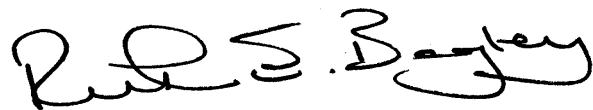


Date of issue: Wednesday, 1 April 2015

MEETING:	CABINET Councillor Anderson Councillor Carter Councillor Hussain Councillor Mann Councillor Munawar Councillor Parmar Councillor Sharif Councillor Swindlehurst	Leader of the Council - Finance & Strategy Community & Leisure Health & Wellbeing Education & Children Social & Economic Inclusion Environment & Open Spaces Performance and Accountability Neighbourhoods & Renewal
DATE AND TIME:	MONDAY, 13TH APRIL, 2015 AT 6.30 PM	
VENUE:	MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I



Apologies for absence.

1. **Declarations of Interest**

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

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

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

2.	Minutes of the Meeting held on 9th March 2015	1 - 14	
3.	Carbon Management Plan April 2015 - March 2020	15 - 42	All
4.	Parks & Open Spaces Strategy 2015-20	To Follow	All
5.	SRP Partnership Business Plan	43 - 56	All
6.	Policy for Significant Asset Purchases	To Follow	All
7.	School Places Strategy	To Follow	All
8.	Real Time Passenger Information	57 - 64	All
9.	Contracts in Excess of £250,000	65 - 70	All
10.	References from Overview & Scrutiny	To Follow	All
11.	Notification of Forthcoming Decisions	71 - 80	All
12.	EXCLUSION OF PRESS AND PUBLIC		

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

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

PART II

13. Part II Minutes - 9th March 2015 81 - 82

Press and Public

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 9th March, 2015.

Present:- Councillors Anderson (Chair), Carter, Hussain, Munawar, Parmar, Sharif and Swindlehurst

Also present under Rule 30:- Councillors Bains, Chahal and Nazir

Apologies for Absence:- Councillor Mann

PART 1

90. Declarations of Interest

No declarations were made.

91. Minutes of the Meeting held on 9th February 2015

Resolved – That the minutes of the meeting of the Cabinet held on 9th February 2015 be approved as a correct record.

92. Leisure Strategy

The Commissioner for Community & Leisure and Assistant Director Community & Skills introduced a report which proposed taking further steps in the implementation of the Leisure Strategy, which had been approved by Cabinet in July 2014.

Consideration was given to the five year plan for community leisure which aimed to increase participation and engage people who were not currently active through a wide range of measures, for example targeted investment in locally accessible venues such as parks and enhanced levels of public access to facilities in schools. The Community Sports Activation Fund had so far engaged 1,000 young people in the programme and the latest figures from Sport England revealed a 2% increase in the number of people in Slough active for 30 minutes per week, which indicated that good progress was already being made.

In relation to the improvement of core leisure facilities, the Cabinet were advised that the feasibility work had been conducted, as set out at Appendix B to the report, which had assessed all of the available evidence of community needs for leisure and a recommended facility mix for the new leisure centre to replace the facilities at Montem as follows:

- Minimum 6 lane swimming pool, with a preferred option for 8 lanes.
- 125m² learner pool.
- 100-125 station gym.
- 3 studios (2 fitness studios and a spinning studio).
- 5 court sports hall.
- 1-2 squash courts.

Following the detailed evaluation of fourteen sites across the borough, it was recommended that The Centre site on Farnham Road be identified as the preferred site and that a comprehensive masterplan for the site be developed to determine the best mix of leisure, residential and community uses. The Cabinet noted the further testing that had been undertaken to compare the building of a new leisure centre at Farnham Road against refurbishing Montem. This was set out fully in the Part II Appendix D, which was noted by the Cabinet without disclosing any exempt information.

The Cabinet welcomed the progress that had been made and discussed a number of issues including the importance of ensuring excellent access to new leisure centre, including public transport and cycle links; the potential opportunities for new services and activities at The Centre site; and the links to the wider strategic aims to increase participation and reduce obesity. Encouraging people who were currently inactive to use the new leisure centre was a key challenge and promotion and engagement of the community offer was an important objective. Commissioners discussed the site options as part of the wider dispersed strategy which would ensure key facilities such as the leisure centres, ice arena, ten pin and community sport facility were located across the borough. In discussing the facilities mix for the new leisure centre the Cabinet reaffirmed their commitment to work with partners towards achieving an 8-lane swimming pool.

At the conclusion of the discussion, the Cabinet agreed the recommendations, subject to a widening of the Commissioners to be consulted as part of the delegation under recommendation (g), and agreed to receive a further report in June 2015 on the masterplan for The Centre site and procurement options.

Resolved –

- (a) That the five year community leisure plan (Appendix A to the report) be adopted and implemented.
- (b) That the recommended facility mix be approved as set out in section 6.3 of this report.
- (c) That the Centre site be approved as the preferred site for the new leisure centre.
- (d) That a comprehensive masterplan for the Centre site should be undertaken that identifies opportunities for a mix of leisure, community and residential use.
- (e) That the work identified at (d) is funded from the Leisure Strategy budget.
- (f) A report is brought back to Cabinet in June 2015 to finalise and agree the masterplan for the Centre site.

- (g) That the Strategic Director Customer & Community Services be authorised to implement the next steps as set out in the report, following consultation with the relevant Commissioners for Community & Leisure; Neighbourhoods & Renewal; Social & Economic Inclusion; Health & Wellbeing and Parks & Open Spaces, including:
 - i. Implement the five year community leisure plan, subject to detailed development of options and public consultation
 - ii. Agree the best procurement route for the ice arena refurbishment to secure best value and proceed to procurement and detailed designs.

93. Agreement to Dispose of Two Sites for Free Schools

The Head of Asset Management introduced a report which sought approval for the disposal of the Castlevue and former Arbour Vale School sites for new free schools and to agree potential funding from the Basic Need grant for the planned works at the Orchard Centre and St Joseph's in the event the level of funding from the Education Funding Agency (EFA) did not meet the actual cost of the planned works.

The EFA had agreed to purchase land near Castlevue for use by Ditton Park Academy and agreement had been reached to lease part of the land formerly used by Arbour Vale School to the Secretary of State for use by the Lynch Hill Enterprise Academy. The Cabinet was updated on the progress since the previous decisions on these matters in April 2014 and September 2014. Commissioners considered the independent valuation of the Castlevue site, as included in the Part II appendix and tabled updated valuation, without disclosing any exempt information. The Officer stated that the independent valuation had confirmed the Council would obtain best value for the land at Castlevue. In relation to the former Arbour Vale School site, it was noted that in addition to the new Free School, the agreement would provide for enhancements to St Joseph's including replacement classrooms, dance studio, sports hall and multi-use games area and land for the Community Sport Facility to proceed. Free Schools were externally funded by the Department for Education and the construction costs of the two new secondary schools were estimated to be £36m of new investment in much needed school places in Slough at no cost to the Authority.

Commissioners discussed the arrangements for relocating the Creative Dance Academy to Orchard YCC and the West Wing Arts Centre to a combination of the Orchard Centre and The Curve. In agreeing the recommendations set out in the report, the Cabinet welcomed the significant progress that had been made in reaching a position to provide the two new Free Schools, enhancements at St Joseph's and new Community Sports Facility at Arbour Park.

Resolved –

- (a) That the Chief Executive, following consultation with the Leader of the Council and Commissioner for Education & Children, be given delegated authority to:
 - i. finalise the agreement between the Council and the EFA regarding the EFA's contribution to the accommodation works required in order that the Lynch Hill Enterprise Academy project can proceed on the former Arbour Vale site (specifically, relocation of the Creative Dance Academy, internal remodelling for St Joseph's to provide replacement classrooms and a dance studio, a new 4-court sports hall and MUGA), and
 - ii. agree the sum that Slough will contribute to deliver these projects.
- (b) That any contribution from Slough towards the accommodation works be financed from Basic Need grant.
- (c) That Officers proceed with the accommodation works once contracts are exchanged for Lynch Hill Enterprise Academy.
- (d) That land near Castleview be leased to the Trust of Ditton Park Academy for a new school.
- (e) That land formerly used by Arbour Vale School be leased to the Secretary of State for use by Lynch Hill Enterprise Academy.

94. Proposed Disposal of Land at Ledgers Road to Slough Regeneration Partnership

The Head of Asset Management introduced a report which sought approval to dispose of land at Ledgers Road, formerly the Town Hall annexe, to Slough Regeneration Partnership (SRP) to commence a 73 unit housing development.

Commissioners were informed that the scheme had been approved by the Planning Committee last year and comprised 50 units for sale and 23 would be acquired by the Council for social rent. Independent surveyors had been appointed and the valuation in excess of £3m was confirmed as not being less than best value. The Cabinet welcomed the work that had been done in bringing the site forward to provide much needed housing whilst achieving good value from the land asset. It was agreed to dispose of the site to the SRP with delegation of the final valuation sum and non-financial matters following consultation with the relevant Commissioners.

Resolved –

- (a) That the disposal of land at Ledgers Road to SRP for a sum that represents no less than the best value valuation be authorised.

- (b) That authority to agree the final valuation sum be delegated to the Assistant Director, Assets Infrastructure & Regeneration, following consultation with the Leader and the Council's Section 151 Officer.
- (c) That authority be delegated to the Assistant Director Assets, Infrastructure and Regeneration, following consultation with the Cabinet Member for Neighbourhoods & Renewal, to approve the non-financial terms for disposal.

95. Manifesto Update for Pledges 2014/15

The Communications Manager introduced a report which informed Commissioners of progress made and projects undertaken following adoption of the manifesto by the Cabinet on 23rd June 2014.

A number of specific areas were discussed, including the additional steps taken to tackle anti-social behaviour such as alley gating and the installation of CCTV and success in returning to the Council 30 illegally sub-let properties to enable them to be re-let to households in genuine need. Excellent progress had also made towards the ambitious target of building or starting construction of 200 new Council homes at sites across the borough including sites in Britwell, Chalvey and Wexham. Commissioners welcomed the progress that had been made over the past nine months since the manifesto had been adopted and noted that further progress would be made in the remainder of the municipal year.

Resolved – That the progress made to date on the projects undertaken as part of the commitment to the manifesto pledges adopted in June 2014 be noted.

96. Community Investment Fund 2014/15 Update and 2015/16 Allocations

The Communications Manager introduced a report which set out the projects supported by the Community Investment Fund in 2014/15 and considered a tabled list of proposed allocations for 2015/16.

The fund had been established in 2012 to direct funding to smaller street level projects that benefitted the local community and in the past year the funding had been used to support multi-use games areas; CCTV movable cameras; alley gating projects; a second year of the programme to renew street name plate signs; pavement parking; and neighbourhood enhancements.

The Commissioner for Neighbourhoods & Renewal tabled a proposed list projects to be supported in 2015/16 from the £350k available. This included a wide range of schemes such as improvements to Chalvey recreation ground, additional parking spaces at Salt Hill Park, further alley gating projects and four new or replacement movable electronic anti-speed 30mph signs. The Cabinet considered the schemes and agreed the proposed list as tabled.

Resolved –

- (a) That the progress made to date on the Community Investment Fund projects be noted; and
- (b) That the Community Investment Fund available in 2015/16 be allocated as detailed in the tabled report.

97. Five Year Plan Projects Funded Through the Thames Valley Berkshire LEP

The Cabinet received a comprehensive summary of the current and historic projects submitted by the Council to the Thames Valley Berkshire Local Enterprise Partnership (LEP) for consideration for funding under the Local Growth Fund (LGF).

The schemes were focused on improving Slough's transport networks including key strategic corridors, external links and rail stations to increase the economic attractiveness of the Borough. Projects were at various stages of development and funding approval by both the LEP and the Council and it was noted that a number of schemes would need further financial approval at the appropriate stage. Whilst a majority of the schemes were transport related, the Council were continuing to develop bids for other schemes such as a Conference Centre/Higher Education Facility and further bids may be possible in the future to support the Smart Cities digital agenda.

Commissioners welcomed the fact that significant external funding had been secured to improve Slough's transport infrastructure and they agreed to continue to seek such additional investment where it would help the Council deliver its strategic objectives and priority schemes. The Cabinet were mindful of the match funding requirements for each scheme, and particularly the potential risks if the cost of schemes rose, and emphasised the need to carefully prioritise resources and rigorously assess business cases to ensure they met the Council's priorities. It was confirmed that any scheme with the SBC funding element not yet approved would come back to the Cabinet, following consideration by the Capital Strategy Board, as part of the consideration of the Capital Strategy and it was agreed to reflect this in agreeing the recommendations. The Cabinet also agreed delegate authority to the Strategy Director, Regeneration, Housing & Resources to progress future bids, following consultation with the relevant Commissioners.

Resolved –

- (a) That it be noted that the projects set out in the report had been submitted by Slough Borough Council to the Thames Valley Berkshire Local Enterprise Partnership, in order to be considered for Local Growth Fund (LGF) funding;
- (b) That a number of these projects had been accepted for LGF funding, as detailed in section 5 of the report;

- (c) That schemes currently not funded be supported in principle, subject to approval by the Capital Strategy Board and Cabinet at the appropriate stage;
- (d) That the Strategic Director, Regeneration, Housing & Resources, following consultation with the Leader and Commissioner for Social & Economic Inclusion, be given delegated authority to continue dialogue with businesses and internal stakeholders and submit bids to the LEP on behalf of Slough Borough Council.

98. Better Care Fund Pooled Budget Agreement 2015/16

The Assistant Director Adult Social Care introduced a report seeking agreement enter in a Pooled Budget Agreement for the Better Care Fund (BCF) with the Slough Clinical Commissioning Group (CCG) to bring together some health and social care funding.

The creation of a pooled budget was part of the national conditions for the BCF and was permitted in legislation through Section 75 of the NHS Act 2006 and it was proposed that the Council be the host of the pooled budget as a majority of the expenditure related to social care. The agreement included a number of schedules setting out the planned expenditure, governance arrangements and risk sharing agreement. Risk share would be on a scheme by scheme basis depending on who was managing the relevant scheme. The final BCF plan for Slough had set out a pooled budget of £8.76m for 2015/16 of which the financial contribution from the Council was £694,000. The budget included a contingency fund of £1.15m in 2015/16 to cover possible risks including failing to achieve the target of a 3.5% reduction in non-elective admissions to hospital.

The pooled budget had been set at the minimum amount required by NHS England, and Commissioners discussed the reasons for this and it was responded that a steady approach was being taken for the first year of the fund. A range of other issues were discussed including partnership working between the Council and the CCG; the risks and challenges of reducing hospital admissions; and the potential for future devolution of NHS spend following the General Election. It was noted that the CCG Governing Body would not be meeting to agree the pooled budget until April, which meant the original planned start date of 1st April 2015 would not be met. At the conclusion of the discussion, the Cabinet agreed to enter into the pooled budget and to be the host of the budget. It was also agreed to delegate authority to finalise the Section 75 agreement following consultation with the relevant Commissioners.

Resolved –

- (a) That the Council enter into a pooled arrangement under S75 of the NHS Act 2006 with Slough Clinical Commissioning Group (CCG).

Cabinet - 09.03.15

- (b) That the Council be the host of the Pooled Budget.
- (c) That the Council's financial contribution to the budget together with the proposed arrangements for governance and management of the plan be approved.
- (d) That the Director of Wellbeing, following consultation with the Leader and the Commissioner for Health & Wellbeing, be given delegated authority to finalise the Section 75 agreement subject to approval by the Slough CCG Governing Body.

