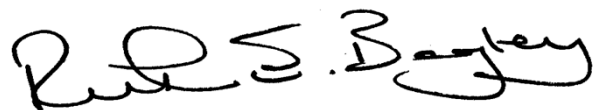


Date of issue: Friday, 4 March 2016

<b>MEETING:</b>	<b>CABINET</b>	
	Councillor Anderson	Leader of the Council - Finance & Strategy
	Councillor Carter	Community & Leisure
	Councillor Hussain	Health & Wellbeing
	Councillor Mann	Education & Children
	Councillor Munawar	Social & Economic Inclusion
	Councillor Parmar	Environment & Open Spaces
	Councillor Sharif	Performance and Accountability
	Councillor Swindlehurst	Neighbourhoods & Renewal
<b>DATE AND TIME:</b>	<b>MONDAY, 14TH MARCH, 2016 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	<b>NICHOLAS PONTONE</b>	<b>01753 875120</b>

NOTICE OF MEETING

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



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART I

**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

Apologies for absence.

1. Declarations of Interest

*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 8th February 2016	1 - 14	
3.	Five Year Plan Annual Report	15 - 40	All
4.	Manifesto Update on Pledges 2015/16	41 - 48	All
5.	Community Investment Fund Update 2015-16	49 - 54	All
6.	<b>Procurement of Environmental Services Contract</b>	55 - 72	All
7.	<b>Welfare Policies</b>	73 - 98	All
8.	<b>Trelawney Avenue Redevelopment Plan - Progress Report</b>	99 - 106	Langley Kedermister
9.	Cippenham Community Centre Extension	107 - 112	All
10.	<b>The Old Library Site - Development Proposals</b>	To Follow	All
11.	<b>Proposed Disposal of Land at Wexham Nursery to Slough Regeneration Partnership</b>	113 - 118	Wexham Lea
12.	<b>Small Sites Development Strategy Update</b>	119 - 124	All
13.	Strategic Asset Purchases 2015/16	125 - 128	All
14.	References from Overview & Scrutiny	129 - 130	All
15.	Notification of Forthcoming Decisions	131 - 142	All

**AGENDA  
ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

16. 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).

**PART II**

- |     |   |           |
|-----|---|-----------|
| 17. | Proposed Disposal of Land at Wexham Nursery to Slough Regeneration Partnership - Appendix 1 | To Follow |
| 18. | Small Sites Development Strategy - Appendices   | 143 - 154 |
| 19. | Strategic Asset Purchases 2015/16 - Appendices  | 155 - 156 |

**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, 8th February, 2016.**

**Present:-** Councillors Anderson (Chair), Carter, Hussain (from 6.58pm),  
Munawar, Parmar, Sharif and Swindlehurst

**Also present under Rule 30:-** Councillors Ajaib, Nazir and Pantelic

**Apologies for Absence:-** Councillor Mann

**PART 1**

**86. Declarations of Interest**

No declarations were made.

**87. Minutes of the Meeting held on 18th January 2016**

**Resolved –** That the minutes of the meeting of the Cabinet held on 18<sup>th</sup>  
January 2016 be approved as a correct record.

**88. Financial & Performance Report - Quarter 3 2015-16**

The Cabinet considered a report detailing the latest forecast financial information and performance against the balanced scorecard indicators and Five Year Plan outcomes for the third quarter of the financial year. Approval was sought for the write off requests in section 16 of the report and the virements in section 12.

The Council was forecasting an overspend of £0.486m to the end of December 2015, which was a significant improvement on the previous month. Service action plans had reduced the underlying overspend and the profile was broadly now in line with previous years. The Cabinet asked whether there was any further update since the report had been written and it was noted that the Month 10 figures were not yet available but that it was hoped to further reduce the overspend and move towards a breakeven position by the end of the financial year.

The Cabinet noted the financial forecasts and the performance information set out in the report, and approved the write off requests and virements.

**Resolved –**

(a) That the virements and write offs contained within the report be approved.

(b) That the current financial forecast position, balanced scorecard and update on Gold projects be noted.

**89. Medium Term Financial Strategy 2016-2020**

The Assistant Director Finance & Audit introduced a report that set out the medium and longer term financial planning assumptions of the Council contained in the Medium Term Financial Strategy 2016-20.

The final Local Government Finance Settlement had only been published earlier in the evening, and a preliminary assessment of the settlement was that there were no significant changes for Slough. It was noted that following representations, including by authorities across Berkshire, the Government had made additional funds available to rural areas and those authorities with the steepest funding reductions. This additional funding was likely to benefit some neighbouring authorities but not Slough.

The key elements of the MTFs approach were summarised and it was noted that strong growth was forecast in Council Tax income and this would, along with Business Rates revenue, account for the vast majority of the Council's revenue in future years. The Revenue Support Grant from government was forecast to reduce from £40m two years ago to £6m by the end of the MTFs period in 2019-20. This shift in income sources was reflected in the Five Year Plan which sought to protect and grow income by supporting housing and business growth where appropriate. A cautious approach had been taken in assessing the likely future income from Council Tax, Business Rates and through Slough Urban Renewal. The Cabinet noted the risks in the strategy, including the under delivery of savings targets and exposure on income generation such as the strategic asset purchase scheme, and the approach to managing these risks was noted.

In response to a question, the Assistant Director stated that the Council's revenue budget was £125m in 2010-11. By 2020 it would have risen to £150m if it had increased in line with inflation, but the MTFs forecast was for it to be £95m. Commissioners felt that this real terms budget reduction of £55m underlined the significant financial challenge faced by the Council, particularly in view of the increased demand for many services. The Council had until October to agree a four year settlement with the Government and it was generally considered to be best to take this option to provide greater budget certainty.

*(Councillor Hussain joined the meeting)*

Commissioners discussed a range of other issues including collection rates, links between the revenue budget and capital strategy, and the impact of the changing and uncertain policy outlook, citing the Government's decision to reduce council housing rents by 1% each year for the next five years which would have a significant impact on the Housing Revenue Account budget. It was noted that the MTFs was primarily focused on delivering future savings through transformation rather than cuts to services, however this was harder to achieve. Commissioners supported this approach and felt that strong financial management in recent years had put the Council in a relatively good position to respond to the future budget challenges.

At the conclusion of the discussion, the Cabinet agreed to recommend the MTFS 2016-2020 to full Council on 25<sup>th</sup> February, subject to any minor adjustments arising from the final Local Government Finance Settlement.

**Recommended –** That the Medium Term Financial Strategy 2016-20 be approved.

**90. Treasury Management Strategy 2016/17**

The Cabinet considered a report on the Treasury Management Strategy for 2016/17 that set out how the Council intended to manage its treasury risk, in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) codes of practice. The current policy was considered to be performing well and the Council was the 8th best performing out of 127 organisations in its benchmarking club. No major changes were therefore proposed in the strategy for next year.

There was no short term requirement to take on additional borrowing and it was unlikely that new borrowing would be required until the end of the Medium Term Financial Strategy period in 2020, depending on Members decisions on future schemes and projects. Speaking under Rule 30, Councillor Nazir asked for further information about the Council's borrowing arrangements to ensure it was taking advantage of the current low interest rate environment. It was confirmed that the Council was looking to reduce his borrowing and would be paying off £4m next year. However, the premiums on paying off some borrowings early was prohibitive. Commissioners also discussed borrowing to invest, particularly to support the Council's housing objectives, and it was noted that activities through Slough Urban Renewal and the Local Authority Partnership Purchase scheme could potential benefit from market trends, however the Council also needed to carefully consider the financial risks and exposure in making further investments.

A Commissioner asked about the level of assurance regarding compliance with the Council's Ethical Investment Policy and it was responded that there was a high level of confidence that the policy was being applied to direct investments, although it was not possible to verify all transactions with every institution to ensure compliance.

At the conclusion of the discussion, the Cabinet agreed to recommend the Treasury Management Strategy 2016/17 to full Council on 25<sup>th</sup> February 2016.

**Recommended –** That the Treasury Management Strategy for 2016/17 be approved.

**91. Capital Strategy 2016-2022**

A report was considered that sought approval for the Capital Strategy 2016-22 and the Capital Programme 2016-17 which would be implemented subject to business cases.

The strategy included significant investment in a range of housing, education and transport projects, and included a major £30m investment in leisure facilities as agreed by Council in January 2016. The capital projects were geared towards the Five Year Plan outcomes both in terms of improving infrastructure and services for the town and delivering value for money by using capital investment to deliver revenue savings where appropriate.

Commissioners commented that the strategy was well matched to the Council's wider strategic objectives, for example the investment in the new leisure centre, Arbour Park Community Sports Facility and refurbished ice arena would help increase people's levels of activity and reduce spending on health and care. Investment in transport infrastructure, particularly on the A4, A355 and A332 would help to further improve Slough as an attractive business location to help protect Business Rate income.

The Cabinet discussed a number of other issues including future Section 106 income and the Community Infrastructure Levy (CIL). It was felt that the principle of CIL was sound but the legislative requirements meant that it would be difficult to implement in Slough and would therefore be kept under review. A number of other issues were discussed including the resources available for demolitions to support regeneration projects.

The Cabinet agreed to recommend the Capital Strategy and Capital Programme to full Council on 25<sup>th</sup> February 2016.

**Recommended –**

- (a) That the capital strategy of £235m and the Minimum Revenue Provision be approved and Recommended to full Council.
- (b) That it be noted that the notional costs of borrowing for the capital programme to the revenue budget would increase by up to £2.5m per annum commencing during the period of the capital strategy to fund borrowing and / or the reduction of investments of £40m.
- (c) That the principles underpinning the capital programme in paragraph 5.1.2 of the report and Minimum Revenue Provision principles be approved.
- (d) That appendices A to C of the report detailing the capital programmes be approved (subject to these having approved Final Business Cases by the Capital Strategy Board).



**92. Revenue Budget 2016-17**

The Cabinet considered a report on the Revenue Budget 2016-17 and the decisions required to achieve a balanced budget for year ahead. It had been another challenging year for the Council financially with continued significant reductions in government funding and increased demand for services.

There had been a change of approach this year with an outcomes based budgeting approach focused on the delivery of the Five Year Plan. The key elements of the revenue strategy were summarised and the budget sought to protect Council services as far as possible by closing the budget gap through income generation (35% of the savings requirement), transformation (32%) and efficiency (29%). This approach was reflected in the savings proposals previously considered by the Cabinet in November and December 2015 and the proposal to increase Council Tax by 3.75%. This incorporated the additional 2% precept to support Adult Social Care. Commissioners attention was drawn to a number of specific issues such as Appendix N that summarised feedback from the 500 responses to the Budget Simulator consultation; the Efficiency Strategy in Appendix L setting out how the Council would utilise the new flexibilities in the use of capital receipts to support qualifying revenue expenditure; and the Section 151 Officer's statement on reserves in Appendix H which set the minimum recommended General Fund reserve at £7.2m. The budget included major transformation programmes and contract re-commissioning as well as £275k to support Local Welfare Provision.

The Cabinet considered the proposal to increase Council Tax by 3.75%, including the 2% adult social care precept, to help partially offset the larger than anticipated funding reductions from the Government. Government funding had fallen by £144 per person since 2013/14 and it had been calculated that the 3.75% increase equated to a Council Tax rise of 84p per week for a Band D property. The successive freezes and below inflation rises in Council Tax in recent years meant that it was broadly the same in real terms as a decade ago, despite the substantial funding reductions during that period.

Speaking under Rule 30 of the Constitution, Councillor Pantelic asked a number of questions about the budget in relation to Slough Children's Services Trust including the level of additional resource provided to the trust; the process if the trust required further resources; and the key performance indicators (KPIs) used to monitor improvement. An additional £2.8m would be provided in 2016/17, as per the agreement of the Cabinet and Council in September 2015. This followed significant growth in the children's services budget in previous years to support improvement and was in sharp contrast to the major reductions in other service areas. The terms of the contract set out the process for approving additional resources and any such decision would require the approval of full Council. KPIs had been agreed between the Council and Trust and these could be provided to Members.

In response to a question from the Leader, it was noted that the Office Police & Crime Commissioner were likely to raise its precept by 1.99% and a number of parishes had indicated they would also be raising their precepts. The final figures from precepting authorities should be in place prior to the Council meeting on 25<sup>th</sup> February. Commissioners discussed a range of other issues including the future options for creating and potentially managing more housing stock; the position regarding reserves and the increased medium term risks of exposure to Business Rates and Council Tax income; and the resources available to support the Council's digital transformation programme.

The Cabinet supported the overall budget strategy that had avoided cuts to services on the scale many other authorities had adopted. A clear budget strategy had been developed to protect key services and deliver the majority of savings through transformation, efficiency and income generation and the Council was still able to make strategic investments in areas such as digital. It was agreed to recommend the revenue budget to full Council on 25<sup>th</sup> February subject to any adjustments arising from the final Local Government Finance Settlement and confirmation of the decisions of the other precepting authorities.

**Recommended –** That the Revenue Budget 2016/17 be approved and Recommended to Council on 25<sup>th</sup> February 2016, noting that other organisations have yet to set their Council Tax precepts and subject to any adjustments from the final Local Government Finance Settlement.

**Council Tax Resolution –** In relation to the Council Tax for 2016/17

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2017 be as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 14 December 2015 Cabinet calculated the following Tax Base amounts for the financial year 2016/17 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
  - (i) 40,001.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2016/17; and
  - (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2016/17:

- |    |                                |     |
|----|--------------------------------|-----|
| a) | Parish of Britwell             | xxx |
| b) | Parish of Colnbrook with Poyle | xxx |
| c) | Parish of Wexham               | xxx |

- (c) That the following amounts be now calculated for the year 2016/17 in accordance with sections 31A to 36 of the Act:
- (i) £420,457,936 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act.  
(Gross Expenditure);
  - (ii) £ 371,765,208 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act.  
(Gross Income);
  - (iii) £48,907,610 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
  - (iv) £1,222.65 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
  - (v) That for the year 2016/17 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £215,778 representing the total of Parish Precepts for that year.
  - (vi) £1,217.26 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.
  - (vii) Valuation Bands

Band	Slough Area £	Parish of Britwell £	Parish of Colnbrook with Poyle £	Parish of Wexham Court £
A	811.51	xx.xx	xx.xx	xx.xx
B	946.76	xx.xx	xx.xx	xx.xx
C	1,082.01	xx.xx	xx.xx	xx.xx
D	1,217.26	xx.xx	xx.xx	xx.xx
E	1,487.76	xx.xx	xx.xx	xx.xx
F	1,758.26	xx.xx	xx.xx	xx.xx
G	2,028.77	xx.xx	xx.xx	xx.xx
H	2,434.52	xx.xx	xx.xx	xx.xx

Being the amounts given by multiplying the amounts at paragraph c (iv) and c (vi) above by the number which, in the proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with section 36 (1) of the Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (viii) That it be noted that for the year 2016/17 the Thames Valley Police Authority precept has been provisionally increased by x% in line with initial discussions. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £
A	xx.xx
B	xx.xx
C	xx.xx
D	xx.xx
E	xx.xx
F	xx.xx
G	xx.xx
H	xx.xx

***These precepts have not been formally proposed or agreed by the Thames Valley Police Authority and may be revised when agreed.***

- (ix) That it be noted that for the year 2016/17 the Royal Berkshire Fire Authority has provisionally stated x as the following amount in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below: As in previous years no increase is assumed

Band	Royal Berkshire Fire Authority £
A	XX.XX
B	XX.XX
C	XX.XX
D	XX.XX
E	XX.XX
F	XX.XX
G	XX.XX
H	XX.XX

***These precepts have not been formally proposed or agreed by the Royal Berkshire Fire Authority and may be revised when agreed.***

- (x) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council including the precepting authorities will be as follows:

Band	Slough £	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £	Royal Berkshire Fire Authority £	TOTAL £
A	811.51	XX.XX	XX.XX	XX.XX
B	946.76	XX.XX	XX.XX	XX.XX
C	1,082.01	XX.XX	XX.XX	XX.XX
D	1,217.26	XX.XX	XX.XX	XX.XX
E	1,487.76	XX.XX	XX.XX	XX.XX
F	1,758.26	XX.XX	XX.XX	XX.XX
G	2,028.77	XX.XX	XX.XX	XX.XX
H	2,434.52	XX.XX	XX.XX	XX.XX

- (xi) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiii) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xiv) The above figures assume a council tax freeze for the Royal Berkshire Fire Authority. If this is not the case this report requests the Section 151 or nominated officer be authorised to adjust the council tax charges in line with final figures in consultation with the leader and leader of the opposition

#### **Fees and Charges –**

- (d) That the Cabinet resolves to increase Fees and charges as outlined in Appendix F for 2016/17 as follows:
  - (i) An increase to the court costs figures from **£129 to £152**
  - (ii) Charge VAT on local land searches
  - (iii) Further changes as highlighted in appendix F

#### **Pay Policy –**

- (e) That the Pay Policy outlined in Appendix O be noted for Council approval.

### **93. Business Rates Policy Changes**

A report was considered which sought approval of the Business Rates related policies. It was noted that no amendments were proposed for 2016-17 for a number of policies, as set out in paragraph 5.1 of the report.

Some changes were proposed in relation to Rate Relief for Properties that are Partially Unoccupied for a Temporary Relief. These were set out in Appendix

A to the report and was intended to bring the policy into line with the Five Year Plan.

The Cabinet approved the proposed policy changes, noted the policies that would remain unchanged and also noted the reliefs that would be ended as per the Chancellor's Autumn Statement.

**Resolved –**

(a) That the Business Rates policies included in Appendix A to the report be approved.

(b) That the reliefs which have ended be noted as detailed in the report.

**94. Localism Act 2011, Sections 87-108**

A report was considered which proposed an amendment to the application process relating the community right to bid for an asset of community value introduced in April 2013.

The Cabinet had approved the application process in April 2013, however, the process included provision for a nominator of an asset of community value to appeal against the Council decision, which was a provision not included in the Localism Act 2013 Section 87-108. A revised application process, at Appendix B to the report, was therefore recommended.

After due consideration, the Cabinet agreed to approve the amendment and adopt Appendix B as the process for including an asset in the Register.

**Resolved –** That the amendment be approved that removes the avenue for a Nominator to appeal the decision taken by the Head of Asset Management in approving/rejecting a nomination of an asset of community value.

**95. References from Overview & Scrutiny**

Councillor Ajaib, Chair of the Casework Task & Finish Group, introduced a report which detailed a series of recommendations designed to improve the Members' casework process. The report had been approved by the Overview & Scrutiny Committee on 20<sup>th</sup> January 2016.

The current software system had not been upgraded for a significant period of time and it had limited functionality which made it difficult to log, track and respond to casework in a timely and efficient manner. The recommendations were outlined as follows:

1. *That the possibility of a system upgrade be investigated, with the system requiring the following elements to justify its procurement;*
  - *The ability to act as a central repository for casework, from submission to completion or final decision;*

## Cabinet - 08.02.16

- *The ability to be interrogated by officers, allowing previous cases on the same policy matters to be found and used in decision making;*
  - *The ability to be accessed via Councillors' iPads; and*
  - *The ability to be accessed by residents via the Slough Borough Council (SBC) website to track the progress of their cases.*
2. *For any such system to include automated escalation points, whereby inaction by an established deadline would cause responsible officers to receive an alert;*
  3. *SBC officers be asked to establish previous decisions made in comparable cases where applicable, in order to avoid any inconsistencies in decisions made, actions taken or advice given to residents;*
  4. *SBC officers to ensure that final responses are sent to residents, with the relevant Councillor copied into the response. Councillors are to be made aware that this is the standard procedure and should not act as spokespeople for decisions made by officers; and*
  5. *In cases where the decision made or the action taken has an impact across their ward, Councillors are to inform other Councillors in that ward.*

The Cabinet welcomed the Task & Finish Group report and recognised the importance of ensuring the casework process and software system was able to deal effectively with issues raised by residents. The complaints process and digital interaction with residents was a wider project for the medium term, however, the Cabinet agreed that there was an opportunity to improve the casework process and system as a short term priority, in particular:

- Process – to provide more consistent standards and timely responses to casework from across Council departments, and ensuring much better feedback to Members and residents on progress.
- IT system - the software options should be investigated to provide simple, mobile access to enable Members to log and track casework.

The Cabinet felt that designing the right processes and procedures was the first step to be followed by identifying the software best able to meet that specification. It was agreed to ask the Task & Finish Group to continue its good work by re-convening to take forward implementation of the recommendations.

### **Resolved –**

- (a) That the report of the Casework Task & Finish Group be welcomed and the recommendations be endorsed in principle.



## **Cabinet - 08.02.16**

- (b) That the Task & Finish Group, working with the Commissioner for Performance & Accountability, re-convene to take forward implementation of the recommendations, including both the short term improvements that could be made to the casework process and investigation of the most appropriate IT system.

### **96. Notification of Forthcoming Decisions**

**Resolved –** That the published Notification of Decisions for the period between February to April 2016 be endorsed.

Chair

(Note: The Meeting opened at 6.36 pm and closed at 8.23 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14 March 2016

**CONTACT OFFICER:** Dean Tyler, Head of Policy, Partnerships & Programmes  
(For all enquiries) (01753) 875847

**WARD(S):** All

**PORTFOLIO:** Councillor Anderson, Leader of the Council, Finance and Strategy

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

**FIVE YEAR PLAN - ANNUAL REPORT**

1 **Purpose of Report**

This report has been produced in response to Cabinet’s request for an Annual Report of progress during the first year of the Five Year Plan.

2 **Recommendation**

The Cabinet is requested to recommend that the Annual Report of progress during the first year of the Five Year Plan, attached as Appendix ‘A’, be approved.

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

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

The five year plan relates to all aspects of the Slough Joint Wellbeing Strategy’s (SJWS) priorities and cross-cutting themes as set out below.

Priorities:

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

Cross-Cutting themes:

- Civic responsibility
- Improving the image of the town

The SJWS is due to be refreshed in 2016 and the review will be carried out in the light of the direction of the five year plan.

The five year plan has been developed using the evidence base of the JSNA and the Slough Story.

#### 4 **Other Implications**

##### (a) Financial

The five year plan has been used to determine the council's spending priorities from 2016/17. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the refresh looks ahead for the five years 2016 to 2020.

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial		The plan provides a mechanism to make budget decisions from 2016/17.
Timetable for delivery		
Project Capacity		
Other		

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

There are no direct legal implications arising from the recommendations of this report. The specific activity in the plan and outcome plans may have legal implications, but these will be brought to Cabinet as and when they arise. There are no Human Rights Act Implications.

##### (d) Equalities Impact Assessment

Equality Impact Assessments will be prepared for specific actions within the plan when required.

#### 5 **Supporting Information**

- 5.1 The Five Year Plan was introduced in January 2015 and replaced the previous Corporate Plan. It was accepted that as a result of the funding challenges the council faces we needed a new approach to forward planning over the medium term.
- 5.2 The Five Year Plan sets a vision for the borough and a series of outcomes to achieve this against which the council will prioritise its resources. It is therefore an important element of our strategic narrative in explaining our ambitions for Slough

and how we are delivering major schemes to transform the borough for the better while at the same time ensuring that vital services for those most in need are provided. It also describes the role of the Council in achieving this, recognising the importance of working in partnership with our key stakeholders as well as our communities.

5.3 A refresh of the Five Year Plan was reviewed by Cabinet on 18 January and agreed by Council on 26 January. Given that this was the first year of the Five Year Plan the refresh was relatively light-touch. During the autumn we will embark on a more extensive process involving all Cabinet Members to refresh the actions and ensure that we have a robust set of indicators to measure success. This will align the success measures that are currently spread across the Five Year Plan and Corporate Balanced Scorecard.

5.3 Cabinet requested an Annual Report of progress made during the first year of the Plan and this is attached as Appendix A.

## 6 Measuring progress

6.1 It is important that we are able to provide evidence of the progress we are making to achieve the outcomes and vision set out in the Five Year Plan, particularly as the refresh each year rolls forward in line with the medium term financial strategy. **The Annual Report therefore combines case studies and performance indicators to show what has been achieved during the first year, 2015, to improve the lives of people in Slough.**

6.2 This builds on the information Cabinet already receive through a regular update of the Corporate Balanced Scorecard which includes a more detailed set of outcome measures. The refresh of the Five Year Plan includes a summary of the types of success measures that will be used to keep track of how we are achieving the outcomes in future.

## 7 Comments of Other Committees

7.1 Although other committees were not been involved in the refresh or the Annual Report the introduction of the Five Year Plan involved a programme of engagement with various bodies and partners such as the Wellbeing Board and Partnership Delivery Groups to explain the new approach, outcomes and planned actions.

7.2 The Council's Scrutiny function will continue to be utilised to challenge and track progress of the outcomes.

## 8 Conclusion

8.1 The Annual Report sets out progress made during the first year of the Five Year Plan. We will use this as the foundation for our ongoing evidence base of achievements to improve the lives of people in Slough.

8.2 Any comments or suggestions from Cabinet on how this can be improved are welcome.

## 9 Appendices Attached

A – Annual Report of the first year of the Five Year Plan

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## Five Year Plan - Annual Report 2015

[Draft – Cabinet 14.03.2016]

<u>CONTENTS</u>	<u>Page</u>
1. Foreword – Leader of the Council	2
2. Introduction – Chief Executive	3
3. Progress against outcomes	4
4. Budget	20
5. A Year in Numbers	21

**The Five Year Plan** (*insert opposite contents page as a reminder of the themes and outcomes*)

Launched in January 2015, the Five Year Plan 2015-19 set a vision for the borough, to define the council's ambition, the opportunities and challenges we face, our role and our priority outcomes for the town.

The plan has three themes with eight outcomes beneath them:

- Changing, retaining and growing
  1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay
  2. There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough
  3. The centre of Slough will be vibrant, providing business, living and cultural opportunities
  
- Enabling and preventing
  4. Slough will be one of the safest places in the Thames Valley
  5. Children and young people in Slough will be healthy resilient and have positive life chances
  6. More people will take responsibility and manage their own health, care and support needs
  
- Using resources wisely
  7. The council's income and the value of its assets will be maximised
  8. The council will be a leading digital organisation

## **1. Foreword – Leader of the Council**

People are proud to live and work in Slough.

As Leader of the Council, I am equally proud of the contribution the Council makes to achieve our vision for Slough to grow as a place of opportunity and ambition –

- A place where people choose to live and work and where children can grow up to achieve their full potential
- One of the most attractive places to do business in the country, with excellent communications, business accommodation and a skilled, and available workforce

In 2015 we launched the Five Year Plan to set out our priorities and actions to achieve this vision and create the Slough of the future.

This Annual Report of progress during the first year of the Five Year Plan sets out how we are ensuring that our resources are targeted to achieve key outcomes.

