

Date of issue: Friday, 12 January 2018

MEETING:	CABINET Councillor Swindlehurst Councillor Hussain Councillor Anderson Councillor Carter Councillor Mann Councillor Nazir Councillor Pantelic Councillor Sadiq	Leader of the Council and Cabinet Member for Regeneration & Strategy Deputy Leader of the Council and Cabinet Member for Transformation & Performance Environment & Leisure Planning & Transport Regulation & Consumer Protection Corporate Finance & Housing Health & Social Care Children & Education
DATE AND TIME:	MONDAY, 22ND JANUARY, 2018 AT 6.30 PM	
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

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



NEIL WILCOX

Director of Finance & Resources

AGENDA

PART I



sustainable
forest

Apologies for absence.

1. Declarations of Interest

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

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

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

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12.	Exclusion of Press and Public		

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

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PART II

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Press and Public

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision



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Cabinet – Meeting held on Monday, 18th December, 2017.

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

Also present under Rule 30:- Councillors Smith and Strutton

Apologies for Absence:- None.

PART 1

66. Declarations of Interest

No declarations were made.

67. Minutes of the Meeting held on 20th November 2017

Resolved – That the minutes of the meeting of the Cabinet held on 20th November 2017 be approved as a correct record.

68. Revised Cabinet Portfolios and Responsibilities 2017-18

The Cabinet formally noted the portfolios and responsible Lead Members appointed by the Leader of the Council, as detailed in Appendix A to the report. A minor change was reported in that the title of the 'Digital Transformation & Performance' portfolio had been amended to 'Transformation & Performance'.

It was also noted that the Leader had appointed Councillor Sabia Hussain as Deputy Leader of the Council in accordance with Part 2 Article 7 (10) of the Constitution.

Resolved –

- (a) That the Cabinet portfolios and responsible Lead Members as appointed by the Leader of the Council be noted, subject to an amendment to the 'Digital Transformation & Performance' title to 'Transformation & Performance'.
- (b) That the appointment of Councillor Sabia Hussain as Deputy Leader of the Council be noted.

69. Council Taxbases for 2018/19

The Service Lead, Finance introduced a report setting out the Council taxbase for 2018-19 which the Council was required to set by 31st January. The taxbase had increased by 1.3% from 2017-18 with a net increase of 548.7 properties, and the Cabinet noted the taxbase calculations for the parishes and non-parish areas as set out in the report.

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The Council was currently forecasting a breakeven position on the Collection Fund, which would be finalised for the budget setting period. In relation to Business Rates, the Council was yet to receive the NNDR1 form from the Department for Communities and Local Government and it was therefore proposed and agreed that the Section 151 Officer be given delegated authority to complete and return this form, following consultation with the relevant Lead Member. Similar delegations were also approved to adjust the taxbase, if required, to take account of any new Government guidance or property information that was received. The Cabinet also considered and agreed that the level of Council Tax discount for second homes and long-term empty properties remained at 0%.

A Council Tax collection rate of 98.4% had been set for the next year and the Cabinet discussed the option of increasing the target. It was agreed that maintaining a realistic target was appropriate but that the Council should continue to work with Arvato to maximise Council Tax collection, including by encouraging greater use of payments by direct debit.

At the conclusion of the discussion, the Cabinet agreed the recommendations as proposed, subject to delegated decisions (e) and (f) being made following consultation with the Lead Member for Corporate Finance & Housing.

Resolved –

- (a) That the level of council tax discount in respect of second homes remain at 0%.
- (b) That the level of discount in respect of long-term empty properties remains at 0%. With the charge of a 50% Empty Home Premium for on properties that have been empty longer than 2 years.
- (c) That the collection rate for the council tax for 2018/19 be set at 98.4%. This was the same rate as for 2017/18.
- (d) In accordance with the Local Government Finance Act 2012 and the Local Authorities (Calculation of Council Tax Base) Regulations 2012 the amount calculated by Slough Borough Council as its council taxbase for 2018/19 shall be:

i)	Parish of Britwell	849.3
ii)	Parish of Colnbrook with Poyle	1,885.9
iii)	Parish of Wexham	1,310.2
iv)	Slough Town	37,687.0
v)	All areas	41,723.4
- (e) That the S151 officer, following consultation with the Cabinet Member responsible, be delegated with responsibility to adjust the taxbase following Cabinet due to any changes in Government guidance around this subject and the Collection Fund figures for distribution.

- (f) That the S151 officer, following consultation with the Cabinet Member responsible, be delegated with responsibility to adjust the taxbase following Cabinet should any new property information become available and the Collection Fund figures for distribution require amendment.
- (g) That the S151 officer be delegated with responsibility to set the Business Rates baseline following consultation with the Cabinet Member responsible.

70. 2018/19 Medium Term Financial Strategy - Tranche 1 Savings Proposals

The Service Lead Finance introduced a report that set out the latest position on the Council's Medium Term Financial Strategy (MTFS) and sought approval for savings for inclusion in the 2018/19 revenue budget.

The Council's revenue budget for 2018/19 was £99.54m and there would be a continued reduction in government funding for future years as well as increased demand for services. The Appendix to the report set out £5.27m worth of savings to include in the budget to be considered by the Council for approval in February 2018. The MTFS provided for £1.39m of growth items in the next year and this would be allocated at a later stage. Any growth above this level would most likely require further savings to be identified. Lead Members reviewed the proposed savings outlined in the report and sought clarification on potential impacts of savings including the management review of regulatory services and in legal services.

The Council Tax precept of 3% to support adult social care services had been introduced in the current year and Members asked for more detail on how this funding had been used. The financial pressures on social care were highlighted and the precept had covered the increased costs of demographic growth, inflationary costs to contracts and the new responsibilities under the Care Act.

A number of other issues were discussed including the management actions being taken to reduce the in year overspend in the current year and the capital investment in key leisure schemes including the ice arena, Langley Leisure Centre and Salt Hill Park activity centre all of which were on track to reopen in the first half of 2018. The Cabinet also welcomed the approach being taken to ensure that the MTFS and the Five Year Plan refresh were aligned so there was clarity about how the budget would support the delivery of priority outcomes.

Significant concerns were raised about the impact of reductions to First bus services and Members asked what resources the Council could use to work with other operators to retain as many services as possible. It was confirmed that appropriate support up to £165k for some bus services affected by the First Bus route changes could be made under delegated authority, using

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earmarked reserves. The relevant Cabinet Members would be involved in discussions to provide replacement services were appropriate.

At the conclusion of the discussion the Cabinet noted the current position on the MTFs model and approved the savings proposals for inclusion in the revenue budget to be recommended to full Council on 22nd February 2018.

Resolved –

- (a) The Medium Term Financial Strategy contained within the report be noted.
- (b) The savings listed in Appendix A to the report be approved.
- (c) The alignment between the Medium Term Financial Strategy and Five Year Plan at section 6 and the draft outline framework for the refresh of the Five Year Plan for 2018/19 – 2022/23 at Appendix B to the report be noted.

71. Council Tax Support Scheme 2018-19

The Director of Finance & Resources introduced a report which sought approval of the Council Tax Support Scheme for 2018-19.

There had been a major review of the scheme for the 2016-17 financial year and it was proposed that this scheme be continued for the next year, with the annual uprating of relevant premiums, applicable amounts, non-dependent deductions and appropriate welfare benefit changes. In view of the roll out of Universal Credit in Slough, Members highlighted the possible increased need for support and agreed that the relevant schemes and support should be monitored and adjusted if required. The Cabinet agreed the scheme as set out in Appendix A to the report.

Resolved –

- (a) That the Council Tax Support Scheme adopted by Slough Borough Council be continued for the 2017-18 financial year and uprate the relevant premiums, applicable amounts, non dependant deductions and to reflect the changes in the housing benefits regulations as defined in the scheme in line with the statement from the Department of Work and Pensions (DWP).
- (b) That the Council Tax Support scheme as detailed in appendix A to the report be approved.

72. Approval of Funding to James Elliman Homes for Acquisition of 15 New Build Flats

(The Interim Director of Place & Development was a Council appointed director of James Elliman Homes and he left the room for the duration of this item)

The Service Lead Strategic Housing introduced a report that sought approval to provide £2m funding in 2019/20 through a loan facility to James Elliman Homes to acquire 15 newly built affordable flats on a development in the town centre.

An opportunity had arisen to acquire the flats below market value as under planning obligations they were the “affordable” element of the scheme. The acquisition would help the Council deliver priorities in the Housing Strategy to provide more quality affordable homes in Slough. The purchase would include a mixture of 1 and 2 bed properties and eligible groups for the new homes would include key workers, care leavers and homeless families.

The Cabinet welcomed the contribution that the acquisition of the flats could make to the Housing Strategy, particularly by making the homes available to key workers such as teachers and social workers. It was also recognised to be a good opportunity to purchase the flats at a price below market value and Lead Members approved the recommendations.

Resolved –

- (a) That funding of £2m be approved to acquire 15 new build flats by James Elliman Homes through a new loan facility arrangement with James Elliman Homes to the value of £2 Million in 2019/20.
- (b) That the £2m for affordable homes (James Elliman Homes) be included in the General Fund Capital Programme for 2019/20 to be approved by Council on 22nd February 2018.

73. Slough Half Marathon

The Lead Member for Environment & Leisure introduced a report that sought agreement for officers to progress with the work to deliver a half marathon in Slough in October 2018.

Slough had not hosted such an event since 2001 and a new half marathon could deliver a wide range of benefits in support of the leisure strategy aims to get “more people, more active, more often”. In addition to the 13.1 mile half marathon, there would a 5km fun run and a wide range of other activities to seek to engage local people in what would be a major community event. Members welcomed the proposal and emphasised the importance of maximising the opportunities to engage as many people as possible, either as participants, volunteers or visitors to the range of activities on the day.

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The Cabinet discussed the proposed route, traffic management, event plan, volunteering, communications and finances. It was anticipated that the event would be self-financing through sponsorship and entry fees, however, the Cabinet agreed that a firm commitment should be made to support the event for a minimum of three years.

The route and traffic management issues were discussed and it was noted that up to 190 roads would be effected with partial closures during the morning of the event which would be held on a Sunday morning. Detailed planning had already started on the traffic management arrangements and the Cabinet discussed the idea of promoting it as “car free day” which would be used to encourage walking, cycling and public transport. Information and communication with residents was also recognised to be important and it was noted that this would begin from the launch of the event on 26th January 2018.

The Cabinet welcomed the proposal which it was felt could deliver major opportunities for the town and it was agreed that officers would work with the Lead Members for Environment & Leisure, Planning & Transport and Health & Social Care to maximise the event.

Resolved – That agreement is given to officers to progress the work to deliver a half marathon in October 2018, following consultation with the relevant Cabinet Members.

74. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

75. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 18th November 2017 which set out the decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Decisions be endorsed.

76. Exclusion of Press and Public

Resolved – That the press and public be excluded from the meeting during consideration of the items in Part 2 of the Agenda, as they involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

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

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77. Part II Minutes - 20th November 2017

Resolved – That the Part II minutes of the meeting of the Cabinet held on 20th November 2017 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.33 pm and closed at 7.45 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd January 2018
CONTACT OFFICER: Neale Cooper; Head of Finance (Transformation)
(For all enquiries) (01753) 875417
WARD(S): All
PORTFOLIO: Corporate Finance & Housing - Cllr Mohammed Nazir

PART I
KEY DECISION**2018/19 HOUSING RENTS AND SERVICE CHARGES****1 Purpose of Report**

To present the changes in the Housing rents and service charges for 2018/19.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to recommend the following decisions:-

- (a) That Council house dwelling rents for 2018/19 **decrease by 1%** over the 2017/18 rent with effect from Monday 2nd April 2018. This is in line with current government guidelines and legislation.
- (b) That Garage rents, heating, utility and ancillary charges **increase by 3.0%** with effect from Monday 2nd April 2018. This is based upon the September CPI figure.
- (c) That Service charges **increase by 3.0%** with effect from Monday 2nd April 2018. This is based upon the September CPI figure.
- (d) That 'Other committee' property rents increase by an average of 3.0% from Monday 2nd April 2018 in line with the September CPI figure.

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

This report sets out the context and implications for the council over the setting of housing rents and service charges for the next four years and impact upon the local community.

3b Five Year Plan Outcomes

This report will primarily have implications for Outcome 4 in the delivery of future social and affordable homes by the council, and the maximisation of the rental stream and asset value to the HRA.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

If the Council follows Government guidance and legislation in the setting of its dwelling rents, then the risk to the Council will be mitigated.

Risk	Mitigating action	Opportunities
Legal	n/a	
Property		
Human Rights		
Health and Safety		
Employment Issues	n/a	
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial	Ensure that the Council sets a balanced HRA annual budget and matches the capital programme to the available resources.	
Timetable for delivery		Approval in January of the new rents will enable tenants to receive notification well within the statutory timescales.
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

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

5 **Supporting Information**

Background

5.1 For the 10 years prior to 2015/16, the setting of Council social rents has been guided by the Government policy called rent convergence, the intention of which was to bring parity to Council social rents across the country, and reduce the 'gap' between Council social rents and Housing Association rents.

- 5.2 Driving these annual rent charges was a Government prescribed formula which linked the following year's rent changes to the previous September's RPI and was weighted for regional differences e.g. salaries and house prices.
- 5.3 However, in the summer budget on the 8th July 2015, the Chancellor announced that "rents paid in the social housing sector will not be frozen, but reduced by 1% a year for the next four years". In previous years, the Government has always allowed Councils 'discretion' in changing their rents but produced a rent policy to guide Councils in the setting of their rents. Slough Borough Council has followed Government 'rent policy' and set its rents in line with that policy.
- 5.4 The Government has now departed from the previous practice of issuing rent 'guidance' to setting social rents across the country through primary legislation. Section 23 (1) of The Welfare Reform and Work Act 2016 states that:-

In relation to each relevant year, registered providers of social housing must secure that the amount of rent payable in a relevant year by a tenant of their social housing in England is 1% less than the amount that was payable by the tenant in the preceding 12 months.

- 5.5 Section 23 (6) then goes on to define the relevant applicable years as a year beginning on the 1 April 2016, 1 April 2017, 1 April 2018 or 1 April 2019.
- 5.6 The Act does allow exemptions from this rent reduction to be granted by the Secretary of State but these are very limited and clearly specified and cover properties such as specialist supported housing, temporary social housing, care homes and nursing homes. One of those exemptions (section 25(10)) is if the SoS considers that the local authority would be unable to avoid serious financial difficulties if it were to comply with the 1% rent reductions.

In effect, this means that for 2018/19, the Council will again need to set its social rents (HRA) 1% lower than the rents current in this year.

Impact

- 5.7 The HRA 30 Year financial Business plan has been updated to reflect the introduction of the 1% decrease this year and the next two years. The impact on this year is an estimated reduction of £0.3m over last year's rental income of £32.8m.
- 5.8 The estimated average weekly rent for the current year is now £102.78 and the Government proposals will produce an estimated loss in potential rental income of £0.9m and an average decrease of 2.0% in weekly rent over the next two years as measured against this year's rental income; this roughly equates to the loss of 3 new social properties. Over a ten year period, the cumulative estimated loss of rental income could be £38m if rents had been allowed to increase by CPI plus 1%. The year by year future impact is shown in the table below:-

	2017/18	2018/19	2019/20
Average weekly rent	£102.78	£101.75	£100.74
Annual loss of Rent Income	£1.6m	£2.6m	£3.6m

Next Four Years

- 5.9 The rent decrease will apply this year and for the next two years. On the 4th October 2017, the Government announced that from 2020, social housing rents would be

limited to CPI plus 1% for the following five years. This has now been assumed in the HRA 30 year Financial Business Plan with just CPI for the remaining years (CPI has been assumed to be 1%). The new RMI contract with Osbornes commenced on the 1st December 2017, and together with the recent stock survey and the options appraisal, this will also feed into the future HRA Financial Business Plan.

5.10 The other changes likely to impact on the HRA and the Council's tenants in the next few years are:-

5.10.1 Universal Credit

The full UC service is expected to be rolled out in Slough from April 2018 and will affect all new claims from working age customers with less than three children e.g. unemployed, sick, disabled, carers, lone parents, foster carers plus change of circumstances; certain client groups e.g. over 65s, supported housing, will be exempt. The financial impact on the HRA for 2018/19 is difficult to estimate but the budgeted rental income collection rate will be revised downwards and the bad debts provision increased in anticipation of the switch to monthly payments, the longer processing time, and the merging of HB with several other benefits into one payment. The HRA Financial Business Plan will be reviewed on a regular basis as the full impact of Universal Credit becomes clearer.

5.10.2 Sale of High Value Council Houses

The Housing and Planning Act 2016 introduced a "Duty to consider selling vacant higher value housing" and Section 76 (1) states that "A local housing authority in England that keeps a Housing Revenue Account must consider selling its interest in any higher value housing that has become vacant." This is linked to the proposed introduction of 'right to buy' for Housing Association tenants and is intended to 'compensate' Housing Associations for the loss of their stock through RTB.

Since the statement of the previous Housing Minister (Gavin Barwell) in November 2016 that a 'decision hadn't yet been taken on the timing and the policy would require "quite a notice period" before being introduced', followed by a further statement that the government would not be requesting any high-value asset payments from Local Authorities during 2017/18, there has been no indication of when, or whether, this proposed policy might be introduced.

6 **Comments of Other Committees**

The Housing rents and service charges 2018/19 are included on the Neighbourhoods and Communities Services Scrutiny Work Programme for January 2018 prior to Council making their final decision.

7 **Conclusion**

The Cabinet are requested to approve the housing rents and service charges for 2018/19 prior to submission to full Council on the 30th January 2018.

8 **Background Papers**

- '1' Welfare and Reform Act 2016
- '2' Housing and Planning Act 2016

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd January 2018

CONTACT OFFICERS: Neil Wilcox, Director of Finance & Resources
Stephen Gibson, Project Manager, Regeneration

(For all enquiries) 01753 875852

WARD(S): Central

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

PART I
KEY DECISION**HEART OF SLOUGH – NORTH WEST QUADRANT UPDATE****1 Purpose of Report**

- 1.1 On 8 April 2017, Cabinet noted that Slough Borough Council ("SBC" or "the Council") completed the acquisition of the freehold interest in land owned by the University of West London to assemble the site referred to as the North West Quadrant ("NWQ"). In doing so, it was noted that the proposed mixed-use scheme would be the catalyst for one of the most substantial regeneration projects in the UK. Whilst the site was assembled, it was agreed to defer a decision on site delivery.
- 1.2 At the same meeting, the Interim Chief Executive, acting in consultation with the Commissioner for Housing and Urban Renewal, was delegated authority to negotiate an option for the disposal and subsequent development of the site via a special purpose vehicle subsidiary of Slough Urban Renewal LLP ("SUR"). This was on the understanding that SUR would provide revised proposals which satisfied the Council's requirements in relation to quality/design, mix, programme/deliverability, economic development outputs and outcomes, profit distribution and risk profile.
- 1.3 Since acquiring the site the Council, supported by external advisors, has been engaged in ongoing negotiations with SUR. These negotiations have centred upon feedback on the draft Vision Statement presented by SUR in June 2017. The purpose of this report is to:
- 1.3.1 provide an update to Cabinet on the SUR Vision Statement;
 - 1.3.2 provide an update to Cabinet on negotiations with SUR and demonstrate how SUR has responded to the initial feedback; and
 - 1.3.3 make recommendations on the future delivery of this key site.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the granting be agreed of an option to SUR to redevelop the site referred to as the North West Quadrant and to agree that Council officers should proceed on

the basis that the site will be disposed of to, and developed by, SUR, subject to Cabinet approval of the final sum for each phase, which for the Council, will represent no less than the best consideration reasonably obtained (i.e. best value); and

- (b) That Subject to (a) above, delegated authority be given to the Director of Finance & Resources (Section 151 Officer), following consultation with the Leader of the Council, to agree:
 - i) The final terms of the option in line with the agreed Heads of Terms; and
 - ii) Expenditure of up to £150,000 of reasonable development costs at NWQ, including the replacement of hoarding, the cost of which is to be recoverable from the regeneration project through the minimum land value payable by SUR.
- (c) That the content of Appendix One, which illustrates the vision, track record and expertise of SUR to deliver the NWQ site on behalf of the Council be noted.
- (d) That the content of Appendix Two be noted, which confirms the Council's ability to use SUR to procure the development, and sets out how the standard option agreement has been amended to consider: additional governance, the phased and extended nature of the scheme, economic development, and the additional development management expertise required.
- (e) That the content of Appendix Three, prepared by an independent firm of Chartered Surveyors specialising in development consultancy, which supports the conditional disposal to SUR as a reasonable and effective route offering best value to the Council be noted.
- (f) That it be agreed that the redevelopment of the NWQ should, where possible, facilitate and maximise development opportunities emerging in the town centre where these opportunities deliver wider social and regenerative benefits for Slough.
- (g) That it be noted that further reports will be made to Cabinet on (i) the Masterplan for the development of the NWQ site to update SUR's current indicative Masterplan document; and (ii) the planning application for outline planning consent for the whole of the NWQ site and full planning consent for Phase 1; to seek Cabinet's approval to both before SUR submit the planning application.

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

The promotion and delivery of high quality new housing, offices, leisure and retail will maximise the value of the Council's asset base, increasing council tax and business rate receipts and providing an income stream which could contribute to the provision of front line services.

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

Construction of the scheme will improve local temporary employment opportunities, as well as increasing opportunities for apprenticeships, enabling local people to improve their learning and skills base. The development of offices, retail and leisure facilities will create long-term employment opportunities. Redeveloping the sites will

improve the quality of the built environment and the image of the town whilst providing much-needed high quality housing.

The scheme will be designed with on-site management as a key consideration and the site will be constructed in line with current Health and Safety regulations.

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

Working effectively and expediently to procure a development partner, progress planning and deliver this important regeneration scheme will address the Five-Year Plan outcomes through the following:

- **Outcome 1** – Ensuring that the scheme is designed in line with amenity requirements, creates safe, useable and interesting public spaces, and will contribute towards our children and young people having the best start in life.
- **Outcome 2** – High quality new homes and public spaces will attract residents who are likely to take responsibility for their own health, care and support needs.
- **Outcome 3** – A mixed-use scheme that makes a statement of quality next to the new Crossrail station will encourage people to visit, live or work in Slough.
- **Outcome 4** – The delivery of a mixed-tenure residential-led scheme will directly contribute towards our residents having access to good quality homes.
- **Outcome 5** - developing Grade A office space, desirable homes, and retail and leisure uses on the site will help attract and retain businesses whilst directly creating job opportunities for our residents.

