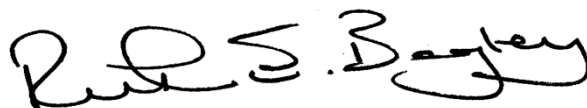


Date of issue: 8<sup>th</sup> September 2011

<b>MEETING</b>	<b>CABINET</b> Councillor Anderson  Councillor S Chaudhry Councillor A S Dhaliwal Councillor Matloob Councillor Pantelic Councillor Parmar Councillor Swindlehurst Councillor Walsh	<b>Leader of the Council -</b> Finance & Strategy Community & Leisure Performance & Accountability Opportunity & Skills Education and Children Environment & Open Spaces Neighbourhoods & Renewal Health & Wellbeing
<b>DATE AND TIME:</b>	<b>MONDAY, 19TH SEPTEMBER, 2011 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	<b>CATHERINE MEEK</b>  <b>01753 875011</b>	

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.



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART I

**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

Apologies for absence.

1. Declarations of Interest

(Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct).

2.	Minutes of the Meeting held on 18th July 2011	1 - 8	
3.	Performance, Finance and Project Reporting for Monitoring to 31st July 2011	9 - 48	All
4.	Creation of the Slough Local Asset Backed Vehicle (LABV)	49 - 92	All
5.	Britwell Regeneration Scheme - From Concept to Reality	93 - 106	Britwell
6.	Libraries Strategy	107 - 116	All
7.	Outcome of Town Hall Tender Process	117 - 120	
8.	Highway Changes in Chalvey - Update Report	121 - 130	Chalvey
9.	Local Pay Award 2011/2012 - Payment of £250 for Staff Earning Below £21,000 PA	131 - 132	All
10.	References from Overview and Scrutiny	To Follow	
11.	Executive Forward Plan	133 - 140	All
12.	EXCLUSION OF THE 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 that information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

**PART II**

13.	Outcome of Town Hall Tender Process - Part II Report	To Follow	Chalvey
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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. Special facilities may be made available for disabled or non-English speaking persons. Please contact the Democratic Services Officer shown above for further details.

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 18th July, 2011.**

**Present:-** Councillors Anderson (Chair), A S Dhaliwal, Matloob, Pantelic, Parmar, Swindlehurst and Walsh

**Also present under Rule 30:-** Councillors Rasib and Sharif

**Apologies for Absence:-** Councillor S Chaudhry

**PART I**

**22. Declarations of Interest**

None.

**23. Minutes of the Meetings held on 31st May and 13th June 2011**

The minutes of the meetings held on 31<sup>st</sup> May and 13<sup>th</sup> June, 2011 were approved as a correct record and signed by the Chair.

**24. Performance and Project Reporting for 2010/11 - End of Year Out-turns**

The Cabinet considered a report detailing the performance outturns for 2010/11 for the Corporate Balanced Scorecard and Local Area Agreement performance measures. The report highlighted those indicators where performance had not met target.

In addition to the summary of performance Members were asked to note a proposal for new Balanced Scorecard for the remainder of 2011/12. The proposal was for a revised single model to be adopted that also met requirements for scrutiny and for determining successful achievement of manifesto commitments. The first revised balanced scorecard would be submitted to the Cabinet in September.

Members welcomed the improvements that were being proposed.

**Resolved –**

- (a) That the progress and status of performance measures in the balanced scorecard report be noted.
- (b) That the actions for those indicators that have not met their targets highlighted in the exceptions report be reviewed.
- (c) That the continuing gaps in the report be noted and actions endorsed.

**25. Revenue Budget Monitoring Report to 31st May 2011 - (periods one and two)**

The Cabinet considered a report detailing the latest financial position as at the end of May 2011.

The current forecast overspend for 2011/12 General Fund at the end of period two was reported as £632K with the level of overspend related primarily to the costs of looked after children. This had been anticipated as members had already agreed a £600K contingency sum to be allocated to this area. Members had further requested a full review of all associated costs in this area to ensure adequate resources continued to be maintained. The only other forecast variance from budget reported at this stage was a small underspend within Resources and Regeneration. The Director of Resources and Regeneration advised that she was confident that the Council would deliver an outturn position within the budget that Members had set. In answer to a question she confirmed that the overspend was not as a result of failure to achieve the savings agreed from 2010/11.

**Resolved –**

- (a) That the current projected outturn position on the General Fund of an overspend of £632K be noted.
- (b) That the Housing Revenue Account (HRA) reported a projected overspend of £86.5K be noted.
- (c) That the identified areas of risk and emerging issues be noted.

**26. Capital Programme 2011 - 2017**

The Cabinet considered a report detailing a proposed revised, reshaped and affordable Capital Programme in the light of the current economic climate. Members were also asked to consider the creation of an investment vehicle to allow the Council to deliver ambitions for major regeneration of the Town.

Pending the exploration and decision on whether to proceed with a LABV a revised interim capital programme was presented to members to provide flexibility should members decide to proceed with the Local Asset Backed Vehicle (LABV).

The Director of Resources and Regeneration outlined the key features of an LABV and how it may operate in Slough. Members were advised that many organisations were investigating this type of proposal. It was acknowledged that this would be a significant decision for the Authority to take and that members would want to take time to explore the proposal thoroughly and it was for this reason an interim capital programme had been put forward for agreement. Members asked a number of detailed questions with regard to LABV and how it would operate.

## **Cabinet - 18.07.11**

Members noted that the proposal was for initial detailed work to be done on the establishment of an LABV with a further report brought back to the Cabinet in September. An LABV would give the Council more control of the disposal of its assets and would allow the Council to deliver major regeneration of the Town and Members agreed the proposal for report back in September.

### **Resolved –**

- (a) That the Capital Programme for 2011-2017 in Appendix A of the report be endorsed.
- (b) That the revised Asset Management Strategy disposal schedule in Appendix B of the report be endorsed.
- (c) That the creation of a Slough Local Asset Backed Vehicle (LABV) be explored and in particular, to:
  - a. Develop the outline project plan for creating the LABV, for consideration by Members;
  - b. To review the strategic risks and how these can be mitigated, for consideration by members;
  - c. To appoint specialist legal advisors to support detailed exploration of the concept to support members decision making in advance of any formal commitment to proceed.
- (d) That a further report be presented to Cabinet on the 19 September 2011.

## **27. The Revised Sustainable Community Strategy**

The Cabinet considered a report outlining issues that had emerged during a review of the Slough's Sustainable Community Strategy (SCS) and seeking agreement to the next steps.

The SCS set out the strategic objectives and priorities for the Borough for the period 2008 to 2028. These were reflected in Strategic Plan 2009 – 2011 and other key strategies, policies and plans produced by the Council. The SCS was a partnership document and although the Government had recently signalled its intention to repeal the duties to prepare an SCS, Local Authorities were still expected to work with partners and local communities to develop shared strategies for what they need to improve in their areas. A decision had therefore been taken to review and refresh the SCS and the report set out the timetable for the review. Members welcomed the report and a refreshed strategy that would help create a shared vision and sense of priorities for the Borough to achieve better outcomes and services for residents. Members noted that there would be further work on the detailed targets which would need to be agreed with partner organisations in the autumn.

**Resolved –**

- (a) That the progress made thus far with the Slough Story and the priorities for the SCS be noted.
- (b) That the emerging priorities for the SCS be agreed.
- (c) That the Chief Executive be authorised after consultation with the Leader of the Council, to review and implement further amendments to the SCS and the Slough Story.

**28. Britwell Regeneration Scheme - From Concept to Reality - Update**

The Cabinet received an update report following decisions made by the Cabinet at its previous meeting for the delivery of the Britwell Regeneration Scheme. Members were also asked to agree to proceed with the demolition of key buildings in the regeneration area. It was noted that a further update report would be brought to the meeting of the Cabinet in September. The Leader asked whether there were any plans to refurbish the flats in the area that the Council were due to keep. Members were advised that officers were currently looking at all options to make the existing stock meet the needs of the residents.

**Resolved -**

- (a) That as the sites become vacant, to agree to proceed with the demolition of:
  - 1. The Jolly Londoner Public House, Wentworth Avenue;
  - 2. Newbeech House, Long Readings Lane;
  - 3. The Library and car sales site, Wentworth Avenue;
  - 4. Phase 1 Marunden Green: 1 to 15 (and garages to the r/o 1 to 15), 14 to 18, 41 to 51 Marunden Green (See the Plan in Appendix C);
  - 5. Phase 2 Marunden Green: 2 to 12, 20 to 36, 38 to 42 Marunden Green.
- (b) That a further update report be made to the Cabinet meeting on 19<sup>th</sup> September 2011.

**29. The Proposal to Implement Additional Houses in Multiple Occupation Licensing for Chalvey Ward**

The Cabinet considered a report seeking agreement to implement an additional licensing scheme for the Chalvey ward to regulate HMOs in the area. The report set out the background to the proposal and the consultation that had been undertaken. It was proposed to introduce additional licensing to Chalvey in view of the strong local support for the scheme that had emerged as part of the consultation. In addition, Chalvey had the largest number of HMOs. It was noted that this would be a pilot in the first instance



with an aspiration to extend to further wards over time. In answer to a question the Private Sector Housing Manager advised that officers did not believe that the introduction of the scheme in Chalvey would impact on other neighbouring wards but that this would be monitored closely.

**Resolved -**

- (a) That the implementation of the additional HMO licensing scheme for the Chalvey ward be approved as attached in Appendix A to the report.
- (b) That the Director of Resources and Regeneration in conjunction with the Head of Legal services be authorised to exercise powers under Section 56 of the Housing Act 2004 to designate for additional licensing of the Chalvey area.

**30. Empty Homes: Housing Solutions - A Strategy for Slough**

The Cabinet considered a report detailing progress to date in dealing with empty homes in the private sector and seeking approval for a new strategy following the interim policy that was approved in March 2010. Members were advised that the strategy had been prepared with support of a range of stakeholders who had been consulted during its preparation. Slough had a relatively low level of empty homes when compared to the rest of the South East region. Whilst it was recognised that empty homes would have a lower priority than other private sector housing issues and taking the current economic climate the Council would need to find ways of bringing empty homes back into use to meet the housing needs and reduce overcrowding. The strategy would be kept under review to ensure that it was suitable for the housing issues and concerns in Slough.

**Resolved -** That the Empty Homes: Housing solutions – A Strategy for Slough, as set out in Appendix A to the report be approved.

**31. Wexham Satellite Library Options and Community Hubs Progress**

The Cabinet considered a report detailing the results of an assessment of a number of options to provide a satellite library to serve the community in Wexham. Officers recommended the provision of a self service satellite library as part of the Wexham Road Children's Centre site off the Wexham Road. The report also included an update on progress with community hubs and satellite libraries at Chalvey and Colnbrook which included a summary of opening hours and staffing arrangements for self service satellite libraries.

The report set out the options that had been considered for the Wexham satellite library with the recommended option being the reception area of the Wexham Road Children's Centre. Members asked a number of questions with regard to this proposal which included whether the fire risk assessment had been concluded, whether safeguarding issues had been considered and concerns about vehicular access to the site. The Assistant Director of

Learning and Cultural Engagement advised that the fire risk assessment was not yet complete but he believed that there were no particular issues that would be insurmountable. With regard to safeguarding issues there would be a staff control entry to the reception area, visitors would be required to sign in and all areas for children were behind locked doors away from the reception area. The existing pathway access from Grasmere Avenue was at the far end of the campus and it was considered to be worth exploring a planning application for an additional pedestrian access. There was a proposal for there to be a locked gate on this pathway which would be locked when the Centre was closed which would assist in preventing vandalism.

Councillor Swindlehurst advised that as he was a member of the Planning Committee, which would be considering the application for planning permission for this site, he would be approaching the application with an open mind and would be considering it afresh.

The satellite library would help improve access to learning opportunities to families in particular and complement other services provided through the Centre. Slough was in a position to open three new satellite libraries and was increasing opening hours which was unprecedented in the current economic climate and Cabinet members congratulated officers on the proposal that was before the Cabinet.

**Resolved –**

- (a) That the Assistant Director for Culture and Skills be authorised to implement the recommended solution for a satellite library in the reception area at the Wexham Road Children's Centre and commit capital expenditure as identified in section 5 of this report.
- (b) That the progress on community hubs at Chalvey and Colnbrook be noted.

**32. Contracts in Excess of £250,000**

The Cabinet considered a report detailing additional contracts of an estimated value of over £250,000 that were proposed to be let in the 2011/12 financial year. Members noted that the contracts had not been included in the list submitted to Cabinet in April 2011.

**Resolved** - That the contracts set out in the supporting information to the report be endorsed.

**33. Highway Changes in Chalvey**

Members were advised that since the Cabinet had considered Highway Changes in Chalvey on the 31<sup>st</sup> May, Members and Officers had met with representatives of the Chalvey community including individuals and residents groups. It had not been possible to achieve a consensus on a preferred option as responses to the options had varied considerably amongst different

groups and individuals. Members were asked to agree to the implementation of all the options on an experimental basis and the report outlined the proposed programme of works. The experimental procedure provided ample opportunity for all affected stakeholders to experience the measures for themselves and to make representations. The procedure provided the Council and the Chalvey community an opportunity to test all three options and also some of the suggestions received from the community.

The programme had been designed to follow on after Thames Valley Water works that were currently going on in Chalvey and in view of the need to be able to respond flexibly to the impact of the experimental measures and to the representations made it was proposed that the Head of Transport be given delegated authority to manage and modify the programme and detail of the experimental measures during the course of the experimental procedure.

Members noted that the final decision on whether to make any permanent change rested with the Cabinet and the Cabinet would be receiving making update reports during the course of the experimental procedures. Members welcomed the proposals and the opportunity they would give to undertake wide and extensive consultation with many interested parties. Members present under rule 30 asked whether any consideration had been given to the antisocial behaviour aspects of the pedestrianisation. It was agreed this would be taken up with the Director of Community and Wellbeing for report back to a future meeting.

**Resolved –**

- (a) To authorise the Head of Transport, after consultation with the Commissioner, to implement a number of Experimental Traffic Regulation Orders under the Road Traffic Regulation Act 1984:
  - i. Full closure of Chalvey Road West;
  - ii. One-way operation of Chalvey Road West eastbound;
  - iii. One-way operation of Chalvey Road West westbound;
  - iv. One-way operation of Ledgers Road northbound;
  - v. One-way operation of Ragstone Road southbound;
  - vi. One-way operation of Chalvey Road East westbound;
  - vii. One-way operation of Martin Road southbound;
  - viii. Parking measures as necessary to compliment the experimental road layouts.
- (b) That the programme of experimental measures be based on the programme outlined in Annex B to the report.
- (c) That the detailed design for the experimental measures be based on the plans shown in Annex C to the report.
- (d) To authorise the Head of Transport, after consultation with the Commissioner, to modify and manage the programme of

## **Cabinet - 18.07.11**

experimental measures, to be able to respond appropriately to both the impact on the Highway network, and any representations made.

- (e) To authorise the Head of Transport, after consultation with the Commissioner, to modify and manage the detail of the experimental measures, including modifications to the experimental orders where appropriate, to be able to respond appropriately to both the impact on the Highway network, and any representations made;
- (f) That the final decision on any permanent measures rests with Cabinet;
- (g) That an update on progress be reported to Cabinet at it's next meeting.

### **34. References from Overview and Scrutiny**

None.

### **35. Executive Forward Plan**

That the Executive Forward Plan be approved.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.45 pm)

**SLOUGH BOROUGH COUNCIL****REPORT TO:** Cabinet **DATE:** 19<sup>th</sup> September 2011**CONTACT OFFICER:** Emma Foy, Acting Head of Finance, Ext 5358  
**(For all enquiries)** Kevin Gordon, Assistant Director Professional Services  
Ext 5213**WARD(S):** All**PORTFOLIO:** All**PART I**  
**NON-KEY DECISION****PERFORMANCE, FINANCE AND PROJECT REPORTING FOR MONITORING**  
**REPORT TO 31<sup>ST</sup> JULY 2011****1. Purpose of report**

- 1.1. The purpose of this report is to inform Overview and Scrutiny of the latest financial, performance and project position as at the end of July 2011.

**2. Recommendations**

The Cabinet is requested to:

- Note the current projected outturn position on the General Fund of an overspend of £32K.
- Note that the Housing Revenue Account (HRA) reported a forecast surplus of £43K
- Note the identified areas of risk and emerging issues
- Note the revisions made to the format of the performance section of the report in line with the consultation carried out with members at the last Overview and Scrutiny committee.
- Note the summary of the councils Council's Gold Projects status as at 31<sup>st</sup> July 2011

**3. Background**

- 3.1. The report contains two sections; Finance and Projects.

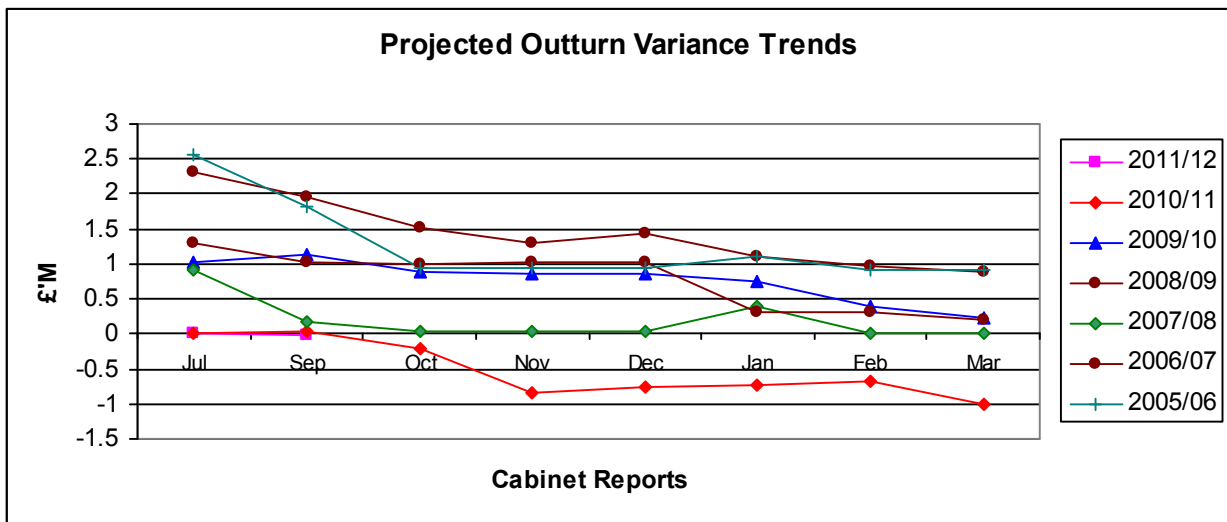
**4. Finance section including Projected Outturn Position as at 31<sup>st</sup> July 2011**

- 4.1. There is currently a forecast overspend for the 2011/11 General Fund at the end of period four of £32K. This is an increase in net expenditure of £32K since the previous month.

- 4.2. For the Housing revenue account there is currently a projected surplus of £43K in addition to the budgeted surplus position of £87k.
- 4.3. The position is summarised in Table 1, on the following page, and detailed in Appendix A.

**Table 1 - Projected as at 31st July 2011**

Directorate	Base Budget	Current Net Budget	Actual YTD	Projected Outturn	Variance Over/(Under) Spend
	A	B	C = B - A		
	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	39.139	40.365	8.721	40.349	(0.016)
Education and Childrens Services	27.789	31.701	4.901	31.701	(0.000)
Customer and Transactional Services	5.206	5.642	26.720	5.857	0.215
Resources and Regeneration	33.724	34.000	9.287	33.769	(0.231)
Chief Executive	0.657	0.834	0.692	0.834	0.000
Corporate	(0.201)	(0.201)	0.010	(0.201)	0.000
<b>Total Cost of Services</b>	<b>106.314</b>	<b>112.341</b>	<b>50.331</b>	<b>112.309</b>	<b>0.032</b>
<b>% of revenue budget over/(under) spent by Services</b>					<b>0.29%</b>
Treasury Management	3.017	3.017	0.000	3.017	0.000
Contingencies, Earmarked Reserves and Trading Accounts	4.233	(1.566)	(2.537)	(1.566)	0.000
Early Intervention Grant	(7.140)	(7.140)	(1.812)	(7.140)	0.000
Council Tax Freeze Grant	(1.187)	(1.187)	(0.239)	(1.187)	0.000
New Homes Bonus Grant	(0.130)	(0.130)	(0.454)	(0.130)	0.000
Local Services Support Grant			(0.102)		
Sub Total	(1.207)	(7.007)	(5.144)	(7.007)	0.000
<b>Total General Fund</b>	<b>105.107</b>	<b>105.334</b>	<b>45.187</b>	<b>105.302</b>	<b>0.032</b>
<b>% of revenue budget over/(under) spent in total</b>					<b>0.30%</b>



## 5. Month on Month Movement in Variances

**5.1. Community and Wellbeing** are reporting an under spend at the 31<sup>st</sup> March of £17K. The Directorate's net controllable budget for 2011/12 is £40.365k. The projected total net expenditure after taking into account all known commitments and the latest projected savings is £40.349m. This results in a saving of £17k and relates to the Free Swimming initiative within the Culture & Skills Division. This is an improvement of £123k over last month's position and is attributed to the improved position within Adult and Social Care caused by averting high cost planned placements.

### 5.2. Education and Children's Services

The directorate's net controllable budget for 2011/12 is **£31.701m**, and the projected total net expenditure is currently **£31.701m**. This includes additional budget and expenditure of £3.528m in respect of schools budget appropriations allocated to schools in respect of headroom. In overall terms, there is gross pressure of £1.87m in respect of Children Looked After. The £1.87m is made up of a £1.2m budget gap identified during the budget build process and further spend pressure £0.670m. The budget gap is being funded through a combination of Corporate Contingency (£600k) and Early Intervention Grant (£540k). The further spend pressure of £0.670m of which £249k has arisen from costs of the improvement plan is being funded by additional contingency to support the Improvement Plan (£249k) and annual net savings of £481k within the Directorate.

**5.3 The Chief Executive's** directorate is forecasting a break even position.

**5.4 Commercial and Transactional services** currently have a further budget pressure of £215K. The total budget pressure is due to annual expenditure costs of running the SAVVIS server contract.

**5.5 Treasury Management** reports a breakeven position.

**5.6 The Housing Revenue Account** HRA balances brought forward have been subject to a pension fund adjustment and now stand at £9.454m which is £294,000 higher than the level assumed in the budget.

Annual forecast has improved in the period with a surplus of £130,000 now projected. This is a £130,000 increase from last month which had break even as the forecast.

Planned maintenance activities have commenced and these will be monitored along side the Decent Homes programme to validate the investment profile which is currently being compiled for the next 30 year business plan.

Self-Financing activities are increasing and new publications from Government confirm a go live date of 1<sup>st</sup> April 2012. In practise this is likely to occur in week commencing 26<sup>th</sup> March 2012 which will assist in compiling the statement of accounts for 2011/12.

Stock numbers and archetype mix have been validated including identification of all properties awaiting demolition or those that are likely to be demolished in the near future (Britwell regeneration). This information is due to be submitted at the end of August as part of the normal Housing Subsidy regime and will be used to rework the settlement payment due to the Department of Communities and Local Government (currently estimated at £127m) when the data has been audited.

Rent schedules have been revised in line with the self-financing projections and are the first component of the business plan which is now in progress in line with the self-financing timetable.

**5.7 Resources and Regeneration:** Overall savings identified to date have increased to £601,000, partially offset by transformation costs of £361,000. All services have an improving direction of travel for variances to budget.

Forecast for the year has improved to £33.769m which is £231,000 under the budget of £34m and a £171,000 improvement from last month.

The Directorate is examining budgets on a continuous basis to identify all opportunities for savings and/or mitigation of known pressures.

Discussions with contractors continued in the period on proposed inflationary increases and a detailed examination of cost bases is planned for August / September 2011.

Transformation activities continue in the directorate with the staff establishment reduced by 8 posts Year to date at a cost of £361,000. These costs are included in the service estimates and are likely to be funded from savings in year.



## **6. Emerging Issues / Risks**

### **Introduction**

- 6.1 It should be noted at this point that the 2011-12 PPRG process is in progress and therefore savings will be identified to be delivered in the current financial year. These savings are not reflected in this report.

### **Directorate Specific**

#### **6.2 Community and Wellbeing:**

- The department has to implement savings to the value of £3.3m in 11/12. The budget management performance of the Department is entirely dependent on the successful delivery of vast majority of these savings. This is therefore the biggest risk to the department.
- The Meals on Wheels Service is likely to face additional pressures due to a penalty fee of £20k for the number of meals falling below a certain threshold and the increase in the unit cost to the council by 90p these factors are likely to create a pressure of about £50k. The service is undergoing a fundamental review and users are to be consulted shortly.

#### **6.3 Education and Children's Services:**

- There are some significant areas of development still in transition across the directorate including the implementation of the Integrated Youth Support Service (IYSS) and the allocation of the Early Intervention Grant (EIG) to various services as it has had to accommodate a significant reduction in the overall level of funding. Detailed work on these is in progress but until finalised an accurate assessment of their financial position cannot be completed.
- In addition to this, work required in response to the recent Ofsted Inspection is being formulated and costed. Furthermore the Directorate's response to the Inspection findings will continue to be scrutinised. The financial impact of most of the additional work has been reflected in this report as described above. The full financial impact of the Improvement Plan is currently being finalised and will be reflected in future reports.
- The directorate are currently working alongside schools in the review of the centrally retained elements of the Dedicated Schools Grant (DSG) which is expected to result in some significant changes in the way some services are shaped and delivered. It is unclear at this stage what impact this may have on services funded by the Local Authority.
- The Slough Schools Education Forum (SSEF), which comprises representative head teachers and governors from across Slough, has strongly endorsed the continuing implementation of the Authority's Inclusion Policy which is around capacity and capability building in schools to support as many pupils as possible within the community of Slough schools and within inclusive placements alongside their mainstream colleagues. SSEF and

Schools Forum are required to approve funding for out of authority placements, and are clear that they will only support and fund placements in provision outside Slough if essential to meet the child or young person's assessed need. Their expectation is that Slough's provision for alternative education meets the needs of most students better and more cost-effectively than external provision. This affects the proposals for the group of five pupils with challenging behaviour who require Slough placements from September.

- The economy remains a key risk for the Directorate particularly the current rate of inflation.
- A number of highways properties that had been leased to Co-op Homes were handed back in December 2009. Redevelopment plans and timescales are being examined by Housing services to determine if short term lets are feasible to offset the current loss of rent to the Authority.
- Timing of savings in Property Services is being evaluated as closure of the Town Hall has been delayed.
- Transformation activities continue across the directorate.
- Asset valuations and timing of planned disposals is being examined to determine the timing effect of creating a LABV in 2012/13. This is particularly relevant to the Town Hall annex which is currently being demolished.
- Corporate discussions regarding the Private Finance Initiative (PFI) utilities claim have now been completed.
- Like all councils, Slough is managing the challenge of delivering services within reducing funding envelopes over the next 3 years. The PPRG process will be looking to deliver corporate and directorate savings in 2012-13 and beyond. Any directorate PPRG target will be in addition to the current budget pressures, including the inbuilt gap (£1.2m).

#### **6.4 Resources and Regeneration:**

All of these risks will be closely monitored and the impact clearly identified and reported as and when it is necessary.

#### **6.5 Chief Executive:**

- No specific risks noted.

#### **6.6 Commercial and Transactional Services:**

- No specific risks noted.

#### **6.7 Housing Revenue Account**

- Additional stock condition surveys have been carried out in July to validate the business plan in respect of the first phase of the Decent homes target, which is due for completion December 2012.

- Overall costs of the capital plan are being examined in conjunction with the appointed surveying company, Savills Limited and results of this exercise will be available in September. This initial exercise will then be expanded to include a 30 year investment analysis as part of the HRA Business Plan.
- A contingency of £1m has been established in the Capital Expenditure Reserve account as part of the 2010/11 closedown for this activity.
- The reduction in rent collection experienced in 2010/11 has continued into the year due mainly to the economic uncertainty. Additional Intervention activities are being applied to stabilise the situation.

## **7 Emerging Opportunities**

### **Directorate Specific**

#### **7.1 Community & Wellbeing**

- The Department has received Health & Social Care Funding of £2.6m over 2 years from the PCT to support joint working between health and social care authorities. The funding is for health system gain. Details of how the initial £1.3m for 11/12 will be spent have been agreed. The implementation of these jointly agreed measures, particularly those aimed at preventing or shortening hospital stays could have a beneficial impact on the department's commitments in the short term.

#### **7.2 Education & Children's Services**

- A review is being undertaken of the Performance and Management team which currently includes a vacant post (Information and Development Co-ordinator) budgeted at £29k which is currently not being backfilled. Once the outcome of the review is known it is possible that there may be some one-off savings within this budget.
- SMT are considering one-off and recurring budget optimisation opportunities in order to address the projected overspend.

#### **7.3 Resources and Regeneration**

- Discussions with neighbouring councils and our contractor Enterprise Ltd are taking place to develop initiatives to help bring down waste management costs.
- Contractual discussions with Enterprise Limited include initiatives to maximise the profit share in the contract whilst maintaining or improving unit costs in all operations.
- All miscellaneous dwellings in the Authority are being examined with a view to let them as temporary accommodation and offset existing risks of rent loss wherever possible.

- Recruitment to replace agency staff is high on the agenda for the directorate and recent appointments particularly in Transportation have been encouraging and savings in employee costs have been forecast accordingly. All service areas are working with HR to achieve recruitment to established posts.

#### **7.4 Commercial and Transactional Services**

- None to be noted.

#### **7.5 Housing Services**

The Department for Communities and Local Government (DCLG) released “*Self – Financing: Planning the Transition*” in July and the main purpose of this document is to

- Provide local authorities with the information they need to prepare for and achieve a successful transition to Self – Financing.
- Provide an update on the wider policy and accounting context within which Self – Financing will operate.

The document clearly lays out the timetable of events also includes a useful summary which could be used to explain the reforms to tenants.

#### **Go live date is confirmed as 1 April 2012**

“*The Housing Revenue Account and Self – Financing Determinations*” includes working drafts of the legal determinations necessary to bring self-financing into effect, the powers for which are in the Localism Bill. DCLG will formally consult on the determinations in November 2011 which comprise of:

- Settlement Payments Determination - the calculation of the self-financing valuation and payments
- Limits on Indebtedness Determination - the limit on the amount of housing debt that each local housing authority can hold under self-financing and the formula by which this will be calculated
- Item 8 Credit and Debit Determinations, Calculation of the sums to be credited or debited to the Housing Revenue Account. This sets the framework for the operation of the Housing revenue Account 'ring-fence' in respect of technical accounting matters.

Restructure of Housing services is nearing completion with recruitment of permanent staff in progress. Full year effects of the savings generated by this project will then be realised and reported in the 2<sup>nd</sup> half of the financial year.

### **8. Capital and Treasury**

- 8.1. The general fund council capital programme is £72.4m for the period 2011/12 to 2016/17. The programmed spend for 2010/11 is currently £37.4m pre any rationalisation of the capital programme. Work is underway to rationalise the capital program which will be reported to the September Cabinet meeting.

- 8.2. The overall programmed spend for the HRA capital programme is £10.9m for 2011/12.
- 8.3. Although inflation has consistently remained above the target rate, due to the economic activity and growth remaining weak, the Bank of England base rate has remained unchanged at 0.50% since 5<sup>th</sup> March 2009. The current 3 month money market rate is averaging around 0.70%. However, it is currently forecast that the treasury management investment income target of £0.79M for 2011-12 will be achieved. Subject to approval of the proposed revised capital programme and realisation of capital receipts and general cash flow forecast movements, it is possible that the investment target may be slightly exceeded. This will be kept under review and reported at a later date.

The Council's deposit with Heritable Bank including the accrued interest to the date of Administration (October 2008) amounted to £2.579M. The latest report from the Administrators indicates a recovery rate of 85%. To-date £1.453M has been repaid by the Administrators. Estimated £400K is expected to be repaid during 2011-12 with further repayments expected in 2012-13 and 2013-14. The Administrators are seeking to extend the Administration period to October 2013 to allow for orderly run off of property finance and residential mortgage loan books.

The key Prudential Indicator included within the approved treasury management strategy is that of "Authorised Borrowing Limit" which under the Local Government Act 2003 must not be breached. The actual long term borrowing outstanding as at 7<sup>th</sup> July 2011 is £66.59M compared to approved limit (excluding PFI and other credit arrangements such as leases) of £78.0M.

Investment deposits outstanding as at 7<sup>th</sup> July 2011 compared to individual counter party limits are set out below. The credit ratings as measured by Fitch Ratings and Moody's Ratings are also summarised below

RATINGS DEFINITIONS	Fitch		Moody's	
	Long Term	Short Term	Long Term	Short Term
Extremely Strong Grade	AAA	F1+	Aaa	P-1
Very Strong Grade	AA+/AA-	F1+	Aa1/Aa3	P-1
Strong Grade but susceptible to adverse conditions	A+/A-	F1+/F2	A1/A3	P-1/P-2
Adequate Grade	BBB+/-	F2/F3	Baa1/3	P-2/P-3
Speculative Grade to Vulnerable and Default	BB+ to D	B to D	NP(Not Prime)	BB+ to D

## DEPOSITS OUTSTANDING AS AT 7th July 2011

Approved Counter Party	Sovereign Risk	Fitch		Moody's		Approved Limit (£M)	Deposit O/Stand £M
		LT	ST	LT	ST		
<b>BANKS</b>							
Australia & New Zealand Banking Group	Australia	AA-	F1+	Aa1	P1	5.00	0.00
<b>Lloyds Banking Group</b>						<b>30.00</b>	
- Bank of Scotland	UK	AA-	F1+	Aa3	P-1	15.00	15.00
- Lloyds Bank	UK	AA-	F1+	Aa3	P-1	15.00	13.70
Barclays Bank	UK	AA-	F1+	Aa3	P-1	25.00	2.00
BNP Paribas	France	AA-	F1+	Aa2	P1	10.00	0.00
Bank of Montreal	Canada	AA	F1+	Aa2	P1	5.00	0.00
Bank of Nova Scotia	Canada	AA-	F1+	Aa2	P1	5.00	0.00
Canadian Imperial Bank	Canada	AA-	F1+	Aa2	P1	5.00	0.00
Commonwealth Bank of Australia	Australia	AA	F1+	Aa1	P1	5.00	0.00
Co-op Bank	UK	A-	F2	A2	P-1	15.00	14.00
Heritable Bank						1.05	1.05
Credit Suisse	Switzerland	AA-	F1+	Aa1	P1	10.00	0.00
Deutsche Bank AG	Germany	AA-	F1+	Aa3	P1	10.00	0.00
European Bank for Reconstruction	Europe	AAA	F1+			10.00	0.00
HSBC	UK	AA	F1+	Aa2	P1	25.00	0.00
RABO Bank	Netherland	AA+	F1+	Aaa	P1	10.00	0.00
Royal Bank of Canada	Canada	AA	F1+	Aa1	P1	5.00	0.00
Royal Bank of Scotland	UK	AA-	F1+	Aa3	P1	25.00	25.00
Santander UK PLC	UK	AA	F1+	Aa2	P1	15.00	9.00
Societe General	France	A+	F1+	Aa2	P1	10.00	0.00
Svenska Handelsbanken	SWE - AAA	AA-	F1+	Aa2	P-1	10.00	0.00
Westpac Banking Group	Australia	AA	F1+	Aa1	P1	5.00	0.00
UK Debt Mangt Office							0.00
<b>Sub Total</b>							<b>79.75</b>
<b>Building Societies</b>							
Nationwide Group	UK	AA-	F1+	Aa3	P-1	20.00	9.60
Coventry BS	UK	A	F1	A3	P-2	2.70	2.70
<b>Sub Total</b>							<b>12.30</b>
<b>Total Deposits</b>							<b>92.05</b>

In addition to above deposit limits, the Council may invest £10M in Gilts.  
Deposits in UK based foreign banks limited to 30% of total Deposits.

The Council's treasury management activity for the period 1<sup>st</sup> April to 7<sup>th</sup> July 2011 has been carried out within the limits and parameters set in the agreed treasury management policy statement.

## 9. Staffing Budgets

Overview and Scrutiny will be aware that as part of the exercise to implement Job Evaluation and Harmonisation all staffing budgets were re-calculated from a zero base. This approach eliminated the existing staff turnover targets and provided directorate budgets with 99% of the total cost requirement under their control. This comprised 98% which was allocated directly to service budgets and 1% held by each director to manage any staffing pressures and changes as they arose. The remaining 1% is held centrally within contingency balances.