There are many examples in the annual report of how we are increasingly working in partnership to do this. As partners, what we all have in common, whether in the public, private or voluntary sector, are the people of Slough. However, within the public sector, it very much feels as if we in local government are bearing the brunt of austerity from central government. In a few years our funding from central government will disappear and our income will be dependent on Council Tax and business rates.

Despite these challenges, Slough has many underlying strengths which mean we can be confident about the future.

We have an economy which is strong given our reputation as a place for business. We will continue to focus on this – more businesses means more opportunities for local employment too.

We also have strong communities in Slough – where people from a diverse range of backgrounds get on well together.

The annual report sets out a series of case studies and key statistics that evidence the progress already made for each of the eight outcomes in the Five Year Plan.

Together with the Five Year Plan it represents a solid foundation on which we can go forward to continue to improve the lives of people in Slough and make Slough an even better place.

**Councillor Rob Anderson**



## **2. Introduction – Chief Executive**

The introduction of the Five Year Plan in early 2015 set the future direction for the Council in terms of the key outcomes against which our resources will be allocated.

The focus on outcomes was an important development for two reasons.

First, the eight outcomes were specifically designed as ‘cross cutting’. In the past, the Council, in common with many local authorities, had operated in quite a traditional way. It was set up around a series of individual departments, each with its own budget and set of objectives. This ‘silo’ model will not work in the future given the cuts to our funding. Our new approach encourages more joined up working, removes duplication and saves money. That means a better service experience for our residents, service users, partners and communities too.

Second, we developed a new way of setting our budget by outcome as part of our response to both funding cuts and the increasing pressure on services. Technically referred to as ‘outcome based budgeting’ in plain English it means the money follows the plan. Our annual budget is planned to fund delivery of the eight outcomes – if something isn’t in the Five Year Plan we need to ask why we are we doing it.

The Leader has described the importance of attracting income given the changes to the way we get money from central government. We are therefore becoming more entrepreneurial in our approach by developing our sources of income and other opportunities.

Population growth continues to add pressure on services, both for children and the costs later in life as people live longer. There are examples in the annual report of how we are working to enable people to help themselves and to be less dependent on the council for direct support. Much of this is about the council working with partners and communities. We cannot afford to deliver things in the way we have done in the past. We need to think and plan differently.

The council has already changed since the introduction of the Five Year Plan. It will continue to do so and we will soon be looking to change how we operate as we make sure we are in the best position to tackle the challenges and pressures ahead.

This Annual Report of progress during the first year of the Five Year Plan therefore sets out the story so far and gives a snapshot of performance. It demonstrates the results of the hard work and commitment of our staff who are passionate about what they do for Slough both as a place and for its people.

**Ruth Bagley**

### 3. Progress against outcomes

#### **Outcome 1 Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay**

##### Case Study: Slough comes top for new businesses

Slough is attracting new business at a faster rate than anywhere else in the UK, according to the Centre for Cities latest research.

Figures released by the think tank in January, which compare the UK's 63 largest urban areas, show the borough has grown its corporate presence by 29 percent in the five years to 2014.

The report also ranked Slough as sixth for the number of business start-ups, with 64.32 per 10,000 population, and said Slough has the third highest average weekly earnings, behind only London and Crawley.

Slough also ranked in the top three cities for productivity, as well as the fastest growing in terms of population.

The borough's schools also came out top, with 70.2 percent of pupils achieving five A\*- C grades in Maths and English.

Shabnam Ali, economic growth and enterprise manager, said: "This report confirms what we've been saying for a long time now – Slough means business.

"We have the highest concentration of headquarters in the UK, the biggest cluster of data centres outside of the US, and in 2015 alone we welcomed at least another nine major corporations, including food manufacturer KP Snacks and Chinese telecommunications giant ZTE.

"Businesses benefit hugely from what's on offer here – our fantastic connectivity via road, rail and air, and our proximity to London and other big businesses.

"That, coupled with fantastic schools and a skilled, vibrant population, help maintain Slough's standing as a world class place to do business."

Councillor Sohail Munawar, commissioner for social and economic inclusion, said: "The report goes to show that Slough, with all its history of attracting business, continues to be a huge success to this day.

"With the massive regeneration and infrastructure projects underway, particularly those aimed at keeping traffic moving, we envisage even greater success for Slough in the future."

For more information about the Centre for Cities or to view Slough's results in full, please visit: <http://www.centreforcities.org/city/slough/>

In 2015, we:

- contracted company to do major road improvements on Tuns Lane and Windsor Road
- ran 150 job clubs, 500 information, advice and guidance interviews, three business academies, tailored sessions for lone parents and construction pathway training for 16-24 year olds.
- appointed agency for inward investment promotion
- hosted Chinese delegation to promote Slough investment
- attended MIPIM event to promote Slough investment
- exhibited at Heathrow Business Summit
- improved access to Heathrow via 7-series bus service
- increased bike hire docking stations and launched cycle hub for commuters at the train station
- transport modelling completed for the Western Rail link to Heathrow.
- completed an 80,000 improvement programme for Baylis and Godolphin Parks

## **Outcome 2 There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough**

### Case study: A new start in Britwell

A family is enjoying life in new surroundings after proving they were good tenants. Jabeen Ali, husband Muhammad Ali, three daughters aged three, six and nine, and nine-month-old son, used to live in a first floor two bedroom housing association flat in Cippenham, but applied to be considered for new build council housing.

To be eligible for consideration, tenants needed to have:

- no rent arrears and a clear rent account for 12 months
- kept their home in excellent order
- been working for the past 12 months for 16 hours (single) or 24 hours (couple)
- been a secure or assured tenant for a minimum of five years
- been living in a flat
- no record of anti-social behaviour.

Mr and Mrs Ali met all this criteria and were approved for a four bedroom new build property in Britwell within a few weeks of applying. They moved in May.

Mrs Ali said: “It was getting horrible in the flat. We were in the middle and it got really hot in there. There was no garden or driveway. It was getting difficult to bring the kids up and down. We needed more space to enhance their learning abilities. I feel blessed we have got this space, especially for my kids. The girls have a bedroom each versus one room together. I love it.”

The girls didn’t need to change schools and the family is near the parade of shops just off Long Furlong Drive. Mrs Ali said: “The girls love having the open space. We are so lucky to have the park in front of us. We have got Monksfield Park just down the road as well. The Britwell Centre is close by so I take my girls on the weekends. We take a nice walk and it is a nice atmosphere.”

Though Britwell hasn’t always had the best reputation, the regeneration of the area has really improved things and Mrs Ali’s guests are impressed when they see the surroundings. She said: “It is not the old Britwell it used to be. I think the council is doing really well.”

In 2015, we:

- exceeded our affordable housing target of 100 with 127 achieved by end of quarter 3
- re-housed 78 tenants from Tower and Ashbourne blocks to make way for new housing development
- instituted new tenants’ incentive scheme giving ‘money to move’ – moved 20 under-occupying tenants to new accommodation releasing 30 bedrooms
- began construction of 73 new homes on Milestone development on Ledgers Road

- completed social housing as part of Kestrel Place development in Britwell
- gave energy efficiency advice to more than 50 private households
- began programme to go out to tender for new repairs, maintenance and investment contract
- used residents groups to monitor key performance indicators
- gone out to tender for large stock condition survey
- reclaimed 12 homes thanks to fraud investigations
- inspected more than 1,620 private rented homes to check standards
- received £90,000 to tackle rogue landlords

### **Outcome 3 The centre of Slough will be vibrant, providing business, living and cultural opportunities**

Case study: Park Mark accreditation for the council's four town centre car parks:

- Herschel MSCP
- Hatfield MSCP
- The Grove
- Buckingham Gardens

Slough's team leader for parking explains the Park Mark award:

"Park Mark is a national system for safer parking. This safer parking scheme was established by the Association of the Chief Police Officers and is administered by the British Parking Association. It is designed to reduce crime and the fear of crime in car parks, which creates a safe and non-threatening environment for all users.

"Car parks are assessed to ensure they are properly managed and maintained and in order to achieve Park Mark accreditation there is a series of criteria that have to be met to pass and gain the accreditation.

"We wanted our town centre to have quality parking; this accreditation allows this authority to set the bar when illegal car parks pop up. Quality parking will attract businesses and shoppers into our town centre and we have worked really hard to ensure they meet a high standard we can be proud of.

"Just a few things we have done are: painting, new signage, CCTV, LED lights have been installed in Herschel, a barrier system and Ringo (pay by phone) have been installed at both Herschel and Hatfield. In addition, we have reduced prices to be more competitive with private car parks."

In 2015, we:

- appointed a new town centre manager
- set up a new Town Centre Partnership and signed up new members looking at High Street improvements
- enlivened the town centre in the festive period with a large Christmas tree and weekend of activities
- were awarded Park Mark accreditation for our town centre car parks
- created plans for housing and leisure development at the canal basin
- put in place a strategy to inform future planning policies
- purchased three town centre properties to provide future regeneration opportunities
- instituted a 'use it or lose it' compulsory purchase plan for centre of Slough sites left derelict
- liaised with the Drug and Alcohol Action Team (DAAT) and SHOC around proposals for alternative sites for them
- compiled and launched a video showing how Slough will be changing

## **Outcome 4 Slough will be one of the safest places in the Thames Valley**

### Case study: Community Cohesion – Young People: aspirations and resilience

The cross-party Members Community Cohesion Group was established at the end of 2014 to support, promote and provide leadership around community cohesion issues in Slough. Better engagement with, and building resilience in, young people was a priority.

In September 2015, councillors from the group listened to the views of local young people about their concerns over the lack of role models and career aspirations for school and university leavers, despite Slough schools delivering strong academic results. In January 2016, the group commissioned a short film which features interviews with local role models, talking about the career paths they have taken.

*“Flying High – Slough Success Stories”*, shows how many different career opportunities are available to young people in the town, and aims to raise aspirations for young people from all backgrounds. The film will be viewed at the Slough Annual Careers Fair and other similar events throughout the year and we hope it will inspire young people from Slough who are thinking about their own future career choices.

You can view *“Flying High – Slough Success Stories”* at <https://www.youtube.com/watch?v=bvrQJqgVDyo&feature=youtu.be>

### Case study: Hotel Watch

The launch of a ‘Hotel Watch’ scheme in Slough late 2015 by Thames Valley Police and the SBC Licensing Team is a clear example of the Council and partners are enabling others to do more to protect themselves and others from crime. Although supported by SBC and the Slough Police the Hotel Watch is run and organised entirely by the Hotels in Slough and is championed by Cllr Munawar. The aim is to help hotels in Slough work together to share information and intelligence, identify and minimize potential crime trends, promote a safe and crime free environment, identify local issues and problems, seek effective and lasting solutions and reduce the fear of crime. Although the scheme has only been running a few months it has already made a real contribution to improving Slough and has enhanced the working relationship between businesses, the Council, Police and others.

### Case study: New Square, Slough: Street Drinkers, Rough Sleepers and Refuse

New Square is an area of land near Slough town centre used for parking and refuse storage. It is surrounded by residential premises, businesses, and a wooded area. Problems arose from street drinkers, rough sleepers and rats causing fear of crime, fly-tipping and public health concerns.

Officers served a Community Protection Notice warning on the owner of the land requiring the litter and fly tip to be removed, the rat infestation dealt with, the security improved, and for this new standard to be maintained.

An innovative approach using the batch codes of littered alcohol cans were used to identify the off-licenses nearby which sold them. Where matches were persistently

found, the premises were given Community Protection Notice warnings requiring them to take steps to tackle refuse from their customers in this problematic area. Support was gained from the Police, SBC Licensing, and DAAT to increase the effectiveness of this action.

#### Case study: Tackling anti social behaviour

A Slough Borough Council officer played a leading role in the closure of two premises in the Borough, using the new Anti-social Behaviour legislation.

At the first property in Tintern Avenue, residents and visitors to the property had been causing local residents harassment, alarm and distress for many years, as the premise was being used for drug and prostitution related activity.

Residents were so scared of reprisals that previously they would not provide evidence, however using the new ASB tools and powers, 3<sup>rd</sup> party witness statements were taken. Our officer led a team collating evidence, giving reassurance to the local community, compiled the court file for the Closure Notice and subsequent Closure Order and took them to court for consideration.

She obtained a 3 months Closure Order, with a further 3 week extension to allow the private sector landlord to carry out the eviction process. Since the closure, a 56% reduction in crime in the area has occurred.

She has also led on another Closure Order for SBC, a property on Clifton Road; noise, nuisance, visitors and drug related activity were bringing misery to the neighbours. Again, leading the team and obtaining a Closure Notice and then Closure Order for 3 months and worked with the private sector landlord to evict the tenants.

In 2015, we:

- launched the Hotelwatch scheme – working with local hotels and B&Bs to raise awareness and tackle child sexual exploitation
- launched Slough multi-agency domestic abuse strategy – setting out our plans to tackle domestic abuse
- held 35 workshops, with 580 staff to raise awareness of Prevent – a programme to tackle violent extremism
- held over 30 safeguarding courses (children and adults) attended by over 700 people
- held three crime reduction and environment days to tackle local issues
- took part in a joint operation to tackle sale of 'legal highs' in the borough
- seized 3,000 unsafe hoverboards as part of a trading standards operation
- took part in interfaith week, including a young people's question time by Aik Saath and the youth parliament
- took part in Loan Shark Week – a week of activities and training to raise awareness of loan sharks
- served notice on owners of land surrounding High Street to clear rubbish
- shut down a property linked to long-term antisocial behaviour and noise nuisance
- installed 86 new cctv cameras in car parks and public areas



## **Outcome 5 Children and young people in Slough will be healthy resilient and have positive life chances**

### Case study: School places

Slough has had very high pressure on school places for several years and has been successfully expanding primary schools to meet the rising demand for school places since 2008. To date over 4800 new primary school places have been created at 19 primary schools. So far this has included expanding existing schools, converting the former Town Hall building into a school, creating a new school (Willow Primary) and welcoming two new free schools (Langley Hall Primary Academy and Langley Academy Primary).

The council has been successful at predicting need and delivering school places either directly or by working with schools/promoters, and as a consequence there are currently primary places available in all year groups in the borough. We are working hard to ensure there are further new places available to meet the demand for 2016-17.

In 2015:

- 1000 more primary and secondary pupils were provided with a school place in Slough (excluding nursery) this year.
- £6m was spent by the council on new school places.
- £2.6m was spent on improving existing school buildings.

The growth we have seen in the primary sector is now having an impact on secondary schools. Slough has been working with the Department for Education and promoters to increase provision and to date three new secondary free schools have opened in Slough, including Ditton Park Academy (opened 2014) and Lynch Hill Enterprise Academy (opened 2014). Another secondary free school has already been agreed and is planned to open in 2017.

Planning is also underway to significantly increase the places available for pupils with special educational needs.

### Case study: Keeping our young people in education, employment or training (EET)

The Young People's Services work on the NEET agenda is integral to making Slough a better place to live, learn and work. Slough consistently performs in the top two quintiles across the country in keeping our numbers of young people who are in education, employment or training high and are NEET numbers low.

In January the number of young people not in education, employment or training was 4.3% (figure based on education cohorts 12-14). A key contributor to this has been our prevention work, through the introduction of the early identification and tracking of young people at risk of becoming NEET – RONI (Risk of NEET indicator).

The Young People's Service undertake an analysis of young people based on criteria that indicates risk of NEET factors and through this identifies young people

who trigger as a RONI. This information is then shared with schools and through dialogue and sharing information some young people are taken off or added on to the list of people identified as being at risk of becoming NEET. These young people are then given a criterion of 1-4. Any young person identified with a RONI score of 3 or 4 receives additional support from the Young People's Service. This support aims to ensure that the young person's transition post year 11 is a successful and sustained one in to an education, employment or training opportunity.

Last year 219 young people were identified as being at risk of becoming NEET post year 11. Of these 191 (83%) were supported in securing and sustaining an EET destination.

Currently this process only takes place with year 11 students, however, due to its success, in April 2016 we will be sharing information with schools about young people who are identified at being at risk of becoming NEET in years 7, 8 and 9.

Many schools already have interventions in place to raise achievement and prevent absence and exclusions and the RONI data will provide an additional indicator to help improve the targeting of resources. This will support schools to further develop age appropriate strategies, using school resources through the commissioning of external support or existing resources from the range of external agencies within Slough.

The following are integral to the success and continued improvement on this agenda:

- September Guarantee (May – Sept) this is a statutory requirement that requires us to provide all 16- and 17-year-olds a guaranteed suitable offer of education or training in a school, college or work-based training. This year across year 11/12 we achieved 97% offers made – this is the highest in Berkshire. The National average is 94.6%
- Following a review undertaken by the Young Peoples' Service and Cambridge Education of Career's Information, Advice & Guidance in schools, we are now supporting 7 schools to secure the Investors In Careers Award, a quality standard award for careers education, information, advice and guidance.

Our figure for young people whose EET destination is unknown is down to 1.4% which puts our performance in the top quintile nationally.

#### Case study: Slough Youth Parliament: Young people at the heart of shaping and influence decisions

This February Slough's Youth Parliament (SYP) is one year old. It celebrates its first anniversary with a string of successes. Young people are now represented on a number of strategic groups across Slough and their presence is already changing the culture of how some of the groups operate and think.

120 young people put themselves forward for elections for the Youth Parliament. 5,596 young people voted for their chosen representatives representing a 61% turnout.

The Youth Parliament consulted widely with young people and developed their two year manifesto which can be found at <http://servicesguide.slough.gov.uk/kb5/slough/services/site.page?id=8WOQEbbu7WA>

6,487 young people participated in 2015's national 'Make your Mark' consultation run by the British Youth Council. This equates to 55% of young people in constituency participating and resulting in Slough securing the most improved Council in the UK in relation to its participation in this initiative.

SYP has been actively working with young people from the Aik Saath and elected members to ensure Slough remains a great place to live in relation to community cohesion.

SYP hosted a seminar on education and employment opportunities. This event included presentations from the Council's economic development team, Herschel Grammar School, Heathrow and the Young People's Service. The aim was to inspire members, inform them of current work in this area and enable them to make informed decisions on what to concentrate on in terms of need.

SYP are now actively working with the Council's Community Safety Team to identify how the perceptions and fear of crime can be reduced. Over 300 local young people have contributed to this work so far.

SYP is very live to the fact that they are a conduit / hub for young people's voice and they work very closely with other youth voice mechanisms such as young inspectors, young people involved in supporting Public Health England to develop a Mental Health App for young people and organisations such as Aik Saath to ensure that young people's voice is heard and truly contributing to making a difference to Slough.

In 2015, we:

- with the DfE launched the Slough Children's Services Trust – a new organisation tasked with improving social care for children in the borough
- gained funding from NHS England for six projects to transform child and adolescent mental health services (CAMHS)
- planned and granted planning permission for extra school places at Claycots (Town Hall site), Upton Grammar, St Mary's and James Elliman.
- set up and supported the youth parliament with the Slough member speaking at the House of Commons debate on issues that matter to young people
- responded to an Ofsted inspection into children's social care
- helped young people gain the eighth best GCSE results in the country

## **Outcome 6 More people will take responsibility and manage their own health, care and support needs**

### Case study: Thames House - Partnership working delivers success

Savings to the adult social care budget is just one of the benefits which has resulted from the partnership established between Slough Borough Council's supported living team and private care-providers Regard, with no compromise at all on the positive outcomes for the individuals with learning disabilities they support.

Thames House in Burnham is the outcome of a project to develop a high-quality supported living service based on the needs of individuals. The team from Regard has worked closely with the Community Team for People with Learning Disabilities to develop the new service in a proactive manner which is being hailed by other purchasing authorities as the way forward with such projects.

Guy Page, Regard's head of communications said:

"The service manager and his team provided an outstanding example of very positive joined-up commissioning, with absolute clarity regarding Slough Borough Council's expectations and outcomes as my organisation worked towards establishing a new supported living service for individuals with learning disabilities and mental health needs in Slough during the past year.

"In developing the necessary framework agreement, we met with none of the obstacles which can sometimes delay such projects – the Slough team continued working co-operatively with us throughout to maintain the project's momentum.

"They also provided invaluable advice on aspects of refurbishment so that we could ensure the new service would reflect identified local needs."

When Thames Homes opened in May 2015 three of the available six rooms were immediately filled, with a further two becoming occupied within the following month with the final room filled shortly after.

The initial success of Thames House has put Regard in a position where the organisation is already able to start working towards the establishment of another service in the locality which is due to open in March 2016.

The service occupies a large detached house within walking distance of the local shops and amenities in Burnham and good transport links to the wider area. The focus of the service is promoting independence and supporting people to access further education, employment, social and recreational activities. Each individual is supported individually to develop their budgeting skills and to become more independent in all areas of their lives.

Given the level of demand for its services, Regard wishes to recruit more staff and is urging local people to consider working in the care sector. Families with an adult with learning difficulties can learn more about the available accommodation by calling the Regard referral line: 0800 840 0313.

### Case study: Supported living: Our son's journey

I will start with when my son was 14 years old. He was at school and had challenging behaviour. The school kept sending him home everyday at about 10.30-11.00 o'clock. He had worked out that whenever he misbehaved they would send him home. He used to have a snack break at 10.30 after that he would be sent home.

We were both in full time employment and looking after two other children. The school told us to keep our son at home. We kept him at home for two years and paid out of our own pocket for a teacher for our son so that he could have at least some education. He got on very well with her but unfortunately after a while she fell sick and had to stop work.

When our son was 16, we contacted the school and asked if he been excluded, the answer was no. We told school that he is coming back the next day; the head teacher told us we could not do that. It was then the Council and everyone else started to get involved

Our son went to Wem in 2002 and stayed there for 12 years. He has come a long way. The only problem with Wem was that it was 3 hours drive away and he was missing out on family activities and we wanted him to be nearby.

When a supported living scheme was set up in Slough and our son had a place we were very happy. He comes home every weekend and we can pop round whenever we want to. The staff are always very helpful with any questions that we have. Our son seems to be really chilled out and more engaged when he comes home; he sits with the family, watches TV and also goes to the Cinema or ten pin bowling. We are working with the staff at the supported living scheme as to his interests so they take him out and about including swimming etc. The staff also monitor his weight and I am always sharing ideas with them about his food likes. At the moment it is working really well for us, our son is very happy

### Case study: Direct payments

Mrs A is the main carer for her husband, Mr A, who has advanced dementia.

Mrs A fell downstairs a while ago, suffering severe back injuries, and was hospitalised for many weeks. At that time, her daughter and son-in-law asked for assistance with supporting Mr A, who was assessed and a Direct Payment (DP) agreed towards the cost of 24hr care to be provided to him in his own home. The family had identified and met with an agency they wished to provide support for Mr A. The chosen agency agreed a live-in carer at a cost of £950pw.

Slough Borough Council were able to meet Mr. A's unmet identified needs appropriately at a lower rate and therefore the family chose to "top up" the DP to pay for the additional costs.

Some months on, Mrs A is now back living at home and has been assessed as requiring an ongoing support package of 4 calls per day to assist with personal care and meals. Mrs. A and her family requested the live-in care to continue for Mr. A as

Mrs. A is unable to care for him as she did before, particularly during the night, due to her reduced mobility. Mrs. A asked for her Personal Budget as a Direct Payment so that it could be combined with Mr. A's to fund the existing live in care that would now support the both of them.

Direct payment has enabled Mr. and Mrs. A to continue living together in their own home with a provider of their choice meeting their care & support needs.

### Case study: Slough's new leisure facilities get the heart racing

Ambitious leisure plans for the town that aim to get more people, more active, more often were signed off by cabinet members in January.

In July 2014 cabinet approved the adoption of the council's five year leisure strategy which recommended a replacement facility for Montem Leisure Centre, improvement works to Slough Ice Arena and Langley Leisure Centre to extend their lifespan and a new community sports facility to be developed on the Arbour Park site.

Councillor Martin Carter, commissioner for community and leisure, said:

"It's no secret that as a town we need to increase the amount of sport and physical exercise we all do to become more active, more often - and not just after Christmas and New Year - but by adopting exercise as a habit for life.

"This takes good quality, affordable leisure facilities that are accessible to all. While I can't change people's habits, I can make sure Slough has high quality leisure facilities that attract and encourage people to improve their health.

"Cabinet members vowed to deliver a leisure strategy that tackled key health inequalities by providing new leisure facilities that not only look fantastic but provide opportunities for residents to take part in a multitude of sport and exercise."

### **Community Sports Facility**

In July 2015, cabinet members made the decision to phase the development of the CSF with phase one starting in September 2015.

### **New Leisure Centre – Farnham Road site**

In March 2014 cabinet members agreed to The Centre being the preferred site for a new leisure centre, replacing the existing Montem Leisure Centre and instructed officers to develop a feasibility and business case model for the new facility.

The current scheme being considered for the new leisure centre aims to deliver:

- an eight lane swimming pool with separate teaching pool with moveable floor, spectator seating for 100 and wet side changing village
- five court sports hall

- 125 station gym
- three exercise studios
- dry side changing facilities
- facilities for consultation rooms e.g. physiotherapy and sports injury clinic.

## **Slough Ice Arena**

The Ice Arena development works will ensure a scheme that is in keeping with the proposed residential development on the Montem Leisure Centre site and will provide a facility that offers a wider choice of opportunities for activity

Proposals for the Ice Arena improvements include:

- An extension to the front of the building to make it more visible from Bath Road and provide additional space for other activities
- Replacement of ice rink barrier and protective glass
- New seating and flooring
- New café and reception area
- Major improvement to internal facilities (changing and wash rooms) and decoration to all parts of the building.

In 2015, we:

- continued the grass roots sports Get Active programme – more than 16,400 visits to timetabled activities
- awarded a £2.7 million contract to Slough Prevention Alliance Community Engagement (SPACE) to deliver care and support to Slough residents
- signed off the caring for our carers: joint commissioning strategy
- launched the Falls Free 4 Life service
- approved the leisure strategy, laying out plans to bring new leisure facilities to the town
- started construction work on a brand new community sports facility at Arbour Park
- awarded a new contract to help people give up smoking
- went from 145th in the country for levels of activity to 95th – with 79 percent of our population now taking part in regular healthy activities
- with GPs, taken part in a national bowel cancer awareness campaign
- launched the Campaign Against Living Miserably (CALM) to reduce the risk of suicide among men

## **Outcome 7 The council's income and the value of its assets will be maximised**

### Case study: Big increase in Council Tax collection

Our in year collection rate is expected to be 96.6% this year (up from 94.8% in 2012-13) – this amounts to almost an extra £1m more collected in year.

There are currently around 52,800 properties in Slough which are billed for Council Tax, collectively worth around £55.5 million. This is up from around £52.5 million in 2013-14 and £54 million in 2014-15.

As we have had no or minimal increases in the charge over the last three years this means that most of the increase is due to new properties or the identification of properties that are liable.

The successful collection of Council Tax is an essential source of income for the council, even more so with the ongoing reduction in grant from central government.