4 **Other Implications**

a) Financial

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

It is anticipated that the Council will receive a minimum land value which covers all acquisition costs (land payments, stamp duty land tax, acquisition legals etc., demolition costs and net finance holding costs (minimum land value is indexed by 3% per annum from exchange, less any meanwhile income, until drawn down) in addition to a share in the development profits. The delivery cost of the homes is covered by development sale receipts.

b) Risk Management

Subject to developing the site via SUR:

Risk	Mitigating action	Opportunities
Legal –		
The SUR SPV is sued by creditors of the joint venture.	There are clear firewalls between the Council, SUR and its subsidiaries.	SUR is already compliant with EU and UK regulations.
Action is brought against the SUR SPV in regards to state aid.	SBC has sought professional advice in regards to what lending	

SBC is unable to attain vacant possession of the TVU site.	rate needs to be paid by the SUR SPV on the loan to secure the land (as opposed to development finance). SBC shall ensure as far as possible that all existing tenants are in occupation under leases contracted-out of the Landlord and Tenant Act 1954, with a term/break rights to reflect the proposed timetable.	
Property – House prices could fall, resulting in anticipated sales values being unachievable.	Morgan Sindall Group plc are a commercial partner and will ensure all development realised is financially viable and synced to market cycles.	The Council will participate in any growth in value achieved during the construction period, and almost a third of the residential properties are affordable housing which could be funded by the Council's Housing Revenue Account.
Human Rights	No risks identified.	
Health and Safety – workers are harmed or killed during the course of construction, or local residents are harmed accessing the site.	Morgan Sindall Group plc is a national regeneration and construction company with established Health and Safety procedures.	
Risk	Mitigating action	Opportunities
Employment Issues – The size, scale and complexity of this project will greatly increase the workload of existing staff, placing pressure both on this project and "business as usual".	The report highlights the additional staff resources that will be required and recommends that additional internal staff resources are established to specifically deliver this project.	SUR is implementing a local economic benefit programme (SME's, training, apprenticeships etc.) so that the more activity SUR does, the greater the potential benefit in relation to skills training and job creation.
Equalities Issues	No risks identified.	
Community Support	No risks identified.	
Communications	No risks identified.	The development of this long-awaited placemaking development is a positive story that makes the best use of Council assets. The potential exists to promote SUR to highlight how the Joint Venture is helping the Council deliver a range of sites throughout Slough.
Community Safety – local residents/workers harmed during construction.	Morgan Sindall Group plc is part of the Considerate Constructors Scheme (CCS).	

Finance – Exposure to increased risk due to speculative development activities on the private units.	Morgan Sindall Group plc is a top-5 construction and regeneration company quoted on the main London Stock Exchange, with an annual turnover of circa £2.2bn.	SBC loan notes issued to SUR during the construction period will be at circa 7% once the land is drawn down for construction. These returns are separate and in addition to SBC's share in development profits and any interest accrued during the holding period.
Finance – The development does not generate a profit or makes a loss.	The Council has taken independent advice on costs and revenue to ensure that the project is viable and will deliver a profit.	Should the sales period be shorter than anticipated, costs will reduce, resulting in an increase in the Council's share of the profit.
Finance – Higher than anticipated construction costs.	The option to SUR will include a minimum land value and SUR (MSIL/SBC) would lose profit if costs are not well-managed.	
Timetable for Delivery – schemes are delayed unnecessarily.	Development risk is managed by SUR through the Development Management team, Construction delay is mitigated through main contracts and supply chain. The Option Agreement contains key milestones for delivery.	All parties are financially incentivised to deliver regeneration and redevelopment to the agreed programme. Using the existing legally-established subsidiary company will ensure expedience in delivery.
Risk	Mitigating action	Opportunities
Governance – Poor performance.	SUR has an established board of directors that are already competently directing the company's business. An NWQ project steering group will be established. This group, which will include up to 3 SBC representatives, will meet on a monthly basis to make sure SBC exerts more influence over the project lifecycle.	Board members are from both the private and public sector, ensuring a balance between commerciality and long-term objectives.
Performance – failure to develop land transferred to subsidiary.	SUR is already developing sites successfully and will be incentivised to perform since the vehicle will be paying SBC interest on the land. The Option Agreement contains key milestones and "key person" mechanisms to deal with performance and the provision of development	Increasing the number of projects and the resource within SUR will improve its long-term viability and success of delivering the Council's regeneration goals.

	managers with relevant expertise.	
SBC Capacity – SBC Officers unable to operate within commercial timescales.	The recent introduction of the Regeneration Directorate will bring together suitably-experienced staff to manage this project without adversely affecting other projects or business as usual.	
Planning & Transport – the acquisition scheme does not achieve planning consent. The current scheme does not adequately secure options for access and egress from the site to avoid impacts on the Heart of Slough junction.	The Council and SUR will use reasonable endeavours to achieve the objective for development of each Phase to adhere to planning policy from time to time, so far as such planning policy applies to delivery of Affordable Housing on the NWQ Site. Transport and Highway service to assist SUR in considering options.	An enhanced scheme with increased density/height could create more homes. Traffic modelling and traffic flow is critical to the success of the town centre.
Oversupply of new housing in Town Centre – the proposed redevelopment of the Observatory and Queensmere shopping Centres and Aberdeen Hexagon would come in conjunction with the NWQ and could lead to an oversupply.	Current and future levels of anticipated housing need, and high proportions of Private Rented Sector (PRS) units, make this unlikely. SUR will phase the provision of all housing types and ensure that the private units are released for sale in accordance with market requirements.	This may result in a substantial redevelopment programme that will introduce a higher quality central retail and restaurant offering, which should be positive for the town centre, Slough Borough, and the viability of the NWQ scheme.

c) Human Rights Act and Other Legal Implications

SUR is a Limited Liability Partnership owned by SBC and Morgan Sindall Investments Limited (“MSIL”). Part of SUR’s objectives is to generate a commercial return for the partners.

On private general fund sites the land value represents the Council’s equity investment into SUR. This equity investment is documented in what is termed a loan note. The loan note, put simply, is a document which records the fact that the Council has loaned money to SUR which is intended to be repaid on the completion and subsequent sale of the development (or of individual phases) . Because the land value represents the Council’s “equity investment” in SUR, the risk of the development and land value remain with the Council. As a result the precise level of capital that will be returned to the Council at the end of the development will depend on whether there are sufficient funds available from the eventual sale of the completed development.

With a project as large and complex as the NWQ, there is a possibility that some phases or elements of the development will be forward-funded by third parties, in

which case those parties might pay land value to the Council at an earlier stage than sale of the completed development, mitigating the above Council development and sale risk, although this depends on the nature and terms of such forward-funded deals which may be achievable with such third parties. A confidential legal report is attached as Appendix Two.

d) Equalities Impact Assessment

There are no equalities issues associated with this report.

e) Property Issues

See section 5 below.

5. **Supporting Information**

Background

- 5.1 The Former Thames Valley University (“TVU”) Campus and the car park owned by the Council on the axis of Wellington Street/Stoke Road are known collectively as the North West Quadrant (“NWQ”) within the Heart of Slough Strategy.
- 5.2 Situated adjacent to the town centre and the Old Library Site and within easy walking distance to both the train station and bus station, the NWQ is the most significant development site within the scope of the Heart of Slough (“HoS”) Strategy. Following the acquisition of the Queensmere and Observatory shopping centres in 2016, the potential exists to take a much broader strategic perspective. In addition to developing the site in the context of the HoS Strategy, it is now possible to ensure that the proposed development complements and facilitates the emerging town centre regeneration proposals. The combination of both initiatives will enhance the reputation of Slough as a place for people to live, work, shop and do business.
- 5.3 The acquisition business case was based on a Red Book Valuation of the site undertaken by an independent firm of Chartered Surveyors, having consideration to the previously consented scheme. The acquisition was also supported by a feasibility study and development appraisal prepared by SUR. These documents gave assurance to Cabinet that acquiring the former TVU site was in the best interests of the Council from a financial and regenerative perspective.
- 5.4 The Council entered into a formal Local Asset-Backed Vehicle (“LABV”) agreement with Morgan Sindall Investments Limited (“MSIL”) in March 2013, which has a set of controls commensurate with the OJEU-tendered position. These arrangements have worked well, with the Joint Venture with MSIL that created SUR having gone on to deliver success for both parties. However, in approving the report in April 2017, it was appreciated that the NWQ is also a one-off project with a unique risk/reward balance. Against this background, Cabinet wished to explore options to restructure the Partnership Agreement and/or the option to be granted under it, in order to reduce risk and ensure greater control throughout the development cycle. It was therefore agreed that a follow-up report would be considered that provided feedback on negotiations with SUR.

Originally scheduled for July 2017, this timescale was necessarily extended to ensure that the Council maximises the short, medium and long-term benefits arising from this development.

5.5 Cabinet has previously delegated authority to the Interim Chief Executive to negotiate an option with SUR. Following consultation with Cabinet members in June 2017, the negotiations have centred on the following key considerations:

- A desire to introduce a high quality mixed-use scheme that complements existing and associated town centre projects, and sets the standard for planned developments;
- A requirement that SUR should use reasonable endeavours in relation to delivering a scheme that meets SBC's Affordable Housing priorities;
- A requirement to maximise the SORI associated with this site;
- An obligation for SUR to draw down phases of a material size and within an agreed period from completion of the prior phase;
- Ensuring sufficient resourcing of SUR to the calibre and experience to deliver a scheme of this scale; and
- Ensuring that minimum Phase land values are fair and reasonable i.e. land receipts are not onerously deferred to the final phases.

5.6 The updated design and layout are set out in Section 3 of Appendix One. Whilst it should be stressed that this remains an interim proposal and will be updated to reflect additional feedback from the Council to ensure that the redevelopment of the NWQ maximises the proposals and opportunities emerging via the wider town centre regeneration strategy, it demonstrates that SUR has responded to comments provided to-date. It also demonstrates that SUR is aligned to the Council's regeneration and economic development objectives. Appendix Two details the timescales and governance arrangements for the Council to approve the updated masterplan.

5.7 The proposal to recommend that an option is granted in favour of SUR is supported by positive feedback from an independent firm of Chartered Surveyors specialising in development consultancy. This report has concluded that on balance, granting the option to SUR is justified. In addition to offering significant long-term value to SBC, it is supported on the basis that:

- SBC have significant controls – which will be used;
- SBC can secure profit shares;
- SBC have an existing working relationship with SUR;
- SUR have completed significant due diligence; and
- SUR acknowledge the need for additional expert regeneration skills.

5.8 However the feedback from the independent adviser stressed that this was subject to:

- SBC being prepared to actively manage/supplement the day-to-day decision-making and delivery with SUR;
- SUR formally complementing their expertise through the sub-contracting of services to Muse (the large scale regeneration developer subsidiary of Morgan Sindall Plc);
- SBC acknowledging that:
 - it is entering into an agreement which will require an acceptance of both site value and profit being generated over a long-term period; and
 - for SBC to maintain the 50:50 control mechanism, it will require to invest capital in addition to the value of its land;

- An understanding that the qualitative outputs of the project will cause a tension between the financially-related outputs (land value, profit, scale of affordable housing) and programme-related issues (time will be required to deliver this quality). Consequently, the Council will need to be prepared to understand these competing objectives, and evolve the scheme accordingly.

5.9 A copy of the report is included as Confidential Appendix Three.

6 **Comments of other Committees**

None.

7. **Conclusions**

- 7.1 The redevelopment of the NWQ is anticipated to be one of the most important regeneration schemes in the town and region. The redevelopment of this landmark site will provide an opportunity to transform the perception of the town. It will create jobs, introduce a long-term income stream to support the Council's long-term financial strategy and reaffirm the view that Slough is a place where people want to live, work and do business.
- 7.2 SUR has provided expert assistance to develop the acquisition business case, and is committed to working with SBC to realise the Council's objective of creating a mixed-use scheme which represents a statement of quality and confidence in the town centre.
- 7.3 Having successfully negotiated amendments to the standard form of Option Agreement, the Council now looks forward to working closely with SUR to commence the redevelopment of this site in the knowledge that it has gained more control over design, quality, timings of payments, and capital return.
- 7.4 The decision to grant an option signifies the type of long-term, strategic and commercial relationship with SUR that was envisaged in the original tender process. Due to changes in the ownership of the Queensmere and Observatory shopping centres, the opportunity exists to take a much broader strategic perspective which takes cognisance of the emerging town centre proposals to establish Slough as a destination of choice for the residential, retail and commercial sector
- 7.5 Given:
- 7.5.1 SBC's participation in the ownership and governance of SUR;
 - 7.5.2 SUR's responsiveness to meet the Council's key requirements for this site;
 - 7.5.3 the reassurance given via the input of the wider Morgan Sindall Group;
 - 7.5.4 the development expertise of Muse; and
 - 7.5.5 SUR's ability to quickly commence promotion of the site;

this report supports the recommendation to grant an option to SUR in line with the recommendations set out in Confidential Appendix Three.

8 **Appendices**

Note: The following Appendices all contain exempt information and are included in Part II of the agenda.

- 8.1 Appendix 1 - SUR Vision Statement;
- 8.2 Appendix 2 - SBC Legal Report;
- 8.3 Appendix 3 - Report from External Development Consultant.

9 Background Papers

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd January 2018

CONTACT OFFICER: John Griffiths, Service Lead Neighbourhoods
(For all enquiries) (01753) 875436

WARD(S): Central

PORTFOLIO: Cabinet Member for Corporate Finance & Housing, Cllr Nazir

PART I
KEY DECISION**UPDATE ON TOWER & ASHBOURNE HOUSES****1 Purpose of Report**

To provide Cabinet with an update in respect of Tower House & Ashbourne House regarding:

- The rehousing of tenants
- Buybacks of leasehold properties
- Progression to Planning Application stage

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That Tower House and Ashbourne Houses be demolished;
- (b) That the allocation of funds of £1.57m in the 2018/19 HRA capital programme to this project be approved in addition to the underspend (estimated £2.68m) to be carried forward from 2017/18 to complete the emptying of the blocks, including the potential requirement to take CPO action;
- (c) That the allocation of funds of £1.57m in the 2018/19 HRA capital programme be recommended to full Council;
- (d) That officers proceed with submitting a planning application for a new scheme; and
- (e) That the Director for Finance & Resources, Neighbourhood Services Lead and Cabinet Member for Corporate Finance & Housing, in conjunction with the recommendations of the Housing Option Appraisal, determine the funding for the remodelling of the site.

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

The provision and maintenance of good quality and affordable family housing can reduce housing need for local households and contribute to the identified priorities of

the JSNA by increasing the availability of good quality accommodation. This initiative will provide an opportunity re remodel and improve the safety, health and well being of families in the Town Centre.

3b Five Year Plan Outcomes

It is well established that having a stable, attractive home has a significant impact on a person's health and well-being. Demolition of the two tower blocks and remodelling of the site to provide 195 units of housing close to the town centre will contribute to the following 5 Year Plan outcomes: :

- Our children and young people will have the best start in life and opportunities to give them positive lives.
- Our people will become healthier and will manage their own health, care and support needs.
- Slough will be an attractive place where people choose to live, work and visit.
- Our residents will have access to good quality homes.

4 Other Implications

(a) Financial

Capital Strategy Board has awarded the project a capital budget of £6,915,000 dedicated to approved RBFRS requested FRA works pending decanting the blocks, the cost of home loss payments, buying back leaseholder properties, security for the site and demolition.

As at the 24th November the total spend to date amounted to £4.2m and an additional capital budget of £1.57m is required for the completion of the project

Tower & Ashbourne	Original Budget Approved £m	Total Spend to November 2017 £m	Revised Budget (2018/19) to prepare site for remodelling £m
Total	6.91	4.23	4.25
Home Loss	4.09	0.68	0.68
Buy Backs		2.44	1.10
Security		0.53	0.12
Project costs		0.13	
RBFRS Repairs	1.12	0.45	
Demolition	1.7	-	1.5
Fees Design & Planning Application	0.00		0.85
Estimated c/f to 2018/19		2.68	0
Additional Capital Budget required in 2018/19			1.57

(b) Risk Management

Risk	Mitigating action	Opportunities
<u>Legal</u>		
2 remaining leaseholders disagree with SBC valuations to 'buy back'	Engagement with Legal services to explore options regarding issuing CPOs etc	
Human Rights	See 4(c) below	
<u>Health and Safety</u>		
Fire risk, vandalism, squatting and general degradation as blocks are emptied.	24 / 7 security patrol Daily bin collections 'zero tolerance' on accumulations and fly tipping.	
Employment Issues	None identified	
Equalities Issues	None identified at this stage	
Community Support	None identified	
Communications	None identified	
<u>Community Safety</u>		
Once decanting of blocks begins – risk of squatting	24/7 security patrols Door bars on vacant flats Services in vacant flats disconnected	
Financial		
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

By virtue of Section 17(1) of the Housing Act 1985 the Council as the local housing authority may acquire land as a site for the erection of houses or for the purposes of providing facilities in connection with the provision of housing accommodation. Under Section 17(3) of that Act the Council may acquire such land by agreement or they may be authorised by the Secretary of State to acquire it compulsorily.

For these purposes, "land" includes any interest in land by virtue of Section 5 and Schedule 1 of the Interpretation Act 1978

Accordingly the Council have the power to acquire any leaseholders' interests in Tower and Ashbourne Houses either by agreement or under a compulsory purchase order authorised by the Secretary of State.

Every natural or legal person is entitled to the peaceful enjoyment of his possessions under Article 1 of the First Protocol to the Convention for the Protection of Human Rights and Fundamental Freedoms which is given effect to in the UK by the Human Rights Act 1998. This entitlement does not however impair the right of any state to enforce such laws as it deems necessary to control the use of property in accordance with the general interest. In the circumstances it is not considered that any leaseholders in Tower and Ashbourne Houses will be entitled to prevent the compulsory acquisition of their interests provided the proper statutory procedures are followed and compensation is paid in accordance with the relevant statutory provisions.

(d) Equalities Impact Assessment

There are none at this stage

(f) Property

The Housing Revenue Account currently carries the burden for loss of accommodation that due to its condition is not available for social housing. This is a loss of rental revenue and a burden upon other rent payers as security and utility cost are on going. The report presents measures to demolish, remodel and rejuvenate the site by taking design and financial options that enable not only replacement but additional social housing on the site.

5 Supporting Information

- 5.1 As a result of increasing obsolescence, the lack of DDA and other compliance, and a high rate of anti-social behaviour at these two tower blocks, Commissioners and Directors on June 30th 2015 agreed the following:
- a) officers be empowered to explore and evaluate more detailed options for redeveloping the site;
 - b) further allocations to void units within the two blocks are suspended forthwith and that officers further develop plans to organise the planned decanting of the existing tenants into other council and housing association properties.
- 5.2 An Initial Demolition Notice (IDN) was served on all secure tenants 13th July 2015 and the 15 leaseholders were written to separately at the same time. Drop in sessions were arranged to explain what was happening and also to assist and advise tenants regarding the completion of housing application forms. It had been confirmed by the Assistant Director, Housing & Environmental Services that tenants would be permanently rehoused, rather than temporarily decanted. All the tenants of Tower House and Ashbourne House, were finally rehoused by the end of 2016.
- 5.3 Savills were commissioned by the Leasehold Manager and Assistant Director, Housing & Environmental Services to undertake the property valuations and negotiations with the leaseholders. All but two leaseholders have accepted officers and moved out. Confirmation of the council's intention to demolish the two blocks and remodel the site, will assist further negotiations and the possible need to apply for Compulsory Purchase Orders, should negotiations break down.
- 5.4 At the request of the HRA Board, a presentation of a development appraisal option for affordable housing on the Tower and Ashbourne site, was made to members of Cabinet, officers and members of the Housing Options Appraisal Commissioners

Consultative Group, was made on September 13th 2017. The proposal is for a scheme of 195 units, of which 104 would be to replace the existing number of social housing units, with funding options being considered as part of the Housing Options Appraisal project. Further work is required to take the proposals forward to planning application stage.

6 **Comments of Other Committees**

None

7 **Conclusion**

The report presents measures and seeks authority to demolish, remodel and rejuvenate the site by taking current design and financial options developed with members and the residents board during the options appraisal that enable not only replacement but significant additional social housing on the site.

8 **Background Papers**

None

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd January 2018

CONTACT OFFICER: John Griffiths, Service Lead Neighbourhoods
(For all enquiries) (01753) 875436

WARD(S): All

PORTFOLIO: Cabinet Member for Corporate Finance & Housing, Cllr Nazir

PART I
KEY DECISION

UPDATE ON HOUSING OPTION APPRAISAL**1 Purpose of Report**

In October 2016, when Cabinet was considering the council's 30 year Housing Revenue Account (HRA) Business Plan, one of Cabinet's resolutions was that:

- That the Strategic Director, Regeneration, Housing and Resources, following consultation with the Cabinet Member for Housing and Urban Renewal, be authorised to begin planning for the Options Appraisal of the Council's housing stock, with a proposal to be brought back to Cabinet for approval.

The purpose of this report is to provide Cabinet with an update on the Housing Option Appraisal and to present a number of options and opportunities for innovation.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That following the Budget announcement, the Council reviews whether to apply for additional funding from the Government/Homes and Communities Agency . This could focus on a bid for additional borrowing headroom and/or loan funding for remodelling;
- (b) That the Council pursues an option to raise private finance through pension fund or institutional investment to deliver new affordable rented housing in the borough, and specifically for the proposed remodelling of the Tower and Ashbourne site (subject to planning permission);
- (c) That the Council develop a bespoke model for Shared Ownership in Slough, offered initially on a limited basis to test demand;
- (d) That the Council keep open the option to discuss partnerships with housing associations;
- (e) That the Council continue to pursue opportunities for new delivery through Herschel Homes and James Elliman Homes recognising that the objectives set for these companies primarily relate to the acquisition of market rented housing

for use as temporary accommodation, and accommodation for key workers and vulnerable groups such as care leavers;

- (f) That the Council continues to investigate options for the optimal reinvestment of One-for-One retained Right to Buy receipts into social housing in the borough, in the light of the establishment of the establishment of the Council's Partnership Venture with Osborne's, and the opportunity that DISH may present, for the benefit of the Council's social housing objectives;
- (g) That the Council develops an Active Asset Management Strategy based on the analysis within the Asset Performance Evaluation - to be updated annually;
- (h) That within the Asset Management Strategy, the Council appraise the options for those assets which are under-performing relative to the rest of the stock with a view to remodelling, redeveloping or re-providing in the context of increasing supply.

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

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

The option appraisal will enable the council to identify and develop innovative options for its housing stock that link with the following Slough Joint Wellbeing Strategy priorities:

- Increasing life expectancy by focusing on inequalities - the links between decent housing and health are well documented
- Housing – identification of options that would result in an increase in numbers of affordable homes. In addition the repair, maintenance and investment in the Council's housing assets is funded directly by the HRA

3b. **Five Year Plan Outcomes**

The option appraisal will help to deliver the following Five Year Plan outcomes:

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

Outcome 4 - Our residents will have access to good quality homes;

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

4. **Other Implications**

(a) **Financial**

Whilst there are no direct financial implications from the outcomes of the option appraisal itself, implementation of the recommendations will have specific financial implications depending on the precise terms of any detailed proposals. These implications will be reported at the appropriate time.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	See 4 c)	
Human Rights	None identified	
Health and Safety	None identified	
Employment Issues	None identified	
Equalities Issues	None identified at this stage	
Community Support	None identified	
Communications	None identified	
Community Safety	None identified	
Financial	See 4 a)	
Timetable for delivery	N/A	
Project Capacity	TBD	
Other		

(c) Human Rights Act and Other Legal Implications

Whilst there are no direct legal implications from the outcomes of the option appraisal itself, implementation of the recommendations will have specific legal implications depending on the precise terms of any detailed proposals. These implications will be reported at the appropriate time.

(d) Equalities Impact Assessment

Equality Impact Assessments are routinely carried out as part of operational service delivery and reviews. There are no equality related issues in relation to the option appraisal at this stage

(f) Property

The housing option appraisal supports the Council's ambition to maintain and invest in its current housing assets whilst continuing to deliver a development programme to build new, affordable homes in Slough.

