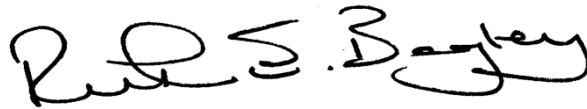


Date of issue: Friday, 7 October 2016

MEETING:	CABINET Councillor Munawar Councillor Hussain Councillor Ajaib Councillor Bal Councillor Matloob Councillor Sharif Councillor Sohal	Finance & Strategy Education & Children's Services / Health & Social Care Housing & Urban Renewal Environment & Leisure Transport & Highways Digital Transformation & Customer Care Regulation & Consumer Protection
DATE AND TIME:	MONDAY, 17TH OCTOBER, 2016 AT 6.30 PM	
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

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



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 19th September 2016	1 - 8	
3.	Hollow Hill Lane Experimental Scheme	9 - 12	Foxborough ; Langley Kedermister ; Langley St Mary's
4.	Parking Strategy	13 - 66	All
5.	Housing Revenue Account Business Plan 2016-2046	67 - 100	All
6.	Trelawney Avenue Redevelopment Plan Progress Report	101 - 110	Langley Kedermister
7.	Slough Basin Options Report	111 - 116	All
8.	References from Overview & Scrutiny	To Follow	All
9.	Notification of Forthcoming Decisions	117 - 128	All

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



Cabinet – Meeting held on Monday, 19th September, 2016.

Present:- Councillors Munawar (Chair), Hussain (Vice-Chair), Ajaib, Bal, Matloob and Sharif

Also present under Rule 30:- Councillors Anderson, Bains, Bedi, Coad, Dar, Amarpreet Dhaliwal, Arvind Dhaliwal, Plenty, Rasib, Shah, Smith, Swindlehurst, Wright and Nazir

Apologies for Absence:- Councillor Sohal

PART 1

42. Declarations of Interest

Councillor Bal declared that his daughter worked for Slough Borough Council.

Under Item 4 – Procurement of Environmental Services, Councillor Bains (Rule 30) declared that he worked for Amey, but not in the highways division.

43. Minutes of the Meeting held on 18th July and the Special Meeting held on 5th September 2016

Resolved – That the minutes of the meeting of the Cabinet held on 18th July and the Special Meeting held on 5th September 2016 be approved as a correct record.

44. Future delivery of the Council's education related functions and children's centres

The Commissioner for Education & Children introduced a report that set out revised proposals for the future delivery of the education related functions, early years and childrens centre services currently delivered through the Council's contract with Mott MacDonald Ltd (Cambridge Education).

The Cabinet was asked to agree that all services within the current contract with Mott MacDonald Ltd should initially revert back to the Council, providing time for the Council and Slough Children's Services Trust (SCST) to review the best long-term options for designated service areas in partnership with other stakeholders, including schools. The revised proposals followed the Department for Education Ministerial agreement issued on 6th September 2016 to revoke the Second Direction, reflecting the increased Ministerial confidence in the improved working relationship between the Council and SCST. The Cabinet welcomed the revised proposals and emphasised its full commitment to working positively and co-operatively with the Trust to deliver improvements to services for the benefit of children in Slough.

The Interim Director of Children's Services detailed the staffing issues and timetable, with a phased transfer planned through to 1st December 2016. The Council had appointed a permanent Head of Education and the recruitment of a permanent Director of Children's Services was in progress. The Chief Executive of SCST highlighted the importance of building on the progress made in recent months with the Council and Trust working closely together. The Cabinet sought reassurance that the Council was ready and equipped for challenge of bringing the services back in house and it was confirmed that the motivation and commitment was there from all sides.

Speaking under Rule 30, Councillors Arvind Dhaliwal, Bedi, Bains, Swindlehurst and Rasib commented on the proposals and asked a number of questions. It was clarified that the reason for the phased approach was due to the timing of the Ministerial decision, made on 6th September, and the practical requirements such as TUPE. It was not possible to confirm the level of savings at this stage, however, a Steering Group had been established to lead further service transformation to improve the effectiveness and efficiency of services.

At the conclusion of the discussion, the Cabinet welcomed the positive progress made in recent months to enable the services to return to the Council; agreed the recommendations as set out in the report; and thanked the Members, DfE Commissioner, Officers and the Trust for their work, particularly the Interim Director of Children's Services who shortly be leaving the authority.