Recovering debt is therefore important – this year we have sent around 4,400 accounts to the Enforcement Agents (previously known as Bailiff's) compared to over 6,800 last year. This is in the main because of the proactive work the Council Tax team does after every summons, phoning people up explaining the costs if it goes to the Enforcement Agent and persuading them to pay.

Over the last year the number of people on direct debit has increased to over 50% which has helped with collection – see case study for outcome 8 and how we are using technology to improve our ways of working.

### Case study: Strategic Asset Purchase scheme

During 2015-16 the Council set aside £25m of capital funds for a Strategic Asset Purchase (SAP) scheme. The aim of the scheme is to utilise capital funds more effectively to deliver new income streams and also for the Council to purchase land and properties that will have regenerative benefit to the Council and local taxpayers.

To date, the Council has purchased three commercial properties that are expected to yield a gross return in excess of £500k of new income. For 2016-17, we have set an ambitious target of £1.25m of gross income from the scheme. The purchases must be within the Slough area and so benefits local regeneration as well reducing the levels of savings required across other Council services

In 2015, we:

- increased the rate of council tax collected
- increased the rate of business rates collected
- instituted a strategic acquisitions policy – so we can buy suitable commercial properties to gain income and progress regeneration
- brought in a balanced budget and savings and income proposals for future years



## **Outcome 8 The council will be a leading digital organisation**

### Case study: Council Tax self service

Self Service for Revenues and Benefits went live in April 2015 – once customers have registered they can –

- look at their Council tax account
- see their balance and the payments made,
- check what recovery documents and correspondence have been issued to them
- make a payment and set up a direct debit - though they can also set up a direct debit without registering.

For Council Tax we have had 1,682 customers registered at the end of December 2015 and 1,772 have set up Direct Debits for council tax on line.

As explained in the case study above for outcome 7, collecting council tax is an essential source of income and it is important that we make it as easy as possible for people to pay.

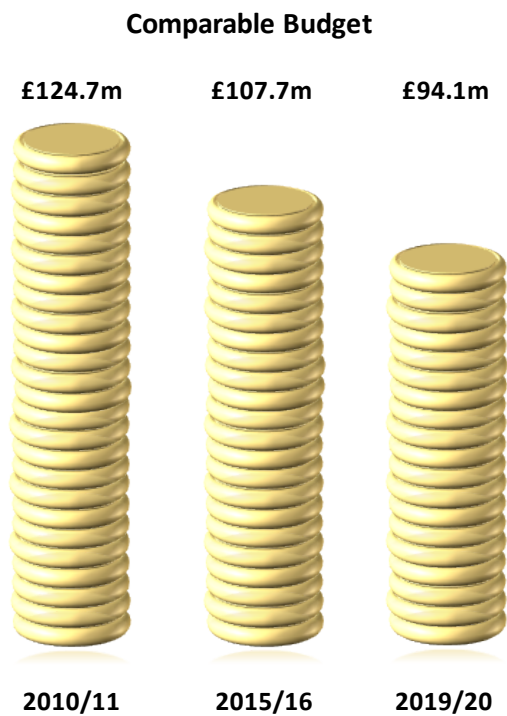
In 2015, we:

- appointed a digital lead to drive transformation
- rolled out new IT infrastructure including desktop equipment to increase productivity
- reviewed the ICT strategy to ensure fit for the future
- created a portfolio of council programmes and services dependent on digital outcomes
- began project with planning team to refresh the planning process using digital methods

#### 4. BUDGET

The Council has focussed on the financial challenges ahead and this has driven major transformation and commercial programmes.

The Council is in the middle of a major reduction in funding from Central Government, with our grant reducing from £40m in 2013-14 to £6m in 2019-20. This will put a major constraint on the Council's overall budget going forward.



To combat the funding reductions, the Council has embarked on an ambitious transformation and entrepreneurial programme. This involves major transformation of Council services, such as Adult Social Care and Highways & Transport, the re-commissioning of major contracts such as waste management, repairs & maintenance and public realm areas and a much more commercial focus to drive up income. These approaches are highlighted in more detail in the Council's medium term financial plan and the revenue budget for the year ahead.

Looking back over 2015, the Council successfully delivered a small underspend which has been utilised to support future budget requirements. The Council also completed its financial statements on time with an unqualified opinion issued on time for the accounts for the second year in a row. During the year, and to support the programmes highlighted above, the Council has moved to an Outcome Based Budgeting approach that supports the Five Year Plan and will help shape Council services towards the Five Year Plan.

## 5. YEAR IN NUMBERS: 150,000 residents, one council

2015 has been a busy year. In the midst of local and national elections, massive cuts to funding, more people than ever choosing Slough to live and work in, we have continued to provide services to our 150,000 residents and hundreds of thousands of visitors and businesses.

Here is a snapshot of our year:

4,297 births registered	3,945 adults take community learning courses
37 citizenship ceremonies conducted	687 community learning course provided
making 974 people citizens	91 percent of council apprentices found employment or continued education
96 new affordable homes built	38 apprentices started under Elevate Me programme
400 investigations into noise nuisances	310,000 customer contacts through the customer service centres
11,505 repair requests in council homes	340 food premises inspected
15 homes reclaimed following confirmation of fraud	575 food businesses with food hygiene ratings of 3 or more
462 estate inspections	661,779 visits to our website
100 percent of council homes with up to date gas safety certificates	1,334 freedom of information requests received
3,000 reports of antisocial behaviour investigated	2,600 young people took part in YES activities
40 families of pre-school children with autism given support through Early Bird programme	5,150,000 square metres of green space maintained
179 statutory assessments for Education Health Care Plans (EHCPs) completed	450 individual items of play and fitness equipment provided in parks
1,383 planning applications determined	800 volunteer days in Herschel and other parks
3,727 building control visits	9,600,000 visits to local green spaces
295 planning enforcement cases	4 disability sports festivals in secondary schools
5 premises closed due to anti-social behaviour	23 different sports and activities delivered as part of Get Active programme
2 flytippers prosecuted	921 residents quit smoking
58 community protection orders given.	3,168 health checks to 40-74 year olds
5.9 percent decrease in rent arrears by council tenants	£6 million spent on new school places
25 percent less CO2 used by the council	£2.6 million spent on improving existing school buildings
19,320 people borrowed books from the libraries	900 more pupils provided with a school place
18,500 new books purchased for libraries	3,061 hours of 1-1 support provided to young people
94,740 hours of free computer use provided at the libraries	443 children learned Bikeability
3,000 children participated in the summer reading challenge	

17,500 road gullies cleaned  
6 road safety and cycling events  
760 young people attend safe drive  
stay alive training  
11,300 street lights maintained  
208 Emergency Call Outs handled  
39 bridges and highway structures  
inspected

553 metres of new roads adopted  
5,025m of yellow lines, 1,850m of  
residents parking bays, 97m of limited  
waiting bays and 190m of school keep  
clear markings enforced  
34,868 calls into Careline  
264 new Careline users

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14 March 2016

**CONTACT OFFICER:** Trevor Langworth, Political Group Officer  
(For all enquiries) (01753) 875088

**WARD(S):** All

**PORTFOLIO:** All

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

**MANIFESTO UPDATE FOR PLEDGES 2015/2016**1 **Purpose of Report**

To inform cabinet of the council projects undertaken following adoption of the manifesto in June 2015.

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

Cabinet is requested to resolve that the progress made to date on the projects undertaken as part of the commitment to the manifesto pledges adopted in June 2015 be noted.

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

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA).

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

This report and the projects detailed link to the following priorities in the Slough Joint Wellbeing Strategy (SJWS):

- Health
- Regeneration and Environment
- Safer Communities
- Housing

Projects within this work also contribute to the cross cutting themes of the strategy by encouraging civic responsibility and improving the image of the town.

3b **Five Year Plan Outcomes**

This report and the projects detailed contribute to all the following outcomes from the Five Year Plan:

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- 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
- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

#### 4 **Other Implications**

##### (a) Financial

The work has been undertaken using existing budgets for 2014/15 and community investment funding

There are no other financial implications from this report

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
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

The report does not have any legal or human rights act implications.

##### (d) Equalities Impact Assessment

This report does not have any equalities implications and there is no identified need for the completion of an EIA.

## 5 Supporting Information

5.1 The ruling group's manifesto was formally adopted by Cabinet at their meeting of 22 June 2015.

5.2 The manifesto pledges and work on them since their formal adoption follows with each being taken in turn.

5.3 Continue to supply new social and affordable homes; reduce waiting times for local people to access decent housing.

New social housing has been provided as part of the Kestrel Place development in Britwell and 23 new units are planned as part of the Milestone development in Ledgers Road with further shared ownership and affordable options available in the development. 15 properties have been returned to us thanks to fraud investigations and the new incentive scheme giving 'money to move' has encouraged 20 under-occupying tenants to move to new accommodation releasing 30 bedrooms. We have also re-housed 78 tenants from the low-quality Tower and Ashbourne blocks to make way for new social housing development.

5.4 Work to secure sufficient school places to meet local need and work with our partners to reduce the number of young people not in education employment or training.

Over the past year, we have invested £6m in new school places and £2.6m on improving existing school buildings with 900 more pupils being provided with a school place. We have also run 150 job clubs, 500 information, advice and guidance interviews, three business academies, tailored sessions for lone parents and construction pathway training for 16-24 year olds.

5.5 Plant 150 more trees, step up action against flytipping and continue investing in environmental improvements to further improve local neighbourhoods

150 more trees have been planted across the town. In addition, trees which required removal due to major gateway works at the Copthorne Roundabout and along Tuns Lane have been successfully moved to new homes in Langley.

Environmental improvements undertaken include fencing and alleygating of flytipping hotspots, new on street parking bays, verge protection and green space protection.

5.6 Make major investment to improve Kennedy Park, Baylis Park and Godolphin Recreation Ground

More than 80,000 has been spent at Baylis and Godolphin parks on improvements including:

- draining the pond, clearing of all silt and rubbish and given new banks, islands and trees before being refilled
- resurfaced paths
- replanted beds, borders and walled rose garden
- new seating, toddler play equipment and gym apparatus
- CCTV cameras
- repaired and refurbished war memorials
- a tidier Lido walled garden
- improvements to entrances.

Work on Kennedy Park, as part of the Britwell regeneration is underway.

- 5.7 Plan and move through to construction a new fit-for-purpose leisure centre for Slough at The Centre site on Farnham Road  
Plan for new leisure centre, along with community sports facility and refurbishment of the were Ice Arena agreed at January cabinet. Planning applications will be submitted and work will commence in the new financial year.
- 5.8 Start construction of new community sports facilities at Arbour Park, Stoke Road – fulfilling our promise to get Slough Town FC a new ground back in Slough  
Work started on site at Arbour Park in November on the community sports pitches  
Work started with turf being laid on an area of land which will be come the new playing field for St Joseph’s school with work on the community sports facility starting directly when the turfing was complete.
- 5.9 Continue improving smaller local parks and open spaces around the borough making these hubs for fitness and exercise to improve residents’ health – to get more people more active more often  
A tender has been awarded to and the following improvements are due to take place this month (March) and in April:
- refurbishment of the skate park, parkour and tennis court at Salt Hill Park
  - outdoor gyms at Salt Hill, Kedermister, Upton Lea recreation ground and Upton Court Parks and at Cippenham Recreation Ground
  - fitness trails at Harvey Park, Godolphin and Crown Meadow
  - trim trail at Buttermere
  - refurbishment of multi-use games area at Cromwell Drive
- 5.10 Deliver the next phase of Chalvey’s regeneration and produce a regeneration plan for the Canal Basin and Stoke Road  
We are working with the new owners of the Cross Keys site to bring forward a plan for redevelopment, work has started in February on the redevelopment of the old petrol station site on Chalvey Road East. Planning permission has been approved in June 2015 for the development of a new doctors surgery on Chalvey High Street, with work expected to begin on site in April. Proposals are being prepared for a 98-home development on the Montem site.  
Detailed plans for the Canal Basin have been drawn up by Slough Urban Renewal and will be brought forward during the coming financial year.
- 5.11 Develop detailed plans for new community hubs – to serve Central, Elliman and Wexham wards; to serve Manor Park and to serve Langley at Trelawney Avenue  
The plans for the hub at Trelawney Avenue are advanced. We are working with Slough CCG to deliver a mixed use development that will include a community hub and housing for rent. The hub proposals will include a GP practice, pharmacy, dentist, housing services, library and police station - a report is on tonight’s agenda. Central ward will be served by our new arts, cultural and learning space, The Curve, and our new community sports building at Arbour Park containing community hub facilities will serve the wards of Wexham and Elliman. Further services/facilities are likely to be provided at Wexham Court Parish Hall site following discussions with the Parish Council
- 5.12 Improve key crossing points, routes and facilities for pedestrians and cyclists around the borough and further expand Slough’s bike hire scheme with more bikes and additional cycle racks for significant areas not yet covered



This year we have purchased 20 new bikes and put in three new docking stations at Harrow Market, Trelawney Avenue and Sutton Lane.

The cycle hub has opened offering cheap secure cycle parking and associated facilities next to Slough Railway Station.

Plans are underway to consult on a northern cycle route to link Huntercombe Lane with Burnham Lane as part of a wider scheme to link cycle routes in Slough and Maidenhead.

5.13 Upgrade all Slough's streetlights, fitting new LED heads, to be more energy efficient, reduce light pollution and make our streets feel safer

Funding for the major project to replace all streetlights with LEDs has been secured, the tender for work awarded and work is anticipated to start in April.

The LED lamps will dramatically reduce the electricity consumption of the borough's streetlights, offer digital fault reporting, reduced maintenance and much improved lighting for residents and drivers.

5.14 Deliver further CCTV cameras and continue gating problem alleys to make public areas more secure

86 new cameras have been installed this year including in the town centre car parks and in Wexham, Cippenham and Britwell. Three new 3G/4G redeployable cameras have been ordered – one for each of the borough's community safety areas.

The introduction of improved and comprehensive CCTV was key to the town centre car parks gaining the coveted Park Mark award for quality and safety.

Alleygating and fencing of flytipping hotspot areas has taken place with one major project at the rear of Canterbury Avenue which has made a significant difference to the feel of the public pathway.

5.15 Provide more speed-activated road safety signage, to bring down speeds on 'hot-spot' roads

New electronic speed-sensing signs have been ordered and are expected to be in place in the new financial year.

In addition, five of the main light controlled junctions for red light jumping and green light speeding now have enforcement camera sites.

5.16 Open Slough's new town-centre library, learning and performance space, The Curve and plan our to final development the final corner-stone sites of the Heart of Slough regeneration; exploring options to move council services and operations into the town centre

Construction of The Curve is broadly complete, with the exterior finished and fit-out underway. Relocation of the Registrars service has slightly delayed the opening since the last report. A new opening date is being planned in the new financial year.

Plans for the old library site are well developed and includes options which should move the main council headquarters into this site.

Plans are also underway for the old TVU site including a mixture of offices, leisure, retail and housing.

5.17 Improve Slough High Street, working with businesses to help refresh the retail offer, upgrade the public realm and pedestrian links; and develop a better early evening economy, with a great choice of cafes and restaurants

This year a new town centre manager has been appointed and the town centre partnership between the council, businesses and retailers has been reactivated. The Council is also working in partnership with developers through the Slough Regeneration Partnership to improve the retail offer and footfall in the town centre.,

The Council has also approved plans for 674 housing units through the redevelopment of the Queensmere shopping centre.

Work to improve the vitality of the town centre took place in the run to Christmas with events, activities, a semi-permanent market, festive fun weekend, marketing campaign and 42-foot Christmas tree. A range of activities will be promote the opening of the The Curve which will bring a performance space and evening events to the High Street.

Investigations are underway into the possibility of offering a residents' card giving discounts in the town centre and other facilities.

A deep clean of the High Street is also planned.

5.18 Produce detailed designs to upgrade entrance-ways and public space around Burnham and Langley rail stations to give passengers a better welcome

Burnham scheme has been give LEP backing and we are awaiting financial approval which is expected this month (March). The plans include upgraded ticket halls, new signage, road modernisation, improved parking, pedestrian facilities and wayfinding.

Langley scheme has been given LEP backing and financial approval is expected in July. The scheme includes improved parking, signage, pedestrian facilities, wayfinding, bike hire, environmental improvements, footway widening, improved access and internal refurbishment.

5.19 Continue improving entrance gateways to the borough at key routes to show visitors Slough is a place we take pride in

Four new Welcome to Slough signs are now in place on Burnham Lane, Stoke Poges Lane, Stoke Road and Slough Road (from Datchet) with old tired signs removed.

5.20 Continue our long-term plans to deliver modern, high-quality residential accommodation right in the centre of Slough – to ensure the town centre has a viable long-term future and prospers once again

Planning permission has been granted for development of housing above the Queensmere shopping centre and as part of the council's new strategic acquisitions plan, three town centre premises have been bought to gain income and open up new development opportunities.

5.21 Help more adults manage their own social care support with personal budget and direct payments for individuals to choose services to best meet their needs

More than 94% people have a personal budget.

And during 2015/16 so far an additional 152 people have been supported to manage their care and support needs via a direct payment.

A total of 344 people have received a direct payment so far during 2015/16 compared to 192 people at the end of March 2015.

5.22 Provide timely, focused support to the most vulnerable children and families in the borough and support more local residents with learning disabilities to live in their own homes

Since 1 October 2015 the Slough Children's Services Trust has been established with the council working closely with them to drive improvements to services to vulnerable children and families.

We have also gained funding from NHS England for six projects to transform child and adolescent mental health services (CAMHS).

During the last two years an additional 44 people with a learning disability have been supported to live in their own homes

5.23 Help older people to live at home after hospital discharges with better support from a coordinated re-ablement service

Slough continues to perform well with very small numbers of people being delayed in their discharge home either for health or social care reasons. For example for the last few weeks this has been 6 or 7 people – all with NHS reasons for delay and none for social care reasons.

The number of people supported out of hospital with the council's reablement service continues to increase.

129 people were supported out of hospital in the first 6 months of this year compared to 114 people for the same period last year – with on average over 94% of people still at home after discharge from hospital with support from this service.

5.24 Use our new public health powers to work to reduce health inequalities locally

Smoking cessation work proving successful with 971 residents having quit this year. We have also provided 3,168 Health checks to 40-74 year olds and provided 537 residents with long-acting reversible contraception.

The smoking cessation contract has been relet and there has been concentrated work with GPs on bowel cancer screening awareness.

We have also launched the Campaign Against Living Miserably (CALM) to reduce the risk of suicide among men

5.25 Continue to address poor housing standards in the private rents sector and helping residents reduce fuel poverty by accessing insulation grants and other measures that tackle health and other problems associated with cold homes

Over the past year we have inspected more than 1,620 private rented homes to check standards and given energy efficiency advice to more than 50 private households.

5.26 Transform digital access to council services; making it much easier for residents to find and submit information, get details about services and pay fees, bills and charges online

The digital transformation programme has been launched as outcome 8 of the five year plan, a new board is in place and a plan agreed.

The self service portal – part of the main council website – is proving popular as is the main online payments system. The e-forms system is being upgraded in the new financial year which will utilise an internal workflow system ensuring forms can be tracked efficiently and responses improved.

5.27 Manage the council's assets and corporate premises even more efficiently saving money for residents

The council implemented its Asset Challenge process in 2014 and aims to reduce expenditure on corporate property by £1.4m within 4 years through a combination of rationalisation, sharing and investment.

This is closely tied to the implementation of policies and practices aimed at home and flexible working.

To deliver the savings, the council will consolidate its corporate head quarters under one roof and share buildings with other public sector bodies to provide an integrated approach to service delivery.

5.28 Make Slough one of the first local authorities in the country to send 0 percent of its waste to landfill, by agreeing a new contract to divert our remaining waste

Over the past year there has been an ongoing reduction in the amount of waste sent to landfill, where in some quarters we have met the zero landfill target (less than 1% sent to landfill). However, when the energy from waste plant is unavailable, the council continues to send waste to landfill. In 2015/16 it is expected we will send around 5 percent of waste to landfill – one of the best performances in the country. However we continue to ensure 'zero waste to landfill' is a key outcome and remains a driver for the new waste contract regarding the treatment of all non-recyclable waste in 2018.

5.29 Freeze council tax in 2015 and only raise council tax thereafter if required to protect specific services or to fund specific investment that benefits residents

Council tax was frozen for the financial year 2015/16. Council has recently approved a rise of 3.75 percent in council tax; two percent being for the adult social care provision expected by government, 1.3% for inflation (retail price index is currently running at 1.3%) and the remaining 0.45 will be used to protect key services from the savage government funding cuts.

5.30 Future-proof council services so they remain sustainable and resilient even in tough economic times

The council has a balanced budget for the forthcoming financial year – and without making the swinging cuts to services seen in other areas. We have continued and are continuing to invest in regeneration, education, housing and economic development and are reshaping services using new models of delivery, whilst protecting outcomes.

5.31 Continue to offer leadership and direction to the council, to take the difficult decisions needed to transform our town; working every day to improve the lives and life-chances of all Slough residents.

Despite the large and late cuts to our budget, the Council continues to invest in Slough's future and take the strategic decisions which will allow the town to continue to grow and our residents to thrive.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

The work on manifesto pledges adopted by Cabinet in June 2015 has been extensive and has met the aspirations of the pledges wherever possible.

8 **Background Papers**

None

**SLOUGH BOROUGH COUNCIL****REPORT TO:** Cabinet **DATE:** 14 March 2016**CONTACT OFFICER:** Kate Pratt, communications manager  
Sing Wai Yu, principal engineer, highways  
Peter Webster, CCTV and careline manager  
Ian Coventry, Amey liaison officer  
Ian Blake, neighbourhood services  
Savio DeCruz, acting head of transport**(For all enquiries)** (01753) 875088**WARD(S):** All**PORTFOLIO:** Cllr Rob Anderson, finance and strategy  
Cllr James Swindlehurst, neighbourhoods and renewal  
Cllr Sohail Munawar, economic and social inclusion  
Cllr Martin Carter, community and leisure  
Cllr Satpal Parmar, environment and open spaces.**PART I**  
**NON-KEY DECISION****COMMUNITY INVESTMENT FUND 2015/16 UPDATE****1 Purpose of Report**

To inform the cabinet of the council projects paid for by the community investment fund in 2015/16 and progress to date.

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

The Cabinet is requested to resolve that the progress made to date on the community investment fund projects be noted and to consider the allocations for 2016/17.

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

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA).

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

This report and the projects details link to the following priorities in the Slough Joint Wellbeing Strategy (SJWS):

- Regeneration and Environment
- Safer Communities

Projects within the community investment fund also contribute to the cross cutting themes of the strategy by encouraging civic responsibility and improving the image of the town.

### 3b Five Year Plan Outcomes

This report and the projects detailed contribute to all the following outcomes from the Five Year Plan:

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised

### 4 Other Implications

#### (a) Financial

The community investment fund formed part of the agreed budget for 2015/16.

The amount budgeted for each project is as follows:

<b>Description</b>	<b>Budget (£)</b>
Recreation facilities in parks	156,000
Replacement street signs	50,000
CCTV – purchase of moveable cameras	56,000
Neighbourhood enhancements / walkabouts	300,000
Pavement parking	373,000
Wexham Road crossing	35,000
Alleygating	55,000
Parks improvements	45,000
Slough cycle hire	10,000
Electronic 30mph signs	10,000
Land clearance, Derwent Drive	10,000
Gateway signs	40,000

There are no other financial implications from this report

#### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
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

This report does not have any legal or human rights act implications.

(d) Equalities Impact Assessment

This report does not have an equalities implication and there is no identified need for the completion of an EIA.

**5 Supporting Information**

5.1 The community investment fund was introduced in 2012 to direct funding to smaller street-level projects that benefit the local community and improve neighbourhoods

5.2 In 2015/16 the council chose the following projects to be part of the community investment fund:

- Recreation facilities in parks
- Replacement street signs programme
- CCTV cameras
- Neighbourhood enhancements / walkabouts
- Pavement parking
- Wexham Road crossing
- Alleygating
- Parks improvements
- Slough cycle hire
- Electronic 30mph signs
- Land clearance at Derwent Drive
- Gateway signs

5.3 Recreation facilities in parks

Tender awarded to contractor and the following are due to be installed/ take place this month (March) and in April:

- refurbishment of the skate park, parkour and tennis court at Salt Hill Park
- outdoor gyms at Salt Hill, Kedermister and Upton Court Parks and at Cippenham Recreation Ground
- Exercise equipment was installed to Upton Lea Recreation Ground in Autumn 2015
- fitness trails at Harvey Park, Godolphin and Crown Meadow
- trim trail at Buttermere
- refurbishment of multi-use games area at Cromwell Drive

5.4 Park Improvements

In addition to the above major improvements have been undertaken at Baylis Park which includes; the draining and refilling of the pond, resurfacing of paths, replanting flower beds and the reconstruction of the walled rose garden, refurbishment and repair of the war memorials and the installation of CCTV cameras. The construction

of a new pathway at Granville Recreation Ground has been agreed. Britwell's Skate Park has been reprovided at Monksfield Way Recreation Ground and major park improvements will shortly begin at Kennedy Park. Work is also expected to start on improvements to Bloom Park in April. The above have been provided through CIF funding, combined with capital budgets and developer contributions.

#### 5.5 Replacement street sign programme

This three-year programme is now almost complete with more than 1,500 street name plates replaced across the borough.

#### 5.6 CCTV re-deployable cameras

New redeployable cameras have been installed in Wexham and Cippenham to assist with community safety.

Three 3G / 4G enabled mini-cam wireless redeployable cameras have also been ordered to be deployed one in each of the borough's community safety / police tasking areas; north, south and east. These are expected by the end of the month (March).

#### 5.7 Neighbourhood enhancements / walkabouts

Some smaller projects which have been funded from the community investment fund on the request of members following ward walkabouts:

- New on-street parking bays in Northern Road, Goodman Park, Wordsworth Road, Moreton Way and Hawthorne Crescent
- New parking areas have been installed at Lynch Hill Lane and Mallard Drive
- Kicker-rail installed to protect the green in Cranbourne Road
- Pavement resurfacing on Diamond Road
- Relocation of a streetlight on Lynch Hill Lane
- Bollards to protect open space on Chalvey High Street
- Bollards to protect verge at Lower Cippenham Lane junction with Millstream Lane
- Kicker rail is being installed at Kennet Road in March
- 150 new trees planted across the borough

#### 5.8 Pavement Parking

To prevent damage to grass verges and pavements, blocking of roads and to leave pavements for pedestrians, the council has been consulting on a ward-by-ward approach to tackling pavement parking.

Central Ward was trialled in 2013/14 and extended and amended last year.

Detailed plans have now been drawn up for Elliman Ward with roll out expected to start this month (March).