99. Care Act 2014 - Implications for Charging Policy

The Assistant Director Adult Social Care introduced a report seeking ratification of changes to Slough's charging policy for Adult Social Care to comply with the requirements of the Care Act 2014.

Commissioners were advised on the options in relation to charging for care in a care home; for support to carers; of self-funders for arranging non-residential care; and the policies on the universal deferred payment agreements and 'top-up' fees in care homes. After consideration, the Cabinet agreed the recommendations are set out in the report and the policies on Deferred Payment Agreements and Top-ups in Care Homes as attached at Appendices A and B to the report.

Resolved –

- (a) That Slough's policy on charging for care in care homes would continue unchanged.
- (b) That Slough would continue not to charge for carers' support, though this would be reviewed by autumn 2016 when a considered view could be taken following implementation of the revised Carers' Strategy during 2015.
- (c) That Slough would review the option to charge self-funders who ask it to arrange their non-residential care by autumn 2015 following changes to social care processes and pathways.
- (d) That Slough adopt the policies on Deferred Payment Agreements and Top-ups in Care Homes (Appendices A and B).

100. Welfare Policies

The Assistant Director Finance & Audit introduced a report which sought approval for policies on Local Welfare Provision, Discretionary Housing Payments and Council Tax Hardship as detailed in Appendices A-C to the report.

Cabinet - 09.03.15

The Local Welfare Provision (LWP) set out the policy in respect of crisis awards and community care awards which had been underspent in the past two years. The policy was broadly in line with the existing scheme and it was proposed to spend any funds rolled over from the previous years with a further report to Cabinet to consider the future of scheme once the Government grant neared its end. The Council had received an additional £197k for LWP which was not ring-fenced, however, the allocation for the Discretionary Housing Payments was £243k less than current financial year and it was anticipated that there would be continued pressure on this funding. It was therefore proposed and agreed to seek to offset the funding where possible.

The Cabinet approved the policies and agreed to receive a further report later in the year on the future of LWP.

Resolved –

- (a) That the respective policies for Local Welfare Provision, Discretionary Housing Payments and Council Tax Hardship as set out in Appendices A to C to the report be approved.
- (b) That a further paper be brought to Cabinet to consider the future of Local Welfare Provision scheme once the Government Grant is nearing its end.

101. Business Rates Transitional Relief Discretionary Policies 2015-16 and 2016-17

The Assistant Director Finance & Audit introduced a report which sought approval of a new policy in relation to Business Rates collection to extend Transitional Relief for small and medium sized businesses for 2015/16 and 2016/17.

Transitional relief limited the amount by which a business' rates could be increased or decreased following a revaluation and the policy was required as the existing Transitional Relief scheme would end on 31st March 2015. The Chancellor had announced arrangements in his Autumn Statement for Council's to use their powers under section 47 of the Local Government Finance Act 1988 to award discretionary relief to such businesses as if the expiring scheme had been extended. The amount of relief awarded by the Council would be paid back as a section 31 grant. The relevant legislation had been amended to give this change effect and the Council needed to adopt a policy to deliver the scheme.

After due consideration, the Cabinet agreed to approve the policy as set out in Appendix A to the report.

Resolved – That the 'Business Rates Relief – Extension of Transitional Relief for 2015-16 and 2016-17' policies, as detailed in Appendix A to the report, be approved.

102. Children's Services Organisation Decisions

The Chief Executive introduced a report which updated the Cabinet on the progress to date on the Children's Services transition project and sought delegation to finalise various matters relating to the scope of services to be externalised and legal model for the new organisation.

Commissioners noted that the Memorandum of Understanding between the Council and the Secretary of State for Education which had been considered by Cabinet on 17th November 2014 had been completed on 21st November 2014 and a joint project team had since developed a project plan for the transition. The Council's approach was to secure the best outcome for vulnerable young people in Slough and this required careful consideration of the scope of services to transfer to the new organisation. Commissioners noted the services that had provisionally been agreed to be in scope and excluded as detailed in sections 5.7 and 5.8 of the report and were informed that a number of services set out in paragraph 5.9 were still under discussion. In order to conclude this process in a timely manner, including during the pre-election period, it was proposed and agreed to delegate the finalisation of the scope of services to the Chief Executive, following consultation with the relevant Commissioners.

The Cabinet were also informed that further due diligence and detailed discussions were required before the legal vehicle for the new organisation could be settled with various options under consideration such as a Community Interest Company. Discussions on the likely date of transfer were also ongoing and the Cabinet were informed that this was potentially from the end of September onwards. It was proposed and agreed that determination of the transfer date and timetable form part of the delegation.

Resolved –

That the Chief Executive, following consultation with the Leader of the Council and Commissioner for Education & Children, be given delegated authority to:

- (a) Finalise the scope of children's services that will transfer to the new Children's Organisation.
- (b) Finalise the legal model for the new Children's Services company and its incorporation.
- (c) Determine the provisional transfer date and timetable for developing and implementing transfer to the new organisation.

103. Re-commissioning and Procurement of a Responsive Repair & Maintenance Service for Housing Properties

The Cabinet considered a report advising Members of the progress made in the re-commissioning process for a responsive repair and maintenance service for housing properties.

The existing contract for the housing repairs and maintenance service would end in March 2016 and the work undertaken so far to understand the aspirations of the Council, tenants and leaseholders for the future provision indicated that the new model was likely to be very different to the current contract in terms of scope, delivery, performance and outcomes. In order to achieve an outcome that reflected these ambitions, it was therefore proposed to evaluate the options for interim provision for an additional period of between 12 and 20 months from 1st April 2016.

Commissioners discussed a range of issues including data sharing and IT provision; the in house expertise in commissioning and procurement to manage this process; using the knowledge and experience of other local authorities; and the potential links with other major contracts. The links with the Amey contract were considered and the Cabinet were therefore supportive of a 20 month period of interim provision to make the contract co-terminus and maximise the potential re-commissioning opportunities.

The options for the future model and interim provision were considered, including the Part II Appendix which included exempt information relating to the interim provision. After due consideration, the Cabinet agreed that officers could explore the options to procure interim provision for up to 20 months beyond the end of the current contract and that the Strategic Director of Regeneration, Housing and Resources have delegated authority to pursue the best option following the options appraisal. A further report would come back to Cabinet in the summer of 2015 recommending a course of action to approve the business case for the final option to be prepared for market.

Resolved – That the progress made in evaluating options to re-procure an alternative service provision, including in the accompanying Part II report, be noted and the resulting proposed changes to the implementation plan and to resolve:

- (a) That in order to alleviate the time constraints and provide sufficient time for the re-procurement project to achieve its full aims, that officers be empowered to explore and evaluate options to procure an interim provision of services from April 1st 2016 for a period of between 12 and 20 months.
- (b) That following completion of an options appraisal, the decision to pursue the best option for interim service provision be delegated to the Strategic Director, Regeneration, Housing and Resources, following

consultation with the Leader and the Commissioner for Neighbourhoods & Renewal, to decide on the interim provision solution.

- (c) That following an exercise to determine the scope of the project and subsequently which vehicle should be used to deliver the objectives therein, to be carried out by the project team and agreed by the commissioning and procurement board, the Cabinet resolve to delegate to the Strategic Director, Regeneration, Housing and Resources, following consultation with the Leader of the Council and Commissioner for Neighbourhoods & Renewal, the choice of option for the final business case to be based upon.

104. References from Overview & Scrutiny

The Cabinet received a report including recommendations from the Neighbourhoods & Community Services (NCS) Scrutiny Panel in relation to Real Time Passenger Information (RTPI) for bus services and street cleaning.

RTPI

The Cabinet noted that the NCS Scrutiny Panel had recommended the following points in relation to RTPI:

- “That the Panel recommend Cabinet reviews the current level of accuracy of RTPI in order to set a target for RTPI accuracy and a suitable timeframe.
- That the responsible Cabinet member is recommended to report back to the NCS Scrutiny Panel in six months (summer / early autumn 2015).
- That the Panel recommends that no further capital expenditure on RTPI be made until the Cabinet is satisfied that worthwhile levels of RTPI will be achieved.”

Commissioners welcomed the work that the Scrutiny Panel had conducted and agreed that further action was needed to improve accuracy which was 26% at the time of the report to scrutiny and currently 59%. Members expressed frustration about the levels of performance given the significant Council investment and asked about the actions First were taking to ensure the system worked properly and the sanctions available to the Council if accuracy did not reach acceptable levels. It was therefore agreed to receive a further report at the next meeting in April which addressed these concerns and set an ambitious target for RTPI accuracy and that the Commissioner for Social & Economic Inclusion would report progress to the Scrutiny Panel in the summer or early autumn. The Cabinet were advised that there would be an impact on major schemes, including the Curve and Slough, Burnham and Langley stations, if capital investment was halted and they agreed not to approve this recommendation at the present time.

Street Cleaning

The Cabinet considered the request to approve the following points in relation to street cleaning:

- “That the Panel recommends that, if financially viable, housing land be included in the next contract.
- That the Panel recommends that, to ensure improved monitoring of contractors’ work, SBC monitor street cleanliness on
 - a) The day of the contractor inspection; and
 - b) The day of cleaning.This is in preference to the present system of random locations which has lacked sufficient focus.”

In line with discussions earlier in the meeting (minute 103 refers), Commissioners agreed that including housing land in the street cleaning contract and the monitoring arrangements would be considered as part of the re-commissioning process.

Resolved – That the recommendations from the Neighbourhoods & Community Services Scrutiny Panel be noted and the following actions be agreed:

Real Time Passenger Information

- (a) That the Cabinet receive a further report in April 2015 to review the current level of accuracy of RTPI and to set a target for Real Time Passenger Information (RTPI) accuracy within a suitable timeframe.
- (b) That the Commissioner for Social & Economic Inclusion report back to the NCS Scrutiny Panel in summer / early autumn 2015.

Street cleaning:

- (c) That, if financially viable, housing land be included in the next contract.
- (d) That to ensure improved monitoring of contractors’ work, SBC monitor street cleanliness on:
 - 1. The day of the contractor inspection; and
 - 2. The day of cleaning.

105. Notification of Forthcoming Decisions

The Cabinet considered the published Notification of Key Decisions for the forthcoming three month period.

Resolved – That the published Notification of Forthcoming Key Decisions for the period between March to May 2015 be endorsed.

106. Exclusion of Press and Public

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

Below is a summary of the decisions of the Cabinet taken during Part II of the agenda.

107. Leisure Strategy - Appendix D

Appendix D to the report on the Leisure Strategy setting out the options appraisal of the advantages and disadvantages of between refurbishing Montem Leisure Centre and building a new leisure centre at Farnham Road was noted and considered during Part I without disclosing any exempt information.

108. Agreement to Dispose of Two Sites for Free Schools - Appendix A

Appendix A on the proposed disposal of land at Castlevew, which included exempt information relating to the valuation and financial transactions of the disposal was noted and considered in resolving the matters in the Part I report without disclosing any exempt information.

109. Re-commissioning and Procurement of a Responsive Repair & Maintenance Service for Housing Properties

The further information advising Members of the options available for the interim provision of a responsive repair and maintenance service for housing properties was noted and considered in determining the matters detailed in the Part I report.

110. Slough Library Site

A way forward was agreed in relation to the Slough Library site to enable the continued delivery of the regeneration strategy for the town centre.

Chair

(Note: The Meeting opened at 6.31 pm and closed at 9.24 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th April 2015

CONTACT OFFICER: Kathryn Horsepool (01753 875912) Jason Newman
(For all enquiries) (01753 875219)

WARD(S): All

PORTFOLIO: Commissioner for Environment and Open Spaces – Cllr Satpal Parmar

PART I
KEY DECISION

CARBON MANAGEMENT PLAN APRIL 2015 – MARCH 2020**1 Purpose of Report**

We are renewing the existing Carbon Management Plan. The new document will cover the period from April 2015 March 2020. It will describe how we have tackled reducing the council CO2 emissions in the past and describe our new approach to Carbon Management i.e. closer integration with Asset Management process and the aims of the new 5 year plan. It will set out the Council's aims and will describe our new CO2 energy and energy revenue saving targets.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Carbon Management Plan April 2015 – March 2020, as attached at Appendix A, be adopted.

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

- Regeneration and Environment – the report will address how Slough Borough Council will mitigate against the effects of climate change and reduce CO2 across the Council's corporate buildings.
- The new Carbon Management Plan 2015 – 2020 addresses how Slough Borough Council are going to tackle the wider issue of Climate Change which will have an impact on the residents of Slough. It sets out how the council is going to mitigate its Carbon Dioxide emissions over the next five years.
- The Carbon Management Plan will ensure that Slough Borough Council is addressing the issue of climate change which is set to impact on all residents of the town and effect future generations. It will enhance the reputation of the Council and the town as a cleaner greener place to live and work.

3b Five Year Plan Outcomes

- **The Council's income and the value of its assets will be maximised**

The Carbon Management Plan will set out how we are going to manage our council owned assets more effectively. It will identify where we can save CO2 and make

energy revenue savings. It will also identify projects where we can implement invest to save schemes which will save CO2 and Energy.

Table 1 - Key Outcomes

Based on the evidence the outcomes of the plan are to:

Outcome	Purpose and Description	Target Measures	Date
Outcome 1	At least a 3% reduction of CO ₂ net emissions per annum of all Council Operations	457 Tonnes of CO ₂ e/yr	Reported each financial year
Outcome 2	A 20% reduction of CO ₂ emissions against the 13/14 baseline	3,050 Tonnes of CO ₂ e	By 2020
Outcome 3	A reduction of 7 tonnes to 6 tonnes per Full Time Equivalent Employee (fte)	6 tonnes per fte	by 2020
Outcome 4	A revenue saving of 10% over lifetime of the plan against 13/14 baseline operating costs for the Council	£222,046.82	by 2020

4 Other Implications

The Carbon Management Plan April 2015 – March 2020 will deliver more effective management of council owned asset and also deliver energy revenue savings.

Outcome 4

2. Generate revenue saving of at least £222,000 by 2020 against the 2013/14 baseline.

The next phase of the Carbon Management process

As part of the implementation of the Carbon Management Plan a capital fund has been allocated in the 15/16 capital programme covering the timescale of the plan – April 2015 – March 2020; on the 19th February 2015, Council approved a capital allocation of £100k per year for 2015/16 to 2019/20 for Carbon Management.

The CAPEX fund will be allocated for invest to save projects which will have combined revenue and CO₂ savings.

The process of how this fund will allocated to projects will be determined through the CAPEX and procurement processes.

(a) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	Keeping assets which have high running costs and produce high emissions	Reduce CO2 emissions in corporate buildings Reduce Energy Revenue costs of corporate buildings
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support	None	
Communications	Staff not aware of the Carbon Management Plan	Internal Communications publish progress and updates in communications bulletins and Grapevine
Community Safety	None	
Financial	Revenue savings will not be achieved	Work closely with asset management and property services teams to ensure only viable energy saving projects are taken forwards. Develop a marginal abatement curve Process to select viable projects
Timetable for delivery	Annual and 5 year targets in the CMP are not met	Ensure that the milestones and targets are met. Ensure that there is effective through governance of the Carbon Management Plan by the Carbon Management Board
Project Capacity	Time and resource pressure on staff to deliver objectives of the CMP	Ensure the resources are maximised within the team and if needed bring in technical expertise from outside the council
Other	None	

Human Rights Act and Other Legal implications

No Legal or Human Rights Implications

Equalities Impact Assessment

There is no identified need for an EIA.

