensuring its user friendly and information easily accessible.</p> <p>Work with the Town centre manager to support local shops</p> <p>Undertake monthly tweets of businesses with 0 & 5 FHRs.</p> <p>Participate in the FSA national food safety week campaign.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Issue releases where necessary, such as product recalls, local enforcement against poor performing premises, local food hygiene award winners.</p> <p>Other initiatives undertaken, including sector specific initiatives, joint projects and visits with licensing and TS</p> <p>Explore social media to profile work of the service and to reach food businesses, such as Facebook & use Whatsapp</p>	<p>Reduced demand on service from enquires which can be resolved via self help</p> <p>Improved consumer access and awareness of food hygiene and standards</p> <p>Quicker response times to enquires made to the service via foodandsafety@slough.gov.uk</p>	<p>Food & safety Manager</p> <p>All officers to support</p>	<p>March 2019</p> <p>Quarterly review of information on website</p> <p>Number of website hits</p> <p>Feedback from website users</p>

		<p>Increased community engagement initiatives</p> <p>Promote channel shift via all communications with stakeholders, to the trading standards dedicated council website, whilst being sensitive to the needs of 'at risk' persons and isolated stakeholders. All press releases and forms to direct readers to website. Aim is to reduce avoidable contact whilst promoting existing digital options.</p>	<p>to ease burden on businesses when sharing information</p> <p>Explore opportunities to engage with the community, such as campaigns at focused groups, schools, and libraries;</p> <p>Monitor website hits and advice requests received, for decide in requests, and increase in website hits.</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - <i>Improve awareness and compliance of food safety and standards issues</i> - <i>Supports Income generation</i> 			
Safeguarding & intelligence sharing	<p>1. Slough Children will grow up to be happy, healthy and successful</p> <p>3. Slough will be an attractive place where people choose to</p>	<p>All officers to use their professional curiosity when making face to face contact with service users, and refer concerns in a timely manner, 100% of the time.</p> <p>Ensure all staff are</p>	<p>Use the 'Concern Card', and assess effectiveness of this avenue to rapid reporting</p> <p>All staff to undertaken SBC online training for safeguarding adults and children on a annual basis</p> <p>Safeguarding to be on the agenda and discussed at team meetings, 121's, and appraisals.</p> <p>All officers to be vigilant and aware of safeguarding issues when making any face to face service user contact, and</p>	<p>Improve the safety of children and vulnerable people in Slough.</p> <p>Improved life's of people in Slough</p>	<p>Food & Safety Manager</p> <p>All officers to support</p>	<p>March 2019</p> <p>Monthly review and feedback to Head of Service in CP&BC monthly meetings</p>

	live, work and stay	<p>trained in safeguarding and following the SBC safeguarding principles.</p> <p>Continue to share intel and concerns with other partners such as TVH, HMRC, Immigration & RBFRS</p>	<p>follow the corporate safeguarding principles if any concerns are raised.</p> <p>Holistic approach to all operations which involve potential victims with safeguarding issues.</p>			
Looking Ahead		<p>Horizon scanning; providing a forward thinking service and fulfilling statutory obligations</p>	<p>Keep abreast of developments from the Food Standards Agency on the future of the Delivery of Official Food Controls and align our service provision accordingly.</p> <p>Identification and registration (where appropriate) of primary producers of food (as identified in FSA National Enforcement Priorities).</p> <p>Continue to participate in the Food Standards Agency's Regulation Our Future work. Keep abreast of the future of the Delivery of Official Controls in light of the ROF and Brexit agendas and align our services accordingly.</p> <p>Implement new Acrylamide Regulations, following national guidance. Provide information to businesses via council website.</p> <p>Building links with other teams within the Council to ensure that changes in business ownership and nature and identified and acted upon in a timely fashion.</p>		<p>Food & Safety Manager, Food team Leader and Enforcement Team Leader</p>	<p>Ongoing</p>

Service Delivery Plan 2018/19



Health, Safety and Wellbeing in Slough

The Food and Safety Team, sit's within Regulatory Services, which is an outward facing service group made up of:

- **Food & Safety**
- **Primary Authority**
- **Trading Standards**
- **Licensing**
- **Community Safety**
- **CCTV & Careline**
- **Registration Services**
- **Cemetery and Crematory**
- **Prevent**

Our aim is to deliver a wide range of effective and responsive public protection services for our residents, businesses and visitors.

Health & Safety Service

Slough Borough Council is responsible for health and safety regulation under the Health and Safety at Work etc. Act 1974, and associated regulations. We provide advice and enforce health & safety within approximately 1,600 commercial premises in the borough, including warehouses, residential care homes, leisure centres, shops, pubs and restaurants. Health and safety enforcement is divided between the Health & Safety Executive (HSE) & LA depending on the main activity in the workplace. We play a major role in protecting the health, safety and welfare of employees and members of the public in Slough.

Our approach to health and safety regulation is largely reactive and follows formal guidance issued by the HSE, namely the National Local Authority Enforcement Code, introduced in 2013. The aim of this code is to ensure a consistent and sensible approach to health and safety regulation. Since its introduction the direction of health and safety enforcement nationally has changed considerably. The Code targets resources on risks and aims to reduce the regulatory burden on compliant businesses. This is the stance Slough has been taking for several years. As a result our intervention strategy is targeted at local and national priorities, where evidence suggests risks are not being controlled. Proactive inspections are reserved only for premises that do not manage their own risks or premises on the HSE's list of high risk sectors. This means few proactive inspections are undertaken, which releases capacity for more effective outcome-focused interventions and thorough reactive work. Where we do undertake H&S interventions they are project based, and focus on sectors which are high risk, where we have little information about levels of compliance or where local intelligence suggests an intervention may be necessary.

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

In line with our enforcement policy we provide a graduated enforcement approach based on risk to public health. We show our commitment to carrying out our work in an open, transparent and fair manner, protecting employees and the wider public from risk whilst supporting business and economic growth. We recognise that most businesses want to comply with the law, therefore we will support those businesses in meeting their legal duties and be safe.

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



The Health & Safety Service is delivered via the Food & Safety Team. A relatively small amount of officer time is dedicated to health and safety work, due to the direction of the Enforcement Code. However, allocation of officer time is fluid and reactive to service need, so officers will spend a significant amount of time investigating serious workplace accidents when necessary. However, this does have a knock on effect on other work which may have to be re-prioritised.

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

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

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

We will do this by:

- signposting businesses and residents to information and free advice
- visiting businesses on the basis of risk, so reducing the burden on compliant businesses whilst targeting those that seek to gain an advantage from non-compliance
- investigating complaints and listening and responding to concerns
- investigating accidents, giving priority to those involving major injury or death in the workplace
- developing safety and health promotion initiatives
- consulting our customers on the quality of our service
- working in partnership with others to improve our outcomes for Slough. For example - The Health & Safety Executive, Thames Valley H&S Group, UK Border Agency, Thames Valley Police, the Royal Berkshire Fire and Rescue Service and other council teams.

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

Helping Great Britain Work Well

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

Levine Whitham, Food and Safety Manager

Tel: 01753 477901 or e-mail: levine.whitham@slough.gov.uk Or

Ginny de Haan, Service Lead for Regulatory Services,

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

To find out more about our service and initiatives visit our website at: <http://www.slough.gov.uk/business/health-and-safety/>



Our vision

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

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

We are one team. We are Slough Borough Council

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

One of our key aims is to protect and enhance public health and wellbeing whilst supporting local businesses. The action plan at the rear of this service delivery plan shows how we are going to achieve this. It demonstrates how we directly link with the Five Year Plan to achieve the council's wider outcomes. The action plan should be read in conjunction with our Enforcement Policy.

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

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

SBC Values

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

We are one team.
We are Slough Borough Council

Our plan for 2018/19 and looking ahead

The Health & Safety action plan for 2018/19, which outlines our planned work for the year is detailed in appendix A. As with previous years, we plan to undertake our statutory obligations by investigating accidents, complaints, and undertaking proactive interventions based on risk. This year, we also aim to undertake several projects based on the HSE list of sectors and activities suitable for an intervention, which forms part of the Enforcement Code.

We are planning focused projects in:

- retail/wholesale premises with regards to falls from height, workplace transport, lifting equipment, manual handling, and safe loading of vehicles.
- Violence and work
- Gas safety in catering premises*
- Gas safety in hospitality industry*
- Lung cancer in bakeries*
- Musculoskeletal disorders in care homes
- Preventing access to large commercial waste bins*

Such projects will also allow us to update our knowledge/database of premises in Slough.

Some of the priorities above marked with an * will be looked at during whilst undertaking food hygiene visits. This is to reduce the burden on businesses by undertaking separate visits, whilst linking in with the HSE's priorities.

It's important to note that this year we aim to undertake more proactive interventions than we have in previous years. This is due to a change in the HSE's list of sectors and activities suitable for an intervention, more of which are applicable to premises in Slough.

Our health and safety plan is ambitious and aspirational. Its important to note the comments made in the resourcing section below, in particular, the level of resource needed to meet the plans objections and that available are not equal. Ultimately we do not have the resources available to complete all aspirations within the plan. This is also mirrored in the Food Safety and Standards Service Plan. It is likely that some of the planned work will be re-prioritised throughout the year, particularly if unforeseen demands on the service arise such as serious workplace accident investigations.

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

How did we perform during 2017/18?

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

- Primary Authority Scheme and our Commercial Offer
- Accident investigations.
- Complaints about Health & Safety in Slough
- Health and safety interventions and projects
- Enforcement Actions
- Striving for Excellent and resourcing

Primary Authority Scheme and our Commercial Offer



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

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

Since Slough Borough Council introduced Primary Authority partnerships in April 2011 we have already secured more than 40 successful PA partnership agreements. These services are uniquely provided by in house by specialist officers.

Cost recovery is an essential element of the contracts and is applied to Primary Authority partnerships with an hourly charge for any work undertaken; in 2017/18 our income was £93,964 (jointly with the trading standards team). This cost recovery enables the Council to support businesses in Slough and increase the availability of specialist officers who are funded from PA at no extra cost to the Council. Last year the food & safety team had over 529 hours of advice interactions with our PA companies; a high proportion of this was advice and support requests from our partners.

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

The number of businesses joining and leaving Primary Authority Partnerships with the Council remains changeable; however the demand on PA has remained relatively constant over the past year. As a service we currently maintain in excess of 40 partnerships.

In 2017 there were changes to the Primary Authority Scheme with the introduction of PA3. This demanded additional resources to update partnerships and review advice issued.

More information on Primary Authority Partnerships can be found on the website <https://primary-authority.beis.gov.uk/about>. Businesses that would like to join the scheme can email primary.authority@slough.gov.uk

Our Commercial offer

In line with last year's service plan we have been looking at ways of supporting businesses at no cost to Council. We introduced a new range of Business Support packages which have been advertised and made available to local food businesses. Businesses are offered bespoke advice packages either on start-up or before a planned intervention. These are charges at cost price and enable businesses to get additional advice on what they specifically need to do to improve their compliance with legal requirements. Last year we supported xx local businesses which made an income of £4,957. This was largely based on food safety work.

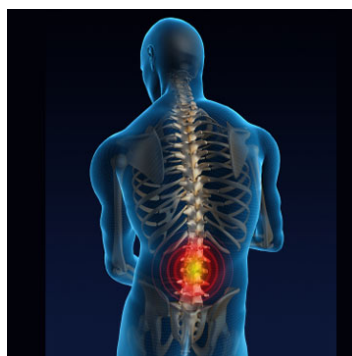
Accident investigations

The team received 61* accident notifications, a 25 per cent decrease from the previous year. In all but 3 notifications, employees needed to stay off normal work duties for more than 7 days or in the case of members of the public, needing to go to hospital. This is a significant reduction in accident notifications from last year and there is no specific reason to explain this decrease. It is likely that many accidents are not reported at all by employers, which results in under reporting and a reduction in notifications. It also allows dangerous practices and unsafe working conditions to continue. The majority of notifications are from large multi site employers who are known to have systems in place to promote the health and safety of employees. There have been almost no notifications from medium and small businesses.

On receipt of each notification we make a decision as to whether the accident warrants an investigation based on current HSE accident investigation guidance. The nature of the accidents reported last year varied considerably. Injuries from slips, trips and falls continue to account for the highest proportion of accidents notified (50%). This is in line with national statistics. There was 1 amputation of part of a finger and 12 fractures. The notifications also included:

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

*Source RIDDOR website



Complaints about Health and Safety in Slough

Employees and members of the public made 34 complaints and enquiries about health and safety last year. This is a reduction of approximately 30% on the number of complaints and enquiries received last year and this is a repeat of the reduction in numbers from the previous year. It is unclear why this number has reduced and we are exploring other ways in which people can contact us easily.ⁱ The types of queries received are wide ranging, including complaints about unsafe workplaces, asbestos and legionella exposure risks, fire safety concerns, release of ammonia gas, storage of propane gas cylinders, poor welfare conditions, danger to staff in catering establishments, unsafe holistic health procedures placing public at risk of injury (including blood letting), unsafe beauty treatments and concerns about the safety of lifting equipment.

Health and safety interventions & projects

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

As a result we undertook 35 health and safety visits to premises in Slough, of which 6 were reactive following complaints or accident notification. We also undertook 2 revisits to ensure standards had improved. This is roughly the same as last year. Of these visits, only 4 were proactive inspections, the remaining were project based, specifically focusing on gas safety and cooling towers.

Gas Safety in Catering

Business operators have a legal obligation to ensure that gas appliances that are used in connection with food business are maintained in a safe condition. Historically, in Slough there have been areas of non compliance within food businesses.

The food and safety team has an ongoing commitment to assess standards of compliance with legal requirements and assess levels of awareness of local business operators with respect to the dangers of gas appliances used in catering. This involves undertaking visits in relation to gas safety at the time of routine food hygiene inspections and determining current standards of compliance.

Written advice is provided on matters that require attention and timescales are agreed for meeting legal requirements. Where necessary follow up work is

undertaken to ensure the improvement of standards where premises are found to be non compliant. In total 15 gas safety checks were undertaken.

Cooling tower registration

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

We have registered 19 premises with a total of 114 cooling towers or evaporative condensers. Historically there has been a reduction in the number of premises having cooling towers. However, this year the number of registered cooling towers or evaporative condensers has increased from 31 to 114, mostly as a result of one business registering 80 evaporative condensers at their premises. This shift is due to the nature of some new businesses setting up on the trading estate and needing air treatment plants in order to carry out their operations.



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

Private water supplies

We have two private water supplies located in Slough that we monitor for compliance with the relevant legislation. The results of the monitoring are submitted to the DWI on an annual basis in January for the preceding year. The return for 2017 was completed and submitted on time. In addition, the local authority is required to carry out a risk assessment of each private water supply at least every 5 years. As such a review of the current risk assessments for both of the private water supplies in the Borough were undertaken. This involved discussions with the operators of the supplies, site visits and liaising with Thames Water and the Environment Agency to check on any local hazard information.

Working with partners

We recognise that working with partners can increase our capacity to deliver health and safety solutions for businesses in Slough. During 2017/18 we worked to develop the following important partnerships:

- **SAG (Safety Advisory Group)**

We are members of the Slough Borough Council SAG. SAG's role is to advise the council on the suitability of applications to hold events, safely, in the borough's parks, open spaces and premises and on the borough's roads. Our role is to consider health and safety issues in planning, organising, setting up and holding events and to recommend approval or rejection of applications. We also advise SAG and applicants on the law and technical standards in relation to health and safety at events. Last year we gave advice on Vaisakhi, a football tournament, a diversity day, the launch of Kennedy Park, home slough/Streets alive, Langley Carnival, the Chippenham Green Fair, Slough Festival, the national Playday, The Canal festival, the annual bonfire, the Christmas lights turn on and a large Peace campaign. Advice given also relates to food safety.

- **Thames Valley Health and Safety Group**

We continue as advisors and partners in the continually growing Thames Valley Health and Safety Group. The Mayor of Slough is the group's Honorary President. The group was originally set up jointly by Slough Borough Council and the business health and safety community. The group is part of Safety Groups UK, is affiliated to ROSPA and provides a forum and a focus for safety professionals in the Thames Valley. Many major businesses in Slough are active members of the group as are those that are in the smaller and medium categories. The group meets monthly at different company venues in the Thames Valley region. We aim to attend meeting on a regular basis, however due to resource implications last year, in particular the manager, who usually attends being on maternity leave, this was not achieved.

Enforcement action

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



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

The team take relatively low enforcement actions, which is reflective to the small amount of health and safety work undertaken by the team, in comparison to food safety work. As a result in 2017/18 we served **3 Improvement Notices** and **1 prohibition**

notice. We have 6 warranted health and safety officers who are able to take enforcement action.

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

Prosecutions

The complex investigation into a serious workplace transport accident, which occurred in January 2015 was heard in Reading Crown Court in December 2017. A young employee was crushed by a reversing vehicle, sustaining serious and long term injuries, and the investigation accounted for a significant amount of officer time and resource. The company was issued with a fine and costs totalling £25,000



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

Striving for Excellence and Resourcing



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

- be polite, friendly and offer a helpful service
- take the time to listen and explain things
- provide accurate information and advice, in a clear and straightforward way

- deal with enquiries immediately, but if this is not possible, tell you who we have passed your enquiry to and their contact details
- keep you informed of progress and the outcome of our investigations
- treat you fairly and with respect

Customer Pledge

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

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

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

Customer Feedback and Quality Assurance

We use feedback questionnaires following each intervention .xxxxx

No complaints regarding the service has been received, either formally or informally. The team is committed to working with local businesses and the local community ensure high levels of satisfaction. We aim to enhance the quality of life of residents within the borough. All feedback received is used to inform and improve our service.

We undertake monthly quality assurance (QA) on the whole range of our service delivery. Our QA procedures assess the work of our officers to ensure that it meets the high standard expected by the service.

We regularly attend the Berkshire and Oxfordshire Food and Health & Safety Liaison Group with the aim of sharing good practice.

Variation from service plan

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

Resourcing

The food and safety team comprise of 6 FTE (full time equivalent). This includes the Food and Safety Manager and a Business Support Officer. However of this, only 1 FTE is allocated to health and safety work. This is because the team focus most of their time on food safety work as this has greater statutory demand and obligations. The cost of the service during 2017/18 to meet statutory obligations and aspirations in the action will be approximately **£40,000**.

To complete all of the obligations within this plan is ambitious. Ultimately priority will be based on risk, and work will be re-prioritised as needs change. It is likely that projects and other non statutory work will not be undertaken, or projects will be downsized and exclude advisory visits. We also aim to make efficiencies and create income to offset this shortfall.

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

Staff development

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

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

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

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Appendix A - Health & Safety Action Plan 2018/19

Directorate: Adults and Communities	Service Manager: Levine Whitham, Food & Safety Manager
Division: Regulatory Services	Budget: £40,000
Team: Food and Safety Team	Number of staff employed: 1 FTE (0.75 FTE, plus 0.25 Business Support Officer)
<p>Service objectives:</p> <p>We have strong links to the council's Five Year Plan, which is indicated against each service activity below. The work of the Food & Safety Team is essential in securing safe foundations from which the council can deliver its plan. Without the basics, such as safe places to work and visit, it would be impossible to build a safe, healthy and vibrant Slough. We are the prerequisite for a fit and resilient borough.</p> <p>The timely delivery of this work plan, which focuses on sensible health and safety regulation, based on risk. Implementation of evidence based initiatives focused upon national and local priorities; joint working with partners both within and beyond the council to improving the quality of life for Slough residents, visitors and those that work in Slough.</p>	

Service activity	Priority & 5 YP outcome & statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
<p>Primary Authority (PA) & Compliance Support</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Income generation</p>	<p>Maintain income targets</p> <p>Develop existing PA's and explore new PA opportunities, creating income in line with projected target.</p>	<p>Designated officers to work closely with PA businesses to:</p> <p>Develop partnerships with PA clients</p> <p>Provide specific advice in relation to management systems & procedures and controls adopted by the company nationally</p> <p>Issue 'formal PA advice' where procedures and controls are deemed suitable and compliant</p> <p>Handle referrals from other local authorities and central government bodies on behalf of that business</p> <p>Develop and publicise Inspection Plans</p> <p>Issue of advice and guidance to other Enforcement Authorities on the companies activities</p> <p>Maintain an accurate record of any advice and guidance</p> <p>Hold meetings with partner businesses on a regular timetable of mutual agreement, along with annual action plans where mutually agreeable.</p> <p>Respond to request within in line with Customer Charter and Pledge, or as agreed with the PA.</p>	<p>Generate income</p> <p>Improved standards, efficiencies and compliance within PA's, with less enforcement action taken by Enforcement Authorities (EA).</p> <p>Reduced, efficient and effective regulation by other EA nation wide, via the provision of PA support which has a national impact.</p> <p>Reduced regulatory burden on PA businesses.</p>	<p>Food & Safety Manager</p> <p>Trading Standards Manager</p> <p>All Food Safety & Trading Standards Officers</p>	<p>March 2019</p> <p>Monthly Reports on hours and income generation</p> <p>Quarterly Reviews</p> <p>Yearly overview of individual company Action Plans</p> <p>Number of PA's in Portfolio</p> <p>Virtual PA management team</p>

<p>Risk based interventions within business in Slough</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory requirement</p> <p>Effective use of resources</p>	<p>Undertake targeted risk based interventions to businesses in line with HSE LAC 67/2 rev 7 – Guidance to Local Authorities on Targeting Interventions</p> <p>Compliance with National Code for Local Authority Enforcement.</p>	<p>Undertake proactive interventions to premises where local intelligence suggests controls are not being managed or where an investigation is warranted following complaint or report of accident</p> <p>Assess the need for interventions and projects based on:</p> <ul style="list-style-type: none"> - HSE high risk list of activities suitable for inspections - HSE national priority list and sector strategies - Local priorities and needs of slough - Berkshire wide priorities - Businesses that have poor food safety management standards, as H&S standards are likely to be similar <p>Possible projects/raising awareness in the following areas:</p> <ul style="list-style-type: none"> - Industrial retail/wholesale premises, with focus on updating our knowledge/database of premises in Slough. Assessing controls for those identified, specifically with regards to falls from height, workplace transport, lifting equipment, manual handling, and safe loading of vehicles - Violence at work – focusing on premises with vulnerable working conditions, linking in with community safety and other relevant bodies 	<p>Safer businesses in Slough</p> <p>Reduced accident rates</p> <p>Improved safety and wellbeing for people who work within and visit Slough</p> <p>Greater health and safety awareness amongst slough employers and employees</p>	<p>All officers</p>	<p>March 2019, Monthly monitoring</p>
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			<ul style="list-style-type: none"> - Gas safety in catering premises, with focus on maintenance of systems, combining this with routine food hygiene inspections to ensure efficient spend of resources. - Gas safety in hospitality industry, with focus on pubs and cellar safety, combining this with routine food hygiene inspections to ensure efficient spend of resources, linking in with Licensing team - Lung safety in bakeries where loose flour dust is likely, with focus on preventing occupational lung disease (asthma) - Musculoskeletal disorders in residential care homes – information campaign only. - Preventing access to large commercial waste bins/recycling bins – prevent accidental crushing to those taking shelter <p>Officers to be vigilant when visiting businesses for other reasons in order to identify and deal with Matters of Evident Concern (MEC) or Matters of Potential Major Concern (MPMC)</p> <p>Monitor MEC & MPMC to identify trends and local issues</p>			
Investigations and prosecutions	3. Slough will be an attractive place where people choose to live, work and	Undertake investigations into work related accidents, MEC, MPMC, or concerns	<p>Support and advice given to businesses appropriate to the risk presented, in order to allow businesses to manage their own risks safely</p> <p>Officers to used HSE Enforcement Management Model</p>	<p>Safer businesses in Slough</p> <p>Reduced accident rates</p>	All officers	March 2019

	<p>stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory requirement</p> <p>Effective use of resources</p>	<p>raised about a business, to determine if serious and public safety at risk</p> <p>Where necessary take action to secure sensible health and safety regulation, proportionate to risk</p>	<p>(EMM) and work in line with department enforcement policy when considering enforcement action</p> <p>Where enforcement is deemed appropriate, adhere to timescales for prosecutions file submission</p> <p>Full range of enforcement options used, as appropriate in line with the enforcement policy</p> <p>Explore alternative enforcement opportunities on a case by case basis</p>	<p>Improved safety and wellbeing for people who work within and visit Slough</p> <p>Justice taken against those business who fail to meet their health safety obligations and put peoples health at risk</p> <p>All complaints and service requests dealt with in line with Customer Service Charter and Pledge</p>		
<p>Reactive investigations in response to intelligence or reported incidents</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide</p>	<p>Assess and respond to accident notifications, complaints and service requests relating to workplace health and safety, wellbeing, including referrals via the HSE</p>	<p>Respond to all notifications in line with customer charter and pledge including timescales</p> <p>Determine if investigation is appropriate using the HSE incident selection criteria, and recording decision</p> <p>Promptly close service requests which are not serious or present health risks, managing customer expectation from the beginning. Where appropriate signpost customers to self help resources.</p> <p>Work in line with enforcement policy, prosecution template and internal procedures.</p>	<p>Safer businesses in Slough</p> <p>Reduced accident rates</p> <p>Improved safety and wellbeing for people who work within and visit Slough</p>	<p>All officers</p>	<p>March 2019</p> <p>Quarterly monitoring</p>

	<p>opportunities for our residents</p> <p>Statutory requirement</p>					
<p>Legionella Controls and registration of cooling towers</p>	<p>Statutory requirement</p>	<p>Maintain cooling tower register and ensure legionella controls are in place</p>	<p>Maintain and update registration of all cooling towers in Slough and monitor risk of legionella infection in conjunction with HSE</p> <p>Assess cooling tower controls and risk assessments for all new cooling towers.</p> <p>Assessment undertaken by desk top review. Bi-annually assessment of control of existing cooling towers by sending out self assessment tools, and review of response (due 2019/20)</p> <p>Where necessary inspect cooling towers, specifically where change in management, change of process, alteration, replacement or water treatment or where controls deem unsatisfactory</p>	<p>Ensure the risk of legionella infection from cooling towers in Slough is controlled</p>	<p>Thomas Kilduff</p>	<p>March 2019</p>
<p>Becoming an enabling authority – providing self</p>	<p>3. Slough will be an attractive place where people choose</p>	<p>Increasing the number of users accessing the council website for</p>	<p>Publicise and direct users to council’s website and dedicated email on all correspondence to businesses</p> <p>Review and update information on council website on</p>	<p>Reduced demand on service from enquires which can be resolved via self help</p>	<p>Food & Safety Manager</p> <p>All officers to</p>	<p>March 2019</p> <p>Quarterly review of</p>

<p>help and links to guidance and support</p> <p>Promotion of health and safety issues and involvement in joint projects with other partners</p> <p>Community engagement</p>	<p>to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory requirement</p> <p>Effective use of our resources</p>	<p>information and self help</p> <p>Increase enquires to the team via foodandsafety@slough.gov.uk</p> <p>Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough</p> <p>Increase awareness of health and safety issues via local press and the council's website</p>	<p>an annual basis, and when new information becomes available, ensuring its user friendly and information easily accessible. Council website to have clear links to HSE website</p> <p>Provide business start up support and signposting to free guidance and information</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements</p> <p>Issue press releases where necessary, such as supporting national campaigns or local enforcement against poor performing premises</p> <p>Other initiatives undertaken, including sector specific initiatives, joint projects and visits with other council departments where possible.</p> <p>Support key messages from public health which impact on health & wellbeing of employees</p>	<p>Improved consumer access and awareness of health and safety.</p> <p>Quicker response times to enquires made to the service via foodandsafety@slough.gov.uk</p>	<p>support</p>	<p>information on website</p> <p>Number of website hits</p> <p>Number of interventions</p>
<p>Smoke free enforcement and advice</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow</p>	<p>Ensure all premises offering smoking facilities, including Shisha's are compliant with smoke free requirements</p>	<p>Provide start up advice to new shisha's or premises offering smoking facilities on smoke free compliance</p> <p>Assess premises offering smoking facilities to ensure compliant with smoke free requirements, give advice and take necessary enforcement where appropriate in line with council's enforcement policy and wider growth agenda</p> <p>Link with other stakeholders, such as public health planning, BRFRS, NET, police and licensing at</p>	<p>Reduce risk to health to employees of shisha's and premises offering a smoking facility, from second hand smoke</p>	<p>All officers</p>	<p>March 2019</p> <p>Quarterly review</p>

	<p>businesses and investment to provide opportunities for our residents</p> <p>Statutory requirement</p>		<p>soonest opportunity to ensure joint up simple enforcement</p> <p>Undertake surveillance to facilities allowing smoking to ensure compliance</p>			
<p>Asbestos – Duty to Manage</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p> <p>Statutory requirement</p>	<p>Assessment of all ASB5 notifications, and notifications of notifiable non licences work via HSE website</p> <p>Respond to enquires regarding asbestos</p>	<p>Assess all ASB5 notifications, and notifications of notifiable non licences work to determine if controls suitable, and where necessary visit site to ensure controls in place to minimise risk from exposure to asbestos fibres</p> <p>Give accuracy advice on control of asbestos, including duty to manage</p> <p>Signpost to HSE website for information and guidance</p>	<p>Reduced risk of health from exposure to asbestos fibres</p> <p>Increased awareness of asbestos</p>	<p>Sandeep Johal</p> <p>All officers</p>	<p>March 2019</p>
<p>Private water supplies and private water distribution systems</p>	<p>3. Slough will be an attractive place where people choose to live, work and</p>	<p>Complete risk assessments for private water suppliers and implement action plans to ensure</p>	<p>Complete risk assessments and implement action plans for private water suppliers</p> <p>Assessment of private water supplies information and collation for return to the Drinking Water Inspectorate</p>	<p>Safe water from private water supplies and distribution centres in Slough, with reduced risk of illness</p>	<p>Sarah Hill</p>	<p>March 2019</p> <p>Quarterly review</p>

	<p>visit</p> <p>5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p> <p>Statutory requirement</p>	<p>safe water supplies</p> <p>Review PWS sampling programmes in line with statutory guidance</p> <p>Complete annual DWI return</p> <p>Identify private distribution systems and verify with Thames Water Authority</p> <p>Risk assess private distribution systems and set up water sampling programme in line with statutory guidance</p>	<p>Confirm locations of private distribution systems, verify, risk assess, implement action plans and set up sampling programme</p>			
<p>Slough specific:</p> <p>Safety Advisory Group (SAG)</p> <p>Thames Valley Health and Safety Group (TVHSG)</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow</p>	<p>Attend meetings, give advice on enforcement issues, changes in standards and guidance, support and take necessary follow up actions</p>	<p>Supports partnership working with local businesses and stakeholders</p> <p>Give advice to SAG to ensure events are operated safely</p> <p>Benchmark, share intel and information, and support to and from other Berkshire authorities</p> <p>Participate in discussions on health and safety issues regionally, cascading to county groups and the team</p>	<p>Ensure consistent and proportionate health and safety regulation</p>	<p>All officers</p>	<p>March 2019</p> <p>Ongoing monthly and quarterly meeting attendance</p>

County liaison group and Regional strategy group	businesses and investment to provide opportunities for our residents					
Safeguarding and intelligence sharing	<p>1. Slough children will grow up to be happy, healthy and successful</p> <p>3. Slough will be an attractive place where people choose to live, work and stay</p>	<p>All officers to use their professional curiosity when making face to face contact with service users, and refer concerns in a timely manner, 100% of the time</p> <p>Ensure all staff are trained in safeguarding and following the SBC safeguarding principles</p> <p>Continue to share intel and concerns with other partners such as TVH, HMRC, Immigration & RBFERS</p>	<p>Use the 'Concern Card', and assess effectiveness of this avenue to rapid reporting</p> <p>All staff to undertaken SBC online training for safeguarding adults and children on a annual basis</p> <p>Safeguarding to be on the agenda and discussed at team meetings, 121's, and appraisals</p> <p>All officers to be vigilant and aware of safeguarding issues when making any face to face service user contact, and follow the corporate safeguarding principles if any concerns are raised</p> <p>Holistic approach to all operations which involve potential victims with safeguarding issues</p>	<p>Improve the safety of children and vulnerable people in Slough</p> <p>Improved life's of people in Slough</p>	<p>Food & Safety Manager</p> <p>All officers to support</p>	<p>March 2019</p> <p>Monthly review and feedback to Head of Service in department monthly meetings</p>

Slough Trading Standards



Service Delivery Plan 2018/2019

The Trading Standards service sits within Regulatory Services, which is an outward facing service group made up from:

- **Food & Safety**
- **Primary Authority**
- **Trading Standards**
- **Licensing**
- **Registration Service**
- **CCTV & Careline**
- **Community Safety**
- **Cemetery and Crematory**
- **Prevent**

Our aim is to deliver a wide range of effective and responsive public protection services for our residents, businesses and visitors.

