

AGENDA FOR THE EXECUTIVE

Date: Monday, 13 May 2013

Time: 6:00 pm

Venue: Collingwood Room - Civic Offices

Executive Members:

Councillor B Bayford, Health and Housing

Councillor K D Evans, Strategic Planning and Environment

Councillor Mrs C L A Hockley, Leisure and Community

Councillor L Keeble, Streetscene



1. Apologies for Absence

2. Minutes (Pages 1 - 8)

To confirm as a correct record the minutes of the meeting of Executive held on 15 April 2013.

3. Executive Leader's Announcements

4. Declarations of Interest

To receive any declarations of interest from members in accordance with Standing Orders and the Council's Code of Conduct.

5. Petitions

6. Deputations

To receive any deputations, of which notice has been lodged.

7. Minutes / References from Other Committees

There are no Minutes/References from Other Committees to be reported at this meeting.

Matters for Decision in Public

Note: Where an urgent item of business is raised in accordance with Part 3 of the Constitution, it will be considered with the relevant service decisions as appropriate.

8. Appointment of Members to Areas of Responsibility

The Executive Leader is invited to appoint Executive Members to the areas of responsibility, as announced at the Annual Meeting of the Council.

9. Executive Appointments

To appoint Executive Members to the following bodies in 2013/14:-

(i) Fareham Museum Joint Management Committee (In 2012/13, the Executive appointed Councillors Mrs C L A Hockley and B Bayford).

(ii) Portchester Crematorium Joint Committee (In 2012/13, the Executive appointed Councillors K D Evans and L Keeble).

(NB. In the past, the Executive has not appointed 'substitute' members to this joint committee. However, the Executive may, if it so wishes authorise other members of the Executive to act as deputies).

(iii) Fareham and Gosport Building Control Members' Panel – (In 2012/13, the Executive appointed Councillor T M Cartwright).

(v) Partnership for Urban South Hampshire (PUSH)

As PUSH is a formal Joint Committee, the following appointments are required to be made by the Executive for 2013/14:-

- (a) Joint Committee representatives – (In 2012/13, the Borough Council's representatives were: Executive Leader (Councillor S D T Woodward) and Deputy Executive Leader (Councillor T M Cartwright));
 - (b) Sub-Group Meetings – (In 2012/13, the Borough Council's representatives were the appropriate Executive Members (as relevant)); and
 - (c) Meeting with Key Consultees and similar Consultation Meetings – (In 2012/13, the Borough Council's representatives were Councillors S D T Woodward and T M Cartwright).
- (vi) CCTV Partnership:
- (In 2012/13, the Executive appointed Councillor T M Cartwright).
- (vii) Fareham and Gosport Environmental Health Partnership Panel
- To appoint a member of Fareham Borough Council to the above Panel for 2013/14 - (in 2012/13, the Borough Council's representative was Councillor T M Cartwright).
- (vii) Housing Tenancy Board
- The Executive is invited to consider the appointment of Alderman Ernest Crouch as a co-opted member of the Housing Tenancy Board for 2013/14.

10. Leisure and Community

Non-Key Decision

- (1) **Hire of Open Space at Titchfield and Park Lane Recreation Ground**
(Pages 9 - 22)
a report by the Director of Streetscene

11. Public Protection

Key Decision

- (1) **Food Standards Agency - Food Safety Service Plan** (Pages 23 - 54)
a report by the Director of Regulatory and Democratic Services

12. Strategic Planning and Environment

Non-Key Decision

- (1) **Solent Green Deal Scheme** (Pages 55 - 62)
a report by the Director of Planning and Environment

13. Policy, Strategy and Finance

Key Decisions

- (1) **Estates Efficiency Proposals 2013-2014** (Pages 63 - 88)
a report by the Director of Finance and Resources

- (2) **Improving Customer Satisfaction** (Pages 89 - 98)
a report by the Director of Community

14. Exclusion of Public and Press

To consider whether it is in the public interest to exclude the public and representatives of the Press from the remainder of the meeting on the grounds that the matters to be dealt with involve the likely disclosure of exempt information, as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Exempt Matters for Decision

Note: Where urgent items of business are raised in accordance with Part 3 of the Constitution, they will be considered with the relevant service decisions as appropriate.

15. Health and Housing

Key Decision

- (1) **Redevelopment of Collingwood House - Tenders report** (Pages 99 - 112)
a report by the Director of Community

P GRIMWOOD
Chief Executive Officer

www.fareham.gov.uk

2 May 2013

For further information please contact:
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Tel: 01329 236100
democraticservices@fareham.gov.uk

FAREHAM

BOROUGH COUNCIL

Minutes of the Executive (to be confirmed at the next meeting)

*Minutes of a meeting held on 15 April 2013
in the Collingwood Room, Civic Offices, Fareham*

Present: Councillor S D T Woodward - Policy, Strategy and Finance
(Executive Leader)
Councillor T M Cartwright - Public Protection (Deputy Leader)
Councillor B Bayford - Health and Housing
Councillor K D Evans - Strategic Planning and Environment
Councillor Mrs C L A Hockley - Leisure and Community
Councillor L Keeble - Streetscene

Also in attendance, Councillors:

Miss S M Bell (Chairman of Leisure and Community Policy Development and Review Panel)
J V Bryant (Chairman of Strategic Planning and Environment Policy Development and Review Panel)
Mrs P M Bryant (Chairman of Licensing and Regulatory Affairs Committee) for Minute 12(1)
P J Davies (Chairman of Housing Tenancy Board) for Minute 9(2)
Mrs M E Ellerton (Chairman of Health and Housing Policy Development and Review Panel)
Miss T Harper (Chairman of Streetscene Policy Development and Review Panel)
T J Howard (Chairman of Appeals Committee)
Mrs K Mandry (Chairman of Public Protection Policy Development and Review Panel) for Minute 10(2)
R H Price, JP for Minute 10(2)
D C S Swanbrow (Chairman of Scrutiny Board)
Mrs K K Trott for Minute 12(1)



Public Session

The meeting opened with the Executive Leader inviting all Councillors and members of the public present to join with him in a minute silence as a mark of respect for Baroness Thatcher who died on 8 April 2103.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. MINUTES

RESOLVED that the minutes of the meeting of the Executive held on 4 March 2013 ([x-130304-m](#) refers) be confirmed and signed as a correct record.

3. EXECUTIVE LEADER'S ANNOUNCEMENTS

There were no Executive Leader's announcements.

4. DECLARATIONS OF INTEREST

Councillor Keeble declared a non-pecuniary interest for item 10(1) - Project Integra Revised Constitution Strategy and Action Plan as he is the Chairman of the Project Integra Strategic Board. Councillor Keeble remained in the room for this item and was present for the discussion and decision.

Councillor Davies declared a non-pecuniary interest for item 9(2) – Review of Community Buildings as he is the Council appointed representative on Fareham North West Community Association Management Committee. Councillor Davies addressed the Executive for this item, at the invitation of the Executive Leader.

5. PETITIONS

There were no petitions presented at this meeting.

6. DEPUTATIONS

The Executive received a deputation from Mr Derek Marlow in relation to item 12(1) – Draft New Community North of Fareham Plan (see minute 12(1) below).

The Executive Leader agreed to bring that item for consideration forward on the agenda.

7. MINUTES/REFERENCES FROM OTHER COMMITTEES

- (1) The Executive received the minutes of the Housing Tenancy Board held on 18 March 2013.

RESOLVED that the Executive endorsed the proposed work programme for 2013/14 included in the minutes at item 6.

- (2) The Executive received the minutes of the Scrutiny Board held on 21 March 2013.

The Executive received comments from the Scrutiny Board on the Safeguarding Policy and took account of those comments in determining the matter at minute 9(1) below.

- (3) Reference from the Health and Housing Policy Development and Review Panel meeting held on 14 March 2013.

The Executive received comments from the Health and Housing Policy Development Review Panel regarding the review of Incentive Payments to Resident of Under-Occupied Properties and took account of these comments in determining the matter at minute 8(1) below.

- (4) Reference from the Streetscene Policy Development and Review Panel meeting held on 7 March 2013.

The Executive received comments from the Streetscene Policy Development Review Panel regarding the Allocation of Proceeds from the Sale of Recycling Clothes and Textiles and took account of these comments in determining the matter at minute 10(2) below.

- (5) References from the Public Protection Policy Development and Review Panel meeting held on 12 March 2013.

The Executive received comments from the Public Protection Policy Development Review Panel regarding the Food Standards Agency Food Safety Service Plan and noted that this item will be brought to the meeting of the Executive on 13 May 2013.

The Executive received comments from the Public Protection Policy Development Review Panel regarding the Contaminated Land Inspection Strategy Update and took account of these comments in determining the matter at minute 11(1) below.

8. EXECUTIVE MATTERS FOR DECISION IN PUBLIC

The Executive considered the following matters for decision and resolved as indicated, in the Notices of Executive Decisions referred to and as set out below:-

Health and Housing

- (1) Revised Council Housing Transfer Incentive Scheme (Key Decision) - Decision No. [2012/13-171](#)

RESOLVED that the Executive agrees:

- (a) to restrict eligibility to council tenants of non working age who are living in family sized housing accommodation; and
(b) to make a contribution toward removal costs of up to £500 for working age tenants where they move to small accommodation.

9. Leisure and Community

- (1) Safeguarding Policy (Key Decision) - Decision No. [2012/13-172](#)

The Scrutiny Board reviewed this item at its meeting on 21 March 2013, following the referral of the motion submitted to the Council meeting of 13 December 2012 by Councillor N R Gregory. The motion and the comments of the Scrutiny Board were taken into account during consideration of this item (see minute 7 above).

RESOLVED that the new Safeguarding Policy be approved and implemented.

- (2) Review of Community Buildings (Phase 3) - Master Plan for Fareham Community Action Team Area - Decision No. [2012/13-173](#)

At the invitation of the Executive Leader, Councillor P J Davies addressed the Executive on this item, having declared a non-pecuniary interest as he is the Council appointed representative on Fareham North West Community Association Management Committee.

RESOLVED that the Executive approves the draft master plan for the Fareham Town Community Action Team area for further exploration, subject to corrections at Appendix A on page 1 to show that the Community Action Fareham building is owned by 1st Wessex and to correct the spelling of Councillor Davies' surname on page 4.

10. Streetscene

- (1) Project Integra Revised Constitution Strategy and Action Plan (Key Decision) - Decision No. [2012/13-174](#)

Councillor Keeble declared a non-pecuniary interest as he is the Chairman of the Project Integra Strategic Board. Councillor Keeble remained in the room for this item and was present for the discussion and decision.

RESOLVED that the Executive approves the revised Project Integra constitution, strategy and action plan as detailed in the attached briefing paper and appendices ([xss-130415-r15-pdo](#) refers).

- (2) Allocation of the proceeds for the sale of the Recycling Clothes and Textiles (Key Decision) - Decision No. [2012/13-175](#)

At the invitation of the Executive Leader, Councillor Mrs K Mandry and Councillor R H Price, JP addressed the Executive on this item.

Following a debate on the subject, the Executive Leader suggested that it would be reasonable to look closely at the wording of the consultation questions which asked if residents would like to see a *small* proportion of the proceeds to help keep Council Tax down. He stated that although 25% of respondents indicated they would allocate money to keep Council Tax down, they may not view 25% as being a small proportion.

RESOLVED that Executive approves:

- (a) that 90% of the net proceeds from the clothing and textile recycling contract be given to good causes with the remaining 10% being retained by the Council and used to help keep Council Tax bills down by supporting services for residents;
- (b) that from the 90% of net proceeds, the 3 current textile bank operators - Air Ambulance Service, Salvation Army and TRAIID (Textile Recycling for Aid & International Development) will receive a guaranteed income of a share of £35,000 based on the current proportion of tonnages collected by each operator and subject to the tonnages of textiles being collected remaining at a sufficiently high level to permit this; and
- (c) that the remainder of the 90% of net proceeds from the clothing and textile contract be allocated to the Council's Community Fund from which residents and local groups can bid.

11. Public Protection

- (1) Contaminated Land Inspection Strategy (Key Decision) - Decision No. [2012/13-176](#)

RESOLVED that:

- (a) the Executive notes the progress that has been made in respect of the identification and data capture of areas of potential contamination, the investigation and remediation of land through the planning regime and via voluntary means; and
- (b) the Executive approves the fifth revision of the Contaminated Land Inspection Strategy, attached at Appendix A to the report ([xpp-130415-r11-wsh](#) refers).

12. Strategic Planning and Environment

- (1) Draft New Community North of Fareham Plan (Key Decision) - Decision No. [2012/13-177](#)

The comments of the Depute were taken into account during consideration of this item (see minute 6 above).

At the invitation of the Executive Leader, Councillor Mrs P M Bryant and Councillor Mrs K K Trott addressed the Executive on this item.

RESOLVED that the Executive approves:-

- (a) that the New Community North of Fareham Plan as set out in Appendix A to this report be published for a 6 week consultation, together with supporting documents including the Sustainability Appraisal Options Assessment and Habitat Regulation Assessment Screening Report (Appendix B), and

- (b) that the Director of Planning and Environment, in consultation with the Executive Member for Strategic Planning and Environment be authorised to make any necessary minor amendments to the documents, including the provision of appendices provided these do not change the overall direction, shape or emphasis of the document and do not raise any significant new issues.

(2) Naming of the New Community (Key Decision) - Decision No. [2012/13-178](#)

The Executive Leader announced that the consultation period produced a total of 5,177 votes cast, with the results being:

Swansdell 1,361

Spurlings 1,505

Welborne 2,311

RESOLVED that the Executive approves the name of the new community North of Fareham, as Welborne. This based on the highest number of votes received following a consultation exercise.

(3) Adoption of Fareham Borough Community Infrastructure Levy (Key Decision) - Decision No. [2012/13-179](#)

RESOLVED that the Executive recommends that the Council:

- (a) approves the Community Infrastructure Levy Charging Schedule as set out in Appendix B for Implementation from 1st May 2013;
- (b) approves for publication the 'Regulation 123 List' as set out in Appendix C;
- (c) agrees the arrangements for payment of Community Infrastructure Levy by instalments as set out at Appendix D;
- (d) delegates to the Director of Finance and Resources, in consultation with the Executive Portfolio holder, the authority to publish a revised instalments policy;
- (e) does not make Exceptional Circumstances relief available in its area;
- (f) does not make Discretionary Charitable Relief available in its area;
- (g) delegates to the Director of Finance and Resources in consultation with the Director of Planning and Environment and the Executive Portfolio Holders for Policy, Strategy and Finance and Strategic Planning and Environment, the decision on whether or not to accept an offer of transfer of land in payment or part payment of a CIL liability;
- (h) approves the delegation of the discretionary powers set out in Appendix E to the Director of Finance and Resources with the exception of the power to issue a CIL Stop Notice under Regulation 89 which shall be delegated to the Director of Finance and Resources in consultation with the Director of Planning and Environment and the Executive Portfolio Holders for Policy, Strategy and Finance and Strategic Planning and Environment;
- (i) delegates the power to take proceedings in relation to any CIL offence to the Solicitor to the Council;
- (j) authorises the post holders specified in Appendix F for the purposes of CIL Regulation 109; and

- (k) delegates power to the Director of Planning and Environment to amend the list of posts at Appendix F.
- (4) Locks Heath District Centre - Outcome of Consultation on Masterplan Options (Key Decision) - Decision No. [2012/13-180](#)

RESOLVED that:

- (a) the Executive notes the results of the public consultation on the future of the Locks Heath District Centre; and
 - (b) the Development Sites and Policies Plan is further refined to provide an appropriate planning policy framework for the regeneration of the District Centre. This will be informed by an examination of more detailed potential development scenarios for the regeneration of the District Centre which take into account the views expressed during the public consultation and the continuing dialogue with interested parties.
- (5) Proposed Titchfield Parking Review - Decision No. [2012/13-181](#)

RESOLVED that the Executive approves the proposal to carry out a review of parking on the square, Titchfield.

13. Policy, Strategy and Finance

- (1) Council Tax Support Exceptional Hardship Fund Policy (Key Decision) - Decision No. [2012/13-182](#)

RESOLVED that the Executive approves the draft Council Tax Support Exceptional Hardship Policy as set out in the report ([xps-130415-r14-cho](#) refers) for implementation with effect from April 2013.

- (2) New Community North of Fareham - Outline Funding Strategy for Infrastructure (Key Decision) - Decision No. [2012/13-183](#)

RESOLVED that the Executive:

- (a) supports the outcomes of the Outline Infrastructure Funding Strategy report as summarised in Appendix A to the report ([xpt-130415-r04-lje](#) refers); and
 - (b) agrees to the publication of the Outline IFS alongside the NCNF Plan as one of the supporting documents for the proposed 6 week public consultation.
- (3) Corporate Risk Register 2012/13 - Decision No. [2012/13-184](#)

RESOLVED that the Executive notes the content of the new Corporate Risk Register and the approach being taken for managing these risks.

Private Session

EXECUTIVE MATTER FOR DECISION IN PRIVATE

The Executive considered the following matter for decision in private and resolved as indicated in the Notices of Executive Decisions referred to and as set out below:-

14. Policy, Strategy and Finance

- (1) Fareham Borough Council - Lift Maintenance Repair and Overhaul - Award of Contract (Key Decision) - Decision No. [2012/13-185](#)

RESOLVED that the Executive approves that the tender submitted by Temple Lifts Ltd, being the best value tender received, be accepted and a contract awarded to the company.

- (2) Contract for Banking Services - Decision No. [2012/13-186](#)

RESOLVED that:

- (a) the Executive approves the waiving of contract procedure rules in relation to the negotiation of a new contract for banking services.
- (b) that the Executive delegates authority to the Director of Finance and Resources, in consultation with the Executive Leader, to negotiate and award a revised contract for banking services, provided that the cost can be contained within existing budgets.

(NOTE: All decisions are non-key decisions unless otherwise indicated)

(The meeting started at 6:00pm
and ended at 8:07pm).

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 13 May 2013

Portfolio:	Leisure and Community
Subject:	Hire of Open Space at Titchfield and Park Lane Recreation Ground
Report of:	Director of Streetscene
Strategy/Policy:	
Corporate Objective:	Leisure for Health and Fun

Purpose:

The purpose of this report is to advise Members that a Hire of Open Space application has been received to use two of the Council's recreation grounds to hold a funfair. The recreation grounds are located at Park Lane, Fareham (adjacent to the Leisure centre) and Mill Lane, Titchfield.

Executive summary:

An application has been received by Charles Coles Funfairs to operate a funfair on the following dates and venues :

- 13 – 20 May 2013 - Titchfield recreation ground
- 5 – 12 September – Park Lane recreation ground

The funfair organisers have already been advised that they cannot have an event in May due to the fact that insufficient notice was given to the Council to obtain prior approval. However, they are flexible and would consider either site for the September dates.

Local Ward Councillors, Officers and the Safety Advisory Group (SAG) have been consulted and the general view is that Park Lane recreation ground is not suited to this type of event due to the immediate proximity of residential properties.

The last fair at Titchfield recreation ground was in 2007 and was organised via the Titchfield Bonfire Boys.

Recommendation:

That the Executive considers the Officer's recommendation to:

- (a) refuse the application to hire out the recreation ground at Park Lane for a funfair; and
- (b) grant approval for Charles Coles funfair to operate at Titchfield Recreation Ground between 5-12 September 2013 subject to the following conditions:
 - (i) any requirements of the SAG group being met;
 - (ii) payment in advance of £500 to the Council per trading day;
 - (iii) a returnable damage deposit of £1000 payable in advance;
 - (iv) proof of £10 million public liability insurance; and
 - (v) all relevant safety certificates being supplied.

Reason:

To ensure that the operation of a fun fair is undertaken at a suitable location and that all aspects of health and safety are complied with.

Cost of proposals:

There is no cost to the Council. However there is an opportunity to receive some income, possibly up to £2,500 per event.

Appendix A: Application form and letter

Background papers: Executive – 9 January 2012 – Hire of Open Space Policy

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date: 13 May 2013

Subject: Hire of Open Space at Titchfield and Park Lane Recreation Grounds

Briefing by: Director of Streetscene

Portfolio: Leisure and Community

INTRODUCTION

1. The purpose of this report is to advise Members that a Hire of Open Space application has been received to use two of the Council's recreation grounds to hold a funfair. The recreation grounds are located at Park Lane, Fareham (adjacent to the Leisure Centre) and Mill Lane, Titchfield.
2. There has not been a funfair in the Borough of Fareham since 2007, with the last one being at Titchfield Recreation Ground. In that instance, the grounds were hired by the Titchfield Bonfire Boys who used Coles funfair to raise funds for their annual carnival.

BACKGROUND

3. At its meeting on 9 January 2012 the Executive RESOLVED that:
 - (a) the 'hire of open space' applications, received for events that have never taken place in the borough before and which would attract more than 500 be reported to the Executive for approval;
4. Although, in 2007 a fun fair did operate at Titchfield for a few days, Officers believe that it is a request that should be considered by the Executive as it is of a commercial nature and has the potential to impact on local residents.

DATES REQUESTED

5. The following dates have been requested:
 - 13 – 20 May 2013 - Titchfield
 - 5 – 12 September – Park Lane
6. The funfair organisers have already been advised that they cannot have an event in May due to the fact that insufficient notice was given to the Council to obtain prior approval.

7. Although, the dates have been specific, it would appear that the applicant is flexible with the proposed locations and they would be happy with either location for the September date.

DETAILS OF THE FAIR

8. Although the size of the fair can be flexible to some degree, the space required is approximately 1.5 – 2 football pitches in size, so ideally it needs to be located on a recreation ground with good access.
9. The activities proposed would include five big rides like the Dodgems, Miami and Twister, 3 or 4 small children's rides, 1 or 2 bouncy castles, 3 or 4 games such as Hook a Duck, 1 hot dog stall and 1 traditional fairground sweets stall.
10. Items such as portable toilets, security barriers and ground protectors would also be provided by the fair organisers.
11. The fairground operators would be present on the recreation ground for a total of eight days although three of those days would be for construction and dismantling of the rides. The following table shows in more detail.

Day	Activity	Opening hours
Monday	Pull in and build up	0
Tuesday	Pull in and build up	0
Wednesday	Trading Fair	5pm - 9pm
Thursday	Trading Fair	5pm - 9pm
Friday	Trading Fair	5pm - 9pm
Saturday	Trading Fair	2pm - 9pm
Sunday	Trading Fair	2pm - 6pm
Monday	Pull down and pull off by noon	0

12. Trading days are designed to fit in with after school times and weekends and to avoid late night problems and can be varied to meet local needs, especially at weekends.
13. The fairground operators would live on site throughout their stay.