(f) Property

The Carbon Management Plan will enable the Council to manage our corporate assets more effectively. All 4 Outcomes (see Table 1) of the plan fit into the Council's Corporate Landlord policy and will assist the Council with benchmarking corporate buildings and assessing which buildings are performing most effectively in terms of energy consumption and CO2 emissions.

Achieving Outcome 4 feeds directly into the 5 year plan and will lead to direct energy revenue savings for the council. Achieving this target feeds directly into the Asset Challenge Process.

The Carbon Management Plan April 2015 – March 2020 will directly feed into the Asset Challenge Process

Outcome 4 of the Carbon Management Plan feeds into the 1st objective of the Asset Challenge Process (Set annual savings and reduce overall asset running costs by 40% within 4 years)

5 Supporting Information

- 5.1 This Carbon Management Plan outlines the Council's success in reducing carbon emissions since the first Carbon Management plan was adopted in 2009. The new plan includes the most recent carbon emission data which has been submitted to the Department of Energy and Climate Change (DECC) for 2013/14. The plan clearly highlights the operational areas which generate the most carbon emissions; namely purchased electricity, transport, and street assets. The new plan will focus on these three areas and set out how the Council is going to reduce carbon emissions over the next 5 years.
- 5.2 The plan's principal outcomes are a 20% reduction in total carbon emissions against the (2013/14 baseline), a 10% reduction in operating costs relating to our carbon emissions and a reduction in carbon footprint for each member of staff from 7 tonnes to 6 tonnes.
- 5.3 Adoption of the new plan will result in changes in the way we work and operate, conduct business, utilise resources in an efficient manner, and become more carbon focussed as an organisation and work force. The Carbon Management April 2015 – March 2020 underpins our ambition to become a low carbon organisation.

Option 1: Adopt the plan

Options 2: Reject the plan

6 Comments of Other Committees

This report has not been considered by any other committees.

7 Conclusion

The Cabinet to adopt the The Carbon Management Plan April 2015 – March 2020 and implement the carbon reduction and revenue saving targets.

8 Appendices

A Draft Carbon Management Plan, April 2015 – March 2020

Carbon management plan

April 2015 - March 2020



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1. Executive Summary

1.1 Summary

'what gets measured gets managed'
(Source of the quote: Peter Drucker)

Slough Borough Council has been looking at reducing carbon emission across its corporate estate and its fleet since 2008. The revised carbon management plan describes our current emissions levels and looks at how we are going to further reduce them over the next five years.

It also describes how Slough Borough Council is going to become increasingly more energy efficient across the whole corporate estate and how the carbon management process will contribute to the councils revenue reduction targets over the next 5 years.

1.2 Vision

Slough Borough Council aspires to have a low carbon and energy efficient corporate estate, fleet and workforce to meet with the future economic challenges of local government.

1.3 Purpose (Outcome)

This document continues the work of the expired Carbon Management Plan, and sets out what Slough Borough Council will do to mitigate the carbon emissions from council activities and buildings managed, owned and operated by the council.

The previous plan aimed to reduce carbon emissions by 40% against the 2008/9 baseline, and during the course of the plan the council achieved a 49% reduction in CO2 emissions. This was achieved by a reduction in the number of council buildings, but also due to the removal of emissions from some schools from the baseline. This plan seeks to describe how the council will save carbon, energy and generate revenue savings over the next 5 years.

The four outcomes of plan are:

Outcome 1: At least a 3% reduction of CO2 net emissions per annum of all council operations

Outcome 2: A 20% reduction of CO2 emissions against the 13/14 baseline

Outcome 3: A reduction of 7 tonnes to 6 tonnes per Full Time Equivalent Employee (fte)

Outcome 4: A revenue saving of 10% over lifetime of the plan against 13/14 baseline operating costs for the council please refer to Appendix 1

1.4 Scope of plan

This plan is concerned with:

1. Council assets where the councils pays for the energy costs such as corporate offices, community centres, libraries, car parks and the crematorium (*See Appendix 2 list of Assets Included in the 2013-2014 baseline*).
2. Community and foundation schools where the council maintains a degree of oversight.
3. Transport used for business purposes such as housing maintenance vehicles, community transport vehicles, staff business mileage (grey mileage) as well as the vehicles of contractors such as waste collection and maintenance.
4. Street assets such as lighting, signage, street furniture, traffic lights, air quality monitoring stations, electric vehicle infrastructure, parking meters.
5. Waste generated from corporate buildings.
6. Communal parts of the housing stock, only, such as stairwell lighting and heating.

The council's leisure buildings are out of scope of this plan and are managed by Slough Community Leisure www.sloughleisure.com.

1.5 Slough Borough Council Carbon Emissions

When CO2 emissions within Slough Borough Council are broken down by source (*please refer to Table 1 and Figure 1*), it is evident that the greatest contribution comes from transport, schools, street assets (signage and street lighting) and our buildings (assets). It is therefore these four areas we shall focus on, and which have the potential to deliver the greatest carbon savings.

Table 1: Carbon footprint by emissions source 2013/14

Scope	Emissions source	Carbon footprint	
		tCO2e	%
Scope 1	Fuel combustion	2,515	17
Scope 1	Fugitive emissions	0	0
Scope 1	Own transport	1,189	8
Scope 2	Purchased electricity	6,043	40
Scope 3	Purchased materials and waste	2,200	14
Scope 3	Transport	2,937	19
Scope 3	Waste	64	0
Scope 3	Outsourcing	293	2
	Total	15,242	100

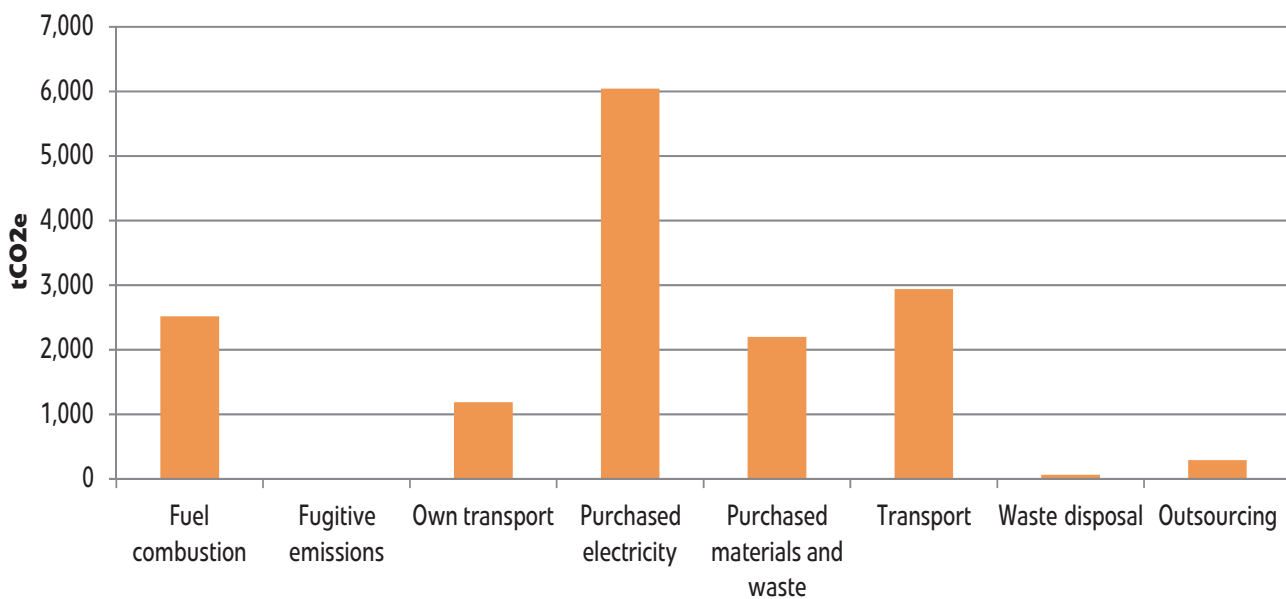


Figure 1: April 2013-March 2014 Carbon Footprint by Emission Source

2. Introduction

2.1 Context

There is clear evidence to show that climate change is happening. Measurements show that the average temperature at the Earth's surface has risen by about 0.8°C over the last century. Nine of the hottest years ever measured took place in the last 12 years and in the last 30 years each decade has been hotter than the previous one. This change in temperature hasn't been the same everywhere; the increase has been greater over land than over the oceans and has been particularly fast in the Arctic.

The UK is already affected by rising temperatures. The average temperature in Britain is now 1°C higher than it was 100 years ago and 0.5°C higher than it was in the 1970s.

Although it is clear that the climate is warming in the long-term, it should be noted that temperatures aren't expected to rise every single year. Natural fluctuations will still cause unusually cold years and seasons.

Along with warming at the Earth's surface, many other changes in the climate are occurring:

- warming oceans
- melting polar ice and glaciers
- rising sea levels
- more extreme weather events

2.2 Uses of Climate Change

Rising levels of carbon dioxide and other gases, such as methane and nitrous oxides, in the atmosphere create a 'greenhouse effect', trapping the Sun's energy and causing the Earth, and in particular the oceans, to warm.

The higher the amounts of greenhouse gases in the atmosphere, the warmer the Earth becomes. Recent climate change is happening largely as a result of this warming, with smaller contributions from natural influences like variations in the Sun's output.

Carbon dioxide levels have increased by more than 40% since before the industrial revolution. Other greenhouse gases have increased by similarly large amounts. All the evidence shows that this increase in greenhouse gases is almost entirely due to human activity. The increase is mainly caused by:

- burning of fossil fuels for energy
- agriculture and deforestation
- the manufacture of cement, chemicals and metals

About 43% of the carbon dioxide produced goes into the atmosphere, and the rest is absorbed by plants and the oceans. Deforestation reduces the number of trees absorbing carbon dioxide and releases the carbon contained in those trees.

This means that our action - or inaction - on greenhouse gas emissions today will have a substantial effect on climate change in the future.

2.3 The Effects of Climate Change

We can already see the impacts of climate change and these will become more severe as global temperatures rise.

If global emissions are not reduced, average summer temperatures in the south east of England are projected to rise by more than 2°C by the 2040s (hotter than the 2003 heatwave which was connected to 2,000 extra deaths in the UK) up to nearly 4°C by the 2080s.

Rises in global temperature will have both direct and indirect effects on the UK. The UK's food supplies could be affected as crops in the UK and overseas could fail or be damaged by changes in temperature, rainfall and extreme weather events.

These extreme weather events in the UK are likely to increase with rising temperatures, causing: heavier rainfall events - with increased risk of flooding; higher sea levels - with larger storm waves putting a strain on the UK's coastal defences; and more and longer-lasting heat waves.

Source Climate Change Explained DECC website www.gov.uk/government/uploads/system/uploads/attachment_data/file/380825/Climate_Change_Explained_-_referenced_version.pdf

2.4 National Policy Drivers

2.4.1 The Climate Change Act

The Climate Change Act 2008 is the world's first long term legally binding framework which introduces a target of reducing UK emissions by 80% by 2050, compared to a 1990 baseline.

The UK Government and the EU consider that global warming must be limited to no more than 2°C temperature rise above pre-industrial times to avoid dangerous impacts.

2.4.2 The Carbon Reduction Commitment

The Carbon Reduction Commitment (CRC) Energy Efficiency Scheme is UK government's major driver to improve energy efficiency and cut carbon dioxide (CO2) emissions in private and public sector organisations that are high energy users, by charging for CO2 emissions.

Slough Borough Council participated in Phase 1 of the CRC (please refer to Figure 2), however we are now below the qualification threshold. This is due to a reduction in the number of council assets, and the removal from the scheme of state funded schools.

Slough Borough Council will continue to monitor whether the council is required to participate in Phase 3 which will run from 1st April 2018 to 31st March 2024.

2.4.3 Department of Energy and Climate Change (DECC) MOU

The DECC Memorandum of Understanding (MOU) with the Local Government Association (LGA) recognises the pivotal role local authorities have in reducing emissions at the local level, and requires sharing information on greenhouse gas emissions from local authorities own estate and operations.

SBC is required to calculate our Carbon Emissions on an annual basis and submit this to DECC - www.gov.uk/measuring-and-reporting-environmental-impacts-guidance-for-businesses. The information on the DCLG single data list is used in the calculation of our Local Government Finance Settlement and therefore is very important to complete.

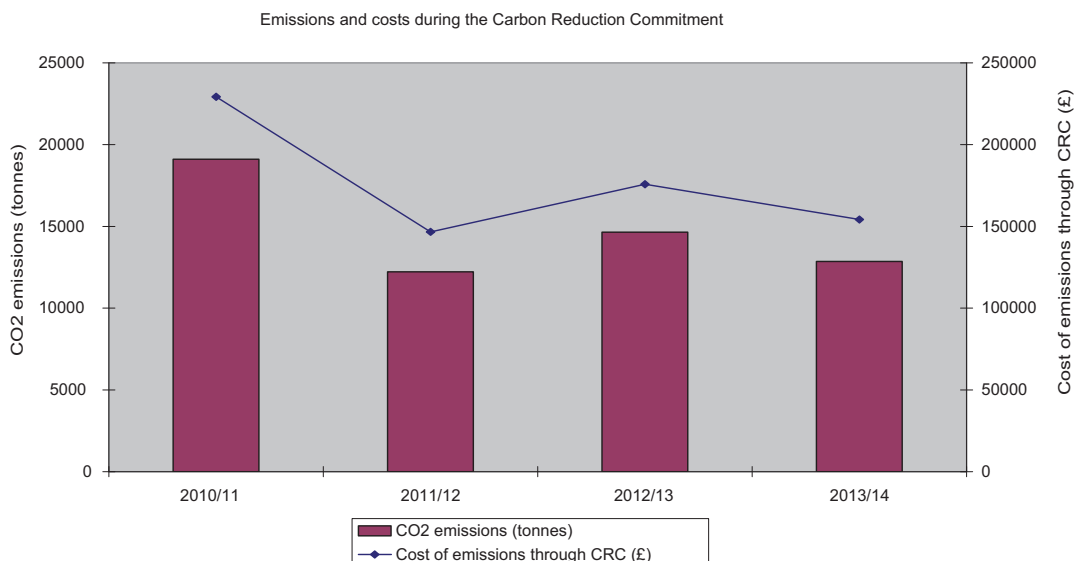


Figure 2: Slough Borough Council Emissions and Costs during Phase 1 of CRC

2.4.4 Climate Local

Climate Local is an LGA initiative supported by the Environment Agency Climate Ready service, to drive, inspire and support council action on climate change. Slough Borough Council signed up to Climate Local on June 14th 2014 and is using the support to share best practice with other local authorities.

This initiative is the successor to the Nottingham Declaration on Climate Change and aims to support councils both to reduce carbon emissions and to increase resilience to a changing climate.