Trading Standards

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

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

This service delivery plan is provided to keep you informed of our achievements and future plans and how we intend to deliver them with the continued cooperation of our internal and external partners and stakeholders.

The work we have completed and continue to carry out is achieved through:

- prompt responses to intelligence/complaints, triggering detailed investigations into consumer protection offences
- targeted project work
- participation in regional and national liaison groups
- risk based inspection programmes
- training and advice, provided to both consumers and business
- working with other organisations with similar priorities
- proportionate enforcement – with prosecution of offenders as a last resort (in line with our enforcement policy).

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

Please forward your views to:

Ginny de Haan, Service Lead for Regulatory Services

Tel: 01753 475111 or e-mail: TS.DUTY@slough.gov.uk

or

Andrew Clooney, Trading Standards Manager (Trading Standards)

Tel: 01753 475111 or email: TS.DUTY@slough.gov.uk

Address:

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

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

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

Slough

Growing a place of opportunity and ambition

Our vision

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

The focus of work within the Trading Standards Service is to ensure that the council is able to fulfil its **statutory obligations** under the relevant legislation and that this is geared towards Slough's specific community and business needs, based on local intelligence and the Five Year Plan outcomes. More detail on the five year plan can be found at:

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

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

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

We will achieve this through the attached action plan, (appendix B). This should be read in conjunction with our enforcement policy which aims to ensure a graduated approach to enforcement based on risk. The action plan shows how we are going to achieve this and demonstrates a direct link with the five year plan to achieve the council's wider outcomes. The action plan should be read in conjunction with our enforcement policy.

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

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

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

How did we perform during 2017/18?

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

The following pages illustrate our performance and achievements over the past year.



Primary Authority Scheme

PRIMARY AUTHORITY

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

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

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

Since Slough Borough Council introduced Primary Authority partnerships in April 2011, we have secured more than 40 successful Primary Authority partnership agreements. These services are uniquely provided by in-house specialist officers.

Cost recovery is an essential element of the contracts and applicable to Primary Authority partnerships with an hourly charge for any work undertaken. In 2016/17, along with our colleagues in Food Safety, we obtained cost recovery of circa £94,000. This cost recovery enables the council to support businesses in Slough and increase the availability of specialist officers who are funded by the Primary Authority at no extra cost to the council. Last year we received 77 direct requests for advice from our Primary Authority portfolio of companies. A large number of other interactions with our Primary Authority companies were successfully completed and a high proportion of these were satisfied consumer complainants. We also liaised daily with other local authorities and act as a single point of contact for any enquiries concerned with our portfolio of Primary Authority companies, reducing burdens on business and preventing any unnecessary duplication. We also liaise with other local authorities to ensure any inspection and enforcement action reflects the advice we have already given, and is proportionate.

In the past year we received a total of 355 enquiries from companies for whom we act as Primary Authority. The number of businesses joining Primary Authority partnerships with the council continues to grow and this will have a profound impact upon how we deliver the service, requiring a flexible approach to our management of resources. Maintaining and promoting the Primary Authority scheme within Slough contributes to the council's overall aim of Slough being the premier location in the South East for businesses of all sizes to locate, start, grow, and stay.

More information on Primary Authority partnerships can be found on the Primary Authority website <https://primary-authority.beis.gov.uk/>

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

Age restricted sales

“Among 35 European countries, the UK has the third-highest proportion of 15-year-olds who report having been drunk 10 times or more in the past year.”
(Drinkaware statistics, 2012)



- **Trader information packs** were distributed to local businesses, providing information on the law on age restricted products, along with advice on due diligence and further information/documents to assist staff training on underage sales matters. Many of these were distributed on Crime Reduction and Enforcement Days (CRED), which Trading Standards participated in throughout the year.
- **Licensing reviews** have been used for all traders failing a test purchase. This can result in conditions on the trader’s licence or even a complete revocation. Three traders are currently in the process of having their premises licence reviewed following sales of age restricted goods or other Trading Standards intervention. Trading Standards supports licensing by preparing evidence packs to support the licensing review.
- **Test purchasing** is essential and establishes whether local businesses are complying with the law and not selling restricted goods to children.

Underage sales operations - Figures for 2017/18

- **Alcohol** - attempted purchases = 2 - sales = 1
- **Knives** - attempted purchases = 9 - sales = 3
- **e-cigarette (e-Cigs)** - attempted purchases = 2 - sales = 0



Total sales = 4 out of 13 attempted purchases.

In certain circumstances where there has been a sale we offer alternative resolution options. This alternative resolution comprises a training pack pre read and an exam. Completion of the course avoids a potential criminal prosecution. This achieves two things:

1. It increases the knowledge and skill of the trader and in doing so, their ability and competence to prevent further sales.

2. It also avoids often protracted and expensive legal proceedings. The option to let any trader take on such a course is done so whilst having reference to our prosecution policy at every stage.

Last year two traders took this this option and successfully completed the course. One trader who failed the test in the previous year, retook it and passed!

Tobacco control work

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

Trading Standards work closely with other agencies such as Thames Valley Police, HMRC, neighbouring local authorities, Slough licensing team, Slough neighbourhood enforcement team and public health teams, both locally and regionally to tackle this issue.



Detection Dogs :-

During 2017/2018 trading standards carried out sixteen inspections of premises, with the assistance of tobacco detection dogs. Below is an outline of the illicit products discovered:

- 140 x packs of 20 cigarettes (2800 sticks in total)
- 100 x pouches of chewing tobacco (a total of 740g)
- 1 x 50g pack of hand rolling tobacco

Products were seized that either bore non-English health warnings, no pictorial health warnings, non-statutory warnings, or no warnings at all. Some seizures were also counterfeit tobacco products; that do not meet manufacturers quality controls and safety standards..

Electronic Cigarettes :-

The department has also carried out compliance checks on Nicotine Inhalation Products (more commonly known as e-Cigarettes) throughout the year.

Over 170 x e-cigarettes and e-liquid products were assessed for compliance during this project. 90 x e-liquid products were seized and signed over for destruction; bearing either excess container sizes, child appealing packaging and/or nicotine levels exceeding legal limits.

Shisha Bars :-

A number of shisha bar premises were visited with Thames Valley Police and Environmental Health to ensure all legal requirements were being met. Each business was provided with assistance to bring their practices in compliance with the respective legislation.

Tobacco Blunts:-

In addition, further checks were carried out on local retailers, in respect of Tobacco Blunts (rolling papers made out of tobacco leaf). The packaging of these products must not advertise any flavouring in the product. Our advisory visits showed an initial compliance level of approximately 50% (as a result of old stock still being present in some premises). Compliance levels rose following advice and removal of non compliant product. .

Food standards

Trading standards successfully completed 100 per cent of their high risk routine food standards inspections in 2017/2018, in addition to other food standards enforcement visits.

A total of 214 food standards visits were carried out last year.

Interventions on these visits:

- > 72 – Written Warnings issued;
- > 92 – Compliant on First Visit;
- > 24 – Non-compliant on first visit:
- > 30 – Compliant on Contact
- > 6 – Non-compliant on contact
- > 1 – Compliant on Revisit
- > 0 – Non-compliant on revisit

Further work included:

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

Trading Standards South East (TSSE), Traceability sampling - Meat species and coconut water Total = 13

Trading Standards South East (TSSE), free from Allergens Project - Total = 5

Slough Trading Standards Traceability Project: - Total visits = 37

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

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

Over the course of the project:

- 9 Improvement Notices were served: 7 Improvement Notices were complied with.
- Of these Improvement notices 3 were for failing to supply allergen information
- The remaining 7 improvement notices were for misdescribing the meat species
- 2 Improvement Notices are pending, awaiting the Public Analyst results

- 25 non-compliant (68%) in Traceability, Allergens & Genetically Modified Declarations
- Product Descriptions increased 32% to 89%
- Allergen compliance increased from 54% to 95%
- Genetically Modified Declarations increased 54% to 84%



A separate food standards plan has been produced for Trading Standards for 2018/19. Targets included in appendix B are:

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

Product safety



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

Trading Standards is responsible for checks on non food items at the border points. In Slough we have 31 custom bonded warehouses which are subject to product safety controls, and also the

national Royal Mail distribution hub at Langley. This work is part of a national Trading Standards and TSSE ports project.

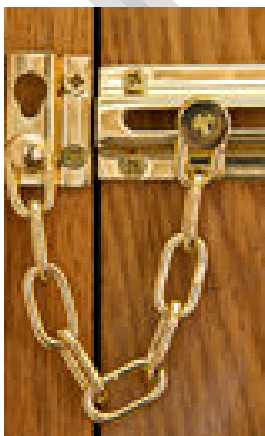
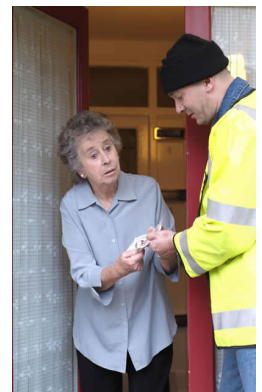
Highlights from 2017/2018 are below.

- Advising multi national companies on their labelling of cosmetic and healthcare products.
- Advising importers of cosmetics on roles and responsibilities.
- Conducting product recalls.
- Checks carried out at the border points, resulting in 124 consignments being stopped from entering the UK and EU, involving more than 35,000 goods with an estimated retail value of £65,000.
- The service dealt with 102 enquiries relating to product safety.
- Active participation on the national and regional groups of which Slough is a member and chair.
- Visit to primary authority partner with the Office for Product Safety and Standards (OPS&S).
- Attendance at Launch event of the new Product Safety standards (PAS 7100:2018) for product recalls and corrective actions.

Rogue traders and doorstep crime

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

- Residents can be quoted one price and then the cost increases as the job progresses.
- Rogue traders tend to target elderly or vulnerable people, who may be easier to manipulate or intimidate.
- Some cases have reported victims being driven to banks/building societies to draw out large sums of cash to pay these traders.



A “rogue trader day” was carried out in spring 2017.

A joint operation by Slough Borough Council, Thames Valley Police and their partners saw 41 homes visited across the borough as part of a national crackdown on rogue trading.

A 34-strong team targeted homes where building work was going on in a bid to weed out any rogue traders operating in the area.

Rogue traders are criminals who take advantage of householders by using high pressure sales techniques. The work is often sub-standard or not required at all.

No rogue traders were found operating in Slough during the operation.

However, as a result of the day of action, four building firms were warned about not issuing statutory 14-day cancellation notices, which are required by law to enable customers a cooling off period before committing to building work.

Immigration Enforcement checks found 11 men from India and one from Pakistan who had no right to be in the UK. All of the offenders were granted temporary release while their cases are progressed and must report to the Home Office routinely during this time. A further man was arrested for possessing a fake identity card. HMRC gathered information about possible income tax avoidance.

Effectively dealing with rogue traders and preventing and detecting doorstep crime remains a high priority for 2018/2019.

Mass Marketing Scams

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

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

Last year a total of 127 visits were made by Slough Trading Standards to scam victims locally.

In addition to these visits, the Service also worked with partner organisations to raise awareness of scams, and in July 2017 a joint talk with Thames Valley Police was delivered to elderly residents at the Pines Care Home in Wexham.

In August 2017 the trading standards service once again teamed up with Thames Valley Police to attend an event at Herschel Park in Upton, where once again scams awareness was highlighted to local residents.

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

Slough Trading Standards also promote the mail marshal scheme. A mail marshal is a former victim of scams, but assists law enforcement by collecting their scam mail for intelligence purposes. If anyone is interested in scams, or helping their community fight scams please contact Trading Standards for advice. We signed up 1 mail marshal locally last year.

Illegal money lending

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

Working with Slough Trading Standards, the national England Illegal Money Lending Team (IMLT) – executed a warrant in late 2016 where evidence indicated illegal lending from a loan shark. The perpetrators were recently in Court where they pleaded guilty to running an illegal money lending business. The court heard that the defendants issued loans totalling £410,623, which they applied interest payments of £219,510 too.

The prosecution added that the perpetrators issued loans ranging from £500 to £20,000. The standard loan was for a period of 10 months and a flat rate of 50% interest was added. They have now been charged and have been given a suspended prison sentence.

The England Illegal Money Lending Team (IMLT) in partnership with Slough Trading Standards launched a month of action to crack down on loan sharks in the town. This included a targeted leaflet drop over two days, talking to residents and explaining the dangers of using an unlicensed lender. More than 50 people were offered the chance to open an account with the Berkshire Credit Union after 3 months of saving they would receive a £25 .00 bonus.

As part of loan shark awareness week, Slough Trading Standards called on a total of 289 residents in the Langley area of Slough to raise awareness of loan sharks and how to avoid falling prey to one. This was in partnership with the National Money Lending Team.



The Banking Protocol

A new scheme, known as the Banking Protocol, is aimed at ensuring banks and police are more active in protecting customers, particularly the vulnerable.

It is being run locally as a joint venture between Thames Valley Police, Financial Fraud Action - which represents banks - and Slough trading standards supported by National Trading Standards.

All customer-facing bank staff will be told to look out for specific signs that a client may be the victim of ongoing fraud. If they have suspicions, they are encouraged to call the police and/or trading standards and we will look into the matter as a matter of urgency.

Adopt a post office scheme

The adopt a post office scheme was initially set up as post offices are seen as key community locations and as such can be places where residents could meet Trading Standards, police and fire officers on an informal basis and obtain relevant community safety and crime prevention advice. An event was also held at the Farnham Road, Slough Post Office on 17/8/17. The scheme should hopefully be rolled out at other post offices around Slough.

Animal health



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

Animal diseases are always a threat. The Slough Notifiable Animal Disease Contingency Plan was updated last year, and was referenced due to several outbreaks of avian flu around the country, and is compiled with regular liaison with our emergency planning team.

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

In spring 2017, we received a report from a concerned resident, about a pig in the back garden of a neighbour. The caller was concerned for the pig's welfare as it was lying down and had not moved for some time. On enquiry with the owner, it was found that the pig had recently been castrated and was in the process of recovery.

We have recently set up a Memorandum of Understanding with West Berkshire Trading Standards to ensure that we can respond to animal health, welfare and feedstuff complaint

Counterfeit goods

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



The effects of counterfeit goods are well known. Not only does the consumer suffer but so does the honest seller. Taxes and business rates are avoided and innovation and investment is stifled. This will also have a knock on affect on employment.

In an effort to deter counterfeiters Trading Standards use the Trade Marks Act 1994, the maximum penalty for which can be up to 10 years imprisonment and an unlimited fine. Where it can be shown that the defendant benefitted monetarily from the criminal lifestyle, action can also be taken under the Proceeds of Crime Act (POCA). In addition, the seized goods can be ordered for forfeiture and destruction.

Several operations against counterfeiters in Slough took place in 2017 and investigations continue into electrical goods, car parts and tobacco with over 5,000 items seized. One particular operation that started in the previous year came before the courts and the defendant was found guilty and has been remitted to the Crown Court for sentence and confiscation proceedings under POCA.

Fireworks

Trading Standards has a responsibility to licence the storage and retail of fireworks. During 2017/18 we licenced 18 businesses within the borough - two of which are licenced to sell fireworks all year round.



Weights and measures



- Last year, qualified officers examined 258 pieces of equipment with a 99 per cent compliance rate.
- Inspectors of weights and measures provide advice to local businesses that pack by weight or volume, to make sure their systems are robust and durable; ensuring consumers can have confidence in the purchases that they make.
- The department also provides weights and measures advice and assistance to our Primary Authority companies in the borough, many of whom are packers so need to ensure their tolerances are correct on all their weight. Advice given included compost, food products and household cleaning products.

People who operate public weighbridges must demonstrate they are competent. During 2017-18 Slough Borough Council bought back in house their waste management services; this included the public weighbridge at Chalvey. The operator needed to be re-assessed for suitability by our inspectors.

Additional targeted project work

Lettings agent project:

The letting agents industry has featured highly on research into scales of consumer detriment and new legislation in this sector is welcome. Trading Standards are keen to support Outcome four of our 5 Year Plan: *Our residents will live in good quality homes*. As a result we continued monitoring this sector last year and will continue this year too. Last year

- All agents on our records were advised of the new legislation and their responsibilities to be a member of a property ombudsman scheme and to list all their prices in store and on their websites.
- Following the advice, letting agents were visited and monitored and the vast majority were found to be compliant.

Assured trader scheme(s)

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

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

Complaints and enquiries

Throughout 2017/18 we continued to work with our partners for the Citizen's Advice Consumer Service (CitA). Citizen's Advice Consumer Service is funded by government to offer civil advice nationally through their contact centres and website. Any enquires they receive which concern either Slough residents or traders are then referred to Slough Trading Standards and where we can identify a criminal breach, are investigated accordingly on a risk assessment basis.



Based on the figures we are able to obtain from CitA, our total unique enquiries received is calculated to be 1576. However, when we count the total amount of enquiries received about any issue the service has dealt with 2184 enquiries.

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

Thank you...

Last year the service received 7 separate letters of thanks from consumers and other stakeholders who wanted to express their appreciation for the work and service they had received.

Education and encouraging channel shift

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

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

The promotion of our website as a first point of call is an important action as it will hopefully relieve the pressure on front line officers who would usually have to respond to enquiries that can be dealt with by simple signposting to our website.

Publicity

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



- A total of 15 press releases were issued in 2017/2018.
- More than 50 'tweets' were issued on a wide variety of trading standards and consumer issues.

Again this year, we aim to maintain a high media profile and use the media wherever possible to promote the work of the service, including social media. Social media provides an opportunity to promote the work of the service to an audience never reached before.

Enforcement action and policy

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

- Any enforcement action taken will be graduated and proportionate; in line with Slough Borough Council's enforcement policy. A full copy of the policy can be found on our website:-

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



Striving for excellence

Service Standards

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

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



Customer Pledge

- We aim to provide every customer with a high quality service and will seek feedback from you to help further improve the quality of the services we provide.
- The Trading Standards Manager will contact you personally if you are unhappy with the service received.



Freedom of Information

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

Professional development

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

The Regulators Code requires that the council's regulatory services maintains the competency of its officers and also that we have officers with sufficient skills to maintain the breadth of competency needed for Slough specifically. Food standards officers and trading standards practitioners are also required to carry out 20 hours of CPPD activity per year.

Looking to the future and the challenges ahead

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

- **General Data Protection Regulations and Law Enforcement Bill**
- **Brexit**

We will monitor the impact these new pieces of legislation have on the work we do.

The Trading Standards Service plan for 2018/2019, which outlines our planned work for the forthcoming year, is detailed in **Appendix A**.

Resourcing

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

This serves a estimated population of 149,400. This serves a business population of approximately 7000 enterprises.

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

Variation from the service plan

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

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Appendix A

TRADING STANDARDS ACTION PLAN 2018/19

<p>Directorate: Adults and Communities</p>	<p>Service Manager: Andrew Clooney</p>
<p>Division: Regulatory Services</p> <p>Team: TRADING STANDARDS</p>	<p>Budget: £339,300 (+ additional £114,000 income target) Population: 145,700 Business's in Slough: 7000</p> <p>Number of staff employed: 7 FTE dealing with Trading Standards, Food Standards and Animal Health issues. Figure includes one full time Senior Business Support Officer</p>
<p>Service objectives:</p> <p>To promote a safe, fair and equitable trading environment and to support and help legitimate business prosper and grow within Slough.</p> <p>Provide a value for money service within the Regulatory Services division, with excellent customer focus and well motivated competent staff. To deliver our statutory obligations and the specific needs and priorities of Slough. Where at all possible, all outcomes will fit directly into a five year plan outcome area.</p> <p>The service will provide timely delivery of specific work plans, evidence and intelligence based initiatives and joint working with partners both within and beyond the council to improve the quality of life in Slough and protect customers, whilst supporting business growth and enterprise.</p> <p>The outcomes from all our work have strong links to the council's Five Year Plan, which is indicated against each service activity below. The work of the Trading Standards Team is essential in securing safe building blocks from which the council can deliver its plan. Trading Standards promote and support legitimate business, whilst taking strong action</p>	

Service activity	Priority & 5 YP outcome & statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Time scale & measures
<p>Primary Authority (PA) & Compliance Support</p>	<p>5. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Maintain income targets</p> <p>Develop existing PA's and explore new PA opportunities, creating income in line with projected target.</p> <p>Support the Councils Open for Business Strategy and the Corporate Business Growth plan</p> <p>Target: Meet and/or exceed Primary Authority income target of £79,000.</p>	<p>Designated officers to work closely with PA businesses to:</p> <p>Develop open and close partnerships with PA clients</p> <p>Provide specific advice in relation to management systems & procedures and controls adopted by the company nationally</p> <p>Issue 'formal PA advice' where procedures and controls are deemed suitable and compliant</p> <p>Handle referrals from other local authorities and central government bodies on behalf of that business</p> <p>Develop and publicise Inspection Plans</p> <p>Issue of advice and guidance to other Enforcement Authorities on the companies activities</p> <p>Maintain an accurate record of any advice and guidance</p> <p>Hold meetings with partner businesses on a regular timetable of mutual agreement, along with annual action plans where mutually agreeable.</p> <p>Respond to request within in line with Customer Charter and Pledge, or as agreed with the PA.</p> <p>Support business through PA in line with Open for Business goals.</p> <p>Liaise with other council departments in order to support business in more holistic way, supporting the</p>	<p>Generate income</p> <p>Improved standards, efficiencies and compliance within PA's, with less enforcement action taken by Enforcement Authorities (EA).</p> <p>Reduced, efficient and effective regulation by other EA nation wide, via the provision of PA support which has a national impact.</p> <p>Reduced regulatory burden on PA businesses.</p>	<p>Food & Safety Manager</p> <p>Trading Standards Manager</p> <p>All Food Safety & Trading Standards Officers</p>	<p>March 2018</p> <p>Monthly reports on hours and income generation</p> <p>Quarterly reviews</p> <p>Yearly overview of individual company Action Plans</p> <p>Number of PA's in portfolio</p> <p>Virtual PA management team</p> <p>Increase in income</p> <p>Increase in capacity</p>

			Slough Open for Business model.			
Income Generation and Commercialisation	<p>3. Slough will be an attractive place where people choose to live, work and stay.</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Maintain income target</p> <p>Develop commercialisation opportunities to generate income, in line with projected income target.</p> <p>Support the Councils Open for Business Strategy and the Corporate Business Growth plan</p>	<p>Provide free signposting to comprehensive self help support and guidance to new business start ups and existing SME's in Slough.</p> <p>Grow and promote our offer of chargeable business support options for all types of businesses, both inside and outside Slough, including, but no limited to:</p> <ul style="list-style-type: none"> • Primary Authority • Tailored business advice • Assessment of labelling/brochures/website • Pre-start up advice • Pre-Inspection support visits • Regulatory Health Check • Training & Talks • Training needs assessment • Analysis of statutory defence • Review of policy & procedures • Audit of systems • Support in achieving 5 FHRS • Supply of SFBB material • Buy with Confidence • Assured Trader Schemes • Funded projects from regional or national groups (TSSE/NTS) <p>Generate income from charging for Food Hygiene Rating Scheme re-score visits and SFBB packs.</p> <p>Sent quarterly emails to all businesses due for inspection within the forthcoming quarter reminding them of their due food hygiene inspection date, and current FHRS, whilst offering a chargeable pre-inspection visit.</p> <p>Provide easy to access payment services, including;</p>	<p>Generate income</p> <p>Improved standards, efficiencies and compliance within businesses.</p> <p>Reduced the amount of regulation required by the council via business paying for support and improving standards before statutory inspections are undertaken.</p> <p>Developed skilled workforce, with a range of business support abilities.</p>	<p>Food & Safety Manager</p> <p>Trading Standards Manager</p> <p>All Food Safety & Trading Standards Officers</p>	<p>March 2019</p> <p>Monthly Reports on hours and income generation</p> <p>Number of businesses given chargeable business support.</p> <p>Number of businesses achieving 5 FHRS.</p> <p>Time spent on regulation, and number of planning inspections achieved.</p> <p>Number of hits on our website.</p> <p>Number of press released and publicity campaigns</p>

			<p>- Telephone and online payments</p> <p>Promote and advertise services, including working with other council departments, producing brochures, press releases, information on website and case studies.</p> <p>Benchmark where possible with other local authorities who have embarked on commercial enterprises to highlight best practice.</p> <p>Explore whole package offers, including licensing and planning teams.</p>			
<p>Food Standards Inspections and work</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay.</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p> <p>Statutory requirement</p>	<p>Target: 100% of high risk businesses 100% of Medium Risk Premises to be inspected. To be monitored monthly</p> <p>Target: 100% of low risk businesses to be inspected</p> <p>Target: 100% of unrated premises to be inspected and rated.</p> <p>Target: Carry out Intel led - Sampling on Takeaway meals for:- traceability, colours, GM oil, meat & fish speciation, and allergens at catering premises. Project to establish which food</p>	<p>Allocation of interventions based on risk priority.</p> <p>Make full use of Alternative Enforcement Strategies (AES) to applicable businesses in line with FSA CoP, including newsletter, SAQ's, targeted advice sessions and other relevant advice.</p> <p>Inspections based on risk;</p> <p>- 100% inspection of A, B, C and all other non complaint food businesses</p> <p>- Identified poor performing businesses targeted with appropriate interventions and re-rating the risk</p> <p>To tackle Food Fraud</p> <p>Secure improvements where there are evident concerns, taking enforcement action where compliance is poor; in line with the council's business growth</p>	<p>Safer food businesses in Slough & increase in % of broadly compliant premises</p> <p>Increased awareness among traders of their legal responsibilities in respect of Food Standards.</p> <p>Working alongside our colleagues in Food Safety the aim will be to provide consumers with greater information on food standards and local business hygiene standards in order that they can make informed choices on where to eat and purchase food.</p>	<p>Trading Standards Manager/ Food Standards Lead Officer</p> <p>Food Safety Team Leader</p> <p>All TS Food Officers</p> <p>FS/NET/ Licensing acting as 'eyes and ears'</p> <p>Support material from the FSA</p>	<p>Ongoing until March 2019</p> <p>Monthly and Quarterly review</p>