#### 5.9 Wexham Road crossing

The detailed design for the crossing on Wexham Road has been completed and works are expected to start this month (March)

#### 5.10 Alleygating

Alleygating remains popular with local residents as a method of tackling anti-social behaviour and environmental crime.

One of the major schemes undertaken this year includes:

- Fencing a large area at the rear of Canterbury Avenue which was regularly used for flytipping



5.11 Slough cycle hire

20 new hire bikes have been purchased using the CIF this year.

5.12 Electronic 30mph signs

New signs on order.

5.13 Land clearance – Derwent Drive

Initial general clearance has been undertaken. Work is underway with the school as to the best use for the land for their purposes.

5.14 Gateway signs

In 2012, many of the borough's main gateways were marked with new 'Welcome to Slough' signs.

This year four more bespoke signs were installed on Stoke Poges Lane, Slough Road (from Datchet), Stoke Road and Burnham Lane.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

The community investment fund projects have been successful this year and have met the aspirations of the fund – to prove the local environment on a neighbourhood level.

8 **Background Papers**

None

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet                      **DATE:** 14 March 2016

**CONTACT OFFICER:** Nicholas Hannon, Environmental Strategy & Governance  
Manager  
**(For all Enquiries)** (01753) 875275

**WARD(S):** All

**PORTFOLIO:** Commissioner for environment and open spaces  
Cllr Satpal Parmar

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

**PROCUREMENT OF ENVIRONMENTAL SERVICES CONTRACT**

1. **Purpose of Report**

To request approval from Cabinet to commence procurement of contracts to meet the requirements of the future service provision for the following; waste collection, waste management, waste treatment, public realm (street cleaning and green estate), highways reactive works, highways and transport capital works and professional services.

It advises and outlines the preferred route for the procurement of these services, the scopes of the potential contracts and the new Public Realm strategy.

2. **Proposed Action**

The Cabinet is requested to resolve:

- (a) That the Council commence procurement of the Environmental Services contract, Infrastructure contract and Professional Services contract.
- (b) That the Public Realm Strategy, attached at Appendix A, and the completion of the commissioning process for the Environmental Services Contract be approved.

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

3.1 **Slough Joint Wellbeing Strategy Priorities**

Slough Borough Council has stated through the Sustainable Community Strategy in the Environment and Regeneration section that it will pursue steps to:

- move up the waste hierarchy and increase the amount of waste recycled;
- reduce the overall amount of waste produced; and
- reduce dependency on landfill for final waste disposal.

The primary environmental commitment and statement made by the Council through the Slough Sustainable Community Strategy is that the council has set

itself the target of recycling 60% of its waste by 2028. This is a core driver behind the Waste Strategy in development and defines the strategic horizon period.

### 3.2 **Five Year Plan Outcomes**

*The Five Year Plan's outcomes the proposal will help to deliver are:*

- *Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay*

#### **Ensure that the gateways to the town, prominent places and green spaces are clean and well maintained**

A fully functioning and dedicated public realm service is a key deliverable working towards keeping the gateways to the town, prominent places, parks, memorial gardens, cemeteries, roads and pavements clean. It improves the visual amenity of the town, prevents additional waste being flytipped and is a fundamental component of civic pride in the area.

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

#### **Ensure that a revolutionised approach to household waste collection is in place Ensure that no household waste will be disposed of in landfill sites**

Residents play an important part in the sustainable management of the borough's waste and ensuring that any waste that is produced is placed in the correct receptacle for disposal. Most commonly this relates to placing waste in the kerbside residual and recycling bins. However, this relates to other facilities available to residents to enable them to dispose of items in a civically minded and environmentally responsible manner including litter bins, Bring Banks and the Household Waste Recycling Centre at Chalvey in a civically minded and environmentally responsible manner.

### 4. **Other Implications**

#### (a) Financial

This report does not recommend expenditure or commit budgets over and beyond those already adopted. However, subsequent reports which recommend final decisions upon future budgets and changes to their structure and allocation and will commit the council to sums of capital and revenue expenditure potentially over an extended period will be published in line with the various undertakings of the procurement exercise(s). These will be considered in light of the value for money offered through the future service route adopted through the procurement of the respective contractors for their service delivery areas.

#### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal - The current contracts expire on 01/12/17 and new contracts have not been procured before	Ensure that the procedures required to be followed under the Public Contracts Regulations 2015 are carried out	Instruct the Council's external professional advisers to proceed with the procurement procedures and

the expiry date	within the prescribed time limits to ensure that new contracts are in place to commence upon the expiry of the current contract arrangements.	requirements as soon as possible after Cabinet approval is obtained. Pursue definitive legal advice on status of extensions.
Property - Managing Chalvey Transfer Station permits and operations	Full management of Chalvey Transfer Station through new contract.	Opportunity for innovation from the industry as a result of ensuring provision of dedicated depot for waste and public realm management.
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues - Status of TUPE as a result of second generation outsource contract	Internal legal team to liaise with Berkshire Pensions Team.	Ensures full disclosure to potential contractors during dialogue stages.
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	Member Engagement Plan is currently being composed for sessions to be delivered throughout procurement process.	Opportunity to manage expectations of contract deliverables and get insight into political priorities for contract management.
Community Safety	N/A	N/A
Financial - Market changes might mean that savings are made on some services but that increases are felt in other areas negating overall efficiencies.	Composition of most inviting and innovative lot packaging and batching to stimulate the market and ensure competitive pricing mechanisms.	Opportunity to rebase the contract and financially benchmarking with new contractor performance related mechanism.
Financial – The contract price exceeds available budgets/funding	<p>PQQ clearly identifies outcomes, pricing mechanism, and savings targets.</p> <p>Financial evaluation and dialogue with bidders clearly identifies contract price and potential variations.</p> <p>Contract documentation clearly identifies ‘risks’, contract variations, change mechanisms, indexation etc.</p>	Financial – The contract price exceeds available budgets/funding

	Clienting function, and monitoring systems, are robust, clearly resourced and effective to ensure that the contractor meets outcomes, outputs, performance targets and financial targets.	
Financial – reprocurement costs exceed the approved 'transformation' funding	Clearly specified and procured external and technical expertise, robust monitoring and control by the Head of Contracts Reprovision.  Delivering the reprocurement milestones on time. Timely and appropriate escalation and resolution of 'blockages' or major issues with clearly defined workstreams.	
Timetable for delivery - Timetable for delivery is based on no service changes and will require fully mobilised internal project management and task & finish resources.	Dedicated project plan, business case, project initiation documentation (PID), project plan, workstreams inter-dependencies, milestone allocation and timetables to be composed and delivered by T&F project team ensuring maximised governance.	N/A
Project Capacity - Timelines are very tight to deliver all three contracts and there will be an implication on resource implications	Procurement of Task & Finish project management team as cited above.	Will ensure highest level of project management available to project. Will ensure that clients are in a position to have oversight of contract.
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications. The specific activity in the plan and outcome plans may have legal implications which will be considered when required. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

N/A

## 5. **Supporting Information**

- 5.1 As a Unitary Council Slough Borough Council is responsible for collection, management and disposal of all municipal waste generated within the borough and all street cleaning, gully and channel sweeping, litter picking and detritus sweeping operations within the borough. The Waste Collection / Management, Street Cleaning, Grounds Maintenance and Highways reactive work functions for Slough Borough Council is delivered by Amey under the Environmental Services contract which runs until November 2017
- 5.2 The waste management, street cleaning, green estate, highways and transport heads of service have been through a dedicated commissioning process whereby the preferred contract delivery vehicle and service batching has been appraised and assessed against critical criteria. This has included feedback from the market through a soft market testing day.
- 5.3 The PRETH (Public Realm, Environment, Transport and Highways) sub-commissioning group was formed in June and met fortnightly to discuss and create scopes for the respective services. This meant that delivery of some services migrated from one area to another to create improved synergies between service delivery and resolve issues that had been long standing within respective service areas.
- 5.4 June 2015 to January 2016 has seen a concentration on three key aspects of the commissioning programme, namely: definition of the 'scopes of services' that may be included within a new contract; consideration of potential combinations of services to meet the Council's requirements; and identification of potential delivery models.
- 5.5 The PRETH group reported to the Contract Re-provision Board in October that it did not recommend bringing the service in-house. However, it did state the second generation outsource would ensure that the client teams delivery succession planning in filling the gaps identified. This is to ensure that an 'in-house bid' has greater potential after the conclusion of the second generation outsource term.
- 5.6 The Options Appraisal presented to the Contract Re-provision Board in February discussed the appraisal of two options for the delivery of all of the services represented by the PRETH commissioning group. These two options were either a strategic partner contract or a series of separate contracts refined by service area and their associated scopes. The options were aggregated across several key areas including risk, ability to deliver against finance (cost savings), risk, IT, data and information availability, collection monitoring and management, Innovation, complexity of the procurement process, market appetite, procurement route, social value and timetable.
- 5.7 The recommendation is to procure separate contracts for the services. The Environmental Services Contract will comprise of waste collection, waste management and the public realm services with the potential option to include the waste treatment services. The Infrastructure contract will comprise highways reactive engineering works and highways and transport capital works. The professional services contract will be potentially be a framework for the provision of professional services for Highways and Transport.

- 5.8 The market clearly indicated that the collation of all of the aforementioned services into one contract would impede competitiveness, innovation and would minimise flexibility, service enhancement and potential to deliver efficiencies and cost savings. A summary of the soft market testing can be found in 'Appendix B'.
- 5.9 The Environmental Services contract would be a services based contract that would deliver all of the public realm activities for the borough across all land owned by the Council including highways land, leisure land and Housing land (with some minor exceptions). The Public Realm approach encompasses a 'one town, one place' ideology which is a holistic approach to the management and maintenance of public spaces through (grey, green and blue) infrastructure throughout the borough managed through a single client.
- 5.10 All budgets for the services to be collocated from 2016/17 and under the single financial and strategic overview of a waste & environment and dedicated public realm client. This includes street cleaning, grounds maintenance, parks and open spaces, rights of way, playgrounds and highways land management budgets. The Public Realm Strategy draft is included in 'Appendix A' and its composition is required to engage with the industry to outline key priorities within Slough to meet Outcome 1.7 of the Five Year Plan.
- 5.11 The Environmental Services contract would be a services based contract that will deliver waste collection and waste management. It is also, subject to additional analysis potentially going to include the waste treatment contract previously anticipated to go out as a separate contract. The integrated Environmental Services contract will through integrated public realm and integrated waste management improve the Councils ability and opportunity to improve environmental performance.
- 5.12 The Infrastructure contract would be a services based contract that will deliver all minor schemes reactive based works for the highways in Slough. It will also be able to deliver all major schemes infrastructure related to highways and transport.
- 5.13 The Professional services contract would be a framework contract for the provision of professional services for highways and transport specialists.
- 5.14 A member engagement plan regarding the procurement process is currently being drafted and will be delivered throughout key milestones of the procurement process.

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

The procurement of the Environmental Services contract was presented at the Contracts Reprovision Board on the 27<sup>th</sup> January 2016.

The procurement of the Environmental Services contract was presented to 'Overview & Scrutiny' on the 4<sup>th</sup> February 2016. Comments received 'That progress on the outcomes of the commissioning process and soft market testing be noted and that the proposed procurement of the preferred contract vehicles be endorsed.'



7. **Conclusion**

The Public Realm, Environment, Transport and Highways (PRETH) sub-commissioning group have undertaken a dedicated commissioning programme, scoping exercise, options appraisal and soft market testing exercise.

These activities have rendered the recommendation for the procurement of contracts with the revised scopes with particularly focus on the new public realm scope and service batching.

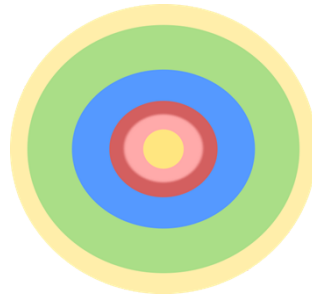
Cabinet is requested to approve the commencement of procurement of the contracts as outlined in this document.

8. **Appendices Attached**

- 'A' - Slough Borough Council - Public Realm Strategy
- 'B' - Summary of the Soft Market Testing

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# Slough Borough Council - Public Realm Strategy



- Commuter zone
- Residential zone
- Commercial zone
- Zone of transition
- Transport zone
- Heart of Slough

## ***Improving the Quality of Life and the Well-being of Slough; its People and Spaces***

*“The measure of any great civilisation is its cities and a measure of a city’s greatness is to be found in the quality of its public spaces, its parks and squares.” (John Ruskin)*

How we think about the places we live and work in is influenced as much by the quality of our public realm as anything else. This might not always be a result of conscious thought but be simply a question about how it makes us **‘feel’**.

### ***What is this public realm?***

Whether roadside, river, park, woodland or green space, if it forms part of our public space we look at it as public realm. It is “everywhere between where we live and work”; it defines the quality of our town, builds our feelings of citizenship and engenders civic pride. It affects the quality of all our lives, how we feel about where we live, where we work and where we and our children play. It is our ‘blue’, ‘green’ and ‘grey’ infrastructure; our rivers, our open spaces, streets. Far from being incidental, these spaces have functions critical to Slough being a vibrant and successful town.

Public realm is often under the stewardship of a variety of differing management functions/ownerships. It is influenced by many agencies with vested interests in the land. Each of these has its own objectives for the space and their own priorities for its management. These differing interests often compete and rarely will the objectives of all interests coincide.

Residents however, never see the ‘different colours on the map’ and this should not be an impediment to delivery. Achieving safer, cleaner and greener public realm in Slough requires all concerned with its design, management and maintenance to collaborate and jointly commit to achieving standards that reflect what people need and want. If we are to enable public realm to meet its many integrated functions for high quality of townscape, drainage, transport, biodiversity, cleanliness or as routes for our complex array of overhead/underground utilities, it is essential we have an integrated and collaborative approach to how it is managed and maintained.

***The ‘charter’ is our first step towards building a clear and coherent approach to the public realm in Slough. It will apply inclusive urban design and sustainability principles, provide guidance for new provision and for managers, and set achievable standards for the design, management and maintenance of all our public spaces.***

This has to start within the council. The complex pattern of departmental ownership of public space in Slough can lead to inevitable confusion about who is responsible for different places and to variations in the standards applied to the maintenance of each. Variation can legitimately be determined by departmental priorities, informed by individual skill sets and respective funding priorities. In order to achieve a more consistent and coherent approach, and one which recognises the significance of public realm in its own right, we have taken the step to unify street cleaning, highways land and road maintenance (cleaning) and green estate into a single key public realm management and maintenance function.

In Slough, we are committed to achieving a more streamlined approach to the maintenance and management of public realm by bringing responsibility for its overall management under a single umbrella. We believe this will enable us to achieve more consistent standards, champion better design and enable public spaces to better meet their potential to deliver the sorts of social, environmental and economic benefits we want for the Borough. It will also enable more succinct response through a 'one stop' solution to manage maintenance and cleansing of all council land, with a more responsive interface for customers.

## Management:

Management of our public realm will be vested in a unified single council function built around an integrated public realm maintenance contract. It will provide a one stop shop to the community through which management interventions will be co-ordinated. This will start with My Council, our existing one stop shop customer contact centre.

Our contract governance, council systems and procedures will be designed to provide a responsive customer service aimed at ensuring that our public realm services are delivered to high standards and in a timely way.

We will implement improved governance systems within our contract client functions to ensure all contractual works are well scheduled, with outputs set against stringent budgets and challenging performance requirements so we get the right outcomes. We will set standards for work completions on time and on budget, and at demonstrably competitive prices, but also to appropriate quality standards.

We will work to a strategic programme of delivery and plan improvements alongside maintenance, to achieve progressive improvement of public space assets, working with our partners and with the direction of the council's elected members, aligning priorities for action with the council's Five Year Plan.

### **Vandalism, Anti-social Behaviour and Other Crime**

The Safer Slough Partnership consists of senior leaders from across the statutory and voluntary sector. They come together to address crime and disorder issues through a single strategy and action plan. This statutory group has oversight of the public realm and works to make slough safer and can be a useful when identifying and addressing issues that require a multi-agency response.

Significant damage is caused to public space by mis-use, littering, vandalism and inappropriate use. If not corrected quickly and problems are left to persist, spaces typically start to attract habitual anti-social behaviour and mistreatment leading to spiralling decline. Worse still, failure to correct damage can be seen as tolerance of the behaviour. Resultant problems are costly to address. We need to work harder and smarter to address these criminal behaviours at the time they happen, not tolerate it, and work to apply deterrent actions to reduce their frequency. We have the statutory powers to deal with these issues, but are we using them fully enough and effectively?

Good design is key to reducing crime and anti-social behaviour. We will apply best practice to design out crime, working with the police and other agencies, drawing on best practice guidance provided through the Thames Valley Police Design Compendium and through the emerging design led approach to the delivery and management of our town's public space assets.

## Maintenance:

### **Trees**

Trees are under acute pressure for space within our streets due to the demands for things like underground services and space to park cars. Because they can affect surfaces and give rise to substantial leaf drop they place pressure on maintenance budgets. On the other hand these trees are key elements of the landscape of the town. They help remove pollutants from the air, reduce noise, can help to reduce traffic speed and overall, they improve our quality of life and sense of wellbeing. Trees frequently suffer abuse, sometimes through vandalism, but also through a disregard for their importance to the quality of the townscape.

We will continue our commitment to retaining and planting trees, striking appropriate balances between having a healthy and extensive population of trees within the town alongside meeting our other commitments to address parking and public utility requirements. This will drive our cyclical maintenance and inspection routines.

### **Fly Tipping**

The quality of our town is frequently degraded by tipping of domestic, commercial and industrial waste. We will review approaches to fly tipping as part of our strategy with a view to reducing the amount we spend on its removal while improving our ability to take direct action against those who commit tipping offences. Streamlining the reporting methods in a dedicated contract management programme and to ease the customer journey in terms of reporting and responding to flytipping are also priorities. There will be a one stop shop for removal of flytipping across all council land and watercourses with a single budget to deliver this.

### **Verges**

Streets once designed to incorporate environmental standards are going through a process of change with a pattern of decline in their green appearance, noticeably through disappearance of managed grass verges and conversion of residential gardens to hardened driveways. This migration is having an impact of surface saturation and run off from rainwater and the quality of the town's landscape and urban form.

While the continuing need to increase traffic-carrying capacity of roads is undoubtedly one cause of this loss of greening, inconsiderate parking is also a culprit.

We will work to strike appropriate balances between space for parking and the appearance of our streets through the application of holistic design-led and green estate maintenance solutions. Linked to this we shall ensure in emerging contract specifications that green space can be cleaned effectively in areas where on- street parking has reduced the efficiency/effectiveness of traditional mechanical cleaning.

Reinstatement of green verges which are currently mud and the conservation and protection of green verge will be delivered through the public realm.

### **Primary & Secondary shopping centres**

It is important we support viable local economies like our local shopping centres. These provide local and accessible services for residents and help to create local community identities. They are also important because they maintain local access to services and facilities, reducing people's need to travel far to shop. Many of these centres are important public spaces where communities gather and go about their daily lives.

These areas are especially prone to a lack of ownership where responsibilities for management and maintenance can be confused and consequently reception of these services can fall short of the importance they have to local people. Our integrated approach to public realm management will embrace these spaces as key centres for community life and seek to raise standards through a more cohesive approach to their cleaning, management and maintenance, and as and when opportunities arise, through informed redesign .

This includes our on-going deeper cleansing of shopping centres including the central business district and transport hub of 'The Heart of Slough' and suburban tertiary residential commercial areas such rows of local shops.

### **Landscape**

Our public spaces are essential elements of the townscape and our local environment and influence how people view our town.. Whilst well designed and managed spaces enable us to take pride in our town, neglected or dilapidated spaces tend to despoil the town, raise people's fear of crime and lead to further abuses of the space, notably by attracting graffiti, litter and fly-tipping. We will invest in our spaces and especially our landscape plantings so they add value to our green spaces and to the quality of the town's landscape.

## **Furniture**

Neglected, derelict and moribund features in public space are symptoms of degeneration and can breed anti-social behaviour and fear of crime. They serve little if any beneficial purpose for the people they are intended to benefit from them. They can also be a risk to people's health and safety.

There will be a pro-active and reactive response to repairing and cleansing street furniture. Street furniture has traditionally been ignored through street cleaning but the public realm charter shall incorporate standards to consider the wider environment beyond just the streets and pavement. Sticker bombs on lamp-posts, oxidation of ash-trays, flyposting on furniture are all examples of what can be dealt with through the public realm contractor.

There is a significant amount of street furniture some of which contributes to a reduction in the quality of public space because it is in poor condition. The holistic public realm approach shall include the cleaning and repair of street furniture and challenging its purpose with a view to ensuring that responsibility for maintenance is clear and that the Council knows what it has, where it is and what condition it is in. From there we can start to challenge if furniture is necessary and if it is continuing to meet the need it was intended to deliver.

Dilapidated or moribund furniture will be replaced and where not serving a beneficial purpose or is not needed, it will be removed.

## **Shrubberies**

We expect our shrubberies to contribute visibly to the quality of our environment. We will implement an on-going programme of improvement of currently poor quality shrub beds through our contract for the management of public realm so they add value rather than detract from the quality of the town. Where their removal will not have a significant adverse impact on the quality of our public space because they no longer add value, we will remove them and re-invest funds into those to be retained, and so raise standards. This rationalisation will enable reducing funding to be targeted at achieving overall better standards whilst reversing historic decline

## **Litter**

Local authorities have stringent requirements placed upon them to remove litter from public spaces. Slough Borough Council spends about over £2 million every year cleaning litter from its public spaces.

Often litter is caused by people not disposing of their rubbish in the right way. The perception of our public spaces is that they are clean but is this because littering is low or because cleaning standards are high? We cannot continue to rely on reactive cleaning as our main weapon against littering and need to engage more actively in initiatives that address the problem at source – those who litter our town and the industries, shops and merchants that fuel the litter chain; targeting fast food outlets and licenced off-sales premises in particular, following the 'polluter pays' principle.

Toward this end we will continue to utilise our existing powers of enforcement to combat littering and reduce costs associated with reactive litter clearances.

The Council will have a universal standard across all land for cleaning with prevalence being placed on commercial and business areas. These standards will be reported through the contract management framework with environmental performance reported accordingly.

## **Essential and non-essential Services**

Utility companies rely heavily on public space for routing their infrastructure, much of which are essential to maintaining industrial and domestic supplies. Pavement damage is often evident but they also cause less obvious environmental harm. Trenching frequently causes damage to existing trees, and utility corridors also sterilise space that could otherwise be made available for planting trees that create green corridors and green lungs for the town.

Maintenance of their equipment often degrades our spaces, notably where restoration of surfaces is poor. Is enough done to balance the needs of these essential services with the desire to maintain high quality public space? Are utility providers tasking easy options at the expense of the quality of public realm?

As part of our strategy for improving public realm we will require utility companies to restore ALL public realm to the highest standards, and to replace like with like as a minimum wherever they carry out works on council land. Reporting by the contractor will support this where poor reinstatement has impeded their ability to maintain and clean the public realm to the agreed standard. We will seek to maximise the value of payments for wayleaves and easements across council land where they are required to offset their environmental harm by enabling full appropriate mitigation.

## Design

Good design is a pre-requisite for good public realm. It is not just a question of aesthetics but the whole process by which we develop our understanding of needs, integrate uses, considers aesthetic standards and balance needs for maintenance with affordability.

We will employ appropriate design expertise in the creation of public spaces and when considering significant changes to existing spaces to;

- Enhance the quality of the public realm
- Achieve affordable 'maintainability'
- Promote a co-ordinated streetscape and public realm and work to design out crime.
- Improve townscape/public realm legibility
- Achieve attractive and welcoming town centre and community gateways
- Retain and enhance the character and local distinctiveness of our public spaces
- Minimise barriers to movement to ensure accessibility for all
- Create spaces of value to our communities for community activities and community life

### **Design and Construction –**

Poor design, absence of design and bad construction conspire to create poor quality places and spaces that are hard to manage/maintain, or more costly to manage than they need to be. Inadequate design can lead to degeneration, raise levels of crime and fear of crime and generally degrade our public space. To ignore design also misses opportunities to achieve added value, and to plan ahead.

Conversely, well designed and built spaces raise standards and bring about regeneration. It improves aesthetic but as a process it inspires opportunities to bring about improvement ; it gives us time to THINK about what we are doing and lets us evaluate purpose, function and maintenance needs.

**Improvement Opportunities** - There are opportunities to use public space to better advantage by raising visual qualities or redesigning them to give them better purpose. Many spaces could be used to improve public realm simply by accommodating tree planting, public art or planting. Public space offers countless opportunities to advance our wider objectives in respect of sustainability, quality, community and commerce, and achieve our Five Year Plan objectives. Every change brings opportunity.

**Functional Spaces** – The fabric of material used for current and proposed developments that require cleaning, management and maintenance must ensure that the materials can be cleaned through standardised detergents and conditioners.

The Public Realm team will act to support planning, building control, asset management, property services and Neighbourhood Services / Housing team in ensuring that where decisions are made regarding design that if the Council is expected to maintain them as part of the public realm that this dedicated team can ensure that the decisions are made using the best available technique not entailing excessive costs for cleaning, management and maintenance.

## Public Realm Charter:

Public spaces will be managed and maintained through one council department, funded through a centralised budget, all by one team, with decisions made sharply and consistently across all council public space.

We will have clear policies for guiding decisions and have clear standards we strive to achieve to deal with management and maintenance in a timely way and to champion consistent standards in design, management and maintenance and will respect the need to accommodate/defray, competing pressures.

We will work ever more closely with partner agencies to work collaboratively and share resources efficiently to achieve the improvements we want to see in the management/maintenance of our public realm.

We will require new spaces and changes to existing spaces to be designed with purpose and with care, to standards we set to conserve the quality of the town whilst wherever possible, accommodating the needs of users.

Design will always look to improve the quality of the town and with its maintenance in mind, to balance maintenance costs with the desire to achieve high quality, so that standards of initial design can be sustained over time.

We will negotiate the best terms we can from third party interests whether through financial arrangements and/or design so they contribute to making our spaces better so they contribute positively to the quality of our town.

Where space is redundant we will look to find its best use so all land currently held as public space contributes to meeting the town's needs in a positive way.

We will ensure we manage and maintain the town's parks with the same care as our forebears, to ensure we pass them on to future generations to the same high standards as when they were given to us, with design led management and maintenance having regard to their social and environmental functions.

We will maintain a proactive programme of townscape enhancement by continuing to plant a minimum of 150 trees each year.

We will raise the game for enforcement against anti-social behaviour and environmental crime – dealing decisively with them where we can when they arise, and deter these behaviours through the use of enforcement and other deterrents.

We will use our enforcement powers rigorously to deal with those who despoil our spaces, notably enforcement against fly tipping, anti-social behaviour and littering/dog fouling .