## 10. Finance Summary

- 10.1 The position as at the end of June 2011 leaves an overall headline overspend position of £32K against the General Fund revenue account.
- 10.2 The general fund capital programme is £72.4m for the period 2011/12 to 2016/17. The programmed spend for 2010/11 is currently £37.4m pre any rationalisation of the capital programme.

## 11. Project Gold Project Update & Summary

The summary below provides CMT with an update on the Council's Gold Projects as at 31<sup>st</sup> July 2011. Individual project progress reports have been made by Project leads, with endorsement from the appropriate Assistant Director and / or Director.

### Monthly Period Summary

- This report covers ten Gold Projects in total of which highlight reports have been received for all as at 31<sup>st</sup> July 2011.
- One new project is included on this list for the *first time* this month: 'Safeguarding Improvement Plan'. This is in response to the recent Ofsted inspection of safeguarding and looked after children services.
- Of the ten active gold projects, seven have been assessed to have an overall Green status (although four of these have an Amber level for 'Issues and Risks'); two projects have an overall Amber status; but NONE have an overall RED status. The new project, Safeguarding Improvement Plan, has currently not been allocated a RAG status.

Project name	Overall status	Page
Adult Social Care Transformation Programme	AMBER	2
Britwell & Haymill Regeneration	GREEN	3
Business Continuity	GREEN	4
Chalvey Community Hub Regeneration	GREEN	5
Customer Focus	AMBER	5
Planning for the Future:		
(a) Accommodation Project	GREEN	10
(b) Income and Debt Management	GREEN	
(c) Staff engagement and Communications	GREEN	
(d) Outplacement Support	GREEN	
Safeguarding Improvement Plan	n/a	11
School Places in Slough	GREEN	11
Transactional Services	AMBER	13
2011 Census	GREEN	16

<b>Adult Social Care Transformation Programme</b> <b>ALL WARDS</b>	<b>PROJECT MANAGER</b>			Kamal Lallian Mike Bibby	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date Updated</b>
Current period	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	05/08/11
Previous month	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	08/07/11

**Key Points:**

This update is the first report for Phase 2 of the Personalisation Programme which started on 1st July 2011.

Phase 1 developed the organisational structure, the financial model, policies, procedures and workforce development to enable self-directed support to be implemented across all care.

Phase 2 of the Programme, “Delivering Personalised Services” is being developed to embed self-directed support by reshaping and developing the market to deliver personalised service options and embed person centred approaches within workforce practice.

Detailed project plans are being developed for the Programme. Governance arrangements are in place through the new Executive Board and Adult Social Care Commissioning Board. The Executive Board began to meet in July and monthly meetings have been put in place.

Tender processes are underway for Domiciliary Care, Carers Support and Respite Services and Information Advice and Advocacy Services. We have also written to all service users to give prior notification of the implementation of the New Fairer Contributions Policy from 1<sup>st</sup> September 2011.

Phase 2 will comprise of a number of projects. Each project will include core themes comprising the golden thread within the programme:

- T1 Safeguarding and quality
- T2 Developing the market
- T3 Workforce strategy
- T4 Remodelling/recommissioning
- T5 Partnerships
- T6 Choice/personalised services
- T7 Resources
- T8 Prevention
- T9 Communication and engagement

Some key areas to be addressed in Phase 2 include:

- **Delivering the Learning Disabilities Change Programme**  
Reshaping the market in Slough, in partnership with commissioners and providers to provide more locally based residential, supported living, day, and learning and employment opportunities for people with learning



disabilities. Delivering significant PPRG savings targets for learning disability budgets.

- **Mental Health Services**

Developing the market and recommissioning mental health day services provision to provide greater choice and opportunities and providing new and different models for supporting living. Implementing self-directed support for MH service users within the Berkshire Health Care Trust 'Next Generation Care' new operating model.

- **Older Peoples**

Recommissioning community based services to improve quality of life, including day services, lunch clubs and domiciliary care to provide increased opportunities for people to use personal budgets creatively and innovatively to meet their assessed care needs. Review and recommissioning of a new model for providing residential and nursing care.

Other work streams in Phase 2 include:

- Embedding a personalised approach through developing staff in statutory, independent and third sector with the skills, knowledge and attitude to deliver person centred services.
- Recommissioning of carers support and respite services.
- Delivering improved access to information, advice and advocacy services ('IAAS') through an online guide to adult social care services (corporate project) and commissioning a new IAAS across all client groups.
- Delivering necessary upgrade to the IAS case file management computer system.
- Review of new operating model and LINKs personal budget users' survey.

Actions and [milestones will be reported next month when the project plans have been developed.](#)

	Britwell & Haymill Regeneration OF PARTICULAR INTEREST TO BRITWELL & HAYMILL			PROJECT MANAGER	John Rice (Resources & Environment)
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	01/08/11
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	05/07/11

**Key Points:**

**A further update was made to Cabinet on the 18th July 2011 when the following recommendations were agreed:**

- Note the progress reported at Appendix B.
- As the sites become vacant, to agree to proceed with the demolition of:
  1. The Jolly Londoner Public House, Wentworth Avenue;
  2. Newbeech House, Long Readings Lane;
  3. The Library and car sales site, Wentworth Avenue;
  4. Phase 1 Marunden Green: numbers 1 to 15 (and garages to the rear of these), 14 to 18, 41 to 51 (See the Plan in Appendix C);
  5. Phase 2 Marunden Green: Numbers 2 to 12, 20 to 36, 38 to 42.
- Agree that a further update report be made to the Cabinet meeting on 19<sup>th</sup> Sept 2011.

Appendix B provided a full update, but in overview, the planning application has now been submitted for the Britwell Community Hub and for the Jolly Londoner site. By mid August planning applications will have been made for the 2 remaining “satellite housing development sites. The Tender has been placed with 4 contractors for the broader regeneration of the Britwell area with responses due in early September 2011.

Demolition work has been commissioned for the Jolly Londoner site together with the site hoardings. Tenders are due for return on 05/08/11 for the demolition of the Marunden Green Properties and the Newbeech site.

The pre-tender development work for the Britwell Community Hub is progressing to schedule and with the full involvement of the Client in Community & Wellbeing. With the progress to date, it is reasonable to anticipate the finalisation of the contract will be completed on schedule by early September 2011. Site preparation works have already commenced on site and the hoardings extended to protect the whole site have been commissioned.

<b>Business Continuity</b> <b>ALL WARDS</b>			<b>PROJECT MANAGER</b>	Roger Parkin	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date Updated</b>
Current period	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	02/08/11
Previous month	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	08/07/11

**Key Points:**

Following the recent proposed Audit of our Business Continuity Arrangements, this project has been classified as a STATUS GOLD project at the request of CMT.

**Key activities completed:**

- A Project Initiation Document ('PID') has been created to initiate this project. The PID was signed off by the group.
- A CMT lead (Roger Parkin) has been appointed.
- A Corporate Business Continuity Working Group has been established. Representatives from all Directorates. First meeting held 12.7.11.
- Terms of Reference have been produced and agreed by Working Group. Additional support identified as required from HR and Facilities.
- Audit Recommendations have been reviewed and action plan developed.
- Met with Auditors to discuss timelines and proposed actions.
- Reviewed KPMG Business Continuity proposal.

**Work to be completed in the next period:**

- Working Group members to report back on Directorate BC requirements.
- Agree Action Plan and identify achievable timescales.
- Collate and review current Business Continuity arrangements and Business Impact Analysis Data.
- Risk analysis and Risk Register to be updated.

<b>Chalvey Community Hub Regeneration</b> <b>OF PARTICULAR INTEREST TO CHALVEY</b>	<b>PROJECT MANAGER</b>			Andrew Stevens (Culture & Skills) Mike Coles (Property Services): Phase 1 development
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>

	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date Updated</b>
Current period	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	04/08/11
Previous month	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	08/07/11

**Key Points:**

- The project is on time and within budget. Risks have been reduced as far as possible and are being monitored so overall project status remains as Green.
- Work has started on planning next steps, within the available capital resources, subject to wider decisions about the capital programme and potential LABV.
- There are some outstanding issues which are being addressed:
  - It is planned that signage to the centre from the main road will be in place for September launch. Temporary signage is in place.
  - Snagging schedule being worked through.
- Tours of the centre progressing and new bookings being received.
- A number of activities have started and the library and café are open. Full programme from September.
- Opening event held on the 27<sup>th</sup> July.
- A full public opening will take place on the 3<sup>rd</sup> September with community “street party” and events.

**RECOMMENDATIONS:** None

<b>Customer Focus</b> (formerly Duty Desks) <b>ALL WARDS</b>	<b>PROJECT MANAGER</b>			Judith Davids / Vijay McGuire
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>
Current period	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>
Previous month	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>
				<b>Date Updated</b>
				04/08/11
				08/07/11

### **Key Points**

#### **1. Project Management Update:**

- Project team meetings continue to be held fortnightly to ensure effective communication and delivery of specified outputs.
- Risk and Issues logs are monitored and updated at each meeting.
- Monthly highlight reports are submitted to CMT to provide a detailed summary of progress of the Customer Services Programme.
- Programme Office has now been set up at Landmark Place.
- Management re-structuring has now been completed with clear splits now in place for operational and development responsibilities.
- 9 appointments have been made to CSA staff vacancies within Landmark Place.

#### **2. Priority Directorate Updates:**

##### Adult Social Care ('ASC')

- The ASC service hub is fully operational; however they are still receiving ASC & Children's calls through the queue.
- This will be reviewed as part of the overall numbering and routing strategy for the Customer Service Centre.
- Both Landmark Place and ASC managers are working together to resolve outstanding operational issues on a daily basis. Management from both sides are meeting with the CSA's on the 11<sup>th</sup> of August to address any staff issues.
- There is a need to now re-align working hours in agreement with the ASC Management team to ensure that the hub is fully operational during the opening hours of the customer service centre.
- FAQ's have been partially reviewed and updated by the ASC admin team; these have been uploaded onto Siebel.

##### Education and Children's Services

###### Schools admissions:

- Excellent feedback has been received from customers and the schools admission team on the level and standard of service provided by the customer service centre.
- Further discussions are now underway for the customer service centre to support the drop in sessions for 2 days per week during March and April of 2012.
- To resource this support the schools admissions team will fund a part time post within Landmark Place.
- It has been agreed to formalise the arrangement by introducing a joint

Service level agreement between Landmark Place and the schools admissions team which will address the standards and service requirements.

#### Housing Benefits

- Training has now been completed on the foundation block of Housing Benefits including knowledge, legislation and how decisions are taken.
- Cut off points for service provision for the Housing Benefits Service Hub have now been verbally agreed and will be formalised with the development of a service level agreement.

#### Council-Tax

- Council Tax service hub has gone live as of 18<sup>th</sup> July.
- Training on Council Tax will take place during September.
- 7 CSA staff have now been designated to the Council Tax service hub.
- Further discussions are now taking place to discuss and agree the arrangements of duty officers and to integrate the arrangements between the service hub and the back office service based at Airways House.

#### HOUSING

- The Housing service hub has effectively now gone live from 25<sup>th</sup> July.
- Training on CAPITA housing system for all appointed CSA staff has been completed.

### **3. Accommodation**

- First floor of the Centre is currently being refurbished and once this is complete the remaining housing team within Landmark place will move across.
- Building Control will move out of Landmark Place potentially at the end of August once building works have been completed at Airways House.
- It is envisaged that once these moves have taken place the Landmark Place management team will have the opportunity to review the existing space available with a view to programming possible moves for Phase 2 service hubs.
- Investigative work is now underway to consider providing a children's area within the service centre. Discussions with the Head of Facilities include reviewing options to reduce the current computer access area from 8 to 4 terminals as the area is currently underutilised. Options are also being explored with facilities to look into the possibility of creating a secure meeting room at the front of house as well.

### **4. Communication**

- Progress against the Communication action plan will be included as part of the CMT reporting arrangements.
- The Programme group have identified the need to increase the level of dialogue between service areas on the Customer Focus Programme (Lessons learnt from Phase 1) to ensure there is a clear understanding and 'buy in' from directorates.

**ALL WARDS**

- The introduction of a Hub User Group will also help to facilitate this by introducing a vehicle for 2-way dialogue between the directorates and the customer service centre.

**5. Single Service Directory**

- Project team have reviewed the prototype on the 15<sup>th</sup> July and the functionality is 80% in place.
- A training day was held on the 4<sup>th</sup> August for the project team.
- Further 1:1 sessions will now take place with Adult Social Care subject matter experts.
- Key actions for the next month will be for subject matter experts to quality assure data and test the system.
- Project team is working with open objects to define workflows for support and administration of the system.
- 'Go live' is planned for end of September.

**6. Tell Us Once**

- Currently waiting an announcement on the national position for future implementation dates from the Department for Work and Pensions.
- The current 'go live' date of July 22<sup>nd</sup> has been pushed back to September due to national delays on the IT solution, however Slough has expressed an interest to be included as part of the first tranche of 'go live' authorities. This however, will be subject to one of the existing 1<sup>st</sup> tranche authorities pulling out.
- The Project group have available a list of existing system administrators. The intention will be to work with this group of officers to act as the main liaison within directorates to handle *Tell Us Once* notifications and take lead responsibility to update relevant systems / databases.
- A new EAS kit has now been delivered and IT will install this to enable registration and enrolment of users to take place.
- The group will now consider and map out a communications strategy which will be targeted at both internal customers and external customers.

**7. Review of [www.slough.gov.uk](http://www.slough.gov.uk) website**

- The upgrade to Red Dot Version 10 was successfully achieved.
- The Web Group need to understand the ongoing support and maintenance costs involved for Red Dot.
- A method to ascertain all pages within the web site that have not been reviewed has now been identified and further discussions at the next web meeting will take place to agree deadlines for pages to be updated by service authors.
- Further exploration work is underway to look at new transactional capability and Housing will act as the pilot for this.

**8. CRM Demand Pilot project**

- Aspects of the design are being worked through with the business representatives.
- The Design Options phase is now complete. Design options were

discussed at the project board meeting on 13 July and the summary report issued recorded the decisions from the meeting.

- The environment is live and configuration has begun.
- The Analytics Pilot work package has been agreed and work has started.
- Data conversion analysis has begun.
- The Data Conversion for Test work package has been put forward for approval.

#### **9. My Council IT Systems Review**

- The review of My Council IT Systems was undertaken by KPMG and was completed in July. A copy of the Executive Summary has been included as part of August's CMT report.

#### **10. Phase 2 Progress**

- A series of dialogue meetings have taken place with management teams and key stakeholders to raise the profile of the programme and to discuss and explore ways in which the Customer Service Centre can support the front line delivery of their services. Details of this have been included within August's CMT report.

#### **Key Risks to the Project :**

The project remains on an **AMBER** status due to the following:

- At a time of initiative overload, it is proving difficult to identify appropriate Customer Focus "champions" and/or Service Information representatives from each service area.

Identify areas where other resource can complete the bulk of the work and restrict use of service staff to where absolutely necessary.

Ensure that any tasks where service specific knowledge is required are clearly defined and planned in advance so that unnecessary time is not taken.

- Concern that the transfer of new services into Landmark Place will cause pressure and create longer wait and queue times.

Review and streamline existing My Council processes to ensure that the operation is running in an efficient and effective manner.

Review and fill existing adviser vacancies.

Track and eliminate repeat calls by addressing the cause of failure with the relevant service areas.

- There is a lack of robust and tested Business Continuity and Disaster Recovery plans at Landmark Place.



Review KPMG recommendations.

Migrate My Council telephony to VOIP (NB: there is a dependency on a Syntellect upgrade or replacement to enable).

Remove all servers from Landmark Place to be hosted with other corporate servers at Savvis.

Ensure My Council systems are included in the corporate Disaster Recovery and Business Continuity plans.

- The IT Department do not currently have the skills/capacity to support the IT systems in use at Landmark Place.

Create an IT technician post to create the capacity to pick up the day-to-day support of these systems.

Develop a hand-over plan that migrates all My Council IT contracts, licences and systems to the care of corporate IT.

- A lack of robust and consistent management information is preventing accurate capacity planning, forecasting, and the scheduling of resources to address fluctuations in call demands.

Review KPMG recommendations for system integration/replacement.

Create a dedicated Capacity Planning/Scheduling post to fulfil this function on an ongoing basis.

### **Key Tasks in the next period:-**

- Development of robust service level agreements with service hubs Phase 1.
- Set up of a customer programme board with senior representatives from each directorate as per CMT direction.
- Implement necessary actions towards a *Tell Us Once* live date for September 2011.
- Review and adoption of the recommendations as identified through KPMG report of My Council IT systems.
- Finalising findings from investigative research with other local authorities on opening times and call numbering strategy to help inform phase 2 of the programme.
- Review of capacity within Landmark Place once both housing and building control have decanted.
- Subject to CMT approval start planning the Phase 1 "Transition".

Planning for the Future <b>ALL WARDS</b>	PROJECT MANAGER			CMT	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	n/a	n/a	n/a	<b>GREEN</b>	02/08/11
Previous month	n/a	n/a	n/a	<b>GREEN</b>	13/07/11

**Key Points:**

**This project has four distinct components, detailed in turn below:**

Accommodation Project – Roger Parkin

- Final plans being developed for relocation of remainder of Staff (including Mayor’s Parlour) still based at Town Hall for December 2011.
- No major move activity planned for August.
- Storage review has commenced – with different options assessed.
- Finance Teams relocated to St Martins Place/Airways House.
- Review of accommodation and team needs at Airways House.
- Review of meeting room usage will be carried out.
- This aspect of the overall project is rated **GREEN**.

Income and Debt Management (incorporating Revenue Income Optimisation) – Julie Evans

- We are now in the implementation phase of the improvements to income and debtors procedures.
- We have recruited an interim Project office to role out the new policy and procedures improving collection rates.
- Oracle Direct Debits is in the process of being implemented.
- The aspect of the project overall is rated **GREEN**.

Staff engagement and communications

- A series of meetings were held in July with staff in all of the main buildings, when the Chief Executive and Leader of the Council provided Q&A sessions about future plans.
- This aspect is rated **GREEN**.

Outplacement support

- [Twelve staff have now requested 1:1 support from the IAG team via outplacement support, however, some staff have chosen to contact the IAG Team directly.](#)
- [Sixteen staff attended a retirement seminar on 28th February with 21 signed up to the external e-learning module.](#)
- [Thirteen staff have now applied for the £500 additional support fund.](#)
- This aspect is rated **GREEN**.

Safeguarding Improvement Plan ALL WARDS			PROJECT MANAGER	Keren Bailey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date Updated
Current period	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	08/08/11
Previous month	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	

**Key Points:**

- The Slough Safeguarding Improvement Board has been set up to oversee, scrutinise and challenge Slough’s Safeguarding and Looked After Children post inspection action plan. The Board will provide challenge and scrutiny to ensure full compliance with the Ofsted recommendations outlined in the Safeguarding and Looked After Children announced inspection report published in June 2011; and to ensure actions listed in the improvement notice issued by the DfE in July 2011 are carried out. The sector led support programme will review the Local Safeguarding Children’s Board (LSCB) role and partner input and make recommendations in 2 phases to the Improvement Board. The LSCB Chair has resigned and work is in place to recruit a new chair.
- The Improvement Plan will be the Board’s core document. The Chair has to send her first progress report to the Minister by the start of October which will include progress that has been made on the shorter term recommendations made by Ofsted and the Improvement Plan. The Chair will then make six-monthly progress reports to the Minister.
- The Improvement Board met for the first time on the 20<sup>th</sup> July 2011 – chaired by an external, independent chair and attended by the Department of Education, representatives from Thames Valley Police and from Berkshire Health Cluster, as well as the council.
- The Board received a report on all the work that has been carried out since the inspectors were here in April. This focused on addressing the immediate actions needed to ensure that all children are safe. All immediate actions required by Ofsted have been initiated and now form part of our ongoing improvement work. They will be incorporated in the final improvement plan.
- The Board has commissioned a series of reports to gain an oversight of the main issues being faced in Slough.
- The Improvement Plan is currently being developed. Workshops will be held shortly with a range of staff and partners to ensure the final plan is robust and focused on those activities that will make the biggest improvement.
- The project is currently being initiated and planned in detail. A project team and governance arrangements are currently being established. Project status will clear once the Project Initiation Documents are complete.
- Work is underway to assess the capability and capacity of the social care workforce through the social care Healthcheck.

**RECOMMENDATIONS:**

- There are none at this stage.

<b>School Places in Slough</b> <b>ALL WARDS</b>		<b>PROJECT MANAGER</b>	Robin Crofts (ECS)		
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date Updated</b>
Current period	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	05/08/11
Previous month	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	11/07/11

### Key Points:

### Primary Places

- Projects to add additional modular accommodation at Castleview, Lynch Hill, Ryvers and Godolphin Infant for September 2011 are all progressing as planned.
- Construction projects at Western House (£3m), Parlaunt Park (£4m) and Wexham Court (£4m) are all progressing as planned.
- Planning application for Penn Wood has been submitted and programme agreed, Modulars to be in place for January 2012.
- Town Hall stage 1 tender process underway.

### Impact of Primary Expansion Projects.

The table below shows the growth in demand compared to the number of places made available as a result of the primary expansion programme since 2007.

	<b>Demand for Reception</b>	<b>Availability of Reception Classes</b>	<b>Bulge classes</b>
	Number of Reception classes (headcount)		
<b>May-07</b>	52 (1545)	54 (1617)	
<b>May-08</b>	55 (1656)	56 (1677)	
<b>May-09</b>	56 (1669)	56 (1677)	
<b>May-10</b>	61 (1833)	59 (1767)	2 (60)
<b>May-11</b>	65 (1953)	65 (1947)	2 (60)
<b>Sep-11</b>		72 (2157)	

The table below shows the impact of the expansion in terms of creating surplus places and on the uptake by out of borough pupils over time in Reception classes:

<b>Year</b>	<b>Effect on Reception places</b>	
	<b>Surplus Places (Apr)</b>	<b>Out of borough pupils (Jan)</b>
2006-7	72	57
2007-8	21	56
2008-9	8	62
2009-10	6	51
2010-11	54	57

### **Secondary Places**

- All Slough pupils applying for a place in year 7 have been offered a school place.
- A report to Commissioners and Directors summarised the issues around secondary school place planning.

### **Special Places**

- Continuing to explore the options for expanding places at Haybrook College.
- Design stage underway for small extension at Littledown School.

### **The current identified risks are:**

- Grant funding is at risk of claw back if not spent by August 2011: to mitigate this risk we will implement the Action Plan and avoid delays with procurement; and bring forward future capital schemes where possible.
- Unexpected increase in the number of new arrivals requiring school places during 2011-12 school year: closely monitor demand across year groups and take action as required. Discussion being held with 3 further primary schools to plan future expansion projects.
- Langley Free School opening potentially delayed due to construction issues: No risk mitigation measures.
- Shortfall of secondary special school places for 2011-12: To explore expansion into Haymill building or pupils will be placed out of borough.

### **Overall Comment**

The demand for school places and the supply of school places is extremely fluid and depends on a number of factors. These include the number of applications received, which varies on a weekly basis, and the number of places vacated as families move their children. It is complicated by movements of pupils in and out of Slough and changes in parental preference for specific schools. There are also underlying trends linked to birth rates and inward migration. The process of placing children is ongoing and the objective is to maintain a small surplus of places so that supply just exceeds demand. Close monitoring of all the above factors should allow this.

<b>Transactional Services Project</b> <b>ALL WARDS</b>	<b>PROJECT MANAGER</b>			Phil Hamberger	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date Updated</b>
Current period	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	03/08/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	08/07/11

**Key Points:**

**Project Management Update:**

- All key project management documentation is regularly reviewed and updated on a fortnightly basis to reflect progress against the procurement timetable.
- Monthly reports presented to CMT providing detail of progress and allowing opportunities to engage and discuss key stages of the procurement progress.
- A progress review was held with Alastair Rankin of the Audit Commission was held on 1<sup>st</sup> August. He was satisfied with the progress and governance of the project.

**Project Progress**

- Procurement timetable remains on target for award in October 2011.
- Further milestones have been accommodated within the timetable at the request of suppliers and with the agreement of the programme group. This includes incorporating dedicated time for the bidders to undertake due diligence. Time for detailed clarification questions has been allowed for at each stage. This will continue to ensure that the procurement process remains fair and transparent.
- Positive feedback has been received from Unions on level the of staff and Union engagement with the process. This becomes even more critical as we move towards contract award.

**Stage 1 PPQ**

Completed to target.

**Stage 2 Invitation to submit an outline solution**

Completed to target.

**Stage 3: Invitation to engage in competitive dialogue (ISOS)**

Completed to target.

**Stage 4 : Invitation to submit a detailed solution (ISDS)**

**Clarification questions**

- All supplier clarification questions were responded to as per timetable and issued on 6<sup>th</sup> July.

**ISDS return**

- ISDS Submissions were received on 13<sup>th</sup> July.
- 5 Tenders submitted.

- Member opening of all tender documentation took place on the 14<sup>th</sup> July.

#### Site Visits

- A total of 5 site visits completed between 11<sup>th</sup> July and 19<sup>th</sup> July.
- Each site visit included member and union representatives.
- Average staff attendance for each visit was 15.
- Each Service Area was represented with a minimum of 2 staff.
- All delegates were encouraged to complete questionnaires and the feedback from these will help to inform the first stage of competitive dialogue which will take place on 19<sup>th</sup> August.
- Feedback from staff following the site visits has been very positive.

#### ISDS Evaluation

- ISDS evaluation commenced on 14<sup>th</sup> July.
- Evaluation Panel includes Heads of Service and a core evaluation panel consisting Of HR, Finance, Housing (User rep), Project Sponsor, Project Manager, AD Commissioning and Procurement, Head of IT, Legal services and Corporate Finance.
- Briefings have taken place with Heads of Service and the Core Evaluation Group on the process and key evaluation criteria of the ISDS.
- As the Evaluation has continued there has been a general consensus that further clarification is required on their ISDS submission to complete the evaluation process.
- Clarification questions relating to the suppliers quality submission was released on 26<sup>th</sup> July.
- Financial clarification questions along with headline budget and TUPE information was released on August 3<sup>rd</sup> to enable the panel to make an informed decision on suppliers to be shortlisted for ISFT Stage.
- Both Quality and Financial information is due to be returned on Wednesday 10<sup>th</sup> August with a view to finally completing the evaluation and confirming the shortlist on 15<sup>th</sup> August.

#### Competitive dialogue meetings Stage 1

- Due to the extended evaluation of the ISDS and following feedback from suppliers, the competitive dialogue process will now take place in two stages.
- The first stage will take place 19<sup>th</sup> August for a period of 4 days.
- This will allow the two shortlisted suppliers the opportunity to dialogue with the Evaluation Panel and Heads of Service for two full days.
- The first stage of Competitive dialogue will close on August 24<sup>th</sup>.

#### Due Diligence

- At the express request of the suppliers, a period of 6 days of due diligence have now been built into the timetable.
- This will effectively allow each supplier three full days on site to view information and meet with service heads to help inform their ISFT Submission.

- Due Diligence will take place between 25<sup>th</sup> August – 2<sup>nd</sup> September.

Competitive dialogue meetings Stage 2

- Stage 2 of Competitive Dialogue will take place 5<sup>th</sup> September – 8<sup>th</sup> September.
- This stage will help to inform the ISFT Specification.

**Key Risks to the Project :**

- Staff disruption and concern about TUPE transfer process.

This risk becomes increasingly critical as we move towards the final stages of the procurement process. The Programme Group continue to ensure that there is effective 2 way dialogue with staff with the full co-operation and support of unions and HR. This remains a priority to reduce the uncertainty that staff feel. Regular staff briefings and engagement within the procurement process will also help to reduce this risk.

- Desired levels of service are not achieved.

Clear specification and service credits have been applied within the ISDS contract specification to deal with poor performance. This has been embedded within the key criteria for evaluation. This will become more critical as we move towards the completion of the ISFT specification and proceed with contract negotiations at Competitive Dialogue stage.

- Engaging with a private sector partner for the provision of customer services inherent with risk.

Legal Services are fully engaged with the procurement process to protect the council's interests.

- Project fails to meet the timescales.

Rigorous project management methodology is adhered to; service experts are fully engaged which allows various milestones to be achieved to target. The project has in place a high level project plan which continues to be monitored and reported to CMT monthly. The timetable continues to offer leverage and flexibility without compromising the project to ensure that each stage is completed with full engagement with all key stakeholders and provides the necessary processes to make an informed choice which will benefit the council.

- Unsuccessful procurement of a partner.

The Council will continue to adopt a flexible and creative approach to secure a suitable partner. Process to date suggests that there are potentially 5 suppliers who are currently engaged with the procurement. This will shortly be reduced to 2 suppliers following the successful completion of the ISDS Evaluation.

**Key actions for Next Period**

- Complete ISDS Evaluation.



<b>Transactional Services Project</b> <b>ALL WARDS</b>	<b>PROJECT MANAGE R</b>	Phil Hamberger
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- Notify Suppliers of short list.
- Prepare questions for Competitive Dialogue Stage 1 and 2 with shortlisted suppliers.
- Prepare for on site due diligence.
- Ensure that retained organisations are fully engaged with the development of the ISFT.
- Complete ISFT Specification.

<b>2011 Census</b> <b>ALL WARDS</b>	<b>PROJECT MANAGE R</b>	Tracy Luck (CE)
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	Timeline	Budget	Issues & Risks	OVERAL L STATUS	Date Update d
Current period	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	05/08/11
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	05/07/11

**Key Positive Points:**

- The substantive delivery phase of the project is now complete. Early indications are of a successfully elevated response rate across the Borough.

**Ongoing issues:**

- The Qualitative element of this project has been completed.
- Final stage of Census delivery consists solely of the submission of additional Quality Assurance evidence by 30 August 2011. This report is being coordinated by the Performance Manager.
- Subsequent to this, the project will be considered closed, and activity will move to an engagement with ONS on an ongoing basis.

## 6. Performance monitoring update

Appended to this report is the first iteration of a new format Balanced Scorecard for the whole council as well as one example of a Directorate specific scorecard. Further work remains to be conducted on specifying the exact content of these scorecards in terms of the measures to be included, which is being undertaken in parallel with the emerging refreshed priorities for the Sustainable Community Strategy.

Note that it has not been possible to provide the specified 'Key Finance Measures' for this iteration.

The same format of scorecard is being developed for each of the five council Directorates (including the Chief Executive's department), again with specified content to be fully agreed with Directorate management. It is intended that this

scorecard provide a simple overview of a variety of 'performance' related matters, to add value to (rather than replace) individual more detailed specialist matter reports such as the quarterly HR reports. The Directorate scorecards and the Council-wide scorecard are also intended to provide a robust overview of the complexity of the underlying business functions, so content will genuinely become more 'balanced' with subsequent development and evolution.



## Summary Variance Analysis

Directorate:	Community and Wellbeing	Period 4	July 2011
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## Divisional Summary

Service Area	Total Variance £'000	Explanation																																								
		<b>This month: +£33k</b> – Movement of -£121k this month due to the averting of the planned placement of a Learning Disability client (£130k); there was also 2 significant income gains totalling £119k one from a self funding client and the other a back payment relating to the last financial year. These are offset by a variety of budget pressures elsewhere (£126k) notably 3 additional EMH clients with a part year cost of £70k (full year £90k).																																								
		<table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Safeguarding and Governance</td> <td>216</td> <td>213</td> <td>-2</td> <td>3</td> </tr> <tr> <td>ASC Management &amp; Business Support Administration</td> <td>594</td> <td>599</td> <td>5</td> <td>0</td> </tr> <tr> <td>Access &amp; Long Term I &amp; S</td> <td>2,421</td> <td>2,278</td> <td>-143</td> <td>27</td> </tr> <tr> <td>Re-ablement &amp; Directly Provided Services</td> <td>4,417</td> <td>4,267</td> <td>-150</td> <td>-164</td> </tr> <tr> <td>Mental Health</td> <td>3,796</td> <td>3,838</td> <td>43</td> <td>51</td> </tr> <tr> <td>Commissioning Budgets</td> <td>15,788</td> <td>16,069</td> <td>280</td> <td>-38</td> </tr> <tr> <td><b>Total</b></td> <td><b>27,231</b></td> <td><b>27,263</b></td> <td><b>33</b></td> <td><b>-121</b></td> </tr> </tbody> </table>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Safeguarding and Governance	216	213	-2	3	ASC Management & Business Support Administration	594	599	5	0	Access & Long Term I & S	2,421	2,278	-143	27	Re-ablement & Directly Provided Services	4,417	4,267	-150	-164	Mental Health	3,796	3,838	43	51	Commissioning Budgets	15,788	16,069	280	-38	<b>Total</b>	<b>27,231</b>	<b>27,263</b>	<b>33</b>	<b>-121</b>
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<b>Community Services and Adult Social Care</b>	<b>33</b>																																									

**Previous Variance: +£153k** – Significant slippage on savings fully offset by alternative savings or the use of one off resources. However, there is still a shortfall on full year permanent savings.

**This month: -£75k** – No change from last month.

Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000
Lifelong Learning	422	422	0	0
Library Service	2,180	2,180	0	0
Creative Arts	1,083	1,008	-75	0
Employment & Enterprise	247	247	0	0
Management	195	195	0	0
Community Services	415	415	0	0
<b>Total</b>	<b>4,543</b>	<b>4,468</b>	<b>-75</b>	<b>0</b>

**Previous Variance: -£75k** – There is an expected underspend relating to a rolled over budget for Free Swimming which is now being met from within the SCL contract.

**New This month: -£2k** – Additional pressure due to revision in the expected savings on Supporting People (£22k), this is offset by further uncommitted funds in the Transformation Grant programme and additional savings Voluntary Organisations budgets (£24k).

		<b>Service Area</b>	<b>Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>	<b>Change £'000</b>
<b>Personalisation, Commissioning &amp; Partnerships</b>	<b>+56</b>	Voluntary Organisations	582	538	-44	-4
		Contracts & Procurement	224	162	-62	0
		Supporting People	3,391	3,648	257	22
		Transformation Grant	487	392	-95	-20
		Strategic Commissioning	332	332	0	0
		<b>Total</b>	<b>5,016</b>	<b>5,072</b>	<b>56</b>	<b>-2</b>

**Previous Variance: +£56k** – Supporting People saving now expected to slip significantly by £265k, with a full year effect of £374k. However a number of other compensating savings have contributed to mitigate this impact.

**New This month: On Target** – No significant variances identified as yet.

		<b>Service Area</b>	<b>Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>	<b>Change £'000</b>
<b>Public Protection</b>	<b>0</b>	Management	118	118	0	0
		Regulatory Services	1,617	1,617	0	0
		Community Safety	695	695	0	0
		<b>Total</b>	<b>2,430</b>	<b>2,430</b>	<b>0</b>	<b>0</b>

**Previous Variance: On Target**

**New This month:** - No changes identified this month however it is likely that this underspend will increase as not all staff have been appointed.

**Procurement** -30

**Previous Variance: -£30k** – Savings arising from the delay in new staff joining this team is expected to result in a small saving.

**New This month:** No changes identified this month.

**Central Management** 0

**Previous Variance: - On Target**

**TOTAL** -17

Directorate: Education and Children's Services Period - 4 July 2011

**Change in Variance this month**

Service Area	Change £'000	Explanation
	0	Variance reported last month
Children and Families	159	<p><b><u>New this Month:</u></b>            The Looked After Children (LAC) budgets continue to be under severe pressure. This month's projections are based on the LAC cohort as at the end of July and projected end dates at that point in time. No forecast is included for any changes between the end of July and 31 March. Changes in the projection and explanations will be reported on a monthly basis until Directorate and finance officers are confident that robust forecasts can be made. Detailed work which develops a project management approach to stabilising and, where possible, reducing the number of LAC has started in response to the forecast overspend and the Ofsted inspection recommendations.</p> <p><b>Children Looked After (CLA):</b>  <u>External Fostering (£105k):</u>            There have been 5 new starters, of which 3 were only in for 1 week and the additional cost for all these placements is projected to be <b>£74k</b> in 2011-12. Three children have now left external foster care; 1 has been adopted and 2 are being looked after under special guardianship orders. The saving as a result of these moves is <b>-£52k</b>. Extensions and rate changes for 12 other children result in a net additional pressure of <b>£115k</b>. These movements represent a net increase in the projected overspend of £137k. Compared to the end of June, no allowance has been made for growth to year end (<b>-£32k</b>).</p> <u>Internal Fostering (£23k):</u> During July, 6 children started to receive internal foster care at an additional cost of <b>£40k</b> in 2011-12. Of these, only 2 were short term placements; the remainder are projected to remain in care at 31 March 2012. 2 children have now left the care system (gone home) and 1 has moved to an external foster care placement resulting in a net saving - <b>£24k</b> . In addition, 2 children have had their placement extended ( <b>£7k</b> ). <p><b>Commissioning and Social Work</b>            Additional costs arising from the Ofsted Safeguarding review have been identified; staff training (<b>£75k</b>), increased IRO cover (<b>£45k</b>), and the cost of the interim Corporate Parenting Manager (<b>£23k</b>). This additional cost of £143k represents the remaining items funded from the contingency for the Safeguarding Improvement Plan.</p> <p><b>Family Support Services</b>  <u>Residence orders (£31k)</u>            4 clients (2 new and 2 from external foster placements) placed as a result of residence orders will cost an additional</p>

£19k and a family assessment ordered by the courts has cost £12k.