5 Supporting Information

5.1 At the meeting of 17th October 2016, Cabinet resolved :

- That the Strategic Director, Regeneration, Housing and Resources, following consultation with the Cabinet Member for Housing and Urban Renewal, be authorised to begin planning for the Options Appraisal of the Council's housing stock, with a proposal to be brought back to Cabinet for approval.

- 5.2 Work on an options appraisal of the Council's housing stock led by Cllr Ajaib, Commissioner for Housing & Urban Renewal, began in the latter part of 2016, with the project being split into two phases. Phase 1 involved;
- Establishment of the Consultative Commissioning Group (CCG), chaired by Cllr Ajaib;
 - Appointment of Independent Tenant Advisor and recruitment to Resident Consultative Group (RCG)
 - Analysis of the existing HRA Business Plan by Savills;
 - High level review of options available by Trowers & Hamlin with an in depth review of stock transfers by Savills, so as to establish a credible range of options for further evaluation; and
 - Modelling of social rent levels for development sites, by 31Ten Consulting.
- 5.3 An interim report was taken to Cabinet on March 20th 2017, with an update on progress. Cabinet resolved:
- (a) That the following recommendations from the Commissioning Consultative Group be endorsed, for the reasons set out in paragraphs 5.4 and 5.5 of the report –
- The option to 'do nothing' is not accepted; and that
 - The option of Large Scale stock transfer is not to be progressed further
- (b) All other options are to be considered and reviewed by the Commissioning Consultative Group, chaired by Cllr Ajaib, Commissioner for Housing and Urban Renewal, and Resident Consultative Group with final recommendations being brought to Cabinet in December 2017.
- 5.4 Phase 2 of the project began in April 2017 and concluded at the end of October 2017, to enable sufficient time to prepare the final report for Cabinet, originally scheduled for December 2017. The remit of Phase Two was:
- To identify all the options for the delivery of new homes
 - To test each of the options financially, in the context of deliverability and affordability within Slough, and test the extent to which each of the options is able to meet the needs for new affordable homes
 - To appraise the options against the tests set by the CCG and RCG
 - To identify and recommend those options to be taken forward into a delivery phase.
- 5.5 CCG and RCG identified 9 options for review in Phase 2. These are set out in Appendix A along with an overview of the work undertaken and the timing followed.
- In general terms, the options divide into three groups:
- Existing delivery mechanisms in place at the Council
 - New routes to public/private partnerships to lever in additional resources
 - Options driven by the condition and nature of existing council housing stock.
- 5.6 For full details of the different options and their consideration, please refer to Appendix B - *Appraising the options for new affordable housing in Slough – Phase 2: Summary Report*.

- 5.7 Feedback from the Tenant & Leaseholder Conference held on 28th October 2017 has been provided to the Council within a separate report – Appendix C. In the context of this Option Appraisal, there was a general degree of support from the conference towards pursuing an institutional investment option with a rather more lukewarm approach towards shared ownership. We note also the focus of all delegates on the need for suitable quality and space standards for all new developments and that the initial proposals for the redevelopment of Tower and Ashbourne would meet such a need.
- 5.8 Going forward, the option appraisal will evaluate the future of the DISH, as there is an opportunity to enable the DISH to evolve as a means of undertaking activities and functions that the council's existing companies are unable to deliver.

6 **Comments of Other Committees**

None

7 **Conclusion**

- 7.1 The Cabinet in October 2016 agreed it was the time for the Council, in open and transparent partnership with residents, to undertake a comprehensive Options Appraisal to look at the future of the housing stock over the next 15 to 20 years. The first two phases of the options appraisal have achieved this objective and with resident agreement provided a focused range of options for evaluation for the next phase. The opportunity now presents itself to continue with the options appraisal with a range of options that have credible and meaningful basis for delivery for the residents of this borough.

8 **Appendices**

- A - Diagram of options reviewed
- B - Appraising the options for new affordable housing in Slough – Phase 2: Summary Report.
- C - Report of Tenant & Leaseholder Conference

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Phase Two: Options Overview

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In place / appraise contribution			Delivery Options to Review and Appraise							
HRA	Herschel Homes	James Ellerman Homes	JV with HA	Institutional investment	Build for Sale Co	Partial Transfer	Active Asset Mgmt	Property Mgmt Co		
•Treasury Review	•Review business plan	•Review business plan	•Develop exemplar model	•Develop exemplar model	•Develop exemplar model					May
•Rent increases			•Visit/collect evidence from other LAs	•Visit/collect evidence from other LAs	•Visit/collect evidence from other LAs					Jun
•Rent Policy			•Present as option(s)	•Present as option(s)	•Present as option(s)				APE	Jul
•Rent Levels						•Analyse values per area – review options	•Workshop review of APE outputs			Aug
•High Value Asset sales						•Model areas (if any)	•Identify options for further Option Appraisal and modelling	•Identify realistic options	RMI mob	Sep
•Right to Buy receipts						•Features, pros and cons	•Present options(s)	•Visit/collect evidence from other LAs		Oct
•Diversifying the product base						•Present option(s)		•Review in context of RMI		Nov
DRAFT AND FINAL REPORTS TO RCG / CCG										Dec
HOUSING STRATEGY DELIVERY PLAN – PROPOSITION TO GOVERNMENT										

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Appraising the options for new affordable housing in Slough

Phase Two: Summary Report (FINAL)

PRIVATE AND CONFIDENTIAL



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1. Introduction and Methodology

- 1.1 Slough Borough Council have commissioned Savills to assist in supporting an appraisal of the options for the delivery of new affordable housing in Slough. Savills were appointed in late 2016 and we have worked closely with members, officers, residents and other stakeholders during the course of the project.
- 1.2 The project has been overseen by a Commissioning Consultative Group (CCG) comprising members of the cabinet, alongside a Residents Consultative Group (RCG) recruited specifically for the purpose of undertaking this work. A great deal of work has been undertaken in exploring the different options for the ownership, management and maintenance of Slough's existing council housing, and the options to deliver more affordable housing.
- 1.3 This report is intended to provide a summary of the work undertaken, the key financial and other factors that have arisen during the project and the conclusions which have been drawn about which options to take forward. Where appropriate, supporting material generated during the project is appended to this summary.

Methodology

- 1.4 The project has been overseen by the CCG and RCG, with input from specialist advisers:
 - Savills - financial and investment advice, guidance and modelling
 - Trowers and Hamlins - legal advice and guidance on the options
 - Phil Morgan - independent tenant and resident adviser.
- 1.5 The project was run in two phases as follows.
- 1.6 Phase One:
 - To review the current Housing Revenue Account (HRA) Business Plan, its capability to meet the future management and maintenance needs of the existing council housing stock, and the scope for the HRA to deliver new council housing over the long term
 - To review alternative whole stock options for delivery of services and new homes, discounted Large Scale Voluntary Transfer to a housing association
 - To identify all the various options that the Council could pursue in delivering new affordable homes, options to take forward into Phase Two
 - To set objectives by the CCG's member representatives, and from the residents group, against which to appraise the options under review.
- 1.7 Phase One was undertaken between December 2016 and March 2017, and concluded with a summary report to the Council's Cabinet in April. The outcomes are further summarised below, the main headlines being that:
 - The council is able to manage and maintain its existing council housing stock into the long term - and that there is no case for major stock transfer
 - The HRA is constrained in the delivery of new homes and therefore Phase Two needed to concentrate on exploring the options to increase the amount of affordable housing.

- 1.8 Phase two has taken place from May 2017 to date. This summary report will form the basis of a report to Cabinet for review and decision.
- 1.9 Phase Two:
- To identify all the options for the delivery of new homes
 - To test each of the options financially, in the context of deliverability and affordability within Slough, and test the extent to which each of the options is able to meet the needs for new affordable homes
 - To appraise the options against the tests set by the CCG and RCG
 - To identify and recommend those options to be taken forward into a delivery phase.
- 1.10 A key feature of the work undertaken has been the extent to which the Council is already embracing new models for delivery across a range of housing schemes and tenure types. To an extent, some of the options (for example, options to establish wholly owned companies to deliver new and different tenures within the local housing market) are already being pursued by the Council. This has made for a positive process in which the CCG, the residents and the Council have been open to new ideas. A review of these options was therefore incorporated into Phase Two.
- 1.11 At the same time, the Council asked Savills to undertake a detailed Asset Performance Evaluation (APE) of its existing council housing in order to identify where there may be opportunities for alternative use, or different approaches to make better use of assets. The outcomes from the APE have been integrated within Phase Two of the options appraisal in order to provide a more comprehensive overall set of outputs and conclusions for the Council to take forward.
- 1.12 The RCG/residents' consultative process was brought together in a Conference held on 28th October attended by over 60 tenants and leaseholders, alongside advisers and council officers and members. The Conference afforded an excellent opportunity to receive feedback from residents on the options appraisal process, and this report incorporates this feedback in its conclusions and recommendations.

2. Phase One Summary

1.1 The main outputs from Phase One are summarised below.

Review of HRA Business Plan

1.2 The Council has taken a cautious view towards some key assumptions, including adding real inflation to management costs, increasing rents at less than the Consumer Prices Index (CPI) from 2020 onwards and projecting significant reductions in stock through Right to Buy sales into the long term.

1.3 Given the pressure on the need for new housing of all types, the net stock loss forecast suggests that “doing nothing” is not really an option for the Council. Options need to be found to ensure that more affordable housing is available to meet needs now and in the future.

1.4 There is an ambitious but fundable new build and stock replacement programme over the long term – which includes £56m over the next 5 years.

1.5 The Council has however taken a more robust view towards some other assumptions, including making provision for real terms reductions to repairs expenditure (i.e. increasing at less than the rate of inflation) over the lifetime of the plan.

1.6 In overall terms, given the assumptions made and the cautionary approach, the business plan is financially viable. Whilst the plan is balanced in cash terms over 30 years (i.e. there are only minimum cash balances forecast for 30 years' time), there is significant borrowing headroom retained below the debt cap.

1.7 However, whilst viable overall, the business plan shows a net loss of stock of 12% over 30 years (Right to Buy sales of 20% of the current stock; 8% added back through new and replacement build).

1.8 There are a number of routes to delivering more homes in the HRA. A basket of loans with different maturity terms was taken out at cheap rates to pay for the HRA debt settlement in 2012. The business plan shows these loans being repaid as they become due. Adopting an alternative approach, in which loans are refinanced as they become due, could allow resources for further investment in new homes throughout the term of the plan.

1.9 Aligning expenditure and income inflation assumptions (that is, by assuming that income will increase by the same inflation rate as expenditure) might also release further resources for investment.

1.10 The application of assumptions within the HRA Business Plan is affected by the ongoing evolution of government policy towards social and affordable housing, with a series of announcements made during the course of phase two, which need to be taken into account in the business plan from April 2018. These are explored in more detail below.

Whole Stock Transfer

- 1.11 One possible option response which was modelled and discounted was a whole stock transfer to a newly created or existing housing association.
- 1.12 This was modelled on in phase one on the basis of the same basic assumptions contained within the HRA business plan (so that there is no favouring one option over any other). The main financial outputs are as follows.
- 1.13 An illustrative valuation of the housing stock is £77m. This would be the price paid by a purchasing housing association.
- 1.14 This compares to the HRA's current debt of £144m. This suggests that a transfer would leave a substantial overhang of debt that would not be paid off by the transfer-receipt and which would require financial support from government (to assist in debt write-off).
- 1.15 No government support is currently available.
- 1.16 There would be some significant diseconomies of scale for the General Fund, with an estimated impact on the General Fund of between £1-3m pa.
- 1.17 It is doubtful therefore that, even if there was a case for stock transfer, the Council could financially deliver such a transfer.

Options into Phase Two

- 1.18 Solutions for the delivery of new housing are therefore focused on council-owned and council-driven options in Phase Two. These were determined from the following approaches.
 - 1. Maximising delivery in the HRA, subject to enabling stock to be built/acquired which remains affordable housing for the long-term.
 - 2. Using existing and potentially new council-owned housing companies to build and acquire affordable and market housing.
 - 3. Developing new approaches to raising public and private finance in joint ventures with housing associations, the private sector, and funding institutions.
 - 4. Options which allow the delivery of a wider range of affordable tenures with greater flexibility in the future: for example intermediate rent (for example at the Slough Living Rent), rent-to-buy / rent-to-mortgage and shared ownership.

Councillor and Tenant Tests

- 1.19 At a joint workshop meeting of the CCG and RCG on 20th March 2017, members of the groups agreed a series of criteria against which to test the options going forward. These are referred to within this report as the Tenant Tests and the Councillor Tests.
- 1.20 The Tenant Tests were determined exclusively by members of the RCG:
- Maximise the transparency of any new approaches to delivery
 - Security of tenure
 - Rent and service charges levels to be affordable
 - Avoiding subsidy of new properties from existing council housing.
- 1.21 The Councillor Tests are driven primarily from the Housing Strategy:
- Delivering new and affordable housing
 - Sustaining our existing housing provision
 - Meeting the need for housing in Slough
 - Improving our offer for special needs and vulnerable groups
 - Providing a way forward that is achievable.
- 1.22 In our advisory work to the CCG and RCG, we have been particularly mindful of the following key factors as provided for in the above:
- Adopting a definition of "affordable" which is linked to a view on earnings within Slough
 - Reviewing options in the context of ensuring that there is no cross-subsidy required from the HRA, or from the housing service providing management and repairs services to council housing residents.
- 1.23 Section 10 below comprises the overall appraisal of options against these tests.



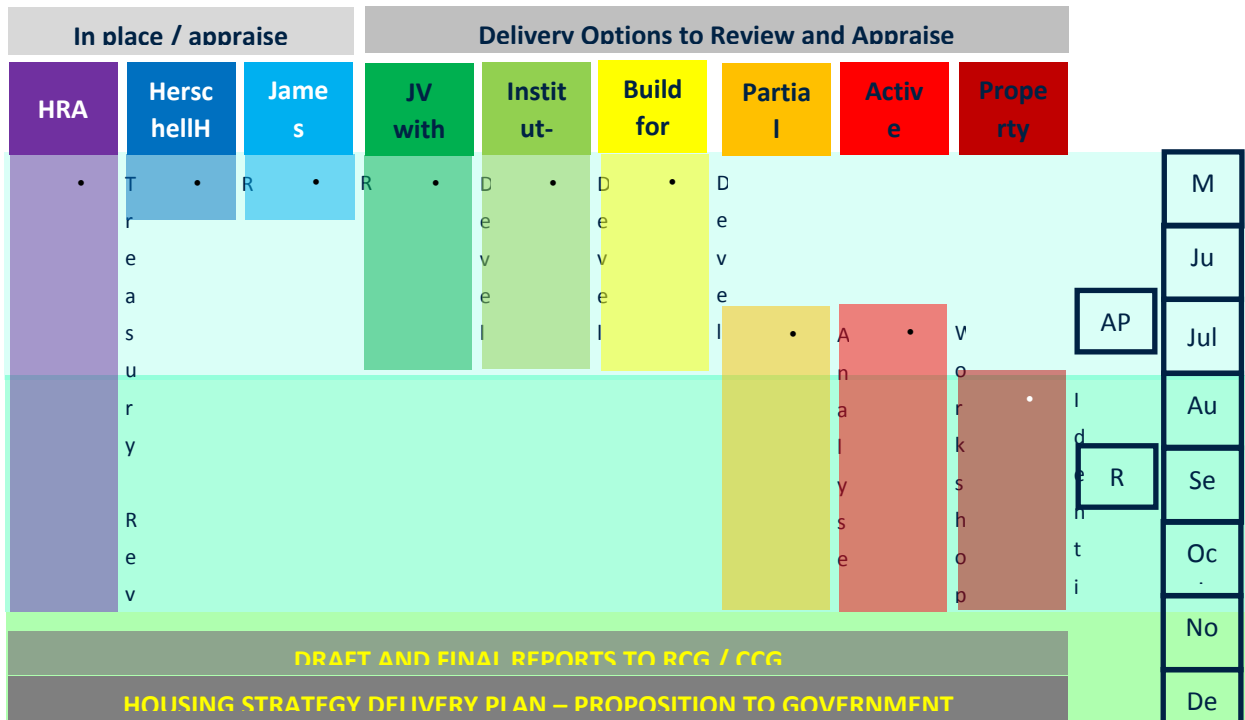
3. Phase Two: Overview of Options

Introduction

- 1.24 The CCG and RCG agreed to identify nine options (or approaches) for review within Phase Two. These are summarised in the diagram below.
- 1.25 All of the options provide for additionality in terms of the existing base of social and affordable housing in the borough. Given that our review of some of the options was dependent on other work being undertaken in parallel to the Option Appraisal, specifically the Asset Performance Evaluation for the existing council housing stock, the review work was structured to take best advantage of the time available.
- 1.26 In general terms, the options divide into three groups:
 - Existing delivery mechanisms in place at the Council
 - New routes to public/private partnerships to lever in additional resources
 - Options driven by the condition and nature of existing council housing stock.

Options Overview

1.27 The nine options are set out in the chart below along with an overview of the work undertaken and the timing followed.



1.28 Each of these options was considered in turn by the CCG and RCG.

Tower and Ashbourne site

- 1.29 So as to demonstrate a living example as to how the options review would impact upon the potential of developing '*New Social Housing by remodelling an existing HRA site*', during the course of the project, the ongoing potential for the redevelopment of the Tower House and Ashbourne House site near the town centre was identified as an opportunity to provide an exemplar of how new options might work for Slough. The existing scheme had two blocks with a total of 120 units, 104 of which were social-rent homes within the HRA and 16 of which were leaseholder flats.
- 1.30 Savills were appointed to undertake an initial Design Feasibility Study, in order to explore the potential number of homes that could be delivered on a redeveloped site. An initial presentation was made to a joint meeting of the Cabinet and CCG in September, setting out how it should be possible to remodel to a new site based around two blocks with a total of 195 homes.
- 1.31 In modelling the various options for new delivery using this as an exemplar, we have sought to ensure that:
- The whole site is modelled as affordable housing
 - There is no net loss of affordable rented homes and that therefore a minimum of 104 homes would be at social rent, or other affordable rent level, with a particular focus on the Slough Living Rent which has been approved by the Council.
- 1.32 The modelling of the options in the context of a redeveloped Tower and Ashbourne site has enabled the CCG and RCG to focus on a "live" example of what the options that can deliver - with a clear impetus towards taking the scheme through the planning process during the early part of 2018.

Other considerations

- 1.33 Alongside the HRA and the two newly created housing companies, Slough also has an existing company (the Development Initiative for Slough Housing or DISH). This company was established several years ago to enable the development of new social housing outside the Housing Revenue Account, funded by private finance. It is understood that the lease term for the arrangements put in place are nearing the end of term.
- 1.34 Whilst DISH has not formed part of the Option Appraisal process run by the CCG and RCG, it is noted that this company will form part of the suite of vehicles in place for affordable housing for as long as it holds or leases affordable housing.

4. Review of existing options in place: Housing Revenue Account delivery

Introduction

- 1.35 During the course of this project, we have kept the options for HRA delivery of new council housing and wider affordable housing open for review.
- 1.36 Whilst there had been some hints of movement in the national policy environment towards council housing and funding for the HRA following the change of government in July 2016 (specifically the abandonment of the proposed Pay to Stay policy), the General Election held in June, during the course of this project, would appear to have had more of an impact on the future course of certain policy areas. The proposed capping of council rents to Local Housing Allowance has also now been abandoned.
- 1.37 There have been a series of announcements made by the Prime Minister and other ministers which suggest that there may be the scope to increase the delivery of new (or replacement) council housing. In particular:
- The announcement at the Conservative Party Conference, confirmed in the Autumn Budget, of an additional £2billion to be added to the Affordable Homes Programme with specific reference to social housing.
 - The announcement in the Budget of a programme for the extension of borrowing limits by up to £1billion from 2019-2022 for HRAs in high-demand areas.
 - Confirmation in the Budget of the opportunity to apply for loan funding for the regeneration of estates in high demand areas (a programme of up to £400million).

What is currently being delivered

- 1.38 The HRA Business Plan currently incorporates plans to deliver up to 200 new homes on small sites around the borough over the next 4-5 years. These sites are part of a large-scale overall development programme.
- 1.39 However the scope to deliver a large programme is fundamentally affected by two constraints:
- The operation of the Debt Cap - which prevents borrowing above a certain government-defined limit, irrespective of the viability of development opportunities. Whilst there is some headroom, the Council retains a buffer against future policy risk (which is financially sound practice). The amount of current headroom would, even if it was all committed up front, be insufficient to carry out the redevelopment of the Tower and Ashbourne site (for example, estimated cost minimum £30m).
 - The ongoing challenges presented by the Right to Buy discount extensions made since 2012 - with sales now above 60 per year from the HRA.

What is changing (or has changed) during the appraisal process?

- 1.40 Whilst the signs are that the government post-election is showing more of a commitment towards funding the delivery of social housing (and therefore council housing), the change of government

has meant delays in announcement on key policies, especially towards high value void/asset sales.

- 1.41 It therefore remains unclear as to whether the high value asset sales levy will be introduced at all, and if it is, on what timeframe and what shape the policy will finally take. Our central conclusion remains that, should the policy be introduced at any stage, this will provide an extremely significant challenge to the future operation of the HRA and it may be that the Council would need to reconsider its options at that point in the light of the actual proposed levy being raised.
- 1.42 However, given the legislative arrangements necessary for this policy to be implemented, coupled with constraints on the government's legislative timetable given the dominance of the issues around leaving the European Union, our view is that the Council can plan in the short to medium term without the need to provide for a large contingency for this policy.
- 1.43 The government has also announced the reversion to rent increases of up to CPI+1% per annum following the annual 1% rent cuts to 2020, for 5 years. This will provide councils and housing associations with some degree of income predictability over the medium term financial future. For Slough, this could mean that there are more resources within the HRA from 2020; there is the opportunity to revisit the capacity to deliver more homes when current programmes are complete.
- 1.44 As well as lobbying on the Debt Cap - which has led to the £1billion extension of borrowing limits announced in the Budget - the sector is pushing for the more flexible use of Right to Buy receipts. Following the Budget, there will be further details emerging on the basis for discussion with Government around funding bids, as well as the opportunity for bespoke deals and we will ensure that the Cabinet is appropriately briefed on the impact when this report is being discussed.
- 1.45 Conversely, locally, there has been further work on the investment needs of Broome House and Poplar House following the Grenfell Tower fire in June. This is likely to mean that, should the blocks be retained in their existing use, resources would need to be found in the HRA Capital Programme to meet these needs. In response, the Council is currently undertaking a more detailed feasibility study around the future options for the two sites, including whether there might be opportunities for redevelopment.

Prospects going forward

- 1.46 Our view is that the HRA is likely to best be seen as a contributor to small scale developments for the foreseeable future - as these are limited by Right to Buy and funding considerations.
- 1.47 Delivery of new social and affordable housing at scale is likely to require investment at levels that are unable to be currently sustained in the HRA without a successful substantial bid for additional headroom following the Budget.
- 1.48 However, the post-election policy environment has many uncertainties and the potential for Slough to engage with government/HCA regarding additional funding for social housing should be kept under review particularly given the announcements in the Budget.