We will set rigorous standards in our own policies and the performance we require of our contractors to deal with degradation promptly.

Our contractors will be set robust performance measures that require them to demonstrate proactive contribution to raising and maintaining the standards within our public spaces through their own proactive maintenance.

### **Space to be Proud of**

Our contractors will be required to sign up as a key delivery partner to our charter for public realm and demonstrate a proactive commitment to it through provision of intelligent data backed up with programmes of action to invest contract finances to achievement of its goals.

We will make better use of surveillance tools and information/data to target action against those who despoil public spaces.



## **Systems and procedures**

We will install up to date IT and related systems that will enable us to monitor costs and where money is spent, and use these systems to implement targeted initiatives to reduce costs long term

We will invest in what we have, not just the new, to reduce dilapidations and raise standards of our existing assets.

We will continue to address the competition between the need for parking and utility space and the desire to maintain the townscape, looking to apply high standards of design to their integration.

## **The Contractor's Commitments**

Our contractors will sign up to partnering the council in its efforts to continually improve the town through proactive, self motivated actions, and publish their own contributions to improvement as part of the contract delivery process.

The contractor will plan and forecast when and where areas need to be cleaned to ensure that outcome that 'Public Space & gateways to the town are green, clean and well maintained'.

There will be a logical and logistical approach to the contractors approach to maintaining the public realm. Grass will not be cut until the litter has been picked. Areas where litter continues to be prevalent shall lead to a request for a litter bin but in areas where litters are not required then these shall be removed – all linked through a dedicated software mapping of public realm infrastructure.

The contractor will have a series of outcomes, key performance and operational performance indicators and these will be transposable to political, strategic and operational levels within the Council for maximum transparency and accountability of service.

## **The Citizens' Commitments**

We encourage all resident to help us to deal with issues in our public spaces.

The Council will work to support community groups and Neighbourhood Action Groups in reporting any public realm issues and ensuring that community clear ups are deliverable with support of provision of the correct receptacles from the Council with collection of recycling and waste by the contractor.

To report problems and defect, so we can respond in an effective and timely way, to help us to achieve the standards in our town most residents want to see.

To take personal responsibility for keeping our town clean and tidy, by not dropping litter,

***Public Realm is the logistical and logical progression of urban town management – and the next evolutionary step for Slough and its Environmental Services to instil civic pride, ensure the town is attractive to maintaining and retaining business and is critical to the delivery of the Five Year Plan and for Slough to being a successful, clean, green and vibrant town for the 21<sup>st</sup> Century.***

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## Summary of the Slough Soft Market Testing Exercise

To help inform the commissioning process a soft market testing exercise was conducted to gauge market interest and provide feedback on draft proposals for the procurement. A PIN notice was issued on the 17<sup>th</sup> December 2015. Potential bidders were advised of the breadth of services that may be included within the contract (s) and were invited to a soft market testing event, which was held on the 14<sup>th</sup> January 2016. This appendix provides the key themes expressed by attendees to the event and also within a questionnaire provided to all contractors that responded to the PIN.

### 1.1 Themes

#### 1.1.1 Interest in the contract

High levels of interest from all potential bidders in the proposed contract (s). In general Public Realm contractors with a focus on waste management services were more interested in the Environmental services and Highways contractors were more interested in the proposed Highways services.

A small number of contractors indicated that they were experienced in working within strategic partnerships and comfortable with subcontracting services where required. These contractors indicated that they would be comfortable in bidding for all services (strategic partner approach).

Many contractors stated that 2017 would be a busy period for other Local Authorities coming to market and that the early warning that the Council has provided was beneficial.

In terms of bidding for the contract (s) key factors affecting the decision were contract packaging, internal resource to bid, competition from other similar contracts being let at the same time, contract type (highlighted mainly by Highways contractors and suggesting HMEP NEC3 Term Service Contract) and indexation model.

#### 1.1.2 Financial savings required

All contractors indicated that financial savings would be possible and a range of different opportunities were presented, including:

- Revenue transformation
- Choice of procurement route
- Digital transformation
- Service changes
- Bulk purchase of goods
- Control of overtime amongst staff base
- Shared risk in terms of commodities and waste composition for materials
- Resource allocations – the ability to use staff on priority areas across the contract
- Revenue generation – cleansing works for private organisations and undertaking other private services
- Pain/gain mechanism for capital works
- Self reporting functions within the contract, reducing the need for supervision
- Improvements in asset management process/systems

#### 1.1.3 Contract Management Systems and IT interfaces

All contractors have integrated with different Local Authority IT systems and expressed no concerns in this regard. Some interesting examples of the use of mobile technology were cited including using hand held devices to conduct standard audits and routing works (e.g. monitoring load offtake at HWRC sites or assessing play equipment). Contractors expressed limited experience of interfacing with another contractors IT system directly and that this would be better conducted via the Council's system.

#### 1.1.4 Depot site and additional land

Sharing the depot site was not identified as being a problem if adequately specified by the Council. It was suggested that if one contractor was nominated as the overall site manager it may be more beneficial.

Interest was expressed in the opportunity to utilise additional land and design and build options were looked on favourably. One contractor suggested that the planning and permitting should be conducted in conjunction with the preferred bidder to limit variations.

For fleet workshops potential interface was raised as a point where clarity was required within the specification.

#### 1.1.5 Commercial Waste

Comments received were positive, with some potential bidders commenting that it could help to contribute to the savings required.

#### 1.1.6 Social Value

The opportunity to work with SMEs and to encourage social value through use of apprenticeships and re-use facilities was welcomed by all potential bidders.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14<sup>th</sup> March 2016

**CONTACT OFFICER:** Joseph Holmes; Assistant Director, Finance & Audit; s151 officer

**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Councillor Anderson; Commissioner for Finance & Strategy

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

**WELFARE POLICIES****1 Purpose of Report**

To provide a revised Council policy in respect of Discretionary Housing Payments (DHP) for 2016-17.

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

The Cabinet is requested to resolve that the policy for Discretionary Housing Payments as set out in Appendix A be approved.

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

This report supports the 5 Year Plan through support to housing outcome and adults outcomes (2 and 6) through the use of the Discretionary Housing Payments funding streams.

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

The Council proposes to maintain spend within the respective budget and levels set for this budget so as not to put any additional pressure on the Council's general fund budget.

The Council received an allocation for DHP that is £151,823k more than the current financial year.

**(b) Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	Scheme has been in place for period of time	

Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		Ensuring that those eligible receive DHP
Community Safety		
Financial	Risk that due to welfare reforms, the Government grant will not be sufficient to meet demand – previously, SBC have spent close to the grant allowed.	
Timetable for delivery		
Project Capacity		
Other	The scheme is in many cases reactionary to the Government welfare reforms so risks remain over how and when these reforms will occur	

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications.

(d) Equalities Impact Assessment

A completed EIA is attached at Appendix B.

**5 Supporting Information**

- 5.1 The Discretionary Hardship Payments policy is included in appendix A.
- 5.2 Discretionary Hardship Payments within Housing Benefits have been available for a number of years but have been at a reasonably low level, however with the introduction of the Welfare Reform agenda they have taken a much higher profile and government has awarded higher grants
- 5.3 The grant for 2016-17 is £581k which is £151k higher than 2015-16.
- 5.4 Previous years grants are listed below

Year	Amount
2014-15	£672,479
2015-16	£429,112
2016-17	£580,935

- 5.5 The intention by Government was for this to assist in respect of the welfare reforms such as the bedroom tax, benefit cap etc.
- 5.6 The Welfare Reform agenda has continued to grow and it has been announced that the benefit cap will reduce again in 2016-17, and the DHP grant has been increased in line with these changes. However at this time we do not know when in 2016-17 the revised cap will come into effect in Slough, it is expected to be autumn 2016 but this is still to be confirmed.
- 5.7 The Department of work and Pensions suggests that the award of the DHP grant to Customers should in the following region

Allocation	% Amount
Core Funding*	13%
Local Housing Allowance shortfall	20%
Spare Room Subsidy Shortfall	40%
Benefit Cap Shortfall	27%

\*Core funding is the amount awarded before welfare reform to council's for exception circumstances not listed

- 5.8 The government grant allocation allows Council's to "top-up" the amount of spend available from their own funds and this is limited to Slough to a total £1,452,338, however it is not our intention to make any additional payments . It is intended that spend will remain in line with the government grant allocation.
- 5.9 The DHP policy was re-written in 2015-16 and the changes for the financial year 2016-17 are to ensure that the policy remains in line with the legislation and core principals adopted by the Welfare Reform agenda and Slough Borough Council.
- 5.10 The changes relate to
- The introduction of Universal Credit in Slough in September 2015
  - The reduction in the Benefit Cap expected in 2016-17
  - The ability to take claims for DHP electronically and via the telephone in exceptional circumstances

## 6 **Comments of Other Committees**

n/a

7     **Conclusion**

That members are requested to review and approve these policies

8     **Appendices Attached**

‘A’     -     DHP policy

‘B’     -     Equality Impact Assessment

9     **Background Papers**

None



## Appendix A

### Slough's Discretionary Housing Payments Policy 2016-17

#### 1. Introduction

- 1.1 Discretionary Housing Payments (DHPs), are awarded by the Council to provide further financial assistance (outside of the Housing Benefit and Universal Credit regulations) to help customers meet their housing costs.
- 1.2 The regulations covering DHP's are the Discretionary Financial Assistance Regulations 2001, and amendments included in the Council Tax Benefit abolition (consequential amendments) regulations 2013 and the Universal Credit consequential amendments regulations 2013.
- 1.3 In addition the Secretary of State has also released a Guidance Manual and a Good Practice Manual originally in April 2014 and has made regular updates the most recent being in February 2016.
- 1.4 Local Authorities have broad discretion and this policy covers that discretion, however in conjunction decisions have to be made in line with "ordinary principals of good decision making" e.g. administrative law. All Local Authorities have to act fairly, reasonably and consistently, in addition each case must be decided on its own merits and the decision making should be consistent throughout the year.
- 1.5 SBC has taken into consideration the above when developing the DHP policy.
- 1.6 DHPs can play an important role in sustaining tenancies, preventing homelessness and, where needed, enabling customers to move to more affordable accommodation.
- 1.7 DHPs may cover all or part of a shortfall in a customer's eligible rent if they are on Housing Benefit or provide the damage deposit or other assistance a tenant may need in order to secure a tenancy. DHPs may be awarded as a one-off payment and/or as a series of payments.
- 1.8 If the Customer is in receipt of Universal Credit the DHP may cover the whole housing costs element as determined by the Universal Credit calculation, as long as they are not an owner occupier.
- 1.9 To qualify for a DHP, the customer must have a rent liability, require further financial assistance with their housing costs and have been receiving Housing Benefit or Universal Credit throughout the period for which they are claiming assistance.

## **2. Amount of funding available**

- 2.1 The Department for Work and Pensions (DWP) makes grants available to local authorities for DHP purposes. In 2015/16, the total DHP grant budget (shared between all local authorities in England, Scotland and Wales) is £150 million
- 2.2 The £150 million consists of funding for four separate areas of support; Core funding, Local Housing Allowance (LHA), Removal of the Spare Room Subsidy (RSRS) and Benefit Cap.
- 2.3 The distribution of the DHP funding is based on the effect of each element on individual LAs.
- 2.4 Slough's share of this £125 million grant is **£580,935**
- 2.5 The Council needs to consider how to allocate this limited DHP resource in a way that is not only fair but also supports those that are in most need of assistance.

## **3 Slough's DHP scheme**

- 3.1 Welfare reform is aimed at encouraging people to move into work, increase their hours and/or move to more affordable accommodation.
- 3.2 Although it is hoped that many people will be able to address and resolve their difficulties without the need for a DHP, the Council recognises that DHPs have an important role to play in providing customers with short term assistance to ease transitions and allow households time to find a way to resolve their difficulties.
- 3.3 The overriding principles of Slough's DHP scheme are as follows:
  - All customers will be treated fairly;
  - All DHP applications will be assessed on their individual merits (which includes, where relevant, considerations of equality);
  - All of the options available to the customer (including, for example, reducing household expenditure, maximising income, securing employment and/or moving to alternative, less expensive accommodation) will be taken into account when the Council assesses the merits of each application; and
  - In order to be awarded a DHP, customers must be able to show that their circumstances are exceptional.

### **3.4 Examples of the shortfalls that DHPs may cover**

- 3.5 The Council is not required to spend its overall grant allocation in any particular way, it is a matter for its discretion.
- 3.6 The types of shortfall that a DHP may cover include the following:

- Reductions in Housing Benefit or Universal Credit, resulting from the application of the Benefit Cap;
- Reductions in Housing Benefit or Universal Credit, resulting from the under-occupation of social rented housing;
- Reductions in Housing Benefit or Universal Credit, resulting from Local Housing Allowance restrictions, including the Shared Accommodation Rate; or Local Reference Rent
- Reductions in Housing Benefit or Universal Credit, resulting from non-dependant deductions and the use of income tapers;
- Rent Shortfalls to prevent a household becoming homeless whilst alternative options are explored up to a maximum of three months.
- Income taper reductions

### **3.7 What DHP cannot cover**

3.8 For the purposes of a DHP, the following elements of a customer's rent cannot be included in their claim for housing costs because the regulations exclude them:

- Ineligible service charges
- Increases in rent that are due to outstanding rent arrears; and
- Sanctions and reductions in Benefit
- Benefit Suspensions
- Where there is no rent liability or they are not receiving Housing Benefit or Universal Credit for rents costs i.e. if they are only receiving Council Tax Support
- Shortfalls caused by recovery of overpaid Housing benefit or Universal Credit

### **3.9 Objectives of this DHP policy**

3.10 The Council will consider making a DHP award to applicants who meet the qualifying criteria. Assessing all applications on their individual merits, it will consider the extent to which the financial assistance requested will meet the Council's objectives of:

- Encouraging and sustaining people in employment;
- Sustaining tenancies and preventing homelessness;
- Safeguarding Slough residents in their own homes;

- Helping people who are trying to help themselves;
- Keeping families together;
- Supporting victims of domestic violence to move to a place of safety
- Supporting the vulnerable and elderly in the local community;
- Helping customers through personal and difficult events;
- Supporting young people in the transition to adult life; and
- Promoting good educational outcomes for children and young people.
- Avoidance of unlawful discrimination

### **3.11 Support for households affected by welfare reform**

- 3.12 DHPs are not generally intended to be used as a long term solution to the customer's financial difficulties. Instead, they should be used to provide short term assistance to ease transitions and allow households time to find a way of resolving their difficulties.
- 3.13 The exceptions being cases which will be determined under caselaw already in place at the time of this policy or caselaw that comes into being during the life of this policy.
- 3.14 All applications will be assessed on their individual merits. However, when considering applications, the Council will take into account not just the cash limitations of what remains in the DHP budget but also the extent to which a DHP can help the customer to overcome temporary difficulties and, if possible, enable them to secure paid employment and/or move to alternative accommodation that they can afford.
- 3.15 The expectation is that DHPs will be awarded in unusual or exceptional circumstances (unless already determined by caselaw) where additional help with the current rent will have a significant effect in alleviating hardship, reducing the risk of homelessness or alleviating difficulties that may be experienced in the transition from long term benefit dependence into work.
- 3.16 At the discretion of the Council, conditions may be attached to a DHP award.

### **3.17 Households affected by the Benefit Cap**

- 3.18 The purpose of the DHP funding is to provide short-term, temporary relief except where the applicant is disabled and affected by recent caselaw to mitigate the most severe effects of the Benefit Cap until a more sustainable solution is found.
- 3.19 Examples of the groups that are likely to be particularly affected by the Benefit Cap include (but are not limited to) the following:

- Families living in private rented accommodation
  - Families living in temporary accommodation;
  - Individuals or families fleeing domestic violence;
  - Those with kinship responsibilities;
  - Individuals or families who cannot move immediately for reasons of health, education or child protection; and
  - Households that are moving to or are having difficulty moving to more appropriate accommodation.
  - Families who are affected by the Benefit cap and have a disabled member of the family
  - Customers entitled to a Carers allowance or to Universal Credit including the carers element.
- 3.20 The intention of the DWP is that the majority of these customers affected by the benefits cap will move into work and therefore become exempt from the cap. Some may chose to move whist others may consider other means by which they might be able to meet any short fall such as trying to negotiate a reduction in their rent or meeting the shortfall from other sources.
- 3.21 Given the limitations of the DHP budget, it is necessary that priority is given to customers in order to assist them achieve the above aims.
- 3.22 The Council is unable to provide a prioritised list as it will treat each claim on its own merits and take into consideration the individual circumstances of the customer – the following are the area’s where the Council will consider a priority, but other cases depending on the circumstances will not be excluded.
- Households that need to move to alternative, lower cost accommodation but are unable to do so immediately (for reasons of health, education or child protection) and the provision of short-term financial assistance will contribute to the achievement of one or more of the Council’s DHP policy objectives
  - Households that need to move to alternative, lower cost accommodation but are working proactively to resolve their situation and the short-term award of a DHP will, prevent the household from becoming homeless or delay homelessness for long enough to enable them to complete a planned move to more affordable accommodation;
  - Households are, working proactively with Jobcentre Plus and advice / support providers to secure paid employment, claim Working Tax Credit and become exempt from the Benefit Cap.
  - Homeless households that are residing in temporary accommodation (provided by, or on behalf of, Slough Council) and have been assessed, by the Council, as being particularly vulnerable, and needing to remain in the area or they are awaiting an offer of alternative temporary accommodation, procured at a lower cost; or are awaiting a decision on their Homeless application

- Households that have a disabled member of the family where they are unable or unwilling to move due to proximity to healthcare professional etc or to support the disabled family member or where they require an additional room to support their disability.
- Customers who are newly affected by the benefits cap during 2016/17 will be given priority over those that have received DHP for a number of years and were affected by the original benefits cap.

3.23 All DHP applications will be assessed on their individual merits.

### **3.24 Households affected by the Benefit Cap that will not be entitled to DHP**

3.25 Any household that has taken on a new tenancy who does not fulfil the vulnerable criteria outlined above will not be considered eligible for DHP as the Council expects households to consider their income and expenditure when sourcing new accommodation.

### **3.26 Households affected by the Social Rented Sector Size Criteria**

3.27 The purpose of the DHP funding is to help those customers who are unlikely to be able to meet the shortfall in the rent payments and for whom moving to a smaller property may be inappropriate or avoidable.

3.28 For customers living in significantly adapted accommodation it will be more cost-effective to allow them to live in their current accommodation rather than moving them into smaller accommodation which then needs to be adapted.

3.29 In addition, customers who are living in properties which have been significantly adapted for other household members such as for a disabled child or non-dependant the same will apply.

3.30 There is no definition of significantly adapted accommodation in the regulations or guidance. This is to be determined on an individual basis taking into account the adaptations that would have to be carried out should the customer be required to move to alternative accommodation.

3.31 In addition where there has been no significant adaptation of the property but a member of the household has a long term medical condition that creates difficulties in sharing a bedroom and this has been substantiated then a DHP would be appropriate.

3.32 The above group will be proactively encouraged to claim DHP.

### **3.33 Support for disabled children or non-dependants who need an additional bedroom for an overnight carer**

3.34 Customers or their partners who require frequent care from a non-resident overnight carer or team of carers are allowed an additional bedroom for that carer under the maximum rent (social sector) size criteria.

3.35 This provision does not apply to other members of the household. Therefore, where an additional bedroom is needed for a non-resident carer who is providing overnight care to a disabled child or non-dependant SBC will

consider favourably an award of DHP and whether this should be a long term award

### **3.36 Support for approved or prospective adoptive parents**

3.37 Customers who have been approved as adopters are required to have a bedroom for an adopted child. Until the child forms part of the household, removal of the spare room subsidy may apply and DHPs can be used to provide support in the interim period.

3.38 Similarly, people going through the approval process to become adoptive parents will need to show that they have a spare room for a child. If a DHP is paid on this basis it will be the responsibility of the customer to inform the LA of any change of circumstances if, for example, they were not subsequently approved.

3.39 In some cases the LA will specify that an adopted child should have their own room, and not share with another child. DHPs may be used on an on-going basis to provide support where an additional bedroom is not allowed for housing benefit purposes.

### **3.40 Support for approved or prospective foster carers**

3.41 Foster Carers are allowed **one** extra bedroom under the size criteria rules providing they have fostered a child or became an approved foster carer within the last 52 weeks.

3.42 Some customers may be caring for siblings, or for two or more unrelated foster children, and require additional bedrooms. National minimum standards for Fostering Services state that a foster child over the age of 3 should generally have their own room. However, the size criteria rules only allow foster carers to have one extra bedroom; therefore a DHP will be awarded to help cover any reduction in housing benefit due the additional rooms that are required.

3.43 People going through the approval process to become foster carers will need to show that they have a spare room to be approved. If a DHP is paid on this basis it would be up to the customer to inform the LA of any change of circumstances if, for example, they were not subsequently approved.

### **3.44 Support for disabled children**

3.45 The Government has amended legislation to allow an extra bedroom for a severely disabled child eligible for the middle or highest rates of Disability Living Allowance (DLA) care who would normally be expected to share a room under the size criteria rules, but is not reasonably able to do so due to severe disability.

3.46 To be considered under this legislation the child in question must have been assessed and be entitled to the DLA care component at the highest or middle rates. If the child meets the DLA criteria then the SBC will assess whether or not the child's impairment makes it unreasonable for them to share a bedroom, taking the full facts of the case into consideration.

3.47 In cases where a child is not entitled to DLA care at either the middle or highest rate but the customer advises that their child is unable to share,

consideration will be given to whether awarding DHP is appropriate.

3.48 In addition given the limitations of the DHP budget – and on the understanding that the Council and its housing association partners will do everything they can to support customers and prevent them from becoming homeless – the Council will give priority to DHP applications received from the following households:

- Households that contain a person with a disability and are living in 'significantly adapted' accommodation;
- Households that contain a disabled child who is unable to share a bedroom because of their severe disabilities, where regulations do not allow for the extra bedroom;
- Households that contain a disabled child and are living in accommodation that has been adapted to meet the child's needs, where regulations do not allow for the extra bedroom; and
- Households containing someone who has a severe and persisting disability which means that they are dependent on the care and support of relatives and friends who are living in the local community and there is no suitable accommodation available, within the local area, to which they are able to transfer.
- Households where an additional room is needed because of a person or persons disability, which precludes a couple sharing a room or where an additional room is needed to store equipment essential because of a persons disability.
- Households who have been approved as adopters or prospective foster parents within the last 52 weeks or are going through the approval process and need a spare room(s) in order to qualify.

3.49 Depending on the level of demand for DHPs, the Council may also give priority (albeit slightly less priority than is given to the households affected by the Size Criteria listed above) to DHP applications from the following households:

- Households whose Housing Benefit is restricted by the Size Criteria but that restriction will soon be lifted because the customer (and their partner, if they have one) will reach the age at which they will be able to claim Pension Credit;
- Households whose Housing Benefit is restricted by the Size Criteria but that restriction will soon be lifted because one or more of their children will soon reach an age when they are not expected to share a bedroom;
- Single people who are pregnant (and childless couples containing a pregnancy) who are living in a two-bedroom home but whose Housing Benefit is restricted by the Size Criteria to a one-bedroom home but that restriction will soon be lifted when the baby is born; and
- Households with exceptional need, which are actively and consistently engaging in seeking to downsize to accommodation that matches their need.



**3.50 Households affected by the Social Rented Sector Size Criteria that will not be entitled to DHP**

3.51 Any household that has taken on a new tenancy who does not fulfil the vulnerable criteria outlined above will not be considered eligible for DHP as the Council expects households to consider their rental liability, income and expenditure when sourcing new accommodation.

**3.52 Other households requesting a DHP, including those that are affected by the Local Housing Allowance Reforms**

3.53 The purpose of the DHP funding is to provide short-term, temporary relief to families and vulnerable people whose Housing Benefit or Universal Credit has been reduced, due to Local Housing Allowance restrictions (including the LHA Caps, the Shared Accommodation Rate and changes to the way in which LHA is calculated), income tapers and non-dependant deductions.

3.54 DHPs cannot assist with the council tax liabilities that residents incur under the 2013 Council Tax Reduction scheme, known as Local Council Tax Support in Slough..

3.55 All DHP applications will be considered on their individual merits. However, the Council will give priority to applications from households that have children and need to move to alternative, lower cost accommodation but are unable to do so immediately (for reasons of health, education or child protection).

**3.56 Rent-in-advance, damage deposits and removals**

3.57 The DHP budget is insufficient to meet the rent shortfalls of the thousands of customers whose Housing Benefit and Universal Credit will no longer cover their full rent.

3.58 In order to provide long term solutions, the Council will help and encourage customers to move to alternative accommodation that they can afford.

3.59 Instead of providing customers with short term assistance to enable them to maintain the rent payments on a home that they will never be able to afford without a DHP, the Council may decide that it would be better to help those customers to move to somewhere they can afford, at a much earlier stage, by providing them with the help they require to pay the damage deposit. LHA rates will be used in all cases as the ceiling for damage deposits.

3.60 The Council wishes to support customers move to cheaper alternative accommodation and considers a damage deposit equivalent to four weeks rent at LHA rate a reasonable deposit but accepts that there will be instances where the deposit is in excess of 4 weeks. The Council will consider each case on its individual merits up to a maximum of the equivalent of 8 weeks rent at LHA rates.

3.61 When considering DHP requests for such a purpose, the Council will take into account any damage deposit that is due to be returned to the customers. The Council will also check that the customer's new home will be affordable

3.62 The Council will not normally pay rent-in-advance or removal costs.

- 3.63 Customer may make an application for Local Welfare Provision, where assistance with removal costs is required.
- 3.64 Rent in advance payments will not generally be paid as Housing Benefit is available for any period of rent liability, though in line with the Housing Benefits' regulations it is paid in arrears. Customers may make an application for Housing Benefit where assistance with rental liability is required.
- 3.65 The Council will consider rent in advance only in exceptional circumstances such as where it is necessary to make such a payment to comply with the authority's legal obligations (e.g. avoiding unlawful discrimination).
- 3.66 The guidance from the Secretary of State's Guidance issued in February 2016 by the DWP has been taken into considered.

### **3.67 DHPs and two homes**

- 3.68 The regulations allow an authority to award DHPs on two homes when someone is treated as temporarily absent from their main home, for example because of domestic violence.
- 3.69 The regulations in Housing Benefit also allow for Housing Benefit to be paid on two homes in exceptional circumstances e.g. Domestic Violence
- 3.70 Where the customer is in receipt of Housing benefits it is expected that they will apply for a "two homes payment" via Housing benefit.
- 3.71 However the Universal Credit regulations do not allow for a payment on two homes and government guidance suggests that Customers apply for DHP for the additional home.
- 3.72 Where the customer is in receipt of Universal Credit and is liable for rent on both properties then consideration will be given by SBC for the reason that they are liable for rent on two homes and if this is due to extenuating circumstances an award will be made and an exception will be made to pay up to the full rent on the property for a limited period.