Resolved –

- (a) That all services within the Council's contract with Mott MacDonald Limited (Cambridge Education) be brought in-house by the Council, in line with the timetable set out at paragraph 5.9 of the report.
- (b) That arrangements for the short-term extension of the existing contract with Mott MacDonald Limited (Cambridge Education) be delegated to the Interim Director, Children's Services in order to allow time for consultation with staff and schools on the new proposals.
- (c) That the Council and Slough Children's Services Trust Limited (SCST) jointly explore further opportunities to improve education, early years and children's centre services, including the potential benefits of voluntarily transferring any functions to the Trust, with a particular focus on children's centres.

45. Procurement of Environmental Services

The Cabinet considered a report that recommended that an in-house model be developed for the delivery of Environmental Services and Highways from December 2017. This would rescind the decision made by Cabinet on 14 March 2016 to procure a contract for external delivery. The in-house delivery vehicle would be a 'Teckal company', limited by shares with the Council as

the sole shareholder. The new approach had been driven by a review of the commercial considerations which had identified opportunities from an in-house model, in addition to the benefits arising from local authority ownership and accountability.

It was noted that the Overview & Scrutiny Committee had considered the issue at its meeting on 15th September and had supported the in-house model via the 'Teckal company', making some further comments about the engagement with staff and a strong preference to have the new model operational by 1 December 2017.

The process undertaken to date in procuring these services was detailed and the Cabinet noted the options appraisal, financial implications and risks as set out in the report. Commissioners felt that an in-house model provided an opportunity to achieve service benefits for residents as well as providing commercial opportunities not possible with an outsourced model. The original decision to outsource the services fifteen years ago had been justified by the improvements secured by Amey and its predecessors, but it was felt that the time was right to take a more commercially astute approach. Engagement had taken place with Amey and Officers were confident of a smooth transition.

It was noted that several other local authorities were moving in a similar direction to that proposed in Slough, and the Council would proactive to seek to learn lessons and share best practice. The staffing issues were discussed and it was confirmed that existing terms and conditions would be protected through the TUPE process and HR support would be provided as part of the process. Speaking under Rule 30, Councillors Bains, Arvind Dhaliwal, Anderson and Swindlehurst raised a number of issues including the implications on the savings plan; the approach to workforce issues; and the risks and potential cost if the timetable slipped and an extension was required. The detailed points were noted and would be further considered if the Cabinet agreed to proceed with the in-house model.

After due consideration, the Cabinet agreed to instruct Officers to proceed with arrangements of the services in-house via a Teckal company from 1st December 2017 and to provide a delegation to extend the existing contract if required.

Resolved –

- (a) That Officers be instructed to commence to put into place arrangements for the delivery of Environmental Services and Highways in – house, thereby rescinding its decision made on 14 March 2016 for the procurement of a contract for the external delivery of Environmental Services.
- (b) That the Council delivery vehicle should be a 'Teckal company' limited by shares with the Council as the sole shareholder for the insourced provision of these services.

- (c) That the necessary powers be delegated to the Strategic Director, Customer & Community Services to have the option (following consultation with the Head of Legal Services) to seek to negotiate an extension of the existing contract as a temporary contingency, if required.

46. Financial & Performance Report: 1st Quarter 2016/17

The Cabinet considered a report detailing the latest forecast financial information; a summary of performance against the balanced scorecard indicators; and an update on the progress of key projects for the period between April to June 2016.

The Council was forecasting an overspend of £1.19m as at Month 3 with increasing pressures being reported in the Adult Social Care budget, primarily due to increasing levels of needs of existing clients. Similar pressures were being reported by authorities across the country and the Assistant Director Adult Social Care explained the steps being taken to address the issue and provided an update on the four-year transformation programme that was underway.

Action was also being taken to review the capital programme to address the historic issue of slippage and seek to bring the programme closer towards a revised spend profile. Commissioners emphasised the importance of delivering the capital projects contained within the programme on time and supported the approach to be led by the Capital Strategy Board to conduct a detailed review of schemes, revise the programme accordingly and potentially set 'sunset dates' for each project. It was suggested that the role of scrutiny in reviewing the programme should be considered.

Councillors Anderson and Swindlehurst addressed the Cabinet under Rule 30. It was suggested that the comparative budget forecast chart under paragraph 6.1 of the report be re-based to take account of the fixed children's services budget to enable like-for-like comparisons with previous years. The Interim Assistant Director agreed that could be actioned. Assurance was sought that the required level of spending of right to buy receipts would be spent within the prescribed three months and the relevant Strategic Director gave this assurance.

It was considered that the format of the reporting could be more focused and streamlined and it was therefore proposed and agreed that the Cabinet receive a monthly report on the financial position, particularly the revenue budget, with a streamlined performance report being considered on a quarterly basis. The report was then noted.