		<p>operators are gathering the appropriate documentation to verify the authenticity of their food products.</p> <p>Calculate amount of traders brought into compliance.</p> <p>Target: Participation in national/regional sampling programmes as directed by TSSE or the Public Analyst. Including Internet sellers within the Borough.</p> <p>To work collaboratively with TSSE to undertake the Food Standards that have been identified as a regional national problem</p> <p>Ensure all new food business registrations are risk assessed & inspected in line</p>	<p>agenda, providing 'incubation periods' where suitable.</p> <p>Provide free regulatory advice for new businesses starting up.</p> <p>Alternative interventions to low risk premises, including newsletter, SAQ's, targeted advice sessions and other relevant advice.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Enhance advice for businesses on SBC web site</p> <p>Involvement in targeted sampling projects for compliance with a wide range of food legislation (e.g. compositional standards, compliant labelling, health nutritional information, additives, allergens, colourings, GM Oil and traceability etc.), with further follow up enforcement as required.</p> <p>Undertake sampling as part of a suite of interventions to improve food standards and food hygiene focus on high risk and local needs and intel lead information.</p> <p>Participating in National and Regional sampling programmes to investigate emerging food concerns, and to ensure food is safe</p> <p>Offer chargeable business support options as detailed above.</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements.</p> <p>Enhance advice and signposting for businesses on SBC web site.</p>	<p>Working in partnership on local, regional and national basis.</p> <p>Better understanding of compliance levels in take away sector in relation to food standards.</p>		
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		with risk and FSA CoP	<p>Focused interventions and sector specific projects on high risk premises or where local intelligence suggests necessary</p> <p><i>Added Value:</i></p> <ul style="list-style-type: none"> - <i>Assessing compliance with all consumer protection legislation</i> - <i>Identify matters which may be relevant to other services</i> 			
Product safety & counterfeit goods	<p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents</p>	<p>Target: All detections at Ports authorities for unsafe/illicit goods to be followed up according to Ports Project Protocol</p> <p>Target: Participate in National / Regional projects which also reflect a local priority</p> <p>Target: Ensure all enforcement officers are competent to carry out ports project work</p>	<p>Inspections at designated ports and ERTS</p> <p>Safety testing</p> <p>Product profiling</p> <p>Feeding into intelligence database</p> <p>Maintain detection rates within scope of National ports /ERTS Project</p> <p>Ongoing visits to ERTS distribution centres in Slough</p> <p>Monitor a specific product and ensure its safety following Intel to suggest there may be a problem – sunglasses</p> <p>Support PA companies and other legitimate trade within the borough and protect their intellectual property where appropriate and where duty to do so</p> <p>Appropriate enforcement action taken if necessary</p> <p>To share intelligence and best practice with external agencies and other partners</p> <p>Collaborative working with TSSE regional focus groups</p>	<p>Ongoing participation in the national “Ports project” and taking samples of suspicious products</p> <p>Measurable improvement in consumer and business confidence</p> <p>Enhanced public confidence that goods available for purchase can be relied upon to meet approved standards of safety</p> <p>Reduction in harmful accidents to consumers through less availability of unsafe and dangerous products</p> <p>Promotes a fair, safe and equitable local,</p>	<p>Trading Standards Manager</p> <p>Russell Clarke</p> <p>All officers to support</p>	<p>March 2018</p> <p>Monthly review</p>

			<p>and other partners and sharing data to build regional and national statistics</p> <p>Record all intervention at ports and locally so that the volume and value of items can be calculated for future record retrieval and dissemination purposes</p>	<p>regional and national trading environment</p>		
<p>Under age sales</p>	<p>1: Slough children will grow up to be happy, healthy and successful.</p>	<p>Target: Trading Standards will investigate 100% of all age restricted sales complaints and enquiries they receive.</p> <p>Target: At least 4 under age sales test purchase operations will take place throughout the year. They will be Intel lead or provoked by national or regional remit into specific areas</p> <p>Target: Develop and promote under age sales 'alternative resolutions' package', which gives sellers option to attend and complete BTEC training and in doing so no legal proceedings will be</p>	<p>Enable children and young people have physically and emotionally healthy lives</p> <p>Ensure children and young people are supported to be safe secure and successful</p> <p>Evaluate alternative resolutions package course feedback, and where necessary, take appropriate action to ensure course delivery to high standard</p> <p>Partnership working with all partners, but in particular SBC licensing and Thames Valley police in order to support a consensus approach to enforcement and follow up actions</p> <p>All information on under age sales to be shared with SBC licensing</p> <p>Support, with provision of evidence packs, any request from SBC licensing to instigate a licensing review following an under age test purchase operation which resulted in a sale and therefore identified a traders inability to comply with the licensing objective: protection of children from harm</p> <p>Added value:</p> <ul style="list-style-type: none"> - Self funding training reducing delivery costs to SBC - Positive impact on business compliance and awareness of legal responsibilities 	<p>Improved health and wellbeing for young people through reduced access to potentially harmful products</p> <p>Supports businesses in regulatory compliance and reduce risk of reputational harm following media profile of under age sales</p> <p>Reduction in incidence of under-age young people purchasing alcohol, tobacco, fireworks and other dangerous and health-damaging items</p> <p>Increase in retailers' compliance rates regarding the display of warning notices about tobacco and alcohol sales</p> <p>Alleviation of pressures on hospital</p>	<p>Trading Standards Manager</p> <p>Russell Clarke/Lina Johnson</p> <p>FS/NET/ Licensing/Thames Valley police acting as 'eyes and ears'</p>	<p>March 2018</p> <p>Quarterly review</p> <p>Feedback from candidates</p> <p>Number of candidates taught and pass rates</p>

		<p>taken</p> <p>Target: Trading Standards will continue to support the SBC Apprentice/NVQ scheme and host 1 candidate every 6 months</p>		<p>A&E departments through reduction in excess alcohol cases among under 18 year olds</p> <p>Improved health and wellbeing for young people through reduced access to potentially harmful products Reduced pressure on health services from long-term effects of smoking and alcohol consumption</p> <p>Enhanced confidence among parents and others in positions of responsibility (e.g. teachers), that those from who they are responsible cannot easily obtain health-damaging products. A 'level playing field' for legitimate businesses selling age-restricted items</p> <p>Ensure children and young people are emotionally and physically healthy Better health and improved life expectancy in respect</p>	
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				<p>of reduced access to illicit product</p> <p>Fairer competition for all businesses</p> <p>Enhanced parental confidence and those in positions of confidence</p>		
<p>Becoming an enabling authority – providing self help and links to guidance and support</p> <p>Community engagement</p>	<p>3. Slough will be an attractive place where people choose to live, work and stay.</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p>	<p>Target: Promote the increase in users of the Trading’s standards website for information and self help</p> <p>Target: Propose to set up a specific Slough TS social media profile</p> <p>Target: Where applicable, promote via press releases and social media any trading standards activity or issues relevant to residents and business.</p>	<p>Promote channel shift via all communications with stakeholders, to the Trading Standards dedicated council website, whilst being sensitive to the needs of ‘at risk’ persons and isolated stakeholders. All press releases and forms to direct readers to website. Aim is to reduce avoidable contact whilst promoting existing digital options</p> <p>Publicise and direct users to council’s website and dedicated email on all correspondence to businesses</p> <p>Review and update information on council website on an annual basis, and when new information becomes available, ensuring its user friendly and information easily accessible</p> <p>Work with the Town Centre Manager to support local shops and the Town Team</p> <p>Participate in the FSA national food safety week campaign</p> <p>Publicise enforcement action taken against non compliant premises as a deterrent to other businesses and incentivise improvements</p> <p>Issue releases where necessary, such as product recalls, local enforcement against poor performing</p>	<p>Reduced demand on service from enquires which can be resolved via self help</p> <p>Improved consumer access and awareness of trading standards and food standards (monitored via customer surveys)</p> <p>Quicker response times to enquires made to the service via CitA</p>	<p>Food & Safety Manager</p> <p>Trading Standards Manager</p> <p>All officers to support</p>	<p>March 2018</p> <p>Quarterly review of information on website</p> <p>Number of website hits</p> <p>Feedback from website users</p>

			<p>premises</p> <p>Other initiatives undertaken, including sector specific initiatives, joint projects and visits with licensing and Food Safety/Health and Safety</p> <p>Explore novel ways of using social media to profile work of the service</p> <p>Ensure Trading Standards use Twitter to profile their work and emerging issues</p> <p>Explore opportunities to engage with the community, such as campaigns at focused groups, schools, and libraries</p> <p>Monitor website hits and advice requests received, for decide in requests, and increase in website hits</p> <p><i>Added value:</i></p> <ul style="list-style-type: none"> - <i>Improve awareness and compliance of food safety and standards issues</i> - <i>Supports Income generation</i> 			
<p>Tobacco Control / Tobacco Alliance work/legal highs</p>	<p>2: Our people will be healthier and manage their own care needs.</p> <p>3. Slough will be an attractive place where people choose to live, work and stay.</p>	<p>Target: To carry out two illicit tobacco enforcement days along with sniffer dogs and or other partner agencies including Police, HMRC, Licensing, NET Team, Border Agency, Public health etc, if available to support</p> <p>Target: Ensure we bid for any funds</p>	<p>Joint intelligence led interventions to promote tobacco awareness and close working with the Smoking Cessation provider and other partners</p> <p>Build upon links with Licensing and Food & Safety Teams to deliver join initiatives on Shisha and illicit tobacco sales and explore the proportionality of reviewing licenses where appropriate</p> <p>Involve partners such as HMRC and Thames Valley Police on shisha operations. Liaise with those partners and other partners such as Solutions for Health in order to build upon intelligence picture</p> <p>Continue to contribute to the National drug and alcohol strategy at a local level to prevent individuals engaging</p>	<p>Licensing reviews considered for any business being found to not be operating in compliance with licensing objectives</p> <p>Positive impact on personal health and the economy through less sickness and time off work with respect to smoking related illness</p> <p>Better health and improved life</p>	<p>Trading Standards Manager</p> <p>Dean Cooke</p> <p>All Officers to support</p>	<p>March 2018</p> <p>Take enforcement measures that are appropriate and in line with enforcement policy</p> <p>Maintain TSSE tobacco focus group attendance</p>

		<p>which may come available in order to effectively enforce the range of legislation which deals with illicit tobacco in all its forms.</p> <p>Target:</p>	<p>in illicit and harmful drug use, particularly legal highs, and support individuals to become drug and alcohol free via signposting</p> <p>To share intelligence and best practice with external agencies and other partners</p> <p>Explore collaborative working with Solutions4Health on aspects of tobacco control</p> <p>To work in collaboration with our Environmental health colleagues on enforcement of legislation around Shisha Cafes</p> <p>Support public health in the development of preventative approaches to enable our residents to become more able to support themselves</p>	<p>expectancy in respect of reduced access to illicit product</p> <p>Fairer competition for all businesses</p>		
<p>Safeguarding, scams and intelligence sharing</p>	<p>1: Slough children will grow up to be happy, healthy and successful.</p> <p>2: Our people will be healthier and manage their own care needs.</p> <p>3. Slough will be an attractive place where people choose to live, work and stay</p> <p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for</p>	<p>Target: Trading Standards will intervene in 100% of all scam victim notifications they receive, from all stakeholders.</p> <p>Target: To participate in national Rogue Trader Day/Operation Liberal</p> <p>Target: Ensure all staff are trained in safeguarding and follow the SBC safeguarding principles</p>	<p>Staff use the 'Concern Card', and assess effectiveness of this avenue to rapid reporting</p> <p>All staff to undertake SBC online training for safeguarding adults and children on an annual basis</p> <p>Safeguarding to be on the agenda and discussed at team meetings, 121's, and appraisals</p> <p>All officers to be vigilant and aware of safeguarding issues when making any face to face service user contact, and follow the corporate safeguarding principles if any concerns are raised</p> <p>Holistic approach to all operations which involve potential victims with safeguarding issues</p> <p>Ensure people are at the heart of the adult safeguarding process and are supported to manage any risks</p> <p>Safeguarding to be on the agenda and discussed at</p>	<p>Improve the safety of children and vulnerable people in Slough</p> <p>Improved life's of people in Slough</p> <p>Where appropriate more referrals to safeguarding</p> <p>Increase officer's awareness of safeguarding issues</p> <p>Increase officer's interaction with Safeguarding services within Slough and beyond</p>	<p>TS Manager</p> <p>Compliance Team Leader</p> <p>Dean Cooke</p> <p>Jaspal Singh</p> <p>All officers to support</p>	<p>March 2018</p> <p>Monthly review and feedback to Head of Service in CP&BC monthly meetings</p>

	<p>our residents.</p>	<p>Target: Participate in Slough Dementia Awareness Event</p> <p>Target: Participate in National Trading Standards Wellbeing project</p> <p>Target: Participate in scams awareness month with range of activity.</p> <p>Target: All scams hub victims to be assessed to see if safeguarding are aware of them</p> <p>Target: All scams victims to be asked for consent to register them with the Mail preference service and Telephone preference service</p> <p>Target: All scams victims to be asked if they should require a call blocker and where funding availability allows, for that call blocker to be installed</p>	<p>team meetings, 121's, and appraisals</p> <p>All officers to be vigilant and aware and express their 'professional curiosity' of safeguarding issues when making any face to face service user contact, and follow the corporate safeguarding principles if any concerns are raised</p> <p>Partners such as Adult Social Care, Thames Valley Police, HM Revenue and Customs (Hidden Economy unit), Home Office Immigration and Community Wardens to be further engaged and encouraged to support Trading Standards activity where safeguarding issues are prevalent, in particular Scams visits and Rogue Trader Day</p> <p>Holistic approach to all operations which involve potential victims with safeguarding issues</p> <p>Continue to participate in national Rogue Trader Day and engage with partners to ensure that the activity is both intelligence led and safeguards the most 'at risk' persons in the community whilst supporting legitimate trade</p> <p>Continue to participate in the national scams campaign and identify local residents who have been targeted by mass media scams</p> <p>Service Level Agreement with NTS Scams Hub to be reviewed</p> <p>Talks and leaflets to elderly forums to be undertaken where necessary</p> <p>Rapid response to complaints regarding doorstep sales/bogus callers</p> <p>Liaise with Action Fraud when necessary</p>	<p>Increased profile for the service amongst all stakeholders</p> <p>All officers to use their professional curiosity when making face to face contact with service users, and refer concerns in a timely manner, 100% of the time</p> <p>Increased community engagement</p> <p>Service delivery and resources will be better targeted towards 'at risk' persons people</p> <p>Increased number of reporting incidents concerning cold calling</p> <p>Stronger sense of public safety</p> <p>Greater public confidence to resist cold callers and mass marketing scams</p> <p>Increased reporting of cold calling and scams to the police and or Trading Standards</p>		
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		<p>Target: All scams victims to be assessed for fire safety in the home.</p> <p>Target: All Scams victims to be signposted to free resources</p> <p>Target: Promote Friends Against Scams, Scams Champion and Mail Marshal Scheme</p> <p>Target: NTS Scams website will be actively promoted</p>	<p>Promote fee counselling services such as Silver line, Age Concern etc.</p>	<p>Enhanced community safety and the promotion of a stronger sense of public safety, alertness to the problem and how to minimise risks. Promotion of a stronger sense of neighbourliness and responsibility to protect the 'at risk' persons by galvanising the power of community</p> <p>Reduction in loneliness</p> <p>Reduction in premature death among elderly people</p> <p>Sustainment of independent living for elderly and other 'at risk' persons people for longer durations (with consequent saving on adult social care budget)</p> <p>Raised awareness of illegal money lending and associated scams</p>		
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<p>Service improvement, resilience and capacity. Staff Training, competence and experience.</p>	<p>5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.</p>	<p>Target: Each TS officer will be provided with and maintain a competency level to meet the requirements of the role and service need.</p> <p>Target: Each TS officer will carry out at least 1 formal enforcement action within the financial year.</p> <p>Target: A system of quality assurance and performance evaluation will be implemented.</p> <p>Target: The service will adopt the ACTSO impacts and outcomes model and report back annually on national performance figures.</p>	<p>Compliance with Regulators Code.</p> <p>Compliance with Better Business for All.</p> <p>Ensures effective delivery of enforcement policy.</p> <p>Ensures cost effectiveness as service don't waste money or time on training the 'wrong' areas (i.e. areas in which employees are already capable).</p> <p>Efficiency: The transfer gap between the training environment and working on the job is reduced substantially in a competency-based approach.</p> <p>Increased productivity</p> <p>Officers are competent in meeting their work objectives, know what the performance expectations are, receive recognition for their abilities, and have insight into the overall strategy of the team, department, and organization, they are usually more motivated and experience higher job satisfaction.</p> <p>Reduced risk: providing the organization with greater ability to scale and flex as needed, thereby reducing the risk it faces.</p> <p>Increased customer satisfaction</p> <p>Employees who have been trained and assessed are, by definition, able to perform the required tasks associated with a job. The knock-on effect is that, they are able to provide high service levels, thereby increasing customer satisfaction.</p>			
<p>Partnership days and regional profile</p>	<p>3. Slough will be an attractive place to live, work and stay</p>	<p>Target: At least 2 enforcement days / partnership days working alongside mosaic of partners</p>	<p>Liaise with community groups and partners on Trading Standards issues and ensure that we can provide them with appropriate guidance and signpost them to the best areas for advice and guidance, particularly where we are dealing with vulnerable residents/consumers.</p>	<p>Ensures a holistic approach to issues and bring with it</p>	<p>Trading Standards Manager Compliance</p>	<p>March 2018 Monthly review and feedback to Head of</p>

		<p>where appropriate and where Trading Standards presence will add value</p> <p>Target: To maintain active presence within TSSE and where their work also reflects a local priority, to engage in that work and provide necessary resources in which to do so, or access those resources as made available through TSSE</p> <p>Target: Carry out talks to community groups on trading standards issues</p>	<p>Maintain profile and presence on local regional and national groups where necessary to ensure the voice of Slough borough council and its residents are represented in respect of trading standards issues.</p>	<p>resilience and capacity and expertise to deal with issues which involve issues beyond Trading Standards.</p> <p>A positive effect on competitiveness, especially for small businesses, as fraudulent trading is dealt with in a holistic and regional manner</p>	<p>Team Manager</p> <p>All officers to support</p>	<p>Service during CPBC managers meeting</p>
<p>Lettings and Property Management Redress scheme</p>	<p>4. Our residents will have access to good quality homes.</p> <p>(Health Economy and skills)</p>	<p>Target: Continue project into compliance of local traders with the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order</p>	<p>Liaise and meet with SBC housing on best approach</p> <p>Take enforcement action where necessary</p> <p>Continue to benchmark with other authorities who have carried out similar work, (Reading, LB Islington, Milton Keynes etc)</p> <p>Ensure cabinet approval for issuing fines is sought.</p> <p>Impose where appropriate, a fine of up to £5,000 where an agent or property manager who should have</p>	<p>Tenants and landlords with agents in the private rented sector and leaseholders and freeholders dealing with property managers in the residential sector will be able to complain to an independent person about the service they have received</p>	<p>Trading Standards Manager</p> <p>Lina Johnson</p> <p>All officers to support</p>	<p>March 2018</p> <p>Monthly review and feedback to Head of Service during CPBC managers meeting</p>

		2014. Target: Set up surveillance protocol to monitor all estate and letting agents in the borough and ensure compliance within the sector. Ongoing.	joined a scheme has not done so.	Enforcement action includes the ultimate sanction of a £5000 fixed penalty notice		
Animal health - contingency plans and inspect horse/livestock dealers to bring into compliance	3. Slough will be an attractive place to live, work and stay. (Health)	Target: Maintain all Animal Disease Contingency plans as directed by DEFRA, in partnership with all recognised partners Target: Ensure MOU with West Berkshire Trading Standards is monitored to ensure cost effectiveness of service provision	To carry out a monitoring programme at the Langley Horse Fair, to ensure compliance Inspection of local animal keepers and quarterly monitoring to ensure that all AMLS and AMES data inputting are completed within set targets To share intelligence and best practice with external agencies and other partners Collaborative working with TSSE regional focus groups and other partners and sharing data to build regional and national statistics To ensure that all relevant Contingency plans & procedures are up to date	Enhanced public confidence in standards of animal health and welfare and in the provenance and quality of meat products A healthier and better cared for livestock Better animal health Disease prevention A healthier and better cared for livestock Prevention of and reduction of livestock disease	Trading Standards Manager West Berkshire Trading Standards Service Dean Cooke	March 2018 Ongoing Half year review

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th June 2018

CONTACT OFFICER: Ginny De Haan, Service Lead - Regulatory Services
Andy Clooney, Trading Standards Manager

(For all enquiries) (01753) 875988

WARD(S): All

PORTFOLIO: Cllr Pavitar Mann - Cabinet Member for Regulation & Consumer Protection

PART I
NON-KEY DECISION

ENFORCEMENT OF REDRESS SCHEMES FOR LETTING AGENTS ETC**1 Purpose of Report**

This report seeks approval to make arrangements for the enforcement of The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014 which makes it a legal requirement for all letting agents and property management operators in England to join one of three Government approved schemes. In support of this objective, trading standards officers are to be given the delegated authority to issue fixed penalty notices up to the maximum of £5000.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the implementation and enforcement of The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014 be delegated to trading standards via the Service Lead for Regulatory Services.
- (b) That it be noted that the day to day enforcement of the Order will be undertaken by officers in the Trading Standards Service in accordance with the existing similar authorisations in the Council's constitution.
- (c) That the monetary penalty for non-compliance with the Order be set at the maximum sum of £5,000 in line with the recommendations of the Department of Communities and Local Government (DCLG) guidance.
- (d) That the Service Lead for Regulatory Services be authorised to make amendments to the amount of the monetary penalty, in accordance with the guidance where the enforcement authority is satisfied that there are extenuating circumstances taking into account any representations made by the lettings agent or property manager during the 28 day period, following the authority's notice of intention to issue a fine.

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

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

The recommendations support the SJWS in respect of providing good quality homes in the private rented sector by helping and maintaining compliance in that area, whilst punishing those business's who show no willingness to comply. The provision of good quality homes and housing to Slough residents is central to the SJWS.

In Slough 20% of households in Slough are overcrowded compared to 8% across England. 28% of the borough's private rented housing and 34% of its privately owned sector are categorised as 'non decent'. The combination of rapidly increasing property prices and low incomes means that some people are unable to move into larger, better quality housing. People who are homeless, living in temporary accommodation or move around a lot may not be registered with a local GP or be known to local health services. This makes monitoring the health of people difficult and can put them at added risk.

3b **Five Year Plan Outcomes**

This proposal will help to deliver the following Five Year Plan outcomes:

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

4 **Other Implications**

(a) **Financial**

The cost of enforcement will be met through existing resources with no additional cost to the Council.

It is envisaged that resources will need to be diverted on occasion of non compliance which may impact on the delivery of other work. Any penalty fines received should offset the overall cost of enforcement activities within the service.

(b) **Risk Management**

The Failure to meet new and existing statutory requirements is specifically addressed in the Regulatory Services risk register.

Controls in place to mitigate this risk include review of service priorities, internal auditing, periodic updates of the scheme of delegation and the business planning process.

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
To delegate the implementation and enforcement of The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014 to the service lead for Regulatory Services	<p>Risk. Failure to meet statutory requirement.</p> <p>Threat. Rogue letting agents continue to take advantage of vulnerable residents. Central government intervention.</p> <p>Opportunity. To improve conditions for residents in rented accommodation</p>	Enforcement policy approach, ensure availability of trained and competent staff, internal auditing and quality control, periodic update of the scheme for delegation and business and service planning process.	6	N/A
To note that the day to day enforcement of the Order will be undertaken by officers in the Trading Standards Service in accordance with the existing authorisation in the Council's constitution	<p>Risk. Failure to meet statutory requirement.</p> <p>Threat. Rogue letting agents continue to take advantage of vulnerable residents. Central government intervention.</p> <p>Opportunity. To improve conditions for residents in rented accommodation</p>	Enforcement policy, training of staff, internal auditing and quality control, periodic update of the scheme for delegation and business and service planning process.	6	N/A
To agree that the monetary penalty for non-compliance with the Order be set at the maximum sum of £5,000 in line with the recommendations of the final	<p>Risk/Threat. Non adherence to government recommendations.</p>	<p>Will set penalties at maximum sum of £5000.</p> <p>The authority may at any time by giving notice reduce or revoke a fine. See</p>	6	N/A

Department of Communities and Local Government (DCLG) guidance.		recommendation 4.		
To authorise the Service Lead for Regulatory Services to make amendments to the amount of the monetary penalty, in accordance with the guidance where the enforcement authority is satisfied that there are extenuating circumstances.	Opportunity To give flexibility in approach related to varying situations based on evidence	Enforcement policy approach. scope to reduce or revoke penalty.	6	N/A

(c) Human Rights Act and Other Legal Implications

- i. The Council has a legal duty to enforce the Order and in that regard to determine the level of monetary penalty to impose on Lettings Agents and Property Managers.
- ii. By implementing this legislation, the Council will be in a position to take action against businesses that are not members of an approved scheme which will be for the benefit of local private sector tenants and also businesses that have joined a scheme.
- iii. The recommendations allow for the monetary penalty to be varied in accordance with the guidance where there are extenuating circumstances.

(d) Equalities Impact Assessment

The Council, when taking decisions in relation to any of its functions, must comply with its public sector equality duty as set out in s149 of the Equality Act 2010 (the Act). A screening for the equalities impact assessment has been carried out on the effect of the Order. The Order has very low relevance in relation to its impact on the protected characteristics as all businesses will be contacted, not just a sample and this work will contribute towards the corporate priorities of the council.

The background paper referred to in section 9 is the impact assessment of regulation of letting and management agents by an independent body conducted at consultation stage.

5 Supporting Information

- 5.1. The Order came into force on 1 October 2014, making it a legal requirement for all letting agents and property management operators in England to join one of three Government approved schemes. All Slough letting agents on our records, and property management companies are currently members.
- 5.2. The effect of the Order is that tenants and landlords with agents in the private rented sector and leaseholders and freeholders dealing with letting agents and property management operators in the residential sector can now complain to an independent person about the service they have received.
- 5.3. The requirement to join a redress scheme was identified as one of the recommendations from the Local Government Select Committee inquiry into the private rented sector (July 2013) to improve standards in the sector
- 5.4. There are three Government approved schemes as follows:
 - a) Ombudsman Services Property (www.ombudsman-services.org/property.html)
 - b) Property Redress Scheme (www.theprs.co.uk)
 - c) The Property Ombudsman (www.tpos.co.uk)
- 5.5. The DCLG guidance for local authorities, attached as Appendix 1, will be used to develop/implement the scheme locally.
- 5.6. A maximum penalty of £5,000 may be imposed by the enforcement authority where it is satisfied, on the balance of probabilities that someone is engaged in letting or property management work and is required to be a member of a redress scheme, but has not joined. The level of penalty is to be determined by the enforcement authority.
- 5.7. There are strict procedures and a series of mandatory stages to follow before a penalty may be imposed.
- 5.8. The authority may at any time by giving notice reduce or revoke a fine.
- 5.9. Attached at Appendix 2 is the impact assessment of regulation of letting and management agents by an independent body conducted at consultation stage.
- 5.10. Day to day enforcement of the Order will be undertaken by officers in the Trading Standards Team, in accordance with the existing authorisation in the Constitution and local authority guidance.
- 5.11. A consideration for reducing the £5,000 fine would be where compliance is achieved; the fine is disproportionate to the turnover/scale of the business which could lead to an organisation going out of business or where there is some other negative consequence as a result, e.g. health impact.
- 5.12. The enforcement authority must take into account any representations the lettings agent or property manager makes during the 28 day period following the authority's notice of intention to issue a fine.
- 5.13. The enforcement authority can impose further penalties if a lettings agent or property manager continues to fail to join a redress scheme despite having previously had a

penalty imposed. There is no limit to the number of penalties that may be imposed on an individual lettings agent or property manager, so further penalties can be applied if they continue to be in breach of the legislation.

- 5.14. The penalty fines received by the enforcement authority can be used to cover the officer costs associated in enforcing this new requirement.
- 5.15. Where an enforcement authority intends to impose a penalty they must follow the process set out in the Order. Any enforcement action taken will be in accordance with our enforcement policy.

6 **Comments of Other Committees**

The report has not gone to any other committees. Slough Borough Council Housing have been consulted on the scope of the legislation.

7 **Conclusion**

The desired outcome is that by implementing the recommendations as set out, we will be able to ensure that all letting agents and property management operators in the borough belong to a redress scheme which offers an independent investigation of complaints about hidden fees or poor service, so improving standards and compliance in this sector.

8 **Appendices Attached**

None

9 **Background Papers**

'A' - Department of Communities and Local Government Redress Scheme Guidance for Local Authorities.

'B' - Department of Communities and Local Government Impact Assessment or the regulation of letting and management agents by an independent body conducted at consultation stage.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18 June 2018

CONTACT OFFICER: Dean Tyler, Service Lead Strategy & Performance
(For all enquiries) (01753) 875847

WARD(S): All

PORTFOLIO: Councillor Swindlehurst, Leader of the Council and
Regeneration and Strategy

PART I
NON-KEY DECISION

RULING GROUP MANIFESTO AND REPORTING

1. **Purpose of Report**

1.1 To agree the process for reporting against delivery of the Ruling Group Manifesto.

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

2.1 The Cabinet is requested to resolve:

(a) That the template for reporting progress against delivery of the Ruling Group Manifesto attached as Appendix A be agreed.

(b) That progress be reported on a quarterly basis .

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

The Manifesto is aligned with and supports the Council's vision and priorities as set out in the Five Year Plan as well as our commitment to working with our partners including the Slough Wellbeing Board and the priorities in the Slough Joint Wellbeing Strategy.

4 **Other Implications**

(a) Financial – any additional budgetary requirements that are identified as a result of delivery of the Manifesto will be brought to the attention of Cabinet separately.

(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. Any specific activity that 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 Manifesto, as required.

5 **Supporting Information**

- 5.1 The Ruling Group Manifesto was adopted as Council policy by Cabinet on 29 May 2018.
- 5.2 The Council has therefore developed a means of tracking progress against delivery of each of the pledges in the Manifesto and this is attached at Appendix A.

6 **Comments of Other Committees**

- 6.1 None.

7 **Conclusion**

- 7.1 Progress against delivery of the Ruling Group Manifesto will be reported to Cabinet quarterly using the template at Appendix A.

8 **Appendices Attached**

Appendix A: Manifesto progress report

9 **Background Papers**

None.