VIEWS FROM MEMBERS & OFFICERS

14. Ward members have been contacted to obtain their views and their comments together with those of Officers can be found below:
- There appears to be a favouring of the fair operating at the Titchfield recreation ground rather than at Park Lane next to the Leisure Centre.
 - Park Lane recreation ground is in the centre of a residential area whereas Titchfield is out of the village.
 - There are concerns about the potential for anti-social behaviour, with the fair attracting people from outside the area, although this could be minimised through the timing of the funfair rides operation.

- There are issues with allowing large fun fair HGV vehicles onto the recreation grounds, especially when staying for a week. This could potentially attract unauthorised vehicles to enter the site.
- With regard to Park Lane, residents are looking forward to seeing future improvements, and feel that allowing the space to be used for commercial activities might set a precedent for the future which might affect the improvements taking place.
- Titchfield recreation ground is a relatively secure site, with barriers, fencing and bollards preventing easy access on to the grassed area. Some of the bollards will have to be removed and replaced to allow the fair to enter. These were not present in 2007.
- The funfair operators have stated that access to water is essential. This requirement is not easy to fulfil at Park Lane unless they seek permission from the Leisure Centre. At Titchfield, water has been obtained in the past from the Council owned pavilion that is on site.
- There is potential for extensive damage to the ground especially if the weather is as wet as previous years. This may have an impact on the football pitch at Titchfield.

SAFETY ADVISORY GROUP (SAG)

15. The current application has been submitted to the Safety Advisory Group membership which includes the Police.
16. Although a SAG meeting of the group has not been called, the initial concerns from the Police relate to experiences from the past at Titchfield, and which include issues over traffic management and the safe crossing over the busy A27 by young people and also the funfair attracting people from outside the local community, in excess of the estimated numbers and causing anti social behaviour.
17. Should the funfair be approved, it would be subject to complying with any requests by the Safety Advisory Groups.

RISK ASSESSMENT

18. There are obvious risks associated with having a funfair on the Council's open space. These mainly relate to health and safety requirements for the safe construction of the equipment, ensuring the safety of the users of the rides, management of crowds, traffic management and damage to the recreation ground, especially the football pitch.
19. The fair operators will be required to provide proof of public liability insurance of £10 million, a detailed risk assessment, and submission of relevant safety certificates as required.

FINANCIAL IMPLICATIONS

20. As this request is from a commercial company, there is an opportunity to charge a commercial fee for the use of the open space.

21. Consideration could be given to charging between £400 and £500 per trading day. Members could reduce this figure if they felt that by having the funfair it was providing a service to the young people in the local community.
22. In addition to this a returnable deposit of £1000 should be collected in advance of any event taking place on any recreation ground.

RECOMMENDATION

23. That the Executive considers the Officer's recommendation to:
 - (a) refuse the application to hire out the recreation ground at Park Lane for a funfair; and
 - (b) grant approval for Charles Coles funfair to operate at Titchfield Recreation Ground between 5-12 September 2013 subject to the following conditions:
 - (i) any requirements of the SAG group being met;
 - (ii) payment in advance of £500 to the Council per trading day;
 - (iii) a returnable damage deposit of £1000 payable in advance;
 - (iv) proof of £10 million public liability insurance; and
 - (v) all relevant safety certificates being supplied.

CONCLUSION

24. An application has been received for the hire of open space at Titchfield and Park Lane recreation grounds to hold week long funfairs. Consultations have been undertaken with Local Ward Councillors, officers and the Safety Advisory Group. It is considered that only Titchfield Recreation ground is suitable for this type of event.

Reference Papers: Executive – 9 January 2012 – Hire of Open Space Policy

Covering Letter

To Fareham Borough Council Safety Advisory Group: Re application to run Community Fun Fairs 2013

From Charles Cole's Fun fairs, 42, Studland Rd, Millbrook Southampton SO16 9AY
Mobile xxxxxxxxxxxx. Email xxxxxxxxxxxxxx

Dear SAG Event Chairman

I met with Fareham council officers Paul Doran and Sue Woodbridge on 5th March 2013 and they advised me on the event application process used in Fareham. Having looked at the form and discussed my proposals they suggested I write this covering letter to provide additional information which may be of assistance to SAG.

I would be most grateful if you could consider my application as soon as possible as my first proposed date for Titchfield Recreation Ground is 13-20 May 2013 .Thank you.

Who are we?

We are a family business which has been running fun fairs in the South of England for over 5 generations. The family has strong links with the Fareham area going back almost 100 years.

We used to attend the Titchfield Carnival funfair and also run small fairs at other sites but these seem to have not taken place recently

I run many one day fairs at events such as Bonfire nights at HMS Collingwood. In Fareham we do the Christmas lights switch on, working with Patricia Grey.

I also run community fairs in various neighbourhoods in Southampton. These events revive the old traditions of fun fairs, providing a safe environment suitable for families, at a reasonable price, at times to suit local needs. I work closely with Southampton city council, the police and local community groups.

The following people can provide references for my work at the community fun fairs if you wish to contact them

Sylvia Baker, Merry Oak Community Centre 63 magnolia road Southampton SO197NL
Telephone 02380 366013 02380398368

Pauline Coombes Finance officer , Fawley Parish Council Gang Warily Community Centre, Newlands Road, Fawley, Southampton, Hampshire. SO45 1GA
Telephone 02380 890761

Craig Lintott; Events coordinator Event management, Southampton city council Civic centre Southampton SO14 7LP 02380832077 craig.lintott@souythampton.gov.uk
Patricia Grey of Fareham Council

Proposed Venues 2013

I would like to run 1 or 2 events in 2013

Titchfield Recreation ground and Fareham leisure centre

Proposed dates

May 13-20th Titchfield and September 5-12 Leisure Centre

Space needed

These small events are flexible to meet local needs and require no more space than 1.5 or 2 football pitches

Proposed activities

We usually have 5 “big” rides such as Dodgems, Miami, and Twister, 3 or 4 small children’s rides, 1 or 2 Bouncy Castles, 3 or 4 games such as Hook a Duck , 1 hot dog stall and 1 traditional fairground sweets stall.

We provide power through portable generators, portaloos if there are no suitable public conveniences, security barriers and ground protectors as necessary. We are very aware of the need to protect land and work with local groundsmen

Hours

The fair site is usually occupied from the Monday for 7 days. Monday and Tuesday are setting up days. Showpeople and helpers build the rides and stalls and live on site This provides good safety and security .Trading days are designed to fit in with after school times and weekends and avoid late night problems and can be varied to meet local needs, especially at weekends*

DAY	ACTIVITY	OPENING HOURS
Monday	Pull in and build up	0
Tuesday	Pull in and build up	0
Wednesday	Trading fair	5pm-9pm
Thursday	Trading fair	5pm-9pm
Friday	Trading fair	5pm-9pm
Saturday	Trading fair	2pm -9pm*
Sunday	Trading fair	2pm-6pm*
Monday	Pull down and pull off by noon	0

Here is a sample of the local publicity we provide to local residents in Southampton
[Reduced size for this letter]

**SAMPLE COMMUNITY HANDOUTS
VERACITY GROUND COMMUNITY FUNFAIR**

Thursday 7th until Sunday 10th June

A small family fun fair, operated by Charles Cole, will be operating on the Veracity Ground from Thursday 7th June until Sunday 10th June. It is anticipated that the fair will offer local entertainment for families and young people in the area.

The Community Funfair will be:-

- Small in scale - no more than 6 adult rides, 4 children's rides and side stalls
- Aimed at local families and children
- Low cost
- Ensuring that noise levels will be kept to a minimum

Opening times: Thursday 7th June (5.00pm – 9.00pm)
 Friday 8th June (5.00pm – 10.00pm)
 Saturday 9th June (2.00pm – 10.00pm)
 Sunday 10th June (2.00pm – 9.00pm)

For further information or enquiries please contact
Southampton City Council Event Management on 023 8083 2906

****Show this leaflet to an operator and receive 50p off one ride****

We also put posters beside the highway to show people the way to the site

Costs

Prices are subject to the rent charged for the land but are kept as low as possible. In the past in Southampton we have arranged a rent with the local community group and they have used this money for their own centre and activities. More recently, as the number of community events has grown, the city council have asked us to pay the rent to them.

Attendance

We aim to attract only people who live within walking distance. In the current economic hard times many families cannot afford holidays or days out and even public transport can be too expensive. We estimate no more than 400 people a day will attend. We always liaise with local police.

Risk assessments

I can confirm each piece of equipment has its own risk assessment, a copy of which can be made available.

Health and safety

I can confirm each piece of equipment has certificates of ADIPS which covers all necessary testing, a copy of which can be made available.

We provide a space immediately behind the rides area which will be closed to the public where we will provide seating, refreshments etc for our staff statutory rest breaks.

Insurance

I can confirm we are insured for £10 million public liability; a copy of the certificate can be made available.

Showman's Guild

I am a member of the Showman's Guild but understand that these events may not be covered by the established events arrangements

I appreciate that, because these fairs have lapsed for many years, these will be trial events and some adjustments may need to be made. This is the process we have followed successfully in Southampton. I would be very happy to meet with any members of SAG, ward councillors, police or local groups to give any more information you require and discuss any concerns you may have.

I can be contacted on xxxxxxxxxx or email xxxxxxxxxxxxxxxx

I look forward to hearing from you soon and hopefully providing some entertainment for Fareham families this year. Thank You

Yours Sincerely,
Charles Cole



Safety Advisory Group Application Form F1	Safety Advisory Group Event Chairman Regulatory Services Fareham Borough Council Civic Offices, Civic Way Fareham PO16 7AZ
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Contact Details of Organiser Charles Cole

1. Name of Club / Organisation Charles Cole Funfair

2. Main contact name and address
42, Studland Road, Nulbrook
Southampton
Postcode: SO16 9AY

3. Email address charles.cole5@btinternet.com

4. Telephone Number Landline: / Mobile: 07886594275

Event Details

5. Name of ground or area required for event: Titchfield Recreation Ground
Fareham Leisure Centre

6. Date(s) of event: From: 13-20 May To: 20 May
5 September To: 12 September

Approximate times on site: From: Monday am To: Sunday pm / Monday

7. Site Plan attached etc see attached letter

8. Name of event: COMMUNITY FUNFAIR
Type of event (e.g. Fete, Dog Show, etc) FUNFAIR (SMALL)

9. Details of proposed activities (e.g. stalls, funfair, bonfire etc.)
See attached letter

10. Estimated Maximum Number of Persons Attending (including spectators) 400

(N.B. If there will be more than 499 people attending you will also need to complete Traffic Management Information form (F3) and a Safety Advisory Group attendance form (F4). Forms can be downloaded from www.fareham.gov.uk or from the Parking Enforcement Manager by telephoning 01329 336100).

11. If available do you require the use of any facilities? e.g. use of pavilion, water supply, electricity (please note that charges may be made for such facilities).
Yes No

If yes, please state what is required:
Water is essential. Electricity is desirable.

12. Specifically is this a (please tick one box only)

Commercial Fund raising Non-commercial

Community service event Charity event

Name of Charity:

Charity Registration Number:

Will all income raised go to the Charity concerned? (Please tick) Yes No

13. Is the event limited to friends/relatives? Yes No

(In the case of a school to staff/children/parents)

Is the event free? Yes No Admission Price? £ *see letter*

Will you be selling programmes? Yes No Price? £

Insurance

14. Has insurance been arranged in respect of Public Liability or Third Party risks (including products liability where appropriate)? Yes No

15. What is the name of the insurer? *Ardent Travelling Showmans Policy*

16. What is the value of cover? *£ 10 million*

(Recommended that this should not be less than £5 million - copy to be sent to Fareham Borough Council)

Highway and Traffic Implications

17. Will vehicles be driven across the ground? Yes No

18. If yes how many and what vehicles? Number: *8-10* Type: *HGV*
(cars, lorries etc) *6* *VANS*
4 *CARS*

19. Are any footpaths, bridleways or roads that are normally open to the public affected or used as part of the event? Yes No

20. Are you proposing any directional signing on the highway to direct the public to the event? Yes No

21. Do you anticipate the need for any road closures and traffic diversions? Yes No

22. Have you considered the need to restrict or control parking on the highway in the vicinity of your event? Yes No

23. Are there any car parks to be closed in order to hold the event? Yes No

24. How many parking spaces will be available for persons working at the event? *None*
Workers stay on site

25. How many dedicated parking spaces will be available for the public attending the event? *None - see letter*

2

IMPORTANT NOTES

If a formal traffic order is required, then please allow at least 12 weeks notice to process the order.

If you have said "Yes" to questions Q19 to Q25 above you must complete the Traffic Management Information Form F6 referred to in the Guidance Notes / covering letter.

If you have not identified any dedicated parking and are proposing to rely on public car parks and parking on the highway then you will also be expected to complete the Traffic Management Information Form F6 referred to in the Guidance Notes / covering letter.

Alternative Arrangements

26. Is there a possible alternative site? Yes No *See letter* Where?
27. Is there a possible alternative date Yes No When?

Event Activities

28. Please tick the appropriate boxes to show the activities you intend to utilise or permit at the event? (some of these may not be permitted at all sites).

- | | | | |
|--------------------------------------|-------------------------------------|-------------------------|---|
| Fireworks/Pyrotechnics | <input type="checkbox"/> | Music | <input checked="" type="checkbox"/> |
| Carnival/procession | <input type="checkbox"/> | Live Entertainment | <input type="checkbox"/> |
| Fairground equipment | <input checked="" type="checkbox"/> | Lost Children Point | <input type="checkbox"/> |
| Aircraft | <input type="checkbox"/> | Barrier/Fencing | <input type="checkbox"/> |
| Parachutist's | <input type="checkbox"/> | Marquees | <input type="checkbox"/> |
| Balloon Launch | <input type="checkbox"/> | Portable Generator | <input checked="" type="checkbox"/> |
| Hot Air Balloons | <input type="checkbox"/> | Power Supply | <input checked="" type="checkbox"/> |
| Horses/Donkeys Other Animals | <input type="checkbox"/> | Toilets | <input checked="" type="checkbox"/> <i>see letter</i> |
| Motorcycles | <input type="checkbox"/> | Alcohol | <input type="checkbox"/> |
| Other Motor Vehicles | <input type="checkbox"/> | Food/Drink Concessions | <input type="checkbox"/> |
| Coconut Shy | <input type="checkbox"/> | Barbecue | <input type="checkbox"/> |
| Inflatables (e.g. Bouncy Castle) | <input checked="" type="checkbox"/> | Re-enactment Groups | <input type="checkbox"/> |
| Portable Staging | <input type="checkbox"/> | Bonfire | <input type="checkbox"/> |
| P.A. System | <input type="checkbox"/> | Foreshore Boat | <input type="checkbox"/> |
| Stewarding/Security | <input checked="" type="checkbox"/> | Living History Or Other | <input type="checkbox"/> |
| On Site Communications | <input type="checkbox"/> | Market Stalls | <input type="checkbox"/> |
| Water (Limited Supply At Some Sites) | <input checked="" type="checkbox"/> | | |
| Other: (Please Specify) | <input type="checkbox"/> | | |

Should the hiring involve criteria listed in para 9 of the Hire of Open Space Policy additional information will be required to be submitted with this application form.	
<input type="checkbox"/> Attract more than 499 people <p style="text-align: right;">X</p>	Please provide details of how the event is going to be managed and controlled. A detailed risk assessment of the hiring should also be submitted. For events of this size the Fareham Safety Advisory group would need to be informed and a Safety Advisory Group attendance form (F4) should be completed.
<input type="checkbox"/> Likely to extend beyond 10.00pm <p style="text-align: right;">X</p>	Please provide details of what steps are to be taken to ensure disturbance to local residents is minimised.
<input type="checkbox"/> Likely to have an impact on traffic congestion <p style="text-align: right;">X</p>	Please provide details of how traffic attracted to the area by the event will be managed by completing a Traffic Management Information Form (F3).
<input type="checkbox"/> Extend beyond one day of hiring <i>see letter</i>	Please provide details of the extent of the hiring and also measures that are in place (if applicable) to safe guard the site and any equipment over night.
<input type="checkbox"/> Likely to have an impact on the general enjoyment of the open space <i>see letter</i>	Please provide details of how the impact on local residents can be reduced. Details of any planned consultation with residents may be required.

If permission is granted for the event, I hereby agree to comply with the conditions set out in this form and any departmental terms and conditions and all reasonable instructions given by all authorised Officers of the Council.

Signed *STEPH SMITH* for *Charles Cole*
 Name *STEPH SMITH* *CHARLES COLE*
 Position *Assistant*
 Date *20.3.2013*

Please return this form to:

Fareham Borough Council, Civic Offices, Civic Way, Fareham, PO16 7PU

TEL (01329) 236100

FAX (01329) 821770

Email: customerservices@fareham.gov.uk

4

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 13 May 2013

Portfolio:	Public Protection
Subject:	Food Standards Agency - Food Safety Service Plan
Report of:	Director of Regulatory and Democratic Services
Strategy/Policy:	Framework Strategy Food Safety Service Plan
Corporate Objective:	A safe and healthy place to live and work

Purpose:

This report refers to the annual Food Safety Service Plan, which each local authority is required to produce in line with the Food Standards Agency Framework Agreement on Local Authority Food Law Enforcement. The Plan demonstrates to the Agency that Fareham has sufficient arrangements in place to undertake its statutory food safety enforcement responsibilities.

Executive summary:

The Food Standards Agency came into operation on 1 April 2000 and is responsible for the directing, monitoring and auditing of local authorities' work in respect of food law enforcement. The Agency requires local authorities to produce an annual Food Safety Service Plan, in line with guidance issued by the Agency, for delivery of its Food Safety Service. The Food Standards Agency requires each authority to produce a Food Safety Service Plan that details the food enforcement service that the Council provides and which should be approved by the Council and reviewed annually. This plan was presented to the Public Protection Policy Development and Review Panel on 12 March 2013. The Food Safety Plan is one of the Council's Framework Strategies that requires annual approval by full Council.

Appendix A to this report contains the Council's proposed Food Safety Service Plan for 2013/14.

Recommendation:

That the Council be recommended to approve the Food Safety Service Plan 2012/13, as detailed in Appendix A to this report.

Reason:

The Council is required by the Food Standards Agency to produce an annual Food Safety Service Plan to demonstrate it has adequate arrangements in place to meet its statutory obligations in respect of Food Safety.

Cost of proposals:

The cost of undertaking the work detailed in the plan for 2013/14 has been included in the spending Plans that were approved by the Executive at its meeting held on 3 December 2012

Appendix A: [Food Safety Plan 2013/14](#)

Background papers: None

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date: 13 May 2013

Subject: Food Standards Agency - Food Safety Service Plan

Briefing by: Director of Regulatory and Democratic Services

Portfolio: Public Protection

INTRODUCTION

1. The Food Standards Agency is responsible for directing, setting and monitoring standards and auditing local authorities' enforcement activities in order to ensure that these activities are effective and undertaken on a consistent basis and in line with current guidance. Powers enabling the Agency to monitor local authorities are contained in the Food Standards Act 1999.
2. As part of its role the Agency issued a Framework Agreement on Local Authority Food Law Enforcement which provides guidance on how local authorities are expected to undertake their duties in respect of Food Law enforcement.
3. Fareham's current Food Service Plan is based upon this guidance and was reported to the Public Protection Policy Development and Review Panel on 13 March 2012, to the Executive on 2 April 2012 and approved by Council on 26 April 2012.
4. The proposed plan for 2013/14 was reported to the Public Protection Policy Development and Review Panel on 12 March 2013 where it was AGREED that the Food Safety Service Plan, as shown in Appendix A to the report, be commended to the Executive for approval.

SUMMARY OF CHANGES TO PLAN FROM 2012/13

5. The format for this plan, as prescribed by the Food Standards Agency, has remained the same since its inception in 2001. Each year the previous year's plan is updated and presented to the Panel for the following year. A summary of the changes from last year's plan is given below:-
 - (i) The details of the Food Analyst has been updated as the HPA has had a structural change and the laboratory has moved to Porton Down from Southampton General. (*para 20*)

- (ii) The Food Premises Register has been updated for 2013. (*para 26*)
- (iii) The Food Hygiene Rating Scheme information has been updated to provide the Panel with current data. (*para 43*)
- (iv) The Enforcement Policy has been updated and details of the Executive Approval are included. (*para 47*)
- (v) The details of Lord Young's Report have been removed from the Service Plan, as practice guidance and procedures have been updated to incorporate the recommendations of these reports.
- (vi) The Intervention Plan has been amended to reflect the work for 2013/2014. (*para 66*)
- (vii) Details of the Home Authority Principle have been removed as this is incorporated into the Primary Authority Scheme. (*para 85*)
- (viii) Details of the Food Sampling Programme 2013/2014 and results for 2012/2013 have been included. (*para 102*)
- (ix) A paragraph has been added regarding the local performance measure the Council has in place, its inclusion in the plan was recommended by the Food Standards Agency Auditors (*para 134*).
- (x) A Reflection on performance for 2012/2013 has been added (*para 135*)
- (xi) The Areas for improvement has been updated to reflect those planned for 2013/14. (*para 136*)
- (xii) Appendix 3 to the plan has been updated to show the proposed food Sampling Activity for 2013/2014.

FOOD STANDARDS AGENCY AUDIT

6. Within the proposed Food Safety Plan paragraph 127, reference is made to an Audit which the Food Standards Agency was to undertake from the 12 - 14 March 2013. Paragraph 135 makes reference to the development of an action plan to implement any recommendations that arise from the audit.
7. The Food Standards Agency as part of its remit oversees local authority food law enforcement, to ensure appropriate local services are in place. The Agency selected Fareham for an audit at this time as it had not to date received an audit. The audit was a focussed audit covering food hygiene database management, food premises interventions and internal monitoring arrangements. Whilst focussed it covered the vast majority of the Food Safety enforcement activities.
8. The audit was conducted on the 12-13 March 2013, it concluding earlier than planned on the 13 March 2013. The draft audit plan has since been received and an action plan as required by the Agency is currently being drafted. The progress against this action plan will be reported back to the Executive via the Public Protection Policy Development and Review Panel later in the year. The Agency themselves require a progress report in 6 months time. Progress will also be reported in the 2014/15 Food Safety Plan. This action plan is mentioned in paragraph 136 of the Food Safety Plan.

9. The audit generally went very well, with areas of best practice being identified. There are however three recommendations within the draft report as follows:-
- Ensure all documented procedures are reviewed at regular intervals.
 - Ensure that all officers receive and record the minimum ten hours relevant training per annum.
 - Ensure that inspections at product specific establishments are recorded on the appropriate product specific aide memoire.

All of the above will be included and addressed within the aforementioned action plan.

PERSONNEL IMPLICATIONS

10. The service detailed within the Plan can be delivered in accordance with the budget that was reported to and approved by the Executive at its meeting on 7 January 2013.

LEGAL IMPLICATIONS

11. The adoption of a Food Safety Service Plan demonstrates that the Authority is meeting its statutory responsibilities in relation to food law enforcement.