5. Review of existing options in place: Sloughs' Housing Companies

Introduction

- 1.49 The Council has established Hershell Homes and James Elliman Homes, two wholly-owned subsidiary companies, in late 2016. Resources to finance the acquisition of stock by these two companies has been provided for within the capital and treasury management strategies of the Council.
- 1.50 With respect to the option appraisal, the CCG considered the extent to which these two companies could be utilised as a basis for the delivery of additional affordable housing. The primary reason for such a consideration is that the companies are already set-up and have a funding stream identified.

What is currently being delivered

- 1.51 Hershell homes is a company set up to acquire properties for market renting. It has not been established to deliver affordable housing, nor to develop new homes, although there are opportunities being explored to acquire new homes from developers upon completion. It is understood that 120 units have been identified for detailed appraisal and that this work on acquisitions is ongoing.
- 1.52 James Elliman Homes has been established to acquire and develop homes for use as temporary accommodation. As at the end of October 2017, Slough has c400 families in temporary accommodation, a significant number given the size of the borough.
- 1.53 Both companies have been provided with the opportunity to draw on borrowing lent from the Council's General Fund. Both companies have had their objectives set and governance arrangements put in place on the basis of the respective interventions in the market rented sector and in the provision of temporary accommodation.
- 1.54 They are therefore not able to be used for the development of new affordable housing without some consideration being given to amending the objectives and governance arrangements in place.

What is changing (or has changed) during the appraisal process?

- 1.55 There has been no specific changes to the plans of the companies since the option appraisal process began.

Prospects going forward

- 1.56 Both companies are able to be developed in their respective areas of the market place and their contribution assessed accordingly. They are not ideally suited for use for the development of affordable housing.

6. Review of new options: Joint Venture with Housing Association

Introduction

- 1.57 At the request of the CCG, senior directors and members of the Council have considered the opportunities to enter into a partnership arrangement with a large locally-based housing association (HA).
- 1.58 During the course of its work, the CCG has received presentations and information relating to joint ventures between local authorities with stock and housing associations that are in development. The external advisers presented examples of the type of partnerships that could be entered into, ranging from:
- Development Management arrangements whereby a HA provides skills, capacity and expertise alongside council funding (for example Epping Forest DC and East Thames Group)
 - Three-way company between the Council, a Developer and a HA to bring forward redeveloped homes on existing council sites (for example Sheffield Housing Company)
 - A 50:50 JV between council and large HA with the input of land and prudential borrowing funding from the council alongside funding and development capacity/expertise from the HA (for example Brighton & Hove City Council and Hyde Group), to deliver homes at Living Rent and for intermediate home ownership options.

What is currently being delivered

- 1.59 Whilst there are a number of high profile and relatively locally-based housing association groups (for example One Housing Group, A2 Dominion) with significant stock holdings in Slough, it was reported to the CCG that the Council's relationships with housing association partners were likely to require more work before consideration could realistically be given towards entering into a partnership or Joint Venture.

What is changing (or has changed) during the appraisal process?

- 1.60 No specific scheme or site options have yet come forward where this option might be explored in more detail or add value to other funding approaches.

Prospects going forward

- 1.61 Whilst this approach is not felt able to be developed for the Tower and Ashbourne site or any other sites/schemes at this stage, our view is that the Council should keep this option under review as new development and build programmes are delivered. There may be the opportunity to lever in additional resources and capacity in due course as the Council becomes more comfortable working in partnership with local associations.

7. Review of new options: Build for Sale Company for new affordable housing

Introduction

- 1.62 Hershell Homes and James Elliman Homes have both been identified as unsuitable to be used as vehicles to develop new affordable housing. At the same time, the Council is already a partner in a major Joint Venture with Morgan Sindell (Slough Urban Renewal) and this partnership is delivering at scale on multiple sites across the borough, including commercial and residential developments.
- 1.63 The CCG therefore considered the option to establish a further company, but one focused specifically around the development of new affordable housing for sale, or intermediate forms of affordable home ownership in which the sale of homes to residents would be the primary objective.
- 1.64 The models considered are being developed in other authorities and by the private sector, with a particular focus on Rent to Buy, Shared Ownership and Slough Living (affordable) rent as intermediate tenure options (the latter being a requirement in modelling the Tower and Ashbourne site redevelopment).
- 1.65 The CCG received a series of papers (appended to this report) exploring in detail the opportunity to provide Rent to Buy and Shared Ownership housing through a new company, with a particular focus on:
- The affordability of these intermediate options for different groups of people who might otherwise find it difficult to access full home ownership immediately.
 - Identifying subsidy requirements for these tenure options, and also in the context of the potential need to re-provide for an element of social rented housing within a development (i.e. the Tower and Ashbourne site).
- 1.66 Appendix one comprises the paper presented to the CCG in August setting out our assessment of the affordability and deliverability of the Rent to Buy and Shared Ownership options. In summary:
- The Rent to Buy option would be based on letting a long-term tenancy (up to 20 years) at an affordable/Slough Living Rent, with some of the rent paid by the tenant being set aside to provide a gifted deposit towards purchase of the home at a specific point within the 20 year period. The Council would be responsible for management and maintenance until sale.
 - The Shared Ownership option would be based on the "traditional" HA approach whereby a tranche of the home is sold on day one, rent paid on the balance retained by the landlord, with the resident having the option to staircase up to full ownership in the future. The resident would be responsible for maintenance.

In the Rent to Buy model, the subsidy to the resident would be provided through the letting at an affordable rent level with some of that contributing towards enabling future home ownership. The Shared Ownership model subsidises the resident through enabling part of the property to be bought at a time.

- 1.67 Under both of these tenure approaches, the company would be wholly owned by the Council, be funded via prudential borrowing from the Council, with sales proceeds being recycled either to repay debt or into the funding of new schemes.
- 1.68 Given increasing house prices and property values in Slough in the recent period, a trend set to continue into the future, both the Rent to Buy and Shared Ownership tenure models would deliver positive returns and/or profits to the company. These returns would be over and above the internal subsidisation of the residents in these schemes - in effect the subsidy of the residents would be "hidden" to the extent that the company would be profitable after taking into account these subsidies.
- 1.69 The principal considerations for the Council therefore are:
- Given the high values in Slough, can a tenure model be constructed which meets the test of affordability to residents (defined as between 30%-40% of take home pay spent on housing costs)?
 - To what extent is the Council comfortable subsidising a specific group of residents to become home owners in the borough, by how much and for how long?

These considerations are discussed further below.

What is currently being delivered

- 1.70 There is nothing in place currently, though there are some examples of shared ownership in Slough offered by housing associations.

What is changing (or has changed) during the appraisal process?

- 1.71 The coming forward of the Tower and Ashbourne site to be used as an "exemplar" site has allowed the comparison of new intermediate models in the context of replacement of 104 former social rented homes plus a significant increase in property numbers to 195. It has also provided some explicit estimates of valuations of new homes on the redeveloped site - in order to finalise the modelling for rent to buy and shared ownership.
- 1.72 It is noted also that the development of a partnership vehicle with Osborne's (see below) has placed a new Council-JV vehicle into focus - alongside the option for a new 100% owned vehicle. The benefit of this development is primarily around the use of One-for-One Right to Buy receipts - which are able to be deployed to fund schemes operated by the JV, but not in a company in which the Council has ultimate control.

Prospects going forward

- 1.73 In respect of the Rent to Buy approach:
- The Tower and Ashbourne replacement valuations are somewhat higher than the valuations modelled earlier for the CCG (and which form the basis for appendix one)
 - The need for rent set-aside (towards a deposit) would typically be above 50%

- The timeframe over which the rent set-aside would need to operate could be quite lengthy (perhaps over 15 years) in order to build up the deposit necessary - with house prices increasing in the meantime
- In all probability, the scheme could only operate with the objective for the tenant to achieve a shared equity position within the property (Rent to Shared-Equity, rather than Rent-to-Buy).

Taken together, these make the delivery of Rent to Buy a challenge in Slough, primarily driven by the high values.

1.74 In respect of Shared Ownership:

- Given that the initial tranche sold could be as low as 25%, or even 20%, and given no requirement to staircase over a particular time, initial occupation of the home could be quite deliverable
- The traditional HA approach with rent level of 2.75% per annum of net retained equity does make for less affordability to the resident, taking rents and likely mortgage costs together
- However, the Council / Company could determine to adopt a different rent policy to the HA standard, perhaps offering rent at 2.5% or even 2.25% of net retained equity
- Affordability is likely to be lower compared to the Slough Living Rent, but the resident would be building up net worth in the part of the property they own.

Taking these together, therefore, it is possible for the Council to develop a model for a Shared Ownership product for Slough, delivered through a subsidiary company or partnership, with further consideration given to the terms and rent levels within the scheme.

- 1.75 If, as is required for the Tower and Ashbourne site, there is a need for replacement social housing alongside Shared Ownership, it is noted that delivery through a partnership in which the Council did not have a majority control would enable investment of Right to Buy receipts to assist in financing the social housing.

8. Review of new options: Institutional Investment

Introduction

- 1.76 A key feature of the investment and funding landscape over recent years has been the development of new forms of private finance available for investment into affordable rented housing. Investors such as Pension Funds and Institutions have large amounts of capital available to deploy into physical assets at relatively lower returns to match their liabilities towards pensioners.
- 1.77 The nature of this type of investment is that it is particularly suited to long-term affordable rented homes. Whilst it is not incompatible with Rent to Buy and Shared Ownership models, this would not be the preference of institutions.
- 1.78 The CCG has therefore considered how an institutional/private finance deal might work at Slough Living Rent – using a standard “leaseback” model where the council runs the properties, pays an index-linked lease cost to the investor, with the properties reverting to the Council after 30 years.
- 1.79 It is highlighted that other approaches could be used, in particular approaches where rent and occupancy risk is shared by the Council and investor. However, for modelling purposes, we have focused on the traditional leaseback approach. Appendix Two comprises the summary paper discussed by the CCG at its meeting on 3rd August.
- 1.80 In summary, the approach would be to offer all homes on a site at affordable rent, with the investor providing the funding up-front for the development, retaining the freehold for the term. The Council, through a subsidiary company established for the purpose, would take a long lease on the development, paying an index-linked lease rent, retaining any excess rents charged to the tenants for long-term management and maintenance of the stock.
- 1.81 Following the initial design layout and information on values for the Tower and Ashbourne site, our central modelling case is based on rents at the Slough Living Rent (approximately 70% of market rent - £820/month), charged on homes that have cost £170k to develop (all-in), with rents rising at CPI only and returns to the investor starting at 4.0% per annum. This combination of factors would allow the Council to retain sufficient resources from the gross rents to meet the lease payments to the investor and pay for all the management and maintenance needs of the homes over 30 years.
- 1.82 In practice, we might expect that, through some form of competitive approach, the Council could achieve better terms than those modelled above (for example a lower return requirement over a shorter term).
- 1.83 As for the other intermediate options in respect of the redevelopment of Tower and Ashbourne House, we have also identified subsidy requirements depending on extent of social rented housing within a development should not all units be deliverable at Slough Living Rent.

- 1.84 A final point to make is that the liabilities towards the lease would be recognised in the Council's balance sheet. Though no funding would be required directly (through borrowing for example), there is an impact on the balance sheet that would need to be provided for. In practice, this could be a positive and complementary approach for the Council given the extent of the borrowing commitments being provided to Hershell Homes and James Elliman Homes.

What is currently being delivered

- 1.85 There is nothing in place currently, though it is understood that the Council has had some preliminary discussions with some institutions regarding other development sites in the borough.

What is changing (or has changed) during the appraisal process?

- 1.86 As for the other options, the coming forward of the Tower and Ashbourne site to be used as an "exemplar" site has allowed the comparison of new intermediate models in the context of replacement of 104 former social rented homes plus a significant increase in property numbers to 195. It has also therefore provided the opportunity to model the interplay between different rent levels and numbers at each level, in particular: 104 at social rent, 91 at Slough Living Rent, up to all 195 at Slough Living Rent.

Prospects going forward

- 1.87 Institutional finance is best suited to 100% affordable rented homes over the long term – if some social rented homes are included, this would mean some need for subsidy.
- 1.88 The Tower and Ashbourne site is a good size for initial investment (c£30million) – with the prospect of more investment available across the borough on similarly sized (or larger) sites. The Council could keep the option open to deliver long term rented homes across a range of sites.
- 1.89 Interest from investors in delivering affordable housing in Slough is likely to be very strong, given the underlying positive factors around demand, need and value. We could expect to achieve significant value within this development if offered to investors to present their terms. Achievement of the best terms would also include some form of under-write or guarantee provided by the Council.
- 1.90 The share of risks and rewards in such a scheme should be carefully considered. The traditional leaseback-type scheme can be identified as risky to the provider in that the Council is "on the hook" for lease rent payments irrespective of how much rent is actually collected from tenants. Whilst demand and need in Slough is currently very high, the Council would need to satisfy itself that demand into the future would be sustained. Conversely, it may not cost the Council the full amount of rent retained for management to actually manage the homes. It may also be possible to enter into dialogue with an investor to achieve a different share of risks.
- 1.91 Taken together, therefore, we believe that the redevelopment of the Tower and Ashbourne site as an exemplar with an institutional investor is an option the Council could pursue.

2 Review of options arising from current asset performance

Asset Performance Evaluation and Active Asset Management

- 2.1 In parallel with the Option Appraisal Phase Two project, work has been undertaken to carry out an Asset Performance Evaluation (APE) of the existing council housing stock. The APE process is focused on developing an objective measure of the performance of assets in their current use, by analysing the financial performance through income and expenditure cashflows for each individual property, aggregated to Asset Groups (geographical and by property archetype) and comparing these to measures of sustainability developed in conjunction with council officers.
- 2.2 The APE modelling has been the subject of an extensive and detailed process of iteration and feedback with a working group of officers across a range of disciplines within the housing and repairs service.
- 2.3 It is not necessary to repeat the detail within this report. However, the CCG was able to review the high level outputs from the APE project and come to a view on the future operation of Active Asset Management within the council housing stock.

- 2.4 These conclusions have focused on the following.

There are examples of relatively "poor" financial performance within the following:

- Poplar and Broom House - driven by the need for re-cladding
- Bedsit bungalows driven by low rents, higher than average voids and also high investment need.

There are examples of "marginal" financial performance within the following:

- Properties in age restricted blocks.

In respect of management area/geography:

- Stock is of marginal value in the Upton and Town Centre areas
- 50% of the homes in Kederminster have poor or marginal financial performance
- The stock in the south generally performs less well than the stock in the north of the borough.

- 2.5 Savills' approach to the ongoing use of APE modelling is to generate an approach towards local "option appraisal" driven by factors such as those set out above. The APE outputs are not deterministic and there is always the need to conduct further exploration of local options.
- 2.6 For Slough, the triggers for initial option appraisal could be:
- Those properties with poor financial value
 - Prioritising 331 properties where values decline over the next 5 years indicating that investment should be reviewed as to its impact on future performance.
- 2.7 The option appraisal approach is central to Active Asset Management. In addition, we have identified and mapped possible opportunities where there may be vacant land/garage sites next

to areas of higher demand, higher rents or better long-term value. The Council will be able to use this mapping and approach to cross-reference where assets might be both poor performing (in relative terms) and in areas where redevelopment might be possible, alongside less obvious opportunities where assets perform well in current use but where there might be opportunities to increase densities or changes to affordable mixes through redevelopment.

- 2.8 Active Asset Management should become an ongoing and annual process of review and analysis for the Council, as part of a dynamic approach in which the Council is constantly reviewing its options to increase the supply of affordable housing.

Partial Stock Transfer

- 2.9 The generic option to pursue a locally based stock transfer to a social housing provider, whether created by the Council or an existing provider, was identified as the possible outcome from the Asset Performance Evaluation exercise, should there be some assets or groups of properties that are in need of extensive investment unaffordable to the HRA, or where full funding for the capital programme within the HRA might not be achievable.

Housing Management / Property Services options

- 2.10 Within Phase One of the option appraisal, a series of options around alternative management provision options were identified and discussed at a high level, These included (for example), outsourcing services to a third party provider (for example Cheshire West and Chester Council). The CCG concluded that at that time there was no strong case for considering these options further given the focus on new development and supply of affordable housing.
- 2.11 During Phase Two, the conclusion of the Repairs, Maintenance and Investment partnership with Osborne's highlighted that there may be options around the development of a Partnering Venture approach with the contractor to explore the delivery of a wider set of services across the council and into the private sector. The RMI bidding process required Osborne's to provide for the establishment of a Partnering Venture with the Council for such additional services.
- 2.12 The Council has subsequently agreed to enter into a trading partnership with Osborne's in which it holds a 49% stake. This structure allows the investment of Right to Buy receipts should the partnership ever be utilised for the provision of new affordable housing. The partnership has already begun to actively consider the provision of Modular Housing to assist in meeting temporary accommodation needs.
- 2.13 The CCG has therefore been able to conclude that, alongside options to develop new wholly-owned companies for the development of affordable and intermediate housing, there may be the option to utilise this new partnership in order to facilitate the delivery of new homes. The Council should keep the scope for delivery through these various mechanisms under review.

3 The Tenant and Councillor tests

3.1 As referenced in section 2 above, the options have been compared to the two sets of Tests set by the Tenants (RCG) and Councillors (on the CCG). The outputs are set out below.

Tenant Tests

3.2 For ease of reference, these are presented in two tables.

Tenant Tests: HRA and build for affordable home ownership;

	Housing Revenue Account	Build for Rent to Buy	Build for Shared Ownership
Transparency of new approaches	As now.	Company to be set up. Some transparency through council ownership and control over directors Landlord services provided by the Council.	Two models: company or HRA. If company some transparency through council ownership and control over directors. If Council arrangements as now. Landlord services provided by the Council.
Security of tenure	Flexible for new tenants, lifetime for existing.	Assured tenancy at affordable/ living rents	N/A
Rent	Social rent. HRA also able to deliver shared ownership	Slough Living Rent (70%)	Above Slough Living Rent but below market.
Service Charges (Leaseholder)	Existing arrangements would apply.	Only applies if equity option taken up so choice by tenant at that time. Existing arrangements would apply.	Subject to service charges. Should be known at time of purchase. Existing arrangements would apply.
Avoiding subsidy of new properties from HRA	Need to make sure that new build in the HRA is viable in itself	Outside HRA. Some benefit as management fees charged.	No direct impact - may use RTB receipts if otherwise would be paid to government

Tenant Tests: Institutional investment, LA/HA JV, Asset Management and management

	Institutional Investment	LA/JV Partnership Options	Active Asset Management	Trading/Property Management company
Transparency of new approaches	Company to be set up. Some transparency through council ownership and control over directors but limited. Landlord services provided by the Council.	Company to be set up. Some transparency through council ownership and control over directors but limited. Landlord services provided by the Council.	Asset Performance Evaluation process should lead to resident engagement within locally-based option appraisals	Landlord services provided by the Council.
Security of tenure	Assured tenancy at affordable/ living rents	Assured tenancy at affordable/ living rents	Flexible for new tenants, lifetime for existing.	Depends on tenure delivered and managed
Rent	Slough Living Rent (70%) as base case - but could be higher or lower rents depending on commercial terms	Slough Living Rent (70%)	Replacement homes for redeveloped sites could be at a range of rent levels	Depends on tenure delivered and managed
Service Charges (Leaseholder)	Subject to service charges. Should be known at time of purchase. Existing arrangements would apply.	Existing arrangements would apply.	Existing arrangements would apply.	Depends on tenure delivered and managed
Avoiding subsidy of new properties from HRA	Should be self funding although risk if rent collected is less than management costs.	Should be self-standing.	Active asset management seeks to eliminate subsidy of poorly performing properties	Allows investment of RTB receipts if council has a minority share

Councillor Tests

3.3 The tests set by councillors are repeated below. To an extent, the first three of these are "givens" in that all options are designed explicitly to deliver new, affordable housing in Slough, and the outcome of Phase One explicitly identified that the options considered have been in the context that the sustainability of the HRA stock is a pre-requisite.

- 1 Delivering new and affordable housing
- 2 Sustaining our existing housing provision
- 3 Meeting the need for housing in Slough
- 4 Improving our offer for special needs and vulnerable groups
- 5 Providing a way forward that is achievable.

3.4 It is in the fourth and fifth criteria that the options differ. This is discussed below.

3.5 In respect of the offer for special needs, vulnerable groups and supported housing in general, the CCG and RCG have tended to focus the attention of the review work towards the delivery of "generic" affordable housing. Our view of the applicability of each of the options towards supported housing is summarised as:

- The HRA is able to deliver new supported housing subject to the funding constraints within the business plan. Supported housing delivery in the HRA does not attract the Right to Buy which is an advantage compared to general needs housing. The main constraint will be related to funding to the Debt Cap, and the majority of HRA small-site development would not be suited to supported housing delivery (which tends to require some scale).
- Rent to Buy through a company would not be suited to supported housing.
- Shared Ownership through a company could be suited to supported housing in respect of "downsizers" (people looking to sell larger homes and "downsize" to a smaller apartment in a supported scheme).
- Institutional Investment is well suited to investment in supported housing - in fact the majority of institutional investment to date with housing associations has been focused into this type of scheme (either existing provision to release capital for the HA, or for new provision).
- Active Asset Management opportunities to deliver new supported housing are part of the Option Appraisal process.

3.6 In respect of the achievability of options, this has been discussed throughout the report and is summarised below:

- The HRA is already achieving new development on smaller sites but is unable to deliver new council housing at scale without a change to funding rules; the Right to Buy also applies to general needs housing developed on any scale.
- Rent to Buy through a company is not achievable on the measures set out within the appraisal.
- Shared Ownership through a company is achievable and can form part of the offer to residents.
- Institutional Investment is likely to be achievable for sites of appropriate size and scale.
- Active Asset Management opportunities to deliver new housing are part of the Option Appraisal process.

4 Conclusions and Recommendations

- 4.1 The foregoing summary has set out the phasing, options, key factors and findings from the work undertaken by the CCG and the RCG.
- 4.2 Feedback from the Residents Conference held on 28th October has been provided to the Council within a separate report. In the context of this Option Appraisal, we note the general degree of support from the conference towards pursuing an institutional investment option with a rather more lukewarm approach towards shared ownership. We note also the focus of all delegates on the need for suitable quality and space standards for all new developments and that the initial proposals for the redevelopment of Tower and Ashbourne would meet such a need.
- 4.3 The overall conclusions and recommendations are for the Council to.

1. Following the forthcoming Budget announcement, review whether to apply for additional funding from the Government/Homes and Communities Agency¹. This could focus on a bid for additional borrowing headroom and/or loan funding for remodelling.
2. Continue to pursue opportunities for new delivery through Hershell Homes and James Elliman Homes recognising that the objectives set for these companies primarily relate to the acquisition of market rented housing and temporary accommodation
3. Keep open the option to discuss partnerships with housing associations.
4. Develop a bespoke model for Shared Ownership in Slough, offered initially on a limited basis to test demand.
5. Pursue an option to raise private finance through pension fund or institutional investment to deliver new affordable rented housing in the borough, and specifically for the proposed redevelopment of the Tower and Ashbourne site (subject to planning permission).
6. Continue to investigate options for the optimal reinvestment of One-for-One Right to Buy receipts into affordable housing in the borough, in the light of the establishment of the establishment of the Council's Partnership Venture with Osborne's.
7. Develop an Active Asset Management Strategy based on the analysis within the Asset Performance Evaluation - to be updated annually.
8. Within the Asset Management Strategy, appraise the options for those assets which are under-performing relative to the rest of the stock with a view to remodelling, redeveloping or re-providing in the context of increasing supply.