## **4 Assessment of applications**

- 4.1 When deciding whether or not to award a DHP, the Council will assess each application on its merits (including considerations of equality) and take into account its objectives and such things as:
- The size of any shortfall that exists between what the customer is receiving in housing costs (from Housing Benefit or Universal Credit) and the eligible housing costs for which they are liable, together with the reasons for this shortfall;
  - The legislation allows for customers in receipt of Universal Credit to have the whole of their Housing costs paid by DHP, however taking into account the limited budget SBC will only pay the difference in the shortfall between the Universal Credit award and the total Housing costs as determined by SBC apart from exceptional circumstances.

- The financial circumstances (income and expenditure, savings, capital and indebtedness) of the customer, their partner and anyone else living in their home;
  - Any special needs or health and social problems that the customer and/or their family have, and what impact these have on their housing and financial situation;
  - Income from disability-related benefits such as Disability Living Allowance or the Personal Independence Payment, SBC will have regard to the decision of the High Court in R v. Sandwell MBC, ex parte Hardy. In particular, SBC will consider each DHP claim on a case by case basis having regard to the purpose of those benefits and whether the money from those benefits has been committed to other liabilities associated with disability.
  - The impact that moving home and/or changing schools is likely to have on the family and the educational outcomes of any young people in the household;
  - The reasons why, compared to other people, the circumstances of the customer and their family should be considered 'exceptional';
  - The impact that not awarding a DHP is likely to have on the Council's finances and services, especially homelessness, social care, family support and health;
  - The length of time for which a DHP is being sought;
  - Any steps the customer has taken to reduce their rental liability;
  - The amount of money remaining in the DHP budget; and
  - Any other factors that the Council and/or customer consider appropriate.
- 4.2 The Council will not normally make allowance for any financial loss resulting from the customer's failure to claim any benefits in a timely manner. No allowance will be made, either, for any debt relating to an overpayment of Housing Benefit or Universal Credit.
- 4.3 When the Council has considered the customer's needs and circumstances, it will decide how much to award. This may be any amount below the difference between the rental liability and payment for Housing Benefit / Universal Credit. The DHP award cannot exceed the weekly eligible rent for the customer's home.
- 4.4 The award of a DHP does not guarantee that a further award will be made at a later date, even if the customer's circumstances remain unchanged.

## **5 Claiming a DHP**

- 5.1 The regulations require a DHP to be claimed.

- 5.2 In most cases, the person who claims a DHP will be the person who is receiving Housing Benefit or Universal Credit, or their partner. However, the Council may also accept a claim from someone who is acting on behalf of that person (such as an appointee or advocate) if the person is vulnerable and requires support.
- 5.3 The Council accepts DHP claims in writing and provides an application form for this purpose. The Council will also accept a DHP claim made on-line and in certain circumstances via the telephone.
- 5.4 A claim for a DHP will be considered from the date a DHP is requested, but on condition that all supporting information and documentation is received by the Council within one month of that request.
- 5.5 If the Council requires additional information and evidence to assess the claim, it will request this from the customer in writing, electronically or verbally (over the telephone, face to face or by visit). The customer must provide this information and documentation within one month of the date of the request.
- 5.6 If the customer fails to provide the information and documentation on time, the Council will make a decision based on any information it already holds, including the information held on its Housing Benefit computer system. More time may be allowed for some individuals, however, if the Council thinks it is reasonable to do so.
- 5.7 Information must be supplied to support the DHP application and Customers must not assume that because information has been supplied to other council departments it will be available to support the DHP application.

## **6 Period of award**

- 6.1 The Council will decide on the length of time for which a DHP is to be awarded.
- 6.2 The start date for an award will normally be the Monday following receipt of the claim. However, the Council does have the discretion to backdate an award for DHP if it considers that the applicant's circumstances merit this.
- 6.3 DHPs will normally be paid for a minimum of one week. The length of each award will be based on the individual circumstances of each customer; no award will be made past the end date of the tenancy agreement.
- 6.4 As an award can only be made for the current financial year, any award that is made for the remainder of 2016/17 will have to be followed by a new application for the next financial year even if the customer's circumstances remain unchanged.
- 6.5 Although all customers are entitled to make a fresh claim (for a further DHP) when their existing award comes to an end, the Council will not automatically invite customers to apply for another DHP.
- 6.6 As DHPs will not usually be regarded as offering a long term solution to a

customer's financial situation, the maximum length of a DHP award (or a series of consecutive awards) will not normally exceed 12 months. Exceptions may be made, in particular for certain customers affected by the Social Rented Sector Size Criteria and where the Council continues to regard it as inappropriate for the customer to have to move.

- 6.7 Exceptions will also be made in line with recent caselaw, where an award is made to a disabled customer who lives in significantly adapted accommodation in the social rented sector but who is subject to the removal of the spare room subsidy, the award will be made on a longer-term basis, including an indefinite award subject to a relevant change in their circumstances.
- 6.8 DHPs will also be considered on a longer term basis for customers who have a medical condition that makes it difficult to share a bedroom and for disabled children or non-dependants who need an additional bedroom for a non-resident overnight carer or team of carers.
- 6.9 Long term awards will also be made in cases where a disabled child who would normally be expected to share a bedroom under size criteria rules requires a separate room, and provides evidence that this is the case but does not meet the HB criterion of being in receipt of the Middle and Higher rates of DLA Care.
- 6.10 Failure to meet the conditions stated in the award notification may lead to an initial reduction or the complete withdrawal of the award.

## **7 Request for backdating**

- 7.1 The Council will consider any reasonable request for backdating a DHP award. However, these will be limited to the period in which the customer has been receiving Housing Benefit or Universal Credit they will be limited to the current financial year, unless exceptional reasons for a late claim are accepted.

## **8 Making a claim in advance**

- 8.1 A DHP can only be considered for a period when the customer is entitled to Housing Benefit or Universal Credit.
- 8.2 However, claims can be made in advance, where the customer is anticipating a change in their situation, such as the forthcoming imposition of the Benefit Cap and the Social Rented Housing Size Criteria.

## **9 Notification of decisions**

- 9.1 The customer will be notified, in writing, of the outcome of the DHP claim within 14 days of receipt of the claim and all supporting documentation, or as soon as possible after that.
- 9.2 If a claim is unsuccessful, the Council's decision letter will include an explanation of how the decision has been reached and details of the right of

review.

9.3 If the claim is successful, the Council's decision letter will include the following:

- The reason for the award;
- The amount awarded;
- The period of the award;
- To whom the DHP will be paid;
- The customer's duty to report any changes in circumstances and
- Any conditions associated with the award
- Details of the right of review

## **10. Changes in circumstances**

10.1 The customer must tell the Council if their circumstances change after a DHP is awarded. This is made clear to customers in the award letter and application form.

10.2 Customers must report all changes of circumstances that may be relevant to the DHP award to the Housing Benefits service even if they have been reported to other services or departments for example Job Centre Plus because a Universal Credit claim is in payment.

10.3 The Council may revise a DHP award if the customer's circumstances have changed.

## **11. Payment arrangements**

11.1 The Council will decide whether the DHP should be paid to the tenant, the landlord or a third party.

## **12. Right to request a review**

12.1 As a DHP is not a payment of Housing Benefit or Universal Credit, it is not subject to the appeals mechanism that operates under those schemes.

12.2 Customers can request a review of a decision to refuse to award a DHP, a decision to award a reduced amount, a decision not to backdate an award for DHP or a decision to seek recovery of an overpayment of a DHP as follows:

- A customer (or their representative) who disagrees with a DHP decision may request a review. This request must be made in writing, within one month of when the notification was issued, and set out the reasons for requesting a review. (The time limit for requesting a review may be extended if the Council considers it reasonable to do so).

- The appeal will be reviewed by an independent officer(s) to those that made the original decision.
  - The customer will be notified in writing once the decision has been reviewed, including the outcome of the review and a new decision notification if appropriate.
- 12.3 This decision will be final. In cases of alleged maladministration by the Council, the customer should follow the Council's complaints process. If a customer is still unhappy, they have a right to contact the Local Government Ombudsman.

### **13. Overpayments**

- 13.1 The Council will make every effort to minimise overpayments of DHP.
- 13.2 If an overpayment does occur, the Council will decide whether or not it is appropriate to recover it. If recovery action is appropriate, the Council will send an invoice to the customer (or the person to whom the DHP was made) and a written explanation of how the overpayment occurred and the periods and amounts to which it relates.
- 13.3 Where the overpayment is a result of an error made by the Council, recovery will not normally be sought, unless the customer or person who received the payment could have reasonably known they were being overpaid.
- 13.4 DHP overpayments will not be recovered from payments of Housing Benefit and Universal Credit that are due to the customer, but may be recovered from any future awards of DHP.

### **14 Fraud**

- 14.1 The Council is committed to tackling and preventing fraud in all its forms.
- 14.2 If a customer, Landlord or Agent attempts to claim a DHP by making a false declaration or providing false evidence or statements, they may have committed an offence under the Theft Act 1968. Where the Council suspects that fraud may have occurred, it will investigate the matter as appropriate and this may lead to criminal proceedings.

### **15 Publicity**

- 15.1 The Council has a responsibility to ensure that it does not limit the legal discretions it may apply, and it is committed to applying this policy fairly and consistently.
- 15.2 It will take steps to maximise take up to make sure that the funds are targeted towards those who are most in need. This policy will be made available on request and via the Council's website: [www.slough.gov.uk](http://www.slough.gov.uk)

## **16 Debt advice**

- 16.1 Anyone experiencing debt problems will be signposted to local debt advice agencies (including the Citizens Advice Bureau) for free, confidential, impartial advice.

## **17 Policy review**

- 17.1 This policy will be reviewed on a regular basis and in light of any legislative changes, trends or other factors that impact on its effectiveness.
- 17.2 The Council may also, during the course of any year, review and reconsider whether it should allocate any of its own resources towards the overall DHP budget.



# Equality Impact Assessment

<b>Directorate: RHR</b>	
<b>Service: Finance &amp; Audit</b>	
<b>Name of Officer/s completing assessment: Jackie Adams</b>	
<b>Date of Assessment: 03.03.2016</b>	
<b>Name of service/function or policy being assessed: Discretionary Housing Payments Scheme 2015-16</b>	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The <u>changes</u> to the Discretionary Housing Payment scheme for 2016-17</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered in the first instance by our partner arvato, whose role it is to accept all applications, analysis them, request such supporting information as they see fit and assess how much local Discretionary Housing Payment a person will be entitled to within the bounds of the scheme. If the Customer disagrees with the assessment they have the right to ask arvato as our partner in conjunction with representatives from Slough Borough Council Client Team to review their decision at a panel meeting and if the decision stands the Customer has a right to appeal to the ombudsman as the next stage as this is a discretionary scheme and does not have another independent review body.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>All those who live in the borough and pay rent to a Private or Social Landlord could potentially be affected by this proposal, the only people entitled to a payment under the legislation will be those in receipt of Housing Benefit or Universal Credit, though Housing Benefit and Universal Credit is open to anyone on a low income who pays rent.</p>

The scheme is a discretionary scheme set up to assist those people who are having difficulty paying their rent but they must be in receipt of Housing Benefits or Universal Credit to be eligible. DHP can give assistance to those suffering financial hardship where additional help over and above their Housing Benefit or Universal Credit is available to assist with their rent costs for a limited period of time – the budget is cash limited.

The funding was initially increased three years ago when the Welfare Reform changes were first introduced in order to give people support while they became accustomed to the changes. The amount of grant has gradually reduced year on year as the changes have become embedded.

There is additional funding available from central government for 2016-17 in order to support those customers affected by the further Welfare Reform changes. (Implementation of a lower benefits cap – due in SBC in Autumn 2016).

- o Age – the policy is generic and will help people of all ages, though certain aspects of the welfare reform legislation (e.g. Spare room Subsidy and benefits cap) does not affect people over the age of 60, so they will not be disadvantaged and therefore will not need to take advantage of this scheme.

- o Disability – there are a number of changes under Welfare Reform that affects people with a disability, the DHP policy aims where possible to protect people with a disability and to protect their homes especially if they have been adapted for disabled living. In addition there has been some caselaw recently which means that those who have their homes adapted for a disabled member of the family msu have a DHP assessed also if there is a room used in the home for an overnight carer. SBC has prioritised in the policy support for households where there is a disabled member of the family.

- o Pregnancy and maternity - where a house hold who has an additional bedroom and may be subject to the spare room subsidy but is expecting a child and the spare room subsidy will be removed or reduced on the birth of the child the DHP policy aims to protect these households until the birth of the child.

There is no specific changes to the following under the Welfare Reform Act, the changes are generic and affect all groups, the policy is therefore generic in the need to able to provide support to all parts of the community affected by Welfare Reform and to assist them into work or to fund cheaper alternative accommodation if appropriate therefore cash limited help will be available to all groups and they will be treated based on their circumstances as defined in the policy

- o Race

	<ul style="list-style-type: none"> <li>o Religion and Belief</li> <li>o Sex</li> <li>o Sexual orientation</li> <li>o Gender Reassignment</li> <li>o Marriage and Civil Partnership</li>   <li>o Other</li> </ul> <p>This policy aims to assist some of the most vulnerable people in the community and needs to be simple and easily implemented and understood. This is why each claim is considered individually and customers are given all of the support they need to access the scheme. Officers in Revenues, Customers Service, and Housing are fully aware of DHP's and the process of claiming.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>None from the changes to the scheme</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>None from the changes to the scheme</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>n/a</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>n/a</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>n/a</p>

9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>The scheme has been developed in conjunction with the our partners arvato and other interested parties, in order to ensure that we are treating Customers fairly and providing support to those who need it the most. As the budget is cash limited and the call on the DHP's during 2015-16 is higher than ever in SBC, regular liaison has been maintained and agreement with the above parties where we needed to limit payments in order that those most in need received the payments and that customers maintained their home. It is intended that this liaison continues as required during 2016-17.</p> <p>In addition we monitor the Customers that apply for DHP by race and disability and have analysed these results taking into account the make up of the borough. We have not analysed the results by gender as one member of the household applied on behalf of the household for Housing benefits, Universal Credit and DHP</p> <p>We note that there may come a time where DHP's have to be reduced or suspended if the grant is spent, we have worked to avoid this in 2015-16 and will continue to do the same in 2016-17 by reducing payments if necessary rather than stopping payments so those in need receive some assistance.</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>The DHP spend is currently monitored on a weekly basis to ensure that the spend remains within budget, the details of the customers that receive DHP are available to the Partnership Development and Client Monitoring Team including protected characteristic's listed above and all payments are who regularly monitored.</p>

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

### Action Plan and Timetable for Implementation

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

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

Name:

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

Name: .....Joseph Holmes .....

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

Date: 3<sup>rd</sup> March 2016

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO** Cabinet **DATE:** 14 March 2016

**CONTACT OFFICER:** Stephen Gibson, Head of Asset Management  
(01753) 875852

**WARD(S):** Langley Kedermister

**PORTFOLIO:** Neighbourhoods & Renewal - Cllr James Swindlehurst  
Community & Leisure – Cllr. Martin Carter

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

**TRELAWNEY AVENUE REDEVELOPMENT PLAN - PROGRESS REPORT****1 Purpose of Report**

The purpose of this report is to highlight the continued progress that has been made to introduce a mixed-use development in Trelawney Avenue as agreed at November 2015 Cabinet. The proposals include the introduction of a community hub that will combine public and private investment and realise the Council's One Public Estate objectives. The Hub will provide a range of integrated and customer focussed services. To date these include Housing, Healthcare, Library Services and Adult Social Care as well as creating flexible space to deliver voluntary and community based services. The remainder of the site will accommodate up to 16 properties for mixed tenure rent.

**2 Recommendation/Proposed Actions**

The Cabinet is requested to note that:

- (a) Since the last cabinet report Slough Clinical Commissioning Group ("SCCG") has obtained outline support from NHS England and will submit a final Business Case for approval in April 2016.
- (b) The proposals for the hub have evolved and now include the potential to build on the strengths of the community centres in Slough, through joint team and agency working and the application of an asset based model of delivering public services that is aligned to the Council's "Enabling & Preventing" theme of the 5 year plan.
- (c) The outline plans include the introduction of up to 16 properties for rent. Of these, no less than 50% will be owned by SBC, with the remainder owned by Raw Investments Ltd ("RIL").
- (d) The preferred development solution that meets the strategic needs of the Council, SCCG and Raw Investments Limited ("RIL") is for the hub to be jointly owned and managed between RIL and the Council. RIL would have ownership of the health-led area and properties above, with the remainder owned by the Council (General Fund).
- (e) The scheme enablement is scheduled to commence by the end of April 2016 through the demolition of the Merry Makers PH (with attached hall) and 324 Trelawney Avenue.

- (f) Housing Services have commenced consultation with tenants residing in 313-323 Trelawney Avenue regarding their relocation.
- (g) Asset Management will continue to explore the feasibility of relocating the football teams currently based at the Merry Makers PH to a formal lease/licence of the changing rooms at Kedermister Park.
- (h) That Thames Valley Police (TVP) have now confirmed they require touch down space at the hub and that discussions have commenced with regards finalising their requirements and the surrender of their lease of Langley Police Station.
- (i) Subject to NHS England approving the business case submitted by SCCG, a final report containing the full business case to proceed with the proposed redevelopment will be presented to Cabinet in June 2016.

The Cabinet is requested to resolve that:

- (j) Subject to compliance with Housing Revenue Account (“HRA”) guidance, it be agreed in principle that the General Fund (“GF”) appropriate the area of land required from the HRA to develop the hub, with the remainder of the site retained by the HRA and used to build affordable housing for rent .

### **3 Slough Joint Wellbeing Strategy, The JNA and the Five Year Plan**

#### **3a Joint Wellbeing Strategy Priorities**

The proposals to build a combination of housing and community facilities will meet the strategic requirements of SBC, SCCG and TVP.

Council professionals from Adult Social Services, Housing and Community Services along with voluntary sector specialists, general practitioners and community health practitioners will be located in a single site. This will facilitate the development of professional relationships and services so that statutory agencies are able to better support the citizens of Slough through an “asset based” approach to delivering public services.

Under the Care Act 2014, the adult social services department are already practicing an asset based approach, but applying this approach in a multi-disciplinary environment will provide an opportunity to improve the Health, Housing and Social Care economy to a greater scale and allow the Council to move from a “needs and deficit” model of delivering public services towards one that focuses on community/ individual strengths based model of wellbeing, support and care and at the same time provide residents with a greater range of support options and increased levels of independence in their lives.

Subject to approval, the recommendations in this report will allow the Council to maximise the value of its existing assets and provide local facilities that can match the aspirations of the local community.

#### **3b Five Year Plan Outcomes**

Cabinet approved the 5 Year Plan in February 2015. The Trelawney Avenue redevelopment plan is aligned to the Council’s 5 year plan and the Local Authority/ NHS Better Care Fund plans, as it promotes the “Enabling & Preventing” theme and facilitate the integration agenda of Council and NHS services (s23 of the Care Act 2014) as well as developing joint assessment and care plan coordination best practices.



Further to this the proposal will enable the Council to fulfil statutory duties under the Care Act 2014, to promote an individual’s wellbeing (s1 of the Care Act 2014) through preventative measures that focus on community resilience.

The proposal also has the potential to make the following contributions to corporate objectives:

**Changing, retaining & growing**

Providing new homes would increase quality, improve choice and stimulate the local economy.

**Enabling & Preventing** The delivery of a new surgery/dental practice/community space will contribute to the outcome of making children and young people healthy, resilient and with better life chances.

The delivery of a new surgery/dental practice/community space will contribute to the outcome of enabling more people to take responsibility for and manage their own health, care and support needs by giving them better access to facilities that support residents in this.

The delivery of a location from which the HRA area officers can operate from will enable the Council and residents to keep in better contact with regards estate matters and housing needs.

**Using resources wisely**

The Trelawney Avenue Development Plan will provide a facility for public, private, voluntary and health care practitioners to co-locate under one roof. This in turn will create the condition to reduce overall running costs for public bodies, create surplus land and property to stimulate economic growth and regeneration and generate a capital receipt that can be reinvested in new housing.

**4. Other Implications**

(a) Financial

There are no immediate financial implications as a direct consequence of this report. However, should the Cabinet agree to the recommendations contained in section 2, the report in June 2016 will contain a robust business case, providing detailed information on capital costs, income and expenditure. It will need to demonstrate that the introduction of the hub will be revenue neutral and will not have a detrimental impact on achieving the financial targets set out in the evolving HRA business plan.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<p><b>Community</b> The New Langley Community Group operate from the facility attached to the Merrymakers public house which will be lost to the community during duration of works.</p>	<p>The Group have been provided with 27 Harrow Road as an alternative location from which to provide services from and/or storage of equipment.</p> <p>The new community facility includes a hall that will be used by local community groups.</p>	<p>New location may encourage other/more uses in the community space. 27 Harrow Road provides a better facility in terms of premises condition.</p>

<b>Property</b> The SCCG Final Business Case is not approved by NHS England.	The SCCG have already discussed proposal with NHS England and PID has been approved. SCCG will not submit a Final Business Case without first ensuring it meets their strategic needs and policy requirements.	If the final business case is not approved an alternative proposal could be developed that omits the health care element.
<b>Financial</b> Acquisition or development of new housing stalls due to insufficient HRA funding.	A detailed business case will be developed and presented to the Capital Strategy Board prior to any commitment to fund the project.	Private sector investment from RIL
<b>Financial/Legal</b> Health providers or other public/commercial tenants do not occupy space, resulting in significant revenue losses.	Subject to complying with CCG policy, the proposal is to relocate an existing GP practice and transfer the budget. RIL is already the landlord of Willow Parade and will relocate these services to provide a guaranteed rental stream.	
<b>Human Rights</b>	None	
<b>Employment</b>	None	
<b>Planning</b> The proposed development does not meet planning policy requirements.	Consultation has been undertaken with Planners and will continue through the development cycle.	
<b>Public Consultation</b> Poor resident consultation leading to a negative reaction to the proposed development and/or services provided.	Feedback received from public consultation demonstrated support for a mix of community provision and new housing.	.

(c) Human Rights Act and Other Legal Implications

It is understood that the land proposed to be disposed of is presently held for housing purposes under Part II of the Housing Act 1985. If any part of this land is subject to any secure tenancies, any disposal to a private sector landlord could only be effected following consultation with the secure tenants under Section 106A of and Schedule 3A of the Housing Act 1985. Under Section 106A the Secretary of State is to have regard to the views of these secure tenants when considering whether to grant consent to such disposal. Furthermore, the land disposed of would be subject to a “preserved right to buy” in favour of the former secure tenants under Section 171A of the Housing Act 1985. It is presumed, therefore, that any secure tenancies will be terminated before the proposed disposal and any dwellings will be demolished.

Whilst the disposal of land held for housing purposes under part II of the Housing Act 1985 requires the consent of the Secretary of State, the Secretary of State has issued some general consents, The General Housing Consents 2013, which prescribe circumstances in which such land may be disposed of without the need for his specific consent.

Under The General Consents 2013 Councils may dispose of any land held for housing purposes which is no longer subject to any secure tenancies for a consideration equal to its market value (as defined by the consent) provided such disposal is not to a body in which the Council owns an interest, unless it is a Council which has no housing revenue

account or, if it has such an account, provided no more than 5 such disposals have been made in the particular financial year concerned.

Under the General Consents 2013, Councils may also dispose of “vacant land” for a consideration determined by the Council. “Vacant Land” for this purpose is defined by The General Consent 2013 as land upon which no dwellings have been built or, where such dwellings have been built, they have been demolished or are unfit for human habitation and are due to be demolished.

It is also understood that part of the land is not to be disposed of but retained by the Council and redeveloped for other than housing purposes. Provided that such land does not include and dwellings and the council resolve that it is no longer required for housing purposes, then it can be appropriated to such other purposes under Section 122 of the Local Government Act 1972. This section permits the Council to appropriate land to any other purpose for the Council could under that Act acquire land by agreement. Section 120 of the Act allows the Council to acquire by agreement land for the purpose of the benefit, improvement or development of their area and so the Council could appropriate land for these purposes.

The Library co-locating to the Hub will not see the loss of the service from the Langley area, but a consultation will be carried out to ensure that any concerns from residents with regards the moving of the facility and access to it is captured and taken into account before the existing Library on Trelawney Avenue is relocated.

#### (d) Equalities Impact Assessment

The Trelawney Avenue Redevelopment Plan will have a positive impact on the local community. Since the benefits will not be identified until agreement is reached on the scope of the hub, the EIA will be carried out at this juncture.

#### (e) Land and Property Implications

See section 5 below.

### **5. Supporting Information**

- 5.1 The most recent update on the Trelawney Avenue strategy was considered by Cabinet in November 2015. At this meeting it was noted that whilst existing NHS strategy does not support the introduction of a new practice, the potential exists to transfer an existing practice (and budget). Members noted that SCCG supports the relocation of a local practice into the proposed hub provided it remains revenue neutral. Members agreed to the principle to the hub being jointly owned and managed by RIL and the Council. RIL would have ownership of the health led area, whilst the remainder would be retained by the Council.
- 5.2 The proposal will therefore not create new GP capacity and will simply relocate the existing GP located on Willow Parade, Langley High Street to enhanced facility with improved accessibility on Trelawney Avenue, Langley.
- 5.3 SCCG has continued to work with the Council and RIL to develop the proposal. A Final Business Case supporting the relocation of the practice to Trelawney Avenue will be presented to NHS England in April 2016. The approval of the Final Business Case will provide SCCG with the authorisation to transfer the practice and budget to the proposed hub.