CORPORATE STRATEGY

12. The Food Safety Service Plan will promote measures that support good health and reduce ill health and contribute to achieving the Council's Priority, ensuring in particular that Fareham remains a safe and healthy place to live and work.

RISK ASSESSMENT

13. The Council has a statutory duty to provide a food safety service. If it fails in its duty, the Food Standards Agency has the power to take over the service and charge accordingly. This may also result in bad publicity for the Council.

CONCLUSION

14. The Food Safety Service Plan attached to this report has been produced in accordance with the requirements of guidance issued to local authorities by the Food Standards Agency. The plan details how Fareham undertakes its food safety enforcement responsibilities.

Reference Papers: None

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FAREHAM
BOROUGH COUNCIL

Food Safety Service Plan

2013/2014

as required by

The Food Standards Agency

INTRODUCTION

1. This Food Safety Service plan has been produced as required by and in accordance with the Food Standards Agency Framework Agreement on Local Authority Food Law enforcement. It is written in the format prescribed by the Agency, its purpose being to demonstrate that Fareham Borough Council has in place adequate and effective arrangements to meet its statutory obligations in respect of Food Safety.
2. Fareham Borough Council is designated as a Food Authority under the European Communities Act 1972, the Food Hygiene (England) Regulations 2006 and the Food Safety Act 1990. This places a statutory duty on the Authority to enforce the Acts. The delegated Authority to do this lies with the Director of Regulatory and Democratic Services, who has further delegated relevant Authority to staff within the Food, Health and Safety team within Environmental Health in that Department.
3. This plan covers the following:
 - i) The Food Safety Service Aims and Objectives
 - ii) Background Information
 - iii) Service Delivery
 - ii) Resources
 - iii) Quality Assessment
 - iv) Service Review.

SERVICE AIMS AND OBJECTIVES

4. The Council's vision is to ensure that people who live in, work in or visit the Borough of Fareham are confident that sound measures are in place to protect their health and safety. Protecting people's health and safety is an important contributor to the Council's key priority to ensure that the Borough of Fareham is a **safe and healthy place to live and work**. The Food Safety Service is an important contributor to helping to secure the above.
5. The Service objectives are as follows:-
 - i. Ensure that all businesses involved in the preparation, sale, distribution or handling of food comply with food safety legislation and the requirements of codes of practice issued by the Food Standards Agency.
 - ii. To minimise the spread of incidents of infectious diseases including incidents of food poisoning by investigating relevant cases and taking action to control the spread of disease.

Links to corporate objectives and plans

6. In respect of Food Safety, the Council's Public Protection Policy Development and Review Panel, Scrutiny Board and the Executive are responsible for this function.
7. The Spending Plan for delivering the Food Safety Service for 2013/2014 was reported to the Executive on 7th January 2013.
8. Reports are considered by the Public Protection Policy Development and Review Panel throughout the year as required in order to ensure the service is able to adapt to changing demands e.g. changes to legislation/guidance.

BACKGROUND

Profile of Fareham

9. The Borough of Fareham has a population of approximately 112,000 people. It covers almost thirty square miles of southern Hampshire between Portsmouth and Southampton on the south coast. With the town of Fareham at its centre, the Borough extends from Portchester in the east, which borders the northern side of Portsmouth harbour, to the River Hamble in the west. From south to north, it reaches from the Solent coastline at Hill Head and extends northwards into rural Hampshire towards Wickham.
10. The Borough has grown rapidly in recent years, with the development of extensive areas of housing, shops and commerce. The town centre consists of shops including a large Superstore, leisure facilities and a cinema complex, bars and restaurants.
11. In addition to the town centre, there are several other important local centres based on former villages. Portchester lies to the east of Fareham town with Stubbington and Hill Head to the south. To the west are Titchfield, Warsash, Park Gate, Locks Heath, and Whiteley.
12. With the New Community North of Fareham (NCNF) due to commence in the next few years to the north of Fareham, this will result in not only additional properties, residents but also more commercial food business.
13. The economic downturn has affected Fareham Borough Council and the Council is taking steps in particular to manage the shortfall in income. The Food Safety Service has sufficient resource to meet the Council's statutory responsibilities. It is important to note however that during difficult economic times it can become difficult for businesses to maintain standards, so the service becomes even more important to ensure that standards are maintained.

Organisational Structure

14. The Council is run by an Executive, supported by a Scrutiny Board and review panels. The Executive operates like the Government's cabinet. It is made up of six councillors, including one who is appointed as the Executive Leader. It is responsible for almost all the functions and services of the Council, but is not allowed to deal with certain matters like planning and licensing applications. These are dealt with by Committees. The Council also has Audit and Standards Committees.
15. Each member of the Executive has responsibility for a specific range of Council activities (sometimes called portfolios) and acts as the Council's spokesman for those functions. The portfolio which currently incorporates the Food Safety function is Public Protection.
16. The Council has a Scrutiny Board and several review panels, which broadly mirror the portfolio areas of the Executive members. The job of the review panels is to take a leading role in the development and review of policies, related to particular services. All of the review panels report to the Council's Executive Committee. The review panel currently responsible for Food Safety is the Public Protection Policy Development and Review Panel.

17. The Food Safety function is undertaken by the Food, Health and Safety and Licensing Enforcement team of the Environmental Health Section, within the Regulatory and Democratic Services Department, which reports to the Public Protection Policy Development and Review Panel. The Director of Regulatory and Democratic Services is the officer responsible for the Food Safety Service delivery, with the Head of Environmental Health being responsible for the day to day management of the team and the service, supported by a Team Leader. The Director of Regulatory and Democratic Services reports directly to the Chief Executive Officer.

Fareham and Gosport Environmental Health Partnership Initiative

18. Since January 2011, the Fareham Environmental Health Section has been working in partnership with Gosport Borough Council Environmental Health Section. The Head of Environmental Health is now Head of both Fareham Borough Council's and Gosport Borough Council's Environmental Health Services. The Partnership is developing and the Food Safety Teams from both Councils continue to work closely together to develop joint working practices and deliver projects across both Boroughs. This ensures consistency across the Boroughs which is a particular benefit for those businesses that have premises in both Boroughs. It also allows for better use of the joint resource to deliver the priorities of both Services.
19. The Fareham Food Safety enforcement team consists of 1 full time Team Leader, 2 part-time (3 days a week each) Senior Environmental Health Officers, and 1 Technical Officer. These officers also undertake Health & Safety and Licensing enforcement and Infectious Disease control work. The Environmental Health Partnership now provides greater flexibility and resilience as the team has access to a larger food safety team based in Gosport.
20. The provisions made for specialist services are as follows:-

Food Examiner:

Hampshire Scientific Service
Hyde Park Road,
Southsea
Hants
PO5 4LL Tel No. 023 9282 9501

Food Analyst:

HPA Microbiological Services
FW&E Microbiology Laboratory - Porton
Salisbury
Wiltshire
SP4 0JG Tel No: 01980 616766/ 6161776

21. These are used as and when necessary where expert and specialist advice is required.

22. From time to time, consultants may be required to undertake food hygiene inspections. This may be because of staffing shortages, special projects, prosecutions or food poisoning investigations; all of which impact directly upon the employee resource available. It is unlikely that consultants will be required in 2013/2014, particularly in light of the partnership with Gosport Borough Council Environmental Health Team, which can provide any additional resource to deal with peaks in workload and vice versa.

Scope of the Food Service

23. The food service consists of the following elements:-
- Ensuring that all food premises within the Borough are identified and inspected on a risk-assessed basis;
 - Implementing and maintaining the National Food Hygiene Rating Scheme.
 - Reviewing planning and building control applications to ensure that food hygiene requirements are considered at the design and build stages of development;
 - Providing advice to food businesses and members of the public on issues relating to food safety;
 - Investigating all complaints relating to food and food safety and taking appropriate enforcement action to prevent potential outbreaks of food poisoning;
 - Undertaking sampling in order to determine the quality and fitness of food that is available for purchase throughout the Borough;
 - Minimising the spread of incidents of infectious diseases, including incidents of food poisoning by investigating relevant cases and taking action to control the spread of disease.
24. In order to provide an efficient and cost effective service, officers who undertake food safety duties also undertake other duties such as Health & Safety at Work, Licensing, Infectious Disease and Health Act enforcement. Whenever possible visits to premises for different purposes are combined to ensure that officer time is used efficiently and that the time spent with proprietors and managers of businesses is kept to a minimum.

Demands on the Food Service

25. There are approximately 728 registered food premises within the Borough, mainly composed of restaurants, takeaways and retailers. There are no specific unusual or seasonable demands on the food safety service, such as tourism or large numbers of food premises run by proprietors whose first language is not English.

26. As at February 2013, the 728 registered food premises within the Borough were made up of the following food premises types:

Catering	139
Distributors/warehousing	9
Farm/smallholding	3
Hospital/rest home/schools	121
Hotel/pub/guest house	58
Manufacturers/processor	4
Moveable premises	14
Multiple businesses	2
Others	10
Private house as a food business	129
Restaurant café/ snacks	102

Retailer	122
Staff restaurant/canteen	7
Wholesale cash and carry	5
Total Registered Premises	728

Incorporated in the above are the 5 'Approved Premises' which are all cold stores. These require additional control due to the increased regulation of these businesses.

27. The Authority has Procedures in place that ensure that the Food Standards Agency's Code of Practice and Practice Guidance document is followed. In addition, these Procedures also refer to the various Guidance Notes from the Local Government Regulation which gives guidance on Food Safety issues. Officers of the Council must and do have regard to these Codes and Guidance in undertaking the food safety function as they ensure consistent enforcement. These Procedures are embedded into our electronic business processes.
28. The Team, in addition to undertaking the Food Safety function, also has responsibility for Health and Safety, Infectious Disease Control, Health Act and Licensing enforcement.
29. These functions are covered by a separate service plan. In order to maximise the use of limited resources and to ensure a more coherent service to business, the same officer deals with all food safety, health and safety and licensing issues relating to any single premises, where appropriate interventions in relation to these activities are combined.
30. The service is provided 9.00am to 5.15pm Monday to Friday by officers based at the Civic Offices. An Environmental Health Out of Hours service also operates (between 5.15pm to 9.00am Monday to Friday and 24-hours a day at weekends and Bank/Public Holidays) to deal with requests relating to food safety which requires an emergency response as detailed in the Out of Hours Service Procedures. Planned out of hours inspections and visits are also made by Officers on the basis of the trading times of food businesses and perceived need.
31. The majority of the Food Safety officers take part in the Out of Hours Service. At times the administration associated with this service impacts on the food safety service provision.

Licensing

32. This team is a designated Responsible Authority for the purposes of the Licensing Act 2003, which came into effect on 7 February 2005. The team are required to make relevant representations regarding licence applications and this additional work, together with licensing inspections to check compliance with conditions will impact upon the team's normal food duties. It should be noted however that these inspections are done in conjunction with food inspections where possible,
33. In addition to the above, the team is responsible for licensing all of the following: - riding establishments, pet shops, Licensing Act 2003 premises, dangerous wild animals and the licensing of people and premises where skin piercing is carried out.

Gambling Act 2005

34. The above Act came into force on 31 August 2007. Whilst there are only a small number of licensed gambling premises in the Borough, e.g. betting shops, entertainment centres etc., the Act encompasses the provision of gaming machines in licensed premises. There is some limited enforcement by members of the Team necessary, in relation to such machines.

The Health Act 2006

35. The above Act came into force on 1 July 2007 and there is on-going enforcement in relation to this and the Smoke free provisions of the Act, which is also carried out by members of the Food Team.

Shellfish

36. The Authority is responsible for the shellfish beds located between the mean high water mark and the Southampton Port Health Boundary to the west and south and Gosport Borough Council boundary in the east. Whilst there are no sampling points within the Authority's responsibility, demands are placed on the service to provide information to local fishermen and failed sampling results occasionally means the temporary closure of the shellfish beds.

Approvals

37. The Authority approves premises which are required to be formally Approved under specific EU Legislation due to the increased risk posed by their particular food activities e.g. cold store or food premises producing meat products for other food businesses.

The Food Hygiene Rating Scheme

38. The Food Hygiene Rating Scheme (FHRS) is a Food Standards Agency/Local Authority partnership initiative. It is a national scheme which provides consumers with information about hygiene standards in food business establishments using information gathered by officers at the time they are inspected to check compliance with legal requirements on food hygiene. The food hygiene rating given reflects the inspection findings.
39. The purpose of the FHRS is to allow consumers to make informed choices about the places where they eat or shop for food and, through these choices, encourage businesses to improve their hygiene standards. The overarching aim is to reduce the incidence of food-borne illness and the associated costs to the economy.
40. There are six different food hygiene ratings ('0' up to '5') - the top rating represents a 'very good' level of compliance with legal requirements and all businesses irrespective of the nature or size of their operation should be able to achieve this.
41. Food hygiene ratings are published online at <http://ratings.food.gov.uk/> and businesses are encouraged to display certificates and stickers showing their food hygiene ratings at their premises where consumers can easily see them. Although there is no legal requirement currently to display either.

42. The FHRS incorporates safeguards to ensure fairness to businesses. This includes an appeal procedure, a 'right to reply' for publication (together with the food hygiene rating) at <http://ratings.food.gov.uk/> and a mechanism for requesting a re-inspection/re-visit for the purposes of re-rating when improvements have been made.
43. Fareham and Gosport joined the scheme in June 2011. The following Table shows the current list of Ratings for Fareham:

Rating	No of Food Businesses		
	2012-2013	2011-2012	
0 – Urgent Improvement Necessary	5	1	+4
1 – Major Improvement Necessary	29	20	+9
2 – Improvement Necessary	15	14	+1
3 – Generally Satisfactory	68	133	-65
4 – Good	126	134	-8
5 – Very Good	287	241	+46
Exempt	50	51	-1
Totals	580	594	-14

44. The Council have received 11 requests for a re-inspection after the food business operator has addressed the issues raised during 2012/13.

You can see from the figures that the scheme has had some success in improving hygiene standards as a lot of businesses have moved from the 3 and 4 categories into the 5. It is disappointing however that 47 businesses remain in the 0-2 category. It is worth noting that businesses that have acceptable hygiene practices but have no written procedures will fall into this category.

Food officers are working on formal action cases for 3 of the premises in the 0 to 1 Category, and enforcement notices have been served on others.

The requests for a re-inspection is increasing the workload of the team although not significantly.

The Hampshire Better Regulation Partnership

45. The Hampshire Better Regulation Partnership has been running throughout 2012/13. When Fire Officers and Trading Standards Officers carry out visits to low risk premises in the Borough they gather information on the Council's behalf regarding health and safety, food hygiene standards and licensing conditions. Council officers do the same for them. There have been a number of problems with the IT systems in the last half of the year which should be rectified shortly however it has resulted in less data sharing by the enforcement agencies. There are however clear lines of communication established between the Agencies and issues of serious concern are passed on by email or phone calls. It is pleasing to note that in addition to the original partners, a number of other Local Authorities including Gosport and the New Forest have now joined the partnership. The data

base for the system is hosted by Hampshire County Council, thus reducing the costs and those low costs are being met by a grant.

Enforcement Policy

46. The Council has signed up to the Central and Local Government Enforcement Concordat. One of the requirements of this concordat is that the Council has an enforcement policy.
47. In December 2012, The Executive approved an updated general enforcement policy to cover all the work undertaken by the Department.
48. All food safety enforcement decisions are made following consideration of the Enforcement Policy. Any departure from the Policy will be documented.
49. A copy of the Enforcement Policy and/or a summary leaflet explaining the key elements is available on request. In addition, where formal action is being considered, a copy of the summary leaflet is provided to the business concerned. The policy is also available on the Council's [website](#).
50. All food law enforcement will be carried out in accordance with the relevant Food Standards Agency Code of Practice and Practice Guidance and other Official Guidance produced by Local Government Regulation or the Food Standards Agency.
51. Food premises owned by the Council need a separate method for achieving compliance. Usually, an informal approach should be successful. However, if difficulties were to be encountered, these would be reported to the Director of Democratic and Regulatory Services, who would, in turn, raise those issues at a Chief Executive's Management Team meeting, if necessary after liaison with the relevant Chief Officer/Director for the premises concerned.

SERVICE DELIVERY

Food Safety Interventions

52. A summary of the estimated number of interventions and resource requirements are detailed in Appendix 1 to this plan.
53. The enforcement of Food Safety legislation is governed by a Statutory Food Law Code of Practice and Practice Guidance. This specifies procedures and forms to be used by employees when enforcing the legislation. In particular, there is a risk rating scheme which is used to assess the risk associated with each food business and thereby its priority for inspection. Traditionally all categories of premises were included in the formal inspection regime. As well as inspection, there are a range of other interventions which may take place, auditing, verification visits, as well as visits to carry out sampling or to investigate food or food hygiene complaints,
54. In April 2012 the Food Standards Agency issued a revised Food Law Code of Practice.

55. This Code of Practice gives very specific advice regarding Interventions and has considerably revised the requirement to include all of the premises in the traditional inspection regime. Broadly Compliant Category C premises can be inspected alternately. So every other intervention is a traditional inspection, all of Category D premises can receive alternate inspections and Category E need not be inspected at all, but can be the subject of an alternative intervention strategy.
56. The purpose of this revision is to ensure that interventions are risk based and acknowledges that a range of other interventions can be employed to achieve the same result, e.g. surveys, formal training and interventions including sampling, auditing, verification visits, as well as visits to investigate food or food hygiene complaints.

Performance Management Monitoring

57. The Food Standards Agency monitors the performance of the Council with respect to food hygiene management and gathers the performance data using the Local Authority Enforcement Monitoring System (LAEMS). LAEMS is a web-based system used to report local authority food law enforcement activities direct to the FSA. Local authorities upload data that has been generated from the local system (Ocella) to LAEMS. The FSA then evaluate and publish the performance of each Local Authority. The FSA also use the Food Hygiene Rating Scheme data as a means of monitoring performance and the Local Authority is required to return data annually regarding its Approved Premises.

FOOD SAFETY INTERVENTIONS PLAN

Inspections

58. Inspections are carried out in accordance with the Food Law Code of Practice (Feb 2012).
59. Following each inspection, the premises are attributed a Risk Rating Score in accordance with Food Law Code of Practice, which determines the minimum inspection period before the next inspection. The risk score is entered on the Ocella Computer system and each month a list of premises due for inspection is produced.
60. This requires Category A and B premises to receive an inspection at the appropriate frequency.
61. In September 2005 the largest ever outbreak of E. coli O157 in Wales occurred; it was the second largest ever in the United Kingdom (UK). Thirty-one people were admitted to hospital and a five year old boy tragically died. The Food Standards Agency has published Guidance to be followed by Food Enforcement Officers over the last several years which has been incorporated into the procedures.
62. Category C premises are divided into 2 groups as defined by the guidance, those broadly compliant and broadly non-compliant.
 - i) Broadly complaint premises will receive a full inspection every other time it is due for an inspection. An alternative intervention such as a sampling visit or visit for another food matter will be carried out for the other due inspection. There is however clear guidance on what the alternative intervention must be detailed in the Code of Practice.

- ii) Broadly non-compliant premises will continue to receive an inspection every time it is due.
63. Category D premises will be treated the same as Broadly Compliant C premises.
64. Category E premises may not receive traditional inspection at all, but may receive one of the other intervention types as appropriate.
65. All new food premises will receive an initial inspection and thereafter treated as above depending on the initial category.
66. The inspection programme for 2013/2014 by risk category is as follows:-

Risk Category	Inspection Interval	No. of Premises due for Inspection	
		2013/14	2012/13
A, B and non-compliant C	6, 12 and 18 months	70	78
Compliant C, D and E	18 months, 2 years and 3 years	311	304
Total		381	382

67. It is intended over time to develop an alternative intervention plan for those premises not requiring a full inspection. For the coming year it is intended to tackle these as follows:-
- Combined visits by multi-skilled officers who may be visiting for other reasons;
 - Use complaint interventions to defer inspections;
 - Use sampling interventions to defer inspections.
68. For the year 2012/2013, it is anticipated that all of the high risk premises that were due for inspection will have been inspected by the deadline of 31 March 2013.
69. The Team have had a very busy year in terms of investigating circumstances around poor conditions found during inspections, investigating serious accidents and complaints and serving formal Enforcement Notices for poor performance. This has impacted on the routine inspection programme and may result in not all of the lower risk inspections being completed by 31st March 2013. Any outstanding inspections will however be done by the end of April 2013.
70. Revisits are made in order to check on compliance with Enforcement Notices and to ensure poor standards and serious defects are addressed by the food business operator. This is at the officers' discretion, but in line with Departmental Enforcement Policy.
71. Currently, the profile of premises in Fareham is detailed in paragraph 26. The use of the risk assessment scheme ensures that the highest priority is given to food manufacturers and caterers where conditions are below standard and premises that cater for vulnerable groups.

72. The Council maintains a Register of all food premises within the Borough in accordance with regulations. The register is held on the Ocella Computer system which is maintained by the Head of Environmental Health. In addition, the original registration forms are held in electronic form and copies are sent to Hampshire County Council Trading Standards on receipt.
73. The Food, Health & Safety and Licensing Team has received appropriate training to ensure knowledge of food specific legislation which relates to premises within the Borough.
74. All new food premises receive an initial inspection generally within one month of opening. Full inspections are carried out, occasionally following food and food hygiene complaints. The decision to make such inspections depends upon the nature and circumstances of any complaint.
75. There is a time recording system in place and this system indicates that about 65% of the team's time is spent on food safety. This equates to three Full-Time Equivalent (FTE) members of the team. Food safety, however, includes dealing with food hygiene complaints as well as food complaints and food premises inspections.
76. The Food, Health and Safety and Licensing Team holds regular team meetings to help ensure that inspection targets are being met and also to enable the team to respond quickly to changes in legislation/guidance and develop and improve the methods of operation within the team. In addition a meeting is held every two months with the Head of Environmental Health to address any issues that may have arisen, that cannot be resolved amongst the team e.g. changes to operating procedures as a result of changes to legislation/guidance.
77. At the time of every food premises inspection, a pro-forma is completed which is attached to the electronic premises file. Following each inspection, a written report is sent to the proprietor of the business. The report has a standard format, which includes all of the information contained in Annex 6 of Food Law Code of Practice.
78. Over the last five years, the section has achieved 97-100% completion of the inspection programme and is on course to achieve 95-100% for 2012/2013.

Food Complaints

79. It is the responsibility of the Council to enforce the provisions of the Food Safety Act 1990 as far as food complaints concerning the following are concerned:
 - Food which does not comply with the food safety requirements i.e. food which is unfit; food which has been rendered injurious to health; or food which is so contaminated.
 - Food which is not of the nature or substance demanded by the purchaser.
80. The Council also enforces the provision of the Food Labelling Regulations 1984, which relates to 'Use-by' date labelling and quality issues, in co-operation with the trading standards authority.
81. All food complaints are investigated in accordance with guidance issued from Local Government Regulation- 'Guidance on Food Complaints' and Codes of Practice, which forms the basis of our in house procedure.