**Previously Reported:**

**Commissioning and Social Work:** Additional costs of an interim Assistant Director (£70k) and other staffing costs arising from the recent Ofsted Inspection (£12.5k) are funded from a Corporate Contingency of £250k in respect of the Safeguarding Improvement Plan.

**Children Looked After:**

The previously reported projection for children looked after included all known placements at the end of June based on planned end dates at that point in time, plus 45 weeks additional net external foster care for the rest of the year. External fostering placements – projected overspend due to rising numbers of children and weeks of care being provided. Internal Fostering placements - all available internal foster places (55) are occupied so an underspend was projected on this budget. External Residential placements – projected overspend due to rising number and complexity of placements. Secure Accommodation - there is no budget provision as there has been little or no activity in recent years. However since 1 April there have been 3 short to medium term placements; 2 remand clients (from April to December) and 1 welfare client (from May to August) at a total estimated cost of £266k.

**Other Children and Family Services:** Less children than anticipated are being placed with prospective adopters. The financial impact in 2011-12 is two-fold (i) adoption allowances are projected to underspend and (ii) children remain in more expensive foster placements contributing to the external foster placement projected overspend.

Changes in any type of CLA placement can and does have an impact throughout the system. In financial terms, this ripple effect is reflected in the spending pressures and explanations of changes in variances.

Inclusion

- 11 **New This Month:**  
An £11k pressure has been identified within the Youth Offending Team accommodation budget in respect of anticipated cost of new service charge.

**Previously Reported:**

**Children with Disabilities:** Recent developments suggest that there is now a strong likelihood of pressures on the Children with Disabilities budget during 2011-12 related to costly additional external placements which are becoming unavoidable. One external placement has now been made through the courts and another placement is proceeding related to safeguarding. The budget is being closely monitored.

Raising Achievement

- 0 **Previously Reported:**  
A saving of £32k has been identified within the salary budget due to the deletion of a post.

-170 **New this Month**

**Information, Performance and Review:**

Additional IT expenditure anticipated (£30k) in respect of a new server and IT support.

Additional one-off grant funding opportunities (£96k), unallocated Early Intervention Grant (£89k) and a saving through keeping a post vacant (£15k) have been identified to support the pressures on the directorate's budget.

**Previously Reported:**

In order to mitigate the impact of the additional pressures in the Children Looked After placement budgets, the staffing contingency budget (£120k) has been released. The release of this contingency at this point in the financial year could impact on the ability of the directorate to respond to any future pressures.

One-off grant funding opportunities (£136k) have also been identified to support the pressures on the directorate's budget.

**Information, Performance and Review:**

The level of schools buy back for the provision of Education Management System (EMS) support has been greater than anticipated and has resulted in increased income of £34k.

**0 Total Variance**



Appendix A (Cont.)

Commercial and Transactional Services

Service Area	Total Variance £'000	Explanation
Information Technology	260	<b>New this month:</b> £260k – Being the estimated annual cost of the SAVVIS server contract <b>Previously reported:</b>
Customer Service Centre	0	<b>New this month:</b> No variance reported <b>Previously reported:</b>
<b>Total ICT and Information Technology</b>	<b>0</b>	<b>Sub-Total</b>
Benefits, Council Tax and NNDR	0	<b>New this month:</b> No variance reported <b>Previously reported:</b>
Transactional Finance	(20)	<b>New this month:</b> Cost of agency cover offset by the value of vacancies. <b>Previously reported:</b>
Transactional HR and Payroll	0	<b>New this month:</b> No variance reported <b>Previously reported:</b>
Logistics Team	(25)	<b>New this month:</b> Being value of vacancies held until the end of 2011/12. <b>Previously reported:</b>
Strategic Management	0	<b>New this month:</b> <b>Previously reported:</b> £334K overspend due to budget error
	<b>215</b>	<b>Total Variance</b>

**Appendix A (Cont.)**

**Chief Executive's**

<b>Service Area</b>	<b>Total Variance £'000</b>	<b>Explanation</b>
<b>Service Area</b>	<b>Total Variance £'000</b>	<b>Explanation</b>
Chief Executive's Office	0	<b>New This month:</b> No Variance reported this month. <b>Previously Reported:</b>
Communications	0	<b>New This month:</b> No Variance reported this month. <b>Previously Reported:</b>
<b>Policy</b>	<b>0</b>	<b>New This month:</b> No Variance reported this month. <b>Previously Reported:</b>
<b>Total Variance</b>	<b>0</b>	

**Appendix A (Cont.)**

Directorate:	Resources and Regeneration	Period - 03	June 2011
<b>Main Variances</b>			
Service Area	£'000	Explanation	
Management Unit	(405)	Additional vacancy savings of £15k (£135k year to date) have been identified in the period.	
Finance and Audit	(89)	Additional savings of £4k have been identified in the period mainly in respect of employee costs.	
Professional Services & monitoring officer	34	Year end forecast has improved by £28k as Childcare services have been re-examined and process changes will bring expenditure back to the budget level. Additional savings to balance the budget are being sought.	
Transport & Planning	55	<p>Overspend has reduced by £46k this period due mainly to Land Registry charges, £32k cost reduction and other minor savings, £14k.</p> <p>Miscellaneous properties managed by property services are being surveyed in August / September 2011 to determine likely refurbishment costs as part of an asset management options appraisal on future usage.</p>	
Strategic Housing	44	<p>Additional savings of £49k have been identified in the period mainly in respect of employee costs in the homelessness area. External contracts for resettlement activities have been cancelled with necessary actions to be undertaken by staff.</p> <p>Additional savings are being sought in the Temporary accommodation budget to offset the current over spend.</p>	
Environmental Services & Quality	27	Waste management cost projection has decreased by £13k in the period reflecting increased usage of the waste to energy plant. Minor savings of £14k mainly in employee costs have also been identified.	
Property Services	94	<p>All budgets continue to be examined to ensure revised expenditure targets are met. Minor savings in facilities costs of £11k have been identified in the period.</p> <p>Discussions with contractors have identified a potential £97k pressure from a backlog in invoicing which is currently being investigated.</p>	
<b>Total</b>	<b>(240)</b>	<b>Forecast Variance</b>	

	<b>Variance £'000</b>	<b>Explanation</b>
<b>Service Area</b>	<b>Change £'000</b>	<b>Explanation</b>
	<b>87</b>	<b>Variance reported last month</b>
Income	(25)	De minimus sales
Repairs & Maintenance	(85)	Planned maintenance slippage
Supervision & Management	(50)	Employee cost savings from Transformation activity
Special Services		
Housing Subsidy		
Depreciation & Impairment of Fixed Assets		
Increase/Decrease in Provision for Doubtful Debts	30	Former Tenant Arrears increase
Capital Charges		
Revenue contribution to the Capital programme		
	<b>(43)</b>	<b>Total Variance</b>

**SLOUGH BOROUGH COUNCIL****REPORT TO:** CABINET**DATE:** 19 September 2011**CONTACT OFFICERS:** Julie Evans, Director of Resources & Regeneration  
John Rice, Interim Assistant Director, Environment & Regeneration**(For all enquiries)** (01753) 875239**WARDS:** All Wards**PORTFOLIOS:** **Neighbourhoods & Renewal - Cllr Swindlehurst**  
**Performance & Accountability – Cllr Dhaliwal****PART I**  
**KEY DECISION****CREATION OF THE SLOUGH LOCAL ASSET BACKED VEHICLE (LABV)****1 Purpose of Report**

1.1 To explore further the creation of an investment vehicle to allow the Council to deliver its ambitions for major regeneration of the Town.

1.2 To explore and decide whether to formally proceed with the Slough Local Asset Backed Vehicle (LABV) and in particular to consider:

- The regeneration objectives of the Council;
- The various options for delivering the Council's objectives and plans for major regeneration;
- The unique selling point of a LABV for Slough Borough Council;
- The potential projects and how the LABV can improve the value of asset disposals;
- The benefits and risks of each option for delivery;
- The strategic risks of proceeding with a LABV and how these may be mitigated;
- The outline project plan for creating a LABV.

**2 Recommendations**

2.1 That Cabinet agree:

2.1.1 To adopt the Regeneration Strategic Aims and Objectives for Slough in Section 3.7 and 3.8 of this report.

2.1.2 To proceed with the formal procurement process to create the Slough Local Asset Backed Vehicle (LABV) in accordance with the outline Project Plan set out in Section 3.59 and the candidate list of core projects in Appendix 2 of this report;

2.1.3 That in recognition of the need to make timely decisions to comply with the procurement timetable in the outline Project Plan:

- a. To require Officers to proceed to the next phase of the LABV procurement and to delegate to Officers in consultation with the Member led Development Panel (see

(b) below) the delivery of the LABV procurement including stages 1 – 7 in Section 3.59 and to report back to Cabinet by or before September 2012.

- b. To create a Member led LABV Development Panel for consultation on decisions to issue all procurement and legal documentation, with a membership of:
  - a. The Leader of the Council and Commissioner of Finance & Strategy;
  - b. Deputy Leader and Commissioner for Neighbourhoods & Renewal;
  - c. Commissioner for Performance & Accountability;
- c. To receive a report back to Cabinet in September 2012, or earlier if practical, for the decision to proceed further with the LABV following the outcome of the OJEU procurement process and the selection of a preferred bidder.
- d. To receive a revised and resubmitted capital programme to take account of proceeding to procure a LABV, as part of the 2012/13 Budget Preparation Report to the October 2011 Cabinet meeting.

2.1.4 To approve the revised Asset Management Plan asset categorisation in Appendix 1.

2.1.5 That in recognition of the strategic importance of the LABV, that the project be assigned “gold project” status and subject to regular reports to Scrutiny and Cabinet.

### **Community Strategy Priorities**

- **Celebrating Diversity, Enabling inclusion**
- **Adding years to Life and Life to years**
- **Being Safe, Feeling Safe**
- **A Cleaner, Greener place to live, Work and Play**
- **Prosperity for All**

It is anticipated that the proposed LABV will substantially enhance the Council’s ability to regenerate the area and maximise the use of assets for the benefit of the local community.

### **Other Implications**

#### *(a) Financial*

The detail of the potential financial implications; both costs and benefits are set out in section 3.43 to 3.50 of the Report. In order for a LABV to deliver financial returns, commitment to the underlying principle of increasing land value via commercially viable development proposals is critical. The absence of supported commercially viable development proposals will erode the benefits significantly.

This is a major commitment for the Town and our communities and not one to be entered into lightly. However, in the current climate of austerity measures a LABV is the most suitable vehicle to deliver the Council’s regeneration agenda and secure capital investment for the Town. The alternative would be to operate a significantly reduced capital programme that could not support the delivery of the Council’s regeneration objectives.

#### *(b) Risk Management*

The specific risks identified for a LABV (as also set out in section 3.33 to 3.37 of the Report) are highlighted below, together with proposals for how these risks can be mitigated.

<b>RISK</b>	<b>MITIGATION</b>
1. EU procurement implications	1. The Council’s specialist legal advisors will advise on all EU procurement/compliance issues and how the risks of a potential procurement challenge can be mitigated.
2. Setting up a LABV will require dedicated resource throughout the procurement and	2. Throughout the procurement process the Council will have the opportunity to consider the level of

over the life of the LABV.	resources required.
3. Not securing the agreement of Council to proceed and high startup costs that will be abortive if the Council decides not to proceed at any stage.	3. The Council will have the opportunity to consider at each stage of the procurement whether to proceed with a LABV or not.  If progress is made but the Council subsequently decides not to proceed there will be abortive costs to the Council incurred up to that point. There may also be some reputational risk.
4. Identifying sites for development at the commencement of the LABV process through Council reports and the procurement process can raise community expectations for delivery; but also potential objections to the developments before the business case, timing and details of the development project have been created.	4. The Council will adopt a transparent approach to the inclusion of projects in the LABV. A robust information strategy will be used to provide full information on the time taken to establish the LABV; the need for projects to be time phased to reflect the commercial relevance and also the Council's priority for regeneration projects; and that the normal planning processes and consultation will be used as projects develop.
5. Potential for conflict between the Council as a partner in a LABV, the statutory objectives of the local planning authority, and any future changes in political priority.	5. Sites selected for initial development by the LABV have been informed by planning policies and guidelines. Whilst this situation does not presume planning permission, neither do the projects suggest development would be unrealistic. Maintaining political priority will be assisted by a transparent process and following the establishment of the LABV ensuring the delivery of key commercial and community projects.
6. Short term increase in the cost of the Capital Programme due to the delay associated with creating a LABV.	6. Planning significant regeneration projects for medium term delivery. Robust management of the Capital Programme by Members and Officers to ensure major capital investment is delivered within the LABV.
7. Potential market saturation with demand out stripping supply of suitable joint venture partners.	7. Soft market testing to be undertaken in preparation for the procurement process.
8. Not being able to secure the right joint venture partner following procurement.	8. It is envisaged that a competitive dialogue procurement procedure will be used. This process will allow the Council to set the selection and award criteria in order to secure the right joint venture partner. It will also provide the opportunity for the Council to define the proposed working relationship for the LABV.
9. Joint venture partner "cherry picking" commercial sites for development rather than community sites.	9. This will be tested fully during the procurement process. The partnership business plan will define the objectives of the Council/LABV and the priorities for development. The partnership business plan (that will be updated over the life of the LABV) will require approval by the LABV Board, of which Council will be a 50% partner.
10. Duplication of work / counter-productive work between Council staff and LABV staff.	10. The appropriateness of transferring some or all of the Asset Management Team will require further consideration. The Council will need to retain

	<p>access to high level skills for supporting it in its decision making process as a 50% partner in the LABV, including the approval of Site Development Plans. Proposals will be developed and informed by the procurement process.</p>
<p>11. Council capacity to match the capacity of the joint venture partner to serve on the LABV Board and make day to day operational decisions.</p>	<p>11. The Council will need to carefully consider the skills and availability of Members and/or Officers to represent the Council on the LABV Board. The Council's specialist legal advisors will provide training for representatives on the LABV Board in corporate governance matters including how to deal with potential conflicts of interest. Strategic decisions will be reserved to the Council (not the LABV Board), as a 50% partner in the LABV (e.g. approval of all business plans and material contracts that either govern or affect the LABV, expenditure over certain thresholds and appointment of key personnel to the LABV).</p>
<p>12. Conflict of interest between elected Members / Officers and their role on the LABV Board.</p>	<p>12. The LABV will be a separate body, distinct from the Council. The prime responsibility for those appointed to the LABV Board will be to further the interests of the LABV (and this could sometimes be different to the interest of the Council). Those appointed to the LABV Board will need to deal with their interest as a partnership Board member when issues relating to the LABV come up at formal Council meetings, where the individual Board member(s) will need to consider if there is any conflict of interest. Elected Members currently have to consider the Code of Conduct requirements to declare personal and prejudicial interests. This may include leaving meetings and potentially the consideration of strategic decisions relating to the LABV. Specialist legal advice will be obtained to address the issue of conflicts of interest and responsibilities on the LABV Board.</p>
<p>13. Requires defined development pipeline to maximise success and investment opportunities.</p>	<p>13. At the outset of the procurement the Council will identify the development opportunities for the LABV in the short, medium and long term. The partnership business plan (approved by the LABV Board) will set out priorities for development on a rolling 3 or 5 year basis to maximize success and investment opportunities, balanced against the objectives of the Council and LABV.</p>
<p>14. May not achieve best value due to the property market and funding market.</p>	<p>14. The long term nature of the arrangement and opportunity for the private sector to phase developments including "batching" will seek to mitigate against this risk.</p>
<p>15. Higher rewards need to be balanced against sharing in re-development costs.</p>	<p>15. It is expected that the Council will take a share in development risk in order to maximise the opportunities for development profit/reward. This will be further tested during the procurement.</p>



<p>16. Significant deadlock and breakdown of the LABV.</p>	<p>16. It is expected that the parties act reasonably in their decision making and in doing so, approve the relevant business plans and development proposals, provided the parties are satisfied and objectives are met to avoid unnecessary deadlock. If deadlock arises at the LABV Board level, the Board members themselves will try to resolve the deadlock within a reasonable time frame. If they cannot do so, the deadlocked matter will then be referred to senior representatives of the LABV Partners. If the LABV Partners cannot resolve the deadlocked matter, then a project would not proceed. Where there is deadlock that would prevent the LABV continuing, the legal arrangements will contain the power for one LABV Partner to either buy out the other LABV Partner at an agreed valuation or to call for the winding up of the LABV.</p>
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*(c) Human Rights Act and Other Legal Implications*

There are no direct Human Rights Act implications arising from the recommendations contained within this Report.

*(d) Equalities Impact Assessment*

Each Joint Venture Company project will consider the equalities impact through an equality impact assessment being completed. At this stage however there are no direct implications explicit in this Report.

*(e) Staffing Implications*

The Council has options that some or all of the Asset Management Team may be transferred to work within the LABV. The transfer could take the form of reducing retained capacity where contracts allow, secondments or by TUPE transfer. The decision and details of the transfer will be developed and informed by the competitive dialogue process with potential partners for the LABV, best economic value and the Council's established consultation processes. In particular, a formal consultation document will be prepared for consideration by the staff and the recognised trade unions which will further inform the proposed transfer of staff. There are no other staffing implications of the proposals in this Report.

**3 Supporting Information**

**3.1 Introduction**

3.2 A report was considered by Cabinet on the 18 July 2011 that proposed an interim Capital Programme together with seeking agreement to further explore the creation of the Slough Local Asset Backed Vehicle (LABV). As a result of the agreement in the report, the Council has appointed Bevan Brittan LLP as our specialist legal advisors and as a result, they have actively contributed to the production of this further report to Council and will be available at Cabinet to advise Members as required. Furthermore, to assist Members understanding of the LABV a series of questions and answers have been compiled into a reference booklet.

3.3 The context for the interim Capital Programme Report in July was whilst the Council has ambitious plans for regenerating Slough, the cost of capital including the minimum revenue provision (MRP) made prudential borrowing relatively expensive and created a further burden upon the revenue budget. The Medium Term Financial Strategy

(MTFS) provided for £24.254M of borrowing between 2011-2017, but funding the £44.714M expenditure proposed in the MTFS was predicated upon securing capital receipts from the sale of assets to the value of £30.460M. (This was required to fund the additional capital programme but also to repay previously drawn down loan debt.)

- 3.4 The MTFS requirement for asset disposals has been updated to take into account the Government's cuts to public sector spending which directly affect revenue and capital. Further changes have been required to reflect the current economic climate, the potential for asset disposals and their value which has become much more uncertain than previously was the case. Disposal now, at depressed market value to fund further capital spending, is not a good use of resources. However, this situation must be balanced against the disposal of some assets as even in a depressed market disposal can represent a good use of resources when the revenue cost associated with retaining the asset justify disposal at the depressed price.
- 3.5 £8.011 Million of revenue savings are required to mitigate cuts to public sector funding in addition to the previously agreed efficiency savings of £4.423 Million that have already applied in the current financial year. The current MTFS identifies the need for the Council to secure further savings of £12.848 Million over the next two years. To be prudent, the Council should be reducing borrowing to the minimum possible, but certainly avoid borrowing that exceeds the MTFS provision if further cuts are to be avoided. Overall, the combined effect of the capital and revenue changes already made / still required has changed the overall ability of the Council to fund an ambitious regeneration programme.
- 3.6 Slough has secured a key strategic position in the South East by successfully attracting businesses to the Town with the consequential benefits for local employment and the economy. To ensure everyone in the Town benefits from our strategic position, the Borough needs significant regeneration, but with businesses, the voluntary and community sector and individuals working with the Council to play a part. Taking the perspective of the Council's community leadership role and to focus our regeneration activity, the following are suggested to be adopted as the strategic Aims and Objectives for Slough:
- 3.7 **The strategic aims for regenerating Slough are:**
- **To improve the image of Slough to a status that fully recognises the strategic importance and benefits offered by the Town as a sub-regional gateway to and from London.**
  - **To create a new and exciting town centre complimented by high quality neighbourhood centres.**
  - **To improve community space, harnessing good urban design and delivering attractive, accessible places to live and work.**
- 3.8 **The strategic objectives for regenerating Slough are:**
- i. **To create prosperous, confident and cohesive communities.**
  - ii. **To encourage private sector investment to create employment and economic activity that will increase the viability and vitality of the town district and neighbourhood shopping centres and maintain their variety and distinctiveness.**
  - iii. **To make the best possible use of Council owned assets for the benefit of the local community.**
  - iv. **To focus development in the town centre, district and neighbourhood centres; encourage innovative and high quality urban design; and make**

**the best use of existing buildings, previously developed land, existing and proposed infrastructure.**

- v. To facilitate the regeneration of Slough Town Centre to become a thriving sub-regional hub for public transport, retail, culture and living.**
- vi. To ensure that business areas provide conditions whereby businesses may offer employment generating opportunities to maintain a sustainable, buoyant and diverse economy and ensure that Slough residents continue to have to access a wide range of job opportunities.**
- vii. To provide good quality owner occupied, privately rented and social housing in appropriate locations to meet the needs of the whole community.**
- viii. To maintain and improve access to recreational and leisure facilities where local people will gain most benefit and find easy to use.**
- ix. To facilitate the development, improvement and maintenance of educational facilities for all ages, to provide the skills and qualifications required by employers to help all residents to play a full part as active citizens.**

3.9 **The unique selling point of a LABV in Slough** - The above objectives represent the important range of activities that can be influenced by effective regeneration and recognise the vital contribution to be made by the Council working in partnership with investors and business to improve life chances for local people. The contextual financial position clarifies that if the Council is to realise its regeneration ambitions for the Town, then it must not only optimise the use of all assets, but seek to secure maximum value and community benefit from the disposal of assets.

3.10 The creation of a LABV in Slough not only has the potential to secure a higher residual value from the disposal of an asset, but sharing developer profit (and risk) increases the rate of return from the disposal and the potential for capital receipts that will then help fund other non-LABV related capital expenditure. Community projects can also be undertaken at a lower cost of capital and with the benefit of being funded by the Council's 50% share of the enhanced proceeds from commercial development projects. Some examples of the benefits are described in Section 3.43 below.

3.11 Having developed the LABV partnership, further business opportunities may emerge through the LABV itself competitively tendering for the opportunity to deliver other regeneration and property development projects which could include building schools, housing, retail, leisure and cultural facilities within and outside of the Borough. Also, the LABV partner could commercially invest in non-Council assets in both Slough and outside the Borough, so long as the acquisition and subsequent project contribute to the achievement of the Council's and therefore the LABV's regeneration objectives. In appropriate cases, the LABV can request the Council to use its compulsory purchase powers to facilitate site acquisition and land assembly where voluntary acquisition is not available.

3.12 If the Council agrees to proceed with the procurement of a LABV partner, then the need to maintain its own Asset Management Team may create the potential for duplication with that of the LABV. This will need to be proportionately balanced against ensuring there remains adequate systems of internal control and scrutiny of the LABV projects by the Council (as a 50% partner of the LABV). Proposals will be informed by the competitive dialogue process, which subject to the most economical solution this could mean the Council reducing retained contracted capacity, a TUPE

transfer or secondment of some or all of the staff of the Asset Management Team to the LABV. An important consideration for determining the level of transfer will be to ensure the Council has access to the intellectual and physical capacity required to commercially evaluate and negotiate the details of each LABV project to be developed and to make recommendations to the Council for progression. The resources will also be required to fulfil other property related roles, for example conducting the annual valuation of assets.

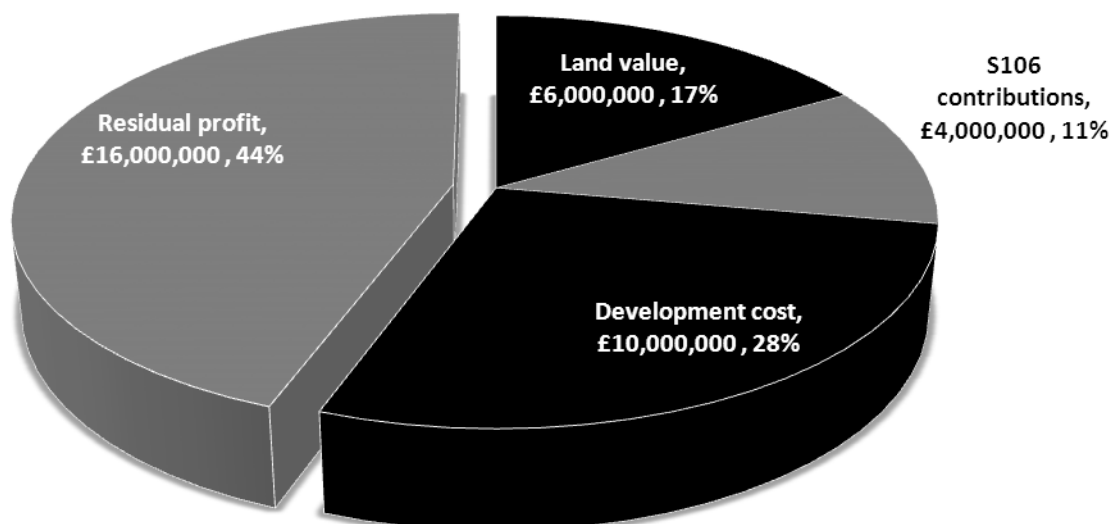
### 3.13 The Council's Assets and potential Projects

3.14 A combination of the strategic location of Slough and the Council's access to assets provides the basis for the type of projects that could be included in the LABV. However, it is important for Members to be aware that the final configuration of the LABV will represent a combination of the Council's priorities for development and regeneration and the LABV partner's commercial aspirations in the short, medium and long term. A key consideration will be to ensure that the Council's aspirations for the development of community projects are in balance with the commercial aspirations of the LABV partner and priorities for a quick and high return. This is essential to ensure that the:

- Community projects are fully funded by the LABV with no draw on Council capital resources; and
- LABV makes a level of return that will be attractive commercially. .

By way of example, the two projects described below represent a typical commercial development opportunity and a community development. The commercial project (see also 3.51) below, represents a potential return to the Council of £12M, of which £4M is from Section 106 payments; and £8M is the Council's 50% share of the profit for developing housing on the site.

### 3.15 Example of a commercial project: Wexham Nursery Site



### 3.16 Example of funding a community project: The Curve, Heart of Slough

Where the Council wishes to include a community project for development by the LABV (e.g. The Curve in the Heart of Slough Project), the full cost will be charged to the Council who is the “client” for the development. So by way of an example, the cost of The Curve has been estimated to be £18.5M with the cost of interest £9.032M (see 3.52 below) making a total 20 year lifetime capital cost of £27.532M (excluding MRP). To proceed with the development, this will require either:

- the LABV private sector partner to fund the capital; or
- for the LABV to raise finance; or
- the Council to contribute some or all of any available profit distributed to the Council (as a 50% partner of the LABV) from other LABV commercial developments or to raise its own capital finance (and incur the MRP cost); or
- a combination of the above.

3.17 If the LABV is to finance the development of a community project, the LABV will incur interest on the cost of capital or borrowing. As the project is a community project, the repayment of the capital and the interest paid will be recharged to the Council, in the form of a commercial mortgage.

3.18 However, as the Council is a 50% equity partner in the LABV, any available distributable profit from other LABV commercial developments (e.g. the Wexham development) will be available to the Council to repay the cost of borrowing by the LABV and reduce the level of interest paid.

3.19 The Council’s priority to proceed with the construction of The Curve at the earliest opportunity will need to be balanced against whether there would be sufficient distributable profits available to off-set the cost of borrowing and interest charges from other LABV commercial development, as set out in the table below. Having regard to the priority for The Curve to commence as soon as possible, the level of interest incurred on the cost of borrowing will increase until any distributable profit is realised to offset these costs. This situation can be contained if The Curve was bundled with the required number of commercial development projects to ensure the flow of funds and maintenance of working capital to minimise or preferably eliminate the cost of capital to the Council.

Funding scenario	Development cost	Interest & Capital	Saving from base case
Base case: Cost of The Curve no LABV	£ 18,500,000	£ 27,532,000	£ -
Cost of The Curve via LABV but no commercial project contributions	£ 18,500,000	£ 24,327,000	-£ 3,205,000
Cost of The Curve, LABV and with contribution from Wexham development	£ 18,500,000	£ 8,547,000	-£ 18,985,000
Cost of The Curve, LABV with full cost funded by commercial development projects	£ 18,500,000	£ -	-£ 27,532,000

3.22 A further variable is the state of the economy. This not only has a direct influence upon property values, but also the willingness of developers to proceed with projects. It would be an unwise developer who builds retail units at a time when existing units have high vacancy levels; office accommodation without a major “anchor tenant” when good quality office accommodation is surplus; or housing when housing finance is closely restricted and the market flat. The appropriate phasing of development(s) will maximise the value of the asset(s). This will be tested as part of the initial procurement and a key requirement of the strategic business plan for the LABV on a rolling three or five year basis.

- 3.23 The creation of the LABV provides several opportunities to install Council policies for both commercial and community development. For example, the inclusion of use of planning conditions; Section 106 contributions; the potential to include appropriate developer covenants to ensure developments proceed at the required pace and a preference for the sale of homes to local residents. This will need to be balanced against the Council's wish to ensure that the commercial model finally agreed offers sufficient freedoms and flexibilities for the development of commercial projects to maximise the rate of return for both the Council and the LABV private sector partner.
- 3.24 **The Council's Assets** - The Council's asset portfolio is contained in Appendix 1. The tables break the assets down by the four categories in the Asset Management Plan and also list the Schools in the Borough. Following Cabinet's agreement to explore further the creation of the LABV, the opportunity has been taken to review the placement of assets by category to reflect the current status of the assets and to prepare further for the creation of a LABV. The categorisation as at 31/07/11 is shown at Appendix 1 Part A and the revised categorisation as at 01/09/11 shown at Appendix 1, Part B. Members are requested to review the distribution of Assets by Categories and if content to agree the revised categorisation.
- 3.25 Whilst the focus on assets for use by the LABV will primarily be on those in Categories C and D, there are already some assets in Category A and B that would create interesting development opportunities for the LABV. Over time it is likely that some current operational assets, school and Housing Revenue Account (HRA) sites could present a potential for development by the LABV, hence all assets should be included in the LABV wrapper for the OJEU procurement to provide the potential for future development by the LABV Company. The legal ramifications for the disposal of school and HRA sites will need to be carefully explored in detail and on a case by case basis.
- 3.26 At the outset of the procurement, it will be important to describe the development opportunities in the short, medium and long term and include reference to all potential assets that may be included in the LABV. The Council will also need to identify the core projects and/or key sites for development that are likely to form the LABV business plan in the short and medium term. Appendix 2 contains a list of potential core projects for consideration.
- 3.27 It must be stressed however that having identified the candidate core projects and/or development sites for inclusion in the LABV, there is some flexibility during the competitive dialogue process for the list of sites and the timing to be refined and in the longer term the Council will approve the LABV Business Plan which will identify the key priorities and/or sites for development on a 3 or 5 year rolling basis. The Council will also have the ability to approve all projects prior to both the transfer of the Council's asset and the commencement of development.
- 3.28 The projects in Appendix 2 are suggested to be the core projects together with the short, medium and long term timescales for delivery. The total disposal value of the assets in the core projects is **£52,100,000**. Adding the private joint venture partner's contribution this provides a **baseline LABV of over £104M, but with the opportunity of delivering projects having a total value in excess of £500M.**

### 3.29 Delivery Options – Options Analysis

- 3.30 There are six principal options available to the Council for the development of assets. These are:
- Option 1: Continuing with the current capital programme;
  - Option 2: Land sale;

- Option 3: Development Agreement;
- Option 4: Private Finance Initiative (PFI);
- Option 5: Corporate JV/Local Asset Backed Vehicle (LABV);
- Option 6: Developer Frameworks/Direct Development.

3.31 Each option has a varying degree of risk and potential benefits for the Council, which increases from Option 1 to Option 6.

3.32 A brief explanation of each Option, together with a qualitative assessment of the risks and benefits associated with each is set out below, assessed against the following key criteria:

- To what extent does it meet the Council's long term objectives for regeneration?
- To what extent does it provide flexibility?
- To what extent does it provide sufficient control for the Council?
- To what extent does it seek to maximise value?
- To what extent does it provide a holistic solution?
- To what extent will there be a structured mechanism for delivery?
- To what extent is there a transfer risk to the private sector?
- To what extent will it rely on resources from the Council?
- What are the procurement and financial implications for implementation?

### 3.33 **Option 1: Continuing with the current capital programme**

Under this option, the Council would maintain the income from the existing assets and no redevelopment would take place.

Risks	Benefits
<ul style="list-style-type: none"> <li>• Does not fulfil the Council's long term regeneration objectives.</li> <li>• Limited opportunity and does not achieve some of the specific priorities for development (e.g. Leisure centre).</li> <li>• Limited capital receipts.</li> <li>• On-going costs associated with maintaining the current assets.</li> <li>• Increased borrowing over MTFS levels due to timing/return on asset disposals.</li> </ul>	<ul style="list-style-type: none"> <li>• Low risk profile.</li> <li>• No EU procurement implications.</li> <li>• Minimal resource implications.</li> <li>• No additional costs.</li> </ul>

### 3.34 **Option 2: Land sale**

Under this option, the Council would dispose of individual sites on the open market. The land can be sold with or without the benefit of a planning consent (i.e. on a conditional or unconditional basis), through an informal or formal process, which is likely to deliver different overall returns, giving the varying risk profiles.

Risks	Benefits
<ul style="list-style-type: none"> <li>• Does not fulfil the Council's long term regeneration objectives.</li> <li>• Unlikely to achieve the best possible capital receipt due to planning and other site risks.</li> <li>• Minimal Council involvement and little control over each site development (beyond the traditional assumed controls of planning).</li> <li>• Does not provide a holistic solution.</li> <li>• Does not provide a structured mechanism for delivery of regeneration.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for the Council to secure a quick capital receipt.</li> <li>• No EU procurement implications.</li> <li>• Minimal resource implications.</li> <li>• Simple process and low transactional costs.</li> </ul>

### 3.35 Option 3: Development Agreement

Under this option, the Council would enter into a “development agreement” with a private partner to develop a scheme to agreed plans and specifications. This has been the most commonly used structure to develop land where the public sector landowner enters into a “development agreement” that sets out in advance the detail of how a scheme (or “batch” of schemes) will be developed. The developer is normally in control and the land transfers either on draw down or completion of the development. The development agreement could also incorporate on-going management provisions. Various financial permutations are possible, including a combination of fixed land payments and overage. For example, overage related to the scale and/or performance of the scheme can be paid to the Council, as landowner on an open book basis or upon completion.

Risks	Benefits
<ul style="list-style-type: none"> <li>• Market forces risk – the development will only proceed when the market supports the development.</li> <li>• No creation of a long term partnership.</li> <li>• No incentive for the private sector developer to deliver over the long term.</li> <li>• Unlikely to fulfil all of the Council’s regeneration objectives.</li> <li>• Lack of a holistic approach, piecemeal development which fails to deliver economic as well as physical regeneration in the long term.</li> <li>• EU procurement implications.</li> <li>• Intensive resource implications for procuring a development partner (and for any subsequent procurement required to deliver further schemes/long term aspirations).</li> <li>• Medium/ high start-up costs to procure a development partner.</li> <li>• Limited capital receipt.</li> <li>• May not achieve best value due to current property market and funding market.</li> <li>• Complex management arrangements.</li> <li>• Where there is more than one site, sites may be “locked in” without control over performance with reliance on long-stop dates.</li> <li>• Little flexibility as the design/specification of the schemes are generally fixed at the point of contractual/financial close.</li> <li>• Planning and site assembly risk often remains with the Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Council is not required to provide capital or debt finance, other than equivalent land value;</li> <li>• Minimal resource implications for operation.</li> <li>• Relatively simple to set up, albeit that there may be a number of procurements/development agreements entered into long term.</li> <li>• Transfer of the main development costs and risks to the private sector.</li> <li>• Council has a degree of control and influence over the terms of the Development Agreement, but is otherwise placed in a passive role, monitoring the scheme.</li> <li>• Relatively quick procurement to secure appointment of a development partner (within six months).</li> <li>• Some sharing of improved returns through overage may be possible, but these agreements in practice do not often deliver.</li> <li>• Leverage of private sector investment.</li> <li>• To a limited degree, the Council benefits directly from private sector experience.</li> <li>• Structured vehicle for delivery.</li> </ul>



### 3.36 Option 4: Private Finance Initiative

Under this option, the Council would enter into a PFI contract with a private sector partner (PSP) to design, build and operate a new facility.