Slough Borough Council will produce a climate local action plan for 2015 which will be published on our Slough.gov website. <http://www.slough.gov.uk/council/strategies-plans-and-policies/climate-change-and-carbon-management.aspx>

2.5 Council policy drivers

The Five Year Plan sets out the council's ambition for the town to 2020. The driver for the Carbon Management Plan is the Using Resources Wisely theme. The five year Plan sets out the actions the council will take, as well as providing community leadership for residents and external partners. The Plan is being used to drive the council's financial strategy and prioritisation. The Plan specifically seeks to increase council income, make better use of capital resources, secure savings through the procurement and the rationalisation of the council's assets.

The Plan states that all council capital funded schemes must break even within ten years. The operation cost of our assets must be reduced by 30%. The cost of waste collection should decrease and income from waste management should be maximised.

The Carbon Management Plan (CMP) can both contribute to these objectives and will also be bound by them.

Reducing energy consumption, water usage and the amount of carbon emissions generated is an aim under the regeneration and environment theme of the Slough Joint Wellbeing Strategy.

There are a number of other documents which the CMP links to, and they are referred to throughout the document where relevant, and include the Asset Management Plan which sets a target of 40% reduction in revenue costs from assets by 2017, this will be delivered through the Accommodation Strategy and the Corporate Landlord Model.

2.6 External recommendations

The council has worked with 'Anthesis Best Foot Forward' consultancy to develop a DECC compliant method of producing our CO2 baseline.

They have also made the following recommendations:

- 1 Prioritise areas for carbon reduction by:
 - Identifying buildings or operations that are responsible for most CO2 emissions
 - Identifying buildings or operations where SBC has the most control and where changes in operations that can reduce emissions can be achieved most easily
- 2 Research current best practice within other local government authorities to understand where the biggest wins could be achieved.
- 3 Investigate which technologies and changes to operations can be achieved across buildings to reduce impacts.
- 4 Undertake cost-effectiveness assessment to understand how different carbon reduction interventions can reduce cost and environmental impacts. Interventions should include analysis of return on investment and using methods such as Marginal Abatement Cost Curves (MACC) can help identify cost-effective opportunities by combining financial (e.g. Net Present Value) and environmental (e.g. carbon footprint) information. These recommendations have been taken into account during the development of the priorities within this plan.

3. Priorities, key actions, outcomes

3.1 Key Outcomes

Based on the evidence the outcomes of the plan are to:

Outcome	Purpose and description	Target measures	Date
Outcome 1	At least a 3% reduction of CO2 net emissions per annum of all Council Operations	457 Tonnes of CO2e/yr	Reported each financial year
Outcome 2	A 20% reduction of CO2 emissions against the 13/14 baseline	3,050 Tonnes of CO2e	By 2020
Outcome 3	A reduction of 7 tonnes to 6 tonnes per Full Time Equivalent Employee (fte)	6 tonnes per fte	by 2020
Outcome 4	A revenue saving of 10% over lifetime of the plan against 13/14 baseline operating costs for the council please refer to Appendix 1	£222,047	by 2020

The outcomes will be achieved by the following priorities

Priorities	Purpose and description
Priority 1	Reduce CO2 emissions from energy consumption across all council operations
Priority 2	Reduce energy consumption revenue costs across all council operations
Priority 3	Embed carbon management in the council's policies and procedures
Priority 4	Raise awareness of carbon management among staff through the Green Champion Programme to reduce carbon emissions and energy consumption
Priority 5	Incorporate high standards of energy efficiency into new buildings, equipment and contracts

3.2 Priority 1 - Reduce CO2 emissions from energy consumption across all council operations

The council's buildings are one of the main contributors to CO2 emissions, and one of the elements the council has a high degree of control over. Using available information to dispose of inefficient assets and maximise usage of the remaining buildings will be a key priority of the Asset Management Plan.

3.2.1 Display Energy Certificates

A Display Energy Certificate (DEC) and advisory report are required for buildings with a total useful floor area more than 500m² (reducing to 250m² from 9th July 2015) that are occupied in whole or part by public authorities and frequently visited by the public. This shows the energy performance of the building based on actual CO2 emissions recorded over twelve months. Slough currently has four qualifying buildings - St Martin's Place, Slough Library, New Horizons and the Thomas Grey Centre.

3.2.2 Energy Performance Certificates

SBC is required to complete an Energy Performance Certificate (EPC) each time one of its properties is built, sold or rented, containing information about a property's energy use and typical energy costs and recommendations about how to reduce energy use and save money. An EPC gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and it is valid for 10 years.

The Energy Act 2011 states that all buildings that do not meet the minimum energy performance standard (Grade E) will not be allowed to be let from 2018 until they have been upgraded.

Slough Borough Council will assess how many buildings commercial and domestic they have which are below a grade E and make arrangements for improving their energy efficiency before 2018.

3.2.3 Corporate Landlord

The Corporate Landlord Model aims to make best operational use of corporate buildings through central management. A corporate approach can help raise staff awareness of the most efficient use of energy in buildings and allows facilities management to monitor energy use across the entire asset base. Taking this model further could realise further carbon savings and any opportunities which can be identified to further centralise facilities management should be explored. We will also use the ongoing asset review to monitor energy consumption which will help inform future decisions around our assets.

3.2.4 The Asset Management Plan

The Asset Management Plan (AMP) has already identified that a greater understanding of the performance of existing assets in terms of their fitness for purpose and operational efficiency is required. Energy efficiency is identified in the gap analysis of the AMP.

The council has already set itself the Asset Challenge which aims to reduce overall asset operation costs by 40% over four years to 2017.

3.2.5 The Waste Strategy 2015-2020

Waste generated at corporate buildings contributes to the council's carbon footprint (although this is not measured as part of the Carbon Reduction Commitment). The Recycling Carbon Index shows the carbon benefit of collecting and recycling materials to reuse them as opposed to extracting and processing raw materials. Local authorities will be ranked according to their performance. The Waste Strategy 2015-2030 sets out the borough wide vision to move from waste disposal to waste management which can also be applied to corporate waste.

3.2.6 Slough Schools

There are currently 48 schools in Slough though this may change over time and not all schools are covered by this plan. The schools over which the council has the greatest control are community and foundation schools (listed in Appendix 4), and budget is devolved to these schools. Schools however do not have specific or substantial funding for carbon management activities, but it is in their best interests to reduce energy consumption where possible.

3.3 Priority 1 - Key actions

1. Ensure the Corporate Landlord Model covers all council buildings and that central monitoring of energy usage identifies opportunities for more efficient working and informs accommodation decisions.
2. Take all opportunities during refurbishment works to install the most efficient plant and use the most efficient building operation methods.
3. Include energy efficiency in the Asset Management Plan.
4. Link to the Carbon Management Plan to the Asset Challenge Process.
5. Use the Recycling Carbon Index to monitor and improve waste disposal from council buildings, and implement best practice identified through the Waste Strategy.

6. Identify small energy efficiency projects across the council's buildings suitable for CAPEX funding.
7. Replace existing street lighting with LED lanterns, capable of being remotely dimmed, to deliver a 70% carbon and revenue saving.
8. Replacement of lighting in council owned car parks with low energy LED lighting.
9. Consider the findings of the transport services review, and identify carbon and revenue savings which could be delivered.
10. Work with community and foundation schools to identify projects, funding and best practice to reduce their carbon emissions and energy consumption.
11. Carry out a detailed survey of all council owned assets to include floor area and heating systems.
12. Obtain EPCs for all council buildings, and identify those below grade E for improvement works as these cannot be let post 2018.
13. Identify all buildings smaller than 250m² which will require a Display Energy Certificate from July 2015.
14. Energy benchmark all council assets.

3.4 Priority 2 - Reduce energy consumption revenue costs across all council operations

Like many local authorities, Slough Borough Council is facing an extremely tough financial challenge. Funding to local authorities has reduced by 28% from 2011 to 2015 and many grants have stopped.

The 2015-16 financial year alone will see a reduction to the council's general grant (Revenue Support Grant, RSG) of almost 30%, with the RSG forecast to shrink by 63% or over £20m over the period of Slough Borough Council's Medium Term Financial Strategy (MTFS).

The council spent over £1.5 million on energy costs in 2013/14. Reducing energy consumption is one area the council can save money, leaving more funds for service delivery. This will also result in a reduction in carbon emissions which will help to deliver the outcomes of this plan.

3.5 Priority 2 - Key actions

Slough Borough Council shall use an energy broker through the Corporate Energy Contract to ensure the most cost effective price for energy and:

1. Transfer all corporate buildings to automated meter reading (AMR) to provide more reliable billing
2. Consider suitability of automated meter reading for water

3.6 Priority 3 - Embed carbon management in the council's policies and procedures

All capital Investments above the value of £10,000 are considered by the Capital Strategy Board as well as all Cabinet reports already require identification of energy and carbon implications, and mitigations that can be identified and signed off at director level.

3.7 Priority 3 - Key actions

1. Devise a method for assessing and appraising carbon and revenue saving projects which can be adopted corporately by the Capital Strategy Board
2. Determine how the Carbon Management Plan will fit into the Asset Challenge Process 1st Objective - Set annual savings and reduce overall asset running costs by 40% within 4 years

3.8 Priority 4 - Raise awareness of carbon management among staff through the Green Champion Programme to reduce carbon emissions and energy consumption

The Green Champions programme covers energy, waste and transport. It is the Council's principle staff engagement programme.

Staff travel to, from and during work adds a significant amount of carbon to the council's overall operations. Staff travel surveys help the council to identify which schemes will help staff to travel more sustainably.

Funding from the Local Sustainable Transport Fund has already been used to develop a number of projects including:

1. Personalised travel plans for staff
2. Provision of pool bikes, cycle salary sacrifice scheme, bicycle users group and other promotions
3. Season ticket loan scheme
4. Display of walking and cycling maps in key SBC buildings
5. Staff walking challenge

3.9 Priority 4 - Key actions

There are two key actions we intend to follow under priority 4:

1. Use Green Champions to engage staff around carbon management, reducing corporate waste and reducing energy consumption.
2. Provide additional measures to encourage staff to travel more sustainably including HGV driver cycle training and the implementation of a staff electric pool cars.

3.10 Priority 5 - Incorporate high standards of energy efficiency into new buildings, equipment and contracts

Sustainability Impact Assessments are currently required as part of any procurement the council carries out. These identify any impacts of the given procurement on the council's carbon footprint, pollution to air, water or land, and impacts on waste management. Bidders can be asked to mitigate the identified impacts as part of their bid.

3.11 Priority 5 - Key actions

There are two key actions we intend to follow under priority 5:

1. Tenders will routinely be asked to consider the impact on the council's carbon emissions as part of any procurement.
2. All Slough Borough Council new build project will be built to a minimum BREEAM very good standard (see Appendix 3).

4. Implementation and monitoring

The council's Carbon Management Board is the primary monitoring authority for this plan. The objective is to manage a sustained reduction in carbon emissions from all relevant council operations, council run schools and council contracted-out services. It also contributes to the delivery of the Joint Wellbeing Strategy in striving to reduce energy consumption, water usage and the amount of carbon emissions generated by the council, assists in reducing the councils impact on climate change as well as reducing operational running costs.

The board has representation from relevant departments of the council and is chaired by the Director of Customer and Community Services.

4.1 The Slough Borough Council Baseline

Slough Borough Council over achieved the target set in the last Carbon Management Plan of 40% reduction of carbon emissions from the 2008/09 baseline. The two datasets below chart our recent progress against the DECC/LGA Memorandum of Understanding.

Water consumption is not currently included in the carbon management plan, however

from the next reporting period (April 2014 to March 2015) we will be including carbon emissions from water in our baseline emission data.

4.2 Reporting The Slough Borough Council Baseline

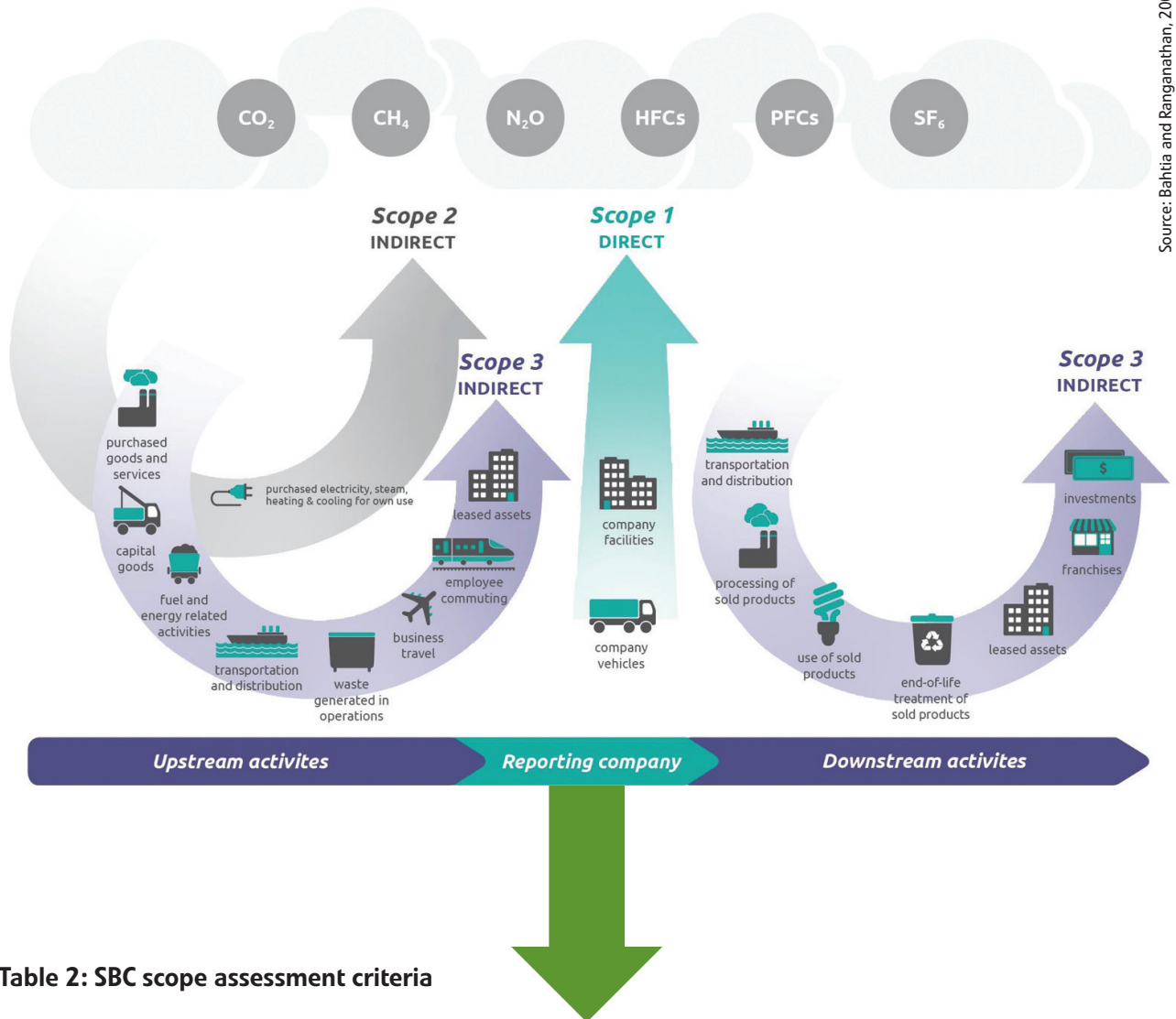
There will be two Key Performance Indicators reported to the board on an annual basis in July

1. The total carbon emissions for Scope 1,2 and 3 for all Council operations for the preceding financial year (1st April-31st March)
2. The Energy Revenue Spend for Scope 1,2 and 3 for all council operations (please refer to Appendix 1)

4.3 SBC Baseline Data 2013/2014

The Government requires the reporting of carbon emissions broken down into three scopes see Figure 4 and Table 2, which are explained below, along with the council's emissions in each scope please refer to Table 3 and Table 4.