82. Initial investigations into food complaints are given high priority, since these can give an indication of where the food supply chain has broken down. Such breakdowns may be one-offs or can indicate a problem that, if left unattended, could have serious consequences. Arrangements are in place to contact the Food Standards Agency where food complaints may have wider implications.
83. Where companies involved are unable to provide a satisfactory defence that they take all reasonable precautions and exercise all due diligence to prevent such a complaint, legal proceedings may be instigated. The decision to prosecute would be taken at the recommendation of the officer concerned, in consultation with the Head of Environmental Health, the Director of Regulatory and Democratic Services and the Council's legal representative, in accordance with the Food Safety Enforcement Policy. In each case the company/business and complainant will be kept informed as to the progress of the complaint.
84. Dealing with food complaints is a relatively small part of the workload; to date (25th February 2013) we have received 14 complaints.

Primary Authority Principle

85. In April 2009 the Regulatory Enforcement and Sanctions Act introduced the Primary Authority Scheme. This is an arrangement where a Local Authority agrees to provide specialist advice to a company regarding its Food Safety arrangements and acts as a point of contact for other local authorities where its food may be sold. The Primary Authority is usually where the head office for a company is situated. The Originating Authority is the Authority where the unit which manufactured a product is situated. In principle any Authority shall observe the following:-
 - An Authority shall have regard to any information or advice it has received from any liaison with home and/or originating authorities.
 - An Authority, having initiated liaison with any home and/or Originating Authority, shall notify that Authority of the outcome.
86. Currently this Council does not act as Primary Authority for any local business.
87. If a business requests a Local Authority to be its Primary Authority for any regulatory function, the Local Authority must agree to the request, although it may charge for the cost of doing so. Fareham isn't currently a Primary Authority.

Advice to Business / Food Hygiene Complaints

88. Whilst the Council will utilise its powers to enforce the food legislation, it is realised that, where food businesses break the law, it is often due to ignorance rather than design. As a consequence, it is the Council's policy to provide advice to business in a number of different ways.
89. The Food, Health and Safety and Licensing team does not provide formal food hygiene training, as there are many local providers. Advice is also provided on training courses offered throughout Hampshire and the Isle of Wight, by other authorities and training centres and particularly for courses offered in ethnic languages.
90. Training is however organised on an ad hoc basis for businesses depending on need, e.g. in response to new legislation.

91. Advice is also given during routine inspections and visits and followed up in writing. Advice is provided to direct queries received either by telephone or letter. Where necessary, it is followed up with a visit and or a letter. Provisional advice is given prior to the setting up of a food business. Free advisory leaflets are provided, where appropriate.
92. Where a business requires consultancy-type advice a small charge is levied.
93. Building Control and Planning applications are inspected by the Food, Health and Safety and Licensing Team and advice given to the developers/applicants regarding issues relating to Food Safety and Health and Safety.
94. A magazine called 'Fareham Today' is produced by the Council periodically. It is sent to all residents and businesses within the Borough. Information on food safety issues is occasionally included in this publication.
95. Information is also available on the [Council's website](#).
96. In addition, the Team responds to complaints from members of the public regarding the hygiene of premises/food handling practices. This may result in anything from a telephone call to prosecution for any offences.
97. In 2012/13 the team received around 150 food hygiene and food complaints and allegations of food poisoning.

Food Sampling

98. The Authority believes that a proactive, point of sale, food sampling programme can provide useful information about the microbiological fitness of food for sale within the Borough. The Sampling Policy can be seen at Appendix 2 to this plan and the Sampling Programme for 2013/2014 can be seen at Appendix 3 to this plan.
99. The Council participates in the Portsmouth and South East Hampshire sampling group which has a co-ordinated food-sampling programme based on Food Standards Agency, Local Government Regulation and agreed local priorities.
100. The sampling programme consists of the following:-
 - (i) Participation in Local Government Regulation/Public Health Laboratory Service sampling initiatives.
 - (ii) Participation in the European Union initiatives, when they occur.
 - (iii) Participation in the Wessex Shopping Basket programme, when funds permit.
 - (iv) Participation in local initiatives devised by the local sampling group (Wessex Environmental Monitoring Service (WEMS) User Group (East) or by problems highlighted within the Borough).

101. Following the E.coli outbreak in Wales in 2005 and the subsequent recommendations by Professor Pennington and the Food Standards Agency, the team adopted an amended approach to inspecting high risk food premises (butchers shops and those handling high risk and raw products). Now, microbiological samples (swab of a food contact surface, a cleaning cloth and a food sample) are obtained from the premises and a desk top review of their HACCP system undertaken. Once the sample results are known these are used to inform the subsequent full inspection. the highest risk food premises now receive a sampling visit and a desk top study of their HACCP (Hazard Analysis and Critical Control Point) system, prior to receiving their full physical inspection
102. In 2012/13 sampling was undertaken at high risk premises in the month prior to their routine food safety inspection up until October 2012, when due to an increase in reactive work and formal investigations, this area of work was put on hold to ensure the inspection programme could be delivered. . Up to October 2012 Fareham Borough Council sampled at 19 premises, collecting samples of ready to eat foods, cloths and taking Environmental swabs.

47 surfaces swabs were taken of worktops and hand contact surfaces, 57.4% failed, with 4.2% contaminated with Ecoli, 25 Cloths were sampled 80% failed, with 52% being contaminated with Ecoli. 27 Ready to eat food samples were taken 18.5% failed, with Ecoli detected in 7.4% of samples.

Control and Investigation of Outbreaks and Food Related Infectious Disease

103. The measures to be taken to control the spread of infectious diseases are contained in various Acts of Parliament and their associated Regulations. This legislation includes the control of food poisoning and food and water borne diseases. Although the number of cases reported locally is comparatively low, it is widely acknowledged that the vast majority of cases go unreported. Moreover, a single case may lead to the discovery of an outbreak and could lead to a further outbreak if the person concerned is a food handler.
104. The investigation of food poisoning cases is therefore given a high priority and in an outbreak situation can necessitate utilising qualified employees from the Pollution/Housing Team, in addition to those in the Food, Health and Safety and Licensing Team.
105. All investigations will follow those procedures laid out in the Hampshire and Isle of White Health Protection Unit Joint Outbreak Control Plan and associated procedures and guidance issued by the Health Protection Unit and the Communicable Disease Surveillance Centre. Such investigations will be overseen by the Head of Environmental Health and liaison will take place with the Health Protection Unit.
106. The Council supports the Portsmouth and South East Hampshire Infectious Disease Forum and the Portsmouth Water Company Liaison Groups, which exist to promote best practice and consistency of approach in this area of work, between the neighbouring local authorities.

107. There are excellent links with the local Health Protection Unit and the public health laboratory, which come to the fore during outbreaks. All notifications are actioned on the day of receipt, by a telephone call, visit or a letter. Up to 25th February 2013 we have dealt with 37 allegations of food poisoning and infectious disease notifications that were received either from the HPU or as a complaint directly from the person who is ill. (see the following table). It should be noted that these are only the tip of the iceberg. The Council is not notified of cases of Campylobacter generally as there is no follow up action required.

Organism	No's	Cause
Norovirus	5	These are all associated with nursing homes.
Alleged food poisoning	6	These came from people who had eaten at food businesses in the Borough and were ill after their meal. An investigation is always undertaken and in most cases the Food Business is not implicated in the illness.
Campylobacter	2	A questionnaire is completed for all these isolated cases to establish whether a food business is implicated or whether there is larger problem. In a lot of cases the person has become infected with the bacteria during a foreign holiday. It is not always possible to identify the cause due to long incubation periods.
Salmonella	11	
Giardia lamblia	10	
Shigella sonnei	1	
E Coli	2	

Liaison with Other Organisations

108. To ensure that enforcement action taken in the area of this Council is consistent with national guidance and neighbouring local authorities, liaison arrangements are in place with the following organisations:

- The Food Standards Agency
- Local Government Regulation
- Chartered Institute of Environmental Health, Hampshire and Isle of Wight Branch Food Advisory Group (bimonthly meetings)
- Wessex Environmental Microbiology Services User Group East (meetings every four months)
- Southern Shellfish Liaison Group (annual meeting with interim newsletters as necessary)
- Portsmouth and South East Hampshire Infectious Disease Forum (Quarterly meetings).
- Health Protection Agency

109. The Council fully supports the work of the Hampshire and Isle of Wight Food Liaison Committee. This body, which has representatives from all Hampshire and Isle of Wight Food Authorities, Hampshire Scientific Services and the Wessex Public Health Laboratory Service, has amongst its objectives, 'ensuring that any enforcement action taken is consistent with other neighbouring local authorities'.

Food Safety and Standards Promotion

110. The Council education and promotion activities can have a direct impact on food safety standards. The Council is therefore committed to providing advice and information both to business and the public through a number of initiatives:
- Food Safety information leaflets – these are available from the Civic Offices.
 - Food Safety Week/Food Link – this is normally held in June every year. The Council supports a number of activities designed to promote food safety during this week, as resources allow.
 - Use of 'Fareham Today', the Council's quarterly magazine, sent to all homes in the Borough.
 - Link to food safety information on the [Council's website](#).

Food Alerts

111. Food alerts are notified by EHCNET (national computer link), by a pager from the Food Standards Agency and directly to health@fareham.gov.uk by email. There is a duty officer system and the duty officer decides upon the appropriate action in each case, which may include mailshots, visits, local press releases, etc. The resource implication is unknown, as it depends upon the nature and type of alerts, but existing resources usually perform this work as and when required.

Equality and Diversity

112. The equality Act 2010 replaced many separate anti-discrimination laws with a single Act. It also strengthened the law in important ways and extends protection against discrimination on the basis of: race, disability, sex gender re-assignment, marriage and civil partnership, sexual orientation, age religion or belief, and pregnancy and maternity.
113. There is a general duty under the act and some specific duties which include the need for public bodies to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster goods relations. In addition there is a duty to publish certain information to demonstrate compliance with the Act.
114. In respect of the Food and Health & Safety team there is an Equality Impact Assessment in place which details the various measures employed by the team to meet the requirements of the Act and ensure the Service does not discriminate and is equally accessible to all.

RESOURCES

Financial / Staffing Allocation

115. The Food, Health and Safety and Licensing Team consists of 1 FT Team Leader, 2 P/T Senior Environmental Health Officers (3 days each), 1 FT Environmental Health Technical Officer. The team also has access to the wider Gosport food safety resource through the partnership.
116. All employees (except The Licensing officer) involved in food safety work are fully competent to inspect all risk categories of premises as required by the Code of Practice. Officers only carry out work which is permitted by the qualification requirements of the code of practice.

117. There is a list of delegations to officers, annexed to the Council's Constitution. This is constantly reviewed and updated as new regulations are made.
118. A summary of the estimated number of interventions and resource requirements is shown in Appendix 1 to this plan. The current resource allocation is sufficient to provide the service as detailed in this plan.

Staff Development Plan

119. Training has recently been centralised and a training plan for all employees is being developed by the Personnel Section in consultation with each section. This plan recognises the need for Professional Officers to meet Continuing Professional Development (CPD) requirements.
120. The basic principles and ideals are:
- The Section has a duty to the Council to ensure that it is able to meet all the demands that are placed upon the Section.
 - The Section has an obligation to develop the potential of all its employees.
 - Regular and continual training and updating of skills in order to undertake "the job" are necessary.
 - The Council is committed to continuous development of employees and services to ensure it is properly equipped to deal with future challenges.
 - To ensure workforce and succession planning.
 - To ensure all staff receive appropriate Customer Service training, to enable the Services to be designed and delivered to meet our customers needs.
121. This training may be provided through attendance at externally organised courses and seminars or through in-house training activities.
122. All training received will be documented as part of the Council's central training plan.
123. Core regulator skills will be achieved by the use of the "Regulators Development Needs Analysis tool".

QUALITY ASSESSMENT

124. Food Safety Act Code of Practice on Food Hygiene Inspections requires Authorities to have internal monitoring systems.
125. The Section has a set of Food Safety Procedures aimed at meeting the requirements of the Food Safety Code of Practice and Official Guidance. This is regularly kept under review and is used to ensure consistency and improvements in service delivery. The document management system ensures consistency and performs management review.
126. The Council has in place procedures for achieving and monitoring the consistency and quality to ensure that its food safety service is provided in a way that is consistent with the Food Standards Agency Standard, Statutory Codes of Practice and nationally issued guidance.

127. The Hampshire and Isle of Wight Food Advisory Committee has historically had a system of Inter Authority Auditing that is carried out although due to a loss of continuity following significant changes to key personnel within the County Authorities, audits have not taken place for some time. The Hants and Isle of Wight EH Manager group have tasked the Food Advisory Committee with producing a revised audit system based on the Food Standards Agency Inter Authority Audit documents.

The Food Standards Agency undertakes Audits of Local Authorities and Fareham is to be audited on 12th-14th March 2013. This will be an in depth audit of the Food Safety Enforcement procedures and work undertaken over the last 2 years.

128. In addition, the team operates a system of peer review and quality checks where officers carry out joint inspections to ensure a consistent interpretation of legislation, codes of practice and national guidance.

Benchmarking

129. The team is committed to supporting the Hampshire and Isle of Wight Environmental Health Benchmarking Club. The aim of this group is to provide a simple and effective means of comparing services provided by different Authorities. The results of this will be used as part of the Best Value review and continuous improvement of this service.
130. The Food Service in Fareham has been benchmarked against all the other local authorities' Food Services in Hampshire. The results of this have been used in developing the service. Further, the results of time recording, process maps and the use of the Quality Matrix have all been useful in identifying processes and practices that can lead to an improvement in service delivery.

REVIEW

Performance against Plan

131. The Food Safety Service Plan is produced and reviewed annually by members.
132. The performance of the food service is reported annually to the Food Standards Agency, via the Local Authority Monitoring System (LAEMS). The performance will be compared with other Local Authorities nationally and within Hampshire.
133. The Food Standards Agency then reports this performance data to Government and Europe.
134. The Council has a Local Performance measure of "How many places for eating out or shopping for food have a rating of satisfactory, good or very good (3* or above)" in relation to the Food Hygiene Rating System. The performance against this is as follows;-

Financial Year	3,4 or 5
2010/11	94.37%
2011/12	93.11%
2012/13	90.98%

Overall the service is achieving a high percentage of businesses in these categories. However there is a slight decline evident, which may be a result of the difficult financial times that businesses are operating in currently.

Reflection on 2012/2013

135. Between April 2012 and February 2013 the Team have:
- i) Carried out 362 food hygiene inspections (we are on target to complete 100% of the high risk inspection programme and between 95 – 100% of the low risk programme)
 - ii) Served 24 Improvement Notices for food hygiene failures – lack of food safety management procedures, lack of food hygiene training and poor practices demonstrated during inspection, poor facilities in the kitchen such as lack of hot water.
 - iii) Received 147 food hygiene requests for service. This includes new food businesses that require inspection as well as food hygiene complaints and allegations of food poisoning.
 - iv) Received requests for and issued 111 Export certificates which resulted in additional income of £7,770.
 - v) Investigated 14 food complaints.
 - vi) Detained a large volume of yellow fin tuna due to high levels of cadmium that was being stored in a cold store in Fareham. It was re-exported back to Ecuador.
 - vii) Supervised voluntary surrender and disposal of a large volume of high risk food that was stored in unsafe conditions on 2 separate occasions by a market trader.
 - viii) Issued a Simple Caution to a Café for a pest infestation and dirty kitchen.
 - ix) Currently investigating 4 cases of extremely poor hygiene practices and standards of cleanliness to decide whether to recommend prosecution.
 - x) A case is in Court at the end of February for food hygiene offences noted during several visits to a Market Stall in the summer of 2012.
 - xi) Officers now have joint warrants to enable Fareham and Gosport Staff to assist each other where there are peaks in workload

Areas for improvement

136. The service is performing very well at present. However, in 2013/2014 the following areas will receive further consideration:-
- Further development of the Environmental Health Partnership with Gosport BC Environmental Health Section.
 - Completion of the review of the Food Procedures
 - Continuation and development of the Hampshire Better Regulation Partnership.
 - Working from Home project.
 - Further development of a lower risk premises strategy
 - Identification of areas for efficiency savings
 - Provide support to businesses and removal of unnecessary bureaucracy in enforcement.
 - Devise an action plan to implement any recommendations that arise out of the Food Standards Agency audit (March 12th-14th 2013)

Fareham Borough Council Interventions Plan 2013/2014

Priority	What	How	Where (When)
FSA Requirement	Complete Higher risk inspection program	70 Inspections	Existing Category A, B and C premises throughout the year
FSA Requirement	Carry out Interventions at Lower risk premises	311 Interventions	Existing Broadly compliant Category C, D and E premises
FSA Requirement	Re-visits to premises to check compliance	120 revisits	Throughout the year
FSA Requirement	Investigate complaints about food and food hygiene and food alerts (1 st response within 2 days, same day for food alerts.)	Approx 200 Service Requests (estimate)	Throughout the year
FSA Requirement	Consult on Building Regulation applications (within 10 days)	30 requests (estimate)	Throughout the year
FSA Requirement	Undertake Sampling Program	1 day per month + 12 days for re-samples	monthly
Local / County Initiative	To continue with Hampshire Better Regulation Partnership project	30 Inspections	Between April 2013 and March 2014
County Groups	Attend Hants and IOW Food Safety, sampling, Infectious disease and shellfish Advisory Groups	Attend quarterly meetings	Quarterly/biannual
FSA Requirement	Development, training and team meetings	As required	Throughout the year

FSA Requirement	Investigate food poisoning notifications (On day of receipt)	As required	Throughout the year
Legal Requirement	Formal action	As required	throughout the year
FSA Requirement	General advice and enquiries (Response within 2 days)	As required	throughout the year
Local Requirement	To manage and co-ordinate work of the team	Day to management duties	daily
Health & Safety Enforcement	The detail regarding this area of work is reported to the Licensing And Regulatory Affairs Committee through the Health & Safety Service Plan		
Licensing / Smoking Projects	A separate plan for this work area is not currently required by an outside organisation.		
	To implement changes to guidance in respect of high risk premise and to allow flexibility so as resources can be redirected to areas within Regulatory Services as demand requires.		



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Food Sampling Policy for Fareham Borough Council

1. The Sampling Policy document is written for Fareham Borough Council's Food, Health and Safety and Licensing Team, within Regulatory Services.
2. Food samples will be taken throughout the year both on a programmed and random basis. The department will participate in National, European and local studies, where appropriate and as resources allow.
3. Samples can be taken during routine food inspections by authorised officers or as part of a compliant based inspection. In addition, samples can be taken from random premises that fulfil the sampling programme criteria. Samples can be taken on a formal and informal basis. Formal samples can be taken following a complaint, during an inspection and as part of any Home Authority agreement within Fareham Borough Council. Informal samples are normally taken as part of on-going national, European and local sampling initiatives and for monitoring purposes.
4. This policy refers to the Sampling Programme that is held within the Regulatory Services Department. This sampling programme is produced for each financial year. The plan is produced in conjunction with the Hampshire and IOW sampling group. The sampling Group decides on the years sampling plan in accordance with the National (LGR), European plans and any local studies that the group wishes to undertake.
5. The purpose of sampling and associated actions:-
 - i. The Food, Health and Safety and Licensing Team, within Regulatory Services, will identify any foods that pose a hazard or risk to health of the consumer; this may be due to contamination of significant pathogenic bacteria and/or associated toxins.
 - ii. To identify any contraventions of Food Safety legislations.
 - iii. To use results to educate and inform the local businesses and, in addition, to inform the public regarding food safety issues.
 - iv. Sampling is used to evaluate effectiveness of food handling and associated processes at food premises in relation to their food safety management system requirements.
 - v. Investigate food complaints and food poisoning incidents.
 - vi. To assist in any potential formal action case.

6. Routine sampling is an important part of the work of Fareham Borough Council's Food, Health and Safety and Licensing Team, within Regulatory Services.
7. All samples are taken in accordance with the following legislation and guidance documents:-
 - i. Food Safety Act and associated codes of practice.
 - ii. Local Government Regulation Guidance Notes on microbiological food sampling, first issued in January 2002, but revised and re issues in January 2006.
 - iii. Health Protection Agency Guidance
 - iv. Food Safety (Sampling and Qualification) Regulations 1990

WEMS (EAST) Sampling Group Program for 2013/14

MONTHS OF SAMPLING	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
LGR sampling study	To be confirmed in April 2013											
Imported foods	All year - Sampling Period											
Alternative strategies from Broadly Compliant premises or from local intelligence	All year - Sampling Period											
Water sampling	Sampling Period											
Butchers and high risk premises	All year - Sampling Period											

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	Study Name	Aim of Study	Type of Sample required	Total Number of samples per authority	Individual Amount
1.	Effectiveness of cleaning in High Risk Premises (those in the 0-3 FHRS Categories or Category A&B)	To check the effectiveness of cleaning techniques and chemicals used having regard to the Ecoli 0157 guidance	Environmental swabs and cloths	As many as possible	1 cloth Max 3 swabs
2.	Imported Foods	The FSA set a guide	Any imported Food	As many as	100g per

		that 10% of our samples should be imported foods. This study will focus on imported food from Non EU countries	from Non EU Country Food of animal origin from catering premises	possible	product, Note only 1 can at a time to lab due to sampling issues
3.	Water Sampling	To check the quality of drinking water caravan sites and marinas	Water sample	Minimum of 1 per site (up to 3 taken from larger sites)	1 water container
4.	Water Sampling	To check the quality of swimming pool water at pools and spa pools.	Water sample	Minimum of 1 per site (up to 3 taken from larger sites)	1 water container

- ❖ The Sampling Programme has fewer studies than in previous years however the studies are more focused and targeted on actual food safety issues in Fareham. Programme 1 has been taking place in 2012/13 and has identified a lot of poor practices in food premises. The results have been extremely useful to demonstrate to Food Business Proprietors how important it is to use suitable cleaning chemicals and disposable cleaning cloths and the level of detailed cleaning that is required to ensure food safety.
- ❖ LGR European and National Studies for 2013/14 haven't been published at time of writing report however it is anticipated that we will participate where relevant to local businesses.

FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 13 May 2013

Portfolio: Strategic Planning and Environment
Subject: **Solent Green Deal Scheme**
Report of: Director of Planning and Environment
Strategy/Policy: Environmental Sustainability Strategy

Corporate Objective: Protect and Enhance the Environment
 Support a Balanced Housing Market

Purpose:

To recommend what level of involvement Fareham Borough Council should adopt with regards to the Solent Green Deal scheme.