¹ A briefing will be provided on the implications of the Budget alongside this report if required.



Appendix One: CCG Paper 3 August 2017 re Intermediate Ownership Options

Slough BC Housing Delivery Options

Build for intermediate home ownership options: updated example scoping

Introduction

At its last meeting, CCG received an initial paper scoping out the options for intermediate home ownership, covering the option to establish a build-for-sale company to deliver Affordable Rent to Buy and/or Shared Ownership tenure types to enable paths to affordable home ownership for suitable recipients.

The Rent to Buy model is based on setting rents at an affordable (Living Rent) level and setting aside some of the income received into a "virtual" deposit which is gifted as cashback at sale.

This paper provides an update as follows:

1. Refine modelling for market values and rents in the light of further work undertaken on the local housing market
Average values for 2-bed units modelled at £300,000 opening open market value and average market rents modelled at £1,000 per month. The impact is to reduce affordability, with the option to retain an equity share on sale (therefore, product becomes more "rent to equity share") able to support the affordability gap.
2. Extend rent to buy qualification terms to between 5 and 15 years
This has the effect of increasing the amount of virtual deposit over an extended period so that homes become more affordable as time goes on.
3. Model an outline business plan for a company based on the use of the Tower/Ashbourne site for these tenure types (135 units - pending more detailed development appraisal and design work at this site being undertaken in parallel)
Capital costs have been modelled at c£20m financed by the Council with 65% of the funding treated as debt (i.e. company paying interest to the council) and 35% treated as equity (effectively council cash left in the company until such time as properties are sold). There is no assumption of land value at transfer (from HRA to company), however the model generates surpluses as future sales proceed.

The overall conclusion remains that a Rent to Buy model could be developed in Slough, delivered via a company, but with the proviso that it would either take many years (15+) for an occupier to have earned sufficient "deposit" for 100% purchase, or that the Council could offer a "Rent to Shared Equity" alternative at (say) 70-80%.

Conversely, conventional Shared Ownership models stretch affordability criteria which could make this option less attractive (on standard terms), particularly if salaries approach £40k and above.

Rent to Buy

Affordability for the tenant/occupier

The table below illustrates how the rent to buy model could work for three salary points - £30k, £40k and a nurse's median salary in Slough of £34,589. Definition of "Affordability" is again deemed to be 30% of take home pay and close to where a Slough Living Rent might therefore be pitched. The %age of rent set aside for a virtual deposit is 60%.

The modelling makes assumptions about inflation (2% for CPI, house prices and income), and shows how much deposit could be built over 5, 10 and 15 years, and what purchasing power might therefore be available at each of those points. The table also shows affordability in the context of what mortgage could be afforded (at 5% interest only cost).

Description	£30k salary	Nurse Med	£40k salary
Salary	30,000	34,589	40,000
Annual take home pay	23,676	26,796	30,288
Monthly take home pay	1,973	2,233	2,524
0.3 of monthly take home	592	670	757
Average market rent	1,000	1,000	1,000
Living rent as % of market	59%	67%	76%
Mortgage capability (5%) 5 yr	153,766	174,029	196,708
Virtual deposit 5 years	22,178	25,101	28,372
Purchase power 5 years	175,944	199,130	225,080
%age equity at O M Value	54%	61%	69%
Mortgage capability (5%) 10 yr	169,770	192,142	217,182
Virtual deposit 10 years	46,664	52,814	59,696
Purchase power 10 years	216,434	244,956	276,878
%age equity at O M Value	60%	68%	77%
Mortgage capability (5%) 15 yr	187,440	212,141	239,786
Virtual deposit 15 years	73,699	83,411	94,281
Purchase power 15 years	261,139	295,552	334,067
%age equity at O M Value	66%	75%	84%

The table shows that purchase affordability increases over time as the virtual deposit is built up. The level of subsidy being offered is both in the rent discounted to market levels (for the median example rents are 2/3rds of market) and in the offering of a discount at purchase. Salaries would need to be higher than £40k to approach being able to purchase outright.

Company Financial Plan

We have assumed £150k per unit build cost for 135 units - an investment of £20.25m. This could be funded 100% by the Council investing resources into a company, with 65% (£13.16m) deemed to be debt attracting interest at 4.5% and 35% (£7.09m) deemed to be equity left in by the Council as shareholder.

Management costs are £1,000 per unit per annum. Allowance for taxation has been made (VAT and Corporation Tax). However, no land value at transfer has been assumed. Demolition would be covered by the HRA capital programme.

We have modelled the financial factors for each of 5, 10 and 15 years to highlight the main outputs (were all occupants to exercise their rent to buy option at each of these points).

When properties are sold to the occupier, the prevailing market value is reduced by the virtual deposit (gifted as cashback), the equity retained in the property as the tenant is unable to afford the full price, and a small element of sales costs. Cash proceeds then repay the debt lent from the Council leaving a cash surplus for the company against the equity injected by the Council as shareholder.

The table shows the main outputs assuming 135 x Nurse-Median-Salary occupants.

Description	5 years £m	10 years £m	15 years £m
Capital cost	20.3	20.3	20.3
Equity	7.1	7.1	7.1
Debt	13.2	13.2	13.2
Gross Open Market Values	43.8	48.4	53.4
Less virtual deposit	-3.4	-7.1	-11.3
Retained equity	-17.0	-15.3	-13.5
Sales proceeds gross	23.4	25.9	28.6
Sales proceeds net of costs	23.0	25.4	28.1
Debt repaid	-13.2	-13.2	-13.2
Cash surplus vs equity	9.8	12.2	14.9
Retained property equity	17.0	15.3	13.5
Net rents received	1.5	3.3	5.7
Shareholder equity return	14%	11%	10%

The table shows that if the tenants all bought on these terms after 10 years, the company's initial outlay of £20.3m would be recouped through selling the homes for net proceeds of £25.4m, with the company receiving £3.3m of net rent income in the 10 year period.

Note also that the company would almost certainly be able to employ landlord services, paying fees for management and maintenance into the HRA.

The table therefore shows that surpluses can be generated from net sales, even after the deposits have been gifted, delivering strong returns for the Council as investor. (Note also that the Council would receive an on-lending premium on the debt lent into the company - not included in the table above).

These returns would be added to if, at any point, the occupier were to sell the property as the company would then receive a share based on retained equity in the property.

There would therefore be the opportunity to develop a view about land value between the HRA and the company at the outset.

Alternative offer through the HRA?

For illustrative purposes, we have also modelled the scheme as if it were provided within the HRA. This is illustrative as there would need to be legislative and tenancy rule changes in order to allow such a product to be offered within the HRA - however a form of 15 year rent to buy tenure type did appear in the government's recent election manifesto.

There would be no material difference as far as the tenant/occupant is concerned. Variation from the company model could be as follows:

- All £150m capital costs could be borrowed as HRA borrowing - providing within the debt cap; interest costs would be at the average HRA rate - c3.5%
- No additional management cost would be incurred.

Sales at 5 years would yield a net £2.8m sales surplus to the HRA added to £2.1m of net rents in the intervening period.

Sales at 10 years would yield a net £5.2m sales surplus to the HRA added to £4.8m of net rents in the intervening period.

Sales at 15 years would yield a net £7.8m sales surplus to the HRA added to £8.1m of net rents in the intervening period.

Summary

The Council is potentially able to offer an Affordable Rent to Buy product on terms similar to those set out above. The optimal returns would be via a company model which is deliverable subject to getting land from the HRA into the company. Given market values in Slough, it is likely that this would be a Rent to Shared Equity model with perhaps a target of 70-80% equity share to the occupant. Delivery through the HRA would only be an option only with legislative change.

Shared ownership

Shared ownership on traditional terms, which involve the sale of an initial tranche of equity on day one, with rent paid at 2.75% of retained equity value (subject to RPI increases annually), remains an option for the council, either through the HRA or through a company.

The table below shows affordability for each of the salary points set out above. Based on a 25% initial tranche purchase (with assumed mortgage at 5% interest only), the costs as a proportion of take home pay vary from 42% for a £30k salary, 37% at the nurse-median-salary, to 33% for a £40k salary.

Description	£30k salary	Nurse Med	£40k salary
Salary	30,000	34,589	40,000
Annual take home pay	23,676	26,796	30,288
Monthly take home pay	1,973	2,233	2,524
0.3 of monthly take home	592	670	757
Average market rent	1,000	1,000	1,000
Living rent as % of market	59%	67%	76%
Initial tranche purchase	25%	25%	25%
Initial tranche capital	75,000	75,000	75,000
Mortgage cost @ 5%	3,750	3,750	3,750
Retained equity	75%	75%	75%
Retained equity capital	225,000	225,000	225,000
Rent on retained equity (2.75%)	6,188	6,188	6,188
Annual cost to occupant	9,938	9,938	9,938
%ge of take home pay	42%	37%	33%

In future years, as the rent moves with RPI, which tends to be higher than CPI or salary growth, it is in the interests of the occupier to staircase regularly to keep costs affordable. This makes the product most effective for those who might expect their earning power to increase as their career develops.

For the Council (or company), the initial tranche sale reduces the amount required to be financed from debt/borrowing and running costs are low as repairing responsibility passes to the occupant. This would make for an effective and financially viable plan.

Steve Partridge, Savills August 2017

Appendix Two: CCG Paper 3 August 2017 re Institutional Investment

Slough BC Housing Delivery Options

Institutional Investment: exemplar analysis introduction

CCG received a summary introductory paper covering the basic features of institutional investment into affordable housing via a leaseback mechanism at its last meeting. Following that meeting, we have worked with officers to develop exemplar to work in sufficient scale to illustrate how such a scheme might look for Slough.

This paper therefore offers an updated summary of the main features for the CCG and an illustration of a possible scheme across three areas with three levels of affordable/intermediate rent.

As set out previously, the primary interest for institutional investors is long term, stable, index-linked income - this therefore fits most closely with the provision of long-term affordable rented schemes. We also covered at the last meeting why the sale of existing stock in this structure would be unlikely to work.

The model could therefore be based around the funding of newly built stock by an institutional investor or pension fund with the council leasing the stock back through a long-term Fully Repairing and Insuring (FRI) lease. The key features of this type of lease are as follows:

- Long term - typically beyond 30 years - modelled at 30 years below.
- Large-scale - we have modelled three possible schemes (Tower/Asbourne included) totalling 360 properties
- Index linked lease payments from the Council to the investor rising with CPI
- No break clauses but with the ability to substitute stock
- Tenancies as social/affordable - with the Council as the landlord
- All tenancy related costs are paid by the Council - management, repairs, void loss, bad debts
- Nil reversion - properties revert to the Council after 30 years for a nominal sum (£1).

The main financial factor required by investors is the "Net Yield" - the net rent divided by the amount of their investment. Our estimate of a 30-year, CPI-linked structure would be for a Net Initial Yield of 4.00%. For every £10m invested, the investor would look for £400,000 per year from the Council, which would rise with inflation irrespective of the costs and occupancy levels of the homes.

Exemplar analysis

We have modelled a possible 360 unit deal across three sites, some of which would require re-provision of social rented homes. We have adopted three "price points" for rent levels, to illustrate a possible combination of tenure types.

The rents charged to tenants would therefore be at three levels, perhaps depending on their circumstances, broadly representing "half-market or social rents", two-thirds market (per a £30-35k salary Living Rent level) and 80% of market rent (per a £40-45k salary Living rent level). The amount retained by the Council to run the stock would be 25% of the gross rents.

The main financial inputs are summarised in the table below. The table shows "price points" for rents at £500/month, £670/month and £800/month with the consequent "purchase price" able to be provided by an investor: £105k, £142k and £169k respectively.

	Half Mkt	2/3 Mkt	80% Mkt
Monthly rent level	500	670	800
Proportion of take home	0.36	0.34	0.32
Average market rent	1,000	1,000	1,000
Rent as % of market	50%	67%	80%
Annual rent	6,000	8,040	9,600
Gross-Net	75%	75%	75%
Net rent to investor	4,500	6,030	7,200
Retained by SBC	1,500	2,010	2,400
Target Net Initial Yield	4.00%	4.00%	4.00%
Gross purchase price / unit	112,500	150,750	180,000
Net purchase price (94%) pu	105,750	141,705	169,200

As an illustration, if there were to be 120 units provision at each price point (total 360), the total investment would be as set out in the table below.

	Half Mkt	2/3 Mkt	80% Mkt	Total
Gross purchase price	112,500	150,750	180,000	
Net purchase price (94%)	105,750	141,705	169,200	
Total number of units	120	120	120	360
Gross invested by investor	13,500	18,090	21,600	53,190
Net invested - after costs	12,690	17,005	20,305	50,000
Opening gross rents	720	965	1,152	2,837
Opening net rents	540	724	864	2,128
Retained by SBC	180	241	288	709

The table shows that with rents at these levels, the investor might be able to afford to invest £53m in developing the properties - £50m after deal costs and taxes.

In the first full year, gross rents would be £2.8m and the lease payment to the investor £2.1m, the Council retaining £709k to manage and maintain the properties.

Over time, the £2.1m net lease payment would rise with inflation, and this would not be changeable. Providing the properties are occupied with tenants paying rent, and the costs can be contained within the amount retained by the Council, the scheme would be viable.

The chief risk is that the properties are unable to be let to tenants at rents sufficient to pay the lease rental and the running costs - an example might be if demand was to fall so that the Council had to reduce rents in order to let the properties. They would not be able to reduce the payment to the investor. The chief risk mitigation is that the properties revert to Council ownership for £1 after 30 years.

The model implies that the development cost would be c£139k/unit. If it was to cost more to develop the sites, one or both of the following would be necessary:

- A higher proportion of properties at the higher rent levels
- The investor accepting a lower lease rental - perhaps 3.75% initial yield.

Tower and Ashbourne site only

Were a scheme focus on the Tower/Ashbourne site only, this would be for 135 units (subject to the work being undertaken on design options) split 45 each for the three price points: 45 at social rent, 45 at Living Rent, 45 at 80% market.

The equivalent investment that could be afforded would be £18.75m.

From an investor perspective, the likelihood is that they would be looking for the opportunity to deploy substantially more funds over time.

Some issues

Investment of £50m could not be provided for within the HRA business plan under current rules given the debt cap. An investor would almost certainly be able to provide the funds for development, given planning permission in place and a developer/contractor on board.

Funds provided for in this way are likely to be competitive compared to other private finance sources. Alternatively, the Council could finance development through prudential borrowing in the General Fund and sell the scheme to the investor at completion.

Since this is a Finance Lease, the lease amount would count against the Council's capital financing totals - so there would need to be a separate vehicle set up outside the HRA.

Summary

Interest from institutional investors in affordable rented stock in Slough would likely be very strong. All the underlying factors are positive: demand, rising rents and values, a Council management provider in place.



The sale of existing stock and leasing back should be ruled out. There is the opportunity to seek investment at scale on these terms to finance new developments or re-developed estates.

Steve Partridge, Savills August 2017

Appendix Three: Right to Buy receipts: updated position / requirement to spend

A summary of the current Right to Buy 141 receipts position is set out in the table below. The table sets out the cumulative position to 2015/16 followed by the Council's current projection to 2020/21 (quarter 2).

Date spend needs to occur	Total New Build Expenditure Required (includes 30%RTB)	1-4-1 Receipts
2015-16	4,573,496	1,372,049
2016-17	11,019,592	3,305,877
2017-18	12,039,099	3,611,730
2018-19	12,325,903	3,697,771
2019-20	24,204,721	7,261,416
2020-21 Q2	6,814,384	2,044,315
Total	70,977,195	21,293,158

The table highlights that the projected total receipts to 2020/21 Q2 are £21.29million, which when grossed up from 30% requires a projected total expenditure of £70.98million.

The current expenditure planned and programmed is set out in the table below, highlighting that £20.96million has been committed to new development expenditure to 2017/18 Q2.

Year	Affordable Housing Expenditure	Cumulative Expenditure
2012-13	2,887,274.35	2,887,274.35
2013-14	737,625.26	3,624,899.61
2014-15	999,308.94	4,624,208.55
2015-16	2,855,761.44	7,479,969.99
2016-17	9,290,995.90	16,770,965.89
2017-18 to Q2	4,190,128.94	20,961,094.83
	20,961,094.83	

The required expenditure to September 2017 (Q2 current financial year) was £21.77million, c£242k more than that committed to date. The Council needs to commit £27.63million by the end of the 2017/18 financial year and plans and programmes are in place to meet this requirement.

The above highlights the scale of the challenge in committing RTB receipts to developments as well as the opportunities for the Council to increase spending on affordable housing development providing schemes can be found which meet the rules set by the Government.

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Slough Housing Options Appraisal

Independent Tenant Advisor communication and consultation report

Executive Summary

Process

1. The Consultation has been fair and accurate, with opportunities, including through the Conference, for tenant and leaseholder input.
2. The engagement of tenants and leaseholders in the Commissioners Consultative Group (CCG) and Resident Consultative Group (RCG) has meant a focus on tenants and leaseholder issues.
3. The level of engagement, although encouraging, remains low.
4. Involved tenants and leaseholders have been gain valuable experience. This should be continued with the next steps in the Option Appraisal.

Option Appraisal

5. Tenants and Leaseholders have been clear about the need to maintain properties and improve services.
6. There was support for new build, but that it should meet demand, be affordable and be of a good standard. The Council should consider how it gets enough land and using modern methods of construction.
7. New Slough homes should be for Slough residents.
8. Institutional Investment was seen as a preferred option but with a fuller understanding of what was involved including the risks.
9. There was a more nuanced reaction to shared ownership including a need to provide clarity on what was involved.
10. There was support for bidding for new homes for social rent from the Government's recently announced £2bn funding for social rented housing.
11. The need for coverage of older and vulnerable people in new build.
12. The Council should adopt an involvement policy for redevelopment sites.
13. There was interest in future involvement of tenants and leaseholders.

Background

14. Phil Morgan was commissioned by Slough Borough Council to act as the Independent Tenant Advisor (ITA) for the Slough Housing Options Appraisal. He had previously carried out a review of co-regulation, resident involvement and scrutiny for the Council.
15. This was not a 'traditional' option appraisal, looking at stock transfer, housing management, PFI and retention options. Instead it was clear from the start that a wider range of options would be considered.

Approach

16. The ITA role included three main objectives
 - To support Slough BC in its consultation of the Option Appraisal
 - To ensure that the consultation is informed and fair
 - To provide independent advice and guidance to the RCG

Resident Consultative Group

17. The ITA drew up terms of reference and a person specification for the RCG. He interviewed 6 residents with a Resident Board member and the Information and Participation Manager (IPM). Five of these were successful, although only four attended meetings. When one dropped out a member of the Resident Board, and two tenants also joined, making six members. The ITA initially facilitated the RCG and mentored Jayde Cripps as Chair of the RCG. He also provided training on the Housing Revenue Account, Option Appraisals and Charing Skills. The IPM provided training on Slough Housing.
18. The Project Manager attended all RCG meetings providing an important route of information about the Option Appraisal. Resident Board members of the CCG also attended some RCG meetings.

Tenant Tests

19. The ITA facilitated a discussion with RCG and Resident Board Members of the CCG on how tenant and leaseholders concerns were taken into account during the Options Appraisal process. They agreed five "tenant tests". The outcome of these tests against the options is included in the Savills report.

Commissioners Consultative Group

20. The ITA advised on the Terms of Reference for the CCG and interviewed the prospective Resident Board members of the CCG with

the IPM. He provided mentoring sessions for the Resident Board members on the CCG, with briefings before and after mentoring session, and further briefings after CCG meetings.

21. The ITA attended CCG meetings and advised on communication and engagement, including the adoption of the Communication and Empowerment Strategy that he prepared with the support of the IPM and Communications Officer.

Communication and Empowerment Strategy

22. This strategy set out two objectives:

- That tenants and leaseholders understand the issues and
- Tenants and leaseholders are involved in decision-making.

23. The strategy was drawn from Government advice and good practice and commented upon by the RCG. It set out how the Council was going to inform and engage tenants and leaseholders. This included a Newsletter, social media and a Conference, accessible to all tenants and leaseholders. It also included a Tenant Focus Group and two Leaseholder Focus Groups attended by 40 leaseholders.

24. The Strategy set out clear reasons for the Option Appraisal, Questions and Answers and the methods to be used. There were Action Plans for both the Strategy and the Conference. The ITA prepared a 2-page summary of the Option Appraisal for the Conference, with comments from the RCG and others, as agreed by the CCG. This was an important symbol of the Council's openness and transparency.

Tenant and Leaseholder Conference

25. About 50 tenants and leaseholders attended a Conference on 28th October. The ITA facilitated the Conference, which covered the Option Appraisal, including the two main options under consideration, and the appointment of Osborne as the Repairs, Maintenance and Investment contractor. The inclusion of the two main options was another important symbol of the Council's openness and transparency.

26. Feedback from the Conference was good to very good.

Messages from the Conference and Consultation

27. The strongest single message from the Conference was that the Council should continue to ensure it maintains its existing properties.

This was also supported by the feedback from the two Leaseholder Forum discussions.

28. There was support for new build, but that it should meet demand, be affordable and be of a good standard. The Council should consider how it gets enough land and using modern methods of construction.
29. There was a clear message that new Slough homes should be for Slough residents.
30. Institutional Investment was seen as a preferred option but there was concern about ensuring a full understanding of what was involved including the risks.
31. There was a more nuanced reaction to shared ownership including a need to provide clarity on what was involved.
32. There was support for bidding for social rent from the Government's recently announced £2bn funding for new social housing.
33. There was also concern about coverage for older and vulnerable people in new build reflected in other feedback from the Conference, the Tenant Focus Group and the RCG.
34. The RCG are aware of the Council's interest in redevelopment of sites identified through the Asset Performance Evaluation. Although not directly covered at the Conference (where it would have been premature) the RCG have flagged up that an involvement approach is drawn up before tenants and leaseholders are informed of the Council's plans.
35. Underpinning all of this was interest in transparency to and involvement of tenants and leaseholders going forward from the Conference and the RCG.

Phil Morgan
1st November 2017

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd January 2018
CONTACT OFFICER: Neil Wilcox; Director of Finance and Resources
(For all enquiries) (01753) 875358
WARD(S): All
PORTFOLIO: Cllr Mohammed Nazir, Cabinet Member for Corporate Finance & Housing
 Cllr Shabnum Sadiq, Cabinet member for Children and Education

PART I
KEY DECISION

CARE LEAVERS COUNCIL TAX EXEMPTION POLICY

1 **Purpose of Report**

To provide a Council policy for the financial year 2018-19 in respect of an exemption for Care Leavers from Council Tax

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

The Cabinet is requested to resolve:

- (a) That the policy for Care Leavers exemption from Council Tax as set out in Appendix A be approved.
- (b) That the policy be monitored throughout the year and a report to Cabinet on the outcomes of the policy and the implications including successes to be delivered within the year.

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

This report supports the Joint Wellbeing Strategy priorities, the JSNA and the Five Year Plan through support to children and young people assisting them in having the best start in life and providing opportunities for them to have positive lives.