Resolved –

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

- (b) That the Cabinet receive future finance reports on a monthly basis and that performance reports continue to be reported quarterly in a more concise and focused format.

47. Revenue Support Grant - Efficiency Statement

The Interim Assistant Director Finance & Audit introduced a report on the Government's four-year Revenue Support Grant (RSG) funding offer to local government. The Cabinet had noted the offer to the Council at its meeting on 18th July 2016 and had decided to defer a final decision closer to the October deadline once there was further clarity on the Government's post-Brexit spending plans.

Accepting the Government's offer would give the Council a greater degree of funding stability for the four year period between 2016-17 to 2019-20 and it was considered unlikely that the Council would receive a higher RSG settlement in future years if it did not accept the offer. The Council would be required to submit an Efficiency Statement if it accepted the offer and it was proposed that delegated authority be given to the Interim Assistant Director to finalise and submit this document following consultation with the Commissioner for Finance & Strategy.

The Cabinet agreed that accepting the offer would be advantageous to the Council's financial planning as it provided greater certainty at a time of substantial and continued reductions in Government funding. Speaking under Rule 30, Councillor Swindlehurst asked for clarity about the possible action the Government may take if the Council did not adhere to the Efficiency Statement. It was responded that the Government had not set out its approach to scrutinising and monitoring Efficiency Statements.

At the conclusion of the discussion, the Cabinet agreed to accept the offer of funding stability through the four-year settlement as detailed in section 5.2 of the report, and gave delegated authority to the Interim Assistant Director to finalise the Efficiency Statement.

Resolved –

- (a) That the Government's offer of funding stability in respect of Revenue Support Grant over the period 2016-20 be accepted.
- (b) That the final efficiency statement document be delegated to the S151 officer and lead commissioner to review, based on previous information presented to members setting out the Council's financial plan.

48. Refresh of Slough Joint Wellbeing Strategy

The Cabinet considered the refreshed Slough Joint Wellbeing Strategy 2016-2020. The current strategy was due to expire in 2016 and it was a statutory responsibility for Health & Wellbeing Boards to publish a new Joint Wellbeing Strategy. The Slough Wellbeing Board had undertaken an extensive

programme of activity to review and refresh and strategy and priorities and would be recommending the document to full Council on 27th September 2016, as at Appendix A to the report. The Cabinet was asked to consider the strategy and endorse the SWB recommendation.

The strategy included four high level priorities which partners had agreed they could work together on to maximise impact. The partnership had recently undertaken a review to improve its effectiveness in delivering the strategy. Commissioners welcomed the clear vision and direction that the new strategy set for the Council and partners and agreed to endorse the recommendation to Council that the strategy be approved.

Resolved – That the Slough Wellbeing Board recommendation to Council to approve the Slough Joint Wellbeing Strategy 2016-2020 be endorsed.

49. References from Overview & Scrutiny

The Chair of the Neighbourhoods & Community Services Panel introduced a report arising from the recommendation of the Panel meeting of 8th September 2016 in relation to the Hollow Hill Lane Experimental Scheme. After scrutinising the decision made by Officers under delegated powers to close Hollow Hill Lane at Chequers Bridge on 2nd August 2016 under an experimental traffic order, the Panel made the following recommendation:

“... that Cabinet review the experimental scheme as soon as possible, with a view to terminating the closure of Hollow Hill Lane after 3 months (2nd November 2016) provided that Slough Borough Council have compiled sufficient information by this date to make an informed decision on the matter.”

The NCS Scrutiny Chair explained the reasons for the recommendation, most notably the severe traffic congestion in the vicinity that had generated a negative response from local residents and road users. Assurance was also sought that the Council was compiling the facts and figures to support the case for a replacement road/bridge if the road was closed in the longer term. Councillors Coad and Amarpreet Dhaliwal, ward Members for Langley St Mary's, addressed the Cabinet and highlighted a wide range of problems that residents had raised with them including increased traffic on local routes, pollution, disrupted trade for some local businesses, ineffective communication and fly-tipping.

The Assistant Director Assets, Infrastructure & Regeneration explained the background to, and reasons for, the closure under the Experimental Order. Whilst the Order lasted for 18 months, it was not intended that the closure would be for this lengthy period. He explained that with the possibility that the road would be permanently closed in the future, the Council had a duty to residents to understand the wider traffic implications in order to develop and secure the best possible mitigation package from HS2, Network Rail and the Department for Transport (DfT) as appropriate. The Council would need to

follow DfT guidance on the appraisal of schemes to ensure that robust data was compiled to support any proposed mitigation package. The professional opinion of the Assistant Director was that it would be helpful to have the additional neutral month to gather information on the closure and that Cabinet consider extending the closure to the end of March in order to provide a robust case to the relevant Minister. The NCS Scrutiny Chair expressed dissatisfaction that his Panel had been informed that the maximum period of closure was six months.