Executive summary:

This report gives a brief summary of what the Green Deal is, before explaining the responsibility Fareham Borough Council has in terms of promoting the initiative, and providing clear advice to its residents. The report goes on to explain the work that the Partnership for Urban South Hampshire (PUSH) has been undertaking on developing a "Solent Green Deal" and what benefits and options there are in Fareham Borough Council becoming involved in this scheme. The final element is a recommendation on the level of involvement that is considered appropriate.

Recommendation:

That the Executive formally supports Fareham Borough Council becoming an "endorser" of the Solent Green Deal. This would then become the single recommended Green Deal scheme in the Borough.

Reason:

This approach is considered the most prudent given the unpredictable levels of uptake. This allows Fareham Borough Council the option to review uptake levels in the Borough in potentially reviewing its level of involvement in the future. It also allows the Council to benefit from the detailed work undertaken by PUSH as well as the comprehensive marketing of the Solent Green Deal which will be funded by support already secured from the Department of Energy and Climate Change (DECC) Pioneer Places fund.

Cost of proposals:

There is no initial investment required to become an "endorser" of the Solent Green Deal. However, some existing staff time/resources will be required to promote the scheme locally.

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date: 13 May 2013

Subject: Solent Green Deal Scheme

Briefing by: Director of Planning and Environment

Portfolio: Strategic Planning and Environment

WHAT IS THE GREEN DEAL?

1. The Green Deal is a government initiative and proposed solution to the problem of a current lack of investment in energy saving measures in homes and non-domestic buildings, resulting in many properties with poor energy efficiency ratings. The Green Deal aims to provide finance to fund fixed improvements to the energy efficiency of domestic and non-domestic properties, which will provide savings for the bill payer (and future bill payers).
2. The Green Deal includes a financial framework that enables energy saving measures to be paid for in instalments via energy bills. The core principle is "The Golden Rule." This means that the instalment payment for the energy saving measures should not exceed the projected associated cost savings on an average bill for the duration of the Green Deal Finance arrangement (up to 25 years).



HOW DOES THE GREEN DEAL WORK?

3. The first part of the process is the assessment, where residents request a Green Deal assessment from a qualified assessor. These assessments are usually charged for, although the majority of providers will cover the assessment fee if residents choose to install a product using the Green Deal. The assessor will then provide the resident with a Green Deal Advice Report, which will explain what improvements they can make and estimate how much they could save on their energy bills. The report will usually refer to an array of potential products or improvements which differ in costs and potential savings, such as replacement boilers, cavity wall insulation, replacement lighting etc.
4. After the assessment, residents can then contact a Green Deal provider to arrange for any work to be undertaken. Residents are free to get as many quotes from providers as they like, and are free to choose which recommendations suit them best. Once a resident has chosen what work they wish to be undertaken, they will then agree on a Green Deal Plan (loan) from their chosen provider. A Green Deal plan is 'attached' to the electricity meter of the property, rather than the existing householder, and so if a resident moves house after installing a Green Deal product, the loan will stay with the property.
5. Green Deal loan repayments are added to the householder's electricity bill. Residents will then repay the loan through the payments they make on their electricity bills (by direct debit, for example). Even if the installed measure is predicted to save you money on a gas bill the repayments will be made through the electricity bill. The Green Deal loan will be fully transferable as it is a fixed amount, so residents would still be able to freely switch between energy suppliers as usual, and there would be no need for householders to switch to a special Green Deal energy supplier.
6. The chosen Green Deal provider will decide on the terms of the loan, such as how much a householder can borrow (there is no limit), how long for, and the rate of interest. Estimates are that interest rates are likely to be between 6.5-9.5% and there are likely to be early repayment charges applied.
7. For the consumer, the Green Deal "should" be simple in that they can deal with one company who will arrange an assessment of their property, propose the installations that meet the "Golden Rule", arrange the necessary finance and agreements, and arrange for repayment of the finance through the energy bill associated with the property. However, to achieve this, a complex set of arrangements, agreements and relationships exist between the Green Deal provider and the various other concerned parties.

WHY SHOULD FAREHAM BOROUGH COUNCIL BE INVOLVED?

8. The Green Deal is a relatively complex process that may be difficult to understand. This is seen as potentially the biggest obstacle to take up on a large scale. Local Authorities can, therefore, have a big influence on simplifying the process as far as possible and offering residents the best options and advice.

9. The key benefit to the Borough would be the potential to help residents reduce their energy costs and reduce fuel poverty levels. There are also potential benefits of local job provision as a result of using or promoting local businesses. Also, the government expects Councils to outline what they will be doing on the Green Deal as part of the development of their new Home Energy Conservation Action (HECA) plans.

PARTNERSHIP FOR URBAN SOUTH HAMPSHIRE (PUSH) APPROACH - "SOLENT GREEN DEAL"

10. A significant amount of work has been undertaken by the Partnership for Urban South Hampshire (PUSH) on looking into what is the best approach to the Green Deal. Generally local authority experience with business is that there are economies of scale to be had the larger the proposition. Therefore, at the PUSH Joint Committee meeting in December 2012, it was agreed that PUSH would support the development of a Green Deal scheme for the Solent area. Subsequent to the meeting, Southampton, Portsmouth and Eastleigh Councils were successful in securing £455,000 of Department of Energy and Climate Change (DECC) Pioneer Places Funding to develop and launch the scheme.
11. The scheme developed by PUSH is essentially a partnership between the public and private sector, using Portsmouth City Council as the public sector lead authority. The public sector will be responsible for communication with residents, marketing and undertaking assessments. A marketing strategy is being developed to utilise the funding secured from DECC and a dedicated website (www.solentgreendeal.org.uk) has been developed to explain, in simple terms, the benefits of the Solent Green Deal scheme. The private sector will then be responsible for the financial elements and arranging any agreed installations.
12. Local Authorities will need to sign a Service Level Agreement with Portsmouth City Council, whilst the service concession agreement with the providers will be with Portsmouth City Council. Residents will have the comfort of dealing with their local Councils for assessments, while contractual arrangements with providers will ensure not only that there will be the appropriate product guarantees, but that where service is inadequate there are effective processes in place to achieve a satisfactory remedy.
13. The procurement documentation will enable all Hampshire Authorities to work with the selected providers. The documents will also outline the requirement for Providers to use local Small and Medium Enterprises (SMEs) where practical, and to work with colleges and SMEs developing local apprenticeship schemes.
14. The Solent Green Deal scheme is due to be officially launched at the end of May 2013 (final date yet to be confirmed). There is no time limit on when Local Authorities can become involved in the scheme.

OPTIONS AVAILABLE

15. There are three basic options open to Fareham Borough Council in terms of their involvement in the Solent Green Deal scheme:

Option A: Direct Involvement

16. This involves the Council signing up fully as a partner in the Solent Green Deal scheme and the Council employing trained assessors to meet with residents. This expenditure would potentially be recovered by charging for assessments. All assessments are charged, although where residents choose to install a product using the Solent Green Deal their assessment would be paid by the private partner. The PUSH business model showed that an assessment fee of £150 would (in theory) recoup the costs of staff expenditure. This is considered to be competitive with other Green Deal providers in the current market. An initial upfront cost of training would be around £1,500 (Highbury College), but there would also be ongoing costs and resource implications such as annual salaries and time/costs for administration and logistics.
17. This option has the most financial risk, as it is extremely difficult to predict uptake levels and hence there is no guarantee that income from assessments will be enough to cover the costs of staff and training, etc. However, it does ensure the Council has full control over the quality of the assessments as the people doing them will be Council staff. This option does allow the Council to utilise the work undertaken by PUSH and to benefit from the marketing strategy and website funded by DECC.

Option B: Endorser

18. This option would be indirect involvement but formally endorsing the Solent Green Deal scheme as **the** Council backed scheme within the Borough. Any referrals generated in the Borough would be passed to assessors from a neighbouring Council, and any income generated would be retained by that Council.
19. Choosing option B gives Fareham Borough Council the opportunity to utilise the work undertaken by PUSH and to benefit from the marketing strategy and website funded by DECC, but without the financial risk associated with Option A. It allows Fareham Borough Council to assess the take up over time and potentially review the level of involvement in due course if uptake is high amongst residents of the Borough.
20. Choosing either Option A or B gives the Council some control over the quality of assessment or any assurances of the quality of product being installed. By becoming a partner in the Solent Green Deal scheme, the Council will have a steer in the procurement of private partners and will also be part of the ongoing project board. This will help the Council have influence over the project, but can also have assurances over the quality of the private partners and their work.

Option C: No involvement

21. Alternatively the Council can choose not be a part of the Solent Green Deal scheme at all. The Council would still have a duty to promote the Green Deal, but this would be done far more generally, with Council having to highlight all providers available in the area, but not recommend or endorse any specific providers.

22. Option C does not give the Council any control over the quality of work being undertaken in the Borough as all listed providers would be working outside of the Council's control, and there can, therefore, be no guarantee over the quality of their service or products. However, by not officially endorsing one particular scheme or partner, there is potentially less reputational risk to the Council if a product fails, or a scheme is not as cost effective as promised.

RECOMMENDATION

23. It is recommended that Fareham Borough Council does take the opportunity to become part of the Solent Green Deal scheme. However, it is recommended that option B is taken and that the Council becomes an "endorser" of the scheme rather than become directly involved.
24. Whilst there is potential to recoup the initial costs of training and employing Green Deal assessors through assessment charges, the predicted uptake of the Green Deal is clearly unknown at the current time. It is therefore considered more prudent to promote the Solent Green Deal scheme and utilise trained assessors from other authorities. This approach fulfils Fareham Borough Council's obligation to support the Green Deal in general without requiring any initial investment. Uptake of the product could be reviewed over time, and the arrangements could be reviewed if it becomes apparent that having Fareham Borough Council assessors would be beneficial financially.
25. Becoming a partner in the Solent Green Deal scheme would ensure that the Council has assurances, and a degree of control, over the quality of the work being provided to the residents of the Borough who approach the Council for advice. The alternative would be simply providing a long list of all companies who provide a Green Deal service without having any information on the quality of their work. The detailed work in procuring a suitable set of partners is being undertaken by Portsmouth City Council, and as such, provides Fareham Borough Council with a level of input without the need to input significant staff resource.
26. Directing residents to the Solent Green Deal website would also negate the need to develop detailed information on Fareham Borough Council's own website, thus saving time and staff resource.
27. The only resource implications of choosing this option would be general promotion of the product and the scheme website. The majority of promotion is envisaged to come from Portsmouth City Council who is developing a marketing strategy utilising the Pioneer Places funding.
28. Although there is no time limit on when Local Authorities can become involved in the Solent Green Deal scheme it would be beneficial to "join up" prior to the official launch at the end of May 2013 (final date to be confirmed) in order to benefit from initial marketing.

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FAREHAM

BOROUGH COUNCIL

Report to the Executive for Decision 13 May 2013

Portfolio:	Policy, Strategy and Finance
Subject:	Estates Efficiency Proposals 2013-2014
Report of:	Director of Finance and Resources
Strategy/Policy:	Asset Management Plan.
Corporate Objective:	A dynamic, prudent, progressive and best practice Council

Purpose:

To advise the Executive of opportunities to provide income from the provision of additional trading concessions/other proposals and beach huts on land within the Council's ownership.

Executive summary:

In April 2012, the Executive agreed a series of efficiency proposals. As a result, officers were tasked to undertake the following in order to identify scope for additional income, which would contribute to the £650k savings required.

- (a) Introduce additional concession sites into the Borough (e.g. for mobile catering), to achieve at least £10k;
- (b) Review the Council's coastal land holdings, and consider opportunities for income generation (e.g. through additional beach huts, concessions, etc.), to achieve at least £20k;

The report sets out the initial findings of the review and proposes a way forward with a view to achieving the above income targets.

Recommendation:

The Executive considers which of the suggested opportunities are progressed for additional trading concessions and beach huts.

Reason:

Requirement to deliver the increased income requirements as set out in the approved efficiency plan for the Council.

Cost of proposals:

Not yet known, but dependent upon the number of opportunities that are implemented. One off up-front costs for beach huts would be offset by the income from letting the huts to occupiers.

Appendices A: Suggestions for additional trading concessions/other proposals.

B: Suggestions for additional beach hut sites and concessions along the coastline.

C: [Site Plans](#)

Background papers:

FAREHAM

BOROUGH COUNCIL

Executive Briefing Paper

Date: 13 May 2013

Subject: Estates Efficiency Proposals 2013-2014

Briefing by: Director of Finance and Resources

Portfolio: Policy, Strategy and Finance

INTRODUCTION

1. In April 2012, the Executive agreed a series of efficiency proposals. As a result, officers were tasked to undertake a review in order to identify scope for additional income, which would contribute to the £650k savings required to achieve the following;
 - (a) Introduce additional concession sites into the Borough (e.g. for mobile catering) to achieve an estimated £10k, and
 - (b) Review the Council's coastal land holdings, and consider opportunities for income generation (e.g. through additional beach huts, concessions, etc.) to achieve an estimated £20k.
2. The report sets out suggestions for achieving the above income targets in order for the Executive to decide which should be progressed.

PROPOSALS

Introduce additional concession sites into the Borough (e.g. for mobile catering) to achieve £10k

3. Attached as Appendix A is a summary of the sites which could be suitable, subject to planning permission & consultation with other officers & agencies for trading concessions & other income generating proposals. Consultation with Ward Councillors on the sites included in the summary has taken place and comments received are included therein to assist the Executive in deciding which should be progressed.

4. Once the Executive have identified which proposals from appendix A are to be progressed, officers will undertake further consultation where appropriate, seek planning permission where required and seek expressions of interest/tenders from the market for concessions etc. Whilst timescales will be dependent upon a number of factors it is envisaged that the proposals would be introduced in the spring of 2014 alongside the existing ice-cream concessions.

Review the Council's coastal land holdings, and consider opportunities for income generation (e.g. through additional beach huts, concessions, etc.) to achieve £20k

5. Attached as Appendix B is a summary of suggestions for additional beach hut sites and concessions along the coastline & some inland sites (subject to planning permission & consultation with other officers & agencies). Consultation with Ward Councillors on the sites included in the summary has taken place and comments received are included therein to assist the Executive in deciding which should be progressed.
6. Once the Executive have identified which of the concession-related opportunities are to be progressed, officers will undertake further consultation where appropriate, seek planning permission where required and seek expressions of interest/tenders from the market. The final decision to proceed with an award of tender will be brought to a future meeting of the Executive.
7. For The Shack at Monks Hill, the existing lessee will be consulted to establish the possibilities for the site during the existing lease term and beyond, and for the kite surfing, it will be necessary to explore the implications of issuing licenses to existing operators.
8. In order to maximize the opportunities from the various beach hut proposals, both in terms of ongoing plot rental and capital receipts, it is envisaged that once planning permission has been obtained officers will arrange for the installation of new huts on each of the plots. Offering a site and hut together will maximize the return to the Borough Council. Officers are currently progressing planning applications for the Cliff Road proposals and it is envisaged that huts will be on site this summer. For Meon Shore, Monks Hill and Salterns Open Space, it will be necessary to liaise with Natural England and other outside agencies and if comments are favorable would then seek planning permission. A public consultation exercise will also be undertaken for the proposals, and for the sites which remain viable, Executive approval will be sought later in this financial year to invest in the sites.

FINANCIAL IMPLICATIONS

9. At this stage it is difficult to estimate the market potential and hence income for the concession sites or other proposals but the existing summer ice cream concessions bring in rentals ranging from £1,500 to £12,000 (net).

10. Each additional beach hut plot would bring in an ongoing rental - currently £300.83 (net) for residents of the borough (double plot rental for non-residents). In addition the Council would achieve one off considerations when selling complete huts with appropriate tenancy agreements
11. If all concession sites, other proposals & the maximum number of beach huts sites were progressed and proved successful, officers estimate an additional revenue income of £40,000 per year plus a capital receipt in the region of £400,000. It should be recognized however that that a number of the proposals may not receive the consent of outside agencies and would not therefore progress to completion.

CONCLUSION

12. The report advises of opportunities to provide income from the provision of additional trading concessions/other income producing proposals and beach huts on land within the Council's ownership.

Appendix A

Location	Proposal	Notes	Ward Councillor comments
Meon Shore Plan 1	A further concession offering hot food & drinks in the summer and weekends in winter	(Existing concession is summer only/cold food.) Subject to planning permission	Support for a further concession.
"Hove-To" Cliff Road Plan 2	Ice cream concession on land opposite new toilet block	Subject to planning permission	No objection to summer ice cream concession
Seafield Park Plan 3	Winter month concession	If permanent site may need Planning Permission, issues already with car parking during football season so only 2 pitches booked at the one time. Position of site with car park to be identified	Preference would be for winter weekends time limited & linked to football season. Possibly site within the western section of car park
Stubbington Recreation Ground Plan 4	Catering concession winter months day-time week-end use	Subject to planning permission	Both Councillors had concerns regarding the possible impact on the sheltered housing scheme at Crofton Court, possible loss of car parking, possible litter problems
Passage Lane/Shore Road Car Parks Plan 5	Extend existing Shore Road ice cream concession to cover hot food/drinks at weekends in the winter. Introduce a concession at Passage Lane along the same lines.	Planning permission would be required. If hot food pursued the proximity of dwellings would need to be considered. Position of site with car park to be identified	No problem with introducing an ice-cream concession at Passage Lane. Opposed to hot drinks and food in either car park because of the close proximity of housing & possible magnet for unsociable behaviour.
Portchester Castle Car Park Plan 6	Mobile catering summer exists already - could be extended for winter use or hot drinks and food &/or another concession	Planning permission may be required.	Two Councillors did not support a second concession in the summer due to pressures on car parking. Support for winter concession for hot food/drinks

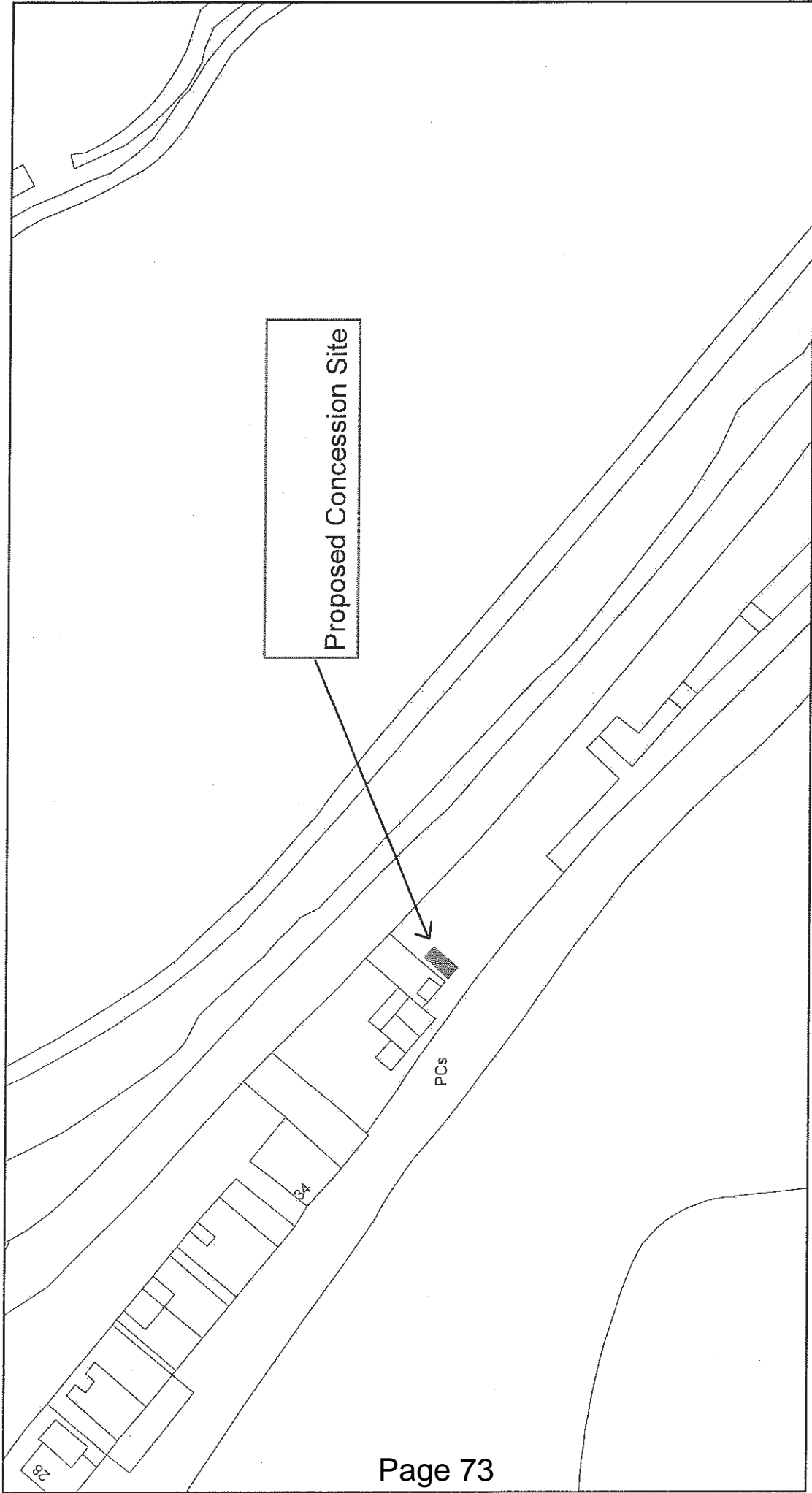
<p>Holly Hill Car Park and Woodland</p> <p>Plan 7</p>	<p>Mobile catering in summer plus week-ends during the winter, cycle hire, bbq equipment hire</p>	<p>No planning issues re catering as there was a concession in the past. Consultation required with Planning & Leisure on cycle hire etc. Plan identifies proposed site for catering concession</p>	<p>No objections regarding the catering concession. One Councillor thought bbq equipment use would need to be restricted to certain areas and had safety & other concerns regarding cycles</p>
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Appendix B

Location	Proposal	Notes	Ward Councillor comments
Monks Hill - The Shack Plan 8	Look at the possibility of improving this facility and increasing income from this site.	Planning would be required - the scale and extent of changes would be important. Lease holder has a 15 year lease from 01.10.2006 (business tenancy)	Councillors felt that the existing facility was of a suitable size for the location and did not support a larger cafe. Would support additional outdoor seating
Salterns Road Car Park/Open Space, Hill Head Plan 9	Kite Surfing Licence New one storey building - catering concession Seafarers Sailing Club - possible lease of additional land	Kite Surfing - no Planning Requirements Planning permission would be required Officers to investigate ecological implications.	Worth further exploration One Councillor did not support a building in this location and one Councillor thought that if this was to replace the existing mobile concession it may be worthy of consideration Councillors were opposed to the eastward expansion of the Sailing Club into the open space & it was quite possible to expand upwards. They also thought that there may be SINC and ecological issues regarding the area adjacent to the club.
Hook Recreation Ground Plan 10	Possibilities may exist for leisure/recreation opportunities - beyond sport pitch use. (On a longer term basis Leisure Officers are looking at the possibility of a drainage scheme which would enable the sports pitches to be brought back into use)	Informal arrangement with model aircraft club for weekend use. The land was once used as a refuse site, so usage may be limited.	Given the sensitivity of the area and the limitations & problems with tipped sites both Councillors felt that this should be left as open space