4 **Other Implications**

- (a) Financial

- 4.1 Under Section 13A(1)(C) of the Local Government Finance Act 1992 (as amended), the Council has the power to reduce liability for Council Tax in relation to individual cases or class(es) of cases that it may determine.
- 4.2 There are financial implications to awarding any discounts other than those currently available under the statutory legislation and the financial burden of Section 13A discounts has to be met through an increase in the general level of Council Tax for other payers or from the general fund.
- 4.3 In addition to this:
- The granting of Section 13A discounts would reduce income from Council Tax;
 - A wider entitlement to reduced liability would require additional administrative resources to assess requests;

The Council Tax Support scheme exists to ensure that those on low incomes receive financial assistance with their Council Tax

- 4.4 The financial implication have been assessed and it is expected that in year 1 the cost of the scheme will be as a maximum £90k
- 4.5 The Council Tax Support scheme currently pays £18k to Care Leavers, which will no longer be necessary under this scheme
- 4.6 Therefore a budget of £75k for the financial year 2018-19 has been put aside.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	<p>The scheme is designed to provide an exemption to Council Tax to Care Leavers where Slough Borough Council has a statutory duty. Where a Care Leaver lives in Slough but the duty is on another LA they are excluded from the scheme but can Claim Council Tax Support which is a needs based assessment rather than a blanket exemption.</p> <p>Legal have confirmed that Schedule 1A of the Finance Act 1992</p>	

	<p>provides that a scheme must set out the reduction to which persons in each class are to be entitled; Accordingly it appears that there can be different provision for different classes of people. Provided, therefore, your class is defined to exclude care leavers where looked after by another LA, that would be permissible.</p> <p>The EIA demonstrates that in excluding Care Leavers living in the borough of Slough but where the statutory duty is from another LA that it does not disproportionately discriminate against one particular group of people.</p>	
Property		
Human Rights		
Health and Safety		
Employment Issues		This should assist in helping this vulnerable group into work , as it will maximise income and reduce the outgoings and giving assurance that Council Tax is paid
Equalities Issues		To support a group of vulnerable residents to remain living in the borough
Community Support		
Communications	Each Care leaver has a dedicated Social	

	Worker and the Care Leaver will be contacted directly via their Social Worker	
Community Safety		
Financial	Please see above	
Timetable for delivery	The change is effective from April 2018.	
Project Capacity	This will be administered as Business as Usual via the Council Tax Team in Arvato	
Other		

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications.

(d) Equalities Impact Assessment

Please see attached.

5 Supporting Information

- 5.1 The Children's Society published a report in March 2015 entitled **Wolf at the Door** which called for Council Tax exemptions for Care Leavers up to the age of 21 years old.
- 5.2 This is because young adults transitioning from care to independent accommodation often struggle to manage their finances and are likely to fall into arrears and debt.
- 5.3 Since the initial report there has been a change in the Care Act which came into effect in September 2017 which raised the age that the Local Authority is responsible for Care leavers to the age of 25 and the Children's Society has raised the age that they recommend a Council Tax exemption to age 25.
- 5.4 The Council acknowledges its role as a Corporate Parent and the responsibilities of keeping our Care Leavers safe and supporting them to have successful lives.
- 5.5 Without the family support most young people get as they become adults, Care Leavers often struggle to juggle their household bills and

make ends meet. Many find themselves in debt, or having to go without food or other basic necessities.

- 5.6 The Council therefore wishes to help give Care Leavers the best start in adult life by exempting them from Council Tax while the Council has a statutory duty to support them.
- 5.7 The Council wishes to support all Slough Care Leavers and acknowledges that it cannot do this by only supporting Care Leavers who live in the borough as some choose to move out of the borough as they become young adults, because of opportunities for education and /or work that are presented to them.
- 5.8 Whilst the Council cannot provide an exemption for Council Tax to young people who do not live in the borough, the Council intends to make an ex gratia payment to these young people to ensure that all of Slough's Care Leavers are treated equally.
- 5.9 This policy is based on supporting Slough Care Leavers for the time that the Council has a statutory duty to them. The legislation changed in September 2017 and the Local Authority now has a statutory duty to Care leavers up to the age of 25, but this is not retrospective.
- 5.10 Prior to the change in legislation the Local Authority had a duty to Care leavers until they were 22, as the change in legislation is not retrospective the increase in the number of Care Leavers that the Authority has a duty to will rise year on year for the next three years until our current Care Leavers reach 25.
- 5.11 This will increase the number of Care leavers that will benefit from this policy in future years.
- 5.12 The Policy provides a Council Tax exemption to all Care Leavers who are Council Tax charge payers, if they receive a Council Tax bill in their sole name or in joint names, the exemption will be pro rata based on the amount they are billed.
- 5.13 Single Council Tax payers will usually receive a Single Person discount, or if they are a student a student discount, this will be applied in the first instance and then the Care Leavers exemption will be applied.
- 5.14 Where the Care Leave has joint or several liability, they after discounts and other exemptions are awarded, will receive a proportion of the charge as the Care Leaver exemption, for example if they are a joint tax payer with one other person (who is not a Care Leaver) the exemption will equal 50% of the charge.
- 5.15 **Care Leavers that will benefit from the scheme**

- 5.16 An analysis of the Care Leavers that are currently receiving support and would benefit from this scheme was carried out in August 2017
- 5.17 At that time there were 58 Care Leavers that SBC were supporting who were resident within the borough of Slough and 42 who had addresses outside the borough of Slough.
- 5.18 There were also a small number (5) who were not currently engaging with the service so that their address could not be verified.
- 5.19 We have established that 42 of the Care Leavers living within the borough of Slough are liable for Council Tax, and would directly benefit from the scheme. Others are living in Houses in Multiple Occupation (HMO's) or with families and this is why they are not currently liable for Council Tax.
- 5.20 Some Care Leavers living in HMO's may, with the introduction of this policy, consider moving into self-contained accommodation, as it would be more affordable with a Council Tax exemption, which would be an added benefit of this policy.
- 5.21 We have established that 13 of the Care Leavers with addresses outside the borough have a liability for Council Tax and would benefit from this policy.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

That members are requested to review and approve this policy, that the policy will be monitored throughout the year and a report to Cabinet on the success of the policy to be delivered within the year.

8 **Appendices Attached**

- 'A' - Care Leaver Council Tax Exemption Policy
- 'B' - Equalities Impact Assessment

9 **Background Papers**

Children's Society Report – Wolf at the Door March 2015

Policy for determining applications for council tax reduction under Section 13A of the Local Government Finance Act 1992 in respect of Care Leavers Relief.

1. Background

- 1.1 Under section 13A(1)(C) of the Local Government Finance Act 1992 the council has a general discretionary power to reduce liability for council tax in relation to individual cases or class(es) of cases that it may determine where national discounts and exemptions cannot be applied.
- 1.2 As a response to the Council's Council Tax Support Scheme a sum (currently £10K) has been set aside to provide a hardship provision for council tax.
- 1.3 The purpose of this is to predominantly to support those who are experiencing hardship in paying their Council Tax, the scheme will assist all those who are experiencing hardship whether they are in receipt of Council Tax Support or not based on their financial circumstances.
- 1.4 Slough Borough Council acknowledges that some Council Tax payers may well experience hardship in paying their Council Tax but are not entitled to Council Tax Support.

The intention is that it will be provided to residents at risk who are prepared to work with the council to find a way forward.

- 1.5 As a response to council members' recognition that there is an increased risk of significant debt associated with young people leaving the care system, a class of cases containing all care leavers who are supported under the statutory duty by Slough Borough Council who are younger than 25 has been created. The intention is that no care leaver where there is a statutory duty to support them will have to pay council tax.
- 1.6 Under Section 13A(1)(C) of the Local Government Finance Act 1992 (as amended), the Council has the power to reduce liability for Council Tax in relation to individual cases or class(es) of cases that it may determine. It says:
 - I. Where a person is liable to pay council tax in respect of any chargeable dwelling and day, the billing authority for the area in which the dwelling is situated may reduce the amount which he is liable to pay as respects the dwelling and the day to such extent as it thinks fit. This allows for a further reduction where a reduction under council tax support has been applied
 - II. The power under subsection 1) above includes the power to reduce an amount to nil
 - III. The power under subsection 1) may be exercised in relation to particular cases or by determining a class of case in which liability is to be reduced to an extent provided by the determination.
- 1.7 There are financial implications to awarding any discounts other than those currently available under the statutory legislation and the financial burden of Section 13A discounts

has to be met through an increase in the general level of Council Tax for other payers or from the general fund.

In addition to this:

- The granting of Section 13A discounts would reduce income from Council Tax;
- A wider entitlement to reduced liability would require additional administrative resources to assess requests;

- 1.8 The council recognises that young people's transition out of care and into adulthood is extremely difficult. Managing money for the first time, without support from family, leaves care leavers at real risk of falling into debt. The council has decided to support those council tax charge payers leaving its care by reducing their net liability for council tax to Slough Borough Council under the national scheme to zero, until the charge payer's 25th birthday.
- 1.9 In order to provide further support for care leavers Council Members have created a new class of council tax charge payer known as 'Care Leavers' and have decided to reduce the council tax bill for Care Leavers to zero, after any other national reliefs (where applicable) have been applied.
- 1.10 **Class 1** also known as "Care Leavers Relief"; a person or persons younger than 25 years of age who were in the care of Slough Borough Council and the council continues to have a statutory duty to them . With respect to any council tax liability arising on or after 1st April 2018, any person in this class will have the amount of council tax they have to pay reduced to nil.
- 1.11 This policy will apply up to and including the date of the day before the care leavers 25th birthday, where the statutory duty continues to be applied.

2 Policy

- 2.1 Slough Borough Council wishes to support its Care Leavers who have left its care but where the Council continues to have a statutory duty for that Care Leaver.
- 2.2 The statutory duty currently remains until a Care Leaver is 25 years of age, this was previously to 21 but due to the change in legislation in September 2017, this has increased.
- 2.3 Currently there is a transition period, where by Care Leavers remain within the statutory duty once they reach 21 until they are 25 but those Care Leavers who are over 21 and the Council has already discharged its statutory duty do not have the statutory duty reinstated, for the avoidance of doubt such persons in respect of whom the duty is not reinstated will not be a part of the scheme.
- 2.4 Care Leavers who the Council has a statutory duty to and live either within or outside the borough of Slough will be supported, those who live within the borough will have their Council Tax charged reduced to nil.
- 2.5 The award will only be made to those who are deemed to be a jointly or severally liable for Council Tax which means that the Council tax bill must be in their name.
- 2.6 If a Care Leaver is jointly liable they will only be provided with Care Leaver relief to the level of their responsibility for the Council Tax for example if they are jointly liable with one other

person they will receive a maximum of 50% relief , with two other people a maximum of 33% relief.

- 2.7 If a Care Leaver lives in a HMO or other property where they are not the charge payer no relief will be provided.

3 How to Apply

- 3.1 This can be accessed through the identification and nomination of a care leaver by the Council's Children's Services to the Council's Council Tax Service
or
through the identification and nomination by any other public body or professional organisation that confirms that the care leaver was in care of Slough Children's Services Trust (being 'looked after' as a result of a statutory obligation)in the borough of Slough, confirmation will be sought from the Slough Children's Services Trust.
- 3.2 For Care Leavers entitled to the reduction in class 1, where it is possible for the Council to award relief without application it shall do so.
- 3.3 For this provision, identification by the Council that a person would be entitled to this reduction by virtue of relevant detail already held by the Council, may be enough to constitute a claim and to enable the award of a reduction.
- 3.4 If a reduction cannot be awarded by the Council automatically under class 1, it shall be the responsibility of the person or persons with a council tax liability to claim this using the application process prescribed on the Slough Borough Council website, and this application shall be required to be received in the council tax year for which the reduction applies.

4. Period of Award

- 4.1 The award can be made for any period from 1st April 2018 where the care leaver is liable for council tax.
- 4.2 Any award given to an individual case will end on the day before their 25th birthday where the council continues to have a statutory duty to them or by March 31st of the financial year whichever date comes first
- 4.3 Further applications may be needed for additional periods of council tax liability that occur after the end of the financial year determined above but before the care leaver's 25th birthday.

5. Eligibility Criteria

- 5.1 The following will be assessed when making a decision:
- Whether the care leaver has applied for any national reliefs, exemptions or discounts they would be entitled to. These must be assessed before Carer Leavers relief is awarded.
 - The date of the day before the care leaver's 25th birthday or when the Council's statutory duty ends determines the last day of the period of the award

- Slough Borough Council's Children's or Social Services or other public body or professional organisation has confirmed that the care leaver was in the care (being 'looked after').

5.2 Whether Slough Borough Council is the council tax billing authority to whom the care leaver is liable to make council tax payments

5.3 If subsequent to an award the charge payer's liability for council tax reduces during the period of the award, any Care Leavers Relief in excess of this reduced liability will be an overpayment of Care Leavers Relief. The Council may recover this overpayment by any legal means at its disposal including offsetting this amount against any future periods of Care Leavers Relief or by adding the excess amount to any further council tax liability demanded for subsequent periods.

6 Care Leavers not living in Slough

6.1 Slough Borough Council wishes to support all Care Leavers that it has a statutory duty to and acknowledges that some Care Leavers may have left the borough of Slough and therefore cannot claim Care Leavers Relief in the borough.

6.2 Slough Borough Council also acknowledges that in these instances the borough where the Care Leaver has moved to may not offer Care Leavers Relief to people that they do not have a statutory duty to and therefore this Care Leaver will find themselves outside of both scheme's

6.3 Slough Borough Council cannot offer support under section 13a of the Local Government Finance Act 1992 but it will support these Care Leavers if the borough they are living in does not provide support.

6.4 A separate procedure is available for those living outside of the borough of Slough.

7 Financial Implications

7.1 The Council's finances will allow for the reduction to be made (we have allocated £75,000 per annum for this).

8 Policy Review

8.1 This policy can be reviewed at any stage in the financial year.

Care Leavers who Slough Borough Council has a Statutory Duty but do not live within the Slough Borough Council Boundary

1. Background

- 1.1 Section 13A of the Local Government Finance Act 1992 cannot be used to apply Care Leavers Exemption by Slough Borough Council if the Care Leaver does not live within the borough, however Members wish to support all Care Leavers that Slough Borough Council has a statutory duty to.

2. The Scheme

- 2.1 Care Leavers who Slough Borough Council has a statutory duty to but no longer live in the borough of Slough will be treated in the same way as those who remain living in the borough though an actual Council Tax exemption cannot be awarded
- 2.2 Members therefore have set up a budget to assist those Care Leavers who live outside the borough.
- 2.3 Members will expect that those living outside the borough and who are Council Tax payers to make an application for any national reliefs, exemptions or discounts they would be entitled to, to apply for Council Tax support in the borough in which they are living. These must be assessed before Carer Leavers relief is awarded.
- 2.4 The Care Leaver will then provide Slough Borough Council with an application form and the net Council Tax bill from their Local Authority.
- 2.5 Slough Borough Council will then award a grant for the net bill, this will be paid direct to the issuing authority unless the Care Leaver can provide the evidence that the bill has been paid in which case the amount will be paid to the Care Leaver.

3 Financial Implications

- 3.1 The Council's finances will allow for the reduction to be made, the budget is incorporated in the allocation for the Care Leavers scheme above.

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Equality Impact Assessment

Directorate: Finance and Resources	
Service: Finance & Audit	
Name of Officer/s completing assessment: Jackie Adams	
Date of Assessment: 10.11.2017	
Name of service/function or policy being assessed: Care Leaver Exemption Scheme 2018-19	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The policy is designed to give Slough Care Leavers an exemption from Council Tax for the period that the Council has a statutory duty to them.</p> <p>The policy is designed to support Slough Care Leavers in paying their Council Tax whether they live in the borough (via a Council Tax Exemption) or via an ex gratia payment to Slough Care Leavers who do not live in the borough.</p> <p>The policy does not give a Council Tax exemption to Care Leavers who live in the borough of Slough but are supported by another Local Authority but these Care Leavers can claim Council Tax Support and under the Council Tax Support scheme are treated as “vulnerable” which means that they can claim up to 100% Council Tax Support. Council Tax Support is a needs based assessment where as the Care Leavers exemption will provide for a 100% exemption from Council Tax.</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered in the first instance by our partner Arvato, whose role it is to administer Council Tax and Council Tax Support, they will receive the information either from the Care Leaver or in the main from the Slough Children’s Services Trust and will apply a local exemption to the Council Tax system.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information).</p>

	<p>Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>All Slough Care Leavers who live in or outside the borough of Slough while the borough of Slough has a statutory duty to them.</p> <p>Care Leavers who live in the borough of Slough but the Statutory Duty is the responsibility of another LA will not be eligible to apply for a Care Leavers exemption but can apply for Council Tax Support which will provide a needs based assessment of a reduction in Council Tax, they can also apply for discounts and exemptions based on their personal circumstances e.g. Student exemption if they are a full time student.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>Young adults transitioning from care to independent accommodation often struggle to manage their finances and are likely to fall into arrears and debt. The Council acknowledges its role as a Corporate Parent and the responsibilities of keeping our Care Leavers safe and supporting them to have successful lives.</p> <p>Without the family support most young people get as they become adults, Care Leavers often struggle to juggle their household bills and make ends meet. Many find themselves in debt, or having to go without food or other basic necessities.</p> <p>The Council therefore wishes to help give Care Leavers the best start in adult life by exempting them from Council Tax while the Council has a statutory duty to support them.</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>There are no likely negative impacts for Care Leavers that are supported by Slough Borough Council but Care Leavers who are living in the borough and are not supported by Slough Borough Council but have to claim Council Tax Support and other discounts and exemptions may find that they have a small amount of Council Tax to pay</p>

6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>Yes, every Care Leaver that Slough Council is responsible for were identified in June / July 2017, a review of the benefits, discounts and exemptions that they were claiming was carried out and identified.</p> <p>This review showed that for the majority of Care Leavers they were either not claiming Council Tax Support or were not entitled to it and therefore providing an automatic exemption in most cases would benefit this group.</p> <p>Young Adults leaving care have limited knowledge of the benefits that they are entitled to and “learn as they go along” this will make it easier for them to have their Council Tax reduced</p> <p>We were unable to review Care Leavers living in Slough who another LA has a statutory duty for as we are not aware who they are.</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>A report by the Children’s Society published a report in March 2015 entitled Wolf at the Door which called for Council Tax exemptions for Care Leavers up to the age of 21 years old, (which has now been amended up to the age of 25) reviewed and consulted with Care Leavers and their support networks across the country.</p> <p>In addition there has been consultation within Slough with the SCST</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>n/a</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>The Council has a Council Tax Support scheme in place for Care Leavers where Slough Borough Council does not have a statutory duty and also hardship policy in place to support those in financial hardship</p>

10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>Once the proposals are accepted they must stay in place for one year, the authority will then review the scheme and obtain member agreement for the scheme for the following year, during each year the scheme is evaluated and then has the option to review and amend the scheme, during this year we will continue to monitoring the impact of the scheme on our customers.</p> <p>In addition when we will review the scheme in 1 year, we will consider how many Slough Care Leavers have benefited from the scheme and if we have had contact from people living in Slough who are Care Leavers but that another LA has a statutory duty towards, the impact on them and the effect of claiming discounts and Council Tax support as opposed to have been awarded and exemption</p>

What course of action does this EIA suggest you take? More than one of the following may apply	✓
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	X
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

Name:
Signed:Jackie Adams(Person completing the EIA)

Name:Neil Wilcox... ..
Signed:(Policy Lead if not same as above)

Date: 10.11.2017

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd January 2018
CONTACT OFFICER: Neil Wilcox; Director of Finance and Resources
(For all enquiries) (01753) 875358
WARD(S): All
PORTFOLIO: Cllr Mohammed Nazir, Cabinet Member for Corporate Finance & Housing

PART I
KEY DECISION

LOCAL WELFARE PROVISION POLICY

1 **Purpose of Report**

To provide a revised Council policy for the financial year 2018-19 in respect of Local Welfare Provision (LWP).

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

The Cabinet is requested to resolve:

- (a) That the policy for Local Welfare Provision 2018-19 as set out in Appendix C be approved
- (b) That Cabinet receive a report on the first half year spend and the reasons for the spend including the impact of Universal Credit as soon as this is available

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

This report supports the 5 Year Plan through support to housing outcome and adult's outcome through the use of the Local Welfare Provision funding stream.

3a **Slough Joint Wellbeing Strategy Priorities**

This report sets out the policies to ensure that residents of Slough can help support themselves when they are in a difficult situation e.g. loss of income, the need to move to more affordable accommodation etc which will support both vulnerable adults and children as well as those with poor mental health.

3b **Five Year Plan Outcomes**

This report will primarily have implications for Outcomes 1, and 2, as it will assist customers to who are experiencing hardship for a one off payment while they move to cheaper alternative accommodation or claim benefits and while their claim is being assessed. It will also support people who have a one off loss of income e.g. benefits being stolen etc.

4 **Other Implications**

(a) **Financial**

- 4.1 The Council would like to maintain spend within the respective budget levels so as not to put any additional pressure on the Council's general fund budget.
- 4.2 The Council has proposed a budget of £300k for Local Welfare Provision costs for 2018-19 which includes administration; this is the same figure as 2017-18.
- 4.3 However the Council acknowledges that as the current live date for Universal Credit full service in Slough is April 2018, it is expected that this will have an impact on the number and costs of LWP claims, as it may impact on the residents of the borough and their ability to pay for certain essential items leading to an increase in LWP claims.
- 4.4 The Council will therefore re-profile the budget giving greater emphasis to the profile immediately after Universal Credit full service go live date.
- 4.5 A report will be provided to Cabinet once the half yearly returns are available in order to consider the spend to date, the impact of Universal Credit and the level of support that residents will need for the remainder of the financial year.
- 4.6 The budget for 2017/18 was set at £300k which includes the costs of administration as well as the awards, the budget for the awards was £270k and was profiled over the financial year taking into account the peak periods over the summer and at Christmas.
- 4.7 The spend in 2017/18 has been in line with the profile, and the full budget is on track to be spent by the end of the financial year a breakdown is supplied of spend to date at Appendix A.
- 4.8 Where possible vouchers are issued, either Argos vouchers for beds and white goods, Sainsbury's vouchers for food that cannot be obtained via the food bank e.g. baby formula, paypoint vouchers for utility costs, food bank vouchers or where none of the above is possible cash is issued.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	The current LWP scheme has been in place for 5 years and again with minor changes, the original draft was approved by Counsel.	
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues	Please see EIA	
Community Support		
Communications		Ensuring by various publicity and communications that those eligible receive LWP
Community Safety		
Financial	The LWP allocation will be profiled to ensure that there is fund available throughout the year but this may be at a lower rate than customers would wish	
Timetable for delivery	April 2018	
Project Capacity		
Other	The scheme is in many cases reactionary to the Government welfare reforms so risks remain over how and when these reforms will occur	

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications.

(d) Equalities Impact Assessment

A completed EIA is attached at Appendix D.