Risks	Benefits
<ul style="list-style-type: none"> <li>• Unlikely to fulfil all of the Council's regeneration objectives.</li> <li>• EU procurement implications.</li> <li>• Intensive procurement to secure appointment of a partner (2 years) and resource implications.</li> <li>• No capital receipt.</li> <li>• May not achieve best value due to current property market and funding market.</li> <li>• Financing of the Annual Unitary Charge (rental costs) over 25/20 year term and lack of PFI credits.</li> <li>• Complex on-going contractual management arrangements.</li> <li>• Lack of control for the Council, once established (including user agreements).</li> <li>• Lack of flexibility over the long term for the asset.</li> <li>• Lack of a holistic approach, as PFI is only relevant for a single site development.</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer of the development costs and risks to the private sector.</li> <li>• Council has a degree of control and influence over the terms of the Project Agreement.</li> <li>• Council pays an all-inclusive annual rent (including FM).</li> <li>• Structured vehicle for delivery.</li> <li>• Leverage of private sector investment.</li> </ul>

### 3.37 Option 5: Corporate Joint Venture/Local Asset Backed Vehicle (LABV)

The term joint venture can describe a range of different corporate and contractual arrangements between two or more separate entities. Each party contributes resources to the joint venture and a new business is created in which the parties collaborate together and share the risks and rewards associated with the venture. Different risk and reward permutations are possible. The parties to the JV may provide land, capital, intellectual property, experienced staff or any other form of asset. Each generally has an expertise or requirement which is central to the development and success of the new business which they decide to create together. The parties also have a "shared vision" about the objectives of the joint venture.

3.38 The establishment of a Local Asset Backed Vehicle ("LABV") is an example of a corporate joint venture, with its own legal personality and interests. A LABV is a limited liability special purpose vehicle owned 50:50 by the public and private sector with the specific purpose of carrying out regeneration and/or renewal of development and/or operational assets. The public sector invests property assets into the vehicle which are then "value matched", by cash by the private sector. The partnership may then use these assets as security to raise finance to bring forward further development. The public and private sector are equal equity holders and share profits equally, according to their original equity contribution.

Risks	Benefits
<ul style="list-style-type: none"> <li>• EU procurement implications.</li> <li>• Resource intensive to establish the JV and during operation.</li> <li>• Not securing the agreement of the Council to proceed and high start-up costs to establish the JV that will be abortive if the Council decides not to proceed.</li> <li>• Identifying sites for development through Cabinet reports and the procurement process can raise community expectations for delivery.</li> <li>• Potential conflict between the Council as a 50% LABV partner, the statutory objectives of the local planning authority and any future changes in political priority.</li> <li>• Short term increase in the cost of the Capital Programme due to the delay associated with creating a LABV.</li> <li>• Potential market saturation with demand outstripping supply of suitable JV partners.</li> <li>• Not being able to secure the right JV partner following procurement.</li> <li>• JV partner “cherry picking” commercial sites for development rather than community sites.</li> <li>• Duplication of work /counter-productive work between Council staff and LABV staff.</li> <li>• Council capacity to match the capacity of JV partner to serve on the LABV Board and make decisions.</li> <li>• Conflict of interest between elected Members / Officers and their role on the LABV Board.</li> <li>• Requires defined development pipeline to maximise success and investment opportunities.</li> <li>• May not achieve best value due to property market and funding market.</li> <li>• Significant deadlock and breakdown of the LABV.</li> </ul>	<ul style="list-style-type: none"> <li>• Likely to fulfil all of the Council’s regeneration objectives.</li> <li>• Delivery of holistic and comprehensive regeneration across a number of sites, including cross-subsidisation.</li> <li>• Flexibility to retain the ability to include additional development sites, without the need for a separate procurement.</li> <li>• Establishment of a partnership where profit can be reinvested in future, more challenging projects.</li> <li>• Transfer of development costs and risks to the private sector.</li> <li>• Council benefits directly from private sector experience and expertise to enhance and realise asset value.</li> <li>• Council has control through participating directly in decision making and through the adoption of business plans agreed with the Council at the outset.</li> <li>• Council will take a share of the profit.</li> <li>• Council has control and influence over the terms of the contractual documentation.</li> <li>• Leverage of significant private sector investment.</li> <li>• Incentivises the PSP to deliver over the long term.</li> <li>• Structured vehicle for delivery.</li> <li>• A corporate structure creates a legal entity that can enter into agreements.</li> <li>• A 50/50 partnership that allows the Council to “deadlock” unacceptable private sector proposals.</li> <li>• Business opportunities for the LABV (as a separate entity) to competitively tender for regeneration and property development projects/opportunities in Slough and beyond its boundaries.</li> </ul>

### 3.39 Option 6: Direct Development /Developer Frameworks

Under this option, the Council would undertake the development process itself through the direct procurement of a contractor from an existing framework of providers / contractors or through the establishment of a new framework, which would allow the Council to “call off” a contractor under the terms of a 4 year framework agreement.

Risks	Benefits
<ul style="list-style-type: none"> <li>• EU procurement implications.</li> <li>• Highest risk profile due to exposure on both costs and value.</li> <li>• Unlikely to meet all of the Council’s long term regeneration objectives.</li> <li>• Time consuming and resource intensive.</li> <li>• Frameworks (and individual call-offs) typically last for only 4 years</li> <li>• Complex mechanism for call-offs from a framework.</li> <li>• Little or no scope to develop a long term partnership.</li> <li>• Lack of holistic and strategic approach for regeneration in the long term (given the length a typical framework arrangement).</li> <li>• May not achieve best value overall.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for highest returns.</li> <li>• Council participates directly in the development of a scheme.</li> <li>• Provides an opportunity for the Council to hold a long term investment in all or part of a scheme.</li> <li>• Framework arrangement will enable the Council to procure the best provider best suited to a particular project</li> <li>• Flexibility in terms of bringing sites forward for development.</li> </ul>

### 3.40 Option Analysis Conclusions

3.41 Options 1, 2 and 4 can be discounted on the basis that none of these Options offer a long term holistic solution and do not meet the Council’s regeneration objectives. Option 6 can be discounted on the basis that this is unlikely to meet all of the Council’s objectives, presents the highest risk profile due to exposure to costs and value and offers little scope for long term regeneration and investment. Option 3 (Development Agreement) is an example of a contractual JV, where the development partner is motivated by realising development profit on each site.

3.42 In comparison to Option 3 (Development Agreement), the key advantages of Option 5 (LABV/Corporate JV) include:

- A true alignment of the public and private sector interests as 50:50 partners in the vehicle. This could be articulated in an agreed Partnership Business Plan.
- A separate Board that is at arms’ length from the Council, which means decision making, provided it is in line with the Partnership Business Plan can be expedited.
- As a long term vehicle, partners can take a longer view on returns and it is easier to create “cross-subsidy” between development of the better and poorer assets; between commercial and community projects.
- The private sector partner can be financially incentivised to add value to pipeline assets.
- There is a clearer sharing of returns rather than relying on potentially difficult overage structures.
- The Council saves on the cost and risk of running a separate procurement for subsequent development projects and the private sector partner has certainty over the long-term.
- The Council, in appropriate cases can use CPO powers to support regeneration objectives which can be discharged through the LABV.

In conclusion, based on this qualitative exercise, Option 5 provides the best approach to ensure that the Council's long term objectives are fully realised and offers a number of tangible benefits, including:

- Creating an opportunity that will attract the best developer investors in the UK/EU and is fully aligned to the Council's regeneration objectives for Slough.
- Balancing private sector delivery and finance skills (including the ability to raise finance) with the more holistic skill set of the public sector.
- Incentivising a long term approach to regeneration; the opportunity to exploit economies of scale; and maximise value of the Council's assets for the local community.
- The selection of a partner for the delivery of development opportunities over the short, medium and long term without the need for a separate procurement.

- 3.43 **Financial Analysis** - Following the CSR in 2010-11 the Council faces significant cuts in funding which has an impact on the amount of interest and borrowing charges that the Council is able to pay. The main sources of interest and borrowing charges are from borrowing to fund the capital programme.
- 3.44 In February 2011, a strategic review of the Council's assets took place to explore how the underlying value of assets could be used to fund the capital programme by disposing of assets. Due to the prevailing economic situation we are not only unable to dispose of assets at reasonable value, but also within a reasonable timetable to be able to fund the agreed capital programme.
- 3.45 The Council has rationalised the capital programme to vastly reduce any capital schemes funded by borrowing due to the capital sums repayable and interest payable, but also due to the minimum revenue provision (MRP) required to be charged on an annual basis. The minimum revenue provision is an amount that must be legally set aside to fund the interest and other costs relating to borrowing in addition to borrowing charges levied at 4% of total borrowing.
- 3.46 However, as a Council we have previously made a commitment to provide significant capital additions in future years especially for the Heart of Slough Regeneration scheme. The reduction in revenue funding available to the Council has created uncertainty around how we will be able to afford the borrowing required for The Curve and the consequential revenue implications.
- 3.47 By entering into a LABV, the JV would be able to raise different types of funding from a range of funders which would not be subject to the minimum revenue provision. The LABV may also be able to access highly advantageous interest rates in its borrowing, which would significantly reduce the cost of borrowing for the Council. Furthermore, as explained in section 3.14 to 3.19 above, it is also possible to use the capital receipts from commercial joint venture projects to reduce or eliminate the cost of borrowing.
- 3.48 Entering a LABV/JV arrangement may also improve the Council's situation under the proposed changes to Business Rates rules and regulations where the Council would collect and keep all of its business rates by buying out of the scheme. In future years it is important that Slough grows its business rate tax base. The LABV could assist this process by increasing and developing commercial properties within the Town. Under future proposals for Tax Increment Financing (TIF) the Council would be able to borrow further against future increases in business rates revenue to fund other capital projects.

- 3.49 To assist Members further consideration of the benefits of a LABV, two financial examples have been developed which provide the further information used in 3.14 to 3.19 above. The first is an example showing the commercial development of the Wexham Nursery Site and the second the cost of borrowing to fund The Curve. Members should note that the two examples use indicative figures with a number of assumptions being made. For example, the Council only invests land; the rates of interest that the Council and the JV partner would use at the time the project is agreed; no covenants or impediments to development exist on the sites; etc.
- 3.50 **Example A: Wexham Nursery Site** - The example is for illustration only but compares the different returns to the Council as disposer versus the LABV as developer.
- 3.51 **Scenario One: The Council disposes of the land and does not enter the LABV**

Valuation of land at 31 August 2011	£ 6M
Section 106 contributions from developer on sale or development payable to the Council	£ 4M

Undiscounted cash flows to the Council are estimated to be as follows:

2012-13: 50% of disposal proceeds	£ 3M
2013-14: 50% of disposal proceeds	£ 3M
2013-14: Section 106 contributions	£ 4M
<b>Total (undiscounted for passage of time)</b>	<b>£10M</b>

**Scenario Two: The Council disposes of the land to the LABV which then develops housing.** The LABV is therefore the developer and must pay over s106 contributions. It should be noted that if a LABV route is chosen it will take longer to receive the proceeds than from a traditional disposal as the LABV Company must be set up before any transactions can take place. In balance, future values may be higher if the economy has recovered.

Disposal Proceeds from houses 2014-15	(£30M)
Section 106 contributions from developer on sale or development payable to the Council	£ 4M
Build costs of housing development	£10M
Cashflow to the LABV (profit)	£16M
<b>Cashflow back to the Council (undiscounted)</b>	<b>£12M</b>

Breakdown of cashflow back to the Council from the LABV:

Section 106 contributions from developer on sale or development payable to the Council (100% paid back to Council)	£ 4M
50% of LABV profit (50% * £16m)	£ 8M
<b>Cashflow back to the Council (undiscounted)</b>	<b>£12M</b>

**The LABV residual value for this project at £12M is £2M greater than the total benefit that Council would receive from a traditional asset disposal.**

- 3.52 **Example B: Financing of The Curve** - The borrowing requirement to finance the Curve is £18.5M; the assumption is that the Council will borrow this money over a period of 20 years with no LABV capital receipts. With a LABV, the Company will loan or borrow the funds which will be off the Council's balance sheet and so exempt from the MRP provision. LABV finance means the Council will not be responsible to provide for MRP and therefore borrows at a lower cost of capital.

**Scenario One: The Council borrows £18.5M on a straight line basis over 20 years at a rate of 4.65% from the Public Works Loan Board and is required to provide 4% MRP on the element of borrowing during the period of the loan.**

Borrowing	£18.5M
Total Interest	£ 9.032M
Initial MRP provision cost to revenue in year One (plus the principle borrowed)	£ 0.75M

**Scenario Two: The LABV borrows £18.5M on a straight line basis over 20 years at a rate of 3% (rate secured on property which the LABV owns).**

Borrowing (SBC 50% share of total borrowing)	£9.25M
Total Interest (SBC 100% of Interest)	£5.827M

Note: The Curve would be a community project and so the full cost of the interest would be chargeable to the Council. This would make the cost of interest if taken over the 20 years of the loan to be **£9.032M with an added charge to revenue in year of £750K**. When compared with the current cost of borrowing **using the LABV the Council will save £3.205M over the 20 years, or equivalent to £160,250K per year if MRP is not payable and a commercial borrowing rate is achieved**. Furthermore, the cost of capital can be further reduced or eliminated by the Council using its share of the profit from other projects to fund the capital cost of The Curve.

- 3.50 **LABV Procurement** – As with any new initiative it is necessary to invest in the project. It is estimated that pre-procurement costs and initial external legal and financial advice will be around £26,000. The cost of external support for the LABV procurement process, preparing the legal documentation, post procurement advice and support will be in the region of £184,000. This would give an overall cost of external support to be £200,000. This will be funded by general fund balances. In addition to the direct costs, there will be a need to dedicate considerable staff resource to manage and respond to the procurement process and then if agreed to proceed, the negotiations and actions required for the creation and operation of the LABV Company. Whilst this does not represent any additional cost to the Council, the use of staff resources will create an opportunity cost for other work the staff could have undertaken if they had not been involved in the LABV project.
- 3.51 However, the estimated costs should be considered in context of the estimated savings and improved capital receipts created by the LABV. Until the full range of core projects have been developed in detail with the private joint venture partner, it is not possible to fully quantify the financial benefit of the LABV for the Council. However, the examples in 3.50 to 3.52 demonstrate the immediate benefits available from just two projects.
- 3.52 A further example of benefit is the savings to be made on up-front and on-going professional fees. For example, the estimated professional fees for building The Curve are approximately £5M. With the LABV, the fees to develop projects will be part of the joint venture private sector partner's (JVSPs) working capital contribution for the commercial joint venture projects or part of the overall development costs for community joint venture projects. In addition to securing economy of scale with the fees, having procured the LABV, no further procurement fees will be incurred by the Council for any Joint Venture Company project.
- 3.53 **Overview of a LABV** - A LABV arrangement involves establishing a long term joint venture whereby the Council invests through land contributions which are matched by the PSP finance (and/or services). Typically, a LABV is:

- A limited liability partnership (LLP), which will provide tax transparency established for a term of 10-20 years, with an option to extend.
- A 50:50 vehicle owned by the public sector and the joint venture private sector partner's (JVPSPs), with 50:50 deadlock arrangements. Provision will be made in the contractual arrangements to avoid deadlock situations arising by for example, including escalation arrangements; the agreement of the three year business plan; criteria for the approval of projects; etc.
- A vehicle for which the purpose and long term objectives of the Council are enshrined in the legal documentation and pre-agreed Partnership Business Plan.
- A vehicle controlled by a Board drawn equally from the public and private sector responsible for the day-to-day operation of the LABV. Key decisions are reserved to the Council and the PSP (as "Members") (e.g. approval of all Site Development Plans, Option Agreements and the Partnership Business Plan).
- A vehicle that in terms of equity:
  - (i) Both parties to the LLP contribute £100 at completion (i.e. show of "good faith" at completion);
  - (ii) The PSP contributes towards initial working capital costs of establishing the LABV and first Site Development via loan notes;
  - (iii) In relation to a particular Site Development Plan, the Council contributes Sites to the LABV (in return for loan note equal to Transfer Value);
  - (iv) If required pursuant to a particular Site Development Plan, the PSP has option or obligation to match Council's equity "land" contribution via loan notes (by services and/or cash).
- A vehicle where profits and losses will be shared between the parties in accordance with the amount of equity injected.
- A vehicle that allows for an approval process for the preparation and approval of future Site Development Plans (based on an agreed template) to ensure that costs are not wasted "working up" SDPs for sites, linked to key objectives.
- A vehicle that provides flexibility:
  - a. The parties retain the ability to include and amend the list of development sites through an agreed Partnership Business Plan, which is updated regularly;
  - b. The LABV can contract with developers to allow the most appropriate developer/contractor to be selected for each specific project, therefore ensuring best value is always achieved and only appropriate risk is taken by the LLP.
- A vehicle that provides transparency and value for money by the LABV Company procuring development resources through benchmarking, market testing and competitive tendering in accordance with a protocol tested during the procurement and appended to a Partnership Business Plan.

3.54 The diagrams in Appendix 3 summarise the key principles underpinning the financial structure of a LABV and the recycling of returns.

**3.55 Slough LABV - Next Steps**

3.56 In order to secure a PSP, the following steps are required:

- Identification of short, medium and long term development opportunities for the LABV, including other “additional development sites” that may be included in the future and opportunities realised;
- Development of a robust procurement strategy including the choice of procurement procedure and regime and identification of the scope of services to be procured; and
- Implementation of the draft Project Plan and preparation for placing an OJEU notice.

3.57 **Selection of sites for development by the Slough LABV** - The selection of sites for development and priorities for delivery will provide a platform to enable the preparation of the suite of procurement documentation. In advance of the publication of the OJEU notice, further information will be prepared in respect of the core sites/short-medium opportunities for development.

3.58 **Development of a robust procurement strategy** - The development of a robust procurement strategy will ensure that the Council’s offering to the market is clear and robust and that the Slough LABV is delivered to timetable. The opportunity should be clearly defined at the outset of the procurement and the range of services identified in the OJEU notice and also addressed in the pre-qualification and tender documentation. The need for this clarity and detail is to ensure that:

- (a) The services provided are regarded as falling within the scope of the original procurement and
- (b) Providers with the relevant expertise are given the opportunity to tender for, and be assessed and selected to deliver the services envisaged.

Market testing is proposed to fully test and ensure that the opportunity to be advertised is relevant and acceptable in the current and projected market.

3.59 **Implementation of the draft Project Plan** - The draft Project Plan assumes the placing of an OJEU advert in early December 2011, the appointment of a Preferred Bidder in August 2012 and the establishment of the LABV in November 2012 (11 month procurement).

The key stages of the procurement are set out below, together with indicative timescales:

<b>Stage</b>	<b>Proposed Timetable</b>
1. Preparation for the procurement of a LABV partner including: choice of procurement regime and procedure; development of a robust procurement strategy; preparation of a draft OJEU Notice, Memorandum of Information (“Mol”) and Pre-Qualification Questionnaire (“PQQ”) and soft market testing.	September – end November 2011
2. Issue of OJEU Notice (and Mol) to PQQ return and selection of long-listed bidders.	December 2011 – end January 2012
3. Issue of Invitation to Participate in Competitive Dialogue (“ITPD”) and dialogue commences	February 2012



with long listed bidders.	
4. Submission of outline proposals and selection of short-listed bidders to continue dialogue.	End March 2012
5. Issue of Invitation to Continue Dialogue (“ITCD”) and dialogue continues with short-listed bidders.	April 2012
6. Formal conclusion of dialogue and issue of an Invitation to Submit Final Tenders (“ISFT”) to short-listed Bidders.	End June/July 2012
7. Evaluation and selection of a Preferred Bidder.	August 2012
<b>8. Report to Cabinet</b>	<b>September 2012</b>
<b>9. Establishment of JV/LABV</b>	<b>November 2012</b>

#### **4 Conclusion**

- 4.1 From a financial perspective, if the Council is to realise its regeneration ambitions for the Town, then it must not only optimise the use of all assets, but seek to secure maximum value and community benefit from the disposal of assets.
- 4.2 The six principal options available to the Council have been highlighted, together with the risks and rewards associated with each. A LABV provides the best approach to ensure that the Council's long term objectives are realised, offering a long term approach to regeneration and the opportunity to exploit economies of scale, lever significant developer investment and maximise the value of the Council's assets.

#### **Appendices**

Appendix 1 – The Councils property asset portfolio.

Appendix 2 - Appendix 2 – Projects for consideration in the LABV.

Appendix 3 - Summary of key principles underpinning the financial structure of a LABV.

## Appendix 1 – Part A: The Councils property asset portfolio (as at 31/07/11)

### Category A Assets - Assets that are likely to stay operational

Property Name	Current Status
2 SWAN COURT SL1 2PW	Highway Housing no road scheme
32 CHALVEY ROAD EAST SL1 2LU	Highway Housing no road scheme
8a VICTORIA STREET SL2 5ND	Highway Housing no road scheme
88 BATH ROAD SLOUGH SL1 3XE	Highway Housing no road scheme
37 CHURCH STREET SL1 2NL CHALVEY	Highway Housing no road scheme
WASTE TRANSFER STATION - WHITE HART LANE SL1 2SF	Let to Enterprise
SLOUGH CROWN COURT CHALVEY PARK	Let to Courts
SALT HILL PARK, BATH ROAD	PPOA
SALT HILL LODGE 84 BATH ROAD	Let to NIAS
SALT HILL LODGE (2), 28 BATH RD / STOKE POGES LANE	Let to Slough Refugee Centre
fmr PARKVIEW (Kashmiri Karahi) RESTAURANT, SALT HILL PARK	Let to Restaurant
CREMATORIUM BUILDINGS, STOKE ROAD	Operational Cemetery
CEMETERY BUILDINGS, STOKE ROAD	Operational Cemetery
LAND AT FIVE POINTS	Public Parks and Open Areas
SITE of FORMER 1 LANGLEY BROOM, SLOUGH	Public Parks and Open Areas
LAND ADJACENT 7 LAYBURN CRESCENT, BRANDS HILL	Public Parks and Open Areas
GODOLPHIN RECREATION GROUND, GODOLPHIN ROAD	Public Parks and Open Areas
MANOR PARK, BEECHWOOD ROAD	Public Parks and Open Areas
GRANVILLE RECREATION GROUNDS, GRANVILLE AVENUE	Public Parks and Open Areas
BEECHWOOD OPEN SPACE	Public Parks and Open Areas
MONTEM RECREATION GROUND	Public Parks and Open Areas
CIPPENHAM VILLAGE GREEN	Public Parks and Open Areas
CIPPENHAM VILLAGE POND & ROSE GARDENS	Public Parks and Open Areas
RICHARDS WAY OPEN SPACE	Public Parks and Open Areas
PIPPINS PARK	Public Parks and Open Areas
CROWN MEADOW	Public Parks and Open Areas
ALBANY/PIPPINS ORCHARD	Public Parks and Open Areas
FARADAY ROAD OPEN	Public Parks and Open Areas
HERSCHEL PARK	Public Parks and Open Areas
HERSCHEL PARK EXTENSION	Public Parks and Open Areas
HURWORTH AVENUE & WOOD	Public Parks and Open Areas
UPTON COURT PARK	Public Parks and Open Areas
LONGMEAD PUMPING STATION, UPTON COURT PARK	Let to Thames Water
SLOUGH RUGBY CLUB LAND, UPTON COURT PARK	Let to Slough Rugby Club
YEW TREE ROAD REST GARDENS	Public Parks and Open Areas
ROCHFORDS OPEN SPACE	Public Parks and Open Areas
CARDIGAN CLOSE PLAY AREA	Public Parks and Open Areas
PEAR TREE CLOSE	Public Parks and Open Areas
FERRERS CLOSE OPEN SPACE	Public Parks and Open Areas
DEER WOOD PARK	Public Parks and Open Areas
GERVAISE CLOSE	Public Parks and Open Areas
TWO MILE DRIVE	Public Parks and Open Areas
STREAMSIDE WALK	Public Parks and Open Areas
GOWINGS GREEN	Public Parks and Open Areas
MOOR FURLONG	Public Parks and Open Areas
HOYLAKE CLOSE	Public Parks and Open Areas
LITTLE CHAPELS CLOSE	Public Parks and Open Areas
PLAINES CLOSE	Public Parks and Open Areas
STORNAWAY ROAD	Public Parks and Open Areas
KEDERMISTER PARK, REDDINGTON DRIVE	Public Parks and Open Areas
HARVEY PARK LANGLEY, TAMAR WAY	Public Parks and Open Areas
LASCELLES PLAYING FIELDS, LASCELLES PARK (Incl. UPRN 8055)	Public Parks and Open Areas
BAYLIS PARK, STOKE POGES LANE	Public Parks and Open Areas
THE GREAT HEDGE, ELTHAM AVENUE	Public Parks and Open Areas
POS PLAY AREA, NORTH OF NINE ACRES CIPPENHAM	Public Parks and Open Areas
POS NORTH OF RICHARDS WAY, CIPPENHAM	Public Parks and Open Areas
POS NORTH OF EARLS LANE, CIPPENHAM	Public Parks and Open Areas
POS BUFFER ZONE EAST AND WEST OF RICHARDS WAY	Public Parks and Open Areas
POS, HUNTERS WAY	Public Parks and Open Areas
LEISURE LAND NORTH SIDE WELLESLEY ROAD	Public Parks and Open Areas
OPEN SPACE/CRICKET PITCH CIPPENHAM	Public Parks and Open Areas
LISMORE PARK (ACTIVE ENGLAND)	Public Parks and Open Areas
RECYCLING CENTRE, STREAMSIDE (OFF EARLS LANE CIPPENHAM)	Recycling Area
MERCIAN WAY RECREATION GROUND	Public Parks and Open Areas



TRAVELLERS SITE HORTON RD. POYLE	Hsg Traveller Site
MOBILE FOXBOROUGH HOMES SITE	Hsg Traveller Site
CAR PARK SHEEHY WAY (D170)	Car Park
NEW SLOUGH BUS STATION, Brunel Way.	New Bus Station
<b>PFI &amp; Academy Schools</b>	
LANGLEY ACADEMY - Langley Rd SL3 7EF	Education
PENN WOOD PRIMARY SCHOOL - Penn Rd SL2 1PH (old W	Education
PENN WOOD PFI SCHOOL	PFI School
BEECHWOOD SCHOOL SLOUGH - Long Readings Lane, SL2 (PFI)	PFI School
ARBOUR VALE SPECIAL SCHOOL SLOUGH (new build PFI)	PFI School
SCHOOL HOUSE - PENN ROAD SLOUGH SL2 1PG	PFI School
CARETAKERS HOUSE, BEECHWOOD SECONDARY	PFI School
<b>Slough Community Leisure</b>	
BOWLING CENTRE, SALT HILL PARK, BATH ROAD	Newly refurbished
LANGLEY LEISURE CENTRE, PARLAUNT ROAD	Operational
THAMES VALLEY ATHLETIC CENTRE	Operational
OUTDOOR TENNIS COURTS SALT HILL PARK	Operational

### Category B Assets

#### Assets that could stay operational with potential for co - location

Property Name	Current Status
MONTEM PRIMARY SCHOOL SLOUGH - Chalvey Grove SL1 2	School
ROTUNDA BUILDING NORTHAMPTON AVE	Use by Herschel & Haybrook
SLOUGH YOUNG PEOPLES CENTRE, 323 HIGH STREET	Offices & Operational
THAMES VALLEY COMMUNITY CENTRE, CHALVEY	Community Centre
CIPPENHAM LIBRARY, ELMSHOT LANE, SL1 5RB	Library
MANOR PARK YOUTH AND COMMUNITY CENTRE	Y & C Centre
MANOR PARK COMMUNITY HALL, VILLIERS ROAD	Community Hall use by Age Concern
UPTON LEA PLAYLEADERSHIP, WEXHAM ROAD	Community Centre
MARIA COWLAND COMMUNITY HALL, 26 BOWER WAY	Let to Age Concern
WESTFIELD COMMUNITY HALL, SEVERN CRESCENT	Community Centre
LANDMARK PLACE	Operational Offices
39 BLANDFORD PLACE (EBWA)	Hsg
98 BLANDFORD PLACE (EBWA)	Hsg
27 CHURCH STREET (CAB, Shelter & SCVS)	Operational
3 ST LAURENCE WAY,	Operational
AIRWAYS HOUSE	Operational
fmr CHALVEY YOUTH & COMMUNITY CENTRE Darvills Lane,	Let to PWA
ALLOTMENTS, LAND EAST OF STOKE POGES, STOKE ROAD	Allotment
SAMPSONS GREEN (ROCKESBY RD./WAVELL RD.) ALLOTMENT	Allotment
ALLOTMENTS, CHERRY ORCHARD, STOKE ROAD	Allotment
ALLOTMENTS, COLLEGE ROAD	Allotment
ALLOTMENTS, COWPER ROAD	Allotment
ALLOTMENTS, GRANVILLE AVENUE	Allotment
ALLOTMENTS, HORSEMOOR GREEN, OFF COMMON ROAD	Allotment
ALLOTMENTS, SLOUGH ROAD, LAND S.W. OF M4, NEAR THE	Allotment
ALLOTMENTS, RAGSTONE ROAD	Allotment
ALLOTMENTS, WESTPOINT, OLDWAY LANE	Allotment
ALLOTMENTS, HARROW ROAD, GREEN DRIVE	Allotment
KEEL DRIVE ALLOTMENTS	Allotment
<b>Slough Community Leisure</b>	
THE CENTRE/SPIRIT CONFERENCE CENTRE	Operational

**Category C Assets**  
**Assets that are expensive to run, are not fit for purpose and/or have a potential capital receipt**

Property Name	Current Status
LITLEDOWN SCHOOL SLOUGH - Queens Rd SL1 3QW	School Heart of Slough
HORSEMOOR GREEN YOUTH & COMMUNITY CENTRE,	E & CS -Y&C Centres Review
4 RAGSTONE ROAD SLOUGH SL1 2PU - CARETAKERS HOUSE	Slough & Eton School Caretaker Hsg
LAVENDER COURT, 1 PRIORS CLOSE (See 5208)	Residential Priors
3 PRIORS CLOSE RESPOND RESPITE CARE ADULTS CENTRE	Residential
LANGLEY COMMUNITY HALL, LANGLEY ROAD	Community Centre
WEEKES DRIVE COMMUNITY HALL, Tamarisk Way	Community Centre
CORNER HOUSE 254a FARNHAM ROAD	Let to Crossroads
629 BATH ROAD	Let to Thames Valley Positive Support
HARVEY PARK DRESSING ROOM, TAMAR WAY (Pavilion)	Parks Dressing Room
KEDERMISTER DRESSING ROOMS, REDDINGTON DRIVE	Parks Dressing Room
MERCIAN WAY RECREATION GROUND DRESSING ROOMS	Parks Dressing Room
SALT HILL DRESSING ROOMS, SALT HILL PARK	Vacant
UPTON COURT PARK DRESSING ROOMS, UPTON COURT ROAD	Parks Dressing Room
27 HARROW ROAD (P756)8081	Local Office
LAND ADJACENT 27 AYLESBURY CRESCENT	Vacant
TOWN HALL (1930 BUILDING), BATH ROAD	Operational
TOWN HALL ANNEXE	Offices Demolition proposed 2011
SLOUGH MUSEUM, HIGH STREET	Operational
8/10 LEDGERS ROAD (Incl UPRN 8512)	Let to Voluntary Organisations
CIPPEHNAM RECREATION GROUND (Bowls Club)	Let to Bowls Club
PLYMOUTH ROAD INDUSTRIAL UNITS	Let FROM SEGRO
7 TRELAWNEY AVENUE IND COURT	Industrial Unit
6 TRELAWNEY AVENUE IND COURT	Industrial Unit
5 TRELAWNEY AVENUE IND COURT	Industrial Unit
4 TRELAWNEY AVENUE IND COURT	Industrial Unit
3 TRELAWNEY AVENUE IND COURT	Industrial Unit
2 TRELAWNEY AVENUE IND COURT	Industrial Unit
1 TRELAWNEY AVENUE IND COURT	Industrial Unit
CENTRAL NURSERY LAND, WEXHAM ROAD moved to Cat D	Nursery Site
LASCELLES DEPOT, LASCELLES PARK	Vacant Depot
LASCELLES CAFETERIA, LASCELLES PARK, LASCELLES ROAD (Incl. UPRN 8004, 8054)	Vacant
ORCHARD Y & C CENTRE 73A STOKE ROAD	E & CS -Y&C Centres Review
SLOUGH CENTRAL LIBRARY, HIGH STREET SL1 1EA	Library
CENTRAL NURSERY LAND, WEXHAM ROAD	Nursery Site
<b>Britwell Regeneration</b>	
NEWBEECH EPH & DAY CENTRE - Housing Development (Britwell Regeneration)	Site for New Housing
NEWBEECH HOUSE LONG READINGS LANE (Land Adjacent) - Housing Development (Britwell Regeneration)	Site for New Housing
JOLLY LONDONER, WENTWORTH AVENUE - Housing Development (Britwell Regeneration)	Former PH Site for New Housing
BRITWELL LIBRARY, WENTWORTH AVENUE SL2 2AW - Housing Development (Britwell Regeneration)	Library
SERVICE STATION WENTWORTH AVENUE - Housing Development (Britwell Regeneration)	Let to Service Station
KENNEDY PARK BRITWELL, LONG FURLONG DRIVE	PPOA
95,97 WENTWORTH AVENUE	Shop
93 WENTWORTH AVENUE	Shop
91 WENTWORTH AVENUE	Shop
89 WENTWORTH AVENUE	Shop
87 WENTWORTH AVENUE	Shop
85 WENTWORTH AVENUE	Shop
83 WENTWORTH AVENUE	Shop
81 WENTWORTH AVENUE	Shop
79 WENTWORTH AVENUE	Shop
77 WENTWORTH AVENUE	Shop
75 WENTWORTH AVENUE	Shop
73 WENTWORTH AVENUE	One Stop Shop
69,71 WENTWORTH AVENUE	Shop
63,65,67 WENTWORTH AVENUE	Shop
61 WENTWORTH AVENUE	Shop
59 WENTWORTH AVENUE	Shop
57 WENTWORTH AVENUE	Shop
55 WENTWORTH AVENUE	Shop
53 WENTWORTH AVENUE	Shop
51 WENTWORTH AVENUE	Shop
49 WENTWORTH AVENUE	Shop
47 WENTWORTH AVENUE	Shop
45 WENTWORTH AVENUE - 1	Vacant Shop
NHS CHILD WELFARE CENTRE, WENTWORTH AVENUE	NHS Centre