- 5.4 RIL is developing final layout plans for a hub that includes a GP practice, pharmacy and dental practice. The plans reflect the Council's requirement to balance health care with community use and allow for co-location with Housing, Community Services, Adult Social Care, a library service and Community Police. The concept also includes space to allow groups and activities already operating from the hall on Meadow Road to continue to do so.
- 5.5 The site plan includes a mix on 1 and 2 bedroom flats and 2 bedroom terraced houses. The proposal with RIL is that there will be a split of the site with the community space and flats above being retained by the Council and the health provision and the flats above being retained by RIL.
- 5.6 To maintain continuity of management and assist SBC to meet housing need and demand, it is further proposed that the flats in RIL's ownership will be leased to and managed by the Council.
- 5.7 Apart from relocating existing tenants from Willow Parade, the business plan being developed by RIL will build and own the health led space and that the Council will coordinate the build of the community space either through RIL or the SRP and which will then be managed by the Corporate Landlord. The business plan will be subject to robust evaluation by Asset Management and Finance to ensure that the proposal is in the best interests of the Council in terms of the land deal, capital and revenue costs. Without the support of RIL and SCCG, the existing GP at Willow Parade will be unable to relocate to the proposed hub. SCCG will only support one surgery in the area and that surgery is currently tied into a long lease agreement with RIL. The provision of a site on which to construct a new surgery is the incentive for RIL to accept the surrender of the surgery's lease.
- 5.8 Working in partnership with RIL is the only option available to the Council if it wishes to relocated the GP Surgery to Trelawney Avenue. As mentioned above the SCCG will not support the introduction of a new GP surgery into Langley, but do support the relocation of the existing GP. The existing GP is currently tied into a 20 year lease with RIL. RIL will only consider releasing the GP from its obligations under its lease agreement if it can work in partnership with the Council and realise similar income from the community/health hub development on Trelawney Avenue. In allowing RIL to replicate its current agreement with the GP at Trelawney the Council and GP avoids the large capital expenditure in having to buy out the GPs lease agreement. Such a capital sum would make relocation of the GP surgery to Trelawney Avenue unfeasible.
- 5.9 Since the last Cabinet Report, Adult Social Care has expressed an interest in co-locating into the proposed hub as part of a strategy to deliver an area based approach to adult social care. The presence of Adult Social Care in the Hub will compliment the other health, housing and community development aspects in the hub. This will be achieved by co-locating local authority professionals, health practitioners and voluntary sector specialities together. This multi-disciplinary working environment will utilise those collective approaches and experience to a much greater extent and enable whole neighbourhoods to become healthier and live as independent lives for as long as possible.
- 5.10 The presence of Adult Social Care will of course increase the Council's space requirements at the hub, but will not result in a material reduction in the sections requirement for space at St. Martins Place. The impact and cost of this shift to area based service provision will need to be evaluated within the context of the Council's wider

Accommodation Strategy and the ongoing Asset Challenge process, both of which have a shared objective of modernising service and reducing the Council's ongoing property costs.

- 5.11 In the previous Report to Cabinet, 3 options were put forward that would facilitate the introduction of the hub. The recommendation put before Cabinet in November 2015 was for the GF to appropriate the total area required for the health and community hub from the HRA, sell the land required for the health related element to RIL and enter into a 'building contract' with RIL to build the community element of the hub. This will result in the community element of the hub resting with the General Fund.

Upon agreeing the space requirements of each element, the Council will appoint the District Valuer (or equivalent) to undertake an independent valuation of the site. This would be at a sum that reflects the full market value and will ensure there is no detriment to the HRA.

- 5.12 Members have previously noted that Thames Valley Police ("TVP") has expressed an interest in co-location. The proposals assume that TVP will share space within the community element. This will free up the existing site for a new build social rented housing development. A site capacity study has been undertaken, showing the potential to introduce 31 properties (13, 1 bedroom flats and 18, 2 bedroom flats) – however it must be stressed that this is subject to planning approval.
- 5.13 Following consultation with Library and Housing Services, Asset Management has identified the space requirements for each service area and incorporated these into the site layout. These will be amended to reflect the requirements of Adult Social Care. Areas such as reception, staff room, toilets and meeting rooms will be shared between Housing, Library Services and Adult Social Care in order to reduce the Council's overall space requirements so that more, usable community space and meeting rooms can be created in the hub.

### **Actions going forward**

- 5.14 To provide vacant possession, the Council will: relocate NLCG to 27 Harrow Road in March 2016, terminate the Tenancy at Will at the Merrymakers public house by May 2016, bring to an end garage use on the site and serve a demolition notice and relocate the tenants from 313-323 Trelawney Avenue.
- 5.15 Asset Management will continue to work with RIL to finalise the space requirements for HRA, Library, Adult Social Care and Community Space which will determine the final site layout drawings. The final space requirements and layout will be agreed by Asset Management and RIL by April 2016.
- 5.16 Upon agreeing the layout of the hub and confirming all space requirements, the Council will appoint the District Valuer (or equivalent) to undertake an independent valuation of the site.
- 5.17 Around 7 football teams operate from the Merry Makers public house including youth teams. Discussions have commenced with the teams the option of using Kedermister Park Changing Rooms as a clubhouse which would bring in a new income stream to this building. This will be subject to a review of football pitch and changing room provision being undertaken by Wellbeing and Community Services.

5.18 Develop a business within the context of the ongoing Asset Challenge process and Accommodation Strategy.

## **6. Conclusion**

6.1 Considerable progress has been made since November 2015. The potential exists to align the Council's aspirations with the strategy developed by SCCG to introduce a new model of public service in Slough. Subject to approval of this report, the final business plan and the NHS business plan, the potential exists to deliver community focussed services by professional teams from public, health and voluntary sector from the proposed hub at Trelawney Avenue.

6.2 The timing of this report coincides with the ongoing Asset Challenge process, which seeks to reduce the Council's ongoing property costs through a combination of shared use, investment and rationalisation. The introduction of the hub, which combines services, shares space and releases public assets for alternative uses is consistent with the aims of this process – however the property costs associated with the delivery of services from the proposed hub will need to be evaluated to ensure there is no long-term impact on the general fund. .

## **7. Appendices Attached**

None.

## **8. Background Papers**

None.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO** Cabinet

**DATE:** 14 March 2016

**CONTACT OFFICER:** Stephen Gibson, Head of Asset Management  
(01753) 875852

**WARD(S):** Cippenham Green

**PORTFOLIO:** Neighbourhoods & Renewal - Cllr James Swindlehurst  
Community & Leisure – Cllr Martin Carter

**PART I**  
**NON-KEY DECISION****CIPPENHAM COMMUNITY CENTRE EXTENSION****1 Purpose of Report**

The purpose of this report is to provide a proposal to extend the existing Cippenham Community Centre, Earls Lane to provide changing room facilities and additional community space that will serve Cippenham Green and could potentially allow the relocation of the 2<sup>nd</sup> Cippenham Scouts from their current location on the northern part of Cippenham Village Green.

**2 Recommendation/Proposed Actions**

The Cabinet is requested to resolve that it be noted that:

- (a) The current proposal for the introduction of changing facilities at Cippenham Village Green is to extend the existing Cippenham Community Centre.
- (b) That subject to approval, the extension will include a set of changing rooms, facing onto Cippenham Village Green, new community space part of which could provide a new location for 2<sup>nd</sup> Cippenham Scouts and the remainder likely to be for a Nursery operator or other.
- (c) Should agreement be reached with 2<sup>nd</sup> Cippenham Scouts for their relocation, the extension could allow for the existing Scout Hut to be demolished and the site to be remediated into Cippenham Village Green. The remediation will include a new car park serving users of the Village Green.
- (d) A report with a full business case will be presented to Cabinet in June 2016.

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

Health – The extension of the existing Cippenham Community Centre will create additional community space and changing rooms. These enhanced facilities will complement the Council's Leisure Strategy, which aims to get more people, more active more often.

Regeneration and Environment – The creation of new community and outdoor space as well as parking facilities at Cippenham Village Green will improve access to the Green for local residents.

Safer Slough – The landscape improvements at both the southern and northern ends of Cippenham Village Green will improve the aesthetics of the area with the removal of difficult to police areas.

### 3b Five Year Plan Outcomes

Cabinet approved the 5 Year Plan in February 2015. The Cippenham Community Centre Extension has the potential to make the following contributions to corporate objectives:

#### **Changing, Retaining and Growing**

The delivery of the extension will release the Maria Cowland Community Centre site for residential development. Based on existing feasibility studies this general fund site has the potential to generate 14 flats.

#### **Enabling & Preventing**

The delivery of the extension will improve safety in the area by the removal of difficult to police areas at both the southern and northern ends of Cippenham Village Green.

The introduction of new changing room will enable children and young people to participate in and have access to more activities and thereby improve their health and life chances. This can only be achieved by rationalising onto the Community Centre site which enables direct access to Cippenham Village Green and will contribute to the leisure strategy objective of getting more people, more active, more often.

#### **Using Resources Wisely**

The provision of a new Scout facility will remove the risk of the Council inheriting a poorly maintained asset in future should the site be surrendered by the Scout Organisation.

## 4. Other Implications

### (a) Financial

There are no immediate financial implications as a direct consequence of this report. A Capital Budget of £500k has already been made available approved for this project. A further £60k will be taken from an unallocated community hub budget of £200k along with a £75k contribution from the Community Investment Fund.

### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Community</b>	None	
<b>Property</b> The Cippenham Scout group would prefer to stay at their current location rather than move to Cippenham Community Centre.	Engagement with the Scouts has already been undertaken and they have had some input into design. This engagement will continue throughout the course of the project.	Scouts will be provided with a new facility which will not require extensive refurbishment and will allow them to undertake other activities.



<b>Property</b> The Nursery and Changing Room provision cannot be fully let and increases the payback period.	Discussions with potential tenants can be undertaken prior to completion of project to minimise any vacant period.	A potential tenant may have input into design thereby cutting down on any rent free period.
<b>Financial</b>	None	
<b>Legal</b>	None	
<b>Human Rights</b>	None	
<b>Employment</b>	None	
<b>Planning</b> The proposed development does not meet planning policy requirements.	Consultation advice will be taken from Planners prior to planning application being submitted.	
<b>Public Consultation</b>	None	.

(c) Human Rights Act and Other Legal Implications

None as a result of this report.

(d) Equalities Impact Assessment

The Cippenham Community Centre Extension will have a positive impact on the local community. Since the benefits will not be identified until make up of the occupants is agreed, the EIA will be carried out at this juncture.

(e) Land and Property Implications

The timing of this report coincides with the ongoing Asset Challenge process, which seeks to reduce the Council's ongoing property costs through a combination of shared use, investment and rationalisation. The Cippenham Community Centre Extension meets the following aims of the Asset Challenge process:

The Cippenham Community Centre Extension will result in the consolidation of various disparate community facilities into one existing and sustainable location. This will result in the reduction of on going revenue and capital costs by relocating provision into a new extension and modern building from buildings that are in poor condition and represent a future maintenance liability to the Council.

The Cippenham Community Centre Extension will create a new space that will combine changing room facilities and lettable space for nursery and other community uses. There is also potential to release part of Cippenham Village Green which will be remediated back into the park with car parking created to improve access. The ongoing additional revenue costs of £8,000 per annum associated with the new extension will be recoverable from the tenants occupying the extension. Likewise any further capital expenditure required to carry out periodic repairs can be recovered from tenants via a service charge or sinking fund.

**5. Supporting Information**

- 5.1 Members have expressed a desire to see changing room and sport pitch facilities return to Cippenham Green in order to improve access to such facilities for local residents.
- 5.2 Cippenham Village Green is currently open space with no additional further recreational or leisure facilities.

- 5.3 Two pre-fabricated buildings are currently in occupation of an area of land to the north west of the Green. Although technically not part of the Green the land is in such close proximity it is deemed to be. The buildings and the surrounding area of hardstanding are in very poor condition and add nothing to aesthetics of the Green.
- 5.4 It was initially thought that this area would be the location for new a pavilion building that would contain changing room facilities and a new Scout hut. Unfortunately the site size and the close proximity of a major waste water pipe meant that a new building on the scale proposed could not be accommodated. The refurbishment/extension of the existing Scout Hut building was not considered feasible due to its construction and current condition. The extension of Cippenham Community Centre is therefore being explored.
- 5.5 Cippenham Community Centre is located in the south east corner of Cippenham Green. The proposed extension could be accommodated on existing overflow car parking that is within the control of SBC with minimal impact on the Green.
- 5.6 External consultants have been instructed to prepare costed proposals for the construction of the extension and the remediation of the land to the north west.
- 5.7 The proposed extension is a self contained building on the western car park of the Community Centre. The extension will contain an 85m<sup>2</sup> space, which is equivalent to space provided in one of the existing pre-fabricated buildings on the Village Green, as well as hall and store, nursery/community space, fitted kitchen, male and female changing rooms and male & female toilets. The building will make use of the existing car park and grounds.
- 5.8 This proposal also includes the opening up of the rear of the Community Centre to provide the new community space with outdoor facilities and provide direct access to Cippenham Village Green by bridging the stream. The building will make use of the existing car park. If agreement is reached with the Scouts, this will open up the potential to demolish the existing Scout Hut and landscape around the area to the north west of the Village Green.
- 5.9 The Cippenham Community Centre Extension has an approved allocated Capital Budget of £635k. £75k of this budget is from the Community Investment Fund (CIF).
- 5.10 Once constructed the extension will be home to various community activities, with a local football/sports team occupying the changing facilities, possibly on a long term lease or licence agreement. Neither of these occupation agreements will bring in any significant income to the extension, but fulfil other strategic requirements of the Council. It is envisaged that the building revenue costs will be covered by the occupants making these elements revenue neutral. A prerequisite for any occupier of a Council asset is to cover the running costs via a service charge.
- 5.11 The Scouts existing lease comes to an end December 2017 and their building needs significant modernisation. Discussions with the Scout group have shown there is little appetite from them to relocate from their current location to Cippenham Community Centre. They currently lease and occupy their own building over which they have complete control. Although in a poor condition the raising of money for refurbishment of the Scout Hut is one of the key activities they undertake with their members. The Scout group have also raised concerns with regards locating from Cippenham Village to an area further south and how existing users would continue to access them.

- 5.12 The remainder of the community space will be leased on a commercial basis and will generate in the region of £11,000 per annum<sup>1</sup>. Again the building revenue costs will be covered by the tenant making the whole building revenue neutral. The nursery that currently operates from Cippenham Community Centre has a waiting list of 15 children. In order to meet the childcare sufficiency duty an additional 31 places (a place being 15 hours per week over 38 weeks of the year) for funded early learning for 2 year olds needs to be developed for the area. The government have announced that from September 2017 parents who have a 3 or 4 year olds and work more than 8 hours per week will be able to claim a total of 30 hours childcare (early education) per week. This means an additional 15 hours each week for potentially 70% of the 3 & 4 year old population. Under Child Development sufficiency duty they will be expected to ensure there are enough places across the borough to meet this new demand. Therefore any expansion or new development is vital to meet this duty now and in the future.
- 5.13 Certain elements of the project will not be subject to SBC Finance payback criteria currently in place. The demolition and landscaping elements are covered by other Capital Budgets whilst the contribution from CIF is not subject to payback. The project budget subject to payback therefore is £360,359 (a breakdown is included in Part II). The payback period for the project is however beyond the 10 year Finance requirement and the 25 year life expectancy of the extension
- 5.14 For a number of years Age Concern have been holding over at Maria Cowland Hall under the terms of an expired lease and there has been some uncertainty about how long they would remain in occupation given they had not renewed the lease. The building is in poor condition both internally and externally and would be uneconomic to repair/ modernise. Therefore notice has been served on Age Concern to vacate by December 2017.
- 5.15 The Council is now looking to redevelop the Maria Cowland site in 2017, with a planning application likely to be submitted in summer 2016. Assuming the site is redeveloped for residential use via Slough Urban Renewal, it has a value in the region of £500,000. In addition to the land value the Council will receive 50% share of the profits which represents a further £200k. As a consequence, Planning will require the re-provision of community space as a consideration for planning permission<sup>2</sup>. The extension of Cippenham Community Centre provides this re-provision and will allow the Council to realise the development value at Maria Cowland. The costs for the extension at Earls Lane can therefore be offset by the proceeds of this development.
- 5.16 The project will result in a positive financial position for the Council. The project cost of £635k is off set by the capital receipt from Maria Cowland and the increased Council Tax receipts from residential dwellings in that development.

Cost	Financial Benefits
Capital Budget - £560k	Capital Receipt - £700k <sup>(1)</sup>
CIF Contribution - £75K	Reduced Revenue - £100k <sup>(2)</sup>
Ongoing Revenue - neutral	Council Tax (14 Flats) – 14k
<b>Total Cost - £635K</b>	<b>Total Financial Benefits - £814k</b>

<sup>(1)</sup> £500k land value and £200k SUR profit share.

<sup>(2)</sup> Estimate of on going annual maintenance/revenue cost of Maria Cowland Community Centre

<sup>1</sup> Assumed rent based on current nursery space being hired at Cippenham Community Centre that equates to circa £18 psf.

<sup>2</sup> All community facilities/services should be retained. Where, exceptionally, it is agreed that community facilities/services may be lost or reduced in size to accommodate new development, developers will be required to contribute towards new or enhanced community facilities/services locally. (Slough Borough Council. (2008) Slough Local Development Framework, Core Strategy 2006 - 2026. Core Policy 6, Page 37).

## **Actions going forward - Subject to approval:**

- 5.17 Asset Management will instruct consultants to begin planning process for the construction of extension at Cippenham Community Centre. On planning permission being granted consultants will also conduct the tender process on behalf of the Council.
- 5.18 Asset Management will continue discussions with 2<sup>nd</sup> Cippenham Scouts that if successful will see them granted a new lease on similar terms at Cippenham Community Centre.
- 5.19 Asset Management will begin an exercise to identify a local football/sport team(s) in the area that would be in a position to take a long term occupation agreement of the new changing rooms.
- 5.20 The Council will begin an exercise to identify a nursery provider or other suitable occupant of the 2<sup>nd</sup> hall space prior to completion of the extension.

## **6. Conclusion**

- 6.1 The proposal to construct an extension at Cippenham Community Centre will provide new community facilities to the local area as well as increasing the potential for sport at Cippenham Village Green and making it more accessible to local residents.
- 6.2 Linking this project to the proposed redevelopment of the Maria Cowland Centre will allow the Council to comply with Planning Policy to ensure community space is retained for local residents and realise a capital receipt to offset costs on the new extension. The expansion of Cippenham Community Centre is also part of the Council's Community Hub Strategy, which promotes a smaller number of larger, multi use hub/community buildings.
- 6.3 The provision of the changing rooms is part of the Council's Leisure Strategy, enabling local activity. Some development work will need to be undertaken to establish use of the new changing room. There is already strong demand for nursery space. Detailed discussion with 2<sup>nd</sup> Cippenham Scouts will be required to confirm they are happy to co-locate into new premises.

## **7. Appendices Attached**

None

## **8. Background Papers**

None.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14 March 2016

**CONTACT OFFICER:** Stephen Gibson, Head of Asset Management  
(For all enquiries) (01753) 875852

**WARD(S):** All

**PORTFOLIO:** Neighbourhoods & Renewal - Cllr Swindlehurst  
Leader of Council - Cllr Anderson

**PART I**  
**KEY DECISION****PROPOSED DISPOSAL OF LAND AT WEXHAM NURSERY TO SLOUGH REGENERATION PARTNERSHIP****1 Purpose of Report**

As part of the delivery of the Slough Regeneration Partnership LLP (SRP) objectives, the Cabinet is required to decide upon the disposal of Slough Borough Council land to the SRP. The purpose of this report is to seek approval to dispose of land at Wexham Nursery to Slough Regeneration Partnership (SRP) to commence a 104 unit housing development.

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

The Cabinet is requested to resolve to:

- a) Authorise the disposal of land at Wexham Nursery to SRP for a sum that represents no less than the best value valuation, if the option granted in respect of the land is exercised.
- b) Delegate authority to agree the final valuation sum to the Assistant Director, Assets Infrastructure & Regeneration, following consultation with the Leader and the Council's section 151 officer; and
- c) Delegate authority 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.

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

The creation of expediently delivered high quality new housing, will maximise the value of the Council's asset base, increase council tax receipts and provide an income stream that can be used to contribute towards the provision of front line services.

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

The new housing proposed will improve local temporary employment opportunities whilst increasing apprenticeship opportunities enabling local people to improve their

learning and skill base. Delivering the proposed scheme will improve the quality of the built environment and the image of the town whilst providing much needed housing accommodation. The scheme is designed with security as a key consideration and will be constructed in line with current Health and Safety regulations.

3b. **Five Year Plan Outcomes**

Working effectively and expediently with the SRP to deliver the proposed scheme addresses the five year plan outcomes through:

- Quality new homes will encourage people who work in Slough to also live in Slough which will in turn help businesses of all sizes to locate, start, grow, and stay,
- The homes proposed directly address the need for more homes in the borough, with quality improving across all tenures,
- Increasing the housing stock in Slough will contribute towards keeping the centre of Slough viable and vibrant,
- The scheme has been designed with security as a priority and will help to ensure Slough is a safe place to live,
- Quality homes will attract upwardly mobile residents who are more likely to take responsibility for their own health, care and support needs,
- The scheme is designed in line with amenity requirements and will contribute towards children and young people in Slough being healthy and resilient; and
- Participating in the development risk will ensure that the Council’s income and the value of its assets are maximised.

4 **Other Implications**

a) Financial

The land value represents the Council’s equity investment into SRP. This equity investment is documented in what is termed a loan note. The loan note put simply is a document which records the fact that the Council has loaned money to SRP which is intended to be repaid on the development’s completion. Because the land value represents the Council’s “equity investment” in SRP, the risk of the development and land value remains for all practical purposes with the Council. As a result the precise level of capital that will be returned to the Council at the end of the development will depend upon whether there are sufficient funds available from the eventual sale of the completed development.

b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<p><b>Legal</b> – SRP is sued by creditors of the joint venture</p> <p>Legal – Action is brought against the Council if the land is not transferred as it is subject to an option .</p>	<p>There are clear firewalls between the Council and the SRP</p> <p>Authority of Cabinet is obtained and the land is transferred in accordance with the terms of the option if the option is exercised</p>	<p>The SRP is already compliant with EU and UK regulations.</p> <p>This report to Cabinet</p>

<b>Property</b> – House prices could fall, resulting in anticipated sales values being unachievable.	Morgan Sindall are a commercial partner and will ensure all development realised is financially viable and synced to market cycles.	The Council will participate in any growth in value achieved during the construction period.
<b>Human Rights</b>	No risks identified	
<b>Health and Safety</b> – workers are harm or killed during the course of construction or local residents are harmed accessing the site.	Morgan Sindall is a national construction company with established Health and Safety procedures.	
<b>Employment Issues</b>	No risks identified	SRP is implementing a local economic benefit programme (SMEs, training, apprenticeships etc) so that the more activity SRP does, the greater the potential benefit in relation to job creation.
<b>Equalities Issues</b>	No risks identified	
<b>Community Support</b>	No risks identified	
<b>Communications</b>	No risks identified	The development of small sites is a positive story that makes the best use of Council assets. The potential exists to promote SRP to highlight how the JV is helping the Council deliver a range of sites throughout Slough.
<b>Community Safety</b> – local residents/ workers harmed during construction.	Morgan Sindall is part of the Considerate Constructor Scheme (CCS).	
<b>Finance</b> – Exposure to increased risk due to speculative development activities on the private units.	Morgan Sindall Group PLC is a top 5 construction and regeneration company quoted on the main London stock exchange with an annual turnover of circa £2.2bn.	SBC loan notes issued to the SRP are at 7 to 12.5% generating significantly higher rates of return for a relatively modest risk. These returns are separate and in addition to SBC's share in development profits on the private units.
<b>Finance</b> - The "price" does not realise best value	External consultants have been appointed to confirm that the land price reflects the best value valuation for the site.	The indicative price discussed at present is far higher than the original indicative price assumed when the 'LABV' was created
<b>Finance</b> – The development does not generate a profit or makes a loss	The Council has taken independent advice on costs and revenue to ensure that the project is viable and will deliver a profit	Should the sales period be shorter than anticipated, costs will reduce, resulting in an increase in the Council's share of the profit.
<b>Finance</b> – Higher than anticipated construction costs	Once crystallised, a fixed price contract is agreed therefore the risk is with the main contractor acting for SRP.	
<b>Timetable for Delivery</b> – schemes are delayed unnecessarily		Using the existing legally established subsidiary company will ensure expediency in delivery.
<b>Project Capacity</b> – lack of resource delaying delivery	SRP have employed additional management staff to cover increasing work streams.	
<b>Governance</b> – Poor performance	The SRP has an established board of directors that are already competently directing the company's business.	Board members are from both the private and public sector ensuring a balance between commerciality and long term objectives.

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Performance</b> – failure to develop land transferred to subsidiary	The SRP is already developing sites successfully and pays SBC interest from the moment the land is transferred.	Increasing the number of projects and the resource within the SRP will improve its long term viability and success.
<b>Planning</b> – several pre-planning conditions remain outstanding which could delay the site start.	SRP is working closely with Building Control, Planning and Highways to enable the conditions to be discharged.	

#### c) Human Rights Act and Other Legal Implications

Local authorities are generally under a duty to comply with Section 123 (2) of the Local Government Act 1972 which requires that except with the consent of the Secretary of State a Council shall not dispose of land under this section for a consideration less than the best that can reasonably be obtained. Section 123 issues are addressed in Section 6 of this report. The independent valuation will confirm that best value has been achieved..

#### d) Equalities Impact Assessment

There are no equalities issues associated with this report.

#### e) Property Issues

This site is included in the option agreement between the Council and SRP. The option agreements sets out the conditions SRP needs to satisfy before the land is transferred from the Council to the joint venture company. As mentioned above, Section 123 (2) of the Local Government Act 1972 prevents the Council from disposing of land for less than the “best that can reasonably be obtained” without the consent of the Secretary of State. In the case of Wexham Nursery, the land value represents the “best that can reasonably be obtained” on the basis that site now has the benefit of planning permission and the land value has been calculated on what is termed a residual land value basis. In other words the land value is the Gross Development Value of the completed development less the costs required to carry out the development (excluding land but including profit).

The costs of undertaking the development have been subject to both a market testing exercise and also in the case of the construction costs, an open book tender exercise has been completed for all of the major sub-contractor packages which has been overseen by an independent Quantity Surveyor appointed by SRP.

Disposals below ‘best value’ will need to come to Cabinet as a separate paper for decision.

## 5. **Supporting Information**

### **Site Description**

- 5.1 The site at Wexham Nursery is approximately 3.5 Ha and is a former horticultural nursery. The site is currently vacant. The land to the East is a school playing field, to the North a residential development. To the South, health care facilities are located next to Extra-Care Home apartments. Wrexham Lodge is situated in a prominent position on the site and has been sensitively considered within the proposals.