The Cabinet noted the comments of the Scrutiny Panel, ward Members and Councillors Anderson and Swindlehurst speaking under Rule 30. Commissioners were sympathetic to the concerns raised on behalf of local residents and recognised the disruption that had been caused. Members considered a number of options to determine the way forward and seek to minimise the disruption. The Cabinet agreed that it was important to ensure a robust set of data was collected that met the requirements set out in regulations to secure the best possible mitigation package, but that the period of closure should be minimised. It was therefore proposed and agreed to authorise the Assistant Director Assets, Infrastructure and Regeneration to write to the relevant bodies to seek clarification on the minimum period of time required to collect the necessary data on which to base future decisions on the mitigation package. An update would be provided to the Cabinet at its next meeting on 17th October to decide the period of closure.

Resolved –

- (a) That the Neighbourhoods and Community Services Scrutiny Panel reference on the matter of the decision to close Hollow Hill Lane at Chequers Bridge under an experimental traffic order be noted. The wording of the resolution was as follows:

“The Panel recommend that Cabinet review the experimental scheme as soon as possible, with a view to terminating the closure of Hollow Hill Lane after 3 months (2nd November 2016) provided that Slough Borough Council have compiled sufficient information by this date to make an informed decision on the matter.”

- (b) That the Assistant Director, Assets, Infrastructure and Regeneration be authorised to write to the relevant bodies to highlight the concerns raised by Members and residents of the significant disruption caused by the closure; and in view of this, to seek clarification on the minimum period of closure required under the relevant regulations to obtain sufficiently robust data to develop the mitigation package necessary to address the long term traffic issues.
- (c) That the Cabinet receive a further report on the timescale for the closure of Hollow Hill Lane at its meeting on 17th October 2016.

50. Notification of Forthcoming Decisions

Resolved – That the published Notification of Decisions for the period between September to November 2016 be endorsed.

51. Exclusion of Press and Public

Resolved – That the press and public be excluded from the meeting during the consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

Below is a summary of the matters resolved during Part II of the agenda.

52. Part II Minutes - 5th September 2016

Resolved – That the Part II Minutes of the Cabinet meeting held on 5th September 2016 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.31 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 17th October 2016

CONTACT OFFICER: Savio DeCruz – Head of Transport and Highways (ext 5640)

(For all Enquiries) (01753) 787899

WARD(S): Foxborough, Langley St Mary's and Langley Kederminster

PART I
KEY DECISION

HOLLOW HILL LANE EXPERIMENTAL SCHEME1. **Purpose of Report**

The purpose of the report is to provide Cabinet with an update on the experimental order process and the duration that is required for officers in order to make a decision on the closure of Hollow Hill Lane.

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

The Cabinet is requested to resolve that officers be granted a period of six months for the closure in order to allow them to make a robust case for either opening or closing Hollow Hill Lane.

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

Priorities:

- Health: Providing transport facilities that ensure residents can access the health services they need.
- Economy and Skills – Continue to provide residents with access to essential services by improving connections and journey times between work, home, leisure, school and making alternatives to the car more attractive.
- Regeneration and Environment; Improving facilities and access to bus services to increase the use of sustainable forms of transport.
- Housing: Improved public transport links to the area, with quicker journey times for the bus routes serving the area and giving greater choices for residents as to where they can live and access work and facilities.
- Safer Communities: Reduced traffic congestion at the location to improve the environment for residents at the location. This should make a place where people feel safe to live and visit.

Cross-Cutting themes:

Civic responsibility: By ensuring that residents are able to express their views and participate in the identification of mitigating measures that will benefit the transport in Slough for everyone.

Improving the image of the town: By enhancing the sustainable transport links to Heathrow Airport, London and beyond, improving access and reducing journey times of local bus services and general commuter traffic.

3b. **Five Year Plan Outcomes**

The scheme will deliver the following key actions of the Five Year Outcomes that are also represented in the Transport and Highways Service Plan 2016/17.

- 1.2 *Ensure a fit for business transport infrastructure* by ensuring that the impacts of a road closure are understood and considered for future schemes.
- 1.5 *Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Link to Heathrow* by ensuring informed remedial and mitigation proposals are put forward.
- 3.1 *Define and establish the Centre of the Town as a destination* by providing a sound and reliable multi modal transport system and managing the road network.
- 4.1 *Build on success in making Slough safer* by incorporating road safety schemes into all engineering schemes delivered across the council.
- 5.4 *Ensure children and young people are emotionally and physically healthy* by improving air quality through delivering schemes that reduce congestion at key locations.