Land adjoining Portchester Castle (Castle Street Rec) Plan 11	Possible recreational activities such as pitch & putt or possibly touring caravans/tents with restriction on use and times etc. Could also look at re-introducing houseboat moorings by the foreshore	Planning/Leisure would have to be consulted.	Land gets very boggy, vehicles may cause damage, caravan use may encourage traveller interest. Pitch & putt supported by one Councillor subject to tight controls. Houseboat moorings supported by 2 Councillors subject to tight controls
Proposals for Additional Beach Huts - Planning Permission would be required + comments from other agencies such as Natural England. In sensitive areas such as the SINC at Salterns Open Space it might prove possible to build huts but with restricted usage in the winter to minimise impact on wildlife.			
"Hove-To" Cliff Road Plan 12	1 beach hut to the west of hut 1	Subject to planning & consultations with other agencies	No Councillor objection
Cliff Road - site of former toilet block Plan 13	Planning permission is being progressed for 5 or 6 Beach huts on this site	Subject to planning & consultations with other agencies	These huts have been planned for some while and there is no objection
Meon Shore Plan 14	6 Beach Huts	Subject to planning & consultations with other agencies	No objection subject to planning etc
Monks Hill Car Park Plans 15(a) & (b)	4 Beach Huts	Car parking spaces relocated, access to beach is not prevented. Subject to planning & consultations with other agencies	Councillors strongly objected to this proposal believing it to be completely inappropriate with no real benefit to local residents or visitors and one that would be viewed as a deliberate attempt by the Council to restrict the popular use of this location by Monks Hill sail boarders/kite sailors. They felt it would draw a lot of objection from people who know,

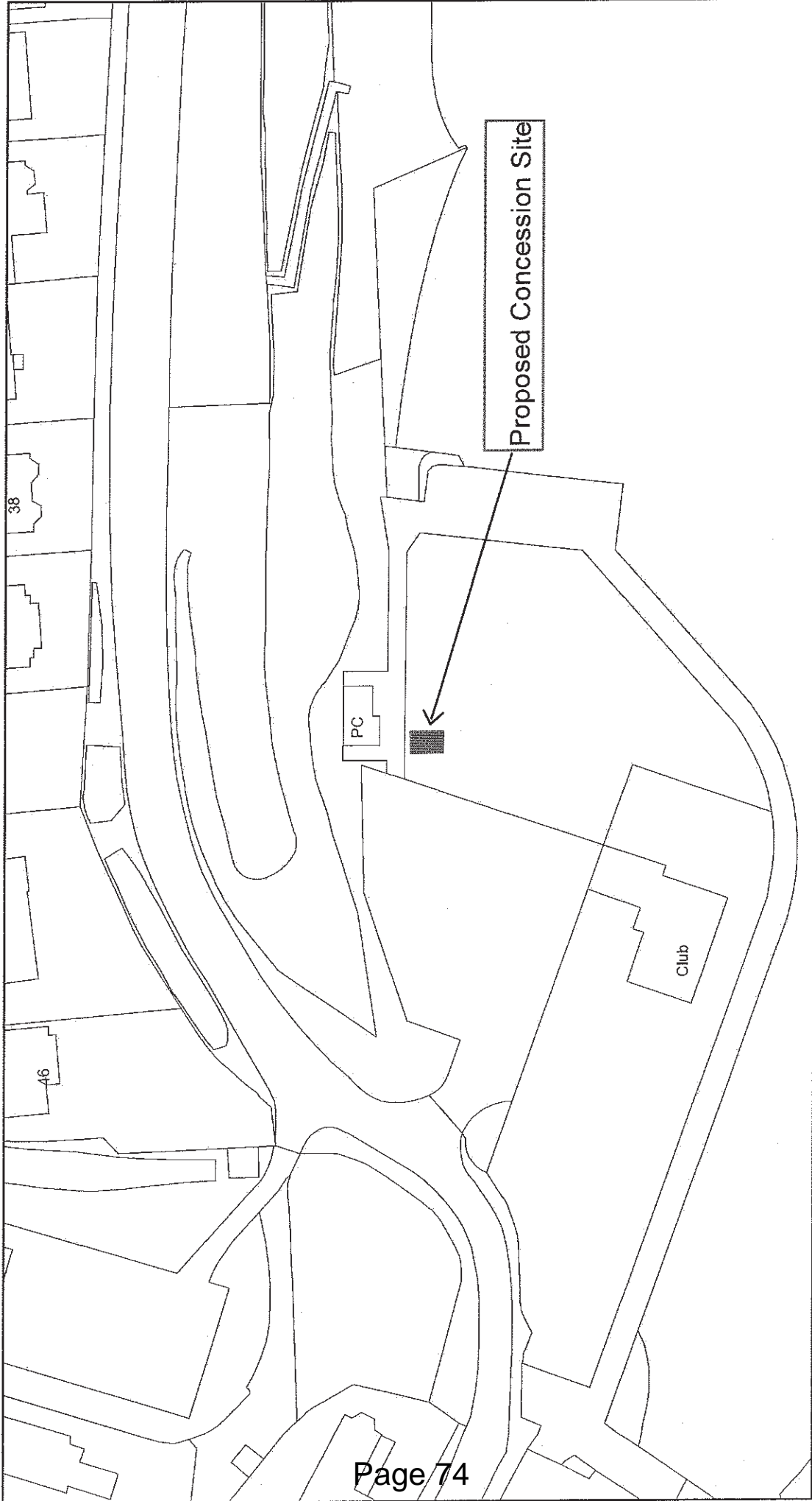
			use or like the area as it would restrict views from that part of the car park & reduce access to the beach
Salterns Open Space, Hill Head Plan 9	Area A to B (numbers dependent upon planning etc)	Land is designated SINC. Subject to planning & consultations with other agencies	Councillors felt that this was not an appropriate location for additional beach huts



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Plan 1
Meon Shore
Not to Scale

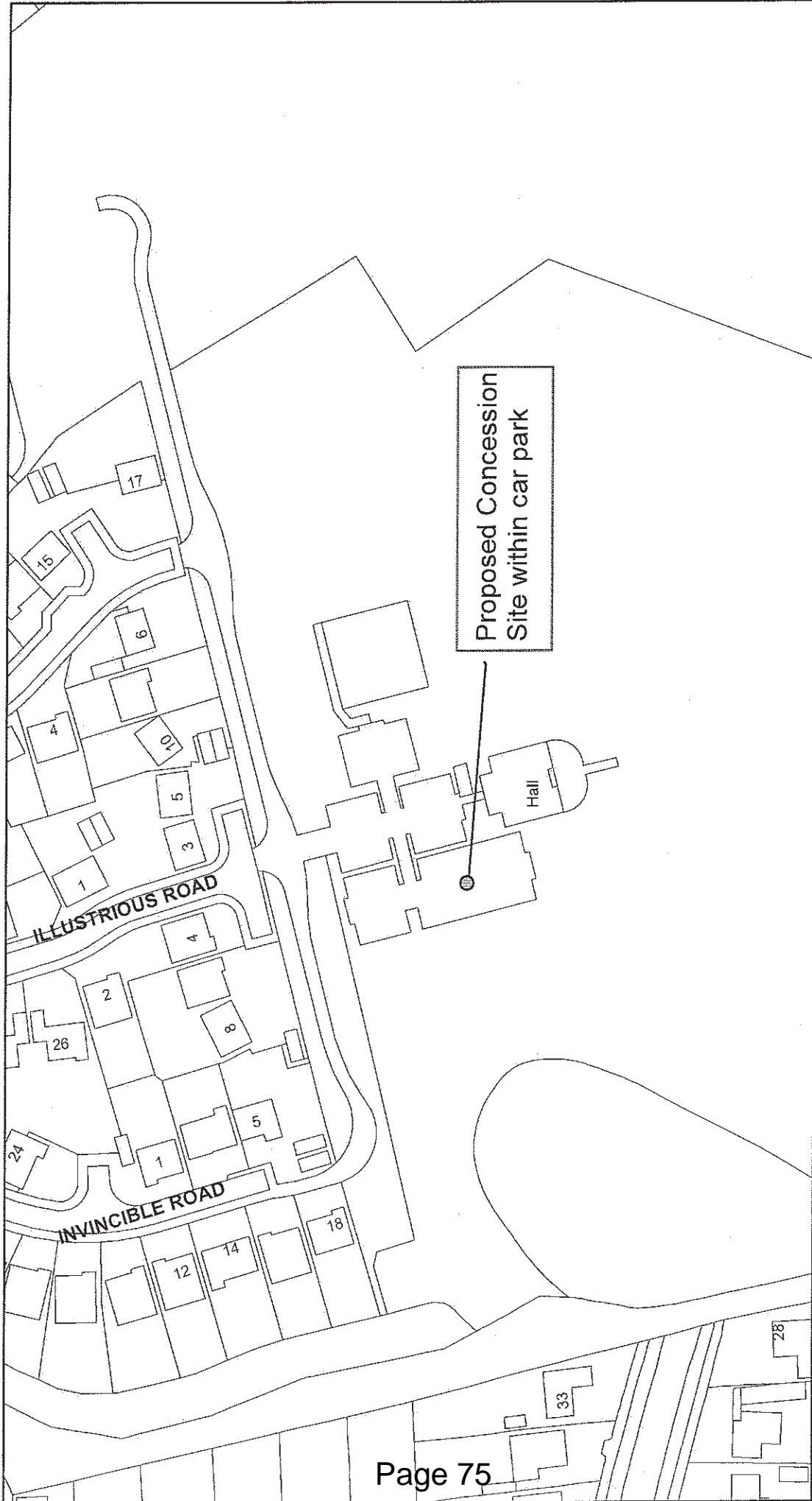
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Plan 2
'Hove To' Hill Head
Not to Scale

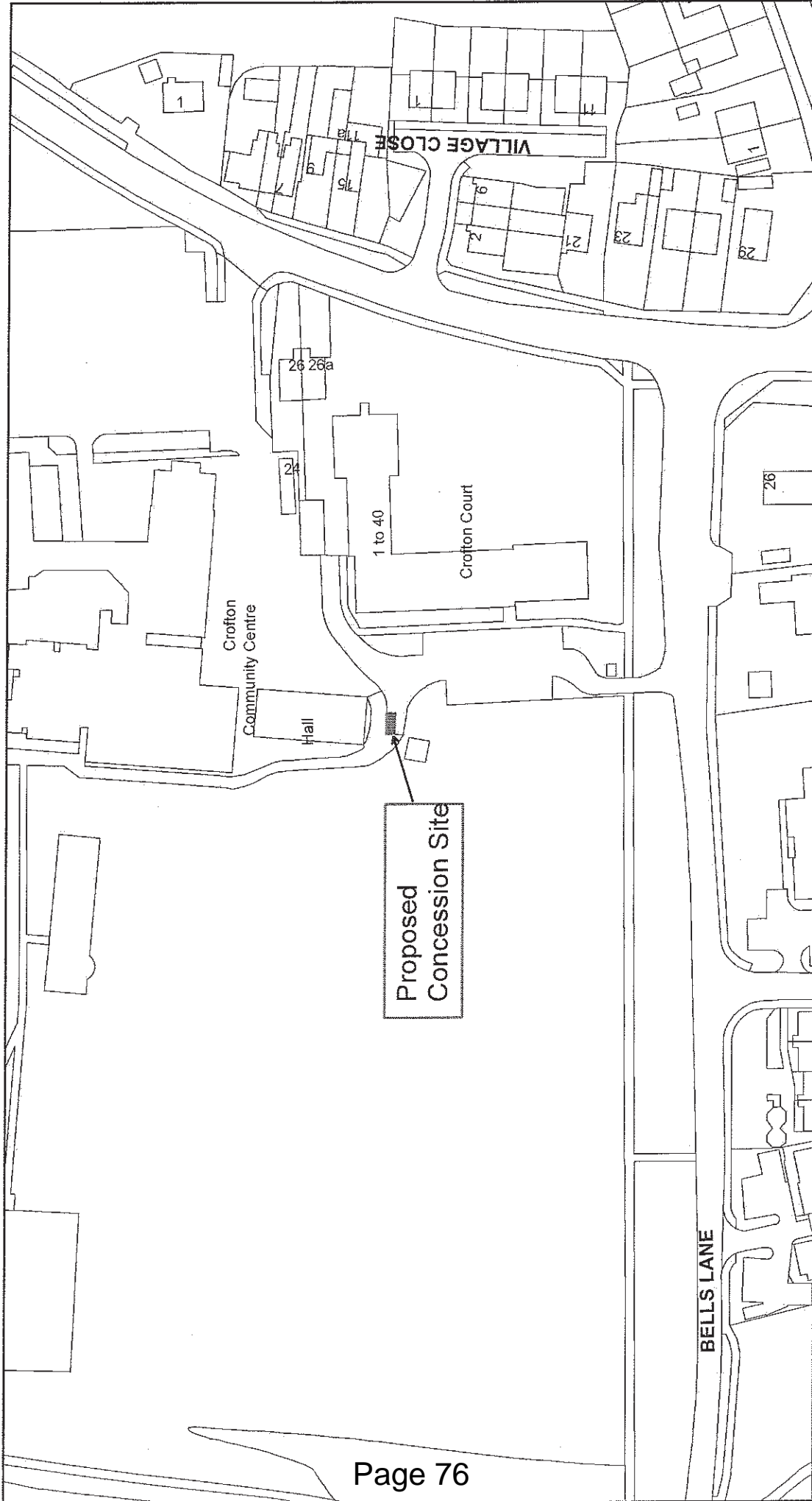
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Plan 3
Seafield Park
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Plan 4
Stubbington Recreation Ground
Not to Scale

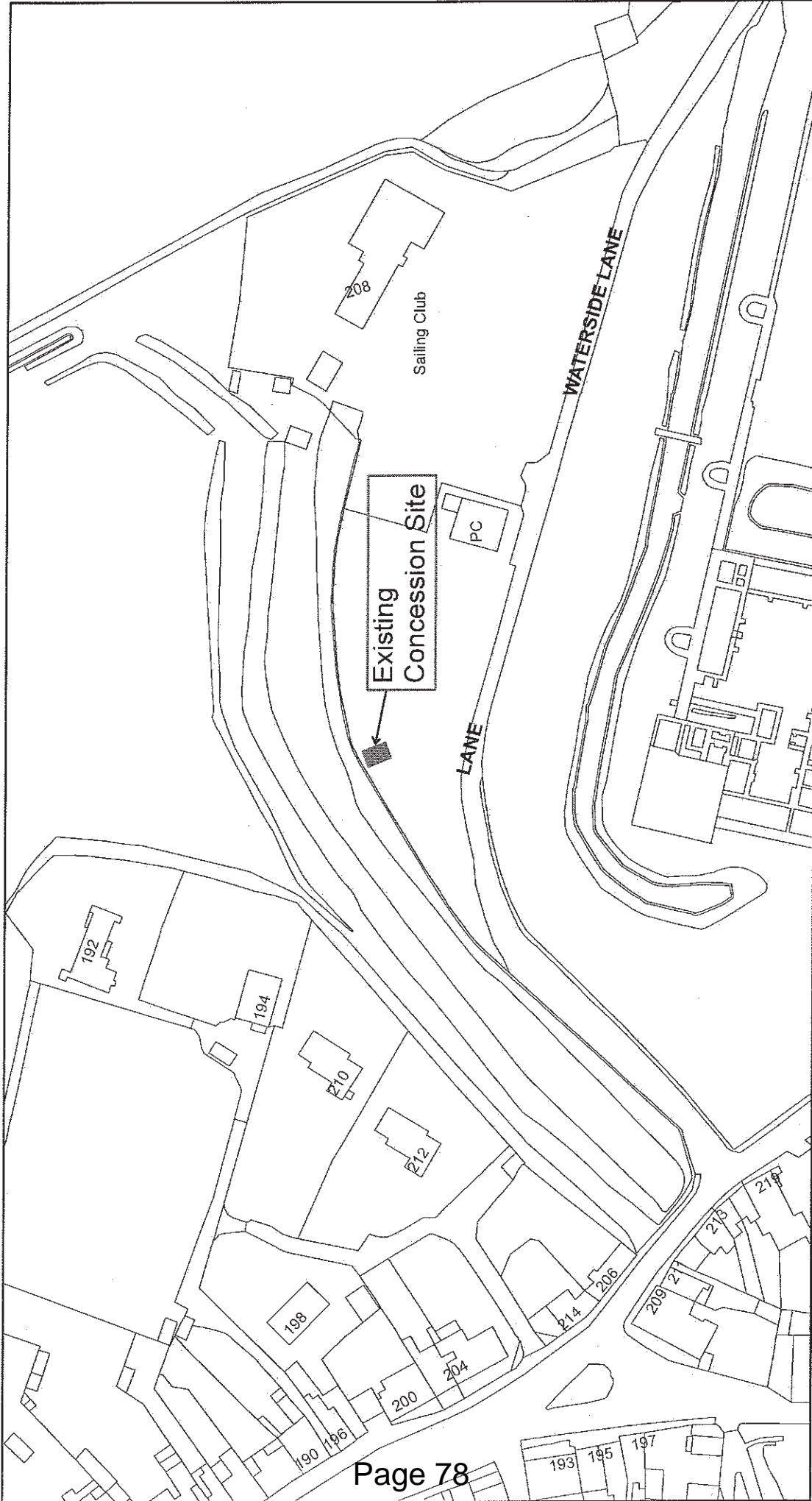
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Plan 5
Passage Way/Shore Road
Not to Scale

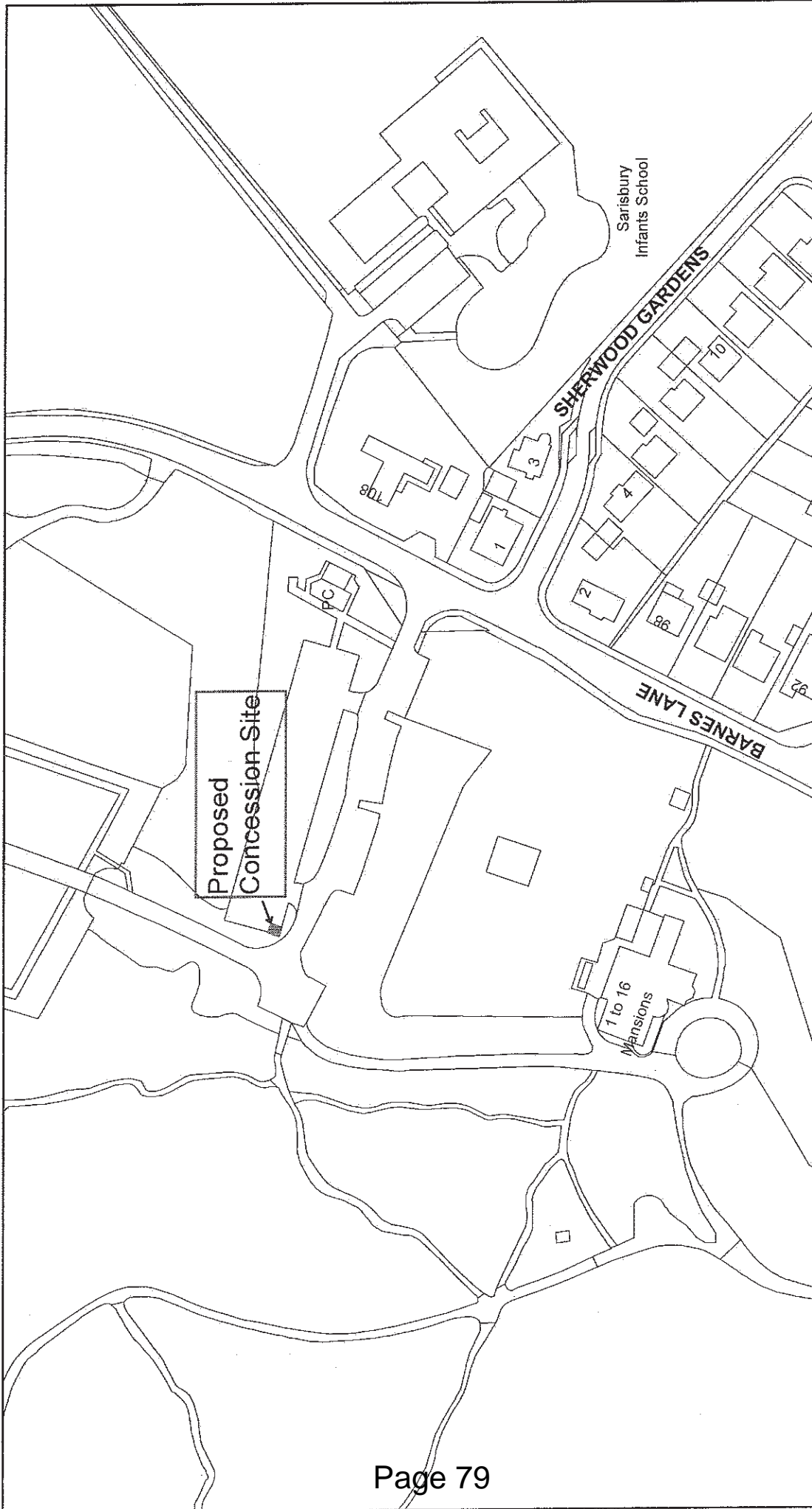
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Plan 6
Portchester Car Park
Not to Scale