HOUSING AND REGENERATION

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Working with partners, start construction of 150 new social and affordable homes this year.	Cllr Nazir	Colin Moone / John Griffiths	Joe Carter	Work with SUR, Registered Providers and Developers to identify sites and other opportunities throughout the year.
Replace every property lost in the past 12 months through Right-to-Buy with a new social home	Cllr Nazir	Colin Moone	Joe Carter	As above but also continue our policy of buybacks (from leaseholders). 12 is the target for buybacks this year.
Invest £18 million in buying homes to increase the supply of genuinely affordable housing for Slough families	Cllr Nazir	Colin Moone	Joe Carter	Target Estate/Lettings Agents with the help of Asset Management. The aim is to buy at least 50 units (this may include some temporary accommodation in cluster room properties)
Make £17 million in improvements to our existing council stock - fitting homes with new kitchens, bathrooms and more energy-efficient boilers	Cllr Nazir	John Griffiths	Joe Carter	5-year programme of planned capital investment in the HRA housing . 1st year's programme 2018/19 includes replacement of 116 energy efficient boilers, 98 new bathrooms, 59 new kitchens, 325 individual entrance doors, 44 properties having new energy efficient double glazed windows, 87 of the pre 1940s houses having new roofs including enhanced insulation
Bring forward plans to regenerate the Canal Basin and TVU site with enhanced open space, and new homes, retail and community facilities	Cllr Swindlehurst	Stephen Gibson	Joe Carter	Feasibility studies are ongoing that maximise the financial, social and economic development capacity of each site. Updates to Cabinet by March 2019.

LEADERSHIP MANIFESTO 2018 - 19 (DRAFT - WORK IN PROGRESS)

Deliver the next steps of the Chalvey regeneration by transforming the site currently occupied by Tower and Ashbourne Houses; providing new high-quality social homes	Cllr Nazir	John Griffiths	Joe Carter	Cabinet report 22nd January confirmed as part of Options Appraisal update and accepted recommendations on institutional finance
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PARKING AND TRANSPORT

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Deliver a new frequent, rapid "SMaRT" bus service along the A4	Cllr Carter	Sanjay Dhuna	Joe Carter	Works complete initial service for businesses will start early summer and full public service to commence in late Autumn
Increase the number of cycle hire points, putting them where people want them; plus improve and expand walking routes across Slough	Cllr Carter	Sanjay Dhuna	Joe Carter	Two additional docks implemented in 2017/18. Twelve stations now in place with one further dock planned.
Improve our bus network by working with new partners to deliver better buses, reduced fares and a more accessible bus network	Cllr Carter	Sanjay Dhuna	Joe Carter	Thames Valley Buses now located in Slough serving service 4, 5 and 6. Procurement to start in July for new tendered services to Heathrow
Increase the number of electric and hybrid vehicles in Slough by offering benefits to residents who switch from diesel and petrol	Cllr Carter	Sanjay Dhuna	Joe Carter	Procurement for EV/ULEV car club partner complete by end of 2018 with phase 1 of EV/ULEV car club set up by summer 2019
Keep our highways and pavements to a good standard, and continue taking action to fill potholes more quickly than surrounding boroughs	Cllr Carter	Sanjay Dhuna	Joe Carter	Additional funding for pothole repairs underway.
Invest over £2 million in our highway network; resurfacing roads and footpaths, improving pavements and landscaping the environment	Cllr Carter	Sanjay Dhuna	Joe Carter	Consultation on Resurfacing programme for footways and carriageways completed. Works to start in late May/early June.

LEADERSHIP MANIFESTO 2018 - 19 (DRAFT - WORK IN PROGRESS)

Run a competition with industry and local business to find innovative ways to help people move around the Borough quicker and more cheaply	Cllr Carter	Sanjay Dhuna	Joe Carter	Introduction of a commuter challenge and the introduction of a car sharing scheme via an App
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LEISURE AND OPEN SPACES

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Open the refurbished and extended Langley Leisure Centre and open a brand new Family Activity Centre in Salt Hill Park	Cllr Anderson	Ketan Gandhi	Alan Sinclair	Both Centres on track to open on time. SHP Activity Centre - June 16th. Langley - End of June 2018
Increase free sports facilities in our parks and install more green gyms	Cllr Anderson	Ketan Gandhi	Alan Sinclair	10 Green Gyms and 1 Muga installed in 2017/18 at a cost of £600k. Green Gyms for 2018 /19 currently being discussed with Ward Members using CIE
Bring back the Slough Half Marathon and 5k Family Fun Run	Cllr Anderson	Ketan Gandhi	Alan Sinclair	Slough Half Marathon scheduled for October. Working group currently working through all arrangements and costings. Members have agreed that this needs to be run for 3 years before we are likely to get to a break even position.
Work to introduce more licenced wedding venues across Slough by seeking licences for Arbour Park and the Baylis House Hotel	Cllr Mann	Ginny de Haan / Charan Dhillon	Alan Sinclair	Licences in place, PR exercises to be developed to promote venues. Plans under development for licensed venue in a Slough Park
Continue to provide flagship parks, allotments and public spaces; to help people manage their own health and wellbeing	Cllr Anderson	Ketan Gandhi	Alan Sinclair	Major capital improvements programme for allotments being undertaken through 2018/19. Plans in place to secure the 3 green flag
Plant 1 million bulbs and 200 trees across Slough, with the support of community groups	Cllr Anderson	Ketan Gandhi	Alan Sinclair	On Track

LEADERSHIP MANIFESTO 2018 - 19 (DRAFT - WORK IN PROGRESS)

Complete the construction of Slough's new main Leisure Centre building on Farnham Road, ready for opening in Spring 2019	Cllr Anderson	Ketan Gandhi	Alan Sinclair	On Track
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HEALTH AND SOCIAL CARE

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Work with partners to increase the availability of health checks	Cllr Pantelic	Liz Brutus	Alan Sinclair	Use increasing range of front-line workers trained in MECC (Making Every Contact Count) to raise awareness and uptake of health checks (through signposting) across the community
Construct new specialist housing for residents with learning disabilities on the former Rochfords Hostel site	Cllr Pantelic	Simon Broad / Colin Moone	Alan Sinclair	Work with Housing colleagues to finalise spec. Identify appropriate people to move into new accommodation
Work with schools to ensure all children can access mental health services	Cllr Sadiq	Liz Brutus	Cate Duffy	Work with partners including East Berkshire CYP Joint Commissioning Board to identify and address gaps in MH service provision and promote uptake of services according to need - from prevention to treatment.
Make the Council an exemplar for Slough, by working to become a disability friendly and Stonewall-accredited organisation	Cllr Hussain	Surjit Nagra	Neil Wilcox	Reseaching the requirements to become Stonewall accredited organisation.
Increase the number of people managing their own care and support via direct payment	Cllr Pantelic	Simon Broad	Alan Sinclair	Promote Direct Payments to all existing and new Adult Social Care clients
Increase the number of local people supported by the community and voluntary sector	Cllr Pantelic	Jane Senior	Alan Sinclair	Continued development of the SPACE contract and delivery. Development of asset based conversations and community development - trial work in ward areas. Developpment of new co-production network

LEADERSHIP MANIFESTO 2018 - 19 (DRAFT - WORK IN PROGRESS)

Work with the NHS to try and co-locate more local health services within our neighbourhood-based hubs and other multi-use public buildings	Cllr Pantelic	Jane Senior / Charan Dhillon	Alan Sinclair / Joe Carter	New Slough place based strategic meeting to start. Regular meetings between assets teams of council and NHS. Agree options - aligned between new service dleivery options and existing/new assets
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CHILDREN AND YOUNG PEOPLE

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Invest over £40 million to expand and improve local schools; delivering adequate places, better sports provision and facilities for Slough children	Cllr Sadiq	Tony Madden	Cate Duffy	Expand Wexham and Westgate Schools adding 4.5 new forms of entry from September 2018. Fund an additional form of entry at Langley Grammar School as part of their rebuild project. Allocate more than £2m+ to non-academy schools to address high priority building condition needs and improve facilities. Deliver a significant expansion of SEND and PRU places at schools including Littledown, Haybrook College, Arbour Vale and Marish
Give all school-starters a free book and library card, to help improve literacy	Cllr Sadiq	Ketan Gandhi	Alan Sinclair	Currently being costed
Work to bring a higher education facility back to Slough	Cllr Hussain	Simon Hall	Joe Carter	Early conversations taken place with Brunel and Imperial event to be held with partners later this year
Increase post-16 skills and job training for young people with disabilities and special educational needs	Cllr Sadiq	Vikram Hansrani	Cate Duffy	Discussed Supported Internships at last SEND Partnership Board meeting (Feb 18). Aiming to pilot Supported Internships with post 16 providers for Sept 18. Transition meeting taking place in June 18 with SBC colleagues to identify any gaps and to develop working group to support post 16 provision.

LEADERSHIP MANIFESTO 2018 - 19 (DRAFT - WORK IN PROGRESS)

Support the great work of Slough's Youth Parliament and champion the needs of Slough's Young People	Cllr Sadiq	Ketan Gandhi	Alan Sinclair	SYP manifestso on track. PHSE Network Established
Create at least 400 new early years places across the Borough	Cllr Sadiq	Michael Jarrett	Cate Duffy	The EYS is working with providers across the sector to identify opportunities to extend provision. The service is seeking additional capital funding to support the roll out across the next 5 yrs. Section 106 developments are also being applied where appropriate to facilitate place
Keep open all our Borough's Children Centres	Cllr Sadiq	Michael Jarrett	Cate Duffy	Slough's network of 10 children's centres reach 86.9% of under 5's across the borough. Partner organisations also operate out of centres promoting collaboration and providing an integrated offer for children and families

THE ENVIRONMENT AND NEIGHBOURHOODS

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Ensure all Slough's neighbourhoods reach the standard of the best	Cllr Anderson	John Griffiths	Joe Carter	5 year programme to include external and internal works and the estate environments of all neighbourhoods based upon the stock condition survey data. Specific projects in the pipeline to refurbish Broom and Poplar Houses, Fire Risk assessments undertaken to all flatted blocks to identify risks and works. Demolition of redundant garage sites and prospective reuse. Redevelopment and modular homes. De-designated housing sites FRA works and communal improvements
Install measures to protect green verges from over-parking	Cllr Carter	Sanjay Dhuna	Joe Carter	CIF projects underway to introduce more parking bays and more verge
Step up parking regulation; introducing the next stages of our pavement-parking scheme	Cllr Carter	Sanjay Dhuna	Joe Carter	Collating list of worst affected streets in the borough from ward members.
Protect our residents from poor air quality by planning and preparing the launch of a Clean Air Zone across our worst-polluted areas	Cllr Anderson	Sanjay Dhuna	Joe Carter	Feasibility assessment for CAZ will be undertaken in 2019 following the formal approval of the low emission strategy

LEADERSHIP MANIFESTO 2018 - 19 (DRAFT - WORK IN PROGRESS)

Continue our alley-gating programme to help tackle anti-social behaviour	Cllr Mann	John Griffiths	Joe Carter	<p>In the pipeline</p> <ul style="list-style-type: none"> • Alleyway between 57 & 59 Oatlands Drive [replace barrel – Councillor Case work] • Additional Gating & fencing in Dog Recreation Area [Funding received via Capital projects board, but held up in dispute with South Bucks Planning department. Decision being appealed] • Installation of railings over low brick wall behind Kingfisher Court, to prevent street drinkers. [TVP can part fund, but housing management has to be contacted to seek funding]
Take action against fly-tipping by seeking prosecutions against serious and prolific offenders	Cllr Mann	John Griffiths	Joe Carter	Investigations of fly tipping incidents made to attempt to find those responsible. Between April 18 to date 250 flytips have been investigated.
Use our new in-house waste service to keep our streets cleaner; roll out more bins across Slough; and reduce charges for bulky waste collection	Cllr Anderson	Richard West	Nigel Pallace	New and additional bins are being placed on on request. Paper being prepared on Bulky Waste Charges
Spread the benefit of regeneration from central Slough to local neighbourhoods	Cllr Swindlehurst	Stephen Gibson / John Griffiths	Joe Carter	The Council is developing proposals for a number of housing-led sites throughout Slough - including GF and HRA sites

COMMUNITY FACILITIES AND CUSTOMER CARE

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Plan and prepare designs to transform Cippenham Community Centre into a multi-use hub; with a new extension plus more services and facilities	Cllr Pantelic	Ketan Gandhi / Charan Dhillon	Alan Sinclair / Joe Carter	Feasibility assessment and projected costs currently being worked on
Re-provide a new and improved Community Hub in Chalvey, as part of the enabling works for a brand new school in Chalvey	Cllr Pantelic	Charan Dhillon / Stephen Gibson / Ketan Gandhi	Alan Sinclair	ESFA are retendering the Grove Academy and Hub project, contractors will be invited to attend a bidder's day on the 4 th June.
Relocate Slough Council's Headquarters to a site within the town centre, to support the regeneration of Slough High Street (and fit-out)	Cllr Swindlehurst / Cllr Hussain (fit-out)	Charan Dhillon / Stephen Gibson	Joe Carter	Awaiting Cabinet approval to proceed with purchase of the proposed headquarters.
Continue the improvement of Slough Cemetery and Crematorium, with a £300,000 investment in on-site facilities	Cllr Mann	Ginny de Haan	Alan Sinclair	Developing business cases for transformation. Plans for new landscaping at entrance to Crematorium in draft. New Cemetery due to be available by May 2019. Open day for Members at Crematorium during summer 2018
Make significant improvement to digital services, and make it easier for the Borough's residents to access Council services online	Cllr Hussain	Simon Pallett	Neil Wilcox	Implementation of online Adult Social Care portal for residents and carers. Self-assessment portal for benefits and financial assessments. Customer Strategy to inform CRM requirements.

LEADERSHIP MANIFESTO 2018 - 19 (DRAFT - WORK IN PROGRESS)

Improve and expand online payments, making it easier for residents to transact with the Council, and working to 'get the right solution first time	Cllr Hussain	Vijay McGuire	Neil Wilcox	8 services already live 4 services areas are in the process of moving to on line payments. Further programme of on line payments will be programmed as part of the Customer Strategy Delivery plan
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OPPORTUNITY AND THE LOCAL ECONOMY

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Introduce a 'Slough Card' to give Slough residents priority and cheaper access to our services and facilities	Cllr Hussain	Simon Hall	Joe Carter	early scoping of opportunities and current market with view to agreeing brief
Work with employers to expand apprenticeships for local young people	Cllr Sadiq	Ketan Gandhi / Simon Hall	Alan Sinclair	Reviewing existing apprenticeship and employment offer to ensure 'fit' with need. Needs assessment being scoped
Support businesses to start, grow and locate in Slough	Cllr Swindlehurst	Simon Hall	Joe Carter	working with various providers exploring options
Continue to support the expansion of Heathrow; working with Heathrow Airport and local business to maximise the training, employment and travel opportunities available to local people	Cllr Swindlehurst	Simon Hall / Stephen Gibson / Savio deCruz / Sanjay Dhuna	Joe Carter	Working group meetings being set up with HAL to look at collaborative schemes
				Continue to work with Heathrow Strategic Planning Group (HSPG) Support expansion, plan to optimise benefits and mitigate for negative impacts of expanded Heathrow in review of Local Plan. Develop a strategy that sets out how Slough shares the benefits of an

LEADERSHIP MANIFESTO 2018 - 19 (DRAFT - WORK IN PROGRESS)

Ensure that Slough benefits from Crossrail and Heathrow's expansion; with new hotel and event facilities, and investment in our transport infrastructure	Cllr Swindlehurst	Simon Hall / Stephen Gibson / Savio deCruz / Sanjay Dhuna	Joe Carter	Burnham Station LEP project now substantially complete with new car park facility to go "live" in June
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SLOUGH HIGH STREET AND THE TOWN CENTRE

Manifesto Pledge	Lead Cabinet Member	Lead Officer	Accountable Director	Action
Carry out a town survey to gather residents' views on how best to improve the High Street	Cllr Mann	Vijay McGuire / Simon Hall	Joe Carter	survey currently being distributed to all businesses as part of bid feasibility
Improve the immediate offer in the High Street, with street markets and community events - while longer-term major regeneration is prepared	Cllr Anderson	Simon Hall	Joe Carter	Negotiating a number of Meanwhile uses for buildings in the town centre to 'home' cultural infrastructure organisations - Home Slough and Learning to work. Commenced
Create a fit for purpose town centre; delivering the homes our residents need, and the quality jobs to match the ambitions of our young people	Cllr Swindlehurst	Simon Hall	Joe Carter	Town Centre and Meanwhile Strategies under development
Seek 'Purple Flag' accreditation for the town centre - having worked to ensure that it is able to 'provide an entertaining, diverse, safe and enjoyable night out'	Cllr Mann	Ginny de Haan	Alan Sinclair	Clean Safe Vibrant Project Underway - aim is to proactively manage the transition in the town centre

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th June 2018

CONTACT OFFICER: Russ Bourner, Performance Manager

(For all enquiries) (01753) 87 5217

WARD(S): All

PORTFOLIO: Councillor Hussain, Lead Member for Transformation and Performance

PART I
NON-KEY DECISION**PERFORMANCE & PROJECTS REPORT: Q4 2017/18****1 Purpose of Report**

To provide Cabinet with the latest performance information for the 2017-18 financial year as measured by:

- The Corporate Balanced Scorecard indicators to date during 2017-18.
- An update on the progress of the 30 projects on the portfolio, which are graded according to Project magnitude as Gold (8), Silver (14) or Bronze (8).

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Council's current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performance be noted.

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

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

The report helps achieve the corporate objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting.

(a) Slough Joint Wellbeing Strategy Priorities

The report supports the Slough Joint Wellbeing Strategy by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The supported priorities are as follows:

- Protecting vulnerable children
- Increasing life expectancy by fostering on inequalities
- Improving mental health and wellbeing
- Housing

(b) Five Year Plan Outcomes

The report supports each of the Five Year Plan outcomes by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The outcomes are:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

4 Other Implications

(a) Financial

There are no financial implications.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications.

(d) Equalities Impact Assessment

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

5 **Supporting Information**

5.1 This is the quarter 4 report on the 2017-18 financial year in respect of the performance position of the Council. The report is the last to be made in this format: both the content and format of future reports will be different, reflecting the recent revisions to the 5YP for 2018/19 onwards.

5.2 The report comprises two sections:

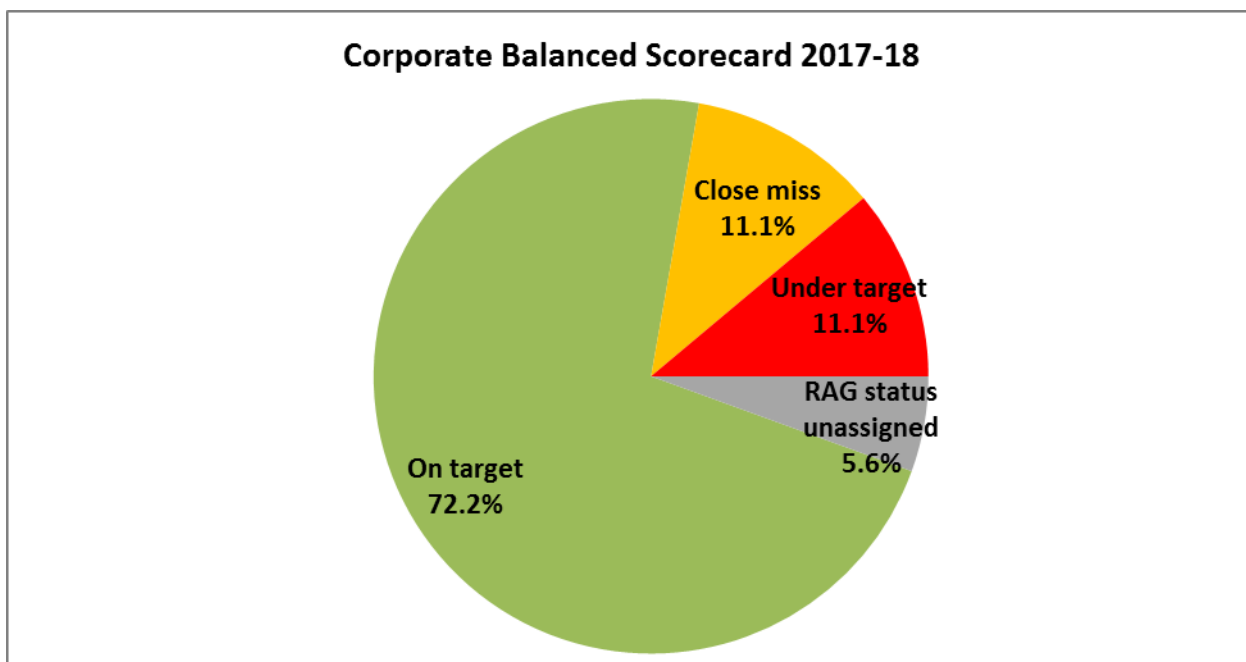
- The high-level performance indicators of the Corporate Balanced Scorecard;
- The summary of Highlight Reports from the Council's Project Management Office.

5.3 **Corporate Balanced Scorecard**

5.3.1 This is the quarter 4 (2017-18) presentation of the Corporate Balanced Scorecard, relating to the period 1st January to 31st March 2018.

5.3.2 There are 18 performance measures included in the Corporate Balanced Scorecard. These have been aligned to the five priority outcomes as agreed in the revised Five Year Plan 2017-2021.

5.3.3 The latest position of the Corporate Balanced Scorecard demonstrates that at the end of quarter 4, an overview of the Council's performance was as follows:



5.3.4 Quarter 4 updates are not yet available for the following measures:

- 2.1 Smoking cessation services
- 2.3 Health checks
- 3.2 Crime rates

5.3.5 Of the 18 indicators reported, one (relating to child protection plans) has no agreed target value.

5.3.6 For the remaining 17 indicators with agreed target levels, in this period, two were rated as significantly under the desired performance level ('Red'), two were rated as 'Amber', signifying a near miss to desired performance level, and thirteen were rated 'Green' as achieving or exceeding target performance.

5.3.7 For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

5.3.8 Key areas of noteworthy concerns flagged as 'Red' status are limited to:

5.3.9 Ref 1.2ii Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP

[This was reported in the previous quarter]

The 'excess weight' measure at the end of primary school is generated annually as part of a nationwide Child Measurement Programme. The latest Slough result for 2016/17 academic year (just released) has a higher proportion of children carrying 'excess weight' than the national and regional averages, and a further increase in this proportion since the previous year.

Please refer to the Corporate Balanced Scorecard for fuller details of the initiatives in place to tackle the issue of unhealthy weight in childhood.

5.3.10 Ref 5.3 Reduce journey time. Bus punctuality: Non-frequent bus services running on time

[This was reported in the previous quarter]

Data is collated and reported annually by Department for Transport. The latest reports shows a 4% reduction in punctuality in Slough between 2015/16 and 2016/17, with local punctuality for this year now below both the England value (82.7%) and South East value (82.8%). This places Slough in the bottom quartile nationally, ranked 65th out of the 76 LA's with data submitted.

Please refer to the Corporate Balanced Scorecard for fuller details of the initiatives in place to reduce journey times.

5.3.11 Key areas of performance deterioration are:

5.3.12 There were no indicators this period that have deteriorated in comparison to the previous quarter.

5.3.13 Key areas of performance improvement are:

5.3.14 Increase the percentage of the eligible population aged 40-74 offered an NHS Health Check

The RAG status has improved from 'Amber' to 'Green'.

Health Check rates in Slough have increased from 13.01% from the end of Q2 to 17.85% at the end of Q3 and for the first time is marginally above the south east and national rates of 16.72% and 17.05% respectively.

This is due to the commissioning of a new cardiowellness4 Slough programme which was launched in January 2017.

5.3.15 Increase in the number of dwellings in the borough

The RAG status has improved from 'Amber' to 'Green'.

A total of 861 new dwellings were built in 2017/18 but 15 were lost through demolitions and changes of use. As a result net completions were 846. There are 865 new dwellings under construction as at 31/03/18. This is 20% lower than average figure for the last 3 years. At the same date 1,140 homes with permission had not been started. But the number of planning permissions granted (taking account of overlapping permissions) during the year 17/18 is 30% higher than the average over the last three years.

5.3.16 Increase number of affordable homes delivered by SBC

The RAG status has improved from 'Amber' to 'Green'.

Delivery of new build dwellings is a priority for the council, but the number coming to fruition each year will vary.

2017/18 has seen 114 affordable homes delivered, with more developments underway and in the pipeline for delivery.

Planning Committee (September) agreed a change to SBC implementation of its Planning policy on Affordable Housing. The existing overarching policy of 30-40% affordable housing on sites of 15 homes or more still stands. The change will:

- Widen the range of affordable housing requested from developers of most major sites by introducing Slough Living Rent category in addition to social rent (now called Slough Affordable Rent).
- Seek a greater proportion of shared ownership housing.
- Provide an incentive for brownfield site developers to achieve a level of affordable housing not normally achieved before due to development viability issues. They can avoid the cost of conducting a full viability assessment if within 5% of the normal target.
- Incentivising developers to propose 15 to 24 home schemes instead of schemes just below the 15 home threshold i.e. the cliff edge is reduced in terms of financial contributions sought at 15 or more units and the scale of charges has been refined.

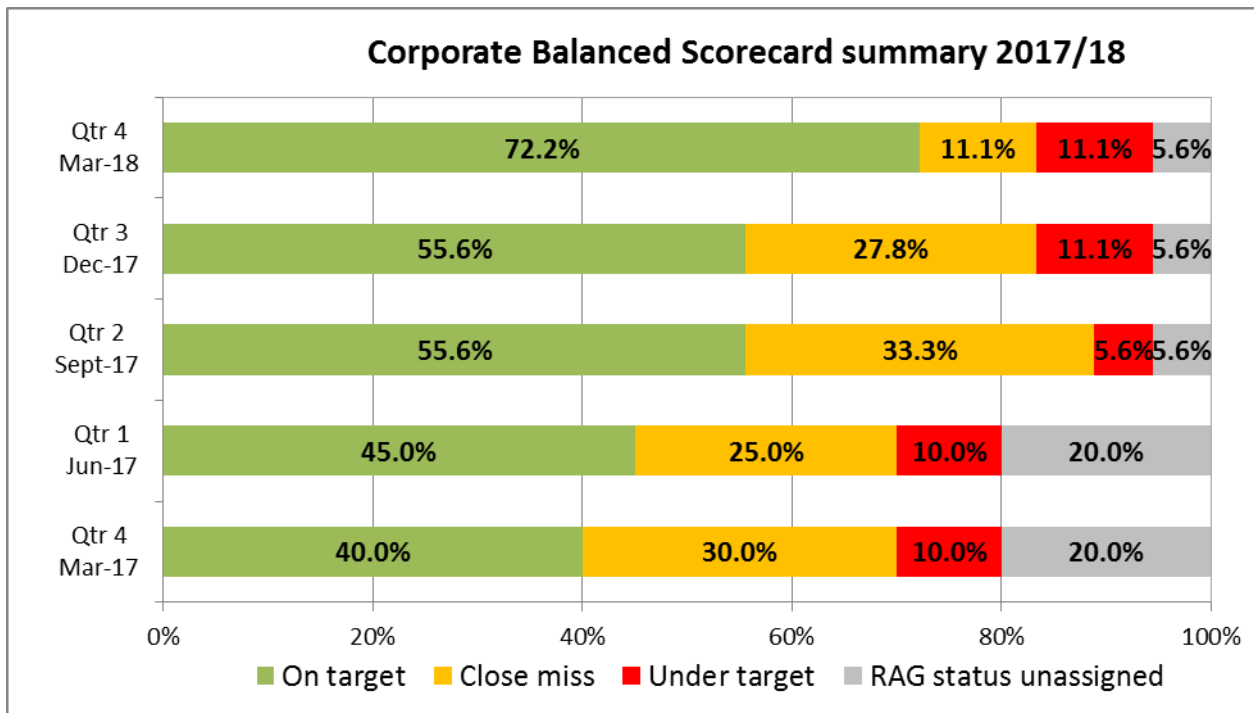
5.3.17 Increase business rate in year collection rate (%)

The RAG status has improved from 'Amber' to 'Green'.

The collection rate at the end of March 2018 was 0.63% above the target for the year and 0.13% above as to where we were this time last year.

5.3.18 Comparison with previous quarter:

The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals. With the 4 indicators on Health Checks, Dwellings in the Borough, Affordable homes delivered by SBC and Business Rate collection rates having improved from Amber to Green status, overall performance this quarter has improved.



5.4 Project Management

- 5.4.1 The final section of this report provides a summary of progress on the range of projects currently being undertaken and monitored by the Performance Management Office.
- 5.4.2 The project portfolio has been reviewed and projects have been graded as Gold, Silver and Bronze (instead of Gold, High, Medium and Low). All Directors and Service Leads have been consulted to ensure that the projects on the Portfolio represent key activity at the Council to deliver its strategic objectives including delivery of the Five Year plan.
- 5.4.3 The Project Portfolio supports the delivery of the Five Year Plan. During quarter 4, there were 30 projects on the portfolio, which are graded according to Project magnitude as Gold (8), Silver (14), or Bronze (8).
- 5.4.4 A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers. Copies of Gold Project Highlight reports for this reporting period are available by emailing programme.managementoffice@slough.gov.uk. Cabinet members may decide to further scrutinise particular projects using this Background Paper.
- 5.4.5 Project Progress (Gold Projects)

The Gold Projects are:

- Accommodation and Hubs
- Building Compliance
- General Data Protection Regulation (GDPR)
- Grove Academy
- Haybrook College
- Highways and Transport Programme

- Housing Strategy – Homelessness Reduction
- Leisure Capital Programme

5.4.6 Gold Project Status at end of Q4 (March 2018) was as follows:

Grove Academy	Timeline	Budget	Risks & Issues	Overall Status
	Green ↔	Green ↔	Red ↔	Red ↔
Haybrook College	Timeline	Budget	Risks & Issues	Overall Status
	Green ↔	Red ↓	Green ↔	Red ↓
Leisure Capital Programme	Timeline	Budget	Risks & Issues	Overall Status
	Green ↔	Green ↔	Green ↔	Green ↔
Housing Strategy: Homelessness Reduction	Timeline	Budget	Risks & Issues	Overall Status
	Green ↔	Green ↔	Amber ↔	Green ↑
Customer: Accommodation and Hubs	Timeline	Budget	Risks & Issues	Overall Status
	Green ↔	Green ↔	Green ↔	Green ↔
Highways and Transport Programme	Timeline	Budget	Risks & Issues	Overall Status
	Green ↔	Amber ↔	Amber ↔	Amber ↔
General Data Protection Regulation (GDPR)	Timeline	Budget	Risks & Issues	Overall Status
	Green ↔	Amber ↔	Amber ↔	Amber ↔
Building Compliance	Timeline	Budget	Risks & Issues	Overall Status
	Green ↔	Green ↔	Green ↔	Green ↔

5.4.7 Highlights this quarter:

Project Progress (Gold Projects)

3 Projects Progress

Grove Academy

The Grove Academy project board has been established to provide the project with appropriate structure and governance. Work is being progressed to develop the programme.