<b>Britwell Regeneration related Operational Assets</b>	
LAND NORTH PEMBERTON ROAD, BRITWELL	Let to Scouts on annual lease
LAND SOUTH PEMBERTON ROAD, BRITWELL	Let to Guides on annual lease
BRITWELL BOYS CLUB, WENTWORTH AVENUE	Let to Trustees Britwell Y&C Project
KENNEDY PARK LODGE BRITWELL, L. FURLONG DR. (From	Hsg adj Britwell Regeneration
<b>Chalvey Regeneration</b>	
fmr CHALVEY NURSERY SCHOOL (EYC) - The Green	TVCC Regeneration
fmr CHALVEY DIAGNOSTIC UNIT The Green, Chalvey	Vacant TVCC Regeneration
CHALVEY PLAYLEADERSHIP, LADBROOKE ROAD, CHALVEY	Demolition Programmed
<b>Slough Community Leisure</b>	
MONTEM SPORTS CENTRE, MONTEM LANE	Operational
ICE ARENA, MONTEM SITE. MONTEM LANE	Operational
<b>HRA Shops</b>	
254 SCAFELL ROAD	Shop
252 SCAFELL ROAD	Shop
279 LONG FURLONG DRIVE AND 1 EGERTON ROAD	Shop
9 MINSTER WAY	Shop
8 STONEYMEADE	Shop
6 STONEYMEADE	Shop
4 STONEYMEADE	Shop
2 STONEYMEADE	Shop
51 CHEVIOT ROAD	Shop
53 CHEVIOT ROAD	Shop
55 CHEVIOT ROAD	Shop
14 ANSLOW PLACE SHOPS	Shop
13 ANSLOW PLACE SHOPS	Shop
12 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
11 ANSLOW PLACE SHOPS	Shop
84 SAINT ANDREWS WAY	Shop
13 HARRISON WAY	Shop
11 HARRISON WAY	Shop
9 HARRISON WAY	Shop
7 HARRISON WAY	Shop
5 HARRISON WAY	Shop
104 KNOLTON WAY	Shop
98 KNOLTON WAY	Shop
96 KNOLTON WAY	Shop
90 KNOLTON WAY	Shop
86/88 KNOLTON WAY	Shop
9 ANSLOW PLACE SHOPS	Shop
82 KNOLTON WAY	Shop
80 KNOLTON WAY	Shop
74 KNOLTON WAY	Shop
24 PARLAUNT ROAD	Shop
22 PARLAUNT ROAD	Shop
20 PARLAUNT ROAD	Shop
18 PARLAUNT ROAD	Shop
16 PARLAUNT ROAD	Shop
14 PARLAUNT ROAD	Shop
236 TRELAWNEY AVENUE	Shop
230 TRELAWNEY AVENUE	Shop
232 TRELAWNEY AVENUE	Shop
302 TRELAWNEY AVENUE	Shop
228 TRELAWNEY AVENUE	Shop
308 TRELAWNEY AVENUE	Shop
246 TRELAWNEY AVENUE	Shop
258 TRELAWNEY AVENUE	Shop
304 TRELAWNEY AVENUE	Shop
234 TRELAWNEY AVENUE	Shop
306 TRELAWNEY AVENUE	Shop
300 TRELAWNEY AVENUE	Shop

252 TRELAWNEY AVENUE	Shop
254 TRELAWNEY AVENUE	Shop
260 TRELAWNEY AVENUE	Shop
298 TRELAWNEY AVENUE	Shop
256 TRELAWNEY AVENUE	Shop
250 TRELAWNEY AVENUE	Shop
244 TRELAWNEY AVENUE	Shop
248 TRELAWNEY AVENUE	Shop
238/240 TRELAWNEY AVENUE	Shop
296 TRELAWNEY AVENUE	Shop
242 TRELAWNEY AVENUE	Shop
<b>HRA Operational</b>	
70 FOX ROAD SLOUGH SL3 7SJ	Hsg Gypsy
427 LONDON ROAD SL3 8PS	Hsg Gypsy
GYPSY SITE HORTON RD. POYLE	Hsg Gypsy
MOBILE FOXBOROUGH HOMES SITE	Hsg Gypsy

**Category D Assets**  
**Assets that are vacant and/or surplus**

Property Name	Current Status
LAND ADJACENT 7 ELLIS AVE. (R/O 5 BATH ROAD)	Surplus
VACANT LAND ADJACENT FORMER CROSS KEYS P.H.	Surplus
HERSCHEL STREET/CHURCH STREET - Parcel of Land	Surplus
LAND ADJ TO 83 ELLIMAN AVE,	Vacant Land
29, CHURCH STREET	Let to Hall Trustees
LYNCH PIN PH fmr. GROVE TAVERN, LONG FURLONG DRIVE	Let to Admiral Taverns
314 HIGH ST	Let to Restaurant
MERRY MAKERS PH AND COMMUNITY HALL	Let to Punch Taverns
EARL OF CORNWALL P H	Let to Greene King
LAVENDER FARM	Agricultural Tenancy
CAR PARK SPACES HERSCHEL STRET, R/O 18/20 PARK ST	Let to Shop
BUS GARAGE STOKE ROAD (Stanley Cottages)	Let to Conlatus
SHOPMOBILITY ALPHA STREET NORTH	Occupied by Shopmobility
Site of fmr. ROTUNDA Y & C - STADIUM ANNEXE, BELFAST AVE, SLOUGH	Surplus, transfer to SLR
PENN WOOD SCHOOL (SURPLUS LAND)	Vacant Land
SITE FMR ARBOUR VALE SPECIAL SCHOOL (excl West Wing)	Vacant Building
LONGCROFT 305 LANGLEY ROAD SLOUGH SL3 8DA	SOLD Surplus
THE PHOENIX DAY CENTRE 307 LANGLEY ROAD SLOUGH SL	SOLD Surplus
WEXHAM HOUSE KNOLTON WAY, SL2 5SG	SALE CONTRACTS EXCHANGED Surplus
279 LONG FURLONG DRIVE AND 1 EGERTON ROAD	Let Shop and House
26 WINDSOR ROAD, SLOUGH	Vacant
24 & 24A WINDSOR ROAD, SLOUGH	Let to Estate Agency
22 & 22A WINDSOR ROAD, SLOUGH	Let to Subway
ORCHARD Y & C CENTRE Mosque Car Park	Let to Stoke Road Mosque
ORCHARD Y & C CENTRE Car Valet Site	Let to Operator
ORCHARD Y & C CENTRE	Let to Stoke Road Mosque
ROCHFORDS HOSTEL	Vacant former Hostel
ROCHFORD YOUTH & COMMUNITY CENTRE, UXBRIDGE RD, SL	Community Centre
LAND NE CORNER MERCIAN ROAD	Former Parkland
THE LODGE, MERCIAN WAY	Former Park Keepers Lodge (let)
<b>Highway Improvement Line Bath Road</b>	
150 BATH ROAD SL1 3XE	Hgw Hsg
152 BATH ROAD SLOUGH SL1 3XE	Hgw Hsg
154 BATH ROAD SL1 3XE	Hgw Hsg
156 BATH ROAD SL1 3XE	Hgw Hsg
158 BATH ROAD SL1 3XE	Hgw Hsg
160 BATH ROAD SL1 3XE	Hgw Hsg
<b>Highway Improvement Line Windsor Road</b>	
81 to 95 WINDSOR ROAD (Incl. fmr UPRN 8328, 8329, 8465, 8508, 5154, 5155, 5156, 5231)	Surplus
97 WINDSOR ROAD	Housing
101 WINDSOR ROAD - GRD FLR	Hgw Hsg
101A WINDSOR ROAD SLOUGH	Hgw Hsg
103 WINDSOR ROAD	Hgw Hsg
105 WINDSOR ROAD	Housing
107A WINDSOR ROAD - 1ST FLR	Hgw Hsg
107 WINDSOR ROAD - GRD FLR	Hgw Hsg
109 WINDSOR ROAD - GRD FLR	Hgw Hsg
109A WINDSOR ROAD - 1ST FLR	Hgw Hsg
111 WINDSOR ROAD	Hgw Hsg
121b WINDSOR ROAD	Hgw Hsg
121a WINDSOR ROAD - GROUND FLR	Hgw Hsg
SITE OF 139 WINDSOR ROAD, SLOUGH (Highways Property)	Surplus
LAND ADJACENT TO 139 WINDSOR ROAD	Surplus
<b>Heart of Slough Regeneration</b>	
WILLIAM STREET TOILETS, DAY CENTRE SITE, WILLIAM S	Demolished
BRUNEL CAR PARK WELLINGTON STREET (incl. 8050)	Being Demolished
BRUNEL BUS STATION AMENITY BLDG (incl. 8525)	Being Demolished
SHOP KIOSK, DAY CENTRE SITE, WILLIAM STREET	Demolished
fmr UNIVERSITY CAR PARK, ex TVU SITE, WILLIAM ST	Car Park/Site Compound
3&5 MACKENZIE ST	Let as Shop
5A&B MACKENZIE ST	Vacant Offices
PRUDENTIAL BUILDING, WINDSOR ROAD/HIGH STREET	



## Appendix 1 – Part B: The Councils property asset portfolio (as at 01/09/11)

### Category A Assets that are likely to stay operational

Property Name	Current Status
2 SWAN COURT SL1 2PW	Highway Housing no road scheme
32 CHALVEY ROAD EAST SL1 2LU	Highway Housing no road scheme
8a VICTORIA STREET SL2 5ND	Highway Housing no road scheme
88 BATH ROAD SLOUGH SL1 3XE	Highway Housing no road scheme
37 CHURCH STREET SL1 2NL CHALVEY	Highway Housing no road scheme
WASTE TRANSFER STATION - WHITE HART LANE SL1 2SF	Let to Enterprise
SLOUGH CROWN COURT CHALVEY PARK	Let to Courts
SLOUGH DEAF CENTRE, WINDMILL ROAD,	Let to Slough & District Deaf Centre
SALT HILL PARK, BATH ROAD	PPOA
SALT HILL LODGE 84 BATH ROAD	Let to NIAS
SALT HILL LODGE (2), 28 BATH RD / STOKE POGES LANE	Let to Slough Refugee Centre
fmr PARKVIEW (Kashmiri Karahi) RESTAURANT, SALT HILL PARK	Let to Restaurant
CREMATORIUM & CEMETERY, STOKE ROAD	Operational Cemetery
LAND AT FIVE POINTS	Public Parks and Open Areas
SITE of FORMER 1 LANGLEY BROOM, SLOUGH	Public Parks and Open Areas
LAND ADJACENT 7 LAYBURN CRESCENT, BRANDS HILL	Public Parks and Open Areas
GODOLPHIN RECREATION GROUND, GODOLPHIN ROAD	Public Parks and Open Areas
MANOR PARK, BEECHWOOD ROAD	Public Parks and Open Areas
GRANVILLE RECREATION GROUNDS, GRANVILLE AVENUE	Public Parks and Open Areas
BEECHWOOD OPEN SPACE	Public Parks and Open Areas
CIPPENHAM VILLAGE GREEN	Public Parks and Open Areas
CIPPENHAM VILLAGE POND & ROSE GARDENS	Public Parks and Open Areas
RICHARDS WAY OPEN SPACE	Public Parks and Open Areas
PIPPINS PARK	Public Parks and Open Areas
CROWN MEADOW	Public Parks and Open Areas
ALBANY PARK / PIPPINS ORCHARD	Public Parks and Open Areas
FARADAY ROAD PLAY AREA	Public Parks and Open Areas
HERSCHEL PARK	Public Parks and Open Areas
HERSCHEL PARK EXTENSION	Public Parks and Open Areas
HURWORTH AVENUE & WOOD	Public Parks and Open Areas
UPTON COURT PARK	Public Parks and Open Areas
CHALVEY RECREATION GROUND	Public Parks and Open Areas
CIPPENHAM RECREATION GROUND	Public Parks and Open Areas
KEDERMISTER PARK, REDDINGTON DRIVE	Public Parks and Open Areas
LASCELLES PLAYING FIELDS, LASCELLES PARK	Public Parks and Open Areas
LONGMEAD PUMPING STATION, UPTON COURT PARK	Let to Thames Water
BRIDPORT WAY OPEN SPACE	Public Parks and Open Areas
SPRINGATE FIELD	Public Parks and Open Areas
HALKINGCROFT	Public Parks and Open Areas
SLOUGH RUGBY CLUB LAND, UPTON COURT PARK	Let to Slough Rugby Club
YEW TREE ROAD REST GARDENS	Public Parks and Open Areas
ROCHFORDS OPEN SPACE	Public Parks and Open Areas
CARDIGAN CLOSE PLAY AREA	Public Parks and Open Areas
PEAR TREE CLOSE	Public Parks and Open Areas
FERRERS CLOSE OPEN SPACE	Public Parks and Open Areas
DEER WOOD PARK	Public Parks and Open Areas
GERVAISE CLOSE	Public Parks and Open Areas
TWO MILE DRIVE	Public Parks and Open Areas
STREAMSIDE WALK	Public Parks and Open Areas
GOWINGS GREEN	Public Parks and Open Areas
MOOR FURLONG	Public Parks and Open Areas
HOYLAKE CLOSE	Public Parks and Open Areas
LITTLE CHAPELS CLOSE	Public Parks and Open Areas
PLAINES CLOSE	Public Parks and Open Areas
STORNAWAAY ROAD	Public Parks and Open Areas
HARVEY PARK LANGLEY, TAMAR WAY	Public Parks and Open Areas
WEEKES DRIVE RECREATION GROUND	Public Parks and Open Areas
HORSEMOOR GREEN RECREATION GROUND, COMMON ROAD	Public Parks and Open Areas
LANGLEY WAR MEMORIAL RECREATION GROUND, LANGLEY RO	Public Parks and Open Areas
MAPLIN PARK, MEADFIELD ROAD	Public Parks and Open Areas
BLOOM PK. GOODMAN PARK	Public Parks and Open Areas
LAND NORTH OF ROCHFORDS, UXBRIDGE ROAD	Public Parks and Open Areas
BAYLIS PARK, STOKE POGES LANE	Public Parks and Open Areas
THE GREAT HEDGE, ELTHAM AVENUE	Public Parks and Open Areas
POS PLAY AREA, NORTH OF NINE ACRES CIPPENHAM	Public Parks and Open Areas
POS NORTH OF RICHARDS WAY, CIPPENHAM	Public Parks and Open Areas

POS NORTH OF EARLS LANE, CIPPENHAM	Public Parks and Open Areas
POS BUFFER ZONE EAST AND WEST OF RICHARDS WAY	Public Parks and Open Areas
POS, HUNTERS WAY	Public Parks and Open Areas
LEISURE LAND NORTH SIDE WELLESLEY ROAD	Public Parks and Open Areas
OPEN SPACE/CRICKET PITCH CIPPENHAM	Public Parks and Open Areas
LISMORE PARK	Public Parks and Open Areas
RECYCLING CENTRE, STREAMSIDE (OFF EARLS LANE CIPPENHAM)	Recycling Area
MERCIAN WAY RECREATION GROUND	Public Parks and Open Areas
MOAT - WINDSOR MEADOWS, WOOD LANE	Public Parks and Open Areas
BUTTERMERE AVENUE	Amenity and Open Area
AMENITY VERGES FARNHAM LANE	Amenity and Open Area
COCKSHERD WOOD BRITWELL, FARNHAM LANE	Public Parks and Open Areas
LAND LYNCH HILL ROAD	Public Parks and Open Areas
REC GROUND NTH LONG FURLONG DR	Public Parks and Open Areas
LAND NTH OF LONG FURLONG DRIVE	Public Parks and Open Areas
SHEFFIELD & BUCKINGHAM REST GARDENS	Public Parks and Open Areas
UPTON LEA PLAYGROUND, MAPLE CRESCENT	Public Parks and Open Areas
LAND REAR 249 STOKE ROAD	Public Parks and Open Areas
LAND ADJ OLDWAY LANE ALLT, HUNTERCOMBE LANE SITE	Public Parks and Open Areas
LAND IN KEEL DRIVE	Public Parks and Open Areas
LAND NTH 411 FARNHAM ROAD	Public Parks and Open Areas
LAND AT KENILWORTH CLOSE	Public Parks and Open Areas
NATURE RESERVE, HAYMILL VALLEY	Public Parks and Open Areas
3RD UPTON SCOUT HQ, UPTON COURT PARK	Let to Scouts
PRESSURE REDUCING STATION, FARNHAM LANE, COCKSHERD	Let to National Grid
AVEBURY PLAY AREA	Public Parks and Open Areas
SPACKMANS WAY PLAY AREA	Public Parks and Open Areas
GRAMPIAN WAY PLAY AREA	Public Parks and Open Areas
TOWER HOUSE PLAY AREA	Public Parks and Open Areas
GOLDSWORTHY WAY PLAY AREA	Public Parks and Open Areas
MARESCROFT PLAY AREA	Public Parks and Open Areas
COLNBROOK RECREATION PLAY AREA	Public Parks and Open Areas
CONCORDE WAY PLAY AREA	Public Parks and Open Areas
NEWCHURCH ROAD PLAY AREA	Public Parks and Open Areas
LAND AT UPPER LEES ROAD	Public Parks and Open Areas
KEDDERMISTER PARK GIRL GUIDES HQ, REDDINGTON DRIVE	Let to Girl Guides
SHEFFIELD AND BUCKINGHAM REST GARDENS	Public Park and Open Area
LAND AT TANHOUSE FARM COLNBROOK	Amenity Land Green Belt
TOWN SQUARE HIGH STREET	Public Open Areas
HUNTERCOMBE SPUR LAND, OLDWAY LANE - 2	Let to Grazing
LAND AT PARK ROAD, FARNHAM ROYAL	Let to South Bucks
LAND IN SPACKMANS WAY/BRAMAS CLOSE	Amenity and Open Area
HERSCHEL STREET MULTI STOREY CAR PARK	Car Park
HATFIELD ROAD MSCP, CAR PARK, THE GROVE (Incl. UPRN 7003)	Car Park
GROVE CAR PARK, THE GROVE	Car Park
CAR PARK THE GREEN CHALVEY (D170)	Car Park
CAR PARK HARROW MARKET, HARROW ROAD (D170)	Car Park
CAR PARK PARLAUNT ROAD, PARLAUNT ROAD SHOPS (D170)	Car Park
CAR PARK SHEEHY WAY (D170)	Car Park
BURLINGTON ROAD CAR PARK	Car Park
ELMSHOTT WAY OPEN CAR PARK	Car Park
LOWER CIPPENHAM LANE OPEN CAR PARK	Car Park
VICARAGE WAY CAR PARK, COLNBROOK	Car Park
BAYLIS COURT NURSERY SCHOOL SLOUGH - Oatlands Driv	School
CHALVEY EARLY YEARS NURSERY SCHOOL Ladbroke Road, CHAL	School
CIPPENHAM NURSERY SCHOOL SLOUGH - St Andrews Way	School
WILLOW PRIMARY SCHOOL SLOUGH, Wexham Rd SL2 5JW	School
SLOUGH (Early Years) CENTRE NURSERY SCHOOL - Buckingham A	School
CIPPENHAM INFANT SCHOOL SLOUGH - Dennis Way SL1 5J	School
CLAYCOTS PRIMARY SCHOOL SLOUGH (Infant & Middle) M	School
FOXBOROUGH COMBINED PRIMARY SCHOOL LANGLEY - Commo	School
GODOLPHIN INFANTS SCHOOL	School
GODOLPHIN JUNIOR SCHOOL SLOUGH - Oatlands Drive SL	School
JAMES ELLIMAN PRIMARY SCHOOL - Elliman Ave SL2 5BA	School
MARISH PRIMARY SCHOOL SLOUGH - Swabey Rd SL3 8NZ (	School
PARLAUNT PARK COMBINED PRIMARY SCHOOL SLOUGH - Ken	School
WESTERN HOUSE PRIMARY SCHOOL CIPPENHAM - Richards	School
WEXHAM COURT COMBINED PRIMARY SCHOOL SLOUGH - Chur	School
CARETAKERS HOUSE, WEXHAM COURT PRIMARY	fmr Caretakers House Incorporated into school
WESTGATE SCHOOL - Cippenham Lane SL1 5AH (F)	School

WEXHAM C SECONDARY SCHOOL SLOUGH - Norway Drive SL	School
LITLEDOWN SCHOOL SLOUGH - Queens Rd SL1 3QW	School
fmr COMMUNITY EDUCATION CENTRE - 53 STOKES RD SLOUGH	School
WESTERN HOUSE PRIMARY SCHOOL CIPPENHAM - Richards	School
PIPPINS PRIMARY SCHOOL - Raymond Close SL3 0PR (F	School
HAYMILL - HAYBROOK COLLEGE, BURNHAM LANE SL1 6LZ	School
HAYMILL - MILLSIDE SCHOOL	School
PENN WOOD PFI SCHOOL	School
BEECHWOOD PFI SCHOOL	School
ARBOR VALE PFI SCHOOL	School
CARETAKERS HOUSE, MONTEM PRIMARY	Former Caretakers House
CLAYCOTS CHILD CARE CENTRE - Monksfield Way SL2 1Q	School/Childrens Centre
MONTEM CHILD CARE CENTRE SL1 2TE	School/Childrens Centre
WILLIAM PENN CHILD CARE CENTRE SL2 1PH	School/Childrens Centre
MARISH CHILD CARE CENTRE	School/Childrens Centre
JAMES ELLIMAN GRADUATED CHILDRENS CENTRE	School/Childrens Centre
YEW TREE ROAD GRADUATED CHILDRENS CENTRE	School/Childrens Centre
WEXHAM ROAD CHILDRENS CENTRE	School/Childrens Centre
ST ANDREWS WAY CHILDRENS CENTRE	School/Childrens Centre
ORCHARD AVENUE CHILDRENS CENTRE	School/Childrens Centre
HAYMILL - HAYBROOK COLLEGE, BURNHAM LANE SL1 6LZ	School
HAYMILL - MILLSIDE SCHOOL	School
THE OLD SCHOOL, VICARAGE WAY, COLNBROOK	New Childrens Centre & Library
MALLARDS	Childrens Home
WEXHAM LEA CHILDREN'S CENTRE (new, in IQRA complex)	School
CIPPENHAM NURSERY CHILDREN'S CENTRE	School
CARETAKERS HOUSE, CLAYCOTS PRIMARY	Caretakers House
CARETAKERS HOUSE, FOXBOROUGH PRIMARY	Caretakers House
CARETAKERS HOUSE, JAMES ELLIMAN PRIMARY	Caretakers House
CARETAKERS HOUSE WEXHAM SECONDARY	Caretakers House
CARETAKERS HOUSE PENN WOOD PRIMARY	Caretakers House
CARETAKERS HOUSE WESTERN HOUSE	Caretakers House
CHALVEY COMMUNITY CENTRE (FORMER TVCC)	Community Centre
CIPPENHAM COMMUNITY HALL, EARLS LANE	Community Centre
LANGLEY PAVILLION (Part), MEMORIAL GROUND, LANGLEY ROAD	Let to Sea Cadets & Comm. Hall
LANGLEY PAVILION (Part) MEMORIAL GROUND, LANGLEY ROAD	Community Centre
YOUTH OFFENDERS TEAM , Floor 2 46/48 HIGH STREET, SLOUGH	Offices
NEW HORIZONS MENTAL HEALTH RESOURCE CENTRE	Offices
4 PRIORS CLOSE, PRIORS DAY SERVICES,	Day Centre
DAY CENTRE ELLIMAN AVE-LEARNING DISABILITY, 27 PURSERS	Day Centre
LANGLEY RESOURCE UNIT, SPITFIRE CLOSE SL3 8JK	Day Centre
NEW LANGLEY LIBRARY, TRELAWNEY AVENUE	Library, sub lease from A2
SPEEDWELL WEXHAM NURSERY	Disability Centre
pt 1 & 2nd FLOOR MAPLE HOUSE, WILLIAM ST	Operational DAAT
ST MARTINS PLACE, 51 BATH ROAD SLOUGH SL1 3UF	Operational
70 FOX ROAD SLOUGH SL3 7SJ	Hsg Offices
427 LONDON ROAD SL3 8PS	Hsg Traveller Site
TRAVELLER SITE HORTON RD. POYLE	Hsg Traveller Site
MOBILE FOXBOROUGH HOMES SITE	Hsg Traveller Site
NEW SLOUGH BUS STATION, BRUNEL WAY.	New Bus Station
CARE HOME SITE, WEXHAM ROAD	Let to Care UK - Care Home
EXTRA CARE HOME SITE, WEXHAM ROAD	Let to Hanover HA, extra care home
EXTRA CARE HOME SITE, NORTHAMPTON AVENUE	Let to Hanover HA, extra care home
<b>PFI &amp; Academy Schools</b>	
LANGLEY ACADEMY - Langley Rd SL3 7EF	Land let to Academy
PENN WOOD PRIMARY SCHOOL - Penn Rd SL2 1PH (old W	PFI School
BEECHWOOD SCHOOL SLOUGH - Long Readings Lane, SL2 (PFI)	PFI School
ARBOUR VALE SPECIAL SCHOOL SLOUGH (new build PFI)	PFI School
SCHOOL HOUSE - PENN ROAD SLOUGH SL2 1PG	PFI School
CARETAKERS HOUSE, BEECHWOOD SECONDARY	PFI School
<b>Slough Community Leisure</b>	
BOWLING CENTRE, SALT HILL PARK, BATH ROAD	Newly refurbished
LANGLEY LEISURE CENTRE, PARLAUNT ROAD	Operational
THAMES VALLEY ATHLETIC CENTRE	Operational
OUTDOOR TENNIS COURTS SALT HILL PARK	Operational

**Category B Assets that could stay operational with potential for co - location**

Property Name	Current Status
MONTEM PRIMARY SCHOOL SLOUGH - Chalvey Grove SL1 2	School & Expansion Land
ROTUNDA BUILDING NORTHAMPTON AVE	Use by Herschel & Haybrook
ROTUNDA ANNEXE NORTHAMPTON AVE	Let to Vol Sector
SLOUGH YOUNG PEOPLES CENTRE, 323 HIGH STREET	Offices & Operational
CHALVEY COMMUNITY CENTRE, CHALVEY	Community Centre
CIPPENHAM LIBRARY, ELMSHOTT LANE, SL1 5RB	Library
MANOR PARK YOUTH AND COMMUNITY CENTRE	Y & C Centre
MANOR PARK COMMUNITY HALL, VILLIERS ROAD	Community Hall use by Age Concern
LEA COMMUNITY CENTRE, WEXHAM ROAD	Community Centre
MARIA COWLAND COMMUNITY HALL, 26 BOWER WAY	Let to Age Concern
WESTFIELD COMMUNITY HALL, SEVERN CRESCENT	Community Centre
LANDMARK PLACE	Operational Offices
39 BLANDFORD PLACE (EBWA)	Hsg
98 BLANDFORD PLACE (EBWA)	Hsg
27 CHURCH STREET (CAB, Shelter & SCVS)	Operational
3 ST LAURENCE WAY,	Operational
AIRWAYS HOUSE	Operational, Lease expires dec 2012
ALLOTMENTS, LAND EAST OF STOKE POGES, STOKE ROAD	Allotment
SAMPSONS GREEN (ROCKESBY RD./WAVELL RD.) ALLOTMENT	Allotment
ALLOTMENTS, CHERRY ORCHARD, STOKE ROAD	Allotment
ALLOTMENTS, COLLEGE ROAD	Allotment
ALLOTMENTS, COWPER ROAD	Allotment
ALLOTMENTS, GRANVILLE AVENUE	Allotment
ALLOTMENTS, HORSEMOOR GREEN, OFF COMMON ROAD	Allotment
ALLOTMENTS, SLOUGH ROAD, LAND S.W. OF M4, NEAR THE	Allotment
ALLOTMENTS, RAGSTONE ROAD	Allotment
ALLOTMENTS, WESTPOINT, OLDWAY LANE	Allotment
ALLOTMENTS, HARROW ROAD, GREEN DRIVE	Allotment
KEEL DRIVE ALLOTMENTS	Allotment
2 PRIORS CLOSE	
LAND AT CHERRIES	Let to Wexham Parish Council
LAND AT NORWAY DRIVE	Let to Wexham Parish Council
LAND NORTH MUDDY LANE	Let to Sikh Social Trust
YMCA LAND, LADBROOKE ROAD	Let to YMCA
LAND AT CHURCH LANE, WEXHAM	Public Park and Open Area
<b>Slough Community Leisure</b>	
THE CENTRE/SPIRIT CONFERENCE CENTRE	Operational

**Category C      Assets that are expensive to run, not fit for purpose  
and/or have a potential capital receipt or are possible LABV Asset.**

Property Name	Current Status
MONTEM RECREATION GROUND	Public Parks and Open Areas
THE MILAN CENTRE, QUEENS ROAD	Community Centre
THOMAS GRAY CENTRE, Queens Road SL1 3QW	Offices & WEA
WEST WING	Community & Arts Centre
GURNEY HOUSE UPTON ROAD SLOUGH SL1 2AE	Let to BUPA
HORSEMOOR GREEN YOUTH & COMMUNITY CENTRE,	E & CS -Y&C Centres Review
4 RAGSTONE ROAD SLOUGH SL1 2PU - CARETAKERS HOUSE	Slough & Eton School Caretaker Hsg
LAVENDER COURT, 1 PRIORS CLOSE (See 5208)	Residential Priors
3 PRIORS CLOSE RESPOND RESPITE CARE ADULTS CENTRE	Residential
HAYMILL COMMUNITY CENTRE BUILDINGS	Community Centre & Offices
LANGLEY COMMUNITY HALL, LANGLEY ROAD	Community Centre
WEEKES DRIVE COMMUNITY HALL, Tamarisk Way	Community Centre
CORNER HOUSE 254a FARNHAM ROAD	Let to Vol Sector, Crossroads
629 BATH ROAD	Let to Thames Valley Positive Support
HARVEY PARK DRESSING ROOM, TAMAR WAY (Pavilion)	Parks Dressing Room
KEDERMISTER DRESSING ROOMS, REDDINGTON DRIVE	Parks Dressing Room
MERCIAN WAY RECREATION GROUND DRESSING ROOMS	Parks Dressing Room
SALT HILL DRESSING ROOMS, SALT HILL PARK	Vacant
UPTON COURT PARK DRESSING ROOMS, UPTON COURT ROAD	Parks Dressing Room
CHALVEY WORKING MENS CLUB	Let to CWMC & Labour Party
27 HARROW ROAD (P756)8081	Local Office
LAND ADJACENT 27 AYLESBURY CRESCENT	Vacant
TOWN HALL (1930 BUILDING), BATH ROAD	Operational
TOWN HALL ANNEXE	Offices Demolition proposed 2011
SLOUGH MUSEUM, HIGH STREET	Operational
8/10 LEDGERS ROAD (Incl UPRN 8512)	Let to Voluntary Organisations
CIPPEHNAM RECREATION GROUND (Bowls Club)	Let to Bowls Club
PLYMOUTH ROAD INDUSTRIAL UNITS	Let From SEGRO Lease terminates 2013
7 TRELAWNEY AVENUE IND COURT	Industrial Unit
6 TRELAWNEY AVENUE IND COURT	Industrial Unit
5 TRELAWNEY AVENUE IND COURT	Industrial Unit
4 TRELAWNEY AVENUE IND COURT	Industrial Unit
3 TRELAWNEY AVENUE IND COURT	Industrial Unit
2 TRELAWNEY AVENUE IND COURT	Industrial Unit
1 TRELAWNEY AVENUE IND COURT	Industrial Unit
CENTRAL NURSERY LAND, WEXHAM ROAD moved to Cat D	Nursery Site
WEEKES DRIVE RECREATION GROUND	Public Park and Open Area
LANDFILL KENNEDY PARK	
BOWYER PLAYING FIELDS	Public Park and Open Area
LAND ADJ. 43 PETERSFIELD AVENUE	
15 THE SPINNEY	S/O House
CIPPENHAM BOYS/YOUTH CLUB, MERCIAN WAY	
LAND AT SPACKMANS WAY/BRAMMAS CLOSE	Amenity Land
LASCELLES DEPOT, LASCELLES PARK	Vacant Depot
LASCELLES CAFETERIA, LASCELLES PARK, LASCELLES ROAD (Incl. UPRN 8004, 8054)	Vacant
ORCHARD Y & C CENTRE 73A STOKE ROAD	E & CS -Y&C Centres Review
SLOUGH CENTRAL LIBRARY, HIGH STREET SL1 1EA	Library, sub let from HCA
MILLENNIUM GREEN PROJECT, MONTEM RECREATION GROUND	Land leased to Trustees Chalvey Millenium Green Trust
CENTRAL NURSERY LAND, WEXHAM ROAD	Nursery Site, closed
STOKE WOOD, COLLUM GREEN ROAD, FARNHAM COMMON	Woodland adj. TW Reservoir
NEW PARK BUILDINGS, HERSCHEL PARK	Public Park and Open Area
ELECTRICITY SUB STATION SITES, 80 APPROX	Let to SSE. Dispose where advantageous
HERSCHEL/VICTORIA STREET LAND	Public Park and Open Area
LAND R/O KNOLTON WAY SHOPS/THE CHERRIES	Amenity Land
LAND REAR KENDAL CLOSE	Adjoining Slough Basin
324 TRELAWNEY AVENUE	Let to surgery
425 TRELAWNEY AVENUE	Let to surgery
LANGLEY POLICE STATION, HIGH STREET LANGLEY	Let to Thames Valley Police
ALBERT STREET CAR PARK	Car Park
ROCHFORDS HOSTEL	Vacant former Hostel
ROCHFORD YOUTH & COMMUNITY CENTRE, UXBRIDGE RD, SL	Community Centre
LAND NE CORNER MERCIAN ROAD	Former Parkland
THE LODGE, MERCIAN WAY	Former Park Keepers Lodge (let)
VACENT LAND ADJACENT FORMER CROSS KEYS P.H.	Surplus
BUS GARAGE STOKE ROAD (Stanley Cottages)	Let to Conlatuse
SHOPMOBILITY ALPHA STREET NORTH	Occupied by Shopmobility
26 WINDSOR ROAD, SLOUGH	Vacant
24 & 24A WINDSOR ROAD, SLOUGH	Let to Estate Agency
22 & 22A WINDSOR ROAD, SLOUGH	Let to Subway
ORCHARD Y & C CENTRE	Let to Stoke Road Mosque
PAKISTAN WELFARE ASSOCIATION fmr CHALVEY Y&C CENTRE, Darvills Lane,	Let to PWA
SITE FMR ARBOURVALE SPECIAL SCHOOL (excl West Wing)	Vacant Building

<b>Britwell Regeneration</b>	
NEWBEECH EPH & DAY CENTRE - Housing Development (Britwell Regeneration)	Site for New Housing
NEWBEECH HOUSE LONG READINGS LANE (Land Adjacent)	Site for New Housing
JOLLY LONDONER, WENTWORTH AVENUE	fmr PH Site for New Housing, demolition current.
BRITWELL LIBRARY, WENTWORTH AVENUE SL2 2AW	Library, site for New Housing
SERVICE STATION WENTWORTH AVENUE	Let to Service Station, early vacancy agreed.
KENNEDY PARK BRITWELL, LONG FURLONG DRIVE	Site 2A Housing Redevelopment & Parkland
LANDFILL KENNEDY PARK, LONG FURLONG DRIVE	Open Grassed Area, Proposed improved Park Area
95,97 WENTWORTH AVENUE	Shop
93 WENTWORTH AVENUE	Shop
91 WENTWORTH AVENUE	Shop
89 WENTWORTH AVENUE	Shop
87 WENTWORTH AVENUE	Shop
85 WENTWORTH AVENUE	Shop
83 WENTWORTH AVENUE	Shop
81 WENTWORTH AVENUE	Shop
79 WENTWORTH AVENUE	Shop
77 WENTWORTH AVENUE	Shop
75 WENTWORTH AVENUE	Shop
73 WENTWORTH AVENUE	SBC One Stop Shop
69,71 WENTWORTH AVENUE	Shop
63,65,67 WENTWORTH AVENUE	Shop
61 WENTWORTH AVENUE	Shop
59 WENTWORTH AVENUE	Shop
57 WENTWORTH AVENUE	Shop
55 WENTWORTH AVENUE	Shop
53 WENTWORTH AVENUE	Shop
51 WENTWORTH AVENUE	Shop
49 WENTWORTH AVENUE	Shop
47 WENTWORTH AVENUE	Shop
45 WENTWORTH AVENUE - 1	Shop
ELDERLY PERSONS BUNGALOWS MARUNDEN GREEN	Site 2B Premises being Vacated
FORMER GARAGE SITE PEMBERTON ROAD	Site 2A Housing Redevelopment
BRITWELL PLAYCENTRE, LONG FURLONG DRIVE	Site 2A Housing Redevelopment
41/43 WENTWORTH AVENUE, fmr MALT	Vacant, demolition current, site of proposed Community Hub.
WENTWORTH AVENUE INDUSTRIAL COURT, 12 UNITS	Vacant, demolition current, site of proposed Community Hub.
LAND NORTH PEMBERTON ROAD, BRITWELL	Let to Scouts Part Site 2A Housing Development
LAND SOUTH PEMBERTON ROAD, BRITWELL	Let to Guides Part Site 2A Housing Development
<b>Britwell Regeneration related Operational Assets &amp; Other SBC Ownerships</b>	
BRITWELL BOYS CLUB, WENTWORTH AVENUE	Let to Trustees Britwell Y&C Project
KENNEDY PARK LODGE BRITWELL, L. FURLONG DR. (From	Hsg adj Britwell Regeneration
WENTWORTH MEDICAL CENTRE	Surgery leased to Doctor, Dentist & Pharmacy
NHS CHILD WELFARE CENTRE, WENTWORTH AVENUE	NHS Centre
<b>Chalvey Regeneration</b>	
fmr CHALVEY NURSERY SCHOOL (EYC) - THE GREN.- SITE C	TVCC Regeneration
CHALVEY REGENERATION INC. DIAGNOSTIC UNIT & VACANT LAND, SITE D	TVCC Regeneration
SITE OF FORMER SCOUT HUT LADBROOKE ROAD	Let to Chalvey Millenium Trust
CHALVEY PLAYLEADERSHIP, LADBROOKE ROAD, CHALVEY	Demolition Completed
<b>Heart of Slough Regeneration</b>	
WILLIAM STREET TOILETS, DAY CENTRE SITE, WILLIAM S	Demolished
fmr BRUNEL CAR PARK WELLINGTON STREET (Incl. 8050)	Sold to Development Securities, Demolition current.
fmr BRUNEL BUS STATION AMENITY BLDG (incl.8525)	Sold to Development Securities, Demolition current.
LAND ADJ fmr BRUNEL BUS STATION & SURPLUS HIGHWAY	Development site adjacent proposed Dev Sec Offices
SHOP KIOSK, DAY CENTRE SITE, WILLIAM STREET	Demolished
fmr UNIVERSITY CAR PARK, ex TVU SITE, WILLIAM ST	Car Park/Site Compound
3&5 MACKENZIE ST	Let as Shop
5A&B MACKENZIE ST	Vacant Offices
PRUDENTIAL BUILDING, WINDSOR ROAD/HIGH STREET	
PRUDENTIAL YARD CAR PARK	
<b>Slough Community Leisure</b>	
MONTEM SPORTS CENTRE, MONTEM LANE	Operational
ICE ARENA, MONTEM SITE. MONTEM LANE	Operational