## Slough Regeneration Partnership

- 5.2 The Council entered into a Limited Liability Partnership with Morgan Sindall Investment Limited and formed Slough Regeneration Partnership (SRP) in March 2013. This followed a competitive process that commenced in 2011 in which the Council sought a private sector partner to help bring forward its regeneration priorities via the Local Asset Backed vehicle (LABV) model.
- 5.3 The role of SRP is to offer a long-term approach to regeneration. Through the joint venture, the Council will receive a higher level of return from the disposal of assets (in this case Wexham Nursery) through the Joint venture route than through a straightforward disposal with the benefit of planning. In addition to receiving the full market value for its land the Council (because it is a 50% partner in SRP) will also receive 50% of the residual profit upon completion of the development.
- 5.4 Over the past 3 years joint working has been undertaken between SRP and the Council to develop plans for several sites in order to deliver the pipeline of regeneration. These have been discussed in several reports to Cabinet, including the annual update on the SRP Partnership Business Plan – the most recent version of which was approved by Cabinet on 13 April 2015. Within the Partnership Business Plan it is noted that SRP has an option to purchase the site at Wexham Nursery and that it will be developed as 104 units with the first units available at the end of 2016.
- 5.5 Morgan Sindall has funded the costs incurred to date on progressing the scheme, including the planning application and the detailed design. These Advance Sums represent Morgan Sindall's initial investment in SRP and are essentially a loan from Morgan Sindall to the SRP. The final land value represents the Council's investment in SRP in a similar way to Morgan Sindall's Advance Sums. Under the terms of the LLP Members Agreement, Morgan Sindall are obligated to provide further sums, so that the sums loaned by Morgan Sindall to SRP matches the final site value. Both these loans (the final land value loan note and Morgan Sindall's loan to SRP will be repaid by SRP at the end of the development. Any surplus will then be distributed to the Council and Morgan Sindall at the discretion of the SRP Board. This is expected to be a 50:50 share of the net profit.
- 5.6 Subject to discharging various conditions, SRP will secure planning permission to build 104 houses. Upon completion, it is intended that SBC will acquire 34 properties for social rent, as follows:

Schedule of Accommodation					
Unit Type	Sale	Affordable	Shared Ownership	Social Rent	Total
2 bedroom house	15	0	0	21	36
2 bedroom house	24	0	0	13	37
3 bedroom house	31	0	0	0	31
<b>Total</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>104</b>

## The Mechanism & Process to Agree Land Value

- 5.7 In accordance with the legal agreements between the Joint venture partners, the value of the land to be transferred from SBC to SRP is defined as '*the Price*' which means the greater of:

- a) The Market Value as agreed between SBC and SRP or determined by an expert; and
- b) Where specified, a Minimum Land Value (in the case of Wexham Nursery Phases 1 & 2 being £5,812,976).

- 5.8 Market Value is defined as a valuation undertaken in accordance with the Royal Institution of Chartered Surveyors ('RICS') Valuation and Standards Manual (generally known as the Red Book) by an independent member of the RICS appointed jointly by SBC and MSIL (each acting in their capacity as Member of SRP) or in the absence of agreement appointed by the President of the RICS.
- 5.9 In each case, the valuation must have regard to a number of factors including the satisfaction of the site conditions, the planning permission and related conditions and agreements, the funding terms and development appraisal and the specification of the development.
- 5.10 The "Price" for the land at Wexham Nursery will be determined by the independent surveyor appointed by SRP.
- 5.11 Following a series of meetings between SBC and SRP to discuss a number of issues including sales values, construction costs, marketing costs and sales periods the final land valuation, prepared by independent chartered surveyors (Savills UK Ltd), is attached at Appendix 1.

## **6 Comments of Other Committees**

- 6.1 This report has not been considered by any other committee.

## **7 Conclusion**

- 7.1 The original land value for Wexham Nursery was set at £5,812,976 in 2012. This value was based on outdated proposals, sales values and development costs at the time.
- 7.2 The process to agree the final land valuation is ongoing and will be completed imminently.

## **8 Appendices**

Appendix 1 – Independent Land Valuation – Wexham (Part II - contains exempt information) – TO FOLLOW

## **9 Background Papers**

None.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14 March 2016

**CONTACT OFFICER:** Stephen Gibson, Head of Asset Management  
(For all enquiries) (01753) 875852

**WARD(S):** All

**PORTFOLIO:** Neighbourhoods & Renewal - Cllr Swindlehurst  
Leader of Council - Cllr Anderson

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

**SMALL SITES DEVELOPMENT STRATEGY****1 Purpose of Report**

Cabinet considered a report in September 2015 that discussed options for developing Slough Borough Council's smaller sites, which are owned by both the Housing Revenue Account ("HRA") and General Fund ("GF"). Having considered options for delivery, Cabinet supported the recommendation that the Small Sites Development Strategy should be delivered via the Slough Regeneration Partnership ("the SRP").

The purpose of this report is to update Cabinet on the progress being made to bring forward the smaller sites.

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

The Cabinet is requested to resolve that it be noted that:

- a) The pilot HRA scheme at Eschle Court will be on site by May 2016 and will provide 11 social rented flats by March 2017.
- b) The first batch of four HRA projects, which includes a combination of new build and refurbished HRA properties, will be on site by October 2016 and will provide 5 new homes, including a specially adapted wheelchair bungalow.
- c) Subject to planning approval, the second batch of new homes, which will include 24 properties for sale and 19 specialist apartments for rent for adults with learning difficulties, will be on site before December 2016.

The Cabinet is requested to resolve that:

- d) The Assistant Director Procurement & Commercial Services be given delegated authority to market test and remove any of the small (2 units or less) HRA sites that do not have signed build contracts in place and promote them through the Repair Maintenance and Investment (RMI) procurement process if they deem that this approach will generate best value for the Council.
- e) A progress report, providing an update on additional small General Fund sites, will be presented to Cabinet for consideration by Cabinet in September 2016.

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

The creation of expediently delivered high quality new housing, will maximise the value of the Council's asset base, increase council tax receipts and provide an income stream that can be used to contribute towards the provision of front line services.

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

The new housing being constructed will introduce local employment opportunities whilst increasing apprenticeship opportunities, enabling local people to improve their learning and skill base. Delivering new homes is improving the quality of the built environment and the image of the town whilst providing much needed housing accommodation. The schemes are being designed with security as a key consideration and are being constructed in line with current Health and Safety regulations.

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

Working effectively and expediently with the SRP to deliver smaller site is addressing the five year plan outcomes through:

- Quality new homes will encourage people who work in Slough to also live in Slough which will in turn help businesses of all sizes to locate, start, grow, and stay,
- The homes being delivered directly address the need for more homes in the borough, with quality improving across all tenures,
- The central sites such as Alpha St will contribute towards keeping the centre Slough a vibrant location to live,
- Continuing to designing schemes with security as a priority will help to ensure Slough is a safe place to live and all sites will aim to achieve Secure By Design certification,
- Quality homes will attract upwardly mobile residents who are more likely to take responsibility for their own health, care and support needs,
- Continuing to ensure that schemes are designed in line with amenity requirements will contribute towards children and young people in Slough being healthy and resilient,
- Participating in the development risk will ensure that the Council's income and the value of its assets are maximised,
- Re-furbishing and extending currently owned properties will make the best of existing housing stock; and
- Increasing the supply of affordable housing will help prevent homelessness where possible.

### 4 **Other Implications**

#### a) Financial

The SRP is a Limited Liability Partnership owned by Slough Borough Council and Morgan Sindall Investments Ltd (MSIL). Part of it's objective is to make a commercial return for the partners. To secure best value on some of the smaller sites the SRP

has appointed small local building firms, outside of the Morgan Sindall Group, to ensure the build price secured by the partnership and the Council is competitive.

Over the Small Site Development Programme it is anticipated that the Council will receive circa £2.5m in land receipts in addition to a £1.2m share in the development profits (see Appendix 1).

Whilst this report comes with no financial implications it is worth re-iterating that the currently envisaged programme (see Appendix 1) will create additional council tax income in the region of £200k pa, which will be doubled for the first six years to £400k pa under the current central government New Homes Bonus scheme introduced in 2010.

The deliver of private homes will be covered by private sale receipts. The delivery of the HRA homes will be covered by of combination of:

- Right to Buy receipts,
- Commuted Affordable Housing s.106 Contributions; and
- Capitalised rental income at affordable levels.

**b) Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Legal</b> – SRP is sued by creditors of the joint venture	There are clear firewalls between the Council and the SRP	The SRP is already compliant with EU and UK regulations.
<b>Property</b> – House prices could fall, resulting in anticipated sales values being unachievable.	Morgan Sindall are a commercial partner and will ensure all development realised is financially viable and synced to market cycles.	The Council will participate in any growth in value achieved during the construction period.
<b>Human Rights</b>	No risks identified	
<b>Health and Safety</b> – workers are harm or killed during the course of construction or local residents are harm accessing the sites.	Morgan Sindall is a national construction company with established Health and Safety procedures. Any external main or sub contractors need to comply with the partnership’s Health and Safety policy.	
<b>Employment Issues</b>	No risks identified	SRP is implementing a local economic benefit programme (SMEs, training, apprenticeships etc) so that the more activity SRP does, the greater the potential benefit in relation to job creation.
<b>Equalities Issues</b>	No risks identified	
<b>Community Support</b>	No risks identified	
<b>Communications</b>	No risks identified	The development of small sites is a positive story that makes the best use of Council assets. The potential exists to promote SRP to highlight how the JV is helping the Council deliver a range of sites throughout Slough.

<b>Community Safety</b> – local residents/ workers harmed during construction.	Morgan Sindall is part of the Considerate Constructor Scheme (CCS).	
<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Finance</b> – Exposure to increased risk due to speculative development activities on the private units.	Morgan Sindall Group PLC is a top 5 construction and regeneration company quoted on the main London stock exchange with an annual turnover of circa £2.2bn.	SBC loan notes issued to the SRP are at 7 to 12.5% generating significantly higher rates of return for a relatively modest risk. These returns are separate and in addition to SBC's share in development profits on the private units.
<b>Timetable for Delivery</b> – schemes are delayed unnecessarily		Using the existing legally established subsidiary company will ensure expediency in delivery.
<b>Project Capacity</b> – lack of resource delaying delivery	SRP have employed additional management staff to cover the new work streams.	
<b>Governance</b> – Poor performance	The SRP has an established board of directors that are already competently directing the company's business.	Board members are from both the private and public sector ensuring a balance between commerciality and long term objectives.
<b>Performance</b> – failure to develop land transferred to subsidiary	The SRP is already developing sites successfully and pays SBC interest from the moment the land is transferred.	Increasing and improving the number of projects and resource within the SRP will improve its long term viability and success.

c) Human Rights Act and Other Legal Implications

The smaller developments are within the scope envisaged during the establishment of SRP which was procured through a process compliant with EU and UK Regulations.

d) Equalities Impact Assessment (compulsory section to be included in **all** reports)

There are no equalities issues associated with this report.

e) Property Issues

See below.

5. **Supporting Information**

5.1 Cabinet considered a report in September 2015 that discussed options for developing Slough Borough Council's smaller sites and supported the recommendation that the Small Sites Development Strategy be delivered via the SRP. Since then MSIL has worked with the Council to develop proposals to bring forward both small affordable Housing sites funded via the Housing Revenue Account ("HRA") and private sites for the General Fund ("GF"). A single development subsidiary of the partnership has been incorporated to take forward the programme.

- 5.2 The approach has been for Morgan Sindall plc Special Works division to act as main contractor in the first instance but where they have been unable to meet best value in the opinion of the employers agent, small sites have been tendered to suitable contractors in accordance with Part B of SRP's Procurement Policy.
- 5.3 In approving the business case for each batch of HRA homes the Capital Strategy Board will be presented with the total cost of each phase and how these will be funded through a combination of right to buy receipts, planning obligation (s.106) contributions and capitalised rental income.
- 5.4 There are currently 39 HRA units and 17 General Fund units in the planning system and architects have been appointed to work up planning applications for a further 28 HRA units (please refer to Appendix 1 and 2).
- 5.5 The private sites will be transferred to the SRP at best value once a competitive build price is secured, the final valuation sum is to be agreed by the Assistant Director, Assets Infrastructure & Regeneration in consultation with the Leader and the Council's section 151 officer.
- 5.6 The sites considered in Appendix 1 are the properties that we will be delivering within the timeframe of the initial phase. There are a number of further small General Fund sites that have been identified and put forward for consideration as residential in the new local plan. Subject to the success of the initial phase and reception from the Local Planning Authority they will be added to the next phase of the Small Sites Development Strategy.
- 5.7 The Council will soon commence the procurement process to appoint a Repairs, Maintenance and Investment (RMI) contractor with a view to having the new contractor in place to start delivering services from 1<sup>st</sup> December 2017. To secure competitive rates for the construction of the new homes, the RMI Project Board has agreed to include the small new build and refurbishment HRA sites (currently identified as pipeline projects) in the scope of the procurement as set out in the OJEU notice.

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

- 6.1 This report has not been considered by any other committee.

## 7. **Conclusion**

- 7.1 The SRP has made significant 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 as the Development Manager, the smaller sites are being redeveloped efficiently within the SRP. This is reducing risk to the Council and keeping internal staffing and revenue costs to a minimum. The Council has joint control over the development process and will receive the independently verified Market Value for any land assets that are transferred in addition to an equal share in development profits. For HRA sites, the Council has control over the programme, housing mix, design and specification whilst the SRP is securing expedient and cost effective delivery.
- 7.2 Works will be commencing on the first of the smaller Housing Revenue Account (HRA) schemes in May this year at Eschle Court which comprises 11 new build affordable units for local residents.

8 **Appendices**

Appendix One – Currently Pipeline of Small Sites (Part II - contains exempt information)

Appendix Two – Current Programme for Small Sites Development Strategy (Part II – contains exempt information)

9 **Background Papers**

None.



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14 March 2016

**CONTACT OFFICER:** Stephen Gibson, Head of Asset Management

**(For all enquiries)** (01753) 875852

**WARD(S):** All

**PORTFOLIO:** Neighbourhoods & Renewal - Cllr Swindlehurst  
 Leader of Council - Cllr Anderson

**PART I**  
**NON-KEY DECISION****STRATEGIC ASSET PURCHASES 2015/16****1. Purpose of Report**

On 14 September 2015 Cabinet approved the introduction of a Strategic Acquisition Strategy and agreed to recommend that a budget of £25m should be introduced to undertake Strategic Asset Purchases. The purpose of this strategy was to enable the Council to undertake asset investment through the acquisition of land and/or property generating income to realise the ambitions and outcomes agreed in the 5 Year Plan and improve the Council's financial resilience.

The purpose of this report is to provide an update on assets acquired within the financial year and confirm the financial and regeneration benefits that have been realised.

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

The Cabinet is requested to resolve that it be noted that:

- a) The ability to operate within commercial timescales has been very effective. Two Three major strategic asset purchases have already been completed, generating income in excess of £550,000 of per annum.
- b) A mixed portfolio of potential strategic asset purchases has been identified and is being pursued.
- c) An income target of £1.25m has been set for the financial year 2016/17.
- d) The income generated from strategic asset purchases will generate an independent income stream that will alleviate pressure enforced by central government funding cuts.

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

The acquisition of property assets is a direct way of influencing regeneration. The agreed streamline procedures have created the conditions to make a material contribution to the economic wellbeing of the Borough.

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

Individual acquisitions will be reviewed in line with the Slough Joint Wellbeing Strategy priorities.

3b. **Five Year Plan Outcomes**

Outcome 3 of the 5 year plan focuses on ensuring that the centre of Slough will be vibrant, providing business, living and cultural opportunities. This workstream is being delivered via the *Changing Views* task and finish group. The implementation of the Strategic Acquisition Strategy has created a mechanism for the Council to assemble land and gain control of key sites that will facilitate broader regeneration and economic development objectives. The acquisition of income generating assets is also closely tied to Outcome 7, which seeks to maximise the value of the Council's assets and income.

4 **Other Implications**

a) **Financial**

This report comes with no financial implications. A budget of £25m has already been set and is managed via the Strategic Acquisition Board, with acquisitions requiring approval of the s151 Officer.

The implementation of this new commercial approach has provided the opportunity for the Council to secure assets with an income stream that outperform the current returns received through its treasury management activities. The income generated will increase the Council's financial resilience against a background of austerity measures and will make a material contribution to offset the impact of reduced funding from central government.

b) **Risk Management**

<b>Risk</b>	<b>Mitigating Action</b>	<b>Opportunities</b>
<b>Legal</b> – competing priorities could create delays.	Appoint external solicitors to undertake due diligence and provide comprehensive reports on title, deeds, leases etc, as required.	
Property market risk – property is a riskier asset than other asset classes because of its physical characteristics, which need to be managed and maintained together with the time needed to liquidate time The Council may not achieve its target returns if market conditions significantly worsen	Undertake appropriate due diligence and appoint specialist advisers as required. Target assets/locations where income is secured and rental growth identified.	Market conditions can go up as well as down, with the Council benefitting from increased returns during an upturn.
<b>Human Rights</b>		
<b>Health and Safety</b>	No risks identified	
<b>Employment Issues</b>	No risks identified	
<b>Equalities Issues</b>	No risks identified	
<b>Community Support</b>	No risks identified	

<b>Communications</b>	No risks identified	
<b>Community Safely</b>	No risks identified	
<b>Finance</b> - Abortive costs including legal and survey fees, staff costs, initial feasibility costs.	Whilst efforts will be made to reduce abortive costs it is inevitable that the Council will on occasions incur costs on projects that do not proceed. Introduction of specific procedures relating to Strategic Acquisitions, which set out objectives, criteria and delegated authority.	
<b>Governance</b> – Poor performance	Introduction of specific procedures relating to Strategic Acquisitions, which set out objectives, criteria and delegated authority.	
<b>Performance</b>	No risks identified	

c) Human Rights Act and Other Legal Implications

The Council's powers to acquire land are governed by statute. Section 120 of the Local Government Act 1972 permits the Council to acquire by agreement any land whether situated inside or outside its area of operation. It does not matter that the asset is used immediately for the intended purpose and may be used for an alternative purpose in the interim.

d) Equalities Impact Assessment

There are no equalities issues associated with this report. However the accessibility of properties will be one of the factors for consideration in deciding between investments.

e) Property Implications

See section 5 below.

## 5 **Supporting Information**

### **Background**

5.1 The Strategic Asset Purchase scheme (SAP), which designed to use the Council's balance sheet to improve ongoing revenue streams and increase the asset base, was approved in September 2015. The scheme is limited to £25m initially for land and/or properties that provide a good yield back to the Council and/or will assist in the delivery of the Council's wider regeneration aspirations. This will allow the Council to capture an increase in capital value through other regeneration work that the Council is completing, rather than leave this purely to the outside market to benefit from.

5.2 The scheme has a clear governance process with delegated authority to spend based on a variety of clear criteria. A Board has been established with membership drawn from elected members and officers that has a remit to:

- Consider acquisition recommendations proposed by the Head of Asset Management (or delegate).

- Review proposed land acquisition and/or property investment opportunities, taking into account the extent to which the proposition fulfils the council's policy objectives against a set of agreed criteria.
- Make strategic acquisition and investment decisions on behalf of the council within the initial funding allocation of £25m.
- Oversee and monitor the performance of approved acquisition and investments.

5.3 The scheme has already enabled the Council to purchase two assets, with more than £550k of ongoing income at a yield of 6.48%. It is anticipated that the Council will achieve returns of £1.25m once the scheme is fully utilised.

5.4 In acquiring the investment properties, consideration was given to future proof the land in the event that the existing leases are not renewed. The potential exists to demolish the existing units and rebuild with a combination of retail and residential. Assuming they are redeveloped via Slough Urban renewal, this would provide a capital receipt for the land, 50% of the development profit, New Homes Bonus, additional Council tax income and a long-term income stream from leasing the new retail units, therefore the investments will provide a long-term return irrespective of the performance of the existing tenants.

5.5 The Council has specifically taken the approach to invest in assets within the borough. There are a variety of reasons for this. Firstly, it is where the Council extensive market knowledge. Secondly, by investing in the borough the Council is able to benefit from wider regeneration schemes across Slough.

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

6.1 This report has not been considered by any other committees.

## 7. **Conclusion**

7.1 When approving the Strategic Acquisition Strategy, Cabinet noted the associated processes would place the Council in a position to operate within commercial timescales, enhance its ability to complete strategic acquisitions and/or investments and alleviate the risk of losing opportunities as a consequence of delays in process. Within 6 months this approach has proven to be highly successful. The flexibility and governance arrangements that have been agreed have allowed the Council to compete in this market, secure long-term income streams and acquire land for future regeneration.

## 8. **Appendices (both contain exempt information and are in Part II of the agenda)**

Appendix 1 - Extract from report to Strategic Acquisition Board, 12 October 2015.

Appendix 2 - Extract from report to Strategic Acquisition Board, 24 October 2015

## 9. **Background Papers**

None

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14<sup>th</sup> March 2016

**CONTACT OFFICER:** Dave Gordon (Scrutiny Officer)  
**(For all enquiries)** (01753) 875411

**WARD(S):** All

**PORTFOLIO:** Cllr Munawar –  
 Commissioner for Social and Economic Inclusion

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

**REFERENCES FROM OVERVIEW AND SCRUTINY – LITTERING PROJECT****1. Purpose of Report**

The purpose of this report is to ask Cabinet to note the recommendations of the Neighbourhoods and Community Services Scrutiny Panel (23<sup>rd</sup> February 2016).

**2. Matters contained in report**

The Neighbourhoods and Community Services Scrutiny Panel discussed the potential extension of the littering enforcement project. This has been run by the Neighbourhood Manager Resilience & Enforcement Team, with Phase 1 of the project due for imminent completion.

The NCS Scrutiny Panel was asked to offer its support for one of two options:

- Termination of the project.
- Supporting the extension of the pilot in to Phase 2 for a further 6 months from the 1<sup>st</sup> April 16.

The Panel decided, by majority vote, to support the extension of the pilot. The decision will now be made by officers, and Cabinet is requested to note the Panel's support.

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

These recommendations relate to the following priority:

- Regeneration and Environment

**3b. Five Year Plan Outcomes**

These recommendations relate to the following outcomes:

1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay.

3. The centre of Slough will be vibrant, providing business, living and cultural opportunities.
4. Slough will be one of the safest places in the Thames Valley

#### 4 **Other Implications**

##### (a) Financial

This area of work is currently being resourced from self generated funds and from within existing budgets. Resources have not been agreed, nor has permission been given to fund the ongoing pilot. Therefore the current project is under notice to terminate at the end of March 2016.

Longer term we are considering service models that could income generate or support costings for further service delivery for Slough Borough Council, whilst providing an improved service for the community and a greater positive impact in line with our priorities and the 5 Year Plan.

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

There are no human rights act or other legal implications arising as a direct result of this report.

#### 5 **Supporting Information**

- 5.1 The pilot had failed to be self-financing but had provided successes in terms of environmental improvement. Phase 1 of the project involved patrols (mainly on Slough High Street) and the sharing of penalties paid between SBC and the contractor. Phase 2 (should it proceed) would see the contractor take full ownership of the process from beginning to end. However, the number of fines received had reduced as Phase 1 of the project progressed which led to its failure to self-finance.
- 5.2 The enforcement team had consulted with the Legal Department. In cases where the matter progressed to court, SBC would win the vast majority but the costs involved and the problems in recovering them made such an approach unviable.
- 5.3 No precise analysis of the environmental benefits of the project could be provided; any detailed investigation into litter levels on Slough High Street would be labour intensive. However, some preliminary investigations could be conducted. The Panel signalled their desire to see some research into the environmental benefits of the pilot undertaken.
- 5.4 SBC could not guarantee that the project would become self-financing.

#### 6 **Conclusion**

- 6.1 The Cabinet is asked to note the NCS Scrutiny Panel's decision and the rationale behind it.

#### 7 **Appendices**

None

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 14<sup>th</sup> March 2016

**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 MARCH 2016 TO 31 MAY 2016**

## **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 134  
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](mailto: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](mailto: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. Urgent Notices are published on the Council's [website](#).

## Cabinet - 14th March 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Five Year Plan Annual Report</u></p> <p>To consider the Five Year Plan Annual Report which sets out the progress made in delivering the Five-Year Plan outcomes.</p>	F&S	All	All	Dean Tyler, Head of Policy, Partnerships & Programmes Tel: (01753) 875847	-	None	√	
<p><u>Manifesto Update on Pledges 2015/16</u></p> <p>To consider a report on the Council project undertaken following adoption in June 2015 of the Ruling Group Manifesto Pledges for 2015/16.</p>	F&S	All	All	Kate Pratt, Communications Manager Tel: (01753) 875088	-	None	√	
<p><b><u>Community Investment Fund Update 2015-16</u></b></p> <p>To inform Cabinet of the projects supported by the Community Investment Fund in 2015/16 and consider allocations for 2016/17.</p>	F&S	All	All	Kate Pratt, Communications Manager Tel: (01753) 875088	-	None	√	

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

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

<p><b><u>Environmental Services and Highways Contract Procurement</u></b></p> <p>The request to procure the new Environmental Services &amp; Highways Contract for the delivery of the services including waste collection, street cleaning, green estate and Highways. There will also be an explanation of the outcomes of the commissioning process, soft market testing and the preferred contract vehicle and services scope.</p>	E&O	All	Regeneration & Environment	Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275	Overview & Scrutiny Committee, February 2016	None		
<p><b><u>Reconfiguration of day activities offer to service users with Learning Disabilities</u></b></p> <p>Permission is sought to reconfigure the boroughs day activities offer to service users with learning disabilities to:</p> <ul style="list-style-type: none"> <li>• Meet the savings target of £350k which will contribute to the savings target of £0.65m set against in-house services to be delivered between 2015/16 and 2016/17.</li> <li>• Ensure the local authority complies with the requirements of the Care Act 2014 of service users having choice and control over the services they receive.</li> </ul>	H&W	All	All	Simon Broad, Head of Safeguarding and Adult Learning Disabilities Tel: 01753 875202	-	None	√	
<p><b><u>Small Sites Development Strategy Update</u></b></p> <p>To update the Cabinet on the progress being made by the Slough Regeneration Partnership in bringing forward smaller development sites.</p>	N&R	All	Regeneration & Environment	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA

Page 138

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

<b><u>Trelawney Avenue Redevelopment Plan Update</u></b>  Further to the Cabinet report of November 2015, to receive an update and take key decisions on the Trelawney Avenue Redevelopment Plan.	N&R	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		
<b><u>Proposed Disposal of Land at Wexham Nursery to Slough Regeneration Partnership</u></b>  To seek approval to dispose of land at Wexham Nursery to Slough Regeneration Partnership (SRP) to commence a 104 unit housing development.	N&R	Wexham Lea	Regeneration & Environment	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<b><u>Strategic Acquisition Update 2015/16</u></b>  To receive a report informing the Cabinet of recent assets purchased through the Strategic Acquisition Board process in line with the Strategic Acquisition Strategy.	F&S	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		Yes, p3 LGA
<b><u>Review of DHP Policy 2016-17</u></b>  To consider a report on the policy for Discretionary Housing Payments for 2016/17.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<b><u>Community facilities in Cippenham</u></b>  The purpose of the report is to set out proposals for community facilities in Cippenham.	N&R	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA

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

<b>Old Library Site</b> To consider a report on options for the development of the Old Library Site.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	Yes, p3 LGA
<b>References from Overview &amp; Scrutiny</b> <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<b>Notification of Forthcoming Decisions</b> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Page 140

## Cabinet - 11th April 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b>Contracts in Excess of £250,000 in 2016/17</b> To report those contracts in excess of £250k likely to be awarded in 2016/17.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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



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

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of the Local Government Act 1972.

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