Ice Arena

The Ice Arena project continued to report progress made in readiness for the official opening on the 28 April. Council staff were provided an opportunity to experience the new facility on Friday 13 April.

General Data Protection Regulation

The EU's General Data Protection Regulation (GDPR) will apply from 25 May 2018, which as a result requires the council to take a risk-based approach to data protection; ensuring appropriate policies and procedures are in place to deal with the transparency, accountability

and individuals' rights provisions, as well as building a workplace culture of data privacy and security.

5.4.8 Key issues to be aware of:

1 Project Resources

Homelessness Reduction

The project is considering how the frontline will deliver the service and implement the duties handed down by central government under the new homelessness reduction legislation.

1 Project Timescales

Haybrook College Expansion Project

There is a risk to the delivery timeline, this is being mitigated by ensuring that the projects agreed are started on time with the possible risk that this provides some overprovision.

5.4.9 Key lessons from projects reviewed this quarter:

5.4.10 The Programme Management Office (PMO) routinely carries out End Project, Lessons Learned and Benefits reviews for key projects. In the last quarter, the PMO undertook reviews for four projects and the Lessons Learned included:

5.4.11 Baylis Court Modernisation

There are opportunities to maximise benefits if programmes are linked together and works combined.

5.4.12 Relocation of Older People's day services

The Windmill Resource Centre is a well located and accessible building. It is a resource well utilised by the community.

5.4.13 Kennedy Park

This project used section 106 and developer contributions. It used design processes to achieve the best potential in terms of aesthetics and functionality. The project learned that maintaining positive contractor client relationships contributed to a successful project.

5.4.14 Crematorium refurbishment

This project recommended that there is a long term plan for the cemetery/ crematorium that is reviewed on a regular basis. The project proactively communicated the upgrade of facilities to customers.

5.4.15 This resulted in findings that have been helpful to project managers implementing projects of a similar nature.

5.4.16 Further information can be brought to members at any time should that be helpful.

6 Comments of Other Committees

This report has been scrutinised by Senior Management Team, with no additional comments made.

7 **Conclusion**

- 7.1 2017/18 saw a significant performance improvement in delivering against the council's priority issues.
- 7.2 Almost three quarters (72.2%) of the selected performance indicators are now achieving desired target results, with current near-misses in overall crime rates and council tax collection rates.
- 7.3 Progress continues on all major schemes and projects. The Council's PMO maintains oversight of all projects included in the portfolio to ensure that risks and issues are managed and progress maintained. The PMO routinely carries out Lessons Learned and Benefits reviews for key projects which is helpful to project managers implementing projects of a similar nature.

8 **Appendices Attached (if any)**

'A' - Corporate Balanced Scorecard, March 2018

9 **Background Papers**

Please email programme.managementoffice@slough.gov.uk for a copy of Project Highlight reports for this reporting period.

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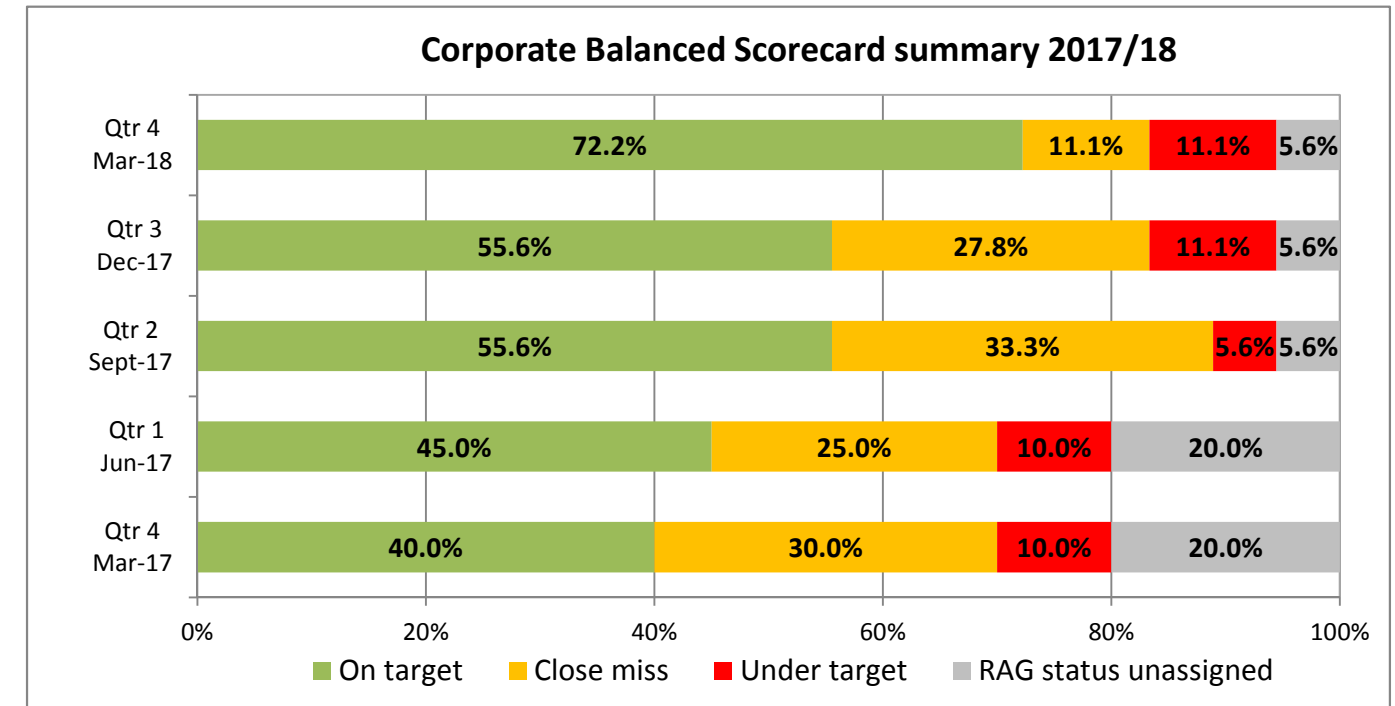
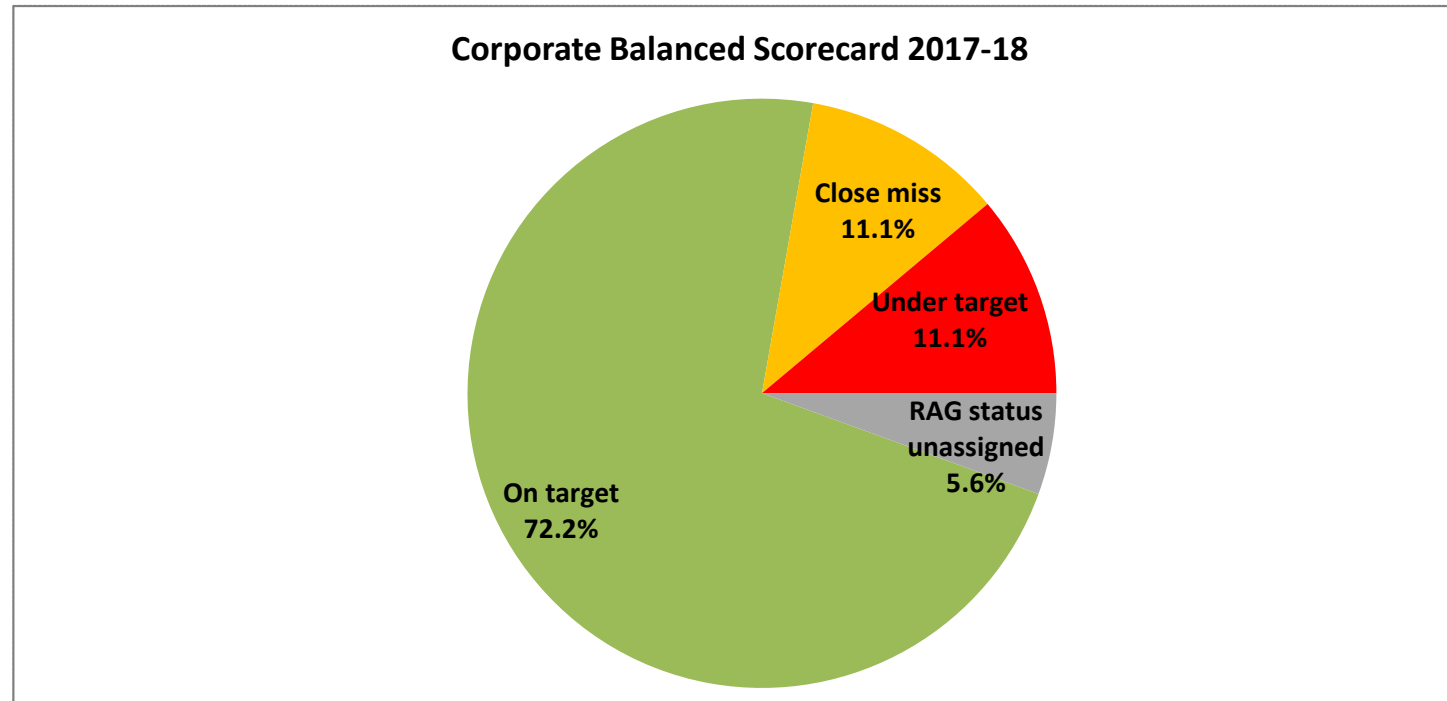
Appendix A: Slough Borough Council - Corporate Balanced Scorecard 2017-18: to end of quarter 4 - Mar-18

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under our five priority outcomes putting people first:

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. Our residents will have access to good quality homes.
5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

Performance against target is recorded as either **RED** (more than 5% off target), **AMBER** (between 0% and 5% off target), **GREEN** (on target or better) or **n/a** (not applicable, because this is a volume indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex).

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

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

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Increase percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-17	69.1% [2015/16] 64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2016/17] Slough 71.2% SE 74.0% England 70.7%	↑	Green	Achievement in the 2016/17 academic year shows that performance in Slough Schools has improved by 2.1% from 69.1% in 2015/16 to 71.2% in 2016/17. Slough's performance is marginally above the England average of 70.7%. Ranked 63rd nationally out of 152 LA's.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.2i	Reduce prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Oct-17	23.0% [2015/16] 19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2016/17] Slough 21.1 % SE 21.4% England 22.6% [2,511 children measured]	↑	Green	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>In the 2016/17 dataset, the percentage of children with 'excess weight' at the start of primary school in Slough has fallen below both the England average and the South East average for the first time. The rates of breastfeeding initiation remain above the England and decile average. Change4life Disney campaign and Sugar Swaps programme are still promoted through early years teams. Councillors wanted assurance that the same children were being measured due to the high numbers transferring in and out. From now on data will be collected nationally by the unique pupil reference number of the child rather than at postcode level. Unpublished local data from the school nursing service suggests a much lower percentage which needs further understanding as the strategy would have to change if overweight children resident in Slough borough were attending schools outside of area as their results would only then appear when data is uploaded to the HSCIC.</p> <p>The following initiatives are in place:</p> <ul style="list-style-type: none"> - General promotion of the key messages via the Start 4 Life campaign (Active Play and Baby moves), including utilising the resources of the "Infant and Toddler Forum". - Encouraging the use of the Disney Shake ups through the Change4life programme. - Health Visiting for health and social advice for all new parents (Forming part of the 0-19 offer recommissioning in late 2017).

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.2ii	Reduce prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Oct-17	38.9% [2015/16] 38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2016/17] Slough 41.5% SE 30.6% England 34.2% [2,090 children measured]	↓	Red	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control. Latest reported figures relate primarily to autumn term of 2016, before many of the actions below were in place.</p> <p>In 2016/17 the percentage of children with 'excess weight' at the end of primary school in Slough has increased further, with the gap widening against the England and South East averages.</p> <p>The unique pupil reference number will be used to collect data in future to identify whether transfers in and out are a factor in these results.</p> <p>The following initiatives are in place:</p> <ul style="list-style-type: none"> - Commission Let's Get Going (Physical Activity and Healthy eating) courses across Slough for children aged 7-11 (3 schools and 1 community location in 2017, looking to expand based on demand) and 12-16 years (up to 6 locations in 2017, linking to the Eat 4 Health programme commissioned to Solutions for Health for age 16+). - YES Consortium delivering physical activity programmes across Slough for Slough Youth, directly linked to Active Slough programmes. - Active Slough programmes and additional pilot programmes linking to "Let's Get Going" to expand the capacity of the programme and meet demand. - Working with schools to ensure their PSHE offer is fit for purpose. - Encouraging the use of the Disney Shake ups through the Change4life programme (Now in all Primary Schools in Slough). - School Nursing health checks on entry to school (for monitoring, advocacy and signposting purposes). - Introduction and further expansion of "The Daily Mile" through Slough primary schools for ALL pupils (Currently 1 school with 900 pupils). - Intergenerational interventions for Physical Activity to encourage children and parents to be more active e.g. Junior parkrun or Great Run Local. - Link to advocating greater use of outdoor space and parks for health and wellbeing. - Launch of Slough Wellbeing Campaigns during 2018, with the first campaign being focussed on obesity.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.3	Safeguarding measure: Number of children subject to Child Protection (CP) Plan per 10,000 local child population <i>[snapshot position at 31st March annually, or final day of quarter throughout year]</i>	May-18	2017-18 Q4: Slough 38.9 2017-18 Q3: Slough 37.0 2017-18 Q2: Slough 43.7 2017-18 Q1: Slough 37.4 2017: Slough 37.0 (England: 43.3) (South East: 41.3) (Stat Neigh.: 49.7) 2016: Slough 56.7 (England: 43.1) (South East: 42.1) (Stat Neigh.: 47.1) 2015: Slough 28.1 (England: 42.9) (South East: 40.9) (Stat Neigh.: 49.5) 2014: Slough 65.5 (England: 42.1) (South East: 38.1) (Stat Neigh.: 45.1)	No target has been agreed	2017-18 Q4 Slough 38.9	n/a	n/a	<p>The number of children subject to a Child Protection Plan will fluctuate depending on the needs and demographics of children and families in the area.</p> <p>Overall this year with the exception of a peak in CP in Q2 the rate of children subject to a CP Pan has remained within a reasonable range and remained more stable overall. It is common to see a peak in Q2 as this coincides with the school summer holidays where there is a peak in referrals prior to schools breaking up, and again when schools return in September.</p> <p>The main category for children to be subject to a CP Plan is neglect, which is the same picture regionally and nationally.</p> <p>The ongoing development of the Early Help Strategy is a key development in relation to working with children and families at an earlier stage to prevent the risk of escalation into higher level services.</p>
1.4	Reduce levels of 16-18 year olds not in education, employment or training (NEETs)	Oct-17	2015 = 8.4% NEET: 4.2% Activity not known: 4.2% 2014 = 13.3% NEET: 4.0% Activity not known: 9.3% 2013 =13.7% NEET: 6.1% Activity not known: 7.6% 2012 =11.5% NEET: 4.9% Activity not known: 6.6%	Below 5%	2016 <u>Slough</u> NEET: 2.8% Activity is not known: 0.9% Combined rate: 3.7% <u>National</u> NEET: 2.8% Activity is not known: 3.2% Combined rate: 6.0% <u>South East</u> NEET: 2.5% Activity is not known: 3.9% Combined rate: 6.4%	↑	Green	<p>The published annual NEET rate is calculated based on an average for November to January each year. These figures are based on information local authorities submit to the DfE about young people's participation in education or training in their area. Slough's 2016 combined NEET rate is 3.7% which exceeds the target rate of 5%. This consists of 2.8% NEET rate and 0.9% for 'activity is not known'.</p> <p>The very low rate of 'not known' is due to the extremely effective identification methods used by Slough in chasing up every person in the cohort. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough.</p> <p>There are ongoing challenges to ensure that all young people are supported to find suitable employment, education or training opportunities.</p>

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 2: Our people will become healthier and will manage their own health, care and support needs								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Increase number of people starting and completing a smoking cessation course (rate per 100,000 smokers). Percentage of those who successfully quit smoking.	Apr-18	2015/16 Q1-Q4 <u>4 weeks</u> Slough 65.40% [998] SE 55.67% England 51.02% Rate per 100,000 smokers not available	Above the national rate	2017/18 Q1-Q2 <u>4 weeks</u> Slough 85.21% [311] SE 49.94% England 49.12% <u>Rate per 100,000 smokers</u> Slough 1,577 SE 793 England 949	↑	Green	The methodology of this indicator has changed from rate per 100,000 population to rate per 100,000 smokers therefore previous years rates for comparison is not available. Slough continues to perform above the South East and England in terms of numbers of people who set a quit date and go on to quit for 4 weeks and longer. The conversion rates are well above benchmarking averages. In Slough, smoking in pregnancy (which is reported as smoking at time of delivery) also remains lower than regional and national averages.
2.2	Increase number of adults managing their care and support via a direct payment	Apr-18	362 [Mar-17] 235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	397 clients & carers [Mar-18] [241 clients + 156 carers]	↑	Green	The number of service users and carers supported through a Direct Payment continues to increase. We have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will be reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.
2.3	Increase the uptake of health checks Increase the percentage of the eligible population aged 40-74 offered an NHS Health Check	Apr-18	2016/17 Q1-Q4 Slough: 9.75% [3,430] SE: 16.72% National: 17.02%	Closer to the national rate by 17/18	2017/18 cumulative to Q3 Appointments offered: 6,389 Slough 17.85% SE 16.72% National 17.05%	↑	Green	Health Check rates in Slough have increased from 13.01% from the end of Q2 to 17.85% at the end of Q3 and for the first time is marginally above the south east and national rates of 16.72% and 17.05% respectively. This is due to the commissioning of a new cardiowellness4 Slough programme which was launched in January 2017.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 3: Slough will be an attractive place where people choose to live, work and visit								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Increase levels of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)	May-18	B (2.47) [Q4 2016/17] A- (2.56) [Q4 2015/16]	EPA grade average of 'B' (2.00) or above (i.e. 'Predominantly free of litter and refuse apart from some small items')	B (2.42) 103 inspections [Q4 2017/18]	↑	Green	Throughout each quarter, SBC staff conduct a number of inspections of the Gateway sites and award a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an EPA Grade for that average. All inspected sites are subsequently cleaned and restored to grade A status ('No litter or refuse in the street') with the more heavily littered sites being cleaned with more immediate urgency. The latest quarter reported on here experienced a small improvement in overall average grade over previous quarter, and remained at status 'B'; NONE of the 103 inspections resulted in the lowest Grades C or D. N.B. EPA Grade is a standardised grading for inspection of street cleanliness the Environmental Protection Act (1990) enshrined in the Code of Practice on Litter and Refuse.
3.2	Reduce crime rates per 1,000 population: All crime (cumulative from April)	May-18	87.94 [rolling yr to Sept -17] 87.82 [rolling yr to Jun-17] 86.09 [Mar-17] 80.30 [Mar-16]	Monitor (Reducing)	[rolling yr to Dec -17] Slough: 88.52 MSG: 95.45 England & Wales: 81.22 *Most Similar Group (towns similar to Slough in terms of demographic, economic and social characteristics) **The data source for the scorecard has now been updated. Data is sourced from the Office for National Statistics. ***Crime rates based on mid-2016 population estimates.	↓	Amber	The rolling year to date crime rate for Slough has increased by 0.66%, equating to an additional 0.58 crimes per 1000 of the population. Slough continues to show a significantly lower rate of increase than the national increase of 2.71%, which equates to an additional 2.14 crimes per 1000 of the population. Slough is positioned 8th out of 15 in the MSG rankings, with 6.93 less crimes per 1000 of the population than the MSG group average. In a Thames Valley context, Slough has a lower crime rate than both Reading and Oxford. Through partnership working, we continue to focus on projects to target crimes against people, in particular, Violence Against Women and Girls (VAWG), Child Sexual Exploitation (CSE), gang and youth violence, and modern slavery and criminal exploitation. 'Hestia', a local DA provider, has recently been commissioned to provide a specialist service to high and medium risk victims of DA. We have been working with 'Reach Every Generation' to identify methods and solutions to address and counter gang and youth violence in Slough. The Healthy Choices Programme which has been designed in collaboration with 'Lime', with the aim of increasing the resilience of primary and secondary age children to risks including CSE, gangs and cyber crime, will begin to be delivered in primary schools across Slough from September 2018. We continue to monitor data relating to criminal activity, and respond in partnership, to new and ongoing challenges.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 4: Our residents will have access to good quality homes								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	Increase in the number of dwellings in the borough	May-18	Net completions 521 [2016/17] 789 [2015/16] 507 [2014/15]	An average of 550 per year	846 [2017/18] Net completions	↑	Green	<p>A total of 861 new dwellings were built in 2017/18 but 15 were lost through demolitions and changes of use. As a result net completions were 846.</p> <p>There are 865 new dwellings under construction as at 31/03/18. This is 20% lower than average figure for the last 3 years. At the same date 1,140 homes with permission had not been started. But the number of planning permissions granted (taking account of overlapping permissions) during the year 17/18 is 30% higher than the average over the last three years.</p>
Page 157	Increase number of affordable homes delivered by SBC	May-18	37 [2016/17] 190 [2015/16] 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An average of 100 affordable houses each year	2017/18 114	↑	Green	<p>Delivery of new build dwellings is a priority for the council, but the number coming to fruition each year will vary.</p> <p>2017/18 have seen 114 affordable homes delivered, with more developments underway and in the pipeline for delivery.</p> <p>Planning Committee (September) agreed a change to SBC implementation of its Planning policy on Affordable Housing. The existing overarching policy of 30-40% affordable housing on sites of 15 homes or more still stands. The change will :</p> <ul style="list-style-type: none"> • Widen the range of affordable housing requested from developers of most major sites by introducing Slough Living Rent category in addition to social rent (now called Slough Affordable Rent). • Seek a greater proportion of shared ownership housing. • Provide an incentive for brownfield site developers to achieve a level of affordable housing not normally achieved before due to development viability issues. They can avoid the cost of conducting a full viability assessment if within 5% of the normal target. • Incentivising developers to propose 15 to 24 home schemes instead of schemes just below the 15 home threshold i.e. the cliff edge is reduced in terms of financial contributions sought at 15 or more units and the scale of charges has been refined.

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
5.1	Increase business rate in year collection rate (%)	Apr-18	97.5% [2016/17] 97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	Annual target 97.0%	Apr-Mar 18 97.63%	↑	Green	The collection rate at the end of March 2018 was 0.63% above the target for the year and 0.13% above as to where we were this time last year.
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.	Mar-18	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 Mar-18: 1,350 people Slough 1.4% SE 1.3% GB 2.1%	↓	Green	Slough's claimant rate for March 2018 of 1.4% comprising of 1,350 people, is inline with the previous years rate however is lower (better) than the GB average of 2.1% but higher than the South East average of 1.3%. 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	Jan-18	80.0% [2015/16] 89.0% [2014/15] 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2016/17] Slough 76.0% SE 82.8% England 82.7%	↓	Red	Data is collated and reported annually by Department for Transport. Punctuality and journey time have not improved since First Bus in Berkshire introduced service changes to Slough bus services. The council has reviewed a number of junctions and analysed the journey times in certain areas such as the town centre, these have indicated a general improvement in journey time but have not been translated into good punctuality. There are also further junction improvements scheduled over the coming months to help reduce congestion and improve journey times however as the council is not in control of bus services we will not be able to influence punctuality further.
Enabling								
E.1 Page 159	Increase council tax in year collection rate (%)	Apr-18	96.8% [2016/17] 96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	Annual target 97.0%	Apr-Mar 18 96.79%	↓	Amber	The collection rate at the end of March 2018 is exactly the same as the collection rate at the end of March 2017 however 0.21% below target for the 2017-18 financial year.
E.2	Increase proportion of council tax payments made by direct debit	Apr-18	57.4% Mar-17 55.7% Mar-16 51.9% Mar-15	Increasing	As at Mar-18 58.0%	↑	Green	As at March 2018 the percentage of accounts paying by direct debit is 58%. This position reflects an increase of 0.7% in the quarter and an increase of 0.6% on the same time last year.
E.3	Increase the proportion of households signed up for self service	Apr-18	Mar-17: 16.7% 9,277 households Dec-16: 14.5% 8,048 households Sept-16: 12.7% 7,070 households Jun-16: 10.9% 6,068 households Mar-16: 8.1% 4,510 households	Increasing	As at Mar-18 25.42% 13,982 households signed up for self service	↑	Green	As at end of March 2018, just over 25% of households had signed up for self-service (an increase of 8.72% in the year). Self Service gives Council Tax and Business Rates, account holders, Benefit applicants and Landlords the ability to access certain information digitally instead of needing to telephone or come into SBC offices. Council Tax and Business Rates payers can set up a direct debit, inform the Council they are changing address, check the balance on their accounts, make payments on line , check recovery documents etc. Benefit applicants can access their claim, check their application and the stats of their application as well as reviewing documents sent by the benefits service, they can check the payments made to them and the next payment due. Landlords can check the monies paid to them, any overpayments they are responsible for and their next payment as well; both can provide information on changes due to take place.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th June 2018

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WARD(S): All

PORTFOLIO: Councillor Nazir, Lead Member for Corporate Finance & Housing

PART I
NON-KEY DECISION

REVENUE FINANCIAL REPORT – 2017-18 (PROVISIONAL OUTTURN)**1 Purpose of Report**

This report provides Cabinet with an update on the provisional financial outturn for the Council for the 2017-18 financial year.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- a) That the provisional outturn financial position of the council for 2017/18 be noted,
- b) That the budget virements as listed in paragraph 7 be approved,
- c) That the write offs as requested in paragraph 8 be approved, and
- d) That the resolution in paragraph 9.5 in relation to the tender for the Council's insurance contract be approved.

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

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

4 Other Implications**(a) Financial**

The financial implications are contained within this report.

(b) Risk Management

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

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

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

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

5 **Key Messages**

5.1 **GENERAL FUND**

5.1.1 **The Outturn Position**

The Council's approved budget for the 2017/18 financial year is a net total of **£100.476m**. Additional monies released from the Transformation Fund totalling **£3.900m** increases the available resources for the year to **£104.376m**.

5.1.2 The provisional total net expenditure recorded against this allocation is **£104.152m**. This gives a provisional underspend of **£0.224m** which is **£0.875m** less than the last quarter.

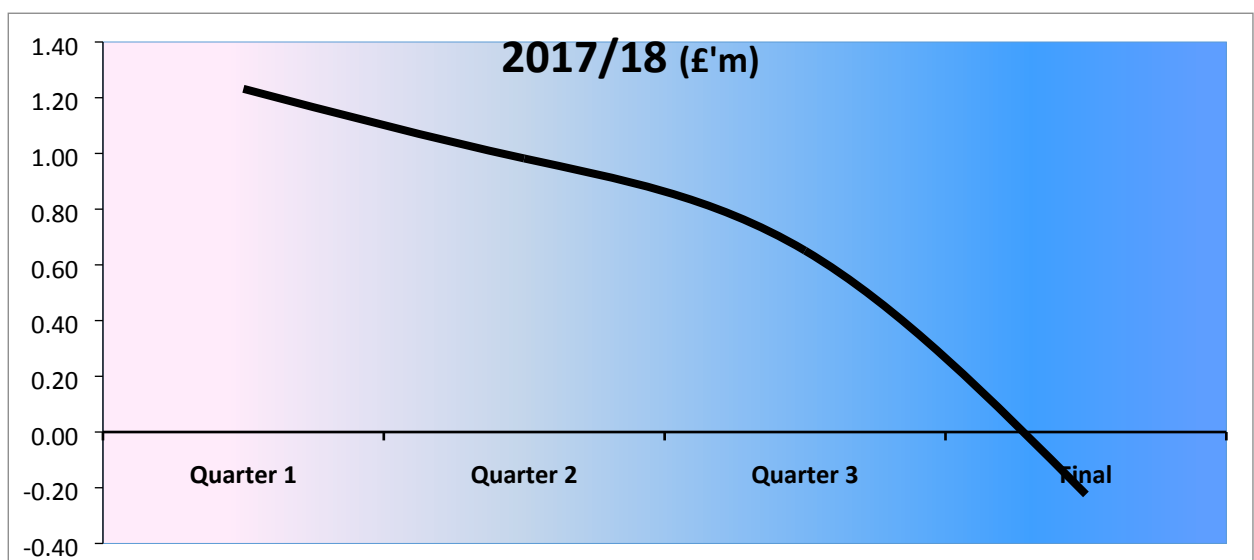
5.1.3 This shows an underspend of **£0.224m** which is 0.21% of the Council's overall total final resources. This is summarised in the table below and full details are shown on Appendix A, (page 18) both of which are now presented to reflect the updated Council structure.