Figure 4: Overview of CHG Protocol scopes and emission across the value chain



Source: Bahtia and Ranganathan, 2004

Table 2: SBC scope assessment criteria

Scope 2	Scope 1	Scope 3
Emissions from electricity in SBC assets, communal housing areas and relevant schools	Gas emissions from SBC assets, communal housing areas and relevant schools	Emissions from outsourced services
Street assets e.g. streetlighting	Fugitive emissions from corporate fridges	Corporate waste
	Business transport	

Table 3: Slough Borough Council CHG Submission to DECC by Scope

GHG emissions for period 1 April 2013 - 31 March 2014	tCO ₂ e
Scope 1	3,705
Scope 2	6,043
Scope 3	5,494
Total gross emissions	15,242
Exported renewable electricity reduction	0
Offsets	0
Woodland Carbon Units	9
Total net emissions	15,251

Table 4: Intensity Measurements for SBC 2013/2014 CO₂ emisisions

Intensity Measurement	Tonnes of CO ₂ e
Intensity measurement - tonnes of CO ₂ e per 000 people served	69
Intensity measurement - tonnes of CO ₂ e per £m revenue	26
Intensity measurement - tonnes of CO ₂ e per FTE	7
Total Annual Emissions 08/09 baseline	30,303
% reduction from 08/09 baseline	49%

5. Glossary of terms

Term	Definition
CMP	Carbon Management Plan
IPCC	International Panel on Climate Change
Greenhouse Effect	Most mainstream scientists believe a human-driven increase in “greenhouse gases” is increasing the effect artificially. These gases include carbon dioxide, emitted by fossil fuel burning and deforestation, and methane, released from rice paddies and landfill sites.
Greenhouse gases (GHG)	The four most important greenhouse gases-carbon dioxide, methane, nitrous oxide, and fluorinated gases-and options for reducing emissions.
SBC	Slough Borough Council
Fossil Fuels	Coal oil and gas are known as fossil fuels
MTFS	Medium Term Financial Strategy
RSG	Revenue Support Grant
EPC	Energy Performance Certificate
DEC	Display Energy Certificate
CRC	Carbon Reduction Commitment
UNFCCC	UN Framework Convention on Climate Change
DECC	Department of Energy and Climate Change
LGA	Local Government Association
DCLG	Department of Communities and Local Government
MoU	Memorandum of Understanding
SALIX finance Ltd	Salix Finance Ltd. delivers 100% interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions.
Scope 1 Emissions	Direct emissions from combustion of fuels
Scope 2 Emissions	Indirect emissions from using energy e.g. electricity
Scope 3 Emissions	Other indirect emissions e.g. business mileage
KPI	Key Performance Indicator
BREEAM	Building Research Establishment Environmental Assessment Method

6. Appendix 1

6.1 SBC Energy Revenue Spend in carbon emissions April 2013-March 2014

SCOPE 1 and 2 Breakdown of electricity costs	Total Consumption (KWh)	Total Cost (£)
Half hourly Unmetered Supply Streetlighting		
2013-14	4959537	481,817.00
Half Hourly Meter - Electricity Spend		
2013-14	1950827	200,118.00
Non Half Hourly Meters		
2013-14	4969294	532,921.00
All Electricity suppliers	11879658	1,214,856.00
Total Gas Energy spend 2013-14	4969294	310,817.00
Total SCOPE 1 and 2 spend (gas and electric energy spend 2013-2014)		1,525,673.00

SCOPE 3 Spend 2013 -2014	Total Cost (£)
(Grey Fleet) Business Mileage (not including 1000 mile bonus)	541,674.69
Water spend	94,029.43
Paper consumption	29,429.85
Waste SBC corporate buildings spend	29,661.23
Total SCOPE 3 Spend	694,795.20
Total SBC utility spend SCOPE 1 2 and 3	2,220,468.20

7. Appendix 2

7.1 List of Assets included in the 2013-2014 CO2 Baseline

Please note the asset list included in the plan will be reappraised every financial year

Table 6

No.	Type	Site	Fuel
1.	Other	Slough Crematorium	Natural gas
2.	Community Centre	Langley Pavilion	Natural gas
3.	Community Centre	Cippenham Community Centre	Natural gas
4.	Community Centre	Manor Park Hall	Natural gas
5.	Community Centre	Upton Lea Community Centre	Natural gas
6.	Community Centre	Manor Park Young People's Centre	Natural gas
7.	Community Centre	Slough Young Peoples Centre	Natural gas
8.	Leisure	Park Changing Rooms	Natural gas
9.	Adult Care	Mental Health Resource Centre	Natural gas
10.	Leisure	The Community Theatre	Natural gas
11.	Adult Care	Elliman Resource Unit	Natural gas
12.	Childrens Centre	Childrens Resource Centre	Natural gas
13.	Corporate Office	St Martins Place	Natural gas
14.	Community Centre	Orchard Youth & Community Centre	Natural gas
15.	Community Centre	Weeks Drive Community Centre	Natural gas
16.	Childrens Centre	Orchard Ave Children's Centre	Natural gas
17.	Childrens Centre	Vicarage Way Childrens Centre	Natural gas
18.	Childrens Centre	Childrens Centre	Natural gas
19.	Community Centre	Chalvey Community Centre	Natural gas
20.	Community Centre	Slough Council Community	Natural gas
21.	Adult Education	Thomas Gray Centre (closes Jan 2016)	Natural gas
22.	Drug & Alcohol	Maple House	Natural gas
23.	Other	95 109 1	Natural gas
24.	Community Centre	Chalvey Community	Natural gas
25.	Care Home	Bcs Gurney House Guh	Natural gas
26.	Community Centre	Britwell Community Hub	Natural gas
27.	Herschel Car Park	Car Park	Purchased electricity
28.	Operational	51 Bath Road	Purchased electricity
29.	Council Building	St Martins Place	Purchased electricity
30.	Council Building	St Martins Place	Purchased electricity
31.	Schools	Iqra Islamic School	Purchased electricity
32.	Community Centre	The Britwell Centre	Purchased electricity
33.	Library	Slough Central Library(Closes Jan 2016)	Purchased electricity
34.	Community Centre	Haymill Centre	Purchased electricity
35.	Car Park	Hatfield Road - Multi Storey Car Park	Purchased electricity
36.	Council Building	St Martins Place	Purchased electricity
37.	Other	Tenants Supp Blk A	Purchased electricity
38.	Trading Estate	Units 844-850 Plymouth Road	Purchased electricity
39.	Trading Estate	Units 851-860 Plymouth Road	Purchased electricity
40.	Trading Estate	Units 861-870 Plymouth Road	Purchased electricity
41.	Leisure	West Wing Arts Centre	Purchased electricity
42.	Community Centre	Thames Valley Comm Centre	Purchased electricity
43.	Bus Station	Slough Bus Station	Purchased electricity
44.	Leisure	Upton Court Road - Changing Rooms	Purchased electricity
45.	Leisure	Upton Court Road Lascelles Playing Fields	Purchased electricity
46.	Street lighting	Ives Road - Foot Path Ltg	Purchased electricity
47.	Community Centre	Shop 73 Wentworth Avenue	Purchased electricity

48.	Leisure	Granville Recreation Ground	Purchased electricity
49.	Care Home	Lavender Court	Purchased electricity
50.	Leisure	Station Road Tennis Courts	Purchased electricity
51.	Other	Stoke Road - Crematorium	Purchased electricity
52.	Library	Britwell Library	Purchased electricity
53.	Community Centre	Langley Pavilion	Purchased electricity
54.	Childrens Centre	Chalvey Early Years Centre	Purchased electricity
55.	Library	Cippenham Library	Purchased electricity
56.	Other	Damson Grove - Pumping Station	Purchased electricity
57.	Childrens Centre	Britwell Play Centre	Purchased electricity
58.	Community Centre	Upton Lea Community Centre	Purchased electricity
59.	Childrens Centre	Children's Resource Centre	Purchased electricity
60.	Community Centre	Manor Park Community Hall	Purchased electricity
61.	Childrens Centre	Villiers Road Play Centre	Purchased electricity
62.	Community Centre	Milan Community Centre part of Thomas Gray. Closes Jan 2016	Purchased electricity
63.	Community Centre	Weekes Drive - Community Centre	Purchased electricity
64.	Car Park	The Grove - Public Conveniences	Purchased electricity
65.	Leisure	Harvey Park Changing Rooms	Purchased electricity
66.	Other	The Kiosk (Herschel Park)	Purchased electricity
67.	Other	Public Toilet at Allotment	Purchased electricity
68.	Other	The Old Vicarage	Purchased electricity
69.	Other	Starter Unit, Trelawney Industrial Estate	Purchased electricity
70.	Community Centre	Orchard Centre	Purchased electricity
71.	Community Centre	Britwell Scout & Guide Hut	Purchased electricity
72.	Leisure	Sports Pavillion	Purchased electricity
73.	Community Centre	Westfield Hall	Purchased electricity
74.	Other	Feeder Pillar (opp 43A Upton Park)	Purchased electricity
75.	Leisure	The Myrke Store Shed	Purchased electricity
76.	Other	Allotments Hut	Purchased electricity
77.	Care Services Office	Corner House	Natural gas
78.	Care Services Office	Corner House	Purchased electricity
79.	Community Centre	Cippenham Community Centre	Purchased electricity
80.	Care Home	St Lawrence Way Home	Natural gas
81.	Leisure	New Sports Pavillion	Purchased electricity
82.	Community Centre	Thames Valley Community Centre	Purchased electricity
83.	Other	Air Monitoring Station	Purchased electricity
84.	Other	Air Monitoring Station	Purchased electricity
85.	Adult Care	Elliman Resource Unit	Purchased electricity
86.	Office	Airways House	Purchased electricity
87.	Library	Slough Central Library	Natural gas
88.	Library	Cippenham Library	Natural gas
89.	Library	Britwell Library (part of the hub)	Natural gas
90.	Library	Langley Library	Purchased electricity
91.	Adult Care	Langley Resource Centre	Purchased electricity
92.	Adult Care	Langley Resource Centre	Natural gas
93.	Slough Bus Station	Bus Station	Natural gas

Table 7: Street Assets and Streetlighting

Type of Asset	No.
Traffic signal junctions	68
Pedestrian junctions	40
Wig Wag at Langley Fire Station	1
Highways lights	11,700
Illuminated signs and bollards	1,809
Parks lights	375
Housing lights	143
Electric Vehicle Charging Points (include in car parks)	10

8. Appendix 3

8.1 BREEAM Criteria and Scores

BREEAM rating benchmarks

The BREEAM rating benchmarks for new construction projects assessed using the 2011 version of BREEAM are as follows:

Table 8

BREEAM rating benchmarks BREEAM Rating	% score
Outstanding	≥ 85
Excellent	≥ 70
Very good	≥ 55
Good	≥ 45
Pass	≥ 30
Unclassified	< 30

Table 9: Example of BREEAM assessment

Example BREEAM score and rating calculation BREEAM Section	Credits Achieved	Credits Available	% of Credits Achieved	Section/ Weighting	Section score
Management	10	22	45%	0.12	5.45%
Health & Wellbeing	8	10	80.00%	0.15	12.00%
Energy	16	30	53.33%	0.19	10.13%
Transport	5	9	55.56%	0.08	4.44%
Water	5	9	55.56	0.06	3.33%
Materials	6	12	50.00%	0.125	6.25%
Waste	3	7	42.86%	0.075	3.21%
Land Use & Ecology	5	10	50.00%	0.10	5.00%
Pollution	5	13	38.50%	0.10	3.85%
Innovation	2	10	20%	0.10	2%
Final BREEAM score			55.66%		
BREEAM Rating			Very good		

9. Appendix 4

9.1 Carbon Management Plan Slough Schools List September 2014

Table 10

	School Name	School Type	Address	Phone Number	Fax Number	Headteacher	Zenergi School
1	Baylis Court Nursery School (DFE: 1021)	Community	Oatlands Drive, Slough, SL1 3HS	01753 521917	01753 523709	Philip Gregory	Yes
2	Chalvey Early Years Centre (DFE: 1025)	Community	Ladbroke Road, Slough, SL1 2SR	01753 536293	01753 694611	Diane Lister	Yes (on corporate bills)
3	Cippenham Nursery School (DFE: 1022)	Community	St Andrews Way, Slough, SL1 5NL	01628 661506	01628 559839	Ruth Clark	Yes
4	Lea Nursery School (DFE: 1023)	Community	Wexham Road, Slough, SL2 5JW	01753 536492	01753 821798	Kusum Trikha	Yes
5	Slough Centre Nursery School (DFE: 1020)	Community	Buckingham Avenue East, Slough, SL1 3EA	01753 521975	01753 554609	Diane Lister	Yes
6a	Claycots School (DFE: 2256)	Community	Claycots (Monksfield Way) Monksfield Way, Slough, SL2 1QX	01753 521215	01753 512974	Executive Head: Gareth Morris Head of School: To Be Appointed	No
6b	Claycots School (DFE: 2256)	Community	Claycots (Bath Road) Bath Road, Slough, SL1 3UQ	01753 531415	01753 512974	Executive Head: Gareth Morris Head of School: Rebecca Whitlock	Yes
13	Penn Wood Primary and Nursery School (DFE: 2255)	Community	Penn Road, Slough, SL2 1PH	01753 521811	01753 536052	Jane Girle	No (PFI School)
14	Pippins School (DFE: 5207)	Foundation	Raymond Close, Colnbrook, Slough, SL3 0PR	01753 682937	01753 685549	Tracy Ball	Yes
19	Wexham Court Primary School (DFE: 2252)	Community	Church Lane, Wexham, Slough, SL3 6LU	01753 524989	None	Navroop Mehat	Yes
20	Beechwood School (DFE: 4085)	Community	Long Readings Lane, Slough, SL2 1QE	01753 520473	01753 759618	Kathleen Higgins	No (PFI School)
23	Wexham School (DFE: 4089)	Community	Norway Drive, Slough, SL2 5QP	01753 526797	01753 573916	Mary Sparrow	Yes
24	Arbour Vale School (DFE: 7035)	Community	Farnham Road, Slough, SL2 3AE	01753 515560	01753 515561	Debbie Richards	No (PFI School)

Carbon management plan, April 2015 - March 2020

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th April 2015

CONTACT OFFICER: Sarah Richards Strategic Director, Regeneration, Housing and Resources
(For all enquiries) (01753) 875301

WARD(S): All

PORTFOLIO: Cllr Anderson, Leader of the Council

SLOUGH REGENERATION PARTNERSHIP – PARTNERSHIP BUSINESS PLAN**1 Purpose of Report**

The purpose of this report is to inform Cabinet on the progress of the Slough Regeneration Partnership (SRP). The report summarises the Business Plan for the period January 2015 to December 2019.