5 Supporting Information

- 5.1 Local Welfare Provision (LWP) was originally administered by the Department of Work and Pensions as Community Care Grants and Crisis Loans, these grants and loans were transferred with the budget to the Local Authority in April 2013
- 5.2 LWP was funded by the DWP for the first three years and since then has been funded by SBC from the general fund.
- 5.3 A number of Local Authorities have chosen not to continue with a budget for LWP due to financial constraints.
- 5.4 However LWP continues to be needed to support the residents of Slough, when they are experiencing extreme financial difficulties, which would leave them or their families more vulnerable.
- 5.5 The implementation of Universal Credit full service in Slough in April 2018 is expected to also have an impact on the number and costs of LWP claims. The Council wants to support customers through this difficult process and to ensure that all customers can obtain essential items.
- 5.6 **The spend to date for the financial year 2017-18.**
- 5.7 As at the end of November 2017 we have received 1254 applications, approved 975 for payments, declined 229 (including 5 that never provided the requested information) and the remainder, 50 are in pending awaiting further information from the customer.
- 5.8 Where possible vouchers are issued, either Argos vouchers for beds and white goods, Sainsbury's vouchers for food that cannot be obtained via the food bank e.g. baby formula, paypoint vouchers for utility costs, food bank vouchers or where none of the above is possible cash is issued.
- 5.9 The contract with Sainsbury's has been in place for just over 4 years, the contract gives the Council a 2.5% discount on expenditure.
- 5.10 The contract with Argos has been in place for just over 3 years as originally the council were supplying recycled white goods but this was not found to be cost efficient and the contract with Argos was set up, the contract gives the council a 4% discount on purchases.
- 5.11 LWP will support people who have a direct and immediate financial need for example awaiting DWP benefits, food bank vouchers can be issued, the need to move to cheaper alternative accommodation in order to minimise the impact of the benefits cap, if previous

accommodation was furnished essential furniture and white goods can be provided. Help is also provided for baby formula, payment for utilities especially gas/ electric in winter in order to keep warm, case study examples are attached at Appendix B

5.12 LWP is available for all residents of Slough no matter age, if they are in a vulnerable situation, it is not provided to those who can help themselves and this is assessed at application stage.

5.13 The policy for 2018-19 has been updated to take into consideration the implementation of Universal Credit and to ensure that it is only used for those who are most vulnerable.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

That members are requested to review and approve these policies and members agree that Cabinet receive a report on the first half year spend and the reasons for the spend including the impact of Universal Credit as soon as this is available

8 **Appendices Attached**

“A” - LWP Awards 2017-18 to end of November 2017

“B” - Case Studies 2017-18

“C” - Local Welfare Provision

“D” - EIA LWP

9 **Background Papers**

“1” - Welfare Reform Act 2012

“2” - Discretionary Financial Assistance Regulations 2001 (and amendments)

“3” - Council Tax Benefit abolition (consequential amendments) regulations 2013

“4” - Universal Credit consequential amendments regulations 2013.

APPENDIX A

Local Welfare Provision Budget	Foodbank Vouchers	Cash	PayPoint	Sainsbury Vouchers	Argos		Total	Budget
			Payments		Orders	Vouchers		£270,000.00
Apr-17	20	£11,740.00	£1,090.00	£4,595.00	£2,510.00	£3,990.00	£23,925.00	£246,075.00
May-17	18	£10,860.00	£835.00	£6,045.00	£2,260.00	£1,200.00	£21,200.00	£224,875.00
Jun-17	20	£10,930.00	£395.00	£4,075.00	£4,200.00	£2,665.00	£22,265.00	£202,610.00
Jul-17	13	£12,640.00	£385.00	£4,540.00	£4,660.00	£3,995.00	£26,220.00	£176,390.00
Aug-17	16	£15,950.00	£710.00	£5,145.00	£2,560.00	£3,380.00	£27,745.00	£148,645.00
Sep-17	10	£13,480.00	£450.00	£4,560.00	£4,800.00	£1,350.00	£24,640.00	£124,005.00
Oct-17	11	£9,640.00	£350.00	£3,620.00	£3,580.00	£1,200.00	£18,390.00	£105,615.00
Nov-17	17	£8,940.00	£320.00	£3,645.00	£4,500.00	£2,440.00	£19,845.00	£85,770.00
Dec-17							<i>£27,000.00*</i>	<i>£58,770.00</i>
Jan-18							<i>£20,000.00*</i>	<i>£38,770.00</i>
Feb-18							<i>£20,000.00*</i>	<i>£18,770.00</i>
Mar-18							<i>£18,770.00*</i>	<i>£0</i>
Total	125	£94,180.00	£4,535.00	£36,225.00	£29,070.00	£20,220.00	£184,230.00	£85,770.00

*profile to year end

APPENDIX B

LWP have assisted a large number of households to date this financial year, for a large number of reasons, some of which are outlined below:

- LWP has helped about six households where disasters such as fires have struck, helping them out with bedding, clothing, food, travel and other assistance that they require.
- LWP has paid travel costs where tragedies strike such as deaths or people falling ill and in hospital, we help our residents make arrangements so that they can go and visit their loved ones or attend funerals.
- In situations where tax credits or benefits have stopped or when people are waiting for their DWP awards and they do not have any other monies help is supplied via Sainsbury's or food bank vouchers
- When people move into temporary accommodation they sometimes need assistance in providing a deposit for utilities or for essential furniture or white goods if the property is not furnished.
- On a day to basis we help about eight to ten families with food and utilities such as gas and electric.
- On a weekly basis we help about six to eight families with furniture and white goods
- An example of this is a recent case where customer has had bed bugs, once the temporary accommodation team had moved the customer LWP assisted the customer with a new mattress and bed frame.
- LWP has also recently assisted a care leaver who had moved out of Slough for university, but did not complete the course, upon return housing provided accommodation, LWP assisted with the relocation expenses and vouchers for food until her DWP Benefit claim had been assessed.
- In addition domestic violence is a real issue with people having to leave home without funds and in this instance without clothes or money, when the customer is placed in temporary accommodation this is only the beginning and LWP assisted with food clothing and emergency funds.

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Local Welfare Provision 2018-19

1. Background

Local Welfare Provision (LWP) was set up in April 2013 after cessation of Crisis Loans and Community Care Grants by the Department of Work and Pensions (DWP)

Local Welfare Provision is fully funded by the Council. The Council's intention for the scheme is to provide one off, locally-administered assistance to vulnerable people.

This is not a replication of the previous benefits administered by the DWP but to provide support to the most vulnerable members of our community who may be experiencing exceptional hardship.

There is no statutory duty requiring Local Authorities to deliver a Local Welfare Provision scheme but Slough Borough Council (the Council) considered that it was in the best interests of the community to run a scheme in order to support those in the borough who are experiencing exceptional levels of difficulty.

The LWP scheme has been in operation for five years and the demand has increased over this period.

The council has funds available to continue the scheme for another year and then wishes to review the scheme, the scheme will be run on the similar principals to the previous years, but in light of the fact that the budget remains at the same level as previous years but the number of applicants has increased year on year and the introduction of Universal Credit full service in Slough from April 2018, the criteria for awards has become tighter in order that the most vulnerable in our community can continue to have assistance provided.

The scheme will be cash-limited, and will provide support to those that are experiencing exceptional difficulties. It will not replace or supplement the support mechanisms and budgets that exist elsewhere in the Council.

Slough Borough Council is committed to working with the local voluntary sector, who are key partners in working with our communities, and landlords who are an important asset in providing homes in Slough.

The purpose of this policy is to detail the Council's high level objectives in respect of Local Welfare Provision and detail how the Council will operate the scheme, including the factors that will be taken into account when considering if an LWP award can be made.

Each case will be treated strictly on its individual merits and all applicants will be treated equally and fairly when the scheme is administered, within the constraints of the current budget.

The council will in making an award, ensure that the award is used for the purpose applied for and will therefore make the majority of awards in goods or services, awards will rarely be made in cash.

In principle, this scheme will consider two categories of need:

- where because of an immediate crisis experienced by the Customer there is a need for assistance
- Where someone who already has links to the community and needs to maintain them and / or establish stronger links. It will only be used for exceptional circumstances where no other budget is available and the need for assistance is immediate.

Further, if an applicant is entitled to Housing Benefit or Universal Credit and is suffering from exceptional hardship as a direct result for housing costs (eg. Contractual rent,) an application should be made first for a Discretionary Housing Payment.

2. Statement of Objectives

The Council will consider making an LWP award to applicants who meet the qualifying criteria, as specified in this policy, providing sufficient funding from the annual budget for this purpose is available at the time of the Council's decision. We will treat all applications on their individual merits; no award will set a precedent for another award.

An LWP award will normally be an urgent, one off provision used as a short term fix to prevent a long term problem, and we will seek to:

- prevent serious risk to the health, well being or safety of the area's most vulnerable and financially excluded residents;
- ease severe financial pressure on families in certain situations;
- help those, without the necessary means, to either establish themselves in the community as a transition from care (must have been in the care of Slough Borough Council) or prison (where they must have been for a minimum of 6 months) or to remain in their community;
- give flexible financial help to those in genuine need.

3. Policy

3.1. Main Features of the Scheme

The main features of the Slough LWP scheme are that:

- it is discretionary;
- an applicant does not have a statutory right to a payment;
- the total expenditure in any one year resulting from awards under this scheme will not exceed the value of the budget allocated.
- the payment may be treated as a loan with repayment required, as determined by the issuing officer.
- the operation of the scheme is for the Council to determine;
- the Council may choose to vary the way in which funds are allocated according to community needs and available funds;
- It is to meet one-off needs and not ongoing expenses,
- Applicants who are eligible for a hardship award, short term advance or budgeting loan or advance will not be eligible.

- Applicants who are eligible for a Universal Credit Advance Payment will not be eligible for a financial award but may be given foodbank vouchers.
- Applicants who have been sanctioned by the DWP will not be eligible for LWP in order to minimise or negate the sanction, those in exceptional hardship may be awarded food bank vouchers.
- other than the normal appeal against the application of a discretionary function by Judicial review, there is no right to a statutory appeal of any application decision. In the interests of fairness the Council will operate an internal review procedure for appeals.

3.2. LWP award applications

1. An application for an LWP award must be made in a way that is acceptable to the Council. The application must be made by the person to whom the application relates (the applicant) but the applicant can ask a council officer or another person to complete the application.
2. We may determine such other bodies, as we decide are appropriate, to be authorised to decide applications and they will be granted secure access to the necessary Council systems for this purpose.
3. Applications from people not meeting the minimum eligibility criteria will not be considered.
4. We will request any reasonable evidence in support of an application for an LWP award, e.g. for assistance when money is stolen we will require a crime number, we will require bank statements to show income and expenditure as well as current balance to establish hardship and all other supporting documentation. The applicant will be asked to provide the evidence and it must be provided within one month of the request although this will be extended in appropriate circumstances.
5. We reserve the right to verify any information or evidence that the applicant supplies, in appropriate circumstances, with other council departments, government agencies, banks, building societies and external organisations or individuals as appropriate. We may also use the information for the detection/prevention of fraud.
6. If the applicant is unable to or does not provide the required evidence, in the agreed time, we may treat the application as withdrawn by the applicant and we will not be under an obligation to decide it.
7. We are under no duty to make an LWP award. Where funds are available from another source we will signpost the applicant to those sources rather than make an LWP award.
8. We will aim to decide applications for emergency assistance within 1 working day and all other applications within 10 working days, excluding any days that it takes for an applicant to provide any evidence.

3.3. Eligibility Criteria

An application will only be considered where the applicant satisfies each of the following criteria and at least criterion A or B. References to Slough mean the area within Slough Borough Council's boundary. The applicant must:

1. be aged 16 or over;
2. be able to demonstrate that they have a settled residence in Slough, or have been placed outside of the borough by the council, in the case of someone leaving prison (must have

been in prison for at least 6 months) or care (must have been in the care of Slough Borough Council only), be about to move into Slough; those that have been placed in Slough by another borough must apply to their originating borough

3. not have savings that can be relied upon to meet the need to which they are presenting;
4. Have a reduction in income, for example the transition period of earning and claiming welfare benefits.
5. Have not received, or be able eligible to receive help from other public funds for the same category.
6. not be excluded from applying for public funds on the basis of immigration status;
7. Neither the applicant or any member of their household should not have received an LWP award in the past 12 months, unless they can demonstrate significant exceptional need;
8. Neither the applicant or any member of their household should not have been refused an LWP award for the same need in the past 12 months, unless they can demonstrate exceptional/changed circumstances;
9. be without sufficient resources which would in turn cause serious risk to their own, or their family's health or safety or well being;
10. or an award would support the council's objectives, e.g. providing travel costs for interviews which supports the Council's objective of assisting people into work

AND

- A. must require essential assistance to establish, or to remain, in the community;
or
- B. must require essential assistance with an emergency (eg: illness/emergency travel costs).

3.4 Awarding an LWP

In deciding whether to make an LWP award we will have regard to the applicant's circumstances including:

- any sources of credit such as cash cards, store cards, credit cards, cheque cards, cheque accounts, overdraft facilities, loan arrangements;
- any help which is likely to be available from other funds, such as Short Term Advances, Budgeting Advances and Advance Payments issued by the Department for Work and Pensions to out of work benefit claimants; [This facility is appropriate for applicants that have lost or spent money, or are in need of money while they wait for their first payment.] The LWP award is not to replace stolen money, assistance for essentials e.g. food will be given where appropriate via foodbank vouchers.
- the financial circumstances of the applicant, any partner, their dependants and other occupiers of their household;
- the income and expenditure of the applicant, any partner, their dependants and other occupiers of their household;
- the level of indebtedness of the applicant and their family;
- any medical issues, or other exceptional needs, of the applicant, partner or dependants, or other members of their household;

- whether the circumstances of the applicant are such that an LWP award would alleviate the problems of the applicant;
- being mindful of the amount available in the LWP budget;
- the possible impact on the Council of not making such an award.
- any other special circumstance of which we are aware;
- We will decide how much to award based on all of the applicant's circumstances and the LWP funds available and we will be mindful of the likely total calls on the LWP fund.
- The Council may treat the award as a loan rather than a benefit and will then in conjunction with the Customer agree repayment arrangements.
- We will consider the risk and impact on the health and wellbeing of you and your dependants of not meeting your need

The main items that an LWP payments will be awarded for are :

- Food and Utilities
- Essential Furniture, household equipment and connection charges
- In some exceptional cases case removal expenses
- Travel to and from interviews to support people into work if this has not been made available via the JCP. Travel expenses for any other reason will only be agreed if it can be demonstrated that there are no other budgets that could assist and that this is an emergency situation.

The council will consider any items or emergency expenses as necessary depending on the customer's circumstances.

LWP payments will not be awarded for furniture, household equipment and connection charges for temporary accommodation as these are funded elsewhere.

3.5. Payment of an LWP award

We will decide the most appropriate method of payment based on the circumstances of each case. The methods may include:

- vouchers;
- provision of goods or services by the Council or third party provider;
- credit directly to a landlord, rent account
- bank account credit to the applicant or some other person as appropriate;in exceptional cases
- cash or similar method of payment NB: in exceptional cases only

3.6. Notification

We will notify the applicant of the outcome of their request on the day the decision is made. This may be by letter, email, SMS (text) or a combination of these methods.

Where the application is successful, we will tell the applicant:

- the amount of the award;

- the purpose for which the award should be used;
- the method of payment and, where applicable, of repayment.

The applicant will then need to decide whether to accept the award.

Where the applicant has not accepted the award within 21 days the award will be withdrawn and there will be no further opportunity given to reapply for an award for the same emergency, a withdrawn award will be treated as having been awarded for the purpose of re-applications.

Where the request for an LWP award is unsuccessful or not met in full we will explain the reasons why the decision was made, and explain the applicant's right of appeal.

We may, with the applicant's permission, also inform a support worker or advice agency of a decision.

3.7. The Right to Appeal

LWP awards are not subject to a statutory appeals process. Appeals will therefore be decided by the Council.

We will operate the following policy for dealing with appeals about either the decision not to make an award or the amount of an award:

- An applicant (or their representative) who wants an explanation of an LWP application decision may request one in writing within one calendar month of notification of the decision.
- An applicant (or their representative) who disagrees with a decision may appeal the decision.
- Any appeal must be made in writing or electronically, but must be made within one calendar month of the LWP decision being notified to the applicant.
- Where possible we will try to resolve the matter by explaining the reasons for the decision to the applicant or their representative either verbally or in writing.
- Where agreement cannot be reached, we will review the decision. The officer reviewing the decision will not have been involved in the making of the original decision. The review will be suspended if more information is needed from the applicant.
- The applicant will have one month to respond to the request for further information, thereafter the review will be undertaken on the information held.
- If we decide that that the original decision should not be revised, we will provide full written reasons to the applicant.

3.8. Reapplications for LWP

LWP is intended to support residents who are either experiencing a crisis or in need of immediate financial help or support, it is considered to be a one off emergency payment and therefore the Council does not expect re applications but is aware that issues outside of the control of the resident do occur and in this instance a reapplication will be considered at the discretion of the council.

3.9. Overpayments

If the Council becomes aware that the information contained in an application for an LWP award was incorrect or that relevant information was not declared, either intentionally or otherwise we will

seek to recover the value of any LWP award made as a result of that application.

3.10. Fraud

The Council is committed to the fight against fraud in all its forms. Any applicant who tries to fraudulently claim an LWP award might have committed an offence under the Fraud Act 2006.

If we suspect that fraud may have occurred, the matter will be investigated as appropriate and this could lead to criminal proceedings.

3.11. Publicity

We will publicise the scheme by providing information to relevant agencies, stakeholders and other Council services.

4. What the scheme does not cover

The scheme will not cover

- Cash
- funeral costs
- maternity costs
- rent costs – you may be able to get help through the council's bond scheme or discretionary housing payments
- essential repairs to your home; if you rent your home your landlord is responsible for repairs. If you own your home you may be able to apply for a home repair assistance loan
- essential furniture if you rent a furnished accommodation; your landlord is responsible for providing this.

5. Monitoring/ Audit of the Scheme

To ensure transparency and consistency, there will be regular monitoring of applications made against the scheme. Such monitoring will be undertaken with due regard to the Council's responsibilities under all relevant legislation. The Council is subject to the general equality duty which requires that it has due regard to the need to:

- Remove or minimise disadvantages suffered by persons who have a relevant protected characteristic specified in the equalities act and other relevant legislation.
- Take steps to meet the needs of persons who share relevant protected characteristics that are different from the needs of persons who do not share it.
- Foster good relations.

If an applicant wishes to make a complaint about the nature in which their enquiry or application was dealt with. We will adhere to our corporate complaints procedure. Please note, there is a separate review / appeals process for applicants unhappy with their decision (see 3.7 above).

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Equality Impact Assessment

Directorate: Finance and Resources	
Service: Finance	
Name of Officer/s completing assessment: Jackie Adams	
Date of Assessment: 11.12.2017	
Name of service/function or policy being assessed: Local Welfare Provision Scheme 2018-19	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The <u>changes</u> to the Local Welfare Provision Scheme 2018-19 and future years</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered in the first instance by our partner Arvato, whose role it is to accept all applications, analysis them, request such supporting information as they see fit and assess how much Local Welfare Provision Payment a person will be entitled to within the bounds of the scheme. If the Customer disagrees with the assessment they have the right to ask Arvato as our partner to review their decision and if the decision stands the Customer has a right to appeal to the ombudsman as the next stage as this is a discretionary scheme and does not have another independent review body.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>All those who live in the borough and are experiencing hardship can apply for Local Welfare Provision.</p> <p>The scheme is a discretionary scheme set up to assist those people who are facing hardship for any number of reasons including those affected by the Welfare Reform changes, those who would in the past have been given a crisis loan from the DWP those who may have been given a budgeting loan from the DWP also those suffering financial hardship where additional help can be given – the budget is cash limited.</p>

The policy is generic to help all groups to provide support to all parts of the community affected and to assist them when they are experiencing hardship, though some groups are highlighted in the policy it does not preclude any one group

- o Age – the policy provides assistance to young adults leaving care children aged 16 and 17 and young adults by helping them purchase white goods and furniture to set up a home of their own, it also assist people feeling domestic violence to set up a new home as well as those leaving prison

- o Disability - Under the previous national scheme disabled people were a significant beneficiary population of social fund provision. They accounted for 32.4% of Community Care Grants expenditure and 18.5% of Crisis Loans in 2012-13. People with disabilities, long term health and mental health conditions remain over-represented amongst local welfare provision applicants

- o Pregnancy and maternity – while the policy is generic priority for assistance will be given to pregnant mothers and those with young children to assist them in keeping their homes warm and to provide food.

- o Race - While no data appears to be available on the ethnicity of local welfare provision recipients as a whole it is logical to assume that minority groups are over-represented in the beneficiary profile. Local welfare provision is designed to help those on very low incomes, and black and minority ethnic-headed households are at a higher risk of poverty than non- black and minority ethnic -headed households. The latest data shows, for example that the poverty risk for minority-headed households ranges from 25-44 percent compared to 15 percent for non- black and minority ethnic -headed households.

- o Other - Applications from women and especially women fleeing domestic violence is a critical group which allows them to set up a new home.

With regard to the following there is no specific impact though the policy is open to all

- o Religion and Belief
- o Sex
- o Sexual orientation
- o Gender Reassignment
- o Marriage and Civil Partnership

This policy aims to assist some of the most vulnerable people in the community and needs to be simple and easily implemented and understood. This is why each claim is considered individually and customers are given all of the support they need to access the scheme. Officers in Revenues, Customers Service, and Housing are fully aware of Local Welfare Provision and the process of claiming.

4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>None from the changes to the scheme for 2018-19</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>None from the changes to the scheme for 2018-19, however the budget is cash limited and is funded fully by the Council.</p> <p>The LWP scheme provides assistance in the main for people who have the need to purchase white goods and can get funding from no other organisation, for example those fleeing domestic violence and need to set up home again, those leaving prison , those leaving care etc it also provides assistance to those in immediate help of financial assistance for example if someone loses their benefit money and needs to keep their home warm if they have a small child assistance will be provided in the form of a voucher to pay for heating costs. It also has the ability to refer customers to the foodbanks when they are experiencing hardship for example where they have been sanctioned by the DWP or are awaiting benefits, the scheme over the last two years has seen a dramatic increase in the numbers referred to foodbanks</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>This is based on an evaluation of the payments made over the last four years and the reason for the payments. It has also taken into consideration a survey carried out by the DWP and the outcomes of that survey.</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>No</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Yes</p>

9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>In 2018-19 the policy will remain as now and there will be no negative impacts</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>The current spend is monitored on a monthly basis to ensure that the spend remains within budget, the details of the customers that receive LWP are available to the Partnership Development and Client Monitoring Team who regularly monitor the payments made, and ensuring that the payments made are in line with the policy, they also monitor the refusals made.</p>

What course of action does this EIA suggest you take? More than one of the following may apply	✓
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

<p>Name: Signed:Jackie Adams(Person completing the EIA)</p> <p>Name:Neil Wilcox Signed:(Policy Lead if not same as above)</p> <p>Date: 11th December 2017</p>
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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd January 2018

CONTACT OFFICER: Rudo Beremauro – Engineer Integrated Transport
(For all enquiries) (01753) 875634

WARD(S): Haymill & Lynch Hill

PORTFOLIO: Cllr Martin Carter – Cabinet Member for Planning and Transport

PART I
KEY DECISION**PRIVATE STREET WORKS WHITTLE PARKWAY HIGHWAY IMPROVEMENT WORKS****1 Purpose of Report**

The purpose of this report is to seek resolution from the Cabinet in accordance with the Highways Act 1980 Sections 205 to 218 (The Private Street Works Code) that Whittle Parkway is not levelled, paved, metalled, flagged, channelled, made good and lighted to the satisfaction of the Council as the street works authority, to undertake the proposed highway improvement works and adopt a section of the highway on Whittle Parkway as shown in diagram 290-SBC-GEN-WP-100DR D 0002 and that there be a provisional apportionment of the probable expenses to the Trustees of Abu Haneef Educational Trust (The Trust) as set out in the S106 Agreement for 1 Whittle Parkway.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That Whittle Parkway is not paved, metalled, flagged, made good and lighted to the satisfaction of the Council as the street works authority in accordance with Section 205 (1) of the Highways Act 1980.
- (b) That the Transport and Highways Team apply the strict criteria for a private street works scheme as set out in part of XI of the Highways Act 1980 and Sections 205 to 218 (The Private Street works code) on Whittle Parkway.
- (c) That the specification of the highways works shown in 290-SBC-GEN-WP-100DR D 0002 for the estimate of £86,572.42 which is the probable expenses of the works and provisional apportionment of the probable expenses to 'The Trust' be approved.
- (d) That the Council adopt the section of the highway as set out in drawing 290-SBC-GEN-WP-100DR D 0002 pursuant to Section 228 of the Highways Act 1980.
- (e) That the Council investigates measures to improve road safety and ease congestion between Walpole Road and Whittle Parkway section.