HRA Shops	
254 SCAFELL ROAD	Shop
252 SCAFELL ROAD	Shop
9 MINSTER WAY	Shop
8 STONEYMEADE	Shop
6 STONEYMEADE	Shop
4 STONEYMEADE	Shop
2 STONEYMEADE	Shop
51 CHEVIOT ROAD	Shop
53 CHEVIOT ROAD	Shop
55 CHEVIOT ROAD	Shop
14 ANSLOW PLACE SHOPS	Shop
13 ANSLOW PLACE SHOPS	Shop
12 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
11 ANSLOW PLACE SHOPS	Shop
84 SAINT ANDREWS WAY	Shop
13 HARRISON WAY	Shop
11 HARRISON WAY	Shop
9 HARRISON WAY	Shop
7 HARRISON WAY	Shop
5 HARRISON WAY	Shop
104 KNOLTON WAY	Shop
98 KNOLTON WAY	Shop
96 KNOLTON WAY	Shop
90 KNOLTON WAY	Shop
86/88 KNOLTON WAY	Shop
9 ANSLOW PLACE SHOPS	Shop
82 KNOLTON WAY	Shop
80 KNOLTON WAY	Shop
74 KNOLTON WAY	Shop
24 PARLAUNT ROAD	Shop
22 PARLAUNT ROAD	Shop
20 PARLAUNT ROAD	Shop
18 PARLAUNT ROAD	Shop
16 PARLAUNT ROAD	Shop
14 PARLAUNT ROAD	Shop
SHAMROCK PH (FMR LANGLEY TAVERN) PARLAUNT ROAD	Public House
236 TRELAWNEY AVENUE	Shop
230 TRELAWNEY AVENUE	Shop
232 TRELAWNEY AVENUE	Shop
302 TRELAWNEY AVENUE	Shop
228 TRELAWNEY AVENUE	Shop
308 TRELAWNEY AVENUE	Shop
246 TRELAWNEY AVENUE	Shop
258 TRELAWNEY AVENUE	Shop
304 TRELAWNEY AVENUE	Shop
234 TRELAWNEY AVENUE	Shop
306 TRELAWNEY AVENUE	Shop
300 TRELAWNEY AVENUE	Shop
252 TRELAWNEY AVENUE	Shop
254 TRELAWNEY AVENUE	Shop
260 TRELAWNEY AVENUE	Shop
298 TRELAWNEY AVENUE	Shop
256 TRELAWNEY AVENUE	Shop
250 TRELAWNEY AVENUE	Shop
244 TRELAWNEY AVENUE	Shop
248 TRELAWNEY AVENUE	Shop
238/240 TRELAWNEY AVENUE	Shop
296 TRELAWNEY AVENUE	Shop
242 TRELAWNEY AVENUE	Shop

## Category D Assets that are vacant and/or surplus

Property Name	Current Status
LAND ADJACENT 7 ELLIS AVE. (R/O 5 BATH ROAD)	Surplus, Sale Agreed
HERSCHEL STREET/CHURCH STREET - Parcel of Land	Surplus
LAND ADJ TO 83 ELLIMAN AVE, 29, CHURCH STREET	Vacant Land
LYNCH PIN PH fmr. GROVE TAVERN, LONG FURLONG DRIVE	Let to Hall Trustees
314 HIGH ST	Let to Admiral Taverns
20 WINDMILL ROAD	Let to Restaurant
MERRY MAKERS PH AND COMMUNITY HALL	Former Group Housing
EARL OF CORNWALL P H	Let to Punch Taverns
LAVENDER FARM	Let to Greene King
CAR PARK SPACES HERSCHEL STRET, R/O 18/20 PARK ST	Agricultural Tenancy
SITE fmr. ROTUNDA Y & C - STADIUM ANNEXE, BELFAST AVE, SLOUGH	Part Let to Shop
WEXHAM HOUSE KNOLTON WAY, SL2 5SG	Surplus, transfer to SLR
279 LONG FURLONG DRIVE AND 1 EGERTON ROAD	Surplus Sale Agreed
ORCHARD Y & C CENTRE Mosque Car Park	Let Shop and House
ORCHARD Y & C CENTRE Car Valet Site	Let to Stoke Road Mosque
LAND AT WOODLAND AVENUE	Let to Operator
LAND AT NORTHBOROUGH ROAD R/O 27	Leting to Sikh Social Centre current
	Vacant Site
<b>Highway Improvement Line Bath Road</b>	
150 BATH ROAD SL1 3XE	Hgw Hsg
152 BATH ROAD SLOUGH SL1 3XE	Hgw Hsg
154 BATH ROAD SL1 3XE	Hgw Hsg
156 BATH ROAD SL1 3XE	Hgw Hsg
158 BATH ROAD SL1 3XE	Hgw Hsg
160 BATH ROAD SL1 3XE	Hgw Hsg
<b>Highway Improvement Line Windsor Road</b>	
81 to 95 WINDSOR ROAD (Incl. fmr UPRN 8328, 8329, 8465, 8508, 5154, 5155, 5156, 5231)	Surplus
97 WINDSOR ROAD	Housing
101 WINDSOR ROAD - GRD FLR	Highway Hsg
101A WINDSOR ROAD SLOUGH	Highway Hsg
103 WINDSOR ROAD	Highway Hsg
105 WINDSOR ROAD	Housing
107A WINDSOR ROAD - 1ST FLR	Highway Hsg
107 WINDSOR ROAD - GRD FLR	Highway Hsg
109 WINDSOR ROAD - GRD FLR	Highway Hsg
109A WINDSOR ROAD - 1ST FLR	Highway Hsg
111 WINDSOR ROAD	Highway Hsg
121b WINDSOR ROAD	Highway Hsg
121a WINDSOR ROAD - GROUND FLR	Highway Hsg
SITE OF 139 WINDSOR ROAD, SLOUGH (Highways Property)	Surplus Land
LAND ADJACENT TO 139 WINDSOR ROAD	Surplus Land



# Schools in Slough

C – Community	F – Foundation	VA – Voluntary Aided	VC – Voluntary Controlled	T – Trust	A-Academies
Name and type of school	School Type	Address			
Arbour Vale School	C	Farnham Road, Slough, SL2 3AE			
Baylis Court Nursery School	C	Oatlands Drive, Slough, SL1 3HS			
Baylis Court School	F	Gloucester Avenue, Slough, SL1 3AH			
Beechwood School	C	Long Readings Lane, Slough, SL2 1QE			
Castleview School	F	Woodstock Avenue, Slough, SL3 7JL			
Chalvey Early Years Centre	C	The Green, Chalvey, Slough, SL1 2SP			
Cippenham Infant School	C	Dennis Way, Slough, SL1 5JP			
Cippenham Junior School	F	Elmshott Lane, Slough, SL1 5RB			
Cippenham Nursery	C	St Andrews Way, Slough, SL1 5NL			
Claycots Primary School	C	Monksfield Way, Slough, SL2 1QX			
Colnbrook Church of England Primary School	VC	High Street, Colnbrook, SL3 0JZ			
Foxborough Primary School	C	Common Road, Langley, SL3 8TX			
Godolphin Infant School	C	Warrington Avenue, Slough, SL1 3BQ			
Godolphin Junior School	C	Oatlands Drive, Slough, SL1 3HS			
Haybrook College	C	112 Burnham Lane, Slough, Berkshire. SL1 6LZ	Penn Wood Primary & Nursery School	C	Penn Road, Slough, SL2 1PH
Herschel Grammar School	F	Northampton Avenue, Slough, SL1 3BW	Pippins School	F	Raymond close, Colnbrook, SL3 OPR
Holy Family Catholic Primary School	VA	High Street, Langley, SL3 3HS	Priory School	F	Orchard Avenue, Slough, SL1 6HE
Iqra Slough Islamic Primary School	VA	Grasmere Avenue, Slough, SL2 5JD	Ryvers Primary School	F	Trelawny Avenue, Slough, SL3 7TS
James Elliman Primary School	C	Elliman Avenue, Slough, SL2 5BA	Slough and Eton Church of England Business & Enterprise College	VC	Ragstone Road, Slough, SL1 2PE
Khalsa Primary School	VA	Wexham Road, Slough, Berkshire SL2 5JW	Slough Early Years Centre	C	Buckingham Avenue East, Slough, SL1 3EA
Langley Academy	A	Langley Road, Slough, SL3 7EF	Slough Grammar School	T	Lascelles Road, Slough, SL3 7PR
Langley Grammar School	F	Reddington Drive, Slough, SL3 7QS	St Anthonys Catholic Primary School	VA	Farnham Road, Slough, SL2 3AA
Lea Nursery	C	Wexham Road, Slough, SL2 5JW	St Bernards Catholic Grammar School	VA	Langley Road, Slough, SL3 7AF
Littledown School	C	Queens Road, Slough, SL1 3QW	St Ethelberts Catholic Primary School	VA	Wexham Road, Slough, SL2 5QR
Lynch Hill Primary School	F	Garrard Road, Slough, SL2 2HX	St Josephs Catholic High School	VA	Shaggy Calf Lane, Slough, SL2 5HW
Marish Primary School	C	Swabey Road, Slough, SL3 8NZ	St Mary's Church of England Primary School	VC	Yew Tree Road, Slough, SL1 2AR
Montem Primary School	C	Chalvey Grove, Slough, SL1 2TE	Western House School	C	Richards Way, Cippenham, Slough. SL1 5TJ
Our Lady of Peace Catholic Infant and Nursery school	VA	Derwant Drive, Slough, SL1 6HW	The Westgate School	F	Cippenham Lane, Slough, SL1 5AH
Our Lady of Peace Catholic Junior School	VA	Derwant Drive, Slough, SL1 6HW	Wexham Court Primary School	C	Church Lane, Wexham SL3 6LU
Parlaurt Park Primary School	C	Kennett Road, Slough, SL3 8EQ	Wexham School	C	Norway Drive, Slough, SL2 5QP

## **School types**

There are many different types of state school as well as independent schools. This page provides some information on each type of school

### **Mainstream state schools**

All children in England between the ages of five and 16 are entitled to a free place at a state school. Most go to state schools.

Children normally start primary school at the age of four or five, but many schools now have a reception year for four year olds. Children normally leave at the age of 11, moving on to secondary school. Most state schools admit both boys and girls, though some are single-sex.

The four main types of state school all receive funding from local authorities. They all follow the National Curriculum and are regularly inspected by Ofsted.

### **Community schools**

A community school is run by the local authority, which:  
employs the staff

owns the land and buildings

decides which 'admissions criteria' to use (these are used to allocate places if the school has more applicants than places)

Community schools look to develop strong links with the local community, sometimes offering use of their facilities and providing services like childcare and adult learning classes.

### **Foundation and Trust schools**

Foundation schools are run by their own governing body, which employs the staff and sets the admissions criteria. Land and buildings are usually owned by the governing body or a charitable foundation.

A Trust school is a type of foundation school which forms a charitable trust with an outside partner - for example, a business or educational charity - aiming to raise standards and explore new ways of working.

The decision to become a Trust school is taken by the governing body, with parents having a say. Trust schools will be introduced from summer 2007.

### **Voluntary-aided schools**

Voluntary-aided schools are mainly religious or 'faith' schools, although anyone can apply for a place. As with foundation schools, the governing body:

employs the staff

sets the admissions criteria

School buildings and land are normally owned by a charitable foundation, often a religious organisation. The governing body contributes to building and maintenance costs.

### **Voluntary-controlled schools**

Voluntary-controlled schools are similar to voluntary aided schools, but are run by the local authority. As with community schools, the local authority:

employs the school's staff

sets the admissions criteria

School land and buildings are normally owned by a charity, often a religious organisation, which also appoints some of the members of the governing body.

### **Specialist schools**

Though they follow the National Curriculum, specialist schools focus on a particular subject area. Examples include sports, technology or visual arts.

### **State schools with particular characteristics**

Within the state schools system described above, there are a number of schools with particular characteristics. As with other state schools, admissions are coordinated by the local authority. However, some may have different admission criteria or funding arrangements.

### **Academies**

Academies are independently managed, all-ability schools set up by sponsors from business, faith or voluntary groups in partnership with the Department for Children, Schools and Families and the local authority. Together they fund the land and buildings, with the government covering the running costs.

### **City Technology Colleges**

These are independently managed, non-fee-paying schools in urban areas for pupils of all abilities aged 11 to 18. They are geared towards science, technology and the world of work, offering a range of vocational qualifications as well as GCSEs and A levels.

### **Community and foundation special schools**

Special schools cater for children with specific special educational needs. These may include physical disabilities or learning difficulties.

### **Faith schools**

Faith schools are mostly run in the same way as other state schools. However, their faith status may be reflected in their religious education curriculum, admissions criteria and staffing policies.

### **Grammar schools**

Grammar schools select all or most of their pupils based on academic ability.

### **Maintained boarding schools**

Maintained boarding schools offer free tuition, but charge fees for board and lodging.

### **Independent schools**

There are around 2,300 independent schools in England. These schools set their own curriculum and admissions policies. They are funded by fees paid by parents and income from investments. Just over half have charitable status.

Every independent school must be registered with the Department for Children, Schools and Families. Standards are regularly monitored by either Ofsted or an inspectorate approved by the Secretary of State, ensuring that the school maintains the standards set out in its registration document.

## Appendix 2 – Projects for consideration in the LABV Short Term (0-6 years) Projects

Regeneration Programme	Project	Priority	Current asset value	Development requirements / options
Heart of Slough	The Curve	1	£ 1,000,000	Build The Curve to provide library, adult education, museum, customer contact centre and civic meeting rooms. Undertake changes required as a result of CPO or negotiated land assembly.
Heart of Slough	The Old Central Library site	2	-£ 2,500,000	Masterplan approval for a hotel, offices, restaurants/cafe and shops. Site currently leased by HCA but available to buy-back for £2.5M
Heart of Slough	University of West London site	1	£ 2,000,000	SBC own 13% of the site and have a developer agreement with UWL. HCA grant funding for infrastructure improvements has a condition to require the construction of 1,200 housing units on the site. Potential for small retail / café / restaurants development.
Heart of Slough	"Ransom strip" on the Brunel Bus Station / car park site, etc. site	2	£ 1,000,000	Masterplan approval for 3 Office blocks on front of site onto Bath Road (site owned primarily by Development Securities plc.). Rest of site for the construction of a hotel and offices (owned by Scottish Widows). SBC owns the Bus Station site together with smaller sites on the quadrant.
	West Wing & former Arbor Vale School site	1	£ 2,500,000	West Wing currently used for cultural activities that will transfer into The Curve when built. Arbor Vale School replaced by new School in vicinity. Proposed use for the site is to construct new STFC stadium and housing, being led by Paradigm Housing Association.
Chalvey Regeneration	Chalvey "Site 5"	2	£ 1,000,000	Site available for development.
	Haymill site, location for Millside special school.	2	£ 8,000,000	Haymill Centre in a poor state of repair but continued use by Special School. Top of site has the Millside Special School. Potential to redevelop the site to include the construction of a new school adjacent to existing school, facilitating the clearance of the Haymill Centre and redevelopment of the site to construct high value housing. If only half the site developed then land value halved.
	Town Hall Annexe Site	2	£ 3,000,000	Town Hall Annexe site under demolition. Site available for housing / office redevelopment. NB potential for medium term site assembly with Old Town Hall site.
	Wexham Nursery Site	3	£ 6,000,000	Nursery closed and site being decommissioned. Future use of small part of the site being considered for Speedwell against a range of other options for consideration by Cabinet in October 2011. Site ideally located for the construction of high value housing.
	New school on Upton Court site	2	£ 1,500,000	Use of DfE grant to relocate and construct a new "through" school.
	Eschele Court	3	£ 500,000	Demolition of existing buildings underway. Potential for retail, office or housing.

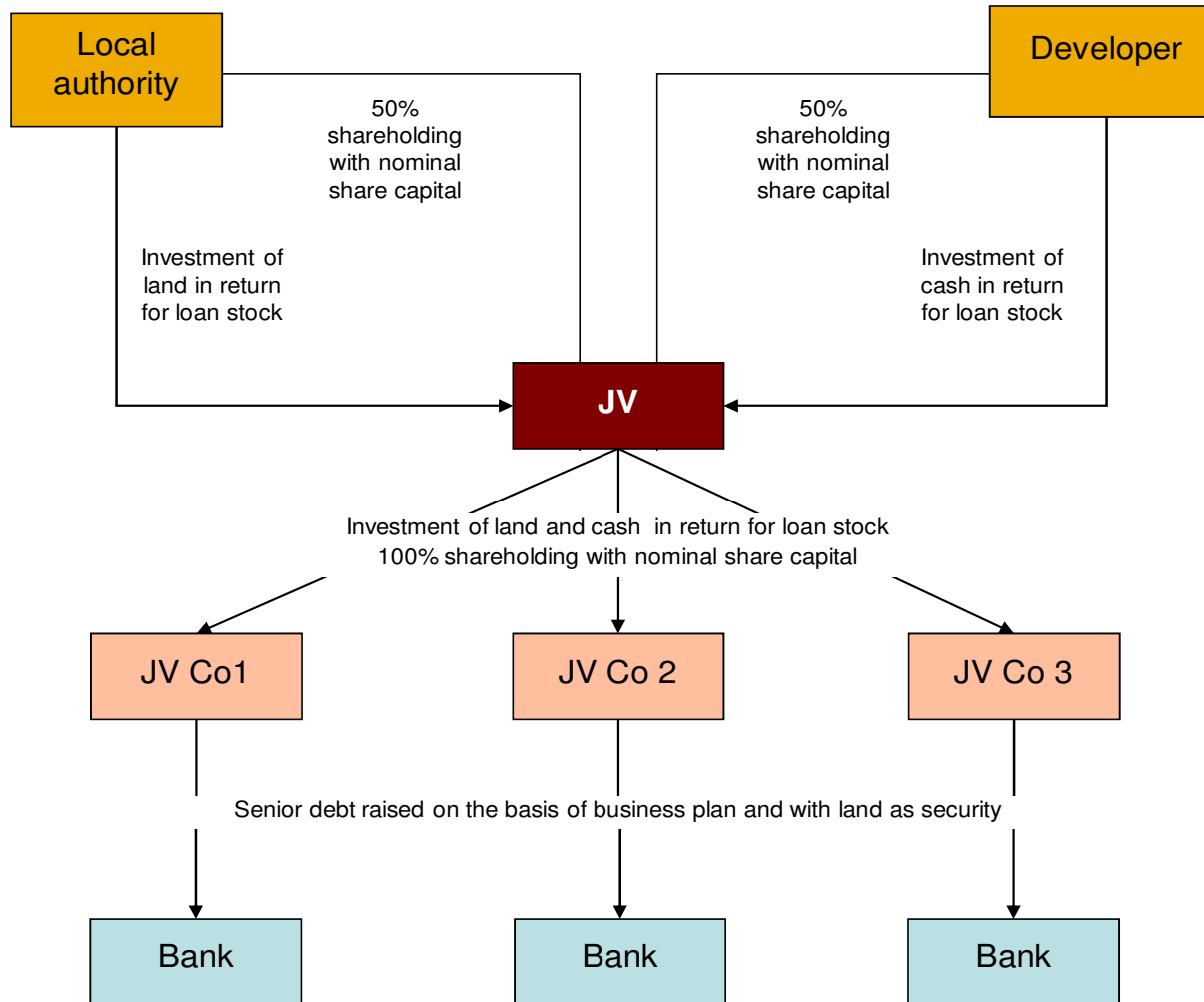
## Medium Term (7-12 years)

	Montem Recreation Ground (including Montem Leisure Centre / Ice Rink)	2	£ 10,000,000	Both the Leisure Centre and Ice Rink require considerable investment to replace major plant and modernise facilities. The alternative is to construct a new leisure centre. Site development options include: new build on the Montem Recreation Ground site; Town Hall Annexe site; or The Centre site to co-join with the existing centre but provide a pool, etc. Options for the Montem Recreation Ground site include new Housing, offices, offices with new cinema/leisure offer, etc.
	The Centre	2	£ 3,000,000	Linked to the options for the Montem Leisure Centre. Potential for other development.
Heart of Slough	Stoke Road Bus Garage	3	£ 1,000,000	Large site in key town centre location. Potential for office or multi-storey housing redevelopment.
	Thomas Gray/Milan Centre	2	£ 1,000,000	Current use for Adult Education and previously used as a School. Potential to relocate a School or other development but service relocation dependant upon completing the construction of The Curve.
	Rochford Hostel & Community Centre	3	£ 500,000	Hostel & Community Centre use being discontinued and buildings demolished. Site available for development.
	The Orchard Y & CC	3	£ 1,000,000	Site available for development
	Weeks Drive CC & Montem School	2	£ 5,000,000	Site available for new development
	Old Town Hall	2	£3,000,000	Old Town Hall - Initial conversion to School for 7 year life. Then site available for development.
	8 & 10 Ledgers Road	2	£ 500,000	Properties adjacent to Town Hall Annexe site and owned by SBC to be incorporated in land assembly for the Old Town Hall / Town Hall extension site. Potential for other properties in private ownership to be incorporated.
	Windsor Road Highway properties and 22-26 Windsor Road	2	£ 1,600,000	Site acquired for a highways scheme but could be considered in whole or part for redevelopment. 3 houses also available.

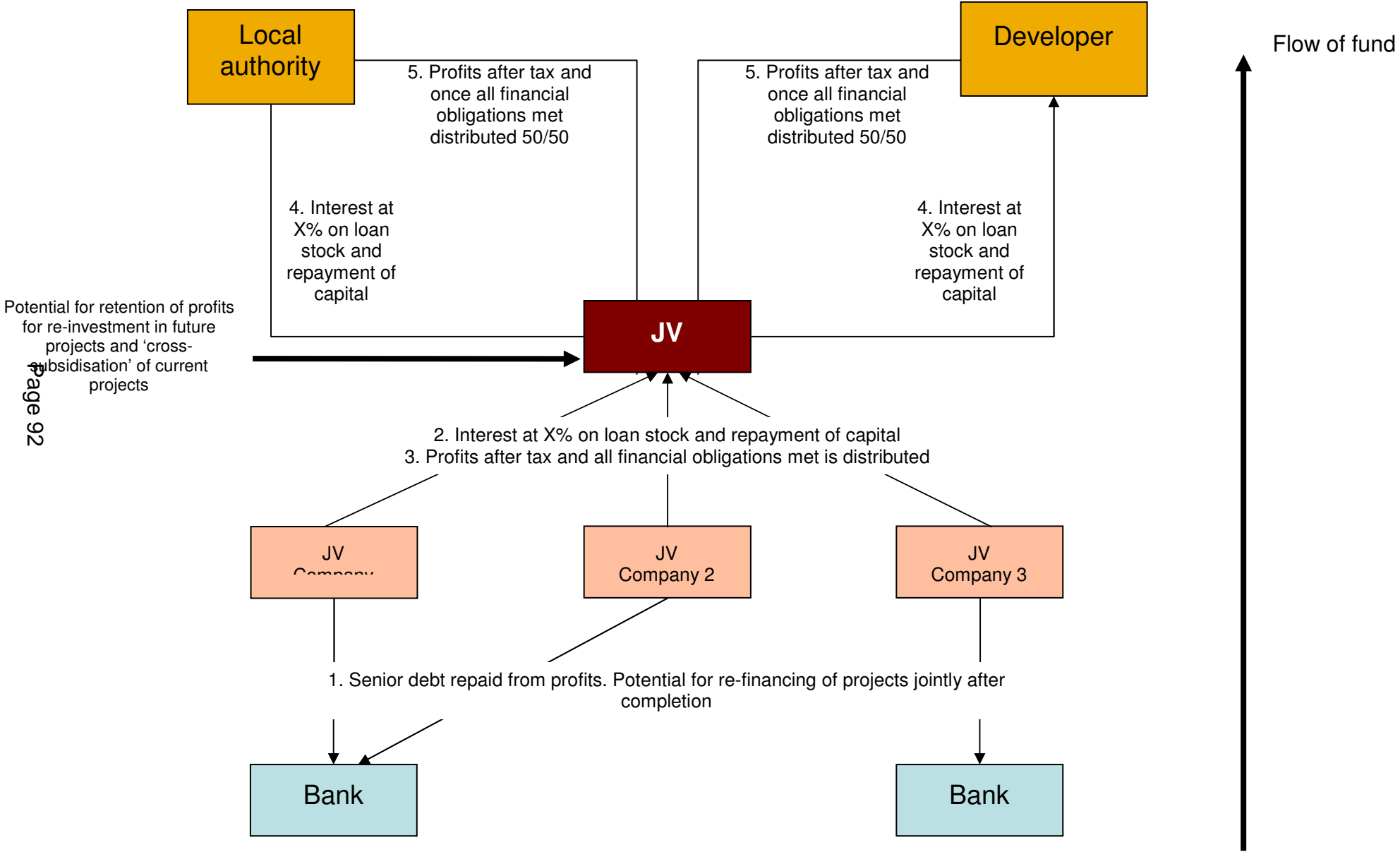
**Long-term (12 – 20 years)**

	Slough Basin / Bower Park land	2	£ 4,000,000	British Waterways proposed redevelopment of the Slough Basin scheme. SBC land required to add to redevelopment or alternatively to take advantage of the development. Potential for housing.
	Chalvey Halt Station	4	£ 500,000	Potential partnership development to create a new station halt on the Paddington to Windsor line. SBC owns land behind a vacant public house site which is in close proximity to the proposed line. Private land acquisition would be required to deliver the Halt.
<b>Total all projects =</b>			<b>£ 52,100,000</b>	

## Multi site programmes: financial structuring, investment and financing



# Recycling returns: potential flow of funds



Potential for retention of profits for re-investment in future projects and 'cross-subsidisation' of current projects



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 19<sup>th</sup> September 2011

**CONTACT OFFICER:** John Rice, Interim Assistant Director, Environment & Regeneration  
**(For all enquiries)** (01753) 875239

**WARD(S):** Britwell

**PORTFOLIO:** Neighbourhoods & Renewal - Councillor Swindlehurst

**PART I**  
**KEY DECISION****BRITWELL REGENERATION SCHEME – FROM CONCEPT TO REALITY****1 Purpose of Report**

To provide an update on the progress following the decisions made by Cabinet on 14<sup>th</sup> March, 11<sup>th</sup> April 2011, 31<sup>st</sup> May and 18<sup>th</sup> July for the delivery of the Britwell Regeneration Scheme (the Scheme). A further purpose of this report is to seek Cabinet approval to agree the community space provision in Britwell.

**2 Recommendations**

- (a) The Cabinet is requested to resolve:
- (b) That the progress reported at Appendix B be noted.
- (c) That the options appraisal presented in Section 5.9 and Appendix C of the Report be noted and to confirm that other than providing the new Britwell Community Hub and a facility for the Guides & Scouts, no further community building will be provided as part of the Britwell Regeneration Scheme.
- (d) That the Northborough Road landfill site should not be acquired through direct purchase. But the Interim Assistant Director, Environment & Regeneration be requested to seek a long-term lease from the owner of the Northborough Road site that will secure public access to the site, but with a Deed of Agreement that safeguards the Council against the potential financial risk associated with the landfill liabilities of the site.
- (e) That a further update report be made to the Cabinet meeting on 17<sup>th</sup> October 2011.

**3 Community Strategy Priorities**

- **Celebrating Diversity, Enabling inclusion**
- **Adding years to Life and Life to years**
- **Being Safe, Feeling Safe**
- **A Cleaner, Greener place to live, Work and Play**

- **Prosperity for All**

The Britwell Regeneration Scheme is the Council's response to the identified needs of the area which suffers from higher levels of deprivation, illness, unemployment and lower educational attainment. The area also contains some of the poorest quality social housing in the Borough, the improvement of which is beyond the Government's basic decent homes programme. Accordingly a successful regeneration programme will contribute to each of the above community strategy priorities.

#### 4 **Other Implications**

(a) *Financial*

The financial implications of this report can be contained within the original provision in the capital programme for 2011 – 2017 of £9 million for Britwell Regeneration. However, determination of the detailed cost and funding arrangements for the entire project will be directly linked to the outcome of the EU compliant procurement process.

Business plans and budgets are currently being formulated for the Revenue costs of the Hub under the proviso that overall there will be a cost neutral or better position for the Council.

Demolition of Wentworth Avenue shops and industrial units will lead to a reduction in rent income of £150k per annum to the HRA. Additional income from some replacement units is not yet known and will be developed as part of the overall cost and funding arrangements exercise.

The Homes and Communities Agency (HCA) provided £800,000 to pump-prime the regeneration project which was received on 29 March 2011.

(b) *Risk Management*

The regeneration of Britwell will involve substantial capital and revenue investment from the Council and other third parties. The provision of new housing and demolition of the existing flats and shops on Wentworth Avenue and Marunden Green within a densely populated area will require exceptional project management by the selected developer.

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

If the Council chooses to fund the project from borrowing there are strict limits on the overall amount of capital which can be released across the Council and this Scheme will need to compete with other corporate priorities for such funding. The HCA funding is subject to a legal agreement which binds the Council to deliver enabling works by the end of March 2011 and the complete scheme by 2017.

There are no direct Human Rights Act implications arising from the recommendations contained within this report.

(d) *Equalities Impact Assessment*

The future determination of detailed plans for the regeneration of Britwell will be subject to equalities impact assessments and the replacement of commercial and residential units will be required to meet both Planning and Building Control obligations with regard to disabled access. At this stage however there are no direct implications explicit in this report.

## 5 **Supporting Information**

- 5.1 At the meeting of Cabinet held on the 18<sup>th</sup> July 2011 it was agreed to proceed with the demolition of the buildings on the “satellite sites” (sites 3, 4 and 5 on the plan in Appendix A) and parts of Marunden Green (Site 2) and for a further progress report on the Britwell Regeneration Scheme to the September meeting.
- 5.2 A full update on the action taken to implement the recommendations is available at Appendix B.
- 5.3 **Britwell Community Hub: contract progress** – Following Cabinet’s approval to develop the Britwell Community hub, a two stage design and build competitive tendering process has progressed well and is reaching the final stage for agreeing the contract and the commencement of on-site work.
- 5.4 Mansell Construction has developed detailed designs which have been the subject of active discussion between the Client (Community & Well Being) and the service users (voluntary groups and the statutory service providers). This has resulted in several iterations of the design to accommodate changes to both the structure and layout within the building. This process has culminated in the Client Officer signing off the designs.
- 5.5 The planning application for the site has been submitted to the Council’s Planning Development Control Team. Technical building design information has been submitted to the Council’s Building control Department. The Mansell Construction project team are now acquiring competitive subcontract quotations for the works which will form the basis of the partnering contract. The first draft Stage 2 tender sum will be presented to the Project Officer w/c 12th September 2011. Works on site are scheduled to commence at the end of September subject to the timescales now being uncounted for some utility companies to undertake the disconnection of existing services.
- 5.6 In the interim, the site has now been fully enclosed with Britwell Regeneration branded hoarding in order to create the site protection required for construction to commence. The same hoarding now surrounds the site where the Jolly Londoner Public House stood.
- 5.7 **Britwell community hub: options appraisal** – at the Cabinet meeting held in March it was agreed that an options appraisal be completed to examine the community needs and use of suitable accommodation within the Britwell Regeneration area. This was required following the inclusion of a community hall in the original outline planning application for the Kennedy Park site which preceded the proposal to construct the Britwell Community Hub.

- 5.8 Appendix C: provides the details of the options appraisal that has been undertaken. Having agreed the selection criteria various locations for community space in Britwell were evaluated against the criteria. The result (See Appendix C) was that Wentworth Industrial Estate/Old Rent Office buildings delivered the highest score. This appraisal resulted in the current site for the Britwell Community Hub being selected.
- 5.9 In addition to considering the preferred location for the Britwell Community Hub, it was also necessary to consider the level of provision in the Britwell area and then consider what provision would be supplied in the new Britwell Community Hub (See Appendix C). The comparison demonstrates that the new Britwell Community Hub will significantly increase the amenities in Britwell and the final table confirms that the resulting facilities compare favourably with that available in the Chalvey Regeneration Area. Consequently, it is recommended that other than providing the new facility for the Guides & Scouts, no further community buildings are provided as part of the Britwell Regeneration Scheme.
- 5.10 **Northborough Landfill Site** (Slough Estates Land) – The Britwell Regeneration Masterplan included the opportunity to integrate the Northborough Landfill Site into the envelope of land for regeneration. The proposal was to develop the site by levelling and increasing its use for recreational purposes. However, as the site is in private ownership, the plan provided for a second option of further enhancing the residual part of Kennedy Park for recreational use.
- 5.11 A due diligence investigation is undertaken for any site being considered for acquisition by the Council. In the case of the Northborough Landfill Site, the Council were aware the site had been used for landfilling waste many years ago and so agreed with the site owners to jointly commission investigatory work. This work has now been undertaken and the results considered by our expert advisors. The site has the potential to require significant maintenance, on-going monitoring and future testing that could make the site prohibitively expensive for the Council to maintain.
- 5.12 The conclusion is that if the site was acquired, that it could represent a significant and on-going financial liability for the Council that far exceeds any benefit the site could provide for local communities. So the recommendation is that the Council should not proceed to purchase the site.
- 5.13 However, whilst the Northborough site is in private ownership there is currently unhindered access to the site by the public. Whilst not providing a formal recreational amenity, the site serves a useful purpose and preferably should be an area for public recreational use of the green space and to improve access to the Britwell amenities for the residents of Northborough. To provide this future use, the Council could seek to secure a lease from the site owner, but with a Deed of Agreement that safeguards the Council against any financial risk or other liability associated with the landfilled elements of the site.

## 6 **Comments of Other Committees**

The timetable between Cabinets and the need to report back has meant that this report has been prepared without referral to Scrutiny. An update was provided to Scrutiny on the 31<sup>st</sup> March 2011.

## 7 **Conclusion**

The Britwell Regeneration Scheme is underway with tangible actions visible in the community. The progress made to deliver the community hub is a clear demonstration of this progress.

## 8 **Appendices Attached**

Appendix A – Britwell Regeneration area


Appendix B – Update on the previously agreed actions.

Appendix C – Britwell Community Hub options appraisal.