2. Recommendation

The Cabinet is requested to resolve:

- (a) That the progress being made by the Slough Regeneration Partnership be noted and that the Partnership Business Plan for the period 2015 to 2019 be agreed.
- (b) That it be noted that the SRP is working collaboratively with SBC asset management team to prepare a development programme for a package of small sites within Slough and agree that a follow-up report with recommendations for the delivery of small sites should be presented to Cabinet by July 2015.

3. Slough Joint Wellbeing Strategy Priorities

The SRP delivers on the following priorities:

- Regeneration and environment: the SRP is a special purpose vehicle that will help deliver a range of regeneration projects and improvement to the environment across the town.
- Housing: the SRP will deliver a minimum of 200 new houses and flats from the first two site development (Ledgers Road, former Wexham Nursery) and potentially many more over the 15 year life of the SRP
- Economy and skills: building the Curve and the development of identified sites for housing will bring direct benefit to the local economy and skills base from a concerted effort to engage local businesses in the supply chain and integrating training opportunities for people employed in the construction process

- The actions of the SRP will contribute to improving the image of the town through the construction of the Curve; demonstrate the Council's commitment to the regeneration of the Heart of Slough through substantial public investment in the town centre and through a considered and innovative approach to design of new developments on key sites.
- Value for money: the SRP is expected to achieve a higher rate of return when assets are disposed of than comparable traditional routes for disposal.

3b Five Year Plan Outcomes

Outcome

There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough

The centre of Slough will be vibrant, providing business, living, and cultural opportunities

The Council's income and the value of its assets will be maximised

Comments

By working through SRP the Council is able to ensure that good design of new homes on Council land assets is achieved at the same time that a full mix of tenures is provided.

Using the expertise of Morgan Sindall, enhanced private sector knowledge and understanding is being used in developing the vision and implementation plan for the future of the centre of Slough

The SRP maximises the value of the Council's assets by enabling the council to achieve the best market value for its assets as well as a share of the profit gained through construction.

4 Other Implications

Financial

The SRP Business Plan has a significant financial implication for the timing of major capital schemes and receipts to the Council.

The current business plan indicates that the Council will receive capital receipts as follows:

Financial Year	£m
2014-15	3.2
2015-16	7.0
2016-17	
2017-18	2.7
2018-19	

The current Capital Strategy (2015 -19) reflects anticipated receipts for the sites at Ledgers Road and Wexham nursery totalling £9m. The Capital Strategy also includes a lower level of receipts as the recent increases to the land value had yet to be factored in. Any further rises to land value, and additional sites being included within the SRP, will further benefit the Council's capital strategy and reduce the use of internal balances.

There are three key financial elements contained within the SRP Business Plan which have implications for the Council:

- 1) Residual Land Value: indicative figures from the latest SRP Business Plan have been included within the capital strategy; however, the Council will need to ensure that these reflect best value at the time of disposal and these numbers will be likely to change over the course of the development process. There is a statutory requirement to ensure the Council receives best value when disposing of sites and if the difference in value between the offer and an independent valuation is greater than £2m then the transaction has to be referred to the Secretary of State. It is the Council's position to achieve best value from capital receipts through the SRP; any proposals that represent less than best value will need to come back to Cabinet for consideration. The land value agreed for the Ledgers Road site meets the best value test.
- 2) A share of the development profit which is returned to the Council at the completion of each individual site: the business plan shows net profit receivable to the end of 2018-19 totalling £5.5m, based on the completed development during this period of Ledgers Road, Wexham Nursery and Haymill. This takes into account the administrative costs of the SRP that are paid before the development profits are distributed. A further £1.6m is anticipated post 2019, from the completion of development at Montem Lane. This figure is likely to be lower as Haymill will not be developed in this period.
- 3) The scale of the capital development of the Council's infrastructure that it decides to place into the SRP to develop: at present the capital programme includes the completion of the Curve building. Indicative figures concerning leisure facilities (though this remains dependent upon decisions taken concerning the Leisure Strategy) will be presented separately to Cabinet and will be included in future capital strategies.

In addition, investment returns on loan notes issued total £1m in the SRP Business Plan.

The Council has decided to purchase affordable housing on both the Ledgers Road and Wexham Nursery sites to increase its stock of council homes. The financial implications of these decisions have been worked through on a site by site basis. These acquisitions, estimated at circa £10m, will be funded by means of HRA balances, revenue funding and right to buy receipts.

There are other financial implications of the SRP through the associated impact on the Council's Treasury Management Strategy.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal - Some issues detailed legal issues are arising as the SRP is gaining momentum and the complex legal framework that supports it is tested.	Legal advice is sought in all cases to ensure the interests of the council are protected.	

Property – the council entered into SRP in order to maximise the financial benefits from asset ownership and disposal. The risk is that the costs of the agreement are not outweighed by the benefits	Active participation in SRP and effective challenge of the development appraisals submitted by SRP on a site by site basis by informed staff.	The opportunity to maximise the financial benefits to Slough of effective management of the Council's asset base
Human Rights	n/a	
Health and Safety	n/a	
Employment Issues	n/a	
Equalities Issues	n/a	
Community Support	n/a	
Communications – ineffective or inadequate communication about the benefits of SRP to Slough leading to negative approach by the community.	A Communications and Community involvement plan is part of the suite of documents that makes up the Partnership Business Plan	
Community Safety	n/a	
Financial	See comments above	
Timetable for delivery	n/a	
Project Capacity	n/a	
Other	n/a	

(c) Human Rights Act and Other Legal Implications

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

(d) Equalities Impact

An Equalities Impact Assessment was completed at the point at which SBC entered into the SRP. The approval of the PBP does not require a separate EIA.

5. Supporting Information

The first Partnership Business Plan (PBP) was adopted by Slough Regeneration Partnership (SRP) and by the Council in March 2013 at the time of entering the joint venture with Morgan Sindall. The PBP is a core document for the SRP. It sets out the strategic direction of the Partnership, with governance arrangements, operational business arrangements and provides a rolling 5 year plan of activities for the SRP.

The Partnership Agreement requires that the PBP is updated annually and it has to be formally agreed by both partners. For SBC, Cabinet is the identified decision making body.

Progress continues with building the Partnership, taking the complex legal agreements and making them work to deliver the Council's ambitions and making practical steps to get regeneration of key sites underway. In the second year of the partnership substantial progress has been made with some key projects:

- The construction of the Curve is well underway and the whole build project is both on budget and within time. Although some unanticipated site issues have come to light during construction there has been no slippage on the date for handover to SBC (late September 2015).
- Planning permission has been granted for the development at Ledgers Road of 73 houses and flats. 24 units will be purchased by the HRA and will be available to Slough residents on the housing waiting list. Construction will start this month and the first completed houses will be available in 2016.
- Planning permission was granted in February 2015 (subject to completion of a s106 agreement) for 104 houses on the former Wexham Nursery site. 34 of these houses will be purchased by the HRA and will be available for Slough residents on the housing waiting list. Construction will start later in 2015 and the first completed houses will be available in late 2016.
- Apprenticeships and use of local supply chain generated by the construction of the Curve: a number of specific roles have been recruited from Slough residents, 2 new apprenticeships for mechanical and electrical (M+E) trades and 2 existing M+E apprentices are employed on the Curve; 2 further apprentices engaged in drylining will start on site as the internal works commence. A number of these apprentices are at Langley College. Work placements are also being arranged for 14-16, 16-19 year olds and a graduate trainee is also employed.

The 2015 PBP has been developed following a workshop with SBC councillors and officer and Morgan Sindall staff in late 2014. The last year for the SRP has been a period in which there has been a shift in the way in which the partnership is working. With increasing experience of making the SRP effective, staff at Morgan Sindall and SBC are finding ways to streamline the administration and to ensure that the SRP focuses on the core ambitions set out in the original partnership agreement. A practical example of this is that Morgan Sindall, since early 2015, has been giving SBC capacity by providing a skilled and experienced individual to be part of the Centre of Slough working team. This is bringing private sector knowledge and experience to our strategic thinking for the future of Slough and particularly the centre of the town.

This shift in the way in which the SRP is working is also reflected in a changed list of priority sites, a more achievable timetable for site development and increasing robustness around the financial assumptions and forecasting contained within the site development plans and the financial appraisals contained in them. This increasing robustness coming at a time of general increase in values in the housing sector is contributing to the increased forecast capital receipts for the large development sites.

Following from an early indication by Morgan Sindall that they were not interested in developing sites for housing of less than 20 units the Council developed a proposition for setting up a subsidiary housing company. The principle of setting up a company was agreed at Cabinet in January 2015. Since that time Morgan Sindall have indicated that they are now interested in the small site development and a proposal for how this will be achieved is currently being considered.

The Cabinet paper in January considered in detail the various options available to the Council for its small sites portfolio and the associated returns. Developing either through a SHC or the SRP delivered comparable returns on investment but the risk associated with a wholly owned subsidiary are higher with some of the main considerations being:

- i) Internal capacity – The Council has no previous experience of developing housing for sale, whilst this could be overcome by backfilling existing posts and buying in expertise as required, this would introduce a material degree of risk.
- ii) Health and Safety – smaller sites are delivered by small contractors/ builders and health and safety becomes much harder to manage at a corporate level and if overlooked members of the senior management could be tried for corporate manslaughter,
- iii) Commercial Losses – the residential market moves in cycles and failing to respond to movements in the market in time could leave SBC realising commercial losses on homes build; and
- iv) Negative Press – failing to manage the delivery quality of the homes and associated aftercare effectively could lead to negative press directed at SBC if delivered through a wholly owned SHC.

The SRP has already made significantly changes to its resourcing to ensure that it can deliver on smaller residential sites. By utilising the commercial development, supply chain and construction management, sales and after-sales expertise of Morgan Sindall Investments Limited as the Development Manager, the smaller sites can be redeveloped efficiently within the SRP. This will reduce risk to the Council and allow officers to focus on delivering key regeneration sites

SBC is now starting to use the opportunity that the SRP offers to procure the construction of new buildings without the need to go to market with the time and cost that entails. The process for doing this still gives SBC the assurance that the price is best value as it must be market tested. It is anticipated that the agreed works to Orchard CC to accommodate the Dance Academy and other extensions to education buildings will be procured by these means.

The format of the PBP is prescribed in the Partnership Agreement and partly is a re-statement of the objectives and governance arrangements of the Partnership and partly a programme plan for the next 5 years with most detail for the first 2 years.

The sites listed in the programme are those which were identified in the Partnership Agreement and on which either options to purchase are in place or are potential construction projects (community projects). The programme indicates that construction will commence on Ledgers Road at the start of 2015 and Wexham Nursery around the same time. 2 other sites under option – Haymill, and Weekes Drive – will not be progressed until later in the programme as each has critical constraints which currently are hindering their development. Following the decision on the Leisure Strategy at March Cabinet and the proposed relocation of the main pool and associated facilities to the Centre on Farnham Road work will now start on preparing a scheme and planning application for development on the Montem Lane site.

Substantial progress is now being made on the construction projects (Community Projects) that were listed in the Partnership Agreement and first PBP. The

construction of the Curve is well underway with the planned opening late in 2015. As noted above the recent decision to locate the main leisure facility on the Centre site, Farnham Road means that scheme preparation and design will soon start for the new building. In addition further projects are in design phase – Orchard community centre modifications to accommodate the Creative Dance Academy; additional buildings at St Joseph’s High School and extensions to the Ice Arena.

8. Comments from other Committees

This paper will be considered by Overview and Scrutiny Committee on 9 April and any comments made by that committee will be reported verbally.

9. Appendices

A - summary of PBP.

Note: A full copy of the SRP Partnership Business Plan 2015-19 (which contains commercially sensitive information) can be viewed by Councillors (contact Vikki Swan 01753 875300 or vikki.swan@slough.gov.uk)

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SRP PARTNERSHIP BUSINESS PLAN SUMMARY**INTRODUCTION**

The last Partnership Business Plan was adopted by Slough Regeneration Partnership LLP (“SRP”) on 24th April 2014. This updated PBP covers the period January 2015 to December 2019, based on information available in March 2015.

The Partnership Business Plan (‘PBP’) covers the strategic, operational business and governance framework of SRP, a joint venture between Slough Borough Council (the “Council”) and Community Solutions for Regeneration (Slough) Limited (the “PSP”) (together referred to as the “JV Partners”) created through a Partnership Agreement dated 22 March 2013.

The PBP forms an overarching strategic framework, informing and integrating the individual Site Development Plans (‘SDPs’) and Community Project Plans (‘CPP’s’). It will serve as a management tool for JV Partners and Representatives and provide strategic guidance for the Development Manager and operational staff in delivering the Partnership Objectives. The PBP provides a rolling 5 year projection agreed by the JV Partners.

PARTNERSHIP OBJECTIVES

The Business of SRP is set out in Clause 5 of the Partnership Agreement and will comprise Site Developments and Community Projects, including:

- land acquisition and land assembly;
- the construction and master planning design process;
- the development (or procuring the development of) sites;
- on-going consultation and communication with stakeholders;
- obtaining planning consents;
- commissioning construction phases and entering into appropriate construction contracts in accordance with the Procurement Policy (which forms a schedule to the Partnership Agreement);
- entering into estate management and maintenance contracts in relation to sites;
- marketing and managing sales of those sites highlighted as appropriate for sale within the Business Plans and entering into necessary sales agency contracts and consultancy contracts in accordance with the Procurement Policy;
- where appropriate, entering into legacy arrangements for the long term management and maintenance of the Sites;
- where required, securing financial support for the Business from third parties;
- co-operating with the Council in carrying out its statutory obligations in so far as these directly relate to its membership of the Partnership;
- identifying new opportunities for the Partnership, including (but not limited to) preparing feasibility studies and (where necessary) draft Business Plans;
- at all times carrying out its duties with due regard to the need for those in a public service environment to observe the reasonable standards of efficiency, economy, probity, courtesy, consideration and hygiene.

SRP benefits from and applies an established framework of systems and procedures to achieve best value, by way of market testing, benchmarking and independent advisory services.

DEVELOPING THE BUSINESS

The Partnership will apply a framework for strategic site selection, comprising not only site specific conditions, but wider market-driven determinants. It will utilise five key criteria:

Regeneration outcomes; Viability; Profitability; Deliverability and Innovation

APPROACH TO PARTNERING

In accordance with the Partnership Agreement, the PSP and the Council each commit to the following partnering principles:

- at all times to carry out their duties as a JV Partner observing reasonable standards of efficiency, economy and integrity;
- at all times to act in good faith towards and co-operate with each other, the Partnership and each Development Subsidiary;
- not knowingly to do or knowingly omit to do anything which brings the standing of the Partnership, any Development Subsidiary or any of the JV Partners into serious disrepute; and
- to act in a manner consistent with the Project Agreements.

CONTINUOUS IMPROVEMENT

The Partnership recognises and understands that when an organisation has a long-term relationship with a public sector body that includes exclusivity provisions, it is essential that the mechanisms intended to secure enduring value for money work effectively. Part of this mechanism is found in the Partnership's Procurement Policy.

The Partnership will invest time and resources in achieving continuous improvement in project delivery. Continuous improvement will be driven at a strategic level by the Business Board and championed by the Partnership General Manager who will be responsible for ensuring that continuous improvement initiatives are implemented at working level.