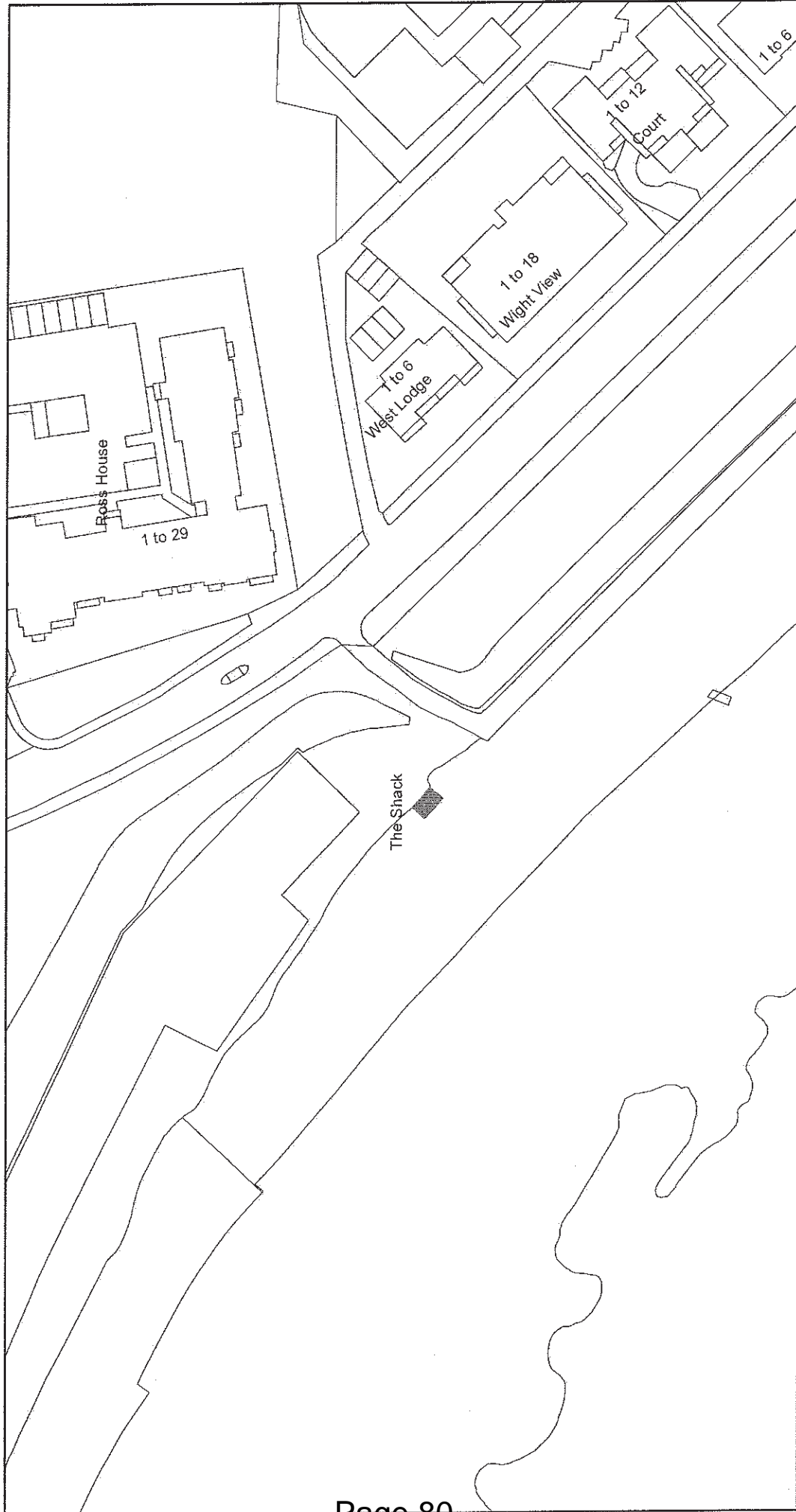
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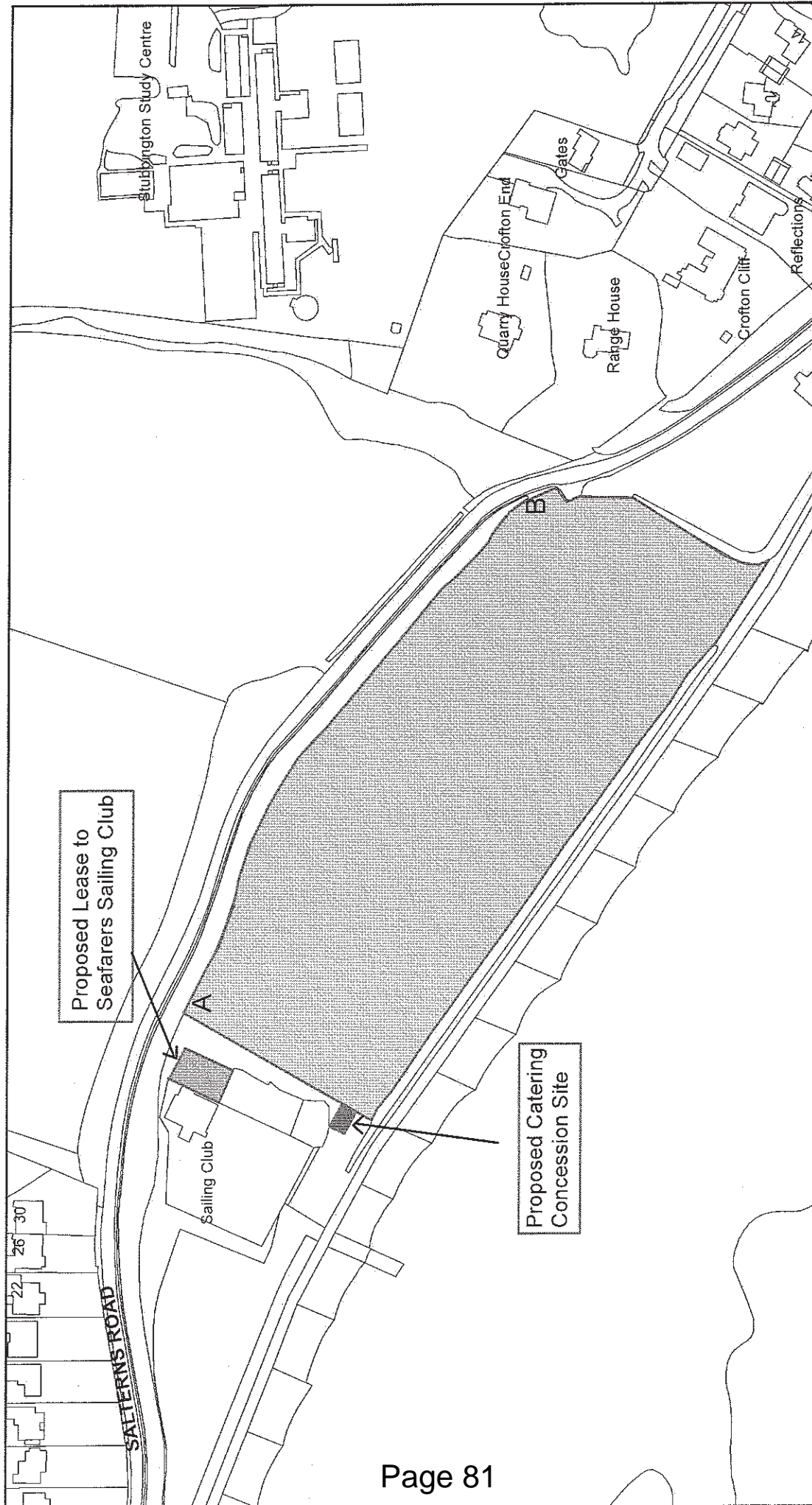
BOROUGH COUNCIL



Plan 8
Monks Hill
Not to Scale

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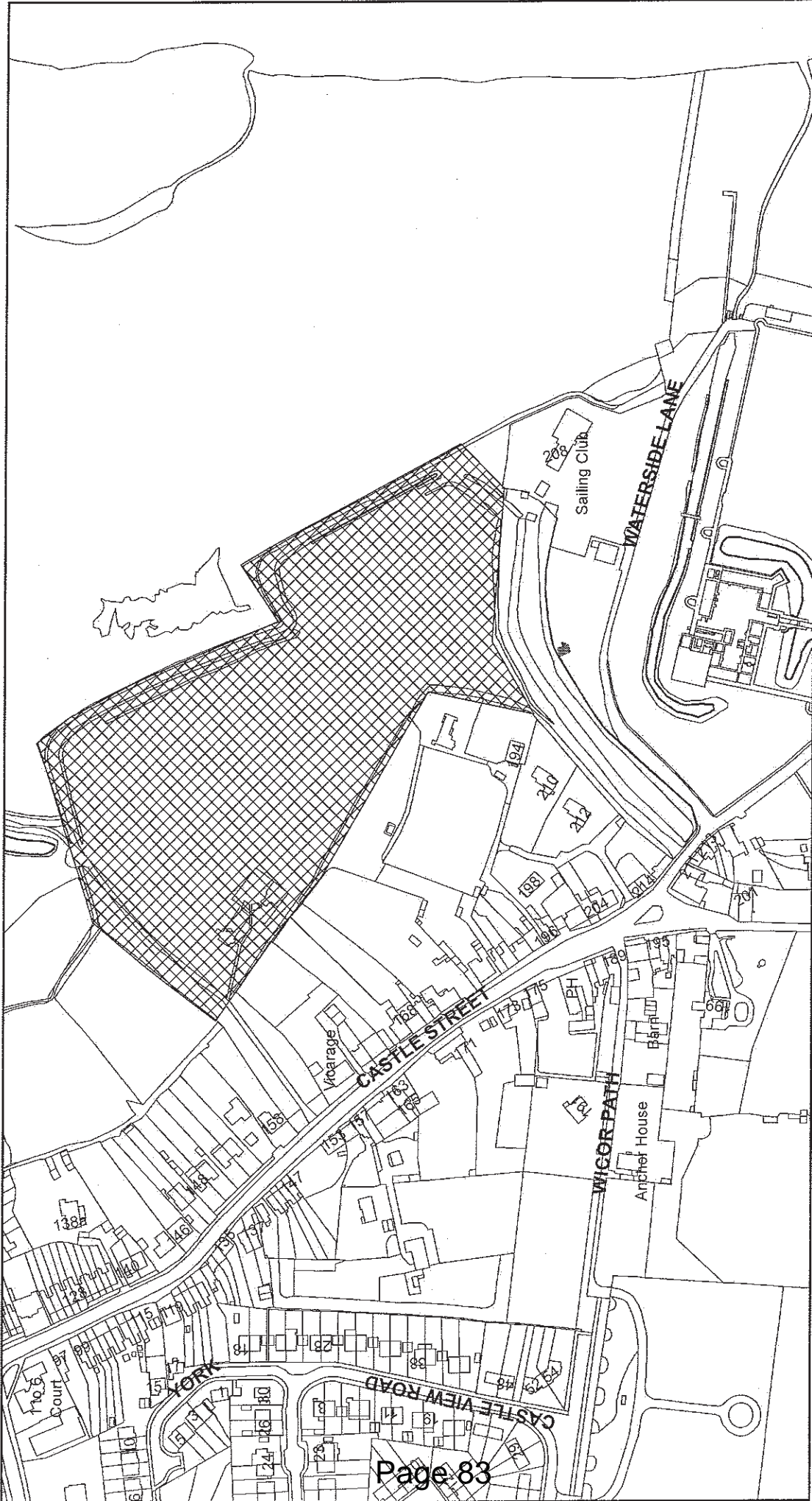
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Plan 10
Hook Recreation Ground
Not to Scale

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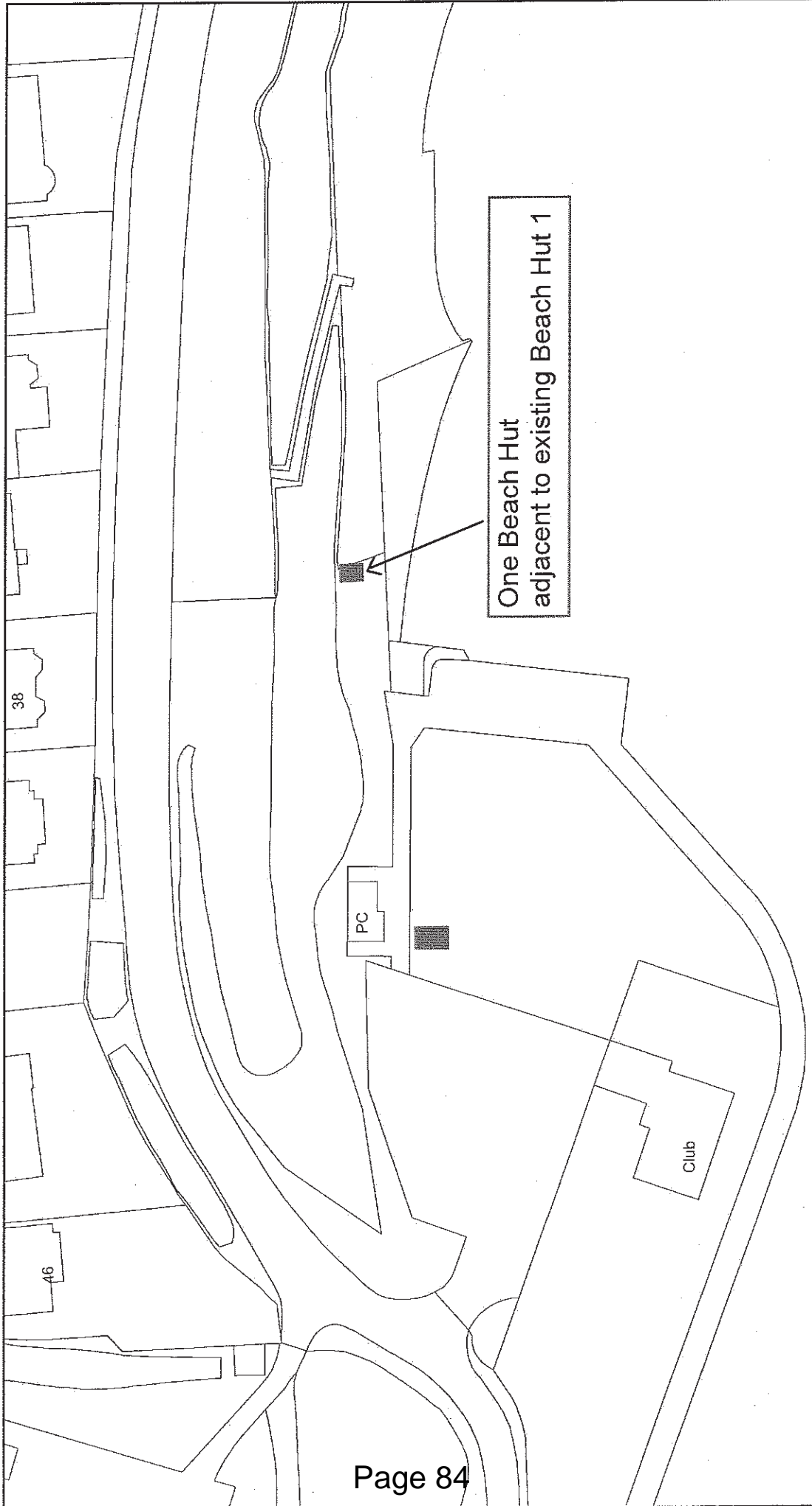


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Plan 11
Castle Street Recreation Ground
Not to Scale

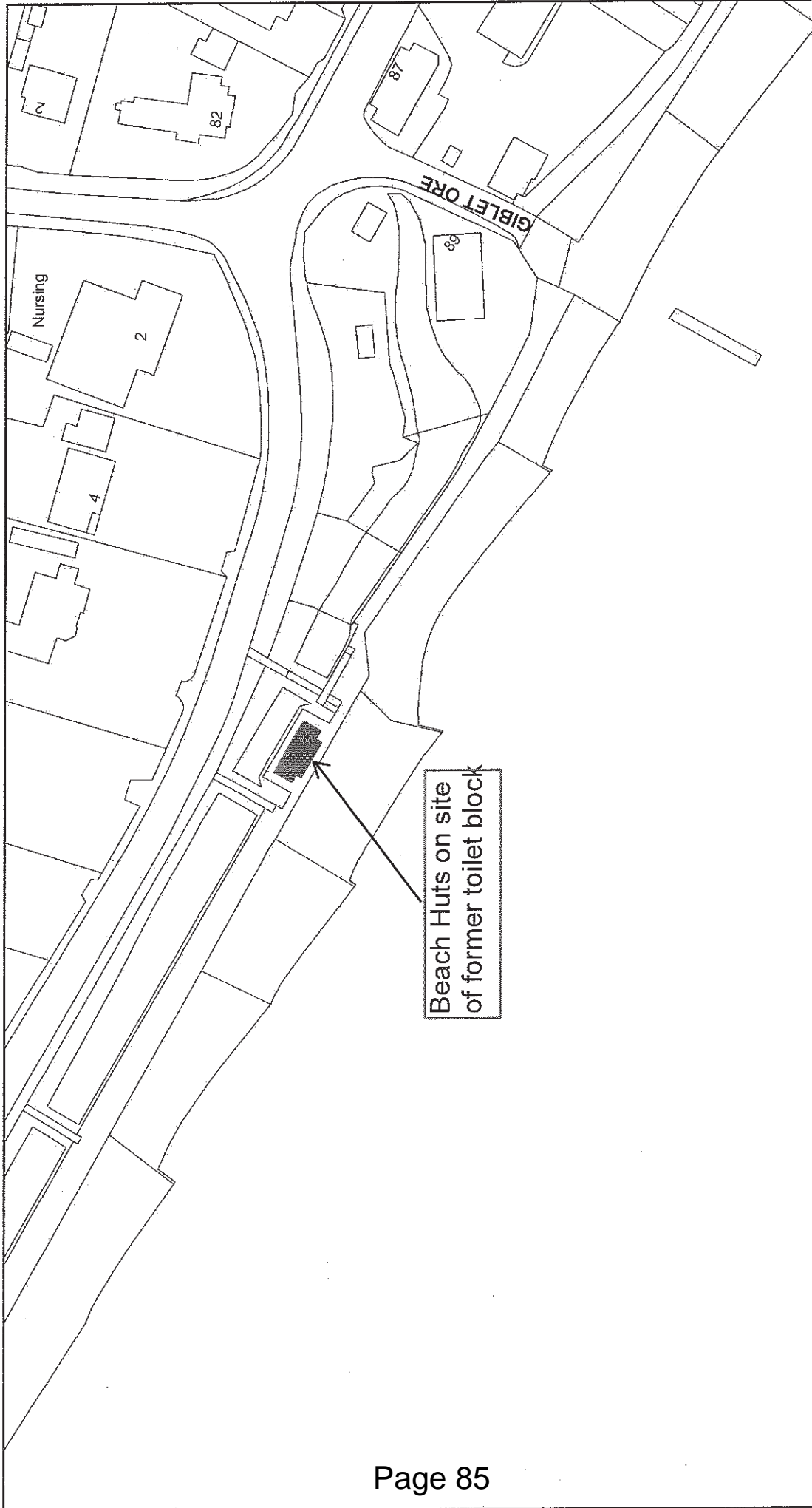
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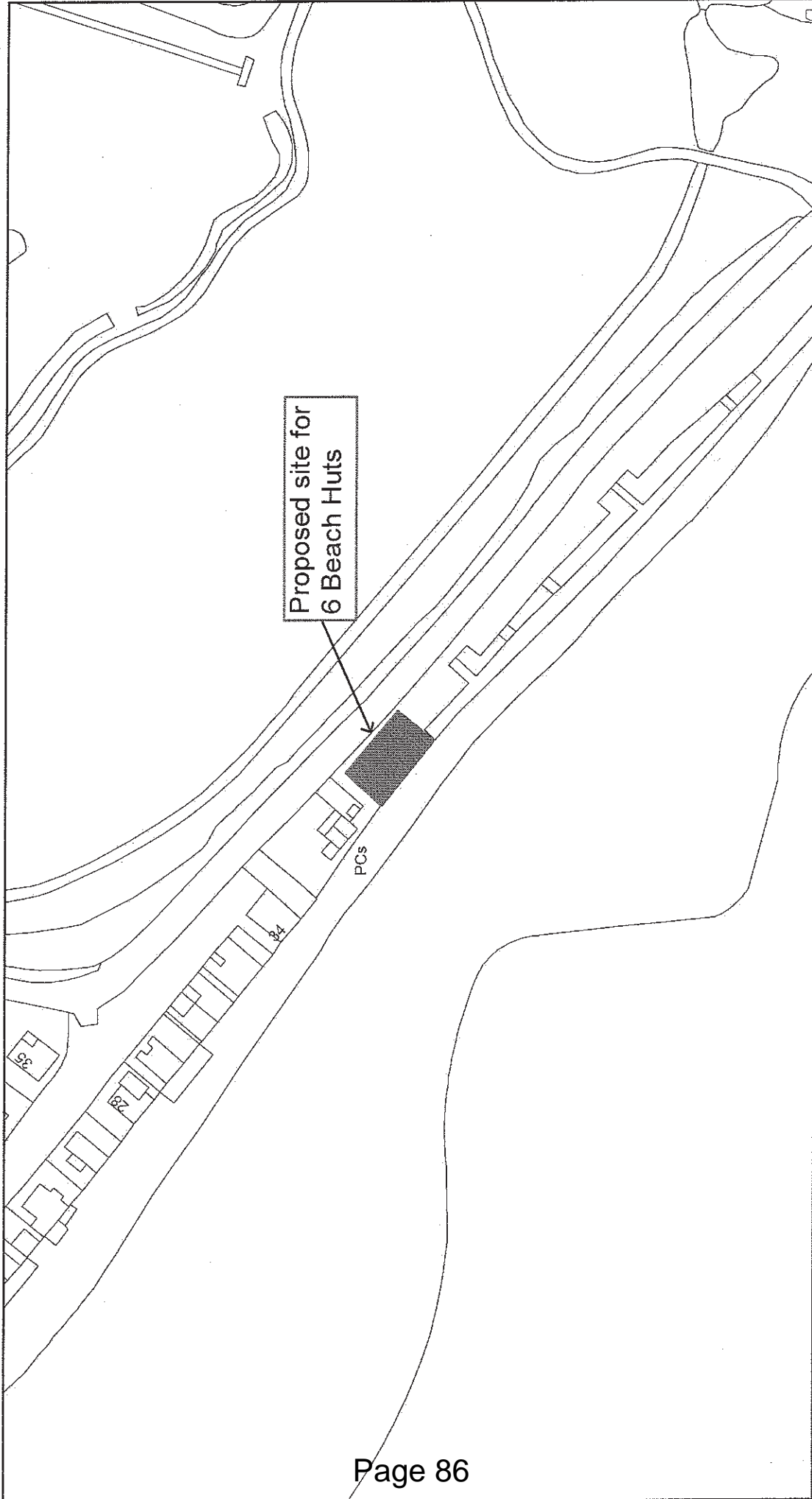
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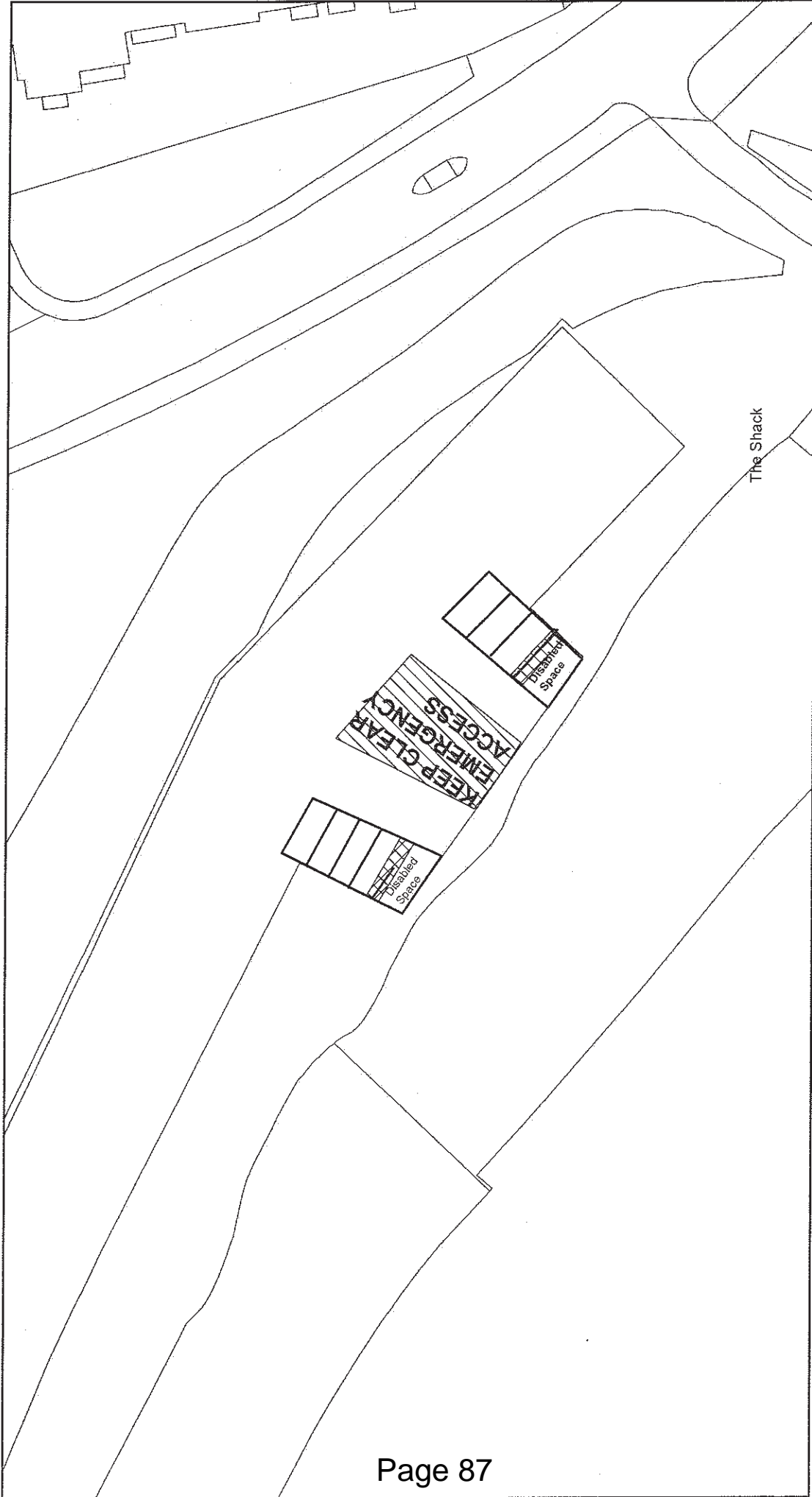