## 9 **Background Papers**

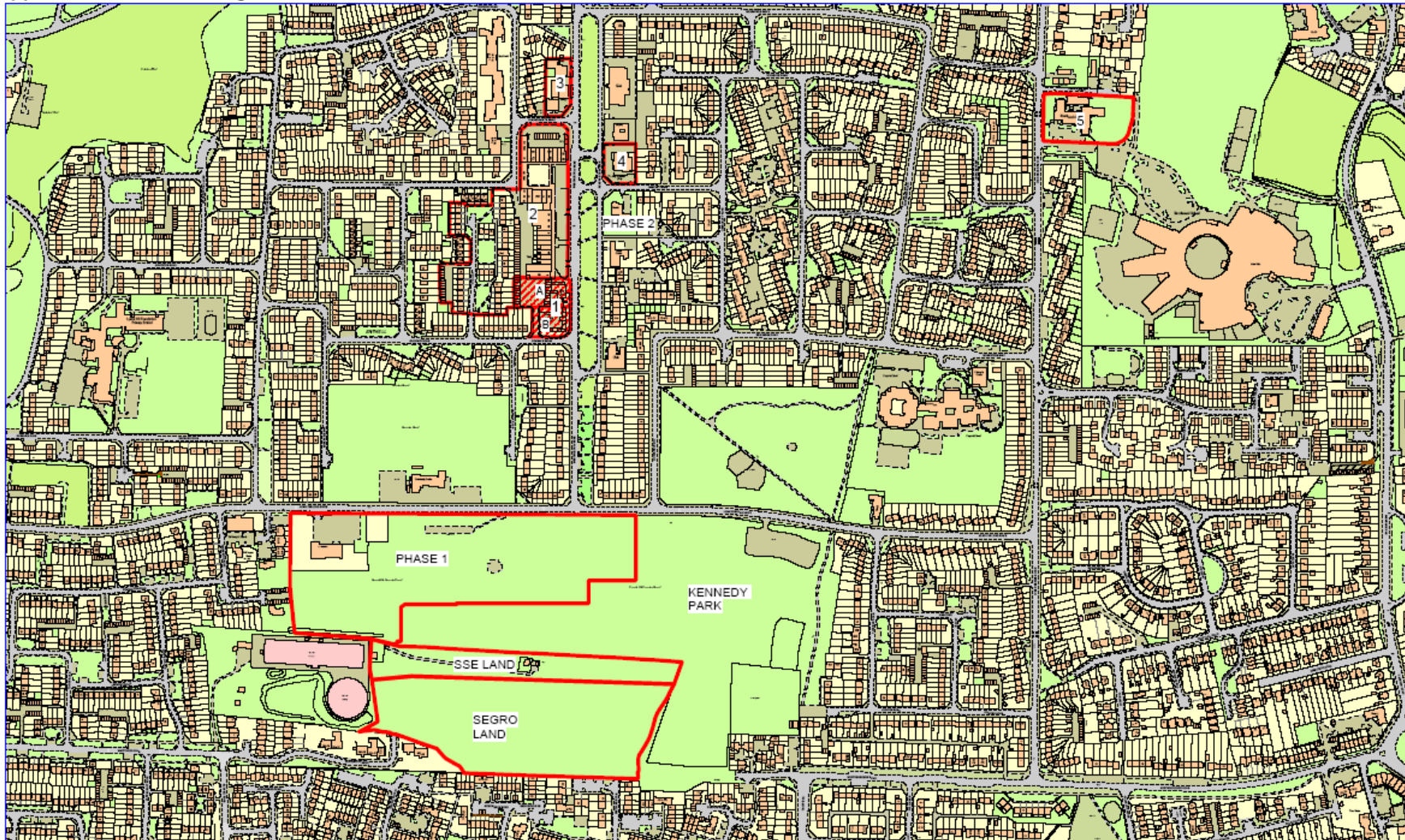
Cabinet reports from 14<sup>th</sup> March, 11<sup>th</sup> April 2011, 31<sup>st</sup> May and 18<sup>th</sup> July

# Asset Management Resources

Scale 1: 4,000 

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## Appendix A - Britwell Regeneration Scheme



## Appendix B – Progress update

	Recommendation	Progress, as at 31/05/2011
<b>Recommendations agreed by Cabinet on 14<sup>th</sup> March 2011</b>		
<b>A.</b>	Slough Estates (SEGRO) site acquisition for bringing further land at Kennedy Park into the Council's ownership	It is recommended that the Council should not proceed to acquire the site, but if available to enter into negotiations that would provide the Council with a long-term lease with a Deed of Agreement that safeguards the Council against any financial risk or other liability associated with the landfilled elements of the site.
<b>B.</b>	Options appraisal for the enhancement of the range and quality of activities in Kennedy Park	Specialist consultants appointed and work now in progress.
<b>C.</b>	Demolish the garage court to the west/rear of Wentworth Avenue shops	Complete.
<b>D.</b>	Relocation of the Britwell Scouts and Guide Groups	Preferred site is the old car park located on Kennedy Park. Site investigations have been undertaken for the purpose of locating a modular building on the site for shared use by the Guides and Scouts. Further discussions underway with the users and building providers to finalise this arrangement.
<b>E.</b>	Public consultation conducted with the residents of Britwell on their priorities for services to be located in the new Britwell Community Hub.	Complete.
<b>(1)</b>	Negotiate with Scottish and Southern Electricity to secure either the ownership or where appropriate access across the strip of land in their occupation between Kennedy Park and the SEGRO land	Meeting held with the Head of Property, SSE on 04/04/11. Explained the reasoning behind the request for ownership/access. Potential to secure an easement, subject to the action in A. above.
<b>(2)</b>	Britwell Family Centre on Long Furlong Drive be included in Phase 1 (Kennedy Park) of the Britwell Regeneration Scheme	Land included.
<b>(3)</b>	Rating for the Britwell Family Centre on Long Furlong Drive in the Asset Management Plan be changed from a Category A to Category D – asset for disposal	Completed.
<b>(4)</b>	Work with the users of the Britwell Family Centre to identify and agree suitable alternative accommodation for their future use when the Centre is required for construction	Meeting held with the Recycled Teenagers to understand their needs and develop options, including their use of the Community Hub. Also discussed the needs of the Family Intervention Project Manager and agreed to relocate services into the Hub. Hub design incorporates provision for the Group.
<b>(5)</b>	Finalisation of the outstanding conditions in the Section 106 agreement associated with the Planning Committee's decision of 17 <sup>th</sup> March 2010 to secure Outline Planning Permission for	Agreement reached on all items. However further discussions with Planning has demonstrated the preferred option is to provide the proposals as a baseline to tenderers for the broad regeneration scheme and to allow the successful bidder the opportunity of finalising

	Phase 1 (Kennedy Park).	the S106 agreement. This approach provides for the use of actual cost data to demonstrate the affordability or otherwise of the S106 conditions.
<b>6a.</b>	Housing Revenue Account (HRA) funding of up to £6 million as a cash contribution to the estimated cost of developing Phase 1 (Kennedy Park) to assist the development at least 45 affordable homes for direct management by the Council	Arrangements made with housing to earmark the allocation of up to £6M of cash balances. Proposals to develop satellite sites marked Site 3, 4 and 5 on the plan provide the opportunity for even faster acceleration of the reprovision of housing and to facilitate the earlier demolition of the Wentworth Flats (see update from 11 <sup>th</sup> April meeting below).
<b>6b.</b>	by 31 August 2011, the Assistant Director of Housing to complete a property specific tenant (and where appropriate Leaseholder) consultation on the proposal to demolish Wentworth Flats and Marunden Green houses	Tenants consulted on the proposed demolition, to assess immediate repairs required to every property in the Wentworth Flats complex and to discuss rehousing needs and options. This work has now been completed.
<b>6c.</b>	Development of a Neighbourhood Board	A further Neighbourhood Board meeting took place on the 16 <sup>th</sup> August 2011. This provided members with an update on the regeneration programme and the designs under development for the 5 sites. The next meeting of the Board will be used to consult on the designs proposed by each of the tenderers for the regeneration of the Britwell. This process will form part of a larger consultation with the Britwell community.
<b>6d.</b>	Priority be given by the selected developer to constructing the social housing required to decant housing tenants from Wentworth Flats and to provide new retail units to provide for the local area	An architect has been appointed to prepare planning applications for the x3 satellite sites. Planning applications for the Jolly Londoner and Garage/Library site have been submitted to SBC planning department. The Newbeech planning application is scheduled for submission by the 16 <sup>th</sup> September 2011.
<b>6e.</b>	At the earliest possible opportunity following the rehousing of the tenants of the Wentworth Flats, the flats and the shops in that block be demolished	The demolition of the Wentworth flats is planned to take place between July and Oct 2012, or earlier should the opportunity arise. The housing on sites 3, 4 and 5 must constructed first to provide for decanting the tower block residents and allow demolition. The works have been included as part of the HCA Stage 3 tender brief. However, Housing has made significant progress with rehoming tenants. Of the 32 flats, 3 have already been emptied. Of the remaining tenants of the Flats, approximately 50% have requested to stay in the flats to then move into one of the new homes being constructed in Britwell. The remainder have agreed to seek homes elsewhere which will further assist the vacation of the Flats. The demolition of the existing Wentworth shopping centre requires the new retail to constructed first to allow for business trading continuity. The new retail is likely to be complete in 4 <sup>th</sup> qtr 2013. The Marunden Green bungalows are schedule for demolition in Oct 2011 and Jan/Feb 2012. To date of the 38 properties only 14 bungalows and 1 x 2 Bedroom properties remains to be vacated.
<b>6f.</b>	A mixture of housing ownership and tenancies be created in both Phases 1 & 2 to secure maximum value from the use of the sites and the creation of balanced communities, with a minimum 30% social housing and 10% intermediate housing such as shared ownership	The requirements have been incorporated in the HCA Stage 3 tender document issued to 5 contractors in July 2011. Tenders to be received in September 2011.



<b>6g.</b>	Incorporate the use of "Building Licences" into the contract with the developer in order to incentivise the pace of development	In hand and forms part of the Regeneration Programme developer tender. Tenders to be received in September 2011.
<b>6h.</b>	An options appraisal be completed by 31 May 2011 to examine the community needs and use of suitable accommodation within the Britwell Regeneration area and to report back to the Cabinet at the earliest opportunity after completion of the report.	Completed as part of the September 2011 update.
<b>6i.</b>	Assistant Director of Environment & Regeneration, in consultation with the Commissioner for Neighbourhoods & Renewal be authorised to determine the final specification for the Design & Build Tender Documentation	Regeneration Programme developer tender completed and agreed with the Commissioner for Neighbourhoods & Renewal.
<b>(7) a.-d.</b>	Minimise the need to relocate tenants from both Wentworth Flats and the elderly people's dwellings on Marunden Green	All actions in place. Head of Housing Strategy leading with the Area Manager to speed up the rehoming of tenants and prevent any further nominations. No new commercial tenancies being granted, although in discussion with the tenants of the Wentworth Industrial Estate to relocate a tenant in one of the shops as a short-term measure. For progress see 6e. above.
<b>(8)</b>	Due to the level of vacant properties on Marunden Green, that at the earliest possible opportunity following the vacation of all surplus housing property, the elderly people's dwellings on Marunden Green be demolished and the site made good for redevelopment	Competitive tenders for demolition have now been received and a contractor appointed. Applications for utility disconnection are underway. On site demolition to place in Oct 2011.
<b>9a.</b>	Britwell Community Hub building created to relocate the Library and My Council be the subject to: a competitive Design and Build Tender with 28 days to respond, that will identify design proposals, timescales for delivery and inclusive costs.	The Stage 2 preferred developer was selected by Cabinet on 31/05/11. Good progress has been achieved in developing the detailed design of the facility. The planning application for the site has been submitted to SBC planning department. Technical building design information has been submitted to SBC Building control department. The project team are now acquiring competitive subcontract quotations for the works which will form the basis of the partnering contract. The first draft Stage 2 tender sum will be presented w/c 12 <sup>th</sup> September 2011. Works on site are scheduled to commence at the end of September subject utility companies undertaking disconnection of services.
<b>9b.</b>	The following two sites be the subject of the Tender, both separately and as a combined facility:  ii. The old Housing Payment Office and MALT building at 41/43, Wentworth Avenue together with the adjoining land and buildings (shown as 1A in Appendix B);  iii. The Wentworth Industrial Court buildings together with the adjoining land (shown as 1B in Appendix B).	As above.
<b>9c.</b>	Officers work with the users of the Wentworth Industrial Court to identify and agree alternative accommodation for their future use	All businesses relocated by 18/07/11. Completed.

	once the site is required for construction	
9d.	Members of the Neighbourhood Board be consulted on the selection of the successful developer for the Community Hub site based upon the design proposals and other quality criteria within the Tender Documentation	A presentation to the NB took place on the 10 <sup>th</sup> May. Further consultation on 05/07/11 and 16/08/11 on final designs.
(10)	The lease for the vacant Jolly Londoner Public House be negotiated and purchased.	Cabinet agreed on 14 <sup>th</sup> March 2011 to proceed with the purchase which was completed on 31/03/11. Vacant possession now secured and approval for demolition agreed at July Cabinet.
(11)	That a further progress report be made to the next Cabinet Meeting in April 2011	Completed.
<b>Recommendations agreed by Cabinet on 11<sup>th</sup> April 2011</b>		
2(a)	Sites 3-5 on the Plan at Appendix A, be subject to individual redevelopment for the supply of Slough Borough Council social housing	<p>See 6d above;</p> <p>An architect has been appointed to prepare planning applications for the x3 satellite sites. Planning applications for the Jolly Londoner and Garage/Library site have been submitted to SBC planning department. The Newbeech planning application is scheduled for submission by the 16<sup>th</sup> September 2011.</p> <p><b>Newbeech;</b></p> <p>Following competitive tendering a demolition contractor has been appointed. Utility disconnections have been applied for. Subject to disconnection demolition is scheduled for end of Oct 2011.</p> <p><b>Jolly Londoner:</b></p> <p>Following competitive tendering a demolition contractor has been appointed. Utility disconnections have been applied for. Subject to disconnection, demolition is scheduled for end of Sept 2011.</p> <p><b>Garage /Library Site:</b></p> <p>The tenant has agreed to end the lease and vacate the premises. Vacant possession to be achieved in September 2011. Demolition, ground remediation associated with removal of the petrol tanks and construction of the new dwellings will form on single design and build contract to ensure completeness of responsibility for the new dwellings.</p> <p><b>All x3 Sites;</b></p> <p>Ground soil investigations to establish if any ground contamination is present and to inform foundation design is currently being tendered. This will proceed on site upon receipt of tenders.</p> <p>Following competitive tendering, a quantity surveyor has been appointed to oversee cost and payment management issues associated with the construction stage. The quantity surveyor will also assist in evaluating the tender for the construction works.</p> <p>Design and build tender documentation is being assembled for the x3 sites and is scheduled to be issued at the end of Sept/early Oct.</p>

2(b)	At the earliest opportunity, to relocate the tenants from Wentworth Flats and to give them prior consideration for the new housing, subject to the normal rules about property size relating to tenants needs	Housing has undertaken a full tenant consultation on both their rehoming needs and also to identify and commission remedial repairs to make the flats more habitable during the interregnum prior to rehoming. Estimated earliest date for demolition of the Wentworth Flats is July 2012.  Commercial tenants meeting held on 12 April 2011. In addition, all of the tenants directly affected by the planned demolition of Wentworth Flats have been visited and for two, discussions held with head office units responsible for estate issues. Three of the tenants have verbally agreed to relocate to three of the remaining retail units and a fourth has requested permission to surrender the tenancy which has been agreed. It is now proposed to issue the remaining tenant with a notice to quit, timed to coincide with the demolition of the flats.  Capital programme amended to combine previous capital allocations into a single Britwell Regeneration Scheme allocation of £2,679 million. HRA cash of £6 million earmarked.
2(c)	To work with the commercial tenants in the properties immediately beneath the Wentworth Flats and in the properties facing the Flats to further discuss their future needs and aspirations	
2(d)	The existing capital provision of £1.679 million previously reported be increased to £2,679 million by combining all Britwell regeneration activity funding into a single Britwell Regeneration Scheme. These funds, plus the £6 million of HRA cash for the social housing are to fund the cost of the Britwell Community hub, make provision for the preliminaries required and development of the three satellite housing sites and associated costs	
2(f)	A further update report be made to the next Cabinet meeting.	
<b>Recommendations agreed by Cabinet on 31<sup>st</sup> May 2011</b>		
6 (a)	That the Council appointing Mansell Construction Services Limited as the preferred developer for the Britwell Community Hub development	Achieved.
6 (b)	That subject to pre-contract negotiations with the preferred developer not progressing or being completed satisfactorily, the appointment of Thomas Sinden Ltd be appointed as the preferred developer.	Achieved, but no requirement to draw upon this reserve position at this stage in the negotiations.
6 ©	That the interim Assistant Director, Environment & Regeneration be authorised to enter into contract dialogue with the preferred developer and the substitute developer as necessary and to agree the contract value, in consultation with the Commissioner for Neighbourhoods & Renewal up to the planning stage and then in consultation with the Leader.	Work in progress.
<b>Recommendations agreed by Cabinet on 18<sup>th</sup> July 2011</b>		

<p><b>2.1.2</b></p>	<p>As the sites become vacant, to agree to proceed with the demolition of:</p> <ol style="list-style-type: none"> <li>1. The Jolly Londoner Public House, Wentworth Avenue;</li> <li>2. Newbeech House, Long Readings Lane;</li> <li>3. The Library and car sales site, Wentworth Avenue;</li> <li>4. Phase 1 Marunden Green: 1 to 15 (and garages to the r/o 1 to 15), 14 to 18, 41 to 51 Marunden Green (See the Plan in Appendix C);</li> <li>5. Phase 2 Marunden Green: 2 to 12, 20 to 36, 38 to 42 Marunden Green.</li> </ol>	<p><b>Newbeech;</b> Following competitive tendering a demolition contractor has been appointed. Utility disconnections have been applied for. Subject to disconnection demolition is scheduled for end of Oct 2011.</p> <p><b>Jolly Londoner:</b> Following competitive tendering a demolition contractor has been appointed. Utility disconnections have been applied for. Subject to disconnection, demolition is scheduled for end of Sept 2011.</p> <p><b>Garage /Library Site:</b> The tenant has agreed to end the lease and vacate the premises. Vacant possession to be achieved in September 2011. Demolition, ground remediation associated with removal of the petrol tanks and construction of the new dwellings will form on single design and build contract to ensure completeness of responsibility for the new dwellings. The Marunden Green bungalows are schedule for demolition in Oct 2011 and Jan/Feb 2012.</p>
<p><b>3.1.4</b></p>	<p>Agree that a further update report be made to the Cabinet meeting on 19<sup>th</sup> September 2011.</p>	<p>Achieved.</p>

## Appendix C: Britwell community hub options appraisal

### Criteria

1. Proximity to residential centre
2. Proximity to shops and other community facilities after regeneration
3. Parking and access
4. Site availability
5. Site size
6. Speed of benefit delivery

Criteria scored 1-10

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Options		Criteria						Total
		1	2	3	4	5	6	
A	Wentworth Industrial Estate/Old Rent Office	10	5	8	10	10	10	<b>53</b>
B	Jolly Londoner, Wentworth	10	5	6	10	8	10	<b>49</b>
C	Family Centre Long Furlong	3	6	9	8	10	8	<b>44</b>
D	Kennedy Park development	5	8	8	7	10	5	<b>43</b>
E	Newbeeche, Long Readings	2	1	7	10	10	10	<b>40</b>
F	Library/garage site Wentworth	10	5	3	5	8	6	<b>37</b>

### Level of provision through the new community hub

Remaining provision	New provision	Deletion
Community hall and facilities at Parish hall	Community hall for 80	Hall for 100 at Family Centre
Boys Club, inc sound suite and IT room	Enhanced library service 280 sq m	Less flexible space of 280 sq m in old library
Britwell Youth Centre	My Council office and enquiry points x 2	Smaller My Council office
	Kitchen for community/commercial and training	Small kitchen at Family Centre
	Community meeting space with cafe potential	None
	Learning/IT rooms x 3	IT room at My Council
	Meeting rooms x 4 (+ 3 in hall)	4 rooms at Family Centre
	Family contact service rooms	Stand alone contact service 41-43 Wentworth
	Space for wardens team x 6	Marunden Green wardens office x 12
	Space for occasional police presence	Space for occasional police presence

## New provision compared with Chalvey

<b>Chalvey</b>	<b>Britwell</b>
Satellite library with proximity to town centre library	Full community library
2 learning rooms/IT suite	3 learning rooms/IT suite
Community hall x 180	Community hall x 80
Community/commercial kitchen	Community/commercial kitchen + training facility
My Council through Landmark Place	Local My Council office
Community meeting space	Community meeting space
Meeting rooms x 1 (+ 3 in hall)	Meeting rooms x 4 (+ 3 in hall)
	Family contact service
Hot desks for local wardens/staff	Space for local wardens team plus hot desks

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 19<sup>th</sup> September 2011

**CONTACT OFFICER:** Andrew Stevens, Assistant Director, Culture and Skills  
(For all enquiries) (07531) 875507

**WARD(S):** All

**PORTFOLIO:** Community and Leisure – Councillor S Chaudhry

**PART I**  
**KEY DECISION**

**LIBRARIES STRATEGY****1 Purpose of Report**

- 1.1 This report updates Members on significant developments since 22 September 2009, when the five year libraries strategy was approved by Cabinet. It reviews key issues for the future development of the service and proposes priorities for the next stage of implementation of the strategy.

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

The Cabinet is requested to resolve:

- (a) That the service improvements achieved since 2009 be noted.  
(b) That the priorities for the next stage of implementation of the libraries strategy set out in section 6.4 of this report be agreed.

**3 Community Strategy Priorities**

- **Celebrating Diversity, Enabling inclusion**
- **Adding years to Life and Life to years**
- **Being Safe, Feeling Safe**
- **Prosperity for All**

Access to information and learning opportunities will contribute to the well-being of individuals and the community and employment. This will help realise the Sustainable Community vision and strategy for Slough.

**4 Other Implications****4.1 Financial**

As a result of the council's invest to save strategy agreed in 2009; the cost of libraries to local residents has been reduced by 25% in 2 years. The cost per visit in 2009 was £4.71. This year it is projected to be £3.62.

- 4.2 A report commissioned by Slough Borough Council from LG Futures in 2011 identified that in 2009/10 the cost of libraries was £22.26 per resident per year.

Using updated budget figures for 2010/11, that figure was reduced by 14% to £19.55 per resident and in 2011/12 is projected to have reduced a further 10% to £17.53 per resident.

- 4.3 This improvement has been achieved by reducing administrative costs, modernising practices at the same time as increasing investment in opening hours and opening three new satellite libraries while many authorities are closing libraries and reducing opening hours.
- 4.4 Section 6.4 of this report identifies a further 5% efficiency saving that can be achieved through the contract with Essex County Council, further reducing administrative costs without any adverse impact on customer services.
- 4.5 The service is currently forecasting to spend its 2011/12 budget allocation. Last year expenditure was lightly below the allocated budget.
- 4.6 Human Rights Act and Other Legal Implications  
There are no immediate Human Rights Act or other legal implications arising from this report
- 4.7 Equalities Impact Assessment  
An Equalities Impact Assessment is undertaken for significant service changes. There are no changes proposed in this report requiring a formal assessment at this stage.
- 4.8 Workforce  
There are no workforce implications for staff of Slough Borough Council arising from this report.

## 5 Libraries strategic review, 2009

### 5.1 **Scope and purpose of the 2009 libraries strategy**

In April 2009 a strategic review of Slough's public library service was initiated with the express aim of setting out a clear direction for the service for the next 5 years and beyond. The review included comparison with similar authorities and detailed assessment from external experts from a leading library service with a track record for efficiency and excellence in customer outcomes. The review considered all available options and potential models to re-design services and proposed a plan for a 5 year improvement programme to transform the service.

### 5.2 **Key issues**

The review started with a vision for libraries that should be vibrant places, reaching out to communities, places where everyone can feel welcome and comfortable and have a strong sense of local identity and ownership. Its ambition was that local people would benefit from libraries acting as enablers of joined up services that can change and adapt quickly to meet changing needs. It was recognised that this was essentially a vision for community services that would be delivered with and through libraries and their partners.

- 5.3 Libraries link with schools and children's services, adult learning providers and community organisations and are a host to many, helping local people achieve more and be active members of their community. The vision was based on the experience of investment in Langley and Cippenham libraries, where more



flexible services and multi functional libraries were becoming community centres where local people could meet, find information, access My Council and learn together.

5.4 In 2009 the library service was assessed as being satisfactory. Opening hours were among the worst in the country, visits were average, and the cost per visit was very high at £4.71. High costs were partly because the service was too small to achieve any economies of scale and partly because it had complex and proportionately costly management overheads.

5.5 These elements together comprised a 5 year strategy which can be summarised as follows:

1. Improve customer experience (self service and more staff on the floor)
2. Increase access through investment in opening hours (increased over 100%)
3. Improve usage through the development of libraries as multi community hubs (museum, online learning, shared premises at Chalvey, Wexham, Colnbrook)
4. Increase capacity and reduce management costs (more opening hours and lower staff costs)
5. Improve performance management (more systematic understanding of community needs and prioritising services including community profiles)
6. Modernise processes to improve efficiency (simpler stock management, self service etc that means more can be invested in customer benefits)

5.6 In order to improve the service and sustain that improvement the strategy emphasised the need to resolve leadership, cultural and capacity issues first before any other changes could deliver real benefit to the community. The catalyst for this would be a strategic partnership with another provider who could bring established expertise and economies of scale and leadership capability to drive the service forward and substantially improve performance and value for money. This resulted in the contract with Essex County Council which was in place for January 2011.

### 5.7 Progress since 2009

Progress since 2009 is summarised in the following table, with more detailed commentary on specific issues marked \* below.

Modernise processes to improve efficiency	<ul style="list-style-type: none"> <li>• Reduced IT costs with new computer system 2010</li> <li>• Automated stock management system implemented 2010</li> <li>• Improved discounts for stock purchase through Essex contracts save £10,000 a year 2011</li> </ul>
Improve customer experience	<ul style="list-style-type: none"> <li>• Self service issues/returns implemented 2010</li> <li>• Increased visibility of staff with floor walking at all libraries</li> <li>• Extensive staff training to improve customer services (*5.11ff)</li> <li>• Essex's 24 hour enquiries service Answers Direct implemented 2011</li> <li>• Access for users to more online resources 2011</li> <li>• Increased public engagement, with more volunteers - including five times more summer</li> </ul>

	<p>reading scheme volunteers in 2011</p> <ul style="list-style-type: none"> <li>• More bookshop style displays</li> <li>• More welcoming entrance at Central Library 2010</li> <li>• Home Library service maintained at 2009 levels in 2010 and improved service planned for October 2011 (* 5.7ff)</li> </ul>
Investment in opening hours	<ul style="list-style-type: none"> <li>• Opening hours improved from 153.5 a week to 327.5 (113% increase) 2009 to 2011</li> <li>• Mobile library closed to enable satellite libraries investment 2010</li> </ul>
Develop libraries as multi functional community hubs	<ul style="list-style-type: none"> <li>• Satellite library opened Chalvey July 2011 with Colbrook and Wexham planned for autumn 2011 (* 5.10ff)</li> <li>• Investigating joint staffing arrangements with My Council at Britwell; My Council sessions planned at Colbrook</li> <li>• Museum moved into Central Library, opening autumn 2011</li> </ul>
Increase capacity and reduce management costs	<ul style="list-style-type: none"> <li>• Library net costs reduced 15% 2009 to 2011</li> <li>• Cost per visit reduced from £4.71 in 2008/9 to £3.62 in 2010/11 (24%)</li> <li>• Strategic partnership with Essex - Library Services (Slough) - from January 2011</li> <li>• Administration and management costs reduced by £270,000 2009-2011 (* 5.12ff)</li> <li>• Improved support for events using Essex materials 2011</li> </ul>
Improve performance management	<ul style="list-style-type: none"> <li>• Book issues increased 1% 2010/11 (* 5.14ff)</li> <li>• Visits declined 4% 2010/11 (* 5.14ff)</li> <li>• Cippenham visits up 23% following extension</li> <li>• Community profiles established and improved targeting of activity to community needs 2011</li> </ul>

### 5.8 Home library service

Following closure of the Mobile service in June 2010 the home library service has been delivered by Groundwork Thames Valley. From 1 October 2011 this service will be integrated into the mainstream library service. Volunteers will work from local libraries to deliver to local housebound residents; linking customers to their local library.

5.9 Customers will receive an improved service with a better book choice and a wider range of services including information and reader development. The service is currently recruiting volunteers and to increase users in 2012. From April 2012 the service will be promoted with a planned expansion of the service which will see an increased number of housebound users reached and the service extending to care homes. Volunteers will be supported and sustained through a combination of central and local library staff, building on the model used successfully for many years but involving more staff to make it more robust.

### 5.10 Multi functional libraries

Developments with community hubs at Chalvey, Colbrook and Wexham were considered at the Cabinet meeting in July 2011. In addition, work is well

advanced in delivering a new library at Britwell at the centre of a community hub with My Council, adult learning, community hall, meeting rooms, and the family contact service. This model was first begun in Langley and Cippenham where the libraries are venues and catalysts for community activities. Appendix A is an illustrative list of the range of programmes in libraries.

5.11 The museum has moved to the Central Library and will be open for business from September 2011. A launch is planned for 12 October which is being jointly organised with the library service. This is in readiness for the move to the Curve.

5.12 **Staff roles**

Library services were restructured at the end of March 2011, with staff appointed in post from 1st April. This had been identified as a priority in 2009 and would have been required to bring Slough libraries in line with current practice with or without the strategic partnership. The impact on staff was mitigated by a substantial number of vacant posts being held and some voluntary redundancy.

5.13 Further recruitment has taken place recently to appoint to vacant posts in Slough Central library to support the front line delivery of the service. The restructure has resulted in fewer managers and a more streamlined structure with clearer roles and responsibilities with the focus much more on frontline delivery. There are fewer specialist function posts, but this is offset by an increase in the number of staff with the skills to work in a number of specialist areas such as reference, children's or local studies. These new roles, and the increased emphasis on customer service, have been supported by substantial investment in staff training and development in 2010 and 2011.

5.14 **Issues and visits**

Investment in Cippenham, Britwell and Langley is producing good results as more people access a wider range of services, ranging from coffee mornings to play sessions to ICT classes. The fact that issues are increasing while visits are declining suggests that stock quality improvements and better display and promotion of stock is working and once people are in a library they are finding more that they want to borrow. This trend also reflects national evidence that during an economic downturn more people use libraries to borrow instead of buying books and to help prepare them for employment.

5.15 The benefits of a more flexible model of library provision that uses libraries as shared community spaces or hubs is beginning to be realised in community libraries and at Chalvey. The fall in total visits is due to the Central Library, where a longstanding decline is continuing in the first quarter of 2011/12. This in part reflects a national decline in visits but largely reflects lack of investment and the tired nature of services at the library. The trend is not significantly affected by the Thames Valley University moving from Slough.

## 5.16 **Libraries contract performance**

Improvements in 2011 through the contract with Essex to date include:

- Improved home library service for housebound users (from October 2011)
- 24 hours enquiries service currently available to staff and to the public in the autumn giving access to more information resources than ever before
- 5% (£10,000 pa) lower price of stock purchases through the Essex contract
- Increased range of online resources, enabling people for example to practice & study at home for the 'Life in the UK' citizenship test & driving theory test as well as more online materials through library subscriptions including Polish News Bulletin, the Guardian, Economist, India Times
- Improved stock display, marketing materials, including leaflets, posters
- Improved materials for events and activities, especially children's holiday activities
- Increased staff training in customer services
- Full achievement of savings target
- Opening of Chalvey satellite library with Colnbrook and Wexham in progress
- Over 50% take up of self-service by users

5.17 In addition, there has been an increase in partnership working, which is beginning to deliver a range of targeted events. These include working with Adult learning staff on providing classes for visually impaired customers and working with the museum, Wexham Court primary school and a community organisation to submit a Lottery bid for a joint project. Joint work has also been developed with the police on road safety and community surgeries.

## 6 **Development issues**

### 6.1 **Is the direction set in 2009 still relevant**

Many of the transformational changes proposed in the 2009 review have been implemented and are showing evidence they are producing benefits. The strategic partnership, satellite libraries and the invest to save strategy are close to completion. Others, including the Curve and the new Britwell library as part of a community hub are in progress but not yet completed.

6.2 The direction set for libraries in 2009 to move from a traditional book based model only and to add a greater flexibility through putting libraries at the heart of multi functional community hubs is still highly relevant. This approach is contributing to increased use at community libraries and is reducing costs, adding up to better value for money for the community and the Council.

6.3 Libraries have the flexibility to retain their core book based functions (and improved issues suggest this is still extremely important to users) and when required to shift the balance from books to ICT based resources, including e-books as demand changes. They are also able to make links with learning and culture more easily, reflecting how users don't use services in isolation from one another but want to be able to make their own connections to find the help and support they want.

### 6.4 **Key issues for the next 3 years of the strategy**

While implementation of the strategy is well underway, the following are proposed priorities for the next stage of its implementation:

Priority	Targets	Activities
Increase visits	<ul style="list-style-type: none"> <li>• 3 year increase 5% in visits by the end of the first year the Curve is implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Improved marketing and promotion</li> <li>• Maintain focus on stock quality</li> <li>• Implement Curve</li> <li>• Increase partnerships – museum, IT training, community groups, classes</li> </ul>
Improve opening hours at Britwell and Central Library	<ul style="list-style-type: none"> <li>• 7 day opening for the Curve</li> <li>• Britwell library and My Council opening hours aligned</li> </ul>	<ul style="list-style-type: none"> <li>• Identify opportunities to re-invest efficiencies in late night and Sunday opening at Curve</li> <li>• Invest in extending Britwell opening hours in new site</li> </ul>
Implement new libraries as part of community hubs	<ul style="list-style-type: none"> <li>• 3 new libraries fully integrated in community hubs by 2012/13</li> <li>• Libraries an effective access point for all first stop council and community enquiries by 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Open Colnbrook, and Wexham 2011/12</li> <li>• Open new Britwell 2012/13</li> <li>• Increased community engagement and promotion of services at all library sites and hubs to increase use</li> <li>• Develop Curve offer as a central cultural and community hub</li> </ul>
Continue to reduce costs	<ul style="list-style-type: none"> <li>• Cost per visit below £3.00</li> <li>• 5% cost reduction 2012/13</li> </ul>	<ul style="list-style-type: none"> <li>• Streamline processes inc. stock purchasing and supplier processing</li> </ul>
Improve core ICT services	<ul style="list-style-type: none"> <li>• Reliability increased and flexibility for user demand</li> </ul>	<ul style="list-style-type: none"> <li>• Integration and standardisation of systems</li> <li>• Make sure systems deliver full functionality</li> </ul>

6.5 Many priorities for the next three years are focused on building on the structural and organisational changes and investments made since 2009 and delivering full value and benefit to residents across the borough. . The central element of this, and the one that will make the biggest impact on integrating libraries with other community services, is implementing the Curve. This will improve the customer offer and increase use of libraries to deliver the multi faceted community offer set out in the 2009 strategy,

6.6 The Central Library accounts for around 75% of all library visits and 50% of issues in Slough and is in continuing decline due to the condition of the building and its presentation being so out of tune with public expectations. Modern central libraries in other major towns, including High Wycombe, Norwich and Bournemouth are continuing to show the value of the convenience and depth and range of service that is only possible in a larger library. Centres such as the

Whitechapel Idea Store in Tower Hamlets or Winchester Discovery Centre show the added value and sustainability of a multi functional service of which a library is part.

## **7 Comments of Other Committees**

- 7.1 This report has been shared with the Neighbourhoods and Community Services Scrutiny Panel on 15 September 2011.

## **8 Conclusion**

- 8.1 The report highlights achievements since the libraries review in 2009. It identifies substantial progress has been made in making changes to how libraries operate and increasing their capacity and potential to improve and be integrated with other community based services.
- 8.2 Priorities for the next stage of the strategy include implementation of the Curve and driving forward modernisation of processes and improvements to customer services that will together see the vision set out in 2009 being realised.
- 8.3 The Cabinet is requested to resolve the priorities set out in section 6.4 of this report.

## **Appendices attached**

Appendix A - Illustrative list of library activities

## **Background papers**

Building a sustainable community: a strategic review of Slough's public library service, 2009.

## **Appendix A**

### **Illustrative list of library services**

#### **Reading and information**

Book Clubs and reading groups for adults and older people  
Book Crazy children's reading group  
Teenagers reading group  
Summer reading challenge  
24 hour online reference and enquiries service

#### **Employment and skills**

Job clubs  
Saturday Sofa Club (smoking cessation)  
Managing your health & accessing work sessions  
Healthy eating classes  
Computers for beginners classes  
ESOL classes  
IT, English, maths and customer services training (TLE training at Central Library)  
Supernova classes for visually impaired learners

#### **Community and democracy**

My Council at Cippenham and Langley. Britwell and Colnbrook later in 2011/12  
Volunteer information coffee mornings  
Police Community Support Officer surgeries  
Councillor ward surgeries  
Music events and concerts  
Family history and local history events  
Partnership with museum, now based at Slough library  
Black history month

#### **Children's and family learning**

Reading and learning and class visits with schools  
Story & rhyme time  
Family learning sessions  
Music time, play & art sessions  
Dad's music & story time  
Multicultural story times (Arabic, Hindi, Panjabi, Urdu)  
Craft sessions and creative play  
Holiday events  
Family learning festival

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 19<sup>th</sup> September 2011

**CONTACT OFFICER:** Clair Pyper, Strategic Director of Education and Children's Services  
John Rice, Interim Assistant Director of Environment and Regeneration

**(For all enquiries)** (01753) 87 5704 / 87 5239

**WARD(S):** ALL

**PORTFOLIO:** Education & Children – Cllr Pantelic  
Neighbourhoods & Renewal - Cllr Swindlehurst

**PART I**  
**KEY DECISION**

**OUTCOME OF TOWN HALL TENDER PROCESS****1 Purpose of Report**

To report back to Members on progress with the tender for the Town Hall conversion and refurbishment project and to appoint a Preferred Contractor named in the Part II report.