LOCAL ENGAGEMENT AND COMMUNICATIONS

The strategic framework and methodology for local engagement and consultation is set out in the Communications & Community Involvement Plan, which contains a project specific activities programme and will address:

- how the Partnership will engage with and consult with local residents and community groups.
- how the details of the consultation are proposed to be held in compliance with best practice. Each Site Development Plan will include a "Statement of Local Economic Benefit Appraisal and Community Involvement", the content of which will vary on a scheme by scheme basis.
- how the consultation will involve local community groups and whether this will include, for example, a managed event, media coverage and / or a website.

In addition, the Partnership will engage with the key stakeholders and land owners of the Heart of Slough in pursuit of the Partnership Objectives to facilitate the regeneration of Slough "Centre of Town" to become a thriving sub-regional hub for public transport, retail, culture and living.

COLLABORATION TO PROVIDE LOCAL ECONOMIC AND SOCIAL BENEFITS

The Partnership may be required to deliver certain social and economic benefits as part of its planning obligations in relation to delivery of SDPs and CPPs, including but not limited to:

- On-site vocational training apprenticeships; and
- Work placements and sponsored educational training

The Partnership will work with the Council and other community and business stakeholders on a voluntary basis to achieve further social and economic benefits to the community where reasonably possible, including liaising with the Council's nominated representatives in order to alert local business of any sub-contracting opportunities which the Partnership may require and offer from time to time.

DEVELOPMENT OPPORTUNITIES

It is intended that the development opportunities will be reviewed in line with the updating of the Partnership Business Plan or in accordance with the requirements of the Business Board from time to time.

SRP has contemplated opportunities to deliver over the next five years of the life of the partnership which are outlined below. It is recognised that there are likely to be more opportunities and new sites considered both from within the Council's overall portfolio of sites and third party opportunities which will be discussed and agreed with SRP Board as the business progresses.

STRATEGY DAY

Strategy days serve as an annual forum to identify and prioritise the delivery of Development Sites and Community Projects, which will have far-reaching regeneration benefits for the whole area. The most recent event was held on 10th November 2014 and was attended by Members and Officers of the Council, representatives of SRP and the Development Manager and by key supply chain partners.

SRP also continues to work closely with SBC Asset Management and is arranging a site workshop to further align SRP with SBC Asset Management's ongoing strategy and identify where SRP can make best possible use of the asset base.

SITES FOR SRP DELIVERY

For 2015, it has been agreed by the SRP Business Board that it will primarily focus its attention on delivering the following sites:

SITE DEVELOPMENTS:

- Ledgers Road (Site 15)
- Wexham Nursery (Site 37)
- Slough Basin (site 28)
- The Old Library (Site 22)
- Montem Leisure (Site 20)
- The Centre (Site 30)

A separate programme will be developed to respond to the smaller residential development opportunities of up to around 20 units to respond to the Council's wider regeneration aspirations and to demonstrate SRP's willingness and ability to act as a full bandwidth development partner. SRP will not seek to 'cherry pick' only the larger and most commercially viable of the small sites but will bring forward proposals to develop sites of all sizes at a comparable rate in line with the Partnership Objectives.

COMMUNITY PROJECTS

- The Curve (Site 31)
- The Centre (Site 30)
- Orchard Community Centre
- Ice Arena
- St Joseph's High School

The list will be regularly reviewed and updated by the Business Board for JV Partner approval in the light of developments in the Council's strategy and priorities

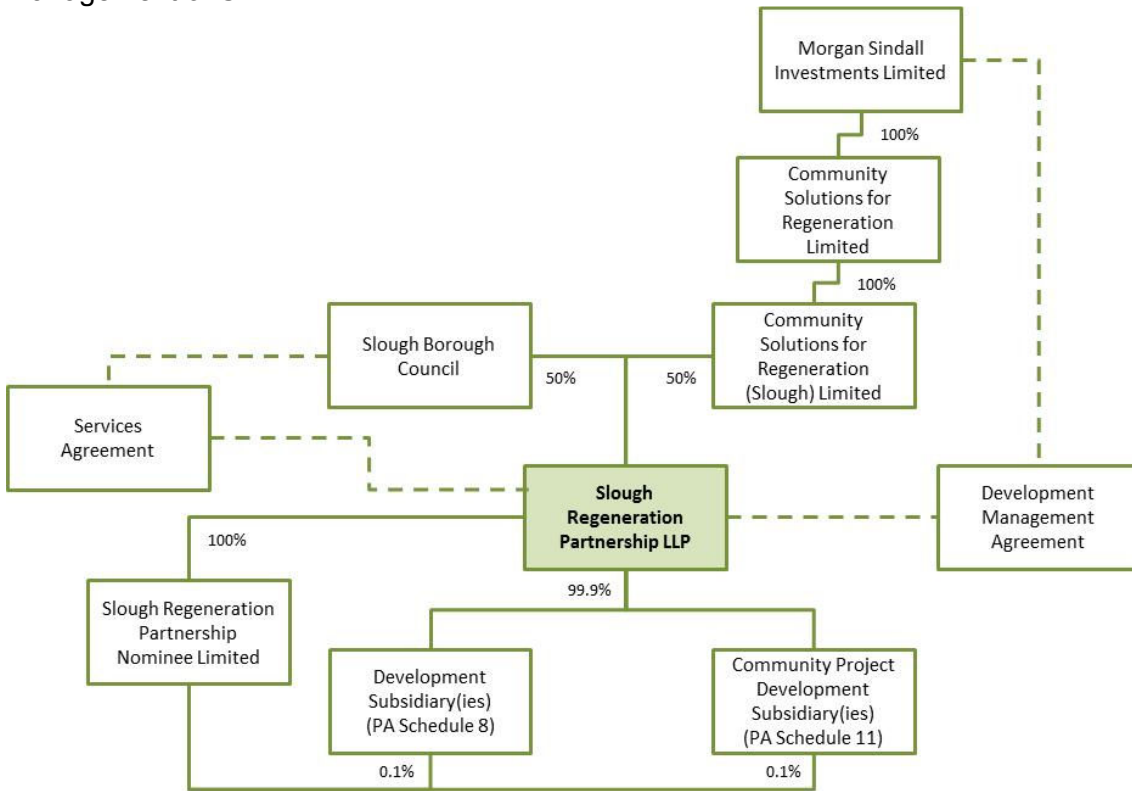
VALUATION OF SITES

Market Value is to be determined by an independent valuer and based on the parameters set out in the Adopted Site Development Plan and with the benefit of Planning Permission.

RESOURCING OF THE LLP

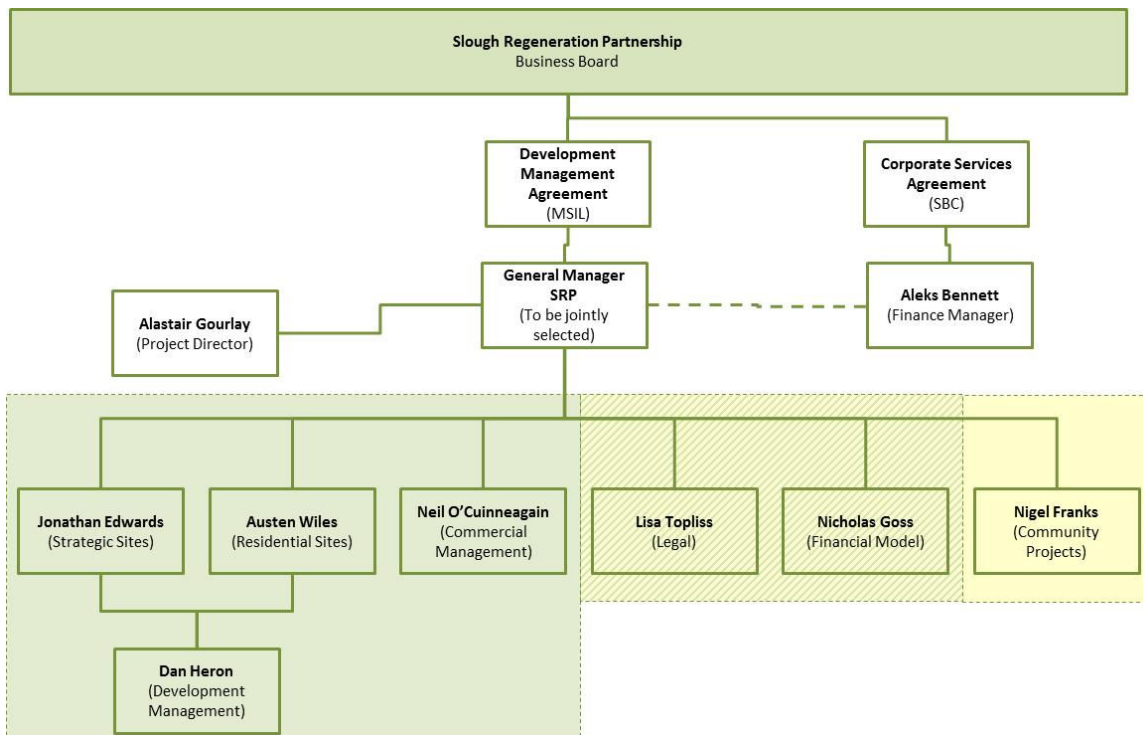
Structure and required management support

The diagram below sets out the ownership and contractual structure for the operational management of SRP:



The Partnership is structured on the principles of equal sharing by the JV Partners of risk and reward. The Partnership will act as the developer of the projects designed to deliver this Partnership Business Plan with parity between the members.

SRP STRUCTURE



AFFORDABLE HOUSING

Following discussion with SBC in the case of Wexham Nursery and Ledgers Road it has been assumed that SBC will purchase the affordable elements of both of these schemes for 80% of Market Value of each unit type.

At this stage SRP has not had any discussion regarding the affordable housing purchase of Weekes Drive, Montem Leisure or Haymill and therefore the assumption is that these will be sold to a Registered Provider on the assumption that the affordable units are “social rented” (rather than the higher value of affordable rented) and the value of sale is 40% of Market Value.

TIMETABLE FOR DELIVERY

An Indicative master programme provides an overview of the proposed projects for the next 5 years. The master programme includes both the preparation and delivery of the Partnership’s Site Developments and Community Projects.

In addition, the Partnership will actively facilitate and assist the Council in identifying regeneration opportunities with potential to unlock value from its assets.

RISK APPRAISAL

Effective risk identification and management is an essential business process of the Partnership. The Business Board will be responsible for identification, assessment and management of the key business risks facing the Partnership and will take an acceptable approach to risk in the context of achieving expected returns and the Objectives as set out in the Partnership Agreement. A Risk Register has been developed for the Partnership.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th April 2015

CONTACT OFFICER: Savio DeCruz, Acting Head of Transport and Darren Gotch
Acting Assistant Engineer Traffic
(For all enquiries) (01753) 875640

WARD(S): All

PORTFOLIO: Cllr Sohail Munawar (Commissioner for Social and Economic Inclusion)

PART I
NON-KEY DECISION**REAL TIME PASSENGER INFORMATION****1 Purpose of Report**

The purpose of this report is to examine information on the effectiveness of the Real Time Passenger Information (RTPI) system in Slough and to seek ways to improve it.

March Cabinet requested that officers identify an acceptable detection rate that would reflect the level of investment made to date. This report identifies the reasons for the low detection rates and provides actions to increase the effectiveness of the system by reviewing the following:

- To examine why only approx 30% of buses were detected by the RTPI system, and what can be done to improve upon this current level,
- To enquire what improvements have been made to the RTPI detection rates since the start of the project,
- To implement the real time links for London Buses, Arriva and other bus companies so their information can be displayed via our system and to provide full route coverage (including any first bus routes not yet covered),
- To examine Future Plans for RTPI in Slough; The routes not yet covered by bus stop displays, and which areas to be enabled next.

2 Recommendation(s)/Proposed Action

That Cabinet is request to resolve that an initial detection rate target of 75% be approved as the minimum and that a further review every three months be undertaken to deliver staged increases to 80% and then to 90% and ultimately to 100% detection.

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

Provision of Real Time Information and Improvements to this service will contribute to the following Priorities:

- Health: Providing transport facilities that ensure residents can access the health services they need.
- Economy and Skills – Continue to provide residents with access to essential services by improving connections and journey times between work, home, leisure, school and making alternatives to the car more attractive.
- Regeneration and Environment; Improving facilities and access to bus services to increase the use of sustainable form of transport.

Cross-Cutting themes:

Improving the image of the town: By enhancing the sustainable transport links to Heathrow Airport and beyond, with the reduction in journey times of local bus services better information and reliability for all users.

3b **Five Year Plan Outcomes**

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay. By improving access to Heathrow Airport from Slough Trading Estate through alternative forms of sustainable transport in this instance buses, with the journey times reduced to appeal to more commuters. Improving reliability in the services that we run and confidence to use them.

4 **Other Implications**

(a) Financial

There are no financial implications with the proposed action

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support	None	
Communications	None	
Community Safety	None	
Financial	None	
Timetable for delivery	None	
Project Capacity	None	
Other	None	

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights Act implications relating to the content of this report.

(d) Equalities Impact Assessment

There is no identified need for the completion of EIA relating to this report.

(e) Workforce

There are no workforce implications.

(f) Property

There are no property implications.

(g) Carbon Emissions and Energy Costs

There are no NET increases in Carbon Emissions as a result of this report.

5 Supporting Information

5.1 Detection Rates

There are a total of 64 buses including the services operating through Slough to Bracknell. At present 82% of the fleet (53 buses) have On Vehicle Units (OVUs) fully installed and an additional 11 buses are due to be fitted. This will provide full coverage of First buses in the town and will increase detection rates to a minimum of 75%.

We have already improved the detection rate from 30% to 60% in the past two to three months, but need to increase this to a minimum of 70% to provide reliability for all users. Historic data where detection rates were recorded as low as 20% were as a result of a small number of vehicles being fitted with RTPI equipment.

- 5.2 The Better Bus Fund concentrated on increasing RTPI units at bus stops but not the bus fleet. This has meant more stops providing scheduled (timetable) information rather than real time. Officers have now moved to providing more on bus detection equipment which has now started to improve real time at a number of stops.

Site visits have been undertaken following concerns raised by the public and councillors including our regular spot checks via the InfoRoute system. These checks have concluded that some of the services have low detection rates. These include:

- 75 – 29%,
- 76 – 36%,
- 78 – 40%.

With an improvement (W/E 23/3/2015) on these routes to:

- 75 – 57%
- 76 – 62%
- 78 – 67%

- 5.3 There have been a number of on-going checks together with further dialogue with First and JMW that has resulted in some detection rates rising to as high as 100%. This increase has been as a direct result of increasing vehicles in Slough with RTPI equipment.

The data outputs submitted to date have shown fluctuating detection, much of this is due to various buses being taken out for routine maintenance or repairs which do not have RTPI equipment and are then replaced for that day('s) with buses with no equipment. In providing transparent reports, officers have been identifying any of the Slough services which are being tracked, this has led to some services such as the No 6, X74 and 58 having low and then high detection. To reduce the fluctuation, officers will now only report on bus services which have an assigned fleet with RTPI equipment. As more buses are fitted, detection of additional services will then be reported.