SUMMARY - FORECAST (YEAR END) POSITION					
Directorate	Revised	Final	Full Year Variance	Previous Variance	Change
	Full Year Budget	Outturn			
	£'M	£'M	£'M	£'M	£'M
Adults & Communities	37.106	37.169	0.063	0.250	-0.187
Children Learning & Skills	30.411	30.411	0.000	0.354	-0.354
Place & Development	23.836	23.805	-0.031	0.285	-0.316
Regeneration	-2.298	-3.355	-1.057	0.000	-1.057
Finance & Resources	15.810	16.437	0.627	0.175	0.452
Chief Executive	0.773	0.706	-0.067	-0.070	0.003
Non Departmental Items	-1.262	-1.021	0.241	-0.343	0.584
Total General Fund	104.376	104.152	-0.224	0.651	-0.875
% of revenue budget over/(under) spent			-0.21%	0.62%	

5.1.4 Since the last report the financial position has improved by **£0.875m**. A summary of the main reasons for the movement for each Directorate since the last report is given in brief below with further details provided in the main body of the report.

- **Adult & Communities** – has improved by **£0.187m** mainly because the Wellbeing & Communities service incurring less expenditure due to delayed recruitment and other planned spending commitments not going ahead;
- **Children Learning & Skills** – has improved by **£0.354m** because it has now received additional corporate funding of the same value;
- **Place & Development** – shows an improvement of **£0.316m** due to the surplus achieved by the DSO;
- **Regeneration** – has also improved, it is **£1.057m** better than the amount reported in the previous quarter because of the increased levels of revenue achieved on its planned investment activities;
- **Finance & Resources** – has worsened by **£0.452m** due mainly to a late budget pressure from Housing Benefits payments;
- **Non-Departmental** – shows additional expenditure totalling **£0.584m**, **£0.354m** relates to the transfer to the CLS Directorate referred to above, the remainder relates to an adverse variance on the Council's Treasury Management activities.

5.1.5 The graph below shows the reported budget variance over the financial year.



5.2 HOUSING REVENUE ACCOUNT (HRA)

5.2.1 The final position for the HRA is shown in the table below.

HOUSING REVENUE ACCOUNT SUMMARY			
Directorate	Annual Budget	Projected Outturn	Variance
	£'M	£'M	£'M
Total Expenditure	38.219	37.440	-0.779
Total Income	-36.517	-36.567	-0.050
Outturn Position	1.702	0.873	-0.829

5.2.2 The planned net budget for the HRA is **£1.702m**. This budget deficit is the result of the funding for the new build programme which will partly be funded from the Housing Development Fund.

5.2.2 The total expenditure for the HRA in 2017/18 is **£37.440m** and with income of **£36.567m** this gives a total net expenditure of **£0.873m**. This expenditure includes the release of funding for HRA Capital works.

5.2.3 When compared to the planned net budget for the HRA of **£1.702m** this gives an underspend of **£0.829m**. In quarter 3, the reported variance on the HRA was an overspend of **£0.500m**. This has changed due to lower borrowing costs of **£0.700m**. There have also been lower staff costs reflecting the transfer of staff to the new provider and lower energy costs. These together account for most of the remaining difference in the final outturn compared to the variance reported in the previous quarter.

5.2.4 Full details are given in paragraph 6.8.

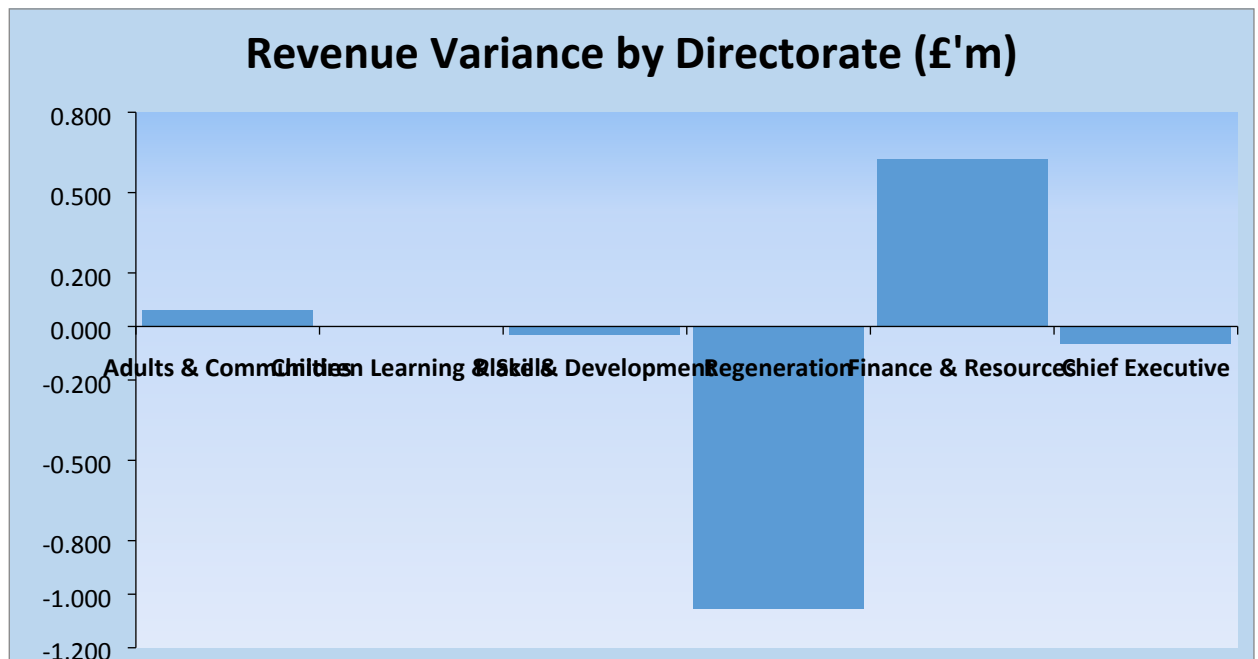
EXECUTIVE REPORT

6 Outturn by Directorate

6.1.1 The provisional year-end figures show that there will be an overall underspend of **£0.224m** (0.21%) of the total net General Fund resources. Four of the six Directorates (including the Chief Executive Services) are reporting either a break even position or near break even position with only the Regeneration and Finance & Resources Directorates having significant variances. The full list of budget variances by Directorate is shown in the table below.

Directorate	Final Variance £'m	%age
Adults & Communities	0.063	0.17%
Children Learning & Skills	0.000	0.00%
Place & Development	-0.031	-0.13%
Regeneration	-1.057	45.96%
Finance & Resources	0.627	3.96%
Chief Executive	-0.067	-8.61%
Non Departmental Items	0.241	-19.10%
Total General Fund	-0.224	-0.21%

6.1.2 Regeneration is expected to exceed its net income budget by 45.96% and Finance and Resources will overspend by 3.96%. This is illustrated in the graph below.



6.2 ADULTS & COMMUNITIES

6.2.1 The final outturn for this Directorate is expected to be an overspend of **£0.063m** or 0.17% of its budget. This has improved from the **£0.250m** overspend that was reported to Cabinet in the quarter 3 report.

6.2.2 Since then, lower net expenditure has been recorded in the Wellbeing & Communities area due to delayed recruitment and other planned spending commitments not going ahead resulting in additional savings of **£0.232m**.

6.2.3 A summary of the Directorate's budget position is shown in the table below followed by an explanation for the main variances within the Directorate.

Directorate	Revised Full Year Budget	Final Outturn	Full Year Variance	Previous Variance	Change
	£'M	£'M	£'M	£'M	£'M
Adult Social Care	31.735	31.826	0.091	0.000	0.091
Public Health	-0.611	-0.611	0.000	0.000	0.000
Community and Skills	1.996	1.597	-0.399	-0.300	-0.099
Wellbeing & Community	3.654	3.380	-0.274	-0.042	-0.232
Enforcement & Regulation	0.332	0.977	0.645	0.592	0.053
Total Wellbeing	37.106	37.169	0.063	0.250	-0.187

6.2.4 Adult Social Care

This major budget of nearly **£32m** will overspend by **£0.091m**, which is 0.29% of its budget. The main reason for the overspend is an increase in the total cost of providing nursing and residential care packages over the year. This is caused by rising demand and increases in the prices paid for providing care. This increase has been offset, but not fully covered, by underspends elsewhere within the service.

6.2.5 Community & Skills

This service area will have an underspend of **£0.399m**. This is due to budget savings on the Library Services caused by multiple staff vacancies as a result of the delay in the implementation of the service restructure until 2018-19. This will result in an underspend of approximately **£0.300m**. There will also be underspend of just under **£0.100m** within the Community Services area due to delays in staff recruitment.

6.2.6 Wellbeing & Community

Overall this service area will underspend by **£0.274m** in 2017/18. This is mainly due to a positive variance in Parks Services which will spend less than budgeted amount of **£0.114m** due to planned works such as bulb planting being delayed until 2018-19. There will also be an underspend in Youth Services of **£0.160m** resulting from savings in the staffing budget caused by delays experienced in the recruitment of youth workers leading to a saving of **£0.075m**. The remaining saving was on running costs such as commissioning and premises costing less than planned.

6.2.7 Enforcement & Regulation

This service will overspend by **£0.645m**. This significant budget pressure is due to an income shortfall resulting from the partial closure of the Cemetery and Crematorium earlier in the financial year. There has also been a downturn in the income generated by the Registrars service since its relocation to the Curve. Together the income shortfall for these areas totalled **£0.517m**. The remaining

£0.132m is due to mainly to Regulatory Services. Specifically CCTV and Careline where there was an income shortfall due less than planned income being generated from outside agencies and an overspend in staffing due to sickness and disciplinary issues.

6.3 CHILDREN, LEARNING & SKILLS (CLS)

6.3.1 This Directorate has achieved a break even position. This compares with a budget forecast of **£354k** overspend which was reported at Quarter 3. However it was reported then that this overspend would be covered by a year end transfer from corporate funds. This has now happened resulting in the final net breakeven position.

6.3.2 This final position is summarised in the table below and an explanation for the main variances within the Directorate is also provided.

Service	Revised Budget	Final Outturn	Variance	Previous Variance	Change
	£'M	£'M	£'M	£'M	£'M
CLS Directorate Services	1.809	2.123	0.314	-0.012	0.326
Slough Children Services Trust	24.101	24.101	0.000	0.140	-0.140
Early Years and Development	1.281	1.223	-0.058	-0.019	-0.039
Access and Inclusion	2.578	2.431	-0.147	0.394	-0.541
Education Standards & Inclusive Learning	0.615	0.542	-0.073	-0.149	0.076
SEND	0.364	0.328	-0.036	0.000	-0.036
Sub Total	30.748	30.748	0.000	0.354	-0.354
Schools	-0.337	-0.337	0.000	0.000	0.000
TOTAL	30.411	30.411	0.000	0.354	-0.354

6.3.3 CLS Directorate

This service area will have an overspend of **£0.314m**. This is because the budget for the council's General Fund contribution to its PFI schemes is insufficient to meet the expenditure commitments by a total of **£0.430m**. This has been partially offset by savings elsewhere within the service.

6.3.4 Access & Inclusion

The Access & Inclusion service will have a final budget variance of **£0.147m** underspent. This is due to the Attendance Service which following of a review of the final expenditure saw a greater proportion of its costs being recharged to the DSG compared to the amount originally estimated in the budget.

6.3.5 SEND

This service has transferred back from to the Council from the Slough Children Services Trust (SCST) during this financial year. It has final year end outturn of **£0.036m** underspend. This favourable variance is attributable to Occupational Therapy invoices which are now being settled by the SCST. Previously these were included in the SEND forecast as costs to be met by the Council.

6.3.6 Early Years & Development

The final year end position for this service is an underspend of **£0.058m**, this is mostly the result of staffing costs being less than the amount originally budgeted due to some staffing vacancies.

6.4 PLACE & DEVELOPMENT

- 6.4.1 The Place & Development Directorate has achieved a provisional year end position of **£0.031m** underspend a budget variance of 0.13%. This compares with a forecast overspend of **£0.285m** at Quarter 3 which is an improvement of **£0.316m**.
- 6.4.2 The main reason for the improved position is the surplus achieved by the DSO which has now been included in the Directorate's final outturn.
- 6.4.3 The final position is shown in the table below.

Directorate	Revised Full Year Budget	Final Outturn	Full Year Variance	Previous Variance	Change
Building Management	3.455	2.566	-0.889	-0.609	-0.280
Environment Services	12.155	11.878	-0.277	0.400	-0.677
Neighbourhood Services	1.316	1.212	-0.104	0.000	-0.104
Planning and Transport	6.288	5.837	-0.451	0.000	-0.451
Strategic Housing	0.763	1.924	1.161	0.494	0.667
Strategic Management	-0.141	0.388	0.529	0.000	0.529
TOTAL	23.836	23.805	-0.031	0.285	-0.316

An explanation for the main variances within the Directorate is provided as follows:

6.4.4. Building Management

This service area will close with a final budget variance of **£0.889m** underspent. The main reason for this is the additional income realised by the service due to management fees charged on capital projects. In addition to this there has been a cost saving on Facilities Management of approximately **£0.200m** as the new building contract (for reactive repairs) was much less than expected. This reduced cost is due to lower program management fees, which cost much less in the new contract and a significantly reduced number of repairs being undertaken within the first few months of the new contract.

6.4.5. Environmental Services

The final variance for Environmental Services is an underspend of **£0.277m**. This contrasts sharply with the previous reported variance of **£0.400m** overspent. The reason for this movement and the reason of the final budget saving is the inclusion of a trading surplus from the DSO which was not previously included as this variance was not known earlier.

6.4.6. Neighbourhood Services

This service has a final year end outturn of **£0.104m** underspend. This is due to a saving on its staffing budget due to vacancies.

6.4.7. Planning & Transport

The final year end position for Planning & Transport is an underspend of **£0.451m**. The main reasons for this favourable variance are income from Car Parks which will exceed its budgeted target by **£0.150m**. This is due to increased usage as well as an unplanned recharge from the HRA. Also there will be less expenditure on Roads & Highways totalling approximately **£0.100m** due to delays in some works on highways and some road maintenance costs being less than previously forecasted.

6.4.8. Strategic Housing

Strategic Housing final outturn is an overspend of **£1.161m**. This service has been reporting a significant budget pressure since the start of the financial year. These are mainly in the areas of Temporary Accommodation and Homelessness which will overspend by a total of **£0.600m** and is due to the rising numbers of statutory homeless persons being accommodated. Also the Home Improvements service will also under recover their costs by **£0.200m** due to shortfall in the amount of income raised. They have struggled this year to undertake enough projects to raise the level of income required to meet the new income targets that were recently increased.

6.4.9. Strategic Management

This service area will have a final year end position of a **£0.529m** overspent. This is the result of cumulative savings over the past 3 years totalling **£0.641m** for the Directorate that have not been allocated to individual service areas. The savings have been achieved by compensating underspends elsewhere within the Directorate. These savings will be reallocated to their respective service areas in the new financial year.

6.5 REGENERATION

6.5.1 The Regeneration Directorate has achieved a final variance of **£1.056m** underspent. This represents an overachievement of its net budget income of 45.6%. This is due to the levels of revenue achieved on its planned investment activities being greater than the amount originally budgeted.

6.5.2 The final summary for this Directorate is shown in the table below.

Directorate	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M	£'M
Emergency Planning	0.098	0.095	-0.004	0.000	-0.004
Regeneration	-2.397	-3.450	-1.053	0.000	-1.053
TOTAL	-2.298	-3.355	-1.056	0.000	-1.056

6.6 CHIEF EXECUTIVE SERVICE

6.6.1 The Chief Executive's service will underspend its budget allocation by £0.067m as a result of savings on its staffing budget. The final summary for this service is shown in the table below.

Directorate	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M	£'M
Chief Executive	0.773	0.706	-0.067	-0.070	0.003
TOTAL	0.773	0.706	-0.067	-0.070	0.003

6.7 FINANCE & RESOURCES

6.7.1 This Directorate has a final variance of **£0.627m** overspent, 3.96% of its budget and **£0.452m** more than was reported at Quarter 3.

6.7.2 This additional net expenditure since the last report is due mainly to a late budget pressure from Housing Benefits payments, this is explained in more detail later and the final summary for this Directorate is shown in the table below along with an explanation for the main variances.

Directorate	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M	£'M
Customer and Communications	8.183	8.611	0.428	0.221	0.207
Digital and Strategic IT	0.362	0.273	-0.090	-0.013	-0.077
Finance	2.312	2.819	0.507	0.065	0.442
Governance	2.441	2.325	-0.116	-0.057	-0.059
People	1.242	1.248	0.006	-0.010	0.016
Strategy and Performance	1.269	1.161	-0.109	-0.031	-0.078
TOTAL	15.810	16.437	0.627	0.175	0.452

6.7.3. Customer & Communication

This service area will have a final budget variance of **£0.428m** overspent. The main reason for this is that avarto contracts (Phases 1 & 2) will overspend by **£0.290m** and **£0.090m** respectively due to the impact of the unexpected level of increase in the rate of inflation on the annual contract price increase, reductions in Government administration subsidy grant, and a savings target related to the introduction of Agresso and the assumed reduction in the avarto transactional charges which has not proved possible to achieve.

6.7.4. Digital & Strategic IT

The final variance for Digital & Strategic Services is an underspend of **£0.090m**. This is due to some staffing vacancies over the year which has resulted a saving on the budgets for salaries and staff costs within this service area.

6.7.5. Finance

The Finance service will overspend by **£0.507m** for the current financial year. Most of this relates to a shortfall in the level of Housing Benefits recovered compared to the amount paid out. The shortfall can be attributed to a loss in Housing Benefit subsidy on Temporary Accommodation. This has increased by **£0.342m** between 2016-17 and 2017-18, **£0.286m** of this increase is directly attributable to the increase in rents for these properties and the remaining **£0.056m** is due to overpayments.

6.7.6. Governance

This service will achieve a final outturn of **£0.116m** underspent. This is due to staffing vacancies in the System & Development and Procurement teams resulting in an underspend on the respective staffing budgets.

6.7.7. People

The People service area will overspend by **£0.006m**.

6.7.8. Strategy & Performance

The service area will achieve a final year end position of a **£0.109m** underspent. This is savings resulting from staffing vacancies.

6.8 HOUSING REVENUE ACCOUNT (HRA)

- 6.8.1 The HRA was budgeted to spend **£38.219m** this financial year and with budgeted income of **£36.517m** expected, it was planned that there would be a net budget for the HRA of **£1.702m**.
- 6.8.2 This planned deficit was to fund the revenue contributions to the new build programme and was partly to be made up by a transfer from the Housing Development Fund.
- 6.8.3 The final outturn shows that the HRA will achieve a net spend of **£0.873m** which is **£0.829m** less than budgeted.

Housing Revenue Account - Budget Monitor 2017/18			
Division	Year End Forecast		
	Budget	Outturn	Variance
	£ 000's	£ 000's	£ 000's
HRA Expenditure	38,219	37,440	(779)
Tenant Services	2,213	1,793	(420)
Neighbourhood Housing Areas North/South/East	1,323	1,579	257
Arears & Investigation	499	473	(26)
Tenant Participation	270	214	(56)
Housing Allocations/Lettings	210	266	56
Leaseholder Team	194	255	61
Housing Repairs	9,085	10,160	1,075
Management & Services	5,502	5,591	89
Loans, Bad Debt, Council Tax	6,269	5,399	(870)
Depreciation and Funding Of Capital Projects (RCCO)	12,655	11,710	(945)
HRA Income	(36,517)	(36,567)	(50)
Dwelling Rents	(32,514)	(32,351)	163
Garage Rents	(476)	(506)	(30)
Shop Rent	(666)	(462)	204
Other Rents e.g. Ground, Wayleaves, Land	(478)	(966)	(489)
Leaseholder Service Charges Income & Chargeable Works	(717)	(761)	(44)
General Service Charges	(1,651)	(1,437)	214
Interest	(16)	(84)	(68)
Total HRA Outturn Position	1,702	873	(829)

- 6.8.4 The main expenditure variance was on Housing Repairs which was overspent by **£1.075m**. However this was more than offset by savings on lower bad debt provision and lower borrowing costs.

6.9 SAVINGS SUMMARY

6.9.1 The Council committed to service area savings of **£6.398m** at the start of the financial year. The final review shows that all savings were achieved either as originally proposed or by finding alternatives elsewhere within the service during the financial year.

6.9.2 This is summarised in the table below.

RAG SAVINGS SUMMARY			
RAG Status	Saved	Not Saved	TOTAL
GREEN	6,398		6,398
RED		0	0
TOTAL	6,398	0	6,398
%age	100.00%	0.00%	100%

6.9.3 When analysed by Directorate, (under the old council structure), the performance for each Directorate can be seen. This is summarised in the table below.

SAVINGS SUMMARY BY DIRECTORATE					
Directorate	Savings Agreed	Amount Saved	Slippage	%age	Comments
CCS	1,732	1,732	0	100%	All savings achieved
CE	50	50	0	100%	All savings achieved
Wellbeing	1,450	1,450	0	100%	All savings achieved
RHR	2,816	2,816	0	100%	All savings achieved
CLS	350	350	0	100%	All savings achieved
TOTAL	6,398	6,398	0	100%	

Full details are shown in Appendix B.

7 Virements

7.1 The following virements have been prepared since the last quarter. Cabinet is requested to approve the transfer of budgets between the services shown in accordance with the financial procedure rules.

Ref	Budget Transfer From		Value	Budget Transfer To		Value	Reason
	Directorate	Service		Directorate	Service		
1	Children, Learning & Skills	CLS - Directorate	-380,630.00	Children, Learning & Skills	SEND	380,630.00	SEND transferred to SBC from SCST
2	Children, Learning & Skills	DSG: High Needs Block	-278,100.00	Children, Learning & Skills	DSG: Schools Block	278,100.00	Budget changes to reflect latest Pupil Premium funding
3	Children, Learning & Skills	DSG: Schools Block	-341,839.00	Children, Learning & Skills	DSG: Schools Block	341,839.00	Adjustment for growth fund payment
4	Children, Learning & Skills	Early Years & Development	-67,833.00	Children, Learning & Skills	Early Years & Development	67,833.00	Additional resources provided
5	Children, Learning & Skills	DSG: High Needs Block	-5,562.20	Children, Learning & Skills	DSG: High Needs Block	2,583.33	Additional resources provided
					DSG: Schools Block	2,978.87	
6	Children, Learning & Skills	DSG: Early Years Block	1,211,751.00	Children, Learning & Skills	Early Years & Development	1,211,751.00	Transfer of "2 Year Olds" funding to a separate cost centre
7	Children, Learning & Skills	DSG: Schools Block	-330,062.15	Children, Learning & Skills	DSG: Early Years Block	330,062.15	Additional resources provided
8	Children, Learning & Skills	Early Years & Development	-106,411.56	Children, Learning & Skills	DSG: Early Years Block	29,692.08	Additional resources provided
					DSG: High Needs Block	1,125.60	
					DSG: Schools Block	75,593.88	
9	Children, Learning & Skills	DSG: Early Years Block	-486,218.15	Children, Learning & Skills	DSG: Early Years Block	486,218.15	Additional resources provided
10	Children, Learning & Skills	DSG: Schools Block	-37,120.92	Children, Learning & Skills	DSG: Early Years Block	37,315.92	Additional resources provided
		DSG: High Needs Block	-195.00				
11	Children, Learning & Skills	DSG: Schools Block	-20,361.43	Children, Learning & Skills	DSG: Early Years Block	20,568.13	Additional resources provided
		DSG: High Needs Block	-206.70				
12	Adults & Communities	Community & Skills	-5,000.00	Adults & Communities	Community & Skills	5,000.00	Adjust non-staffing budget for the Curve
13	Children, Learning & Skills	Early Years & Development	1,105,339.44	Children, Learning & Skills	DSG: Early Years Block	1,105,339.44	Transfer of "2 Year Olds" funding to a separate cost centre
14	Children, Learning & Skills	Early Years & Development	-33,882.00	Children, Learning & Skills	Early Years & Development	33,882.00	Reallocation of staffing budgets

	Skills	Development		Skills	Development		between children centres
15	Children, Learning & Skills	DSG: Early Years Block	-33,882.00	Children, Learning & Skills	DSG: Early Years Block	33,882.00	
16	Children, Learning & Skills	Early Years & Development	-33,882.00	Children, Learning & Skills	Early Years & Development	33,882.00	
17	Children, Learning & Skills	DSG: Early Years Block	-33,882.00	Children, Learning & Skills	DSG: Early Years Block	33,882.00	
18	Children, Learning & Skills	SEND	-79,870.00	Children, Learning & Skills	CLS - Directorate	79,870.00	SEND transferred to SBC from SCST
19	Children, Learning & Skills	DSG: High Needs Block	-564,700.00	Children, Learning & Skills	DSG: High Needs Block	564,700.00	Reallocation of budgets within the HNB
20	Place & Development	Planning & Transport	-566,699.00	Place & Development	Planning & Transport	566,699.00	Budget adjustment to set up the DSO
Ref	Budget Transfer From		Value	Budget Transfer To		Value	Reason
21	Children, Learning & Skills	DSG: Schools Block	13,207.69	Children, Learning & Skills	DSG: High Needs Block	-15,791.02	Additional resources provided
					DSG: Early Years Block	2,583.33	
22	Children, Learning & Skills	DSG: Schools Block	-57,371.85	Children, Learning & Skills	DSG: High Needs Block	67,163.52	Additional resources provided
		DSG: Early Years Block	-9,791.67				
23	Finance & Resources	Customer and Communications	-36,500.00	Finance & Resources	Finance	36,500.00	Accounting Technicians budgets transferred from Arvato
24	Housing Revenue Account	Housing Revenue Account	-680,000.00	Housing Revenue Account	Housing Revenue Account	680,000.00	Increase to the Housing Repairs budget from underspending budgets elsewhere within the HRA
25	Housing Revenue Account	Housing Revenue Account	-95,000.00	Housing Revenue Account	Housing Revenue Account	95,000.00	
26	Housing Revenue Account	Housing Revenue Account	-245,000.00	Housing Revenue Account	Housing Revenue Account	245,000.00	
27	Children, Learning & Skills	DSG: Schools Block	-95,973.90	Children, Learning & Skills	DSG: Early Years Block	95,973.90	Additional resources provided
28	Children, Learning & Skills	DSG: Schools Block	-12,000.00	Children, Learning & Skills	DSG: High Needs Block	12,000.00	Additional resources provided
29	Finance & Resources	Customer and Communications	-36,500.00	Finance & Resources	Customer & Communications	36,500.00	Accounting Technicians budgets transferred from Arvato
30	Adults & Communities	Adult Social Care	-50,000.00	Adults & Communities	Adult Social Care	50,000.00	To set up the Joint Safeguarding Board
31	Children, Learning & Skills	CLS - Directorate	3,658,400.00	Non-Departmental	Treasury Management	3,658,400.00	PFI Grant Income budget added

32	Finance & Resources	Customer and Communications	-425,690.00	Non-Departmental	Treasury Management	1,133,540.00	Minimum Revenue Provision (MRP) year end budget adjustment
	Regeneration	Regeneration	-348,750.00				
	Children, Learning & Skills	CLS - Directorate	-200,000.00				
	Place & Development	Environmental Services	-159,100.00				
33	Children, Learning & Skills	DSG: High Needs Block	-4,315.88	Children, Learning & Skills	DSG: Schools Block	5,029.39	Additional resources provided
		DSG: Early Years Block	-713.51				
34	Children, Learning & Skills	DSG: High Needs Block	-4,315.88	Children, Learning & Skills	DSG: Schools Block	5,029.39	Additional resources provided
		DSG: Early Years Block	-713.51				
35	Children, Learning & Skills	DSG: High Needs Block	-15,800.01	Children, Learning & Skills	DSG: High Needs Block	15,800.01	Additional resources provided
36	Children, Learning & Skills	DSG: Early Years Block	-401.70	Children, Learning & Skills	DSG: High Needs Block	401.70	Additional resources provided
37	Children, Learning & Skills	DSG: Early Years Block	-21,708.00	Children, Learning & Skills	DSG: High Needs Block	884.40	Additional resources provided
					DSG: Schools Block	20,823.60	
38	Children, Learning & Skills	DSG: Early Years Block	-74,663.16	Children, Learning & Skills	DSG: Schools Block	74,663.16	Additional resources provided
39	Children, Learning & Skills	DSG: Early Years Block	-5,053.45	Children, Learning & Skills	DSG: Schools Block	5,053.45	Additional resources provided
40	Children, Learning & Skills	DSG: Early Years Block	-7,494.47	Children, Learning & Skills	DSG: Schools Block	7,494.47	Additional resources provided
41	Children, Learning & Skills	DSG: Schools Block	-5,053.5	Children, Learning & Skills	DSG: Early Years Block	5,053.45	Additional resources provided
42	Children, Learning & Skills	DSG: Schools Block	-7,494.47	Children, Learning & Skills	DSG: Early Years Block	7,494.47	Additional resources provided
43	Children, Learning & Skills	DSG: Early Years Block	8,555.15	Children, Learning & Skills	DSG: Schools Block	-8,555.15	Additional resources provided

Ref	Budget Transfer From		Value	Budget Transfer To		Value	Reason
44	Children, Learning & Skills	DSG: High Needs Block	-2,189.71	Children, Learning & Skills	DSG: Early Years Block	18,916.50	Additional resources provided
		DSG: Schools Block	-16,726.79				
45	Children, Learning & Skills	DSG: High Needs Block	-2,189.71	Children, Learning & Skills	DSG: Early Years Block	2,189.71	Additional resources provided
							Additional resources provided
46	Children, Learning & Skills	DSG: Schools Block	-40,807.80	Children, Learning & Skills	DSG: Schools Block	40,807.80	Additional resources provided

47	Adults & Communities	Food Safety	-6,000.00	Adults & Communities	Trading Standards	6,000.00	Income budget corrected
48	Children, Learning & Skills	DSG: Early Years Block	-15,276.00	Children, Learning & Skills	DSG: Early Years Block	15,276.00	Additional resources provided
49	Housing Revenue Account	Housing Revenue Account	-490,000.00	Housing Revenue Account	Housing Revenue Account	490,000.00	Increase to the Housing Repairs budget
50	Children, Learning & Skills	DSG: High Needs Block	-56,040.00	Children, Learning & Skills	DSG: Schools Block	104,690.00	Additional resources provided
		DSG: Early Years Block	-48,650.00				
51	Children, Learning & Skills	DSG: Early Years Block	-22,930.00	Children, Learning & Skills	DSG: High Needs Block	50,720.00	Additional resources provided
		DSG: Schools Block	-27,790.00				
52	Children, Learning & Skills	DSG: Schools Block	-28,810.00	Children, Learning & Skills	DSG: Early Years Block	28,810.00	Additional resources provided
53	Children, Learning & Skills	DSG: Schools Block	-3,900.00	Children, Learning & Skills	DSG: High Needs Block	3,900.00	Additional resources provided
54	Children, Learning & Skills	DSG: Schools Block	-7,740.00	Children, Learning & Skills	DSG: Schools Block	11,620.00	Additional resources provided
		DSG: Early Years Block	-3,880.00				
55	Children, Learning & Skills	DSG: High Needs Block	-3,910.00	Children, Learning & Skills	DSG: Schools Block	3,910.00	Additional resources provided

8 Write Offs

- 8.1 Write offs totalling **£308,554.42** have been agreed over the past 3 months. Cabinet is requested to approve these write offs in accordance with the council's financial procedures rules. These are detailed in the table below.