4. **Other Implications**

(a) Financial

The council have undertaken the experiment in order to determine the impact on the road network if a permanent closure comes into effect. From the planned major schemes for the area, it has been indicated that a permanent closure could be a real possibility. Closing the road under an experimental order enables the council to determine the effects of the closure, thus opening negotiations for mitigating measures with the major scheme sponsors.

There are currently no quantifiable financial implications from the recommendations or proposed actions of the report

(b) Risk Management

Risk	Mitigating action	Opportunities
Road is opened before surveys, consultation and objections are received resulting in no mitigation package.	Ensure six months of data and intelligence gathering is maintained.	Opportunity to get a good mitigation package to help solve some of the long term traffic problems in Langely and Colnbrook.

(c) Human Rights Act and Other Legal Implications

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

(d) Equalities Impact Assessment

There is no identified need for the completion of EIA relating to this report; an impact assessment will be undertaken by officers when a decision is put to Cabinet.

5. Supporting Information

- 5.1 Following discussions with the DfT, HS2, Network Rail, South Bucks District Council and Bucks County Council in July 2016 it was proposed that Slough would run an experimental order for the closure of Hollow Hill Lane.
- 5.2 Officers met with ward members affected by the closure between 20th and 22nd July 2016 and informing them of the proposed closure and the reasons
- 5.3 Ward members asked for a delay to the closure; in agreement with the lead member the closure was postponed to the 2nd August to allow members sufficient time to inform the affected residents.
- 5.4 Approximately 5500 Information leaflets were dropped in the affected area providing information on the reasons and asking for feedback on the locations where congestion occurs.
- 5.5 Officers were invited to N and CS Scrutiny Panel to answer questions with regard to transport in July 2016 and requested that a report be presented to the next scrutiny meeting on 8th September 2016.
- 5.4 Officers agreed at 8th September meeting that they would review the closure after 3 months but explained that the council needed 6 months (February 2017) to gather data, consult and receive objections before making a decision, however the recommendation to Cabinet from NCS was to terminate the closure after 3 months.
- 5.5 At the Cabinet meeting of 19th September officers suggested in their professional opinion that due to the Christmas/New Year period being included in the 6 months that some extra time be afforded to include the additional neutral month period of March.
- 5.6 Officers were directed by Cabinet to then write to the relevant bodies to seek clarification on the experimental order process and understand if there was flexibility to shorten the decision making process.
- 5.7 Officers have since written to the Minister for Local Roads and discussed the issue with the DfT.
- 5.8 The council is now waiting for a response from the minister.
- 5.9 Officers have now held the first public meeting and a meeting with ward members, parish councillors including those outside of the borough and local community groups. Further meetings are scheduled for October and November.

6. **Comments of Other Committees**

- 6.1 The Neighbourhoods & Community Services Scrutiny Panel recommended that Cabinet review the experimental scheme as soon as possible, with a view to terminating the closure of Hollow Hill Lane after 3 months (2nd November 2016) provided that Slough Borough Council have compiled sufficient information by this date to make an informed decision on the matter.

7. **Conclusion**

The experimental order at the time of compiling this report has been in place for approximately two months. The officer recommendation is to continue with the closure covering the full six months and to ensure that a decision is made on sound information including surveys, consultation feedback, objections and consideration of the mitigation package. Officers feel that it is important that time is afforded to make this important decision as it will have an impact in the area for many years to come.

8. **Background Papers**

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 17th October 2016

CONTACT OFFICER: Kam Hothi
Team Leader – Parking

(For all Enquiries) (01753) 787899

WARD(S): All Wards

PART I
KEY DECISION

PARKING STRATEGY1. **Purpose of Report**

To update Cabinet on the 2016 Parking Strategy for Slough, following changes to legislation and recommendations from the Task and Finish group.

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

The Cabinet is requested to resolve that the Parking Strategy, at Appendix A, be approved.

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

Priorities:

- **Health**: Providing parking facilities that ensure residents can access the health services they need.
- **Economy and Skills**: Continuing to provide residents with access to essential services by improving car parking provision.
- **Regeneration and Environment**: Managing parking to reduce adverse impact, improve journey times for bus services and to encourage the use of sustainable forms of transport.
- **Housing**: Reducing the adverse impact of on-street parking in residential areas and provide facilities for off-street parking for new housing developments appropriate to the location whilst fostering the use of sustainable forms of transport.
- **Safer Communities**: Managing on-street parking to reduce traffic congestion and improve safety around junctions to improve the environment for residents.