5.4 What has been done since the start of the project?

Problems have been dealt with as they have arisen, through internal council management systems. In addition to this, we have made a number of improvements to detection rates over the past year:

- i) Software Upgrade: Each bus fitted with RTPI equipment that can be monitored by Council officers through the RTPI system. Daily monitoring detection and observation is undertaken and reported at RTPI meetings.
- ii) Electronic Ticketing Machine Replacements (ETM), were exchanged between vehicles to ensure that the low detection rates were not a result of faulty installation. ETM's were then upgraded which in itself resulted in a delay in achieving acceptable detection rates. There are still additional works required to the ETM's which will be carried out by First Buses in June 2015, again this will improve the detection rates by having a continuous power supply enabling the ETM to have a permanent connection to the OVU. At present when the machine is switched off at the end of the day, the connection is broken, drivers are expected in the morning to re-establish the link as part of their setup procedures. This often results in a manual error and means that the bus is not detected for the entire day. The new supply will remove this element of human error and improve detection rates.
- iii) To bridge the next few months, First have introduced a policy to ensure drivers follow the setup protocols. This will mean that drivers are monitored for compliance and those who are consistently not performing are managed by the First's General Manager. This is a step forward in the co-operation between First, JMW and Slough as part of the new Service Level Agreement.
- iv) Bus Fleet Replacement: Since December 2013 First Buses in Berkshire have replaced a number of bus vehicles in their fleet which had affected the overall detection. We are now in the process of fitting the RTPI equipment onto the last few buses.
- v) New Fleet due to arrive in 2015: There is a further fleet update planned for April/May 2015 with a programme of works agreed with both First Buses and JMW for a fluid transition of fitting of equipment onto the new vehicles to try and ensure detection rates do not drop. This will reduce the interruption to real-time information presented to the public via bus stop shelter and flag displays.

5.5 Can London Buses, Arriva and other bus companies operating in Slough join the system, to provide wider RTPI coverage?

Slough Borough Council's Transport Team are in the process of establishing a SIRI link feed with Bucks County Council and Royal Borough of Windsor and Maidenhead that will enable us to detect their services that operate through Slough.

At present Bucks County Council and Royal Borough of Windsor and Maidenhead use a different RTPI system (Vix and Nimbus). In October 2014 both Local Authorities agreed to enable the sharing of RTPI data, we expect this to be complete over the coming months. We have also made plans to include the TfL 81 bus service into the complete coverage.

5.6 Which Routes not yet well covered by bus stop shelter and flag displays, and which routes can be enabled next?

Slough Borough Council has a programme for the next phase of RTPI bus shelter and flag display installations in Slough. Parts of these plans are due to be amended due to the proposed Slough Mass Rapid Transit scheme which would require the location and positioning of some bus shelters to be changed. These are to be confirmed following the outcome of the consultation.

5.7 What are the future plans for RTPI in Slough?

For the Authority and its partners JMW and First Buses to achieve a constant minimum detection rate of 75% and to then review this every three months setting higher targets of 80% rising to 100% compliance.

Quick Response (QR) Codes are available at a number of bus stops in Slough. These are installed in the form of a square barcode on the inside of a bus stop shelter and are managed by Clear Channel.

The Transport team at Slough Borough Council have plans to produce a dedicated mobile phone native app that will offer real time information for Public Transport in the borough. This will be highly useful for commuters with disabilities in Slough who are reliant on public transport.

We are in the process of trialling audio-visual equipment on a small number of vehicles in the borough which is similar to in the equipment utilised in London, Nottingham, Reading and other parts of the country. This feature will enable bus vehicles to audibly announce the oncoming stops of which will be great benefit to visitors to Slough and all those with sensory impairment disabilities.

6 Comments of Other Committees

Neighbourhood and Communities Scrutiny Panel put forward recommendations to Cabinet to consider with regard to Real Time Passenger Information. The recommendations were as follows:

- That the Panel recommend Cabinet reviews the current level of accuracy of RTPI in order to set a target for RTPI accuracy and a suitable timeframe.
- That, subsequent to this, the responsible Cabinet member is recommended to report back to the NCS Scrutiny Panel in six months.

- That the Panel recommends that no further capital expenditure on RTPI be made until the Cabinet is satisfied that worthwhile levels of RTPI will be achieved.

7 **Conclusion**

In conclusion it is recommended that Cabinet approve the process for officers continuing to monitor and improve detection rates for all bus services and that six monthly reviews are undertaken with all partners to stretch the targets.

8 **Appendices Attached**

'A' - First Buses response relating to ETM upgrade

9 **Background Papers**

- '1' - NCS Scrutiny Panel Committee Report 2/12/2014
- '2' - Detection Rate Spreadsheet

Upgrade to Almex Ticket Machines

In order to reduce the boot up time on the Almex Ticket machines, new software & codes have been developed which will enable the ticket machine to go into stand-by mode when the vehicle is switched off instead of doing a complete shut-down.

When the ignition is turned on the driver will only need to press the issue button and the machine will then become live and display the front user screen.

We are hoping that as a consequence of this that the RTI issue of the booting up of the ETM and the OBU will be removed and that we will then see a major improvement of the connection issue.

As this is a Group wide project the changes required to implement this will be implemented into the Berkshire (Bracknell & Slough) fleet around June time.

This upgrade will not require any additional changes to the RTI configuration and should provide a seamless transition.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th April 2015

CONTACT OFFICER: Catherine Meek
(For all enquiries) (01753) 875011

WARD(S): All

PORTFOLIO: Leader and Commissioner for Finance and Strategy –
Councillor Anderson

PART I
NON-KEY DECISION

CONTRACTS IN EXCESS OF £250,000**1 Purpose of Report**

To advise the Cabinet of the contracts of an estimated value of over £250,000, that are proposed to be let in the 2015/16 financial year and any exemptions to competitive tendering that have been granted.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the list of contracts attached at Appendix A be endorsed and to determine whether there are any special requirements it wishes to agree, with regard to any particular contract.

3 Slough Joint Wellbeing Priorities and Five Year Plan

This report being entirely administrative in nature does not directly contribute to the priorities. However the contracts listed in the appendix will contribute to all of the priorities of both the Wellbeing Strategy and the Five Year Plan.

4 Joint Strategic Needs Assessment (JSNA)

The JSNA will be considered at the time of letting each contract.

5 Other Implications**(a) Financial**

The contracts set out in the Appendix are included in approved budgets. Officer delegations authorise Directors to approve expenditure within approved capital budgets and decisions on work programmes within those budgets.

(b) Risk Management

There are no specific issues arising directly from this report.

(c) Human Rights Act and Other Legal Implications

All contracts are let in accordance with the Council's agreed Contract Procedure Rules.

(d) Equalities Impact Assessment

This report being entirely administrative in nature and is not therefore applicable to the Equalities Impact Assessment (EIA). EIA's will be fully considered at the time that each contract is let.

(e) Workforce

Workforce implications will be considered upon the letting of each contract.

6 Supporting Information

Council's Constitution

- 6.1 The Council's Constitution requires that the intention to tender or enter into a contract of a value exceeding £250,000 is reported and approved by the Cabinet. Exemptions to competitive tendering must also be reported for information to the Cabinet.
- 6.2 Any amendments/addition to the list have to be reported to the Cabinet as they arise and this will be done as necessary in the course of 2015/16 financial year. A list of the contracts is set out at Appendix A to this report and the Cabinet is asked to consider the attached list and endorse it.

7 Comments of Other Committees

None.

8 Conclusion

Appendix A details contracts of an estimated value of over £250,000, that are proposed to be let in the 2015/16 financial year and any exemptions to competitive tendering that have been granted.

9 Appendices Attached

'A' - List of contracts to be let in 2015/16 in excess of £250,000.

LIST OF CONTRACTS TO BE LET IN 2015/16 IN EXCESS OF £250,000

	Contract Name	Description	Value
1	ITS Framework for Berkshire	Purchasing contract for VMS, Real Time, Traffic Signals and other Intelligent Transport Systems.	Nil Value Contract
2	ITS Maintenance for Berkshire	Maintenance of existing Traffic Signals and other Intelligent Transport System such as VMS, Real time, Bluetooth journey time devices and CCTV traffic monitoring cameras.	£1.5m/annum for Berkshire (£250K for Slough)
3	SMaRT/A355 Tuns Lane widening and A332 Windsor Road widening (major schemes)	Implementation of the Mass Rapid Transit, Windsor Road widening and A355 widening schemes	£18m
4	Safer Roads Berkshire	Retendering of the Safer Roads Partnership for Berkshire covering Red Light, mobile and Fixed camera sites and analysis of road casualties	£250K/annum for Berkshire £30K for Slough
5	LED Street Lighting Upgrade contract	Changing of current street lighting lanterns from high energy consumption to low energy LED lanterns.	£27.6m (£6.2m for Slough)
6	Waste Disposal Solution	Provision of a dedicated integrated waste disposal solution for residual and recycling streams from municipal and commercial solid waste arisings in Slough.	£60 million (estimated)
7	Housing – upgrade to communal areas	-	-
8	Housing – internal improvements	-	-
9	Housing – demolitions framework	-	-
10	Housing – infill sites	Professional services fro design	
11	Housing – external insulation programme	-	-
12	Housing – garage improvements	-	-

13	Tower & Ashbourne	Upgrade to flats	-
14	Education – modular framework	Modular buildings	-
15	Schools/Sure start centres heating	-	-
16	Langley Pool Refurbishment	Essential repairs to facilities and the fabric of the building	£750k
17	Ice Arena Refurbishment	Major works to upgrade plant and premises to provide an ice arena with a 20 year life	£4m
18	New main leisure centre	Provision of a new leisure centre and main pool to replace Montem, including enabling works.	£20m
19	Kennedy Park	Improvements to Kennedy Park to encourage its use and improve its community value as part of the Britwell regeneration project	£750k
20	Cemetery Expansion	-	-
21	Crematorium Building Works	-	-
22	Plymouth Road	Maintenance of council leased units	£600k
23	Utilities – renewal of gas & electricity supply to SBC	-	C£1.5m
24	School Modernisation Programme	-	-
25	School Expansion Programme	Bulge classes	-
26	Café at The Curve	-	-
27	Voluntary sector commissioning	Contracts for delivery of shared outcomes for health and wellbeing replacing current voluntary sector contracts	£1.2m pa for 3 years
28	Speech and Language Therapy provision for children with SEN	To provide high quality speech and language therapy for children and young people in Slough schools with special educational needs which is effective and efficient in responding to identified needs and promotes the development of children's speech, language, and communication.	£300k

29	Domiciliary Care Services for adults	To provide care at home for people with social care needs. Current framework is coming to an end and a new way of delivering these service is needed	Approx £4m pa
30	Supported Housing	Provision of housing related support for adults and young people with social care needs. Current contracts are coming to an end and a new way of delivering this support is needed	Approx £2.5m pa
31	Short Breaks	-	Approx £295k
32	Direct Payment Support Services Project	-	Approx £360k

	Exemptions		
33	Baylis/Godolphin Parks	Improvements for Baylis and Godolphin Parks and enhancement of facilities to encourage and enable leisure and other use of the park	£500k

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th April 2015

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

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Anderson

PART I
NON-KEY DECISION

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

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

2. Recommendation

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

3. Slough Joint Wellbeing Strategy Priorities

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

- Health
- Economy and Skills
- Housing
- Regeneration and Environment
- Safer Slough

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

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

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

5. Supporting Information

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

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

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

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

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

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

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

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

6. Appendices Attached

'A' - Notification of Decisions

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 APRIL 2015 TO 30 JUNE 2015

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

Page 74
This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council – Finance & Strategy | Councillor Anderson |
| • Commissioner for Community & Leisure | Councillor Carter |
| • Commissioner for Education & Children | Councillor Mann |
| • Commissioner for Environment & Open Spaces | Councillor Parmar |
| • Commissioner for Health & Wellbeing | Councillor Hussain |
| • Commissioner for Neighbourhoods & Renewal (& Deputy Leader) | Councillor Swindlehurst |
| • Commissioner for Performance & Accountability | Councillor Sharif |
| • Commissioner for Social & Economic Inclusion | Councillor Munawar |

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

Are there exceptions to the above arrangements?

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

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

For further information, contact Democratic Services as detailed above.

Cabinet - 13th April 2015

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Carbon Management Plan April 2015 - March 2020</u></p> <p>The Carbon Management Plan April 2015 – March 2020 will set out how Slough Borough Council intends to meet its carbon reduction and energy reduction targets over the next 5 years.</p>	E&O	All	Regeneration & Environment	Kathryn Horsepool, Environmental Management Officer Tel: (01753) 875912	-	None		
<p><u>SRP Partnership Business Plan</u></p> <p>To consider a report seeking approval of Slough Regeneration Partnership's Partnership Business Plan.</p>	N&R	All	All	Sarah Richards, Strategic Director, Regeneration, Housing and Resources Tel: 01753 875301	-	None		
<p><u>Parks Strategy</u></p> <p>To consider the Parks Strategy which will define Slough Borough Council's vision and priorities for parks and open spaces over the next five years up to 2019.</p>	E&O	All	All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	-	None		
<p><u>Subsidiary Housing Company</u></p> <p>Further to the Cabinet report of 19th January 2015, to take further decisions in relation to the establishment of a Subsidiary Housing Company.</p>	N&R	All	All	Sarah Richards, Strategic Director, Regeneration, Housing and Resources Tel: 01753 875301	-	None		Yes, p3 LGA

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

School Places Strategy To agree further steps to progress the School Places Strategy.	E&C	All	All	Ruth Bagley, Chief Executive, Slough Borough Council	-	None	√	Yes, p3 LGA
Real Time Passenger Information To consider a report on ways to improve the accuracy of Real Time Passenger Information, following the reference from the Neighbourhoods & Community Services Scrutiny Panel and Cabinet decision of 9 th March 2015.	S&E	All	All	Savio DeCruz, Head of Transport Tel: 01753 875640	-	None	√	
Contracts over £250k To report those contracts in excess of £250k likely to be awarded in 2015/16.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
References from Overview & Scrutiny <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
Notification of Forthcoming Decisions <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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Cabinet - 22nd June 2015

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Cabinet portfolios and Commissioner Responsibilities</u> To formally advise the Cabinet of revised portfolios and the Commissioners responsible for them.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	
<u>Ruling Group Manifesto</u> To note the manifesto of the Ruling Group following the Borough election being held on 7 th May 2015.	F&S	All	All	-	-	None	√	
<u>Provisional Financial and Performance Outturn Report: 2014-15 Financial Year</u> To provide Members with the provisional financial outturn information for the 2014-15 financial year and summarise the Council's performance against the balanced scorecard indicators and 'Gold' projects.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Leisure Strategy</u> To consider a further report on the implementation of the Leisure Strategy, including the masterplan for The Centre site proposed for the new leisure centre.	C&L	All	All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	-	None	√	Yes, p3 LGA

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<u>Trelawney Avenue Redevelopment Plan</u> To receive an update on the progress of the Trelawney Avenue Redevelopment Plan.	N&R	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	
<u>Statutory Service Plans</u> To recommend to Council the Statutory Service Plans (SSPs) in relation to Food Safety Service; Health and Safety Service; and Trading Standards Service in accordance with the requirements laid down by external agencies.	H&W	All	All	Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912	-	None	√	
<u>Progress report on the Commissioning of the Maintenance & Repairs Service</u> To consider a report on the progress of the commissioning for of the maintenance and repairs service, further to the Cabinet decisions made on 9 th March 2015.	N&R	All	All	Andy Grant, Project Manager Tel: 07742 690915	-	None	√	Yes, p3 LGA
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<u>Notification of Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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