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Plan 14
Meon Shore
Not to Scale

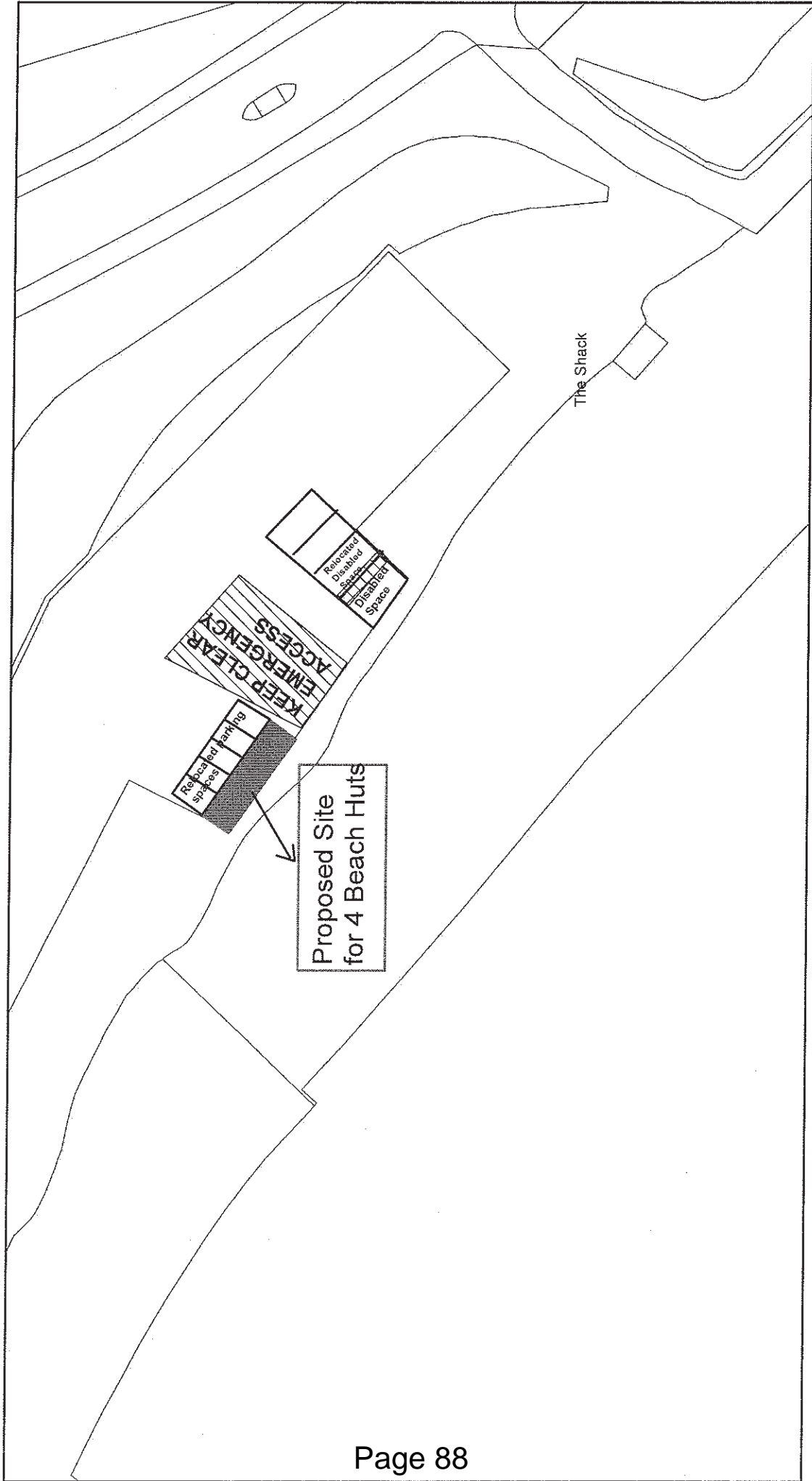
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Plan 15 (a)
Current Layout for Monks Hill Car Park
Not to Scale



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BOROUGH COUNCIL

Report to the Executive for Decision 13 May 2013

Portfolio:	Policy, Strategy and Finance
Subject:	Improving Customer Satisfaction
Report of:	Chief Executive Officer
Strategy/Policy:	Efficiency Plan
Corporate Objective:	Dynamic, prudent and progressive council

Purpose:
To outline a new management approach to improving services to the Council's customers, using the "Vanguard method."

Executive summary:

The Chief Executive Officer has recently been exploring methods of improving the customer experience when dealing with the Council, and has been particularly impressed by the work of a company called Vanguard. At the core of the Vanguard approach to 'systems thinking' is the belief that all services and procedures should be designed from a customer's perspective.

A number of informal discussions were held with representatives from the Vanguard Consultancy, and Executive Members were briefed accordingly. It was felt that if the Chief Executive and Senior Managers were to fully understand the 'systems thinking approach' known as the "Vanguard method" then it would be necessary to participate in a three day familiarisation session.

This took place in the Civic Offices from 18 to 20 March 2013 and involved all senior managers experiencing customer transactions on the 'front line', learning how customers felt in their dealings with the Council, and identifying areas for improvement.

It was clear from this brief exercise that there are many opportunities where customer transactions could be improved. It is therefore recommended that the Vanguard Consultancy be appointed to lead managers and employees through a longer term approach to transformational change.

Recommendation:

That the Executive waives contract procedure rules and approves the appointment of Vanguard Consultancy to provide guidance, expertise and support in implementing a fundamental change to the way the Council delivers its services to customers.

Reason:

Whilst the Council's customer satisfaction levels are high, there is still room for significant levels of improvement, and as customers become both more demanding and discerning, it will be necessary to work harder to maintain or increase levels of satisfaction.

Cost of proposals:

In 2013/14, the cost will be £190,000. In 2014/15 the cost will be £90,000, and in 2015/16 the cost will be £20,000.

The funding for the first phase of work during 2013/14 will be met from the funds earmarked for "Improving the Customer Experience" (£100,000), and "Invest to Save" (£100,000). This was approved by the Executive on 16 July 2012. The balance of funding required will be considered as part of the budget setting cycle for 2014/15, and when the outturn position for the last financial year is considered, in July.

Costs reduce year on year, as the organisation becomes more self-reliant in its ability to use the Vanguard method independently of consultants.

Appendix A: Key stages of the Vanguard method

Background papers: Costed proposal from Vanguard

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BOROUGH COUNCIL

Executive Briefing Paper

Date: 13 May 2013

Subject: Improving Customer Satisfaction

Briefing by: Chief Executive Officer

Portfolio: Policy, Strategy and Finance

INTRODUCTION

1. The purpose of this report is to outline a new management approach to improving services to the Council's customers.
2. In order to implement the new approach it will be necessary to appoint specialist consultants to work alongside managers and employees to provide guidance and support throughout the period of change.

BACKGROUND

3. The Council has a good track record of providing high quality services. Customer satisfaction levels were last measured in 2011, through a postal survey, with 92% of respondents indicating that they were happy with the way in which the Council runs things.
4. This was an excellent result, and a reflection of all the hard work and commitment of both members and officers in delivering a wide range of services to Borough residents. It is important, however, that complacency is avoided. There is still room for significant levels of improvement and as customers become both more demanding and discerning, it will be necessary to work harder to maintain or increase levels of satisfaction.
5. With this in mind, the Chief Executive Officer has been investigating different approaches to the way services are designed and delivered, specifically aimed at improving levels of customer satisfaction.
6. As a result of this investigation, the Vanguard method, which is loosely based on a systems thinking approach to service redesign, appears to provide an appropriate framework to help managers and employees to implement the necessary changes to improve service provision and customer satisfaction.

THE VANGUARD METHOD

7. At the core of the Vanguard approach to 'systems thinking' is the belief that all services and procedures should be designed from a customer's perspective.
8. By its very nature, the Council is a bureaucracy. It provides a wide range of services supported by structures, systems and processes which have been built up over many years. It is very easy to lose sight of the customer's needs. Often, when asked why we follow a process in a specific way, the answer will be "because we have always done it that way". This fails to recognise that the working environment and customer expectations are constantly changing and that there is a need to regularly challenge ways of working.
9. It is important to recognise that the Vanguard method is not just a traditional process improvement exercise that focuses on 'doing things better'. Council Officers have been using different business transformation techniques for many years.
10. Instead, it is a fundamental rethink of service provision through the eyes of the customer which leads to doing "better things". As well as creating better processes, the adoption of 'systems thinking' can lead to changes to measures, costs, structure and the role of support functions such as ICT, Finance and Human Resources.
11. The Vanguard method is not based on a traditional approach where the consultants come in and tell managers the answer. Instead, Vanguard representatives will work alongside managers and employees as a coach, guide, and facilitator so that officers are able to make changes themselves based on the knowledge and understanding gained from taking a different perspective.
12. The key to success is to design services "outside in" from the customer's point of view, rather than "inside out" for the benefit of the organisation.
13. Such a logical approach appears to be simple but this will require a step change in thinking by managers, employees and members who have been involved in designing and operating current systems and processes for many years. The role of consultants is essential in providing a new perspective.
14. Vanguard Consultants have worked with a number of local authorities. More recently this includes councils at Exeter, East Devon, Portsmouth, Stoke on Trent and Bracknell Forest. They have also worked with significant clients in the private sector such as Glasgow Housing Association, Aviva Insurance and O2, as well as Cheshire, Manchester and West Midlands Police.
15. Evidence suggests that where the 'systems thinking' approach has been used there are tangible improvements in both customer satisfaction levels and the morale of the workforce. The latter benefit stems from the fact that, following implementation, front line employees feel more empowered to solve a customer's problem.

16. An added benefit of adopting the 'Vanguard Method' is that the costs of providing services are normally reduced in the long term. It is important to stress that this is not the main purpose of introducing such an approach, but any savings achieved will be captured as part of the Council's efficiency programme.
17. The key stages of the Vanguard method are described in Appendix A.

WHY VANGUARD?

18. There are many methods used to drive improvement in the public sector. These include, for example, lean thinking, Six Sigma, business process re-engineering (BPR), PRINCE2, total quality management (TQM) and the theory of constraints (TOC).
19. These methods have been investigated by officers but it is felt that the Vanguard methodology is unique in that it gives an easy to follow framework for understanding the true nature of the Council's current performance (which will be quite different to current perceptions).
20. Managing by targets has the unintended consequences of poorer service to customers, unnecessary extra work and a disrupted work flow preventing employees from acting on what matters to the customer. By focussing on the customers, and how the processes flow, it is possible to deliver dramatically better results.
21. The 'Vanguard method' emphasises the need for the thinking of managers and employees to change before acting on a system and being able to improve performance in a 'Check-Plan-Do' cycle.
22. At first glance, other consultancies using terms like 'systems thinking' and 'lean thinking' appear to do similar things to Vanguard. In bringing forward proposals to adopt the 'Vanguard method', officers have given consideration to alternative service providers, but concluded that there was not a direct comparison which met the needs of the organisation, for the following reasons.
23. Most other companies tend to use an off the shelf set of tools, designed as a "one size fits all" solution, rather than delivering a more tailored approach to the client's needs. With other companies, the emphasis appears to concentrate more on turning a businesses finances around than effectively meeting customers' needs.
24. Some companies takes a holistic approach combining both hard and soft 'systems principles' to design highly effective services and to support employees through the necessary change process. They place great emphasis on the people issues inherent in developing a successful and sustainable lean thinking approach with the prime purpose of achieving cost savings.
25. On closer inspection, the Vanguard method contains key differences that make it unique in helping organisations change from command and control to a 'systems thinking' approach.

26. Methods developed for manufacturing systems do not easily translate into people-based systems. The language and approach of the Vanguard method is more closely aligned to public service design thinking than traditional management approaches.
27. The Vanguard method has its roots in lean thinking but uniquely emphasises particular approaches in improving public services such as a profound understanding of the purpose and demand in service delivery.
28. In contrast to other systems, there is no toolkit to be applied and no training course for managers or employees to attend. Participants are engaged in the study of their service in a systematic way. A key feature is the emphasis placed on 'effectiveness thinking' as opposed to 'efficiency thinking'. Becoming closely familiar with the customers and their demands is at the heart of the approach.
29. The Chief Executive has had a number of informal discussions with representatives from the Vanguard Consultancy, and a briefing session was held with Executive Members. It was felt that if the Chief Executive and Senior Managers were to fully understand the 'systems thinking approach' then it would be necessary to participate in a three day familiarisation session.
30. This took place in the Civic Offices from 18 to 20 March 2013 and involved all senior managers experiencing customer transactions on the 'front line', learning how customers felt in their dealings with the Council, and identifying areas for improvement.
31. It was clear from this brief exercise that there are many opportunities where customer transactions could be improved. It is therefore recommended that the Vanguard Consultancy be appointed to lead managers and employees through a longer term approach to transformational change.
32. In addition to the above, the Deputy Executive Leader agreed to champion the introduction of the Vanguard method, and has been fully involved in discussions with the Chief Executive Officer, who he meets with regularly. Such meetings will continue to take place, should the proposed recommendations be agreed, and members will be kept up to date with progress within the Council.

RISK ASSESSMENT

33. An assessment of the risks and opportunities associated with this decision has been undertaken.
34. The key risk to be managed is a possible decline in employee morale as significant changes to methods of service provision are introduced. This risk can be mitigated through clear and regular communication, employee involvement in reviewing services and proposing changes, and regular opportunities to discuss progress with senior management.
35. This has already commenced with details of the scheme being shared with employees via the Chief Executive Officer's monthly newsletter, plus workshops with senior managers and Trade Union discussions.

36. There is a low risk of challenge from third parties, as to the Council's interpretation of market providers and therefore the approach to procuring the services of Vanguard. The consequences, if this were to happen, would be to put the Vanguard appointment on hold, take legal advice and, if necessary, invite expressions of interest to supply the Council. Once the successful consultancy was appointed, then the work would recommence, but it would give rise to a delay in the work programme.

FINANCIAL IMPLICATIONS

37. The maximum costs of appointing the Vanguard Consultancy would be as follows:-

Year	Estimated Cost £	Focus of the Work
2013	190,000	<ul style="list-style-type: none"> • Fundamentals of the Vanguard method with senior managers • Workshops as required with Members and managers • Diagnostics and scoping of priority service areas • 2 x in depth service interventions
2014	90,000	<ul style="list-style-type: none"> • 3 x in depth service interventions • Workshops as required with Members and managers
2015	20,000	<ul style="list-style-type: none"> • Vanguard consultant on 'pull' to advise as required by Senior Management

38. It is important to note that these would be the maximum costs. The faster Fareham Borough Council officers become familiar with, and self-sufficient in, the Vanguard method, the lower will be the costs associated with support from the consultants.
39. Since the approach is based on informed choice, the Chief Executive Officer would be making decisions on further spend, within the budget outlined above, based on the demonstrated value at the time.
40. To this end, the funding for the first phase of work during 2013/14 would be met from the funds earmarked for "Improving the Customer Experience" (£100,000), and "Invest to Save" (£100,000). This was approved by the Executive on 16 July 2012. The balance of funding required would be considered as part of the budget setting cycle for 2014/15, and when the outturn position for the last financial year is considered, in July.

CONSULTATIONS

41. All Directors and Heads of Service have been consulted on the proposed implementation of the Vanguard method of 'systems thinking' and are supportive of using such an approach.
42. Trade Union representatives will also receive an overview of the methodology prior to the Executive meeting and their views will be made available to members prior to any decision being taken.

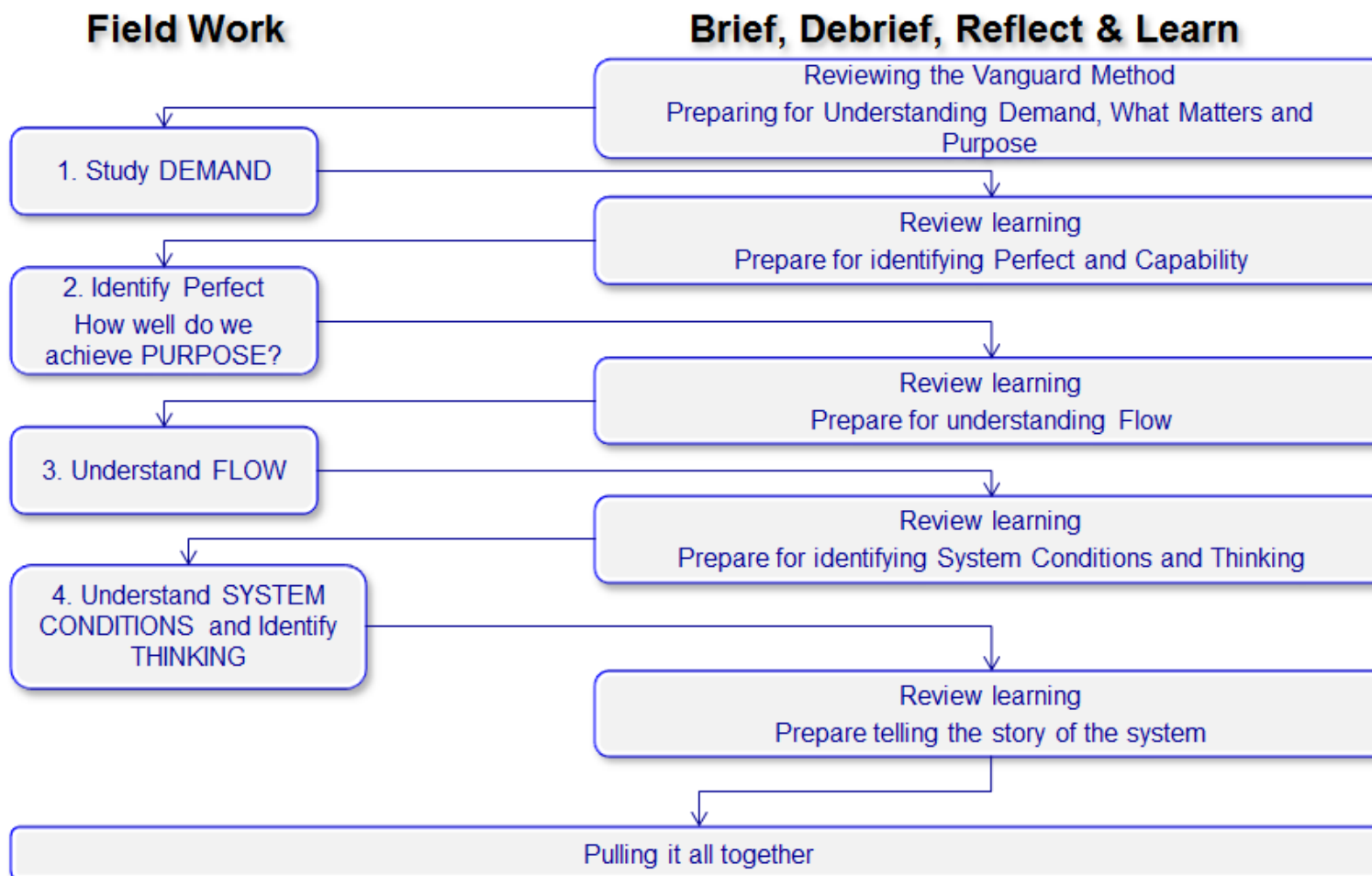
CONCLUSION

43. According to the 2011 Residents' survey, customer satisfaction levels with the Council are high. In order to maintain and/or increase these levels it is considered necessary to undertake a fundamental review of services, roles and structures. The Vanguard method of 'systems thinking' appears to provide an appropriate framework to help managers and employees to implement the necessary changes to service provision.

Reference Papers:

Report to the Executive on 16 July 2012 - Actual General Fund Revenue Expenditure 2011/12

The Vanguard Method



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