Cross-Cutting themes:

Civic responsibility: Providing residents with opportunities to park where they will not adversely affect the amenities or safety of others whilst encouraging use of sustainable forms of transport.

Improving the image of the town: Managing the provision of facilities for parking and business deliveries to maintain the attractiveness of the town as a place to live and as a focus of economic activity.

3b. **Five Year Plan Outcomes**

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay: managing the supply and location of parking helps reduce traffic congestion and optimise access to economic activity.
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities: managing on-street and off-street parking is an essential ingredient in maintaining access to the centre whilst encouraging the use of sustainable forms of transport.

4. **Other Implications**

(a) Financial

Cost neutral to the authority in terms of enforcement.

(b) Risk Management

There are no reported risks associated with this report.

Risk	Management of risk	Status
Unfavourable response to wider public consultation.	Public consultation and close working with Members.	Amber
Further changes to legislation.	Work with members to relay impact set up working group to discuss changes.	Amber
Competition from private car parks	Ensure all car parks meet Park Mark status.	Green

(c) Human Rights Act and Other Legal Implications

No implications to the Parking Enforcement Contract.

(d) Equalities Impact Assessment

The Parking Strategy aims to:

- actively discourage indiscriminate parking that causes obstruction to other motorists, pedestrians, cyclists and people with disabilities. This will ensure that the Borough remains accessible to all equally and safely;
- ensure that the needs of public transport users, pedestrians and cyclists are not compromised by indiscriminate parking; and
- support the needs of people with disabilities recognising that, in some circumstances, disability can make public transport inaccessible and car use essential or the only reasonable option (either directly or as a passenger). This will help ensure that people with restricted mobility are able to have equal access to all facilities within the Borough.

5. Supporting Information

Development of the Parking Strategy

5.1 This Parking Strategy is a refresh of the strategy adopted in 2011 as one of the 'Strategic Supplementary Documents' which form integral parts of the Council's Third Local Transport Plan 2011 to 2026 (LTP3). LTP3 continues to be the framework for the delivery of transport initiatives in the Borough.

5.2 In updating the 2011 strategy we have:

- carried out a comprehensive review of national, regional and local policies;
- consulted parking users and non-users about their views of parking;
- reviewed strategic objectives; and
- identified challenges to parking in Slough and options for addressing them during the LTP3 period.
- incorporated the recommendations of the Task & Finish Group who were commissioned by O&S to undertake a review of parking in the Town Centre and supported by the Overview and Scrutiny Committee on 3rd March 2015.
- offered free parking to all blue badge holder in council owned car parks (approx. 1300 spaces), and provided up to 3 hours free parking in Pay & Display bays.

Parking Strategy Document

5.3 The Parking Strategy document is divided into four sections with three appendices:

- Section 1: Introduction;
- Section 2: Context (legislative background; review of existing parking operation; public consultation in 2011 and 2014/15; review of progress);
- Section 3: Challenges and Options (keeping Slough competitive; updating the parking stock; investment in new technology; car parking standards for new development; management of on-street parking around new development; enforcement around schools and other significant trip attractors; footway parking; better management of all Council owned car parks and control of public land; efficient use of resources; improving satisfaction with Parking Services; ensuring financial sustainability of the parking operation; and on-street parking and loading restrictions);
- Section 4: Strategy (vision; parking objectives; parking strategy areas; and key policies);

- Appendix A - Town Centre Parking Area (map defining the boundary);
- Appendix B - Action Plan (short, medium and long term actions for delivering the key parking policies); and
- Appendix C – Review of Progress Between 2004 – 2013 (deliver of the 2004 and 2011 strategies).

Vision

- 5.4 The Parking Strategy vision is to:
“Improve the customer parking experience and in doing so helping to enhance Slough’s economic competitiveness.”

Parking Objectives

- 5.5 Nine objectives are set out in the Parking Strategy focusing on:
- the parking customer experience;
 - working with the rail industry to improve station parking;
 - compliance with parking restrictions, inconsiderate or hazardous parking behaviour;
 - parking enforcement;
 - financial sustainability of the CPE operation;
 - land use planning;
 - wider LTP3 objectives in relation to the local environment, lower CO2 emissions and better air quality;
 - road safety; and
 - crime and the fear of crime.