WRITE-OFF SCHEDULE						
4th Quarter 2017/18						
Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
	£	£	£	£	£	£
Unable to trace/ Absconded	58,911.96		476.43	1,033.93		60,422.32
Deceased			2,440.01	56,243.45		58,683.46
Statute Barred/Unable to Enforce			33,586.89	-746.01		32,840.88
Bankruptcy		488.42				488.42
Instruction from Client				2,477.33		2,477.33
Dissolved/Proposal to Strike/Liquidation/Administration	119,010.21			368.00		119,378.21
Miscellaneous (including uneconomical to pursue)	8,912.25	46.49	1,719.41	22,386.24	33,781.45	66,845.84
Credit Balances	-32,582.04					-32,582.04
TOTAL	154,252.38	534.91	38,222.74	81,762.94	33,781.45	308,554.42

9. **Insurance**

- 9.1 The current insurance contract expires on the 31st March 2019 and is required to be renewed. The annual cost of the insurance is in the region of £450,000 per year.
- 9.2 Following a review of the insurance provision it would appear prudent to increase the self insured levels from £60k to £100k for liability claims and £50,000 to £100,000 for property claims. This means that the Council will fund the first £100,000 of any claim. The market for local authority insurance is currently relatively buoyant with new entrants Protector and Maven increasing competition and it is hoped that response will be received from both these companies.
- 9.3 The council currently does not insure building against acts of Terrorism. Previously under the Government-backed scheme those wishing to purchase Terrorism Insurance were required to take this insurance for all the properties that were owned. This made the insurance relatively expensive. However it is now possible to purchase Terrorism insurance. It is now possible to select individual properties to insure which makes the insurance more affordable.
- 9.4 The Council currently have a contract with Jardine Lloyd Thompson whose role will be to assist the Council in preparing the tender documentation, generating interest in the insurance market and assisting in evaluating the responses.
- 9.5 Cabinet is requested to resolve:
- a) That officers are instructed to undertake a tender process to purchase insurance cover for the Council for a period of three years with the possibility of a two year extension.

b) That Terrorism insurance is included within the tender mentioned above.

10 Conclusion

- 10.1 The General Fund revenue position for the Council is an underspend of **£0.224m**.
- 10.2 The forecast for the Council's Housing Revenue Account (HRA) is an underspend of **£0.829m** which will be carried forward to the next financial year.

11 Appendices Attached

- 'A' - General Fund Revenue Summary
'B' - Savings Summary

12 Background Papers

- '1' - Supporting working papers held in finance

SLOUGH BOROUGH COUNCIL
APPENDIX A - Provisional Outturn – 2017/18

Directorate	Revised Full Year Budget	Projected Outturn	Full Year Variance	Previous Variance	Change
	£'M		£'M	£'M	£'M
<u>Adult & Communities</u>					
Adult Social Care	31.735	31.826	0.091	0.000	0.091
Public Health	-0.611	-0.611	0.000	0.000	0.000
Community & Skills	1.996	1.597	-0.399	-0.300	-0.099
Wellbeing & Community	3.654	3.380	-0.274	-0.042	-0.232
Enforcement & Regulation	0.332	0.977	0.645	0.592	0.053
Total Wellbeing	37.106	37.169	0.063	0.250	-0.187
<u>Children Learning & Skills</u>					
CLS - Directorate	1.809	2.123	0.314	-0.012	0.326
SCST	24.101	24.101	0.000	0.140	-0.140
Early Years and Development	1.281	1.223	-0.058	-0.019	-0.039
Access and Inclusion	2.578	2.431	-0.147	0.394	-0.541
Education Standards & Inclusive Learning	0.615	0.542	-0.073	-0.149	0.076
SEN	0.364	0.328	-0.036	0.000	-0.036
Total Children Learning & Skills (GF)	30.748	30.748	0.000	0.354	-0.354
Total Schools (DSG)	-0.337	-0.337	0.000	0.000	0.000
Total Children Learning & Skills	30.411	30.411	0.000	0.354	-0.354
<u>Place & Development</u>					
Building Management	3.455	2.566	-0.889	-0.609	-0.280
Environment Services	12.155	11.878	-0.277	0.400	-0.677
Neighbourhood Services	1.316	1.212	-0.104	0.000	-0.104
Planning and Transport	6.288	5.837	-0.451	0.000	-0.451
Strategic Housing	0.763	1.924	1.161	0.494	0.667
Strategic Management	-0.141	0.388	0.529	0.000	0.529
Total Place & Development	23.836	23.805	-0.031	0.285	-0.316
<u>Regeneration</u>					
Emergency Planning	0.098	0.095	-0.004	0.000	-0.004
Regeneration	-2.397	-3.450	-1.053	0.000	-1.053
Total Regeneration	-2.298	-3.355	-1.056	0.000	-1.056
<u>Finance & Resources</u>					
Customer and Communications	8.183	8.611	0.428	0.221	0.207
Digital and Strategic IT	0.362	0.273	-0.090	-0.013	-0.077
Finance	2.312	2.819	0.507	0.065	0.442
Governance	2.441	2.325	-0.116	-0.057	-0.059
People	1.242	1.248	0.006	-0.010	0.016
Strategy and Performance	1.269	1.161	-0.109	-0.031	-0.078
Total Finance & Resources	15.810	16.437	0.627	0.175	0.452
Chief Executive	0.773	0.706	-0.067	-0.070	0.003
<u>Non Departmental Items</u>					
Treasury Management	2.204	2.700	0.496	0.000	0.496
Corporate & Departmental	-3.466	-3.721	-0.255	-0.343	0.088
Total Non-Departmental	-1.262	-1.021	0.241	-0.343	0.584
Total General Fund	104.376	104.152	-0.224	0.651	-0.875

% of revenue budget over/(under) spent in total

-0.21%

APPENDIX B

SAVINGS SUMMARY - 2017/18

Directorate	Service	Amount Agreed	Amount Saved	Slippage	Savings Item	RAG	Comments
CCS	Learning and Community Services	25	25	0	Expansion of Apprenticeship Scheme attracting additional SFA funding.	GREEN	
CCS	Learning and Community Services	10	10	0	Adult learning and skills - reduction in data and performance information	GREEN	
CCS	Public Protection	10	10	0	Additional Income from the switch of alarm monitoring	GREEN	Saving found elsewhere
CCS	Public Protection	30	30	0	Re-commissioning Domestic Abuse Contract	GREEN	
CCS	Public Protection	10	10	0	Increase in income	GREEN	
CCS	Planning and Building Control	11	11	0	Extra additional income from pre-application and more planning applications	GREEN	
CCS	Planning and Building Control	4	4	0	Reducing specialist consultancy support	GREEN	
CCS	Public Protection	5	5	0	Partnership with approved trader scheme	GREEN	
CCS	Planning and Building Control	3	3	0	Re-negotiate landfill monitoring contract	GREEN	
CCS	Learning and Community Services	104	104	0	Reduction in overhead costs following the library service being brought "in house".	GREEN	
CCS	Wellbeing & Community Services	25	25	0	Community & Skills restructure 2015/16 – removal of service transition budgets	GREEN	
CCS	Contracts, Commissioning & Procurement	50	50	0	Reduction in budget lines across Procurement Team service area.	GREEN	
CCS	Learning and Community Services	780	780	0	Libraries' Contract Overpayment (one-off)	AMBER	Savings not fully achieved but hopeful the full amount will be recovered

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
CCS	Legal	300	300	0	Increase internal legal capacity to reduce spend on external legal advice	GREEN	Met for this year only using one off resources
CCS	Planning and Building Control	35	35	0	Expected compensating savings following introduction of the fleet of electric vehicles	GREEN	
CCS	Wellbeing & Community Services	2	2	0	Increase in Fees and Charges	GREEN	
CCS	Learning and Community Services	1	1	0	Increase in Fees and Charges	GREEN	
CCS	Wellbeing & Community Services	229	229	0	Increase in Fees and Charges	GREEN	Alternative one of savings found
CCS	Wellbeing & Community Services	73	73	0	Increase in Fees and Charges	GREEN	Alternative one of savings found
CCS	Planning and Building Control	8	8	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	11	11	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	2	2	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	4	4	0	Increase in Fees and Charges	GREEN	
Directorate Total		1,732	1,732	0			
CE	Professional Services	50	50	0	Reduction in budget lines across HR service area.	GREEN	
Directorate Total		50	50	0			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
Wellbeing	Public Health	156	156	0	Review and reduction of Public Health Contracts	GREEN	
Wellbeing	Adult Social Care	44	44	0	Use of Telecare and Equipment to reduce Personal Budget Levels	GREEN	
Wellbeing	Adult Social Care	200	200	0	Continuing Health Care (transfer of funding responsibility from NHS)	GREEN	
Wellbeing	Adult Social Care	220	220	0	Re-assessments to reduce Personal Budget levels	GREEN	
Wellbeing	Adult Social Care	250	250	0	Housing related support review	GREEN	
Wellbeing	Adult Social Care	150	150	0	Voluntary sector strategy planned funding reduction	GREEN	
Wellbeing	Adult Social Care	300	300	0	Adult Social Care Restructure	GREEN	
Wellbeing	Adult Social Care	100	100	0	Extend use of supported living provision to support moderate to severe needs Mental Health Clients following successful Hope House project.	GREEN	
Wellbeing	Adult Social Care	30	30	0	Fees and charges increase for client contributions	GREEN	
Directorate Total		1,450	1,450	0			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
RHR	Environmental Services (WASTE)	475	475	0	Amey 'profit' element in contract removed following new service provision in December 2017.	AMBER	Partially achieved due to cost of new service specification & the new DLO/DSO operating costs Remainder achieved elsewhere
RHR	Housing and Environment	50	50	0	Temporary Accommodation - Reduce staffing costs by transferring some of these to the subsidiary housing company	GREEN	
RHR	Housing and Environment	114	114	0	Home improvements- Income generation from fees	GREEN	
RHR	Housing and Environment	100	100	0	Savings from sourcing temporary accommodation through the activity of the subsidiary housing company.	AMBER	Partly achieved due to the time needed for the new housing company to acquire suitable properties. Balance achieved elsewhere
RHR	Housing and Environment	6	6	0	Home Improvements & Strategic Housing - Capitalisation	GREEN	
RHR	Finance & Audit	50	50	0	Increased Treasury Management Returns	GREEN	
RHR	Finance & Audit	165	165	0	Mortgages deposits being offered with rental	GREEN	Other savings found
RHR	Facilities	10	10	0	Maximise Use of Office Space	GREEN	
RHR	Facilities	5	5	0	FM Contracts Review	GREEN	
RHR	Transport & Highways	524	524	0	Capitalisation of Highway Maintenance	GREEN	
RHR	Transport and Highways	150	150	0	a) Replace council fleet & hire vehicles resulting in reduced maintenance & hire costs. b) Increase charges for Community Transport	GREEN	

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
RHR	Transport and Highways	250	250	0	Reduction in Revenue budget as a result of new street lighting contract including further energy savings, reduction in scouting and reduction in cleaning of lanterns.	GREEN	
RHR	Transport and Highways	100	110	10	Reduction in management costs for the current professional services contract.	GREEN	
RHR	Various	300	300	0	Creation of dedicated SUR Team and capitalise costs	GREEN	Slippage on the original proposal but alternatives found to the full value
RHR	Transport and Highways	17	17	0	Increase in Fees and Charges	GREEN	
RHR	Asset Management	500	500	0	Additional income generated via the Strategic Acquisition Fund in 17/18	GREEN	
Directorate Total		2,816	2,816	0			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
CLS	Cambridge Education Contract	350	350	0	Review of Cambridge Education Trust Budgets to reflect reduction in Mott MacDonald profit element	GREEN	Saving now covered by from internal resources
Directorate Total		350	350	0			

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th June 2018

CONTACT OFFICER: Neil Wilcox; Assistant Director, Finance & Audit
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr. Nazir, Lead Member Corporate Finance and Housing

PART I
NON-KEY DECISION

CAPITAL MONITORING REPORT AT 31ST MARCH 2018**1 Purpose of Report**

To provide a summary of spend against capital budgets for the 2017-18 financial year, as at the end of March 2018 on a consolidated and directorate basis.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the report be noted with Capital Expenditure of £154.0m against an approved budget of £190.4m. This represents slippage on the approved budget of 19%.

3 The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1. Slough Joint Wellbeing Strategy Priorities**

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

3.2 Five Year Plan Outcomes

The report helps achieve the Five Year Plan outcomes by contributing to the Council's financial planning and particularly 'Outcome 7 – The Council's income and the value of its assets will be maximised', as evidenced in the Treasury management activity report.

4 Other Implications

(a) Financial: As detailed within the report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
The Cabinet is requested to note the report and Capital Expenditure of £154.0m against an approved budget of £190.4m. This represents 81% of the approved budget being spent.	The Capital strategy should be both affordable and Prudent The 20171-8 capital Programme has been part funded by an extra £88.6m in borrowing. Extra interest costs can impact on future revenue budgets. If interest rates rise faster than expected interest payable costs could impact on revenue budgets going forward.	The council will work with its Treasury advisors in order to mitigate interest rate risk and ensure long term borrowing decisions are taken at the most advantageous time.	9-	The Council will look to convert some of its Temporary Borrowing which has funded Capital Expenditure in recent years to Longer Term Borrowing. This may be more expensive initially but will reduce risk in the medium term.

Risk	Mitigating action	Opportunities
Legal	None	none
Property	None	None
Human Rights	None	None

Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery – capital programme delivered under the 80% mark	Monthly review at Capital Strategy Board and quarterly by O&S / Cabinet	Ability to increase the deliver of capital schemes
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

No specific legal implications arising from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, if required, for projects contained within the Capital Strategy

5. Consolidated Capital Budgets 2017-18

	17-18 approved budget	Adjust	Revised 17-18 budget	Actual to end March 2018	Slippage %
Directorate			£000s		£000s
Children, Learning & Skills	34,323	(1,074)	33,249	27,091	19%
Places and Development	24,807	23,599	48,787	34,349	30%
Finance and Resources	4,100	4,636	8,736	2,355	73%
Adults and Communities	29,004	12,812	41,816	34,243	18%
Regeneration	8,252	27,476	35,728	35,494	1%
Housing Revenue Account	7,856	3,351	11,207	8,379	25%
Affordable Housing	12,000	(1,111)	10,889	12,131	-11%
Total	120,342	69,689	190,412	154,042	19%

The revised approved budgets for 2017-18 represent the budgets approved by Cabinet in February 2017, adjusted for projects subsequently approved at Capital Strategy Board, and underspends on budgets brought forward from 2016-17. The revised budgets were approved at Cabinet in September 2017.

6 Revised 2017-18 Capital Programme

Capital Budgets for 2017-18 were approved by Council in February 2017 and the revised budgets shown in this report were subsequently approved by Cabinet in September 2017. The revised budgets are shown as follows:

- Appendix A: Revised General Fund 2017-2018 budget
- Appendix B: Revised HRA 2017-2018 budget
- Appendix C and D shows the re-profiling of the Capital Budget from 2018-19 to 2020/21.
- Appendix C: Re-profiled General Fund 2019-2024 budget
- Appendix D: Re-profiled HRA 2019-2024 budget

A detailed Directorate Narrative is shown below.

7 Detailed Directorate Narrative

This report has been prepared under the new Directorate Structure which has recently been approved.

7.1 Children, Learning and Skills.

The Capital Budget for Children, Learning and Skills is £33.249m a reduction of £1.074m on the budget initially approved in February 2017.

In 2017-18, £27.091m has been spent which is predominantly due to £6.157m for the Primary Expansion project, £5.93m for the Town Hall conversion project and £9.95m on the Secondary School Expansion project?

A detailed listing of projects has been shown on page 7 and 8 of the report.

7.2 Places and Development

The budget for this new Directorate in 2017-18 was £48.787m. Big projects include the Major Highways Programme street Lighting project (£4.602m), the A332 Windsor Road Widening LEP Transport Scheme (£12.2m), the Burnham station LEP Scheme (£2.578m), £5.620m for the purchase of a new Refuse Fleet and Grounds Plant Equipment for the new Environmental Services Direct Services Organisation (DSO) and Capital Loans to James Elliman Homes, a wholly owned subsidiary of the council set up to increase the supply of accommodation for those in temporary accommodation, the homeless and key workers.

During 2017-18 £34.349m has been spent with the majority of the expenditure being for the LED Upgrade Project (£10.559M), £2.390m on the A332 Windsor Road Widening LEP Transport Scheme project, £4.953m on the new Refuse Fleet and £6.726M on capital loans to James Elliman Homes

Detailed project information has been provided on pages 8, 9 and 10.

7.3 Finance and Resources

The revised budget for this new Directorate in 2017-18 was £8.736m. The largest budget is in respect of the LAAP Mortgage scheme (£7.75m) though most of this budget will be relinquished as there is some doubt whether this scheme will now go ahead. Other projects are in respect of IT and the implementation of a new Human Resources (HR) System in April 2017. During 2017-18 only £2.355m of the revised £8.736m budget has been spent.

Detailed project information is shown on page 10.

7.4 Adults and Communities

The revised budget for 2017-18 for this new Directorate was £41.816m. Large Projects include £11.092m for the new Leisure Centre at Farnham Road and £10.349m for the refurbishment of the Ice Arena. During 2017-18 £34.243m of the £41.816m budget (82%) was spent.

7.5 Regeneration

The revised budget for 2017-18 for this area was £35.728m made up predominantly of two projects- the Strategic Acquisition Fund and the Thames Valley University Development. 99% (or £35.494m) of this budget was been spent following the purchase of 165 Bath road and the first instalment of the TVU site in April 2017.

7.6 Housing Revenue Account

The Housing Revenue Account Capital Programme for 2017-18 has a budget of £11.207m which excludes the £10.889m Affordable Housing Budget.

During 2017-18 £8.379m was spent which represents 75% of the budget. The HRA Capital Programme will be re-profiled and this will form part of the RMI Contract discussions with the new contractor Osbornes. The new RMI Contract with Osbornes commenced on 1st December 2017. In September, the Capital Strategy Board approved the virement of £3m of this year's budget to be used on work for upgrading the High Rise Blocks at Broom & Poplar to ensure they are compliant with the latest Fire Risk Standards.

7.7 Affordable Housing

The Affordable Housing Budget in 2017-18 of £12m has been reduced to £10.889m due to an over-spend against this budget in 2016-17. The council has signed a retention agreement with DCLG that allows it to keep the Right to Buys receipts it generates from selling its council dwellings. The agreement commenced on 1st April 2012 and under the agreement, only 30% of right to buy receipts can be used to finance new expenditure on Affordable Housing.

8 Comments of Other Committees

None

9 Conclusion

The Cabinet is requested to note the report and Capital Expenditure of £154.0m against an approved budget of £190.4m

10 Appendices Attached

- Appendix A: Revised General Fund 2017-2018 budget
- Appendix B: Revised HRA 2017-2018 budget
- Appendix C: Re-profiled General Fund 2018-2024 budget
- Appendix D: Re-profiled HRA 2018-2024 budget

2017-18 Revised Budgets – General Fund

<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to March 2018</i>	<i>(Underspend)/ Overspend</i>	<i>Comment</i>
	Children, Learning and Skills		£'000	£'000	£'000	£'000	£'000	
P051	Primary Expansions (Phase 2 for 2011)	Adrian T	9,000	(1,887)	7,113	6,157	(956)	
P076	Town Hall Conversion	Adrian T	4,200	793	4,993	5,930	937	
P093	Schools Modernisation Programme	Adrian T	985	(386)	599	440	(159)	
P101	SEN Resources Expansion	Adrian T	3,708	(144)	3,564	3,472	(92)	
P749	Children's Centres Refurbishments	Adrian T	40	21	61	13	(48)	
P783	Schools Devolved Capital	Adrian T	120		120	413	293	Overspend funded from Schools Revenue Contributions
P856	Haymill/Haybrook College Project	Adrian T			0	2	2	
P673	DDA/SENDA access Works	Adrian T	50		50		(50)	
P123	2 year old expansion programme	Adrian T	0	143	143	384	241	
P153	Special School Expansion- Primary, Secondary & Post 16	Adrian T	3,740	384	4,124	330	(3,794)	
P142	Children's Centres IT	Adrian T	0	4	4		(4)	
P131	School meals provision	Adrian T		135	135		(135)	
P095	Secondary Expansion Programme	Adrian T	10,700	(157)	10,543	9,950	(593)	
<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to March 2018</i>	<i>(Underspend)/ Overspend</i>	<i>Comment</i>
	PRU Expansion	Adrian T	1,780	20	1,800		(1,800)	£1.8M moved into P153
	Total Children, Learning & Skills		34,323.00	(1,074.00)	33,249.00	27,091.00	(6,158.00)	

Cost Centre	Scheme Name	Lead Officer	17-18 approved budget*	Carry forward/Adjustment	17-18 revised budget	Spend to March 2018	(Underspend) /Overspend	Comment
	Place and Development		£'000	£'000	£'000	£'000	£'000	
P006	Disabled Facilities Grant	P Thomas	550	(130)	420	422	2	
P005	Housing Renovation Grant	A Mann	0	505	505	426	(79)	
P179	James Elliman Homes	N Cooper		6,724	6,724	6,726	2	
P102	Local Sustainable Transport Fund	S De Cruz			381	82	(299)	
P111	Major Highways Programmes	Sing Wai	765	116	881	783	(98)	
P174	Highways Maintenance Annual Programme	S De Cruz	0	674	674	349	(325)	
P160	LED Upgrade	Sing Wai	4602		4,602	10,559	5,957	70% funded by DFT. 30% SBC. Also administer spend for Wokingham and Reading which is fully refunded.
P728	Highway Reconfigure & Resurface	Sing Wai	500	151	651	639	(12)	
P881	Colnbrook By-pass	Sing Wai	131	(131)	0		0	
Cost Centre	Scheme Name	Lead Officer	17-18 approved budget*	Carry forward/Adjustment	17-18 revised budget	Spend to March 2018	(Underspend) /Overspend	Comment
P104	Stoke Poges Footbridge	Sing Wai	0	410	410	409	(1)	
P149/P098	A332 Windsor Road Widening Scheme LEP/Other	S De Cruz	7023	5,177	12,200	2,390	(9,810)	Only need to Carry Forward £4,637k. Relinquish £5,173K
P148	A355 Tuns Lane LEP Transport Scheme	S De Cruz	528	1,751	2,279	1,248	(1,031)	

P144	Slough MRT	S De Cruz	1,850	(543)	1,307	1,384	77	
	Flood Defence Measures SBC/EA Partnership	Sing Wai	100	(100)	0		0	
P157	Burnham Station LEP	M Choudhury	1,450	1,350	2,800	1,522	(1,278)	
P053	Langley Station LEP	M Choudhury	1,500	(63)	1,437	123	(1,314)	
	LTP Implementation Plan	S De Cruz	800	(400)	400		(400)	
P579	A4 Cycle	M Choudhury	483	415	898	338	(560)	
P054	Slough Transport Model	S De Cruz	0	450	450	358	(92)	
	Community Transport Fleet	J Northam	0	981	981		(981)	
P155	Air Quality Monitoring	J Newman	60	124	184	83	(101)	
P147	DEFRA Air Quality	J Newman	6	19	25	25	0	
P125	Electric Vehicle Network	J Newman	400	(200)	200		(200)	
P170	Carbon Management-Fleet Challenge	J Newman	150	25	175	84	(91)	
P168	Re-fit Programme	J Newman	800	(412)	388	101	(287)	
P152	Asset Condition Survey	C Dhillon		40	40	36	(4)	
P968	CAFM System	C Dhillon	39		39	39	0	
TBA	Compulsory Purchase Order Reserve	Amir Salarkia	2,100		2,100		(2,100)	
Cost Centre	Scheme Name	Lead Officer	17-18 approved budget*	Carry forward/Adjustment	17-18 revised budget	Spend to March 2018	(Underspend) /Overspend	Comment
P181	Fire Risk Assessment	A Thomas	80		80	512	432	
P056	Slough Dog Recreation Area	I Blake	0	16	16		(16)	
P302	Chalvey Transfer Station	I Coventry	90		90		(90)	
P581	Big Belly Bins	I Coventry	200		200	200	0	
P580	Mayrise Insourcing	I Coventry	100	(11)	89	51	(38)	
P176	Refuse fleet & Grounds Plant equipment	I Coventry		5,620	5,620	4,953	(667)	
P871	Community Investment Fund	Various	500	1,041	1,541	507	(1,034)	
	Total Places and Development		24,807	23,599	48,787	34,349	(14,438)	

<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to March 2018</i>	<i>(Underspend)/Overspend</i>	<i>Comment</i>
	Finance and Resources		£'000	£'000	£'000	£'000	£'000	
P143	LAAP Mortgage Scheme	N Wilcox	2,750	5,000	7,750		(7,750)	Only need £1m in 18-19. Relinquish £6,750k.
P145/P161	Financial System Upgrades	N Wilcox	1,000	(529)	471	1,416	945	
P578	Digital Transformation programme phase 1	V McGuire	0	165	165		(165)	
P084	IT Infrastructure Refresh	S Pallet	350	0	350	919	569	
P109	Superfast Broadband	N Cooper				20	20	
	Total Finance and Resources		4,100	4,636	8,736	2,355	(6,381)	

<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to March 2018</i>	<i>(Underspend)/Overspend</i>	<i>Comment</i>
	Adults and Communities		£'000	£'000	£'000	£'000	£'000	
P331	Care Act: Social Care IT Developments	Simon Lawrence	200	140	340	22	(318)	
P723	DAAT Service Re-provision	Simon Broad	0	50	50	21	(29)	

P577	Learning Disability Change Programme	Simon Broad	900	898	1,798	88	(1,710)	The refurbishment of the LD provider service building I due to start early 18-19 and will be ongoing through rest of the year.
P133	Extra Care Housing	Simon Broad	520	833	1,353	4	(1,349)	
P395	HOLD Capital Project	Simon Broad		154	154	499	345	Fully funded from DoH Grant
P183	Management Information Centre	A Cowen		75	75	5	(70)	
P083	Cemetery Extension	Ketan G	761	1,497	2,258	18	(2,240)	Re-profile £2,218 into 18/19. Project delayed due to revised full planning application approval by South Bucks
Cost Centre	Scheme Name	Lead Officer	17-18 approved budget*	Carry forward/Adjustment	17-18 revised budget	Spend to March 2018	(Underspend)/Overspend	Comment
P873	Crematorium Project	Ketan G		1,325	1,325	1,241	(84)	
P107	Repairs to Montem & Ice	A Hibbert	123	22	145	150	5	
P162	Community Leisure Facilities	A Hibbert	150	129	279	328	49	
P141	Langley Leisure Centre	A Hibbert	4000	2,226	6,226	6,236	10	
P969	Salt Hill Leisure	A Hibbert	3300	1,842	5,142	5,364	222	
P146	Arbour Park Community Sports Facility	A Hibbert	500	730	1,230	1,499	269	

P165	Leisure Centre Farnham Road	A Hibbert	13,600	(2,508)	11,092	9,762	(1,330)	Opening April 2019 and budget will be fully spent
P164	New Ice	A Hibbert	4,950	5,399	10,349	9,006	(1,343)	To open early 2018-19
	Total Adult & Communities		29,004	12,812	41,816	34,243	(7,573)	

<i>Cost Centre</i>	<i>Scheme Name</i>	<i>Lead Officer</i>	<i>17-18 approved budget*</i>	<i>Carry forward/Adjustment</i>	<i>17-18 revised budget</i>	<i>Spend to March 2018</i>	<i>(Underspend)/Overspend</i>	<i>Comment</i>
	Regeneration		£'000	£'000	£'000	£'000	£'000	
P066	The Curve	Fin Garvey			0	9	9	
P128	Corporate Property Asset Management	S Gibson	250	(42)	208	162	(46)	
P127	Demolitions	S Gibson		300	300		(300)	
	Demolition Stoke Wharf	A Thomas		300	300	364	64	
P171	Slough Basin	S Gibson				56	56	
P135	Plymouth Road (dilapidation works)	S Gibson	120	180	300	160	(140)	
P172	TVU development	S Gibson	2500	5,420	7920	9958	2,038	Overspend funded 18-19 budget
P156	Strategic Acquisition fund	S Gibson	5382	20,843	26225	23982	(2,243)	
P159	Hotel development	S Gibson	0		0	490	490	Overspend funded 18-19 budget
P178	Lease surrender Serena Hall	S Aislabie		475	475	313	(162)	
	Total Regeneration		8,252	27,476	35,728	35,485	(243)	
	Total General Fund		100,486	67,449	168,316	133,532	34,498	