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

3a. Slough Joint Wellbeing Strategy Priorities

Priorities:

1. Protecting vulnerable children: The widening of the footway and provision of safer crossing points will provide a safer passage for vulnerable road users using Whittle Parkway to access the school and place of worship.
2. Increasing life expectancy by focusing on inequalities: Provision of safer routes to workplaces and places of worship will increase access into the local community and enhance social inclusion.
3. Improving mental health and wellbeing: the proposed measures will promote sustainable transport modes such as walking and cycling to the businesses and places of worship thereby promoting physical activity.
4. Housing: No Impact.

3b Five Year Plan Outcomes

- Our children and young people will have the best start in life and opportunities to give them positive lives: Access and infrastructure for pedestrians and cyclists will provide safer crossing and cycling facilities, which has the potential to reduce the number of collisions involving pedestrians and cyclists on Whittle Parkway.
- Our people will become healthier and will manage their own health, care and support needs: Provision of safer routes to workplaces and places of worship encourage residents to walk and cycle thereby promoting physical activities.
- Slough will be an attractive place where people choose to live, work and visit: Highway improvements such as wider footways and better crossing facilities will improve access to key services such as employment and places of worship.

4 Other Implications

(a) Financial

All expenses including the Council's legal, survey, design, civil works and supervision costs incurred as part of the street works undertaken under the Private Street Works code are to be apportioned to the 'The Trust' as set out in the Section 106 agreement for 1 Whittle Parkway. There will be a nil apportionment to other frontagers of the street.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal Refusal by the Whittle Parkway owner to sign an agreement to allow the Council to enforce the waiting restrictions.	Consultation with the landowner before highways work commences.	As part of the notice procedure required to be followed under the Street Works Code
Property	None	
Human Rights		

Health and Safety	Improvement to the	
Employment Issues	None	
Equalities Issues	None	
Community Support: Possible objection from the local business who may not agree with the proposed highway works.	Continue engagement with businesses around Whittle Parkway before any works are undertaken.	The community will gain an appreciation/ understanding of why the highway works and proposed waiting restrictions are being introduced.
Communications	None	
Community Safety		
Financial	None	
Timetable for delivery: Objections from businesses on Whittle Parkway may delay delivery timescales for the works.	Early engagement with the businesses fronting Whittle Parkway.	In order to minimise the delivery of the scheme.
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

The Council is the street works authority for Whittle Parkway for the purposes of Sections 205 to 218 of the Highways Act 1980 (The Street Works Code). Under the Street works Code, the Council, where they are satisfied that a private street is not sewered, levelled, paved, metalled, flagged, channelled, made good and lighted to their satisfaction may from time to time resolve with respect to the street to execute street works on that street. A private street for these purposes means a street which is not a highway maintainable at public expense. Whittle Parkway is a private street in private ownership. As such any decision by the Council to carry out works to that street could be considered to be an interference with the rights to protection of property set out in Article 1 of the First Protocol to the Convention on the Protection of Human Rights and Fundamental Freedoms which is given effect to in the UK by the Human Rights Act 1998.

Article 1 of the First Protocol provides that every natural or legal person is entitled to the peaceful enjoyment of his possessions. However, Article 1 states that the provisions of the Article shall not in any way impair the rights of a state to enforce such laws as it deems necessary to control the use of property in accordance with the general interest or to secure the payment of taxes or other contributions or penalties.

In these circumstances, in view of the fact that the proposed street works will benefit all users of the street and that neither the owner of the land comprising the private street nor any other frontagers will be required to contribute to the costs of the street works, it is not considered that any claim will be able to be validly raised against the proposed street works under the Human Rights Act 1998.

Under Section 228 of the Highways Act 1980 where any street works have been executed in a private street, the street works authority may by notice displayed in a

prominent place in the street declare the street to be a highway maintainable at public expense and the street will become such one month after the date the notice is first displayed unless the owner or a majority of the owners if more than one object during that time. The Council may then, within two months, apply to the Magistrates Court to overrule the objection. Rights of appeal from any decision of the Magistrates is available any the street may not become a highway unless the appeals process is completed and any objection is overruled.

(d) Equalities Impact Assessment

The scheme is being delivered as part of the transport and highways planning mitigation measures that were raised as part of the planning condition for 1 Whittle Parkway Planning application P/00850/012 in. The package of mitigation measures includes improvements to the footway to facilitate sustainable travel and improve road safety to the site therefore no EIA has been undertaken as part of this scheme.

(e) Workforce N/A

(f) Property N/A

(g) Carbon Emissions and Energy Costs N/A

5 Supporting Information

5.1 A Planning application (P/00850/012) proposing to change the use of No 1 Whittle Parkway from an office building (Class B1) to a multifunctional community centre (including a school for not more than 120 places) and place of worship (Class D1) was submitted by the Abu Haneef Educational Trust.

5.2 As part of the planning application, Transport and Highways objected to the planning application on the basis that pedestrian access serving the site is inadequate and the applicant had not provided suitable pedestrian links between the application site and the highway thereby endangering vulnerable pedestrians accessing the site. However, Transport and Highways recommended that subject to the applicant agreeing to the mitigation measures to improve road safety in the area and enter into a S106 agreement, Transport and Highways were willing to withdraw any highway objections. The mitigation measures set out in the S106 included the following:

- provide a continuous footway along Whittle Parkway across the southern access to 470 Bath Road and implementation of dropped crossings across the northern access to 470 Bath Road;
- provide minimum 1.5m wide footway along eastern boundary of site including physical measures to prevent parking on any part of footway by vehicles within the car park;
- provide a build-out on both sides of the carriageway of Whittle Parkway to allow safe pedestrian crossing – ideally this would be aligned to the southern boundary of the development;
- negotiate with landowner of the carriageway of Whittle Parkway to dedicate area within the Whittle Parkway widening line to the local highway authority to be maintained at the public expense, as this would allow parking restrictions to be implemented on Whittle Parkway at the junction with A4 Bath Road to the benefit of all users of Whittle Parkway. If the dedication is not possible then an agreement with the owner on other ways to prevent parking in vicinity of the Whittle Parkway /A4 Bath Road junction would be appropriate;

- Agree with the landowner of the carriageway of Whittle Parkway and set out on a plan measures which will prevent hazardous parking on Whittle Parkway in vicinity of the site access and measures to prevent obstruction of the existing footway;
- Provision of Travel Plan including targets and TRICS compliant surveys;
- A Travel Plan monitoring contribution of £6k;
- £ 86,572.42 Highways and Street Works contribution to upgrading the footway along the north-side of A4 Bath Road to shared cycle / pedestrian use;
- £10,000 towards Street Works contribution in relation to carrying out the legal processes required under the Private Street Works Code.
- £10,000 towards funding the traffic regulation order.

5.3 The Council has met with the landowner who verbally agreed on enforcement but was not willing to confirm in writing whether he was happy with the scheme. Further consultation will be undertaken with the landowner as well as businesses on Whittle Parkway. Once the landowner has agreed that we introduce the waiting restrictions, an agreement with the private road owner to introduce waiting restrictions on Whittle Parkway, a traffic regulation order will be processed under Section 1 of the Road Traffic Regulation Act 1984 and regulation 7 of the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.

5.4 Owners of the Progress Business Centre met Officers on site and highlighted their concerns about the proposed highway works especially the narrowing of the section outside No 1 Whittle Parkway. They were concerned that the pinch point would have an impact on access to their site. A letter from the Chairman and proposed changes has been attached in Appendix A.

6 Comments of Other Committees

A report was prepared to the Planning Committee meeting held 9th April 2014 for P/00850/012 - 1, Whittle Parkway, Slough, SL1 6DQ with a recommendation to delegate the application to the Development Management Lead Office for further negotiations with the applicant in respect to highways and transport matters and final determination following completion of an agreement or otherwise pursuant to Section 106 of the Town and Country Planning Act 1990 and the finalising of conditions.

As part of the planning application objections were received from Ward Councillors and local businesses on Whittle Parkway and residents on Lowestoft Drive. A summary of the objections below:

- Disruption during the morning rush hour with people dropping their children at school and also during the weekends. There is also concern about the possible influx of 200-400 worshippers at midday on Fridays.
- Parking: Visitors to the mosque parking in the surrounding roads and obstructing residents accessing their driveways. Neighbouring highlighted their concern about access to sites by car transporters and emergency vehicles.
- Congestion on the Whittle Parkway junction and Bath Road especially during Friday prayers and school start and finish times.
- Danger to the public due to increased traffic using Whittle Parkway.
- Noise pollution due to all day prayers, music and weddings
- Odour/Environmental impact from food preparation and disposal of fats, oils and grease.

- Security: Concerns about the impact visitors to the site on the security of businesses on Progress Business Centre, DWS Bodyworks and the Dealership.

Despite the objections a number of representations were received by the Planning team supporting the development and the comments have been summarised below:

- A school is much needed in Slough.
- A petition was received stating support for the much needed community project for the local population of Slough and how the project will benefit the community and help improve spiritual wellbeing.

7 **Conclusion**

The Cabinet members are requested that they resolve that the Transport and Highways team undertake the works and adopt part of Whittle Parkway that is within the Highway widening line as set out in the submitted plans for Whittle Parkway in accordance with part of XI of the Highways Act 1980 and Sections 205 to 218 (The Private Street works code) on Whittle Parkway.

8 **Appendices Attached**

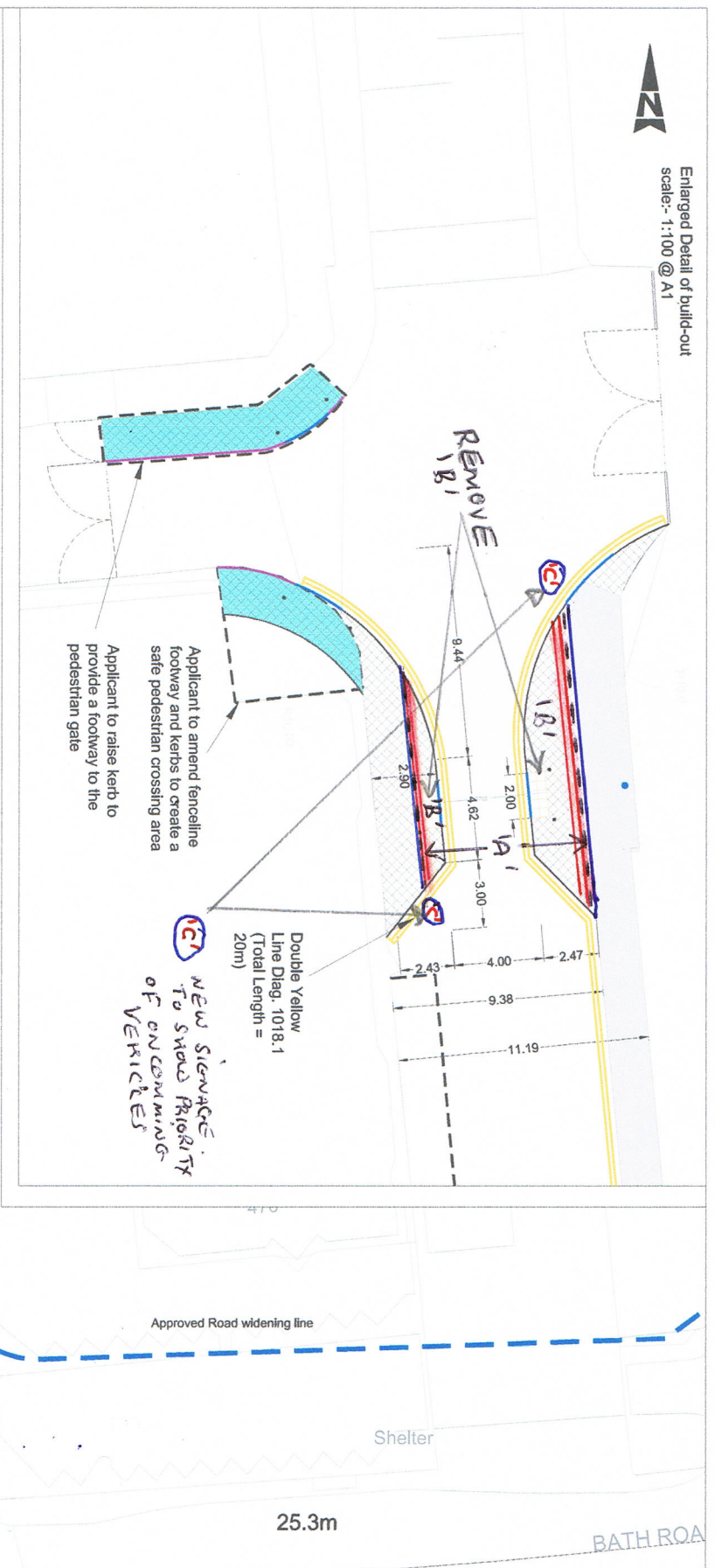
'A'- Letter and proposed changes from the Progress Business Centre

9 **Background Papers**

- '1' No1 Whittle Parkway S106 Agreement dated 19 May 2017
- '2' Planning Committee report for Meeting held 9th April 2014
- '3' Planning Committee Amendments 9th April 2014

REVISED PROPOSAL BY PROGRESS BUSINESS CENTRE OF WHITTLE PARKWAY
 15th Aug 2017

Enlarged Detail of build-out
 Scale: 1:100 @ A1

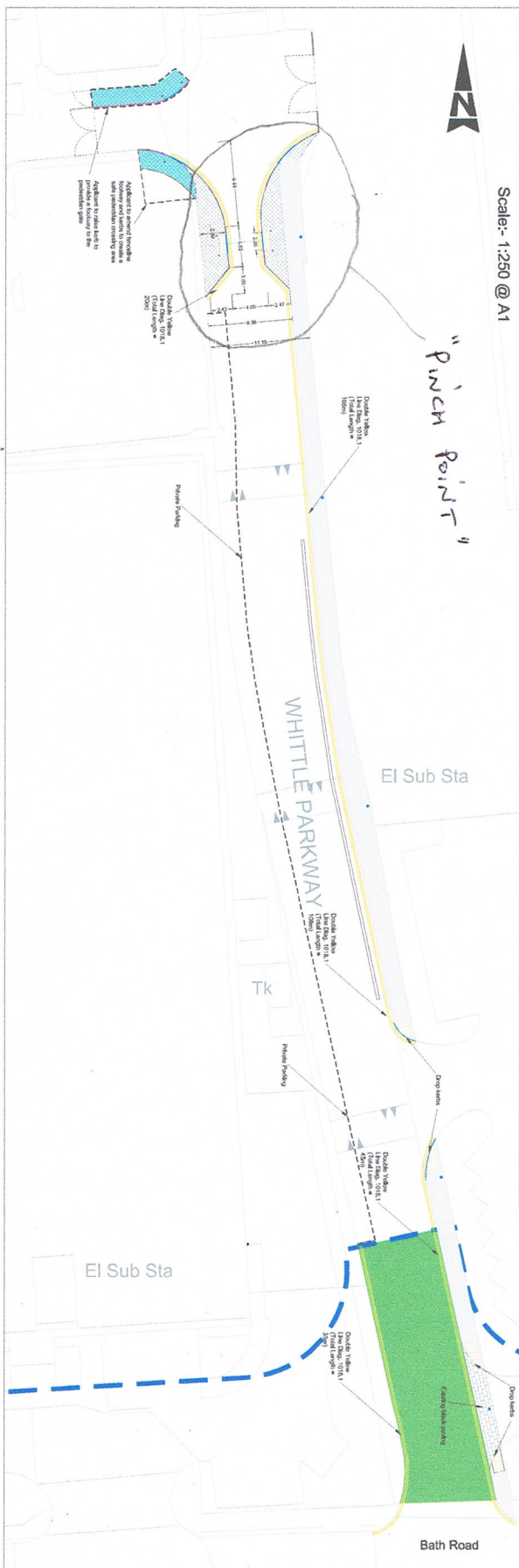


Applicant to amend fence/line footway and kerbs to create a safe pedestrian crossing area

Applicant to raise kerb to provide a footway to the pedestrian gate

Scale: 1:250 @ A1

"Pinch Point"



KEY: --- REVISED BOUNDARY LINE FOR THE FOOTPATH
 DOUBLE YELLOW LINE
 A1 REVISED INCREASED OF ROAD WIDTH
 B1 REMOVE THIS AREA
 NEW ROAD SIGNAGE

Slough Borough Council

Department of Resources and Regeneration
 St Martin's Road
 Slough, SL1 3JF

www.slough.gov.uk

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WHITTLE PARKWAY DEVELOPMENT

HIGHWAY WORKS

Site: AS SHOWN @ A1
 Date: NOV 2015

Drawn: RB
 Checked: RB

286-SBC-GENHW-100-DR-D-002

Eng. No:

Key:

- Approved Road widening line
- New precast concrete kerb 1750 H&E2 (Total length = 20m)
- New precast concrete kerb 1750 B1 (Total length = 10m)
- Existing Trench Relocated (Total Area = 20m²)
- New Footway constructed (Total Area = 20m²)
- Existing Footway Resurfaced (Total Area = 200m²)
- New street lighting
- Double yellow lines
- Private footway to be amended by applicant (Total Area = 20m²)
- Key: Traffic build-out
- New precast concrete kerb 1750 Safety kerb GST12A (Total length = 41m)
- New precast concrete kerb 1750 B1 (Total length = 40m)
- New precast concrete kerb (Total Area = 20m²)
- Tactile Paving
- New Bollard
- Double yellow lines
- Key: Adoption Works
- Carriageway Treatment - 270m²
- Existing Footway
- New Footway
- New street lighting
- New Gully

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd January 2018

CONTACT OFFICER: Catherine Meek, Head of Democratic Services
(For all enquiries) 01753 875011

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor
 Swindlehurst

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be endorsed.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

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

4. Other Implications**(a) Financial**

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Current Notification of Decisions – published 22nd December 2018.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 JANUARY 2018 TO 31 MARCH 2018

Date of Publication: 22nd December 2017

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

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This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email catherine.meek@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

What is a Key Decision?

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader - Transformation & Performance | Councillor Hussain |
| • Environment & Leisure | Councillor Anderson |
| • Planning & Transport | Councillor Carter |
| • Regulation and Consumer Protection | Councillor Mann |
| • Corporate Finance & Housing | Councillor Nazir |
| • Health & Social Care | Councillor Pantelic |
| • Children & Education | Councillor Sadiq |

Where can you find a copy of the Notification of Decisions?

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at St Martin's Place, 51 Bath Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: catherine.meek@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

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Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda. Urgent Notices are published on the Council's [website](#).

Cabinet - 22nd January 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>HRA Rents and Service Charges 2018-19</u></p> <p>To seek approval of the Housing Revenue Account rent and service charge changes for 2018/19.</p>	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>Heart of Slough NW Quadrant / TVU Update</u></p> <p>Further to the report to Cabinet on 18th April 2017, to consider an update on the re-development of the NW Quadrant site including progress on the preferred route for the private sector delivery partner for the former Thames Valley University (TVU) site.</p>	UR	Central	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA
<p><u>Housing Option Appraisal</u></p> <p>Further to the approval of the Housing Revenue Account Business Plan in April 2017, to consider a report on the outcomes of the Housing Option Appraisal.</p>	F&H	All	Housing	Mike England, Interim Director of Place & Development Tel: 01753 875301	-	None		Yes, p3 LGA

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<p><u>Trading Partnership with OPSL Ltd</u></p> <p>Further to the Cabinet decision taken on 18th September 2017, to consider an update and take further decisions on the establishment, business case and indicative programme of a trading partnership with Osborne Property Services Ltd.</p>	F&H	All	Housing	Rebecca Brown, Project Manager Tel: (01753) 875651	-	None		Yes, p3 LGA
<p><u>Tower & Ashbourne Houses Update</u></p> <p>To receive an update and make decisions on the proposals for the future of Tower and Ashbourne Houses.</p>	F&H	Chalvey	Housing	Rebecca Brown, Project Manager Tel: (01753) 875651	-	None		Yes, p3 LGA
<p><u>Local Welfare Provision</u></p> <p>To approve the Local Welfare Provision scheme for 2018/19.</p>	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>Care Leavers Council Tax Exemption Policy</u></p> <p>To provide a Council policy for the financial year 2018-19 in respect of an exemption for Care Leavers from Council Tax.</p>	C&E, F&H	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<p><u>Redevelopment of Old Library Site</u></p> <p>To update the Cabinet on the impact of the financial business case and the project plan for the redevelopment of the Old Library Site.</p>	R&S	Central	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Private Street Works – Whittle Parkway Highway Improvement works</u> To seek resolution from the Cabinet in respect of execution of highway improvement works on Whittle Parkway in accordance to the strict criteria for making up of private streets set out in Part XI of the Highways Act 1980 - Section 205 (The Private Street Works Code).	P&T	Haymill and Lynch Hill	All	Rudo Beremauro, Engineer Integrated Transport Tel: (01753) 875634	-	Highways Act 1980 – The Private Street Works Code		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	T&P	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Cabinet - 5th February 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Financial Report - 2017-18 (Quarter 3)</u> To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S	None		

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Performance & Projects Report: Q3 2017-18</u> <i>To receive the latest performance information for the period between October to December 2017 including the Council's Balanced Scorecard and Gold Project updates.</i>	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S	None		
<u>Five Year Plan 2018-2023</u> To consider, and if agreed, to recommend the refreshed Five Year Plan to full Council.	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<u>Medium Term Financial Strategy 2018-2022</u> To consider, and if agreed, to recommend to Council the Medium Term Financial Strategy for the period 2018 to 2022.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S	None		
<u>Capital Strategy 2018-2023</u> To consider, and if agreed, to recommend to Council the Capital Strategy for the period between 2018-2023.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S	None		
<u>Treasury Management Strategy 2018/19</u> To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2018/19.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S	None		

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Revenue Budget 2018-19</u> To agree the recommendations to be made to Council on the 2018/19 Revenue Budget, including setting the Council Tax.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	T&P	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Cabinet - 19th March 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Discretionary Housing Payments Policy</u> To consider the Council's Discretionary Housing Payment Policy for the forthcoming year.	F&H	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<u>Gender Pay Gap Reporting and Equalities</u> To consider a report updating the Cabinet on the position regarding the gender pay gap and equalities issues.	H&S	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None	√	

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	T&P	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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