**2 Recommendation**

The Cabinet is requested to appoint the Preferred Contractor to provide the Town Hall Conversion and Refurbishment as recommended in a separate report on Part II of the Agenda

**3 Community Strategy Priorities**

- **A Place to Live, Work and Play**
- **Prosperity for All**

The conversion and refurbishment of the Town Hall will deliver a new school for Chalvey Ward currently the only ward without a local school. This project is a key part of Slough's Primary Expansion Programme, a programme to rapidly increase the primary school capacity across the town to meet rising demand. The Town Hall project will help the Local Authority to ensure that every Slough child entitled a school place is offered one from September 2012 onwards.

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

The budget for the scheme was established as £1.55m by the Local Authority and contractors were invited to tender a scheme that kept within this budget. Tenderers were required to deliver a life of 7 years for the building to enable funding to be allocated to creating an uplifting learning environment, rather than it all being allocated to addressing infrastructure needs.

The £1.55m budget is made up as follows:

£1.45m Section 106 developer contributions provided for school places;  
 £100K Council capital funding to upgrade retained areas.

A further £50K of Section 106 funding has been retained for internal project management fees and some specialist cost consultancy fees.

Excluded from the project budget is the cost of furniture, kitchen equipment and ICT hardware. A provisional estimate for the cost for these items is £150K. The Project Board will explore options for reducing expenditure on these items, initial proposals are to re-use kitchen equipment from the former Town Hall canteen and Newbeech House where possible, and to use existing Local Authority purchasing frameworks for furniture and ICT hardware. The total cost of these items will be met from within the Primary Expansion project budget, this budget has been approved as part of the Council's Capital Programme and is funded by the £5.07m grant received for new school places in 2011-12.

Demolition of the 1970's block and the removal of the modular canteen and other outbuildings on the Town Hall site are to be funded by Council capital already identified for this purpose.

**(b) Risk Management**

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
<i>From section 2 above</i>	<i>Risk – That costs rise during stage 2 of the tender as more detailed design work is undertaken.</i>	<i>Robust negotiations with the Contractor. Items are cut from the scheme.</i>
	<i>Risk – Project does not complete in time to admit children for September 2012</i>	<i>This will need to be closely monitored and either Claycots accommodate pupils on their main site or 2 further schools add infant annexes</i>

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

Local Authorities are under a statutory duty to ensure that there are sufficient school places in their area, promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. They must ensure that there are sufficient schools in their area and also promote diversity and increase parental choice. This project contributes towards the Council's fulfilment of its statutory duty.

The procurement exercise undertaken meets the requirements of the legislation and the Council's procurement procedures contained in the Constitution.

There are no immediate legal implications and any arising during the phase leading to completion of a contract will be advised upon as necessary.

**(d) Equalities Impact Assessment**

One is currently being prepared.

**(e) Workforce**

None – Claycots will need to recruit additional staff for the new school site. The staff would be employed by the Local Authority as Claycots is a Community school.

## 5 **Supporting Information**

- 5.1 Cabinet on 9<sup>th</sup> November 2011 agreed to tender the conversion and refurbishment of the 1930's part of the Town Hall to create a new school building ready to be used from September 2012. A Design and Build tender approach was the agreed procurement route.
- 5.2 At the same meeting it was also agreed to invite applications from Headteachers interested in expanding their school onto a second site by incorporating the Town Hall. Following an application and interview process, Claycots School was appointed as the successful candidate. Claycots is a popular and successful school that has demonstrated a clear vision of how they will ensure the new Town Hall building is an equally successful extension of the existing school.
- 5.3 On 14<sup>th</sup> April 2011 a notice was published in the European Journal seeking contractors interested in tendering for the Town Hall project, this is known as an 'OJEU notice'. Interested contractors were asked to complete a Pre-Qualification Questionnaire and a large number of responses were received. The Project Board scored all Pre-Qualification Questionnaires based on the scoring mechanism published alongside the OJEU notice.
- 5.4 On 13<sup>th</sup> July 2011 the 7 top scoring contractors were sent Invitations to Tender for the project. Responses were due back on 30<sup>th</sup> August 2011 and the details of the responses received are included in the Part II report.
- 5.5 The Invitation to Tender pack included a full description by Claycots of their aspirations for the new school buildings; how it should look and the feelings it should generate for users; as well as the practicalities of how the building will need to be configured to operate as a school. Contractors were asked to translate the vision of the school and those of the headteacher, while meeting the practical constraints of the site and the budget, within their tender responses.
- 5.6 The Tender pack sent to contractors also included a comprehensive collection of the surveys and plans held by the Council. During the tender process tours of the Town Hall were given to each shortlisted contractor, interviews were provided where requested and responses to questions were circulated to all contractors. The aim was to assist contractors in submitting a comprehensive tender.
- 5.7 Following receipt of the tenders, interviews were arranged to provide elected Members, senior officers and school representatives with an opportunity to ask questions of the Tenderer's project team.
- 5.8 The tendering process is based upon a two stage design and build approach employing an NEC 3 Engineering & Construction Contract: June 2005, Option C target Sum Contract (as being used for the Britwell Community Hub). The first stage requires Tenderers to submit fixed prices for standard elements including design, preliminaries, subcontract and direct fee percentage together with the outline concept design and building specification.
- 5.9 From the tenders received a single Contractor is chosen to be the preferred developer and proceed to stage 2. This stage is to develop detailed designs and preparation of activity targets costs based upon stage 1 of the contractor's proposal. The second stage provides the Council with the opportunity to customise the outline designs, quality of design, timescale for the completion of the work, ensure the work commissioned is within the funding envelope, etc and then to include the agreed specification and contract sum in the Contract to award the work. The second stage is of critical importance to ensure the Town Hall conversion and refurbishment project is within budget, delivers a building which is fit for purpose and which meets the Council and school aspirations for the building.

6 **Comments of Other Committees**

None

7 **Conclusion**

Members are requested to note progress with the project and note the award recommendations contained in the Part II report.

8 **Appendices Attached**

None

9 **Background Papers**

None

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet                      **DATE:** 19<sup>th</sup> September 2011

**CONTACT OFFICER:** Joe Carter, Head of Transport  
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**WARD(S):** Chalvey

**PORTFOLIO:** Councillor James Swindlehurst, Commissioner for  
Neighbourhoods & Renewal

**PART I**  
**NON-KEY DECISION**

**HIGHWAY CHANGES IN CHALVEY**

1     **Purpose of Report**

The purpose of this report is to update Cabinet with progress towards implementation of the highway changes in Chalvey, last considered by Cabinet on 18<sup>th</sup> July.

A number of the experimental Traffic Regulation Orders, which Cabinet authorised on 18<sup>th</sup> July, have now been advertised.

The Council has received a range of feedback from the Chalvey Community, both positive and negative.

At the time of writing, the detailed design is well advanced. It is anticipated that deployment of the experimental measures will commence on 12<sup>th</sup> September.

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

The Cabinet is requested to note that, in response to feedback from the Chalvey community, a one-way system will be implemented in Chalvey Road West, with new parking provided for shoppers. This is in place of the full closure and pedestrianisation that was first considered.

It is proposed to update Cabinet in December 2011, when it is anticipated that the experimental measures will be installed on site.

### 3 **Community Strategy Priorities**

#### **• Adding years to Life and Life to years**

Regeneration in Chalvey is the Council's response to the identified needs of the area, which suffers from high levels of deprivation ranking amongst the 10% most deprived in the South East Region. Significant progress has already been made, with a new Early Years Centre now operating from the refurbished former Thames Valley Community Centre. The new community hub currently is now complete and was officially opened on 3<sup>rd</sup> September, providing a number of new community facilities including a library and adult learning facilities.

#### **• Being Safe, Feeling Safe**

A number of accidents involving pedestrians have been recorded over the past 3 years, including on designated crossing points and near to local schools. Standing traffic increases the difficulty of pedestrians to cross busy road junctions, and by working to address these issues the safety and wellbeing of residents can be supported while the environmental quality of the area, both aesthetically and in terms of pollution can be improved.

#### **• A Cleaner, Greener place to live, Work and Play**

Another of the stated aims of the regeneration is the improvement of the urban environment which can be achieved in part by reducing congestion and standing traffic. The declaration of an Air Quality Management Zone along the town centre section of the A4 has been made necessary by increased volumes of traffic and congestion. In this location the increased pollution is being addressed by improvements to the road network around the former Brunel roundabout and investment in smart technology to manage traffic flow. Due to the current road layout in Chalvey and the complexity of some of the junctions standing traffic is a common feature, which not only increases pollution output but presents difficulties for residential traffic.

#### **• Prosperity for All**

Regeneration taking place in a number of areas of the town, coupled with continued investment in education, skills training, parks and open spaces and key public services all contribute to individual wellbeing and personal development. The quality of the townscape influences the propensity of businesses to locate in Slough, so efforts to make the town more attractive will also have positive effects on the local economy.

## 4 Other Implications

### (a) Financial

The cost of the experimental measures will be funded from the Chalvey regeneration budget.

### Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
<i>Consultation exercise held to gauge resident support</i>	<i>Going ahead with changes to the road network without consulting local residents could miss the opportunity of utilising local knowledge and wishes</i>	<i>Consult residents' groups on a range of options to gauge resident support Experimental procedure allows the Council to test the preferred option before committing to a permanent scheme</i>
<i>Measures be considered to improve traffic flow and reduce congestion</i>	<i>These changes have the potential to significantly improve the urban environment in this area of the town, while improving the safety and wellbeing of local residents. Failure to act could lead to a worsening situation</i>	<i>Bring forward a range of proposals to consult local residents and gauge support for differing options</i>

### (b) Human Rights Act and Other Legal Implications

None at this stage.

### (c) Equalities Impact Assessment

Consultation will be targeted at all members of the local community to capture a wide range of views on the proposed scheme. An Equalities Impact Assessment will be carried out to ensure that any proposals which gain support and are approved do not disadvantageously affect any section of the community.

## 5 Supporting Information

### **Experimental Traffic Regulation Orders**

- 5.1 On 18<sup>th</sup> July Cabinet authorised the drafting and advertisement of a number of experimental Traffic Regulation Orders. The orders that concern movement of traffic have now been advertised:
- Closure and one-way operation of Chalvey Road West
  - One-way operation of Chalvey Road East, Ledgers Road and Ragstone Road
  - Reversal of one-way operation of Martin Road
- 5.2 The orders that concern experimental parking provision have not yet been advertised, as these depend on the detailed design for each road, which is expected to be complete in September.

## **Protest**

- 5.3 The proposed programme of experimental measures, approved by Cabinet on 18<sup>th</sup> July, included the full closure of Chalvey Road West. On 11<sup>th</sup> August there was a protest by between 100-150 members of the Chalvey Community outside St Martin's Place, supporting the trials of experimental measures, but calling for the Council not to close Chalvey Road West to traffic. In response to this protest and subsequent conversation with the protest leaders and a number of the individuals involved, it was decided not to close Chalvey Road West but instead to make Chalvey Road West one-way eastbound (towards the railway bridge).
- 5.4 Many of those involved in the protest were business owners and employees, concerned that a complete closure of Chalvey Road West would reduce the volume of passing trade, and therefore damage their business interests. The change from closing Chalvey Road West to implementing a one-way system offers a number of advantages, which it is anticipated will help the business community:
- Customers arriving by car will be able to access the full length of Chalvey Road West – all the shop frontages – albeit in one direction;
  - Significant new parking facilities can be provided in Chalvey Road West, on both sides of the road – in discussion with the business owners this is proposed to be 30 minute parking to encourage turnover of business.
- 5.5 A letter and a new sketch plan were distributed in response to the protest. These are shown in Appendix A.

## **Petition**

- 5.6 A petition has also been received: *"We, the residents of Chalvey strongly oppose the proposals regarding Chalvey congestion because it will badly affect the life of Chalvey residents. We demand that Slough Borough Council should reject these proposals"*
- 5.7 The petition has 154 signatories, representing approximately 123 households. The number of households has been approximated as 45 signatories did not provide a house number.
- 5.8 Officers believe that this petition was being circulated during the protest on 11<sup>th</sup> August.

## **Further feedback from individuals**

- 5.9 In addition to the protest and petition the Council has received a range of other feedback from individuals. Cabinet should note that there hasn't been time to analyse the feedback in detail. However up to 5<sup>th</sup> September, eleven individuals were generally supportive of the experimental measures, including the full closure of Chalvey Road West. Three individuals supported the one-way proposals. Twenty-one individuals objected specifically to the closure and pedestrianisation of Chalvey Road West, which is no longer going ahead. Twenty-one individuals were opposed to any of the experimental measures, with the main concern being increased car travel time and increased congestion elsewhere on the network. Four individuals expressed concern but did not state their objection or support for the proposals.

## **Progress with implementation of experimental measures**

- 5.10 The detailed design for the following elements of the scheme is complete:



- Chalvey Road West
  - Chalvey Road East
  - High Street junction with Church Street and Chalvey Road West
  - Junction underneath the railway bridge
- 5.11 Detailed plans will be available for viewing on the evening of Cabinet on 19<sup>th</sup> September.
- 5.12 By the time of Cabinet's meeting on 19<sup>th</sup> September, it is expected that works will be underway in both Chalvey Road West and Chalvey Road West. The council's contractor will be working around Thames Water, who during September and October have works underneath the railway bridge, in Ledgers Road and Ragstone Road.
- 5.13 It is expected that the experimental measures in Chalvey Road West, Chalvey Road East, and the junctions mentioned above will be complete by the end of October. It is expected that works in Ledgers Road and Ragstone Road will be completed by the end of November.
- 5.14 At the latest Quality Bus Partnership First Bus raised a number of concerns regarding the possible impact of the experimental proposals on the number 3 and 8 bus routes. In subsequent discussion officers have requested information and evidence that would demonstrate and quantify the likely impact. This evidence would be presented to Cabinet at a future meeting.

### **Public Engagement**

- 5.15 Public engagement started in earnest in early September. There will be two phases of public engagement:
- Phase 1 – early September to November – information will be publicised to inform the community, and other expected stakeholders, what the council's plans are, approximate timescales and so on. During this phase we will invite comment from affected stakeholders. Officers have drafted an information leaflet that will be used during this phase, which is included as Appendix B.
  - Phase 2 – November 2011 to February 2012 – proactive engagement with identifiable groups within the community – the council is aware of at least 30 different groups and organisations that officers believe represent different groups within the Chalvey community. Officers will offer to meet each of these groups, to discuss the proposals, identify the benefits and disadvantages to each group, and garner the opinion of each group to report back to Cabinet. During phase 2 consideration will be given to more traditional forms of consultation, including drop in sessions and letter drops.
- 5.16 Officers will aim to conclude the public engagement in February 2012, and will aim to report the results to Cabinet in Spring 2012.

### **6 Comments of Other Committees**

This report has not been considered by any other Committees.

### **7 Conclusion**

This report has updated Cabinet with progress towards implementation of the proposed experimental measures in Chalvey, and summarised the feedback received so far.

There has been a range of feedback from the Chalvey community. In response to this a one-way system will be implemented in Chalvey Road West, with new parking provided for shoppers. This is in place of the full closure and pedestrianisation that was first considered.

Installation of the experimental measures is expected to commence on 12<sup>th</sup> September. It is expected that the installation of the experimental measures will be completed in time to update Cabinet at its meeting in December.

8 **Background Papers**

None

## Appendix A – Response to Chalvey protest



Taking pride in our communities and town

To the owners and employees of shops and businesses in Chalvey

Department: Green & Built Environment  
Contact Name: Nick Healey  
Contact No: (01753) 875353  
Email: chalveyroads@slough.gov.uk  
Our Ref: ChalveyRoads  
Your Ref:  
Date: 16<sup>th</sup> August 2011

Dear Sir / Madam,

### RE: RESPONSE TO LAST THURSDAYS PROTEST

In response to the protest against the full closure and pedestrianisation of Chalvey Road West, which took place in Montem Lane last Thursday, **the Council is now proposing a one-way system in Chalvey Road West.** This would be implemented on an experimental basis, after the Thames Water works are completed.

A one-way system would allow traffic into Chalvey Road West to access the shops and businesses and **provide additional new parking to serve those shops and businesses.** A sketch plan showing the proposed one-way system is shown on the reverse of this letter.

The Council recognises the pressure shops and businesses in Chalvey are currently facing, and we are keen to listen to concerns from within the community. We always intended to respond flexibly and reasonably to any concerns raised.

Our main goals are to reduce the volume of through traffic using the local roads in Chalvey, to ease congestion, to improve road safety and to improve quality of life for the Chalvey community. In implementing the proposed experimental measures, we want to work with the local community to get the best possible solution. If residents, business owners, employees, or any other members of the community have comments or concerns, then please let us know.

Contact details for the Chalvey Roads project are:  
Address: Chalvey Roads Project, Slough Borough Council,  
St Martin's Place, 51 Bath Road, SL1 3UF  
E-mail: [chalveyroads@slough.gov.uk](mailto:chalveyroads@slough.gov.uk)  
Telephone: 01753 875353

Yours sincerely,

Nick Healey  
Network Management Team Leader

Cllr James Swindlehurst  
Commissioner for Neighbourhoods and Renewal


# Appendix A – Response to Chalvey protest

**www.slough.gov.uk**  
**Slough**  
Borough Council

Taking pride in our communities and town

Sketch plan showing *possible* layout of Chalvey Road West with:

- One-way traffic eastbound
- New parking outside shops



## Chalvey Roads

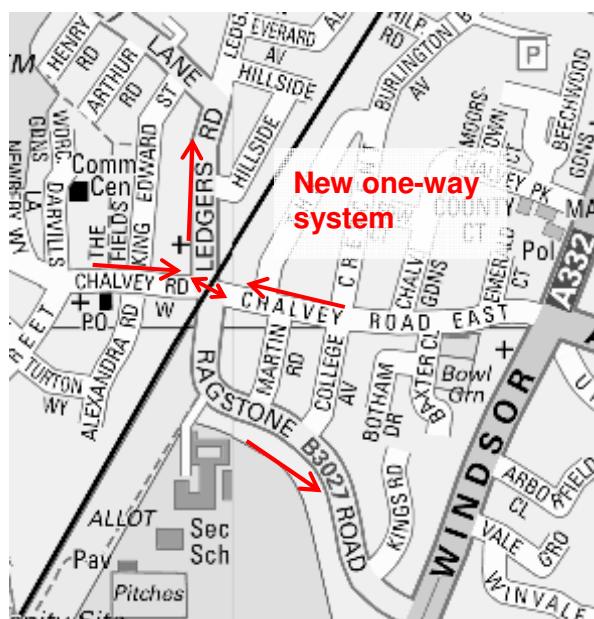
### The problem

Slough Borough Council consulted the Chalvey community in November 2009 to identify key issues for the community. Traffic was one of the community's biggest problems, especially in Chalvey Road West. The community felt there was too much traffic, and too much congestion. There are also safety concerns – there have been a number of road casualties in recent years. Pollution is also a problem.

### What is the council going to do?

The council is proposing a number of **experimental** changes:

- Make Chalvey Road West one-way eastbound and provide new parking facilities for local shops.
- Make Ledgers Road one-way northbound, between Chalvey Road West and Montem Lane.
- Make Ragstone Road one-way southbound.
- Make Chalvey Road East one-way westbound, between Ragstone Road and College Avenue, and provide new parking facilities for local shops.
- New cycling facilities.
- Remove the traffic lights next to Alexandra Road
- Remove the traffic lights and remodel the junctions at both ends of Chalvey Road West.



### What does the council mean by experimental?

We do not know whether the changes will work, or whether the community will like them. Therefore we are introducing the changes on an **experimental** basis. We have not decided to make any *permanent* change at all. This is how it works:

- All the measures for Chalvey Road West, Chalvey Road East, Ledgers Road and Ragstone Road will be installed in September / October 2011.
- Up to the beginning of February 2012, the council is legally obliged to receive and consider any objections to the changes.
- The council then has a further 12 months to decide whether or not to make the changes permanent, to remove them, or to try something else.
- If it doesn't work, the council can remove the changes at any time.

We expect to make a final decision on whether to make the changes permanent in Spring 2012.

### How can I tell the council what I think?

We really want the **whole** Chalvey community to tell us what you think of the changes. Do you love the changes? Do you hate them? Are there good points, bad points, or any other suggestions?

E-mail: [chalveyroads@slough.gov.uk](mailto:chalveyroads@slough.gov.uk)

Telephone: 01753 875353

Address: Chalvey Roads, Slough Borough Council, St Martin's Place, Bath Road, SL1 3UF

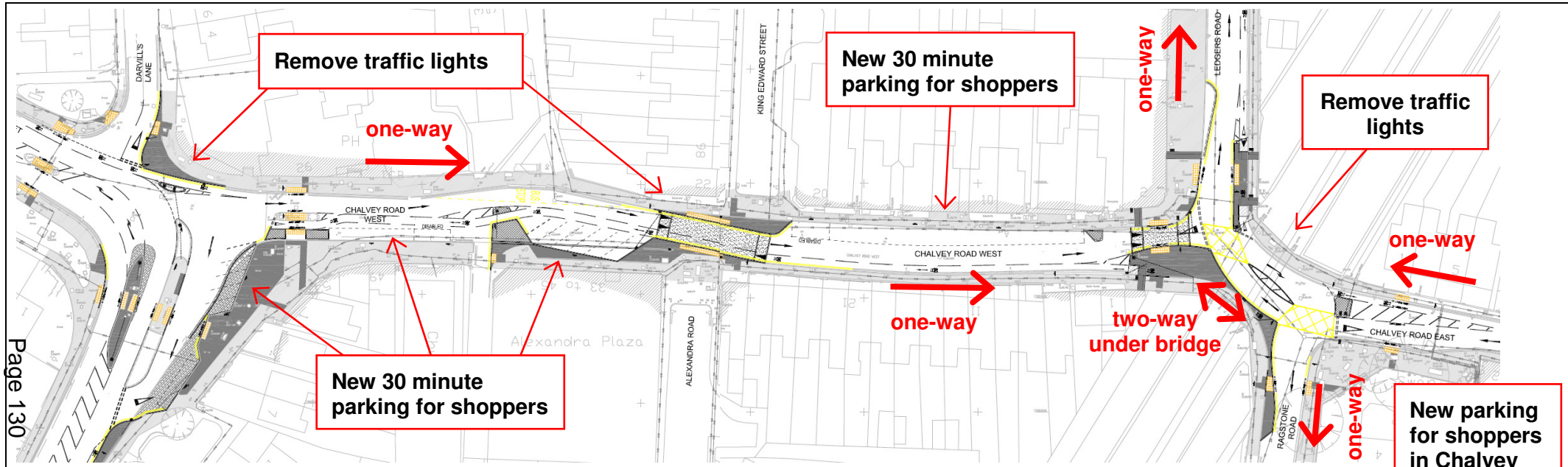
### How can I find out more?

For further information, see [www.slough.gov.uk/chalveyroads](http://www.slough.gov.uk/chalveyroads)

## Can I see detailed plans?

Detailed plans will be available at [www.slough.gov.uk/chalveyroads](http://www.slough.gov.uk/chalveyroads) as they are finalised.

The diagram below shows the plans for Chalvey Road West.



The experimental measures for Chalvey Road East, Ragstone Road and Ledgers Road will be designed to be similar to Chalvey Road West, with one-way operation, new parking provision and new cycling facilities.

## Please tell us what you think:

- Love it?
- Hate it?
- Good points and bad points?

**We need to hear what you think to make a good decision, taking into account the views of the whole community.**

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 19<sup>th</sup> September 2011

**CONTACT OFFICER:** Kevin Gordon Assistant Director Professional Services  
(For all enquiries) (01753) 875213

**WARD(S):** All

**PORTFOLIO:** Leader, Finance and Strategy – Councillor Anderson

**PART I**  
**NON-KEY DECISION**

**LOCAL PAY AWARD 2011/2012 - PAYMENT OF £250 FOR STAFF EARNING BELOW £21,000 PA**

**1 Purpose of Report**

This report sets how those employees whose full time equivalent salary of less than £21,000 per annum could be paid £250 as an additional local pay award for the financial year 2011-12. The report seeks a decision to proceed with the proposal.

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

- 2.1 The Cabinet is requested to resolve that the council makes a local pay award of £250 for all centrally employed staff whose full time salary is below £21,000 per annum.
- 2.2 The operational details of the arrangements for these payments shall be determined by the Chief Executive as Head of Paid Service in consultation with the Director of Resources and Regeneration and AD Professional Services. The payments will be made using the established pay award arrangements and principles for dealing with starters and leavers and pro rota payments.

**3 Community Strategy Priorities**

- Celebrating Diversity, Enabling inclusion
- Adding years to Life and Life to years
- Being Safe, Feeling Safe
- A Cleaner, Greener place to live, Work and Play
- Prosperity for All

**4 Other Implications**

(a) Financial

- 4.1 The cost of this proposal is estimated to be £75,000. This is based upon approximately 300 staff falling into this category.
- 4.2 Budgetary provision for this sum was made within this years budget build.

(b) Risk Management

Communication on the decision to make the award will need to emphasise that this is a one off exception for a payment in financial year 2011-12 only. The communication will also need to include the rationale and reasons for the payment, this includes; an acknowledgement of the continuing pressure on household incomes and the effect of a two year pay freeze on staff earning below £21,000 pa.

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

None

(e) Workforce

The local pay award covers all centrally employed council staff whose full time equivalent salary is below £21,000 per annum. The award does not cover staff working within schools. A copy of this paper will be presented to the next schools forum for discussion.

4 **Supporting Information**

In the Budget on 22 June 2010, the Chancellor announced that he was 'asking the public sector to accept a two-year pay freeze', but that 1.7 million public servants, who earn less than £21,000, 'will each receive a flat pay rise worth £250. However, in response to a parliamentary written question tabled by Frank Field MP, the Treasury subsequently stated that its commitment covered only workforces under ministerial control or covered by pay review bodies.

4.2 The Government accepted the recommendations of pay review bodies for public sector pay awards for 2011/12. These cover teachers, prison officers, the armed forces and the NHS.

4.3. Neither the Police nor Local Government workforces are covered by pay review bodies. Local Government workers' pay is managed by Local Authorities and the National Joint Council. For 2011 Local Government Employers the negotiating body for local government pay have decided that there will be no pay awards for any employees. However some councils have chosen to make some form of payment for employees earning less than £21,000.

4.4 To avoid distortion of the council salary scales it is proposed that the payment be made as a 'one off' for this financial year only. This would give the council the flexibility to determine if the award was appropriate in future years when examined alongside national pay decisions and the council overall financial position.

7 **Conclusion**

None



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 19<sup>th</sup> September 2011

**CONTACT OFFICER:** Catherine Meek, Deputy Borough Secretary  
**(For all enquiries)** 01753 875011

**WARD(S):** All

**PORTFOLIO:** Leader, Finance and Strategy – Councillor Anderson

**PART I**  
**NON-KEY DECISION**

**EXECUTIVE FORWARD PLAN****1. Purpose of Report**

To seek Cabinet endorsement of the published Forward Plan.

**2. Recommendation**

The Cabinet is requested to resolve that the Forward Plan be approved.

**3. Community Strategy Priorities**

The Executive Forward plan sets out when key decisions are expected to be taken and a short overview. The decisions taken will contribute to all of the following emerging Community Strategy Priorities:

- Celebrating Diversity, Enabling inclusion
- Adding years to Life and Life to years
- Being Safe, Feeling Safe
- A Cleaner, Greener place to live, Work and Play
- Prosperity for All

**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) (Access to Information)(England) Regulations 2000 require the executive to set out its programme of work in the coming four months, as far as is known, in a forward plan. Regulation 12 requires an annual statement to be published by the proper officer giving notice of when forward plans will be published for the coming year, explaining what a forward plan is and how it can be obtained from the local authority.

## **5. Supporting Information**

5.1 The Forward Plan, which is updated each month on a rolling basis, sets out:

- A short description of matters under consideration and when key decisions are expected to be taken
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- How and when the decision maker intends to involve local stakeholders in the decision making process.

5.2 The Forward Plan 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.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Forward Plan and these provisions and necessary actions are detailed in paragraphs 14 and 15 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 forward plan 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' - Executive Forward Plan

## **7. Background Papers**

'1' -Council Constitution

# CABINET - Monday, 19th September, 2011

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<i>Performance and Financial Monitoring 2011/12</i>  <i>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</i>	<i>P&amp;A, F&amp;S</i>	<i>All</i>	<i>All</i>	<i>Julie Evans, Strategic Director of Resources and Regeneration, Emma Foy, Interim Head of Central Finance Tel: 01753 875300, Tel: 01753 875358</i>		<i>Overview &amp; Scrutiny Committee 13/09/2011</i>	<i>None.</i>	
<b><u>Britwell Regeneration Scheme - From Concept to Reality</u></b>  <b>To provide an update to Cabinet on the latest progress with the Britwell Regeneration Scheme following the latest Cabinet decisions in July 2011.</b>	<b>N&amp;R</b>	<b>Britwell</b>	<b>A Cleaner, Greener place to live, Work and Play;</b>	<b>John Rice, Interim Assistant Director for Environment and Regeneration Tel: 01753 875239</b>			<b>Agenda and Minutes from the Cabinet meeting on 18th July 2011</b>	
<b><u>Capital Programme - Local Asset Backed Vehicle (LABV)</u></b>  <b>To report to Cabinet the project plan, risk register and overall forward plan for the creation of a LABV following the decision taken by Cabinet on 19<sup>th</sup> July 2011.</b>	<b>F&amp;S</b>	<b>All</b>	<b>All</b>	<b>Julie Evans, Strategic Director of Resources and Regeneration, John Rice, Interim Assistant Director for Environment and Regeneration Tel: 01753 875300, Tel: 01753 875239</b>			<b>None.</b>	
<b><u>Budget Strategy 2012/13</u></b>  <b>To advise Cabinet of the latest projections for the Council's budget for the 2012/13 financial year including the asset management plan.</b>	<b>F&amp;S</b>	<b>All</b>	<b>All</b>	<b>Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300</b>		<b>Overview and Scrutiny Committee 13th September 2011</b>	<b>None.</b>	

**Portfolio Key** – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Cultural and Leisure, E & C = Education and Children, O & S = Opportunity and Skills, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

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

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<b><u>Highway Changes in Chalvey</u></b>  To report to Cabinet on the progress of the implementation of Experimental Traffic Regulation Orders in Chalvey following the decision taken by Cabinet at its meeting on 18 <sup>th</sup> July 2011.	N&R	Chalvey	<b>A Cleaner, Greener place to live, Work and Play; Being Safe, Feeling Safe;</b>	<b>Joe Carter, Head of Transport Tel: (01753) 875653</b>	<b>Representatives of the Chalvey community, including individuals and residents' groups.</b>		<b>Agenda and Minutes from the Cabinet meeting on 18th July 2011</b>	
<b><u>Libraries Strategy</u></b>  This report advises Cabinet on progress in implementing the libraries strategy since 2009 and seeks approval for future priorities.	C&L	All	<b>A Cleaner, Greener place to live, Work and Play; Adding Years to Life and Life to Years; Celebrating Diversity, Enabling Inclusion</b>	<b>Andrew Stevens, Assistant Director For Learning &amp; Cultural Engagement Tel: 01753 875753</b>		<b>Neighbourhoods and Community Services Scrutiny Panel 15/09/2011</b>	<b>Libraries Strategy Cabinet, September 2009</b>	√
<b><u>References from Overview and Scrutiny</u></b>  To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<b><u>Executive Forward Plan</u></b>  To present to Cabinet the latest, published Forward Plan.	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview & Scrutiny Committee 13/09/2011	Slough Borough Council's Constitution	

## CABINET - Monday, 17th October, 2011

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><i>Performance and Financial Monitoring 2011/12</i></p> <p>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</p>	F&S	All	All	<p><i>Julie Evans, Strategic Director of Resources and Regeneration, Emma Foy, Interim Head of Central Finance</i></p> <p>Tel: 01753 875300, Tel: 01753 875358</p>		<p>Overview &amp; Scrutiny Committee 11/10/2011</p>	None.	
<p><b><u>Employment support for People with Disabilities</u></b></p> <p>To seek resolution on the future provision of access to employment support services for people with disabilities following the review of Speedwell Employment Services and development of option appraisals.</p>	H&W	All	<p><b>Adding Years to Life and Life to Years; Celebrating Diversity, Enabling Inclusion;</b></p>	<p><b>Mike Bibby, Assistant Director Personalisation, Commissioning and Partnership</b></p> <p>Tel: 01753 875800</p>		<p>Health Scrutiny Panel 20/09/2011</p>	None.	
<p><b><u>Draft Parks and Open Spaces Strategy</u></b></p> <p>To present a draft parks strategy which addresses the proposed future approach to management of parks in the Borough.</p>	E&O	All	<p><b>A Cleaner, Greener place to live, Work and Play;</b></p>	<p><b>Ollie Kelly, Parks and Open Spaces Manager</b></p> <p>Tel.: 01753 875252</p>	<p><b>Widespread internal consultation with officers with an interest in the strategy, notably Planning, Health, Community Safety, Housing, and Community and Well-being.</b></p>		None.	√

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

**CABINET - Monday, 19th September, 2011**

Item	Portfolio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<b><u>Play Strategy</u></b> This report seeks Cabinet approval for the Council's Play Strategy.	C&L	All	<b>A Cleaner, Greener place to live, Work and Play; Adding Years to Life and Life to Years; Being Safe, Feeling Safe</b>	<b>Alison Hibbert, Head of Culture and Sport Tel: 01753 875896</b>			<b>Full draft play strategy 2011</b>	√
<b><u>Leisure Capital Strategy</u></b>	C&L	All	<b>Adding Years to Life and Life to Years;</b>	<b>Andrew Stevens, Assistant Director For Learning &amp; Cultural Engagement Tel: 01753 875753</b>			<b>None.</b>	√
<b><u>Sustainable Community Strategy - Refresh</u></b>	E&O	All	<b>A Cleaner, Greener place to live, Work and Play</b>	<b>Amanda Renn, Policy Officer Tel: 01753 875560</b>			<b>None.</b>	√
<b><u>References from Overview and Scrutiny</u></b> To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<b><u>Executive Forward Plan</u></b> To present to Cabinet the latest, published Forward Plan.	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview & Scrutiny Committee 11/10/2011	Slough Borough Council's Constitution	

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

## CABINET - Monday, 21st November, 2011

Item	Port-folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><i>Performance and Financial Monitoring 2011/12</i></p> <p><i>This report presents information to Cabinet on the latest financial and performance monitoring from across the Council.</i></p>	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny Committee 15/11/2011		
<p><b>Council Tax Bases</b></p> <p><b>This report presents information on the properties in Slough and their categories of occupation for the purposes of determining the council tax base for the borough for the 2012/13 financial year.</b></p>	F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration, Emma Foy, Interim Head of Central Finance Tel: 01753 875300, Tel: 01753 875358				
<p>References from Overview and Scrutiny</p> <p>To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<p><u>Executive Forward Plan</u></p> <p>To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview and Scrutiny Committee 15/11/2011	None.	

**Portfolio Key** – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Cultural and Leisure, E & C = Education and Children, O & S = Opportunity and Skills, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

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

## CABINET - Monday, 12th December, 2011

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<i>Performance and Finance Monitoring 2011/12</i>  <i>This report presents information to the Cabinet on the latest financial and performance monitoring from Across the Council.</i>	<i>F&amp;S, P&amp;A</i>	<i>All</i>	<i>All</i>	<i>Julie Evans, Strategic Director of Resources and Regeneration, Emma Foy, Interim Head of Central Finance Tel: 01753 875300, Tel: 01753 875358</i>		<i>Overview and Scrutiny 06/12/2011</i>		√
<u>References from Overview and Scrutiny</u>  To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	√
<u>Executive Forward Plan</u>  To present to cabinet the latest, published Executive Forward Plan.	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview and Scrutiny 06/12/2011	None.	√