Parking Strategy Areas

- 5.6 The Parking Strategy covers the whole of the Borough but key priorities are put forward for five distinct areas:
- Town Centre Parking Area (defined on the Appendix A map);
 - Residential Areas;
 - Local Centres;
 - Business Areas (Slough Trading Estate and other significant areas of employment outside the Town Centre); and
 - Significant Travel Attractors.

Key Parking Policies

- 5.7 Nineteen key policies are set out to take forward the Vision and Parking Objectives and recognise the individual needs of the Parking Strategy Areas. Short, medium and long term actions are detailed in Appendix B of the strategy document. The short term actions include reviews of the Town Centre parking cap (Key Policy 1) and of the parking standards to be applied to Town Centre residential development (Key Policy 11). Both reviews will take place as part of the updating of the Slough Local Plan as reported to the 22nd June 2015 Cabinet meeting. A number of the nineteen key policies have already been implemented these include:

- Barrier systems installed in two multi-storey car parks which allow reporting on demand and usage.
- Parking Charges benchmarking completed and implemented in 2015
- Four town centre car parks achieved Park Mark Status in 2015 and again in 2016. Harrow market (Langley) car park also been included in this year assessment.
- The BPA who have now taken over the auditing aspect of the Disabled Parking Accreditation (DPA) in car parks, on behalf of Disabled Motoring UK (DMUK). SBC have requested to have 4 town centre car parks assessed in order to meet the parking needs of the blue badge users.
- Ongoing reviews taking place for all restrictions, new policy being introduced to allow member engagement when new restrictions are being considered in wards.
- Enforcement levels are reviewed 6 monthly to ensure compliance, reduce congestion and improve road safety. Applying to Introduce Bus lane Enforcement April 17 to improve journey times and customer experience.
- Continue to roll out pavement parking

6. Comments of Other Committees

- 6.1 The issue of parking policy for residential development in Slough town centre was referred to the Overview and Scrutiny Committee on 11th September 2014. The Overview and Scrutiny Committee commissioned a Task & Finish Group to undertake a detailed review and its recommendations were adopted by the Overview and Scrutiny Committee on 3rd March 2015.
- 6.2 These recommendations were considered by Cabinet at its 22nd June 2015 meeting. The Cabinet agreed the Committee's request to note that two recommendations - particularly relevant to the Parking Strategy - will be taken forward as part of the review of the Local Plan. These are:
- *That the current policy of zero parking be reviewed, with a future ratio to be specified subject to further research by Slough Borough Council (SBC) and justification.*
 - *That the current limit of 5,000 parking spaces be reviewed, using the justification for it at the time of its creation and variations in the situation since this time (e.g. parking at Tesco's, Crossrail) to reappraise the figure.*
- 6.3 Other recommendations approved by Cabinet focused on more detailed issues all of which are in line with the objectives of the Parking Strategy (targeted adoption of roads as public highway; the potential hire of, or use of parking permits with time restrictions in parking facilities such as Tesco car park; time restrictions in relation to single yellow lines; and the potential expansion of car parking facilities at Slough railway station).

6.4 An update on various detailed parking issues was noted by the Neighbourhoods and Community Services Scrutiny Panel at its 29th March 2016 meeting; reference was made to the Parking Strategy being put forward at a future meeting.

7. **Conclusion**

Changes to the strategy have included, new legislation, comments and recommendations from the Task & Finish working group and best practice. It is requested that this new 2016 Parking Strategy be approved and implemented.

8. **Appendices Attached**

'A' - Parking Strategy

9. **Background Papers**

None



Slough Borough Council

Local Transport Plan 3 Supplementary Strategy Document:

Parking Strategy

September 2016

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1. Introduction

This document sets out a parking strategy for Slough Borough Council. It draws on the national policy context and Slough's overarching transport objectives and is informed by a review of progress made in implementing the Slough Local Transport Plan 2006-2011. This document replaces the Parking Strategy adopted in September 2004 and sets out the strategy for the next 15 year period. Alongside this Strategy is a Civil Parking Enforcement Policy¹ that sets out how parking will be enforced across the Borough of Slough. This policy is published on the Slough Borough Council website: <http://static.slough.gov.uk/downloads/parking-enforcement-policy.pdf>

This Strategy will replace the adopted 2011 Parking Strategy, which in turn replaced the 2004 Strategy. This Strategy is intended to be a dynamic strategy that takes into account the latest influences (such as policy and funding) and it will be periodically reviewed and updated following public consultation.

1.1 Purpose of the Strategy

The purpose of this strategy is to provide a comprehensive policy and delivery statement about how parking will be promoted and managed in line with statutory powers, national and local policy and contribute towards achieving the Local Transport Plan 3 (LTP3) objectives and outcomes. The strategy provides an action plan for delivery of the related schemes and initiatives to be taken forward.