FUNDING
Grant Funded
Borrowing
Section 106
Capital Receipts
Revenue
Total

		63,679	35,413	
		97,584	88,600	
		7,053	87	
			9,432	
		168,316	133,532	

Revised Budgets 2017-18 HRA

<i>Cost Centre</i>	<i>Lead Officer</i>	<i>Scheme name</i>	<i>17-18 approved</i>	<i>carry forward/(under spend)</i>	<i>17/18 revised</i>	<i>Spend to March 2018</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
		Housing Revenue Account				
		Decent Homes				
P544 (4601)	J Griffiths	Boiler Replacement	500	(222)	278	534
P544 (4602)	J Griffiths	Heating / Hot Water Systems	317	(363)	(46)	265
P544 (4603)	J Griffiths	Insulation programmes	0	(2,611)	(2,611)	180
P552A	J Griffiths	Front / Rear Door replacement	237	(344)	(107)	345
P558 A4604	J Griffiths	Kitchen Replacement	410	1,598	2,008	510
P558 A4605	J Griffiths	Bathroom replacement	256	1,096	1,352	134
P558 A4606	J Griffiths	Electrical Systems	136	476	612	81
P559 (A4607)	J Griffiths	Roof Replacement	628	(77)	551	626
P559 (A4608)	J Griffiths	Structural	802	(252)	550	92
		Total Decent Homes	3,286	(699)	2,587	2,767
		Planned Maintenance - Capital				
<i>Cost Centre</i>	<i>Lead Officer</i>	<i>Scheme name</i>	<i>17-18 approved</i>	<i>carry forward/(under spend)</i>	<i>17/18 revised</i>	<i>Spend to March 2018</i>

P541	J Griffiths	Garage Improvements	150	78	228	34
P548	J Griffiths	Mechanical Systems /Lifts	100	(150)	(50)	77
P545	J Griffiths	Capitalised Repairs	46	0	46	
P551	J Griffiths	Security & Controlled Entry Modernisation	0	110	110	65
P564	J Griffiths	Darvills Lane - External Refurbs	200	0	200	
P565	J Griffiths	Estate Improvements/Environmental Works	438	446	884	1,793
P569	J Griffiths	Replace Fascias, Soffits, Gutters & Down Pipes	250	(843)	(593)	497
P573 A4000	J Griffiths	Upgrade Lighting/Communal Areas	71	(186)	(115)	
P573 A4609	J Griffiths	Communal doors	78	53	131	1
P573 A4610	J Griffiths	Balcony / Stairs / Walkways areas	171	129	300	167
P573 A4611	J Griffiths	Paths	91	130	221	
P573 A4612	J Griffiths	Store areas	250	91	341	
Cost Centre	Lead Officer	Scheme name	17-18 approved	carry forward/(under spend)	17/18 revised	Spend to March 2018
	J Griffiths	Sheltered / supported upgrades	0	500	500	
		Total Planned Maintenance - Capital	1,845	358	2,203	2,634
		Other				

P546	J Griffiths	Environmental Improvements (Allocated Forum)	100	298	398	
P406	J Griffiths	Stock Condition Survey	160	1,167	1,327	1,018
P407	J Griffiths	Commissioning of Repairs Maintenance and Investment Contract	515	475	990	522
P405	J Griffiths	Tower and Ashbourne	1,700	1,696	3,396	1,033
P547	J Griffiths	Major Aids & Adaptations	250	(105)	145	251
P575	J Griffiths	Affordable Homes	12,000	(1,111)	10,889	12,131
P779	J Griffiths	Britwell Regeneration	0	161	161	154
P408	J Griffiths	Broom and Poplar Fire Upgrade			3,000	87
	J Griffiths	Budget Virement from HRA Projects for Broome and Poplar			(3,000)	(87)
		Total Other	14,725	2,581	17,306	15,109

		TOTAL	19,856	2,240	22,096	20,510
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		Funding				
		Section 106			(2,300)	(700)
		Capital Receipts			(3,267)	(3,639)
		Major Repairs Reserve			(9,500)	(11,171)
		RCCO			(7,029)	(5,000)
		TOTAL	0	0	(22,096)	(20,510)

Appendix C

<i>Cost Centre</i>		<i>Lead Officer</i>	<i>18-19 revision</i>	<i>19-20 revision</i>	<i>20-21 revision</i>	<i>21-22 revision</i>	<i>22-23 revision</i>	<i>23-24 revision</i>	<i>18-24 from approved</i>
	Children's, Learning & Skills Services		£'000	£'000	£'000	£'000	£'000	£000s	£'000
P051	Primary Expansions	Tony M	1,619	500	0	0	0		2,119
P076	Town Hall Conversion	Tony M	400						400
P093	Schools Modernisation Programme	Tony M	659	535	300	200	200	200	2,094
P101	SEN Resources Expansion	Tony M	4,189	1,010	250	250	250	250	6,199
P749	Children's Centres Refurbishments	Tony M	48	0	0	0	0		48
P783	Schools Devolved Capital	Tony M	110	100	90	80	80	80	540
P142	Children's Centres IT	Tony M	4	0	0	0	0		4
P153	Special School Expansion- Primary, Secondary & Post 16	Tony M	4,693	11,850	2350	0	0		18,893
P095	Secondary Expansion Programme	Tony M	20,193	3,500	0	0	0	0	23,693
P139	323 High	Tony M	118	0	0	0	0		118

	Street/Haybrook								
	Total Children's, Learning and Skills Services		32,033	17,495	2,990	530	530	530	54,108

<i>Cost Centre</i>		<i>Lead Officer</i>	<i>18-19 revision</i>	<i>19-20 revision</i>	<i>20-21 revision</i>	<i>21-22 revision</i>	<i>22-23 revision</i>	<i>23-24 revision</i>	<i>18-24 from approved</i>
	Place and Development		£'000	£'000	£'000	£'000	£'000	£000s	£'000
P006	Disabled Facilities Grant	P Thomas	550	550	550	550	550	550	3,300
P005	Housing Renovation Grant	A Mann	79						79
P179	James Elliman Homes	P Thomas	18,000	15,900	16,200	16,600	0		66,700
P102	Local Sustainable Transport Fund	S De Cruz	299						299
P111	Major Highways Programmes	Sing Wai	864	765	765	765	765	765	4,689
P174	Highways Maintenance Annual Programme	S De Cruz	849	524	0	0	0		1,373
P728	Highway Reconfigure & Resurface	Sing Wai	512	500	500	500	500	500	3,012
P881	Colnbrook Bypass	Sing Wai	131	0	0	0	0		131

P149	Windsor Road Widening Scheme	Sing Wai	4,637						4,637
P148	A355 Tuns Lane LEP Transport Scheme	Sing Wai	1,031						1,031
P157	Burnham Station LEP	S De Cruz	1,056						1,056
P053	Langley Station LEP	S De Cruz	1,314						1,314
	Flood Defence Measures SBC/EA Partnership	Sing Wai	100	0	0	0	0		100
	A4 Cycle	M Choudhury	560						560
	LTP Implementation Plan	S De Cruz	400	400	0	0	0		800
P054	Slough Transport Model	S De Cruz	92						92
Cost Centre		Lead Officer	18-19 revision	19-20 revision	20-21 revision	21-22 revision	22-23 revision	23-24 revision	18-24 revision from approved
	Community Transport Fleet	M Choudhury/J Northam	981						981
P155	Air Quality Grant	J Newman	116	0	0	0	0		116
P147	DEFRA Air Quality	J Newman	15						15
P125	Electric Vehicle Network	J Newman	550	200	200	0	0		950
P170	Carbon Management-Fleet Challenge	J Newman	191	150	670	0	0		1,011
P168	Re-fit Programme	J Newman	1087	800	484	0	0		2,371

P185	Manor Park Hall and Community Centre	C Dhillon	510						510
	Car Club	J Newman	400	100	100	100	100		800
	CPO Reserve	Amir Salarkia	2100	0					2,100
P184	Refurbishment 34 Herschel and 2 Victoria Street	P Thomas	431						431
P056	Slough Dog Recreation Area	V Vyas	16	0					16
P871	Community Investment Fund	Various	1817	1050	1050	1050	1050	1050	7,067
P580	Mayrise Insourcing	I Coventry	38						38
P176	Refuse Fleet and Grounds Plant Equipment	I Coventry	667						667
	Total Place & Development		39,393	20,939	20,519	19,565	2,965	2,865	106,246

<i>Cost Centre</i>		<i>Lead Officer</i>	<i>18-19 revision</i>	<i>19-20 revision</i>	<i>20-21 revision</i>	<i>21-22 revision</i>	<i>22-23 revision</i>	<i>23-24 revision</i>	<i>18-24 revision from approved</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£000s</i>	<i>£'000</i>
	Finance & Resources								
P143	LAAP Mortgage Scheme	N Wilcox	1,000	0	0	0	0		1,000
P578	Digital Transformation Programme Phase 1	J Chohan	162						162
P084	IT Infrastructure Refresh	S Pallet	781	350	350	350	350	350	2,531
P109	Superfast Broadband		20	0	0	0	0		20

	Total Finance & Resources		1,963	350	350	350	350	350	3,713
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<i>Cost Centre</i>		<i>Lead Officer</i>	<i>18-19 revision</i>	<i>19-20 revision</i>	<i>20-21 revision</i>	<i>21-22 revision</i>	<i>22-23 revision</i>	<i>23-24 revision</i>	<i>18-24 revision from approved</i>
	Adults & Communities		£'000	£'000	£'000	£'000	£'000	£000s	£'000
P331	Social Care IT Developments	Alan S	518	0	0	0	0		518
P577	Learning Disability Care Programme	Simon Broad	1710						1,710
P133	Extra Care Housing	Craig Brewin	1849	800	0	0	0		2,649
P183	Management Information Centre	A Cowen	70						70
P083	Cemetery Extension	Ketan G	2240						2,240
P873	Crematorium Project	Ketan G	84						84
P162	Community Leisure Facilities	A Hibbert	101						101
P141	Langley Leisure Centre	A Hibbert	2,197	0	0	0	0		2,197
<i>Cost Centre</i>		<i>Lead Officer</i>	<i>18-19 revision</i>	<i>19-20 revision</i>	<i>20-21 revision</i>	<i>21-22 revision</i>	<i>22-23 revision</i>	<i>23-24 revision</i>	<i>18-24 revision from approved</i>
P969	Salt Hill Leisure	A Hibbert	1,941	0	0	0	0		1,941
P165	Leisure Centre Farnham Road	A Hibbert	11,938	0	0	0	0		11,938
P164	New Ice	A Hibbert	1,581						1,581
	Total Adults & Communities		24,229	800	0	0	0	0	25,029

<i>Cost Centre</i>		<i>Lead Officer</i>	<i>18-19 revision</i>	<i>19-20 revision</i>	<i>20-21 revision</i>	<i>21-22 revision</i>	<i>22-23 revision</i>	<i>23-24 revision</i>	<i>18-24 revision from approved</i>
	Regeneration		£'000	£'000	£'000	£'000	£'000	£'000	£'000
P128	Corporate Property Asset Management	S Gibson	250	250	0	0	0		500
	Demolition Stoke Wharf	S Gibson	80	0	0	0	0		80
P172	TVU development	S Gibson	5,962	8,000	8,000	0	0		21,962
P159	Development Old Library Site	S Gibson	4,010	15,000	10,000	0	0		29,010
	Plymouth Road (dilapidation works)	S Gibson	140						140
	Stock Condition Survey	A Thomas	2,400	2,400	2,400	2400	2400		12,000
P178	Lease Surrender Serena Hall	S Gibson	162						162
P156	Strategic Acquisition Fund	S Gibson	2,243						2,243
	Total Regeneration		15,247	25,650	20,400	2,400	2,400	0	66,097
	Total		112,865	65,234	44,259	22,845	6,245	3745	255,193
<i>Cost Centre</i>	<i>FUNDING</i>	<i>Lead Officer</i>	<i>18-19 revision</i>	<i>19-20 revision</i>	<i>20-21 revision</i>	<i>21-22 revision</i>	<i>22-23 revision</i>	<i>23-24 revision</i>	<i>18-24 revision from approved</i>
	Grant Funded		38,790	15,444	2,575	1,895	630	2,530	61,864
	Borrowing		64,564	48,290	40,884	20,450	5,115	715	180,018

	Section 106		9,511	1500	800	500	500	500	13,311
	Capital Receipts								0
	Revenue								0
	Total		112,865	65,234	44,259	22,845	6,245	3745	255,193

Appendix D

Cost Centre	Housing Revenue Account	Lead Officer	18-19 revision	19-20 revision	20-21 revision	21-22 revision	22-23 revision	23-24 revision	TOTAL
	Traditional Homes		£'000	£'000	£'000	£'000	£'000	£'000	£'000
P544 (4601)	Boiler Replacement	J Griffiths	500	500	500	500	500	1,805	4,305
P544 (4602)	Heating / Hot Water Systems	J Griffiths	317	317	317	317	317	703	2,287
P544 (4603)	Insulation programmes	J Griffiths	0	0	0	0	0		
P552A	Window/ Front / Rear Door replacement	J Griffiths	237	125	125	125	125	424	1,162
P558 A4604	Kitchen Replacement	J Griffiths	410	410	410	410	410	348	2,399
P558 A4605	Bathroom replacement	J Griffiths	256	256	256	256	256	277	1,558
P558 A4606	Electrical Systems	J Griffiths	136	136	136	136	136	419	1,100
P559 (A4607)	Roof Replacement	J Griffiths	628	628	628	628	628	1,243	4,384
P559 (A4608)	Structural	J Griffiths	802	803	802	802	802	1,118	5,130
	Traditional Homes		3,286	3,175	3,175	3,175	3,175	6,337	22,324

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			18-19 revision	19-20 revision	20-21 revision	21-22 revision	22-23 revision	23-24 revision	
	Planned Maintenance - Capital		£'000	£'000	£'000	£'000	£'000	£'000	£'000
P541	Garage Improvements	J Griffiths	150	150	150	150	150	194	944
P548	Mechanical Systems /Lifts	J Griffiths	200	200	100	110	110	52	772
P545	Capitalised Repairs	J Griffiths	46	46	46	46	46		230

Cost Centre	Housing Revenue Account	Lead Officer	18-19 revision	19-20 revision	20-21 revision	21-22 revision	22-23 revision	23-24 revision	TOTAL
P564	Darvills Lane - External Refurbs	J Griffiths	200	200	200	200	200		1,000
P565	Estate Improvements/Environmental Works	J Griffiths	221	221	221	221	221	259	1,363
P569	Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths	250	250	0	0	0	236	736
P573 A4000	Upgrade Lighting/Communal Areas	J Griffiths	71	71	71	71	71	324	678
P573 A4609	Communal doors	J Griffiths	78	78	78	78	78	121	510
P573 A4610	Balcony / Stairs / Walkways areas	J Griffiths	171	171	171	171	171	62	918
P573 A4611	Paths	J Griffiths	91	90	91	91	91	382	835
P573 A4612	Store areas	J Griffiths	250	0	0	0	0	97	347
	Sheltered / supported upgrades	J Griffiths	0	0	0	0	0	324	324
	Planned Maintenance - Capital		1,728	1,477	1,127	1,137	1,137	2,051	8,656

Cost Centre	Other	Lead Officer	£'000	£'000	£'000	£'000	£'000	£'000	£'000
C4xxx P546 A4000	Environmental Improvements (Allocated Forum)	J Griffiths	100	100	100	100	100	130	630
P406	Stock Condition Survey	J Griffiths	160	160	160	160	160		800
P407	Commissioning of Repairs Maintenance and Investment Contract	J Griffiths	0	0	0	0	0		0
P405	Tower and Ashbourne	Paul Thomas	0	(3,720)	0	0	0		(3,720)

P408	Brooms & Poplar Fire Compliance Upgrade Works	J Griffiths/Brown R							0
P547	Major Aids & Adaptations	J Griffiths	250	250	250	250	250	324	1,574
P575	Affordable Homes		12,000	22,000	0	0	0	11,017	45,017
	Other		12,510	18,790	510	510	510	11,471	44,301

	TOTAL		17,524	23,442	4,812	4,822	4,822	19,859	75,282
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	Funding		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Section 106 (AH)		0	0	0	0	0		0
	Capital Receipts		(3,600)	(6,600)	0	0	0	(3,305)	(13,505)
	Major Repairs Reserve		(5,924)	(8,842)	(4,812)	(4,822)	(4,822)	(8,000)	(37,222)
	RCCO		(8,000)	(8,000)	(0)	(0)	(0)	(8,554)	(24,555)
	TOTAL		(17,524)	(23,442)	(4,812)	(4,822)	(4,822)	(19,859)	(75,282)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th June 2018

CONTACT OFFICER: Stephen Gibson, Project Manager, Regeneration

(For all enquiries) 01753 875852

WARD(S): Central and Chalvey

PORTFOLIO: Leader of Council and Cabinet Member for Regeneration and Strategy - Cllr Swindlehurst

PART I
KEY DECISION**FORMER THAMES VALLEY UNIVERSITY CAMPUS AND MONTEM LEISURE CENTRE DEMOLITION****1 Purpose of Report**

- 1.1 On 22 January 2018, Cabinet agreed to the granting of an option over the Heart of Slough North West Quadrant Site ("NWQ") to Slough Urban Renewal ("SUR") and delegated authority to the Director of Finance & Resources (Section 151 Officer), in consultation with the Leader of the Council, to agree the final terms of the option. The final terms of the option include a requirement for SUR to pay any reasonable development costs incurred by Slough Borough Council ("SBC" or "the Council") including demolition and remediation costs in respect of the NWQ until such time as the NWQ site (or relevant part) is drawn down by SUR for development to commence.
- 1.2 Whilst the empty existing buildings on the NWQ site have been de-listed by the Valuation Office Agency from the date of acquisition, they are still unsightly buildings that attract anti social behaviour and incur monthly security costs. Against this background and with a view to maintaining the momentum of Council-led regeneration, this report seeks approval for a budget to demolish the buildings prior to transferring the sites to the SUR.
- 1.3 At the same time approval is sought to agree a demolition budget for the Montem Leisure Centre, which was optioned to SUR in March 2013 and is due to become vacant on the completion and handover of the Farnham Road Leisure Centre.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- 2.1 That a demolition budget of £4m be agreed to cover vacant buildings on the NWQ and the Montem Leisure Centre sites; and
- 2.2 Subject to 2.1 above, that delegated authority be given to the Director of Regeneration, following consultation with the Leader of the Council, to agree the final procurement contracts.

3. **The Slough Joint Wellbeing Strategy, the Joint Strategic Needs Assessment, and the 5-Year Plan**

The promotion and delivery of high quality new housing will maximise the value of the Council's asset base, increase council tax receipts and provide an income stream which could contribute to the provision of front line services.

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

Expedient construction of the schemes will improve local temporary employment opportunities, as well as increase opportunities for apprenticeships, enabling local people to improve their learning and skills base. Redeveloping the sites as quickly as possible will improve the quality of the built environment and the image of the town whilst providing much-needed high quality housing.

The schemes will be designed with on-going management and safety as a key consideration and the sites will be demolished and constructed in line with current Health and Safety regulations.

3b. **Five-Year Plan Outcomes**

Working expediently to procure a demolition contractor allowing for the construction works to commence earlier on these major regeneration sites and will address the Five-Year Plan outcomes through the following:

- **Outcome 1** – Ensuring that the schemes are designed in line with amenity requirements and create safe, useable and interesting public spaces will contribute towards Slough children growing up to be happy, healthy and successful.
- **Outcome 2** – High quality new homes and public spaces will attract residents who are likely to manage their own care needs.
- **Outcome 3** – Major schemes that make statements of quality will encourage people to live, work and stay in Slough.
- **Outcome 4** – The delivery of mixed-tenure residential-led schemes will directly contribute towards our residents having access to good quality homes.
- **Outcome 5** - developing Grade A office space, retail and leisure uses on the NWQ site will help attract and retain businesses whilst directly creating opportunities for our residents.

4 **Other Implications**

a) Financial

SUR is a Limited Liability Partnership owned by SBC and Morgan Sindall Investments Limited ("MSIL"). Generating a commercial return for the partners is part of SUR's objectives.

For the NWQ it is anticipated that SUR will pay to the Council out of development sale receipts a minimum land value which covers all acquisition costs (land payments, stamp duty land tax, acquisition legals etc.) and that SUR will also be obliged to reimburse to the Council out of development sale receipts:

- the Council's demolition and remediation costs and any other reasonable development costs incurred by the Council in respect of the NWQ; and
- the Council's net finance holding costs (calculated at 3% per annum in respect of the Council's original acquisition costs and the Council's reasonable development costs (as referred to above) from the date on which the costs are (in each case) incurred by the Council, less any net meanwhile income) until such time as the NWQ site (or relevant part) is drawn down by SUR for development to commence in addition to a share in the development profits.

For the Montem site the residual development value of the site (i.e. the value at which it will transfer to SUR) should increase by an amount commensurate to SBC's expenditure on demolishing the site.

b) Risk Management

Subject to SBC undertaking the demolition works and the subsequent developments being undertaken via SUR:

Risk	Mitigating action	Opportunities
Legal –	No risks identified.	
Property – House prices could fall, resulting in anticipated sales values being unachievable.	Morgan Sindall Group plc are a commercial partner and will ensure all development realised is financially viable and synced to market cycles.	On the NWQ site the reasonable development costs incurred by SBC (including demolition and remediation costs) will be paid from the development along with holding costs at 3% pa. as referred to above.
Human Rights	No risks identified.	
Health and Safety – workers are harmed or killed during the course of demolition, or local residents are harmed accessing the site.	A competent and experienced demolition contractor will be procured and appointed.	Contractor on site at all times during demolition to ensure site security.
Health and Safety – hazardous materials within the structures	All asbestos removed from site with all necessary certification.	Cleared ground conditions on the sites will enable the subsequent developments to progress with reduced risk.
Employment Issues –	No risks identified.	
Equalities Issues	No risks identified.	
Community Support	No risks identified.	
Communications	No risks identified.	The early commencement of demolition on the NWQ site is a positive story that improves the public realm before construction works even commence and continues the momentum of regeneration in the Heart of Slough.

Community Safety – local residents/workers harmed during demolition.	A competent and experienced demolition contractor will be procured and appointed.	
Risk	Mitigating action	Opportunities
Finance – Exposure to increased cash flowing of costs.	The expenditure incurred Will be recoverable from the receipts received from SUR.	Holding costs (3% pa) are accrued against reasonable development cost on the NWQ site as referred to above.
Finance – The developments do not generate a profit or make a loss.	The Council has taken independent advice on costs and revenue to ensure that the projects are viable and will deliver a profit.	Should the sales periods be shorter/ values higher than anticipated it may result in an increase in the Council's share of the profit.
Finance – Higher than anticipated demolition costs.	The demolition budget includes a £500k contingency allowance.	
Timetable for Delivery – schemes are delayed unnecessarily.	Works are anticipated to be procured and undertaken in advance of the schemes achieving planning consent.	Cleared ground conditions on the sites will enable the subsequent developments to progress sooner.
Governance –	No risk identified	
Performance – failure to demolish buildings competently.	Competent and experienced demolition contractors will be appointed and all tenderers without previous relevant experience will be excluded.	NWQ will be the most technically difficult and expensive demolition SBC has ever commissioned and should attract the best in class contractors.
SBC Capacity – SBC Officers unable to operate within commercial timescales.	Property Services have experienced project managers with capacity to undertake the commissioning and the management of the works.	
Planning – the demolition proposals do not achieve Prior Approval.	Competent and experienced demolition contractors will be appointed and all tenderers without previous relevant experience will be excluded.	
Ecology – protected species may be harmed during construction.	Competent and experienced demolition contractors will be appointed and ecology reports/ mitigation will be undertaken prior to demolition.	

c) Human Rights Act and Other Legal Implications

There are no Human Rights Act and other legal implications associated with this report.

d) Equalities Impact Assessment

There are no equalities issues associated with this report.

e) Property Issues

See section 5 below.

5. **Supporting Information**

Background

- 5.1 The Former Thames Valley University (“TVU”) Campus was acquired by SBC in April 2017. The vacant buildings were de-listed from business rates as soon as the site was acquired but they remain unsightly, attract anti social behaviour and incur significant security costs.
- 5.2 Montem Leisure Centre was part of the original portfolio of sites optioned to SUR in 2013. The new Leisure Centre on Farnham Road is anticipated to complete by March 2019 - from which point the Montem Leisure centre will be vacant. If the demolition works are procured now, the contract is valid for a year enabling the commencement of demolition as soon as the operator moves premises. Joint procurement will give economies of scale and will allow the Council to reduce expenditure on business rates and security.

Options

- 5.3 **Option 1** - Do not allow additional funds to be made available to cover the demolition costs.
- The benefits are that the risks associated with the demolition works are deferred to SUR rather than being born solely by SBC and there is no need to cash flow the demolition costs.
 - The costs are that empty business rates and additional security costs may be incurred (estimation based on 6 month business rates on the leisure centre (c.£63.5k), 6 months council tax on the two lodge properties (c.£1.5k) and 9 months security (c.£45k) equating to circa £110k.)
- 5.4 **Option 2** (recommended option) - Provide funds for the demolition that will be recouped from the development projects.
- If funds are made available now, the SBC appointed demolition contractor can progress the works with no delays and leave the areas as the future development contractor would wish to find them. This would have the added value of de-risking the projects in relation to unforeseen costs associated with poor ground conditions.
 - The costs are that SBC have to cash flow significant expenditure and participate in development risk to recuperate the expenditure/ land value loan notes which are paid down on the successful completion of the schemes.

6 **Comments of other Committees**

None.

7. **Conclusions**

- 7.1 The redevelopment of the former TVU and Montem sites are key regeneration schemes that have the capacity to provide a combined total of 1,500 new homes .
- 7.2 Although the financial cost of doing nothing is relatively small, the improved neighbourhood security, urban aesthetics and development programmes of demolishing the vacant buildings as soon as possible are considered to outweigh any financial risk associated with cash flowing the additional expenditure.

8 **Appendices**

- 8.1 None

9 **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th June 2018

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

WARD(S): All

PORTFOLIO: Leader, Regeneration & Strategy – Councillor Swindlehurst

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be endorsed.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

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

4. Other Implications**(a) Financial**

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Current Notification of Decisions – published 11th May 2018.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 JUNE 2018 TO 31 AUGUST 2018

Date of Publication: 11th May 2018

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

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This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email catherine.meek@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

What is a Key Decision?

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader - Transformation & Performance | Councillor Hussain |
| • Environment & Leisure | Councillor Anderson |
| • Planning & Transport | Councillor Carter |
| • Regulation and Consumer Protection | Councillor Mann |
| • Corporate Finance & Housing | Councillor Nazir |
| • Health & Social Care | Councillor Pantelic |
| • Children & Education | Councillor Sadiq |

Where can you find a copy of the Notification of Decisions?

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at St Martin's Place, 51 Bath Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: catherine.meek@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

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2

Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda. Urgent Notices are published on the Council's [website](#).

Cabinet - 18th June 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Ruling Group Manifesto</u> To note the manifesto of the Ruling Group following the Borough election held on 3 rd May 2018; consider adopting as Council policy; and the reporting arrangements to monitor progress.	R&S	All	All	-	-	None		
<u>Cabinet portfolios and responsibilities</u> To receive a report confirming the Cabinet portfolios for 2018/19 and the responsible Members.	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
<u>Provisional Financial Outturn 2017/18</u> To consider the revenue and capital financial outturn for the 2017-18 financial year.	F&H	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<u>Performance & Projects Report Q4 2017/18</u> To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2017-18.	T&P	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<p><u>Statutory Service Plans</u></p> <p>To recommend to Council the Statutory Services Plans (SSPs) in relation to Food Safety Service; Health & Safety Service; and Trading Standards Service in accordance with the requirements laid down by external agencies.</p>	R&C	All	All	Ginny de Haan, Service Lead Regulatory Services Tel: 01753 477912	-	None		
<p><u>Former Thames Valley University Campus and Montem Leisure Centre Demolition</u></p> <p>To seek approval to a demolition budget for the empty buildings at the Former Thames Valley University site and Montem Leisure Centre.</p>	R&S	Central; Chalvey	Housing	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	
<p><u>Osborne Property Services Ltd Trading Partnership and Commercial Initiatives Update</u></p> <p>Further to previous Cabinet decisions, to receive an update on the trading partnership with Osborne Property Services Ltd.</p>	F&H	All	Housing	John Griffiths, Service Lead Neighbourhood Services Tel: (01753) 875436	-	None	√	
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	T&P	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<p><u>Notification of Forthcoming Decisions</u></p> <p><i>To endorse the published Notification of Decisions.</i></p>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

Cabinet - 16th July 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Low Emission Strategy 2018-25 and Transport Strategy</u></p> <p>To consider approval of the Low Emission Strategy and the related Transport Strategy following consideration of the feedback from the recent public consultation.</p>	E&L	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None		
<p><u>SBC Annual Report 2017/18</u></p> <p>To provide a report on the Council's progress against the outcomes in the Five Year Plan for 2017/18.</p>	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None	√	
<p><u>Gender Pay Gap Action Plan</u></p> <p>To consider Gender Pay Gap Action Plan for approval.</p>	R&S	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None	√	
<p><u>Tower and Ashbourne Houses Update</u></p> <p>To receive an update and take any further decisions on the proposed redevelopment plans for the Tower and Ashbourne Houses site.</p>	F&H	All	Housing	John Griffiths, Service Lead Neighbourhood Services Tel: (01753) 875436	-	None	√	

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	T&P	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<p><u>Notification of Forthcoming Decisions</u></p> <p><i>To endorse the published Notification of Decisions.</i></p>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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