The key to a successful parking strategy is to strike an appropriate balance between conflicting objectives. This Strategy seeks to balance the desire to maintain the economic competitiveness of the town centre, whilst using parking controls to moderate traffic to improve environmental quality and reduce the economic disbenefits of local traffic congestion. At the same time securing a sustainable revenue stream to ensure the parking operation achieves a surplus so that investment is made in the parking assets and service provision.

1.2 Developing the Strategy

The development of this strategy to date has involved:

- Undertaking a comprehensive review of national, regional and local policies;
- Conducting consultation with parking users and non-users about their views of parking;
- A review of the existing parking strategy;
- Setting objectives for the strategy;
- The identification of existing challenges to parking in Slough and the potential options to be considered to inform an updated strategy for the LTP3 period;
- Evaluating the proposed options against the Department for Transport (DfT) derived LTP3 objectives (refer to section 2.1.3); and
- Public consultation.

¹ Most recently updated in April 2012
[\\$fusgylbx.docx](#)

To ensure that the Parking Strategy is kept up to date, the Council will undertake periodic reviews to take into account developments of the policy and funding context, as well as other influences on the Strategy. The Parking Strategy can therefore be seen as a dynamic document which evolves over time rather than being a static strategy requiring a major overhaul every few years.

Future revisions made to the adopted Parking Strategy will be consulted on, before they are formally adopted by the Council. This will ensure that any changes made are done so transparently, and that stakeholders and other consultees have the opportunity to comment.

1.3 Structure of the Strategy

Following this introduction the remainder of this document is structured as follows:

- **Section 2** sets out the context for the strategy, including relevant national and local policy, review of current operations and facilities;
- **Section 3** sets out the challenges and options relating to parking and provides a summary of the local parking issues;
- **Section 4** presents the vision and objectives of the parking strategy, together with its main policies;
- **Appendix A** provides a drawing illustrating the Town Centre Parking Area;
- **Appendix B** provides an Action Plan; and
- **Appendix C** provides a review of progress of implementing the Parking Strategy between the years 2004-13.

2. Context

The Parking Strategy, like the other LTP3 documents are guided by, and must adhere to, relevant national, regional and local statutory duties, strategies and powers. The wider context for this strategy is a consideration of the current operation, management and available facilities, which are briefly described in this section, followed by the main achievements during the life of the last strategy 2004 to 2011.

2.1 Legislative Background

2.1.1 Statutory Duties and Guidance

The Traffic Management Act (2004)

The Traffic Management Act (TMA) was introduced in 2004 to tackle congestion and disruption on the road network. The Act includes powers which provide a single framework to make regulations for the civil enforcement by local authorities of parking and waiting restrictions, bus lanes and some moving traffic offences.

Network Management by Local Traffic Authorities

Part 2 of the Act places a network management **duty** on all local traffic authorities of which Slough Borough Council is one. Its aim is to help improve the flow of traffic on their own networks and on the network of other neighbouring authorities. Section 16(1) of the Act states that

'It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as reasonably practicable having regard to their other obligations, policies and objectives, the following objectives:

- *Securing the expeditious movement of traffic on the authority's road network; and*
- *Facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.'*

The **duty** applies to all traffic, including pedestrians, horses, motorcycles, buses, lorries, cars and bicycles. Therefore, consideration needs to be given to the efficient management of all users of the network. Under the network management duty, the local authority has a **duty** to reduce the causes of congestion and disruption on the road network. This includes the control of parking. These **duties** must be carried out by working with all partners and stakeholders involving consultation and view from the general public.

Civil Enforcement of Driving and Parking Offences

Part 6 of the Act provides a single framework to make regulations for the civil enforcement by local authorities on parking and waiting restrictions, bus lanes and some moving traffic offences (e.g. banned turns, box junctions and parking on zig zag lines). In due course, this will allow Civil Enforcement Officers (CEOs) the powers to cover some 'moving traffic offences', which currently only traffic authorities in London have. The Act allows authorities to issue parking Penalty Charge Notices (PCNs) by post and use cameras to detect parking contraventions. To reduce the abuse of the Blue Badge scheme, Section 94 of the Act gives CEOs the power to inspect Blue Badges.

Section 95 of the Act gives local authorities the additional freedom to spend surpluses from their on-street parking account on local environmental improvements as well as

parking facilities, road improvements and provision of public passenger transport services.

The Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions – March 2015²

A consultation exercise on local authority parking was undertaken by DfT which was completed in February 2014. The purpose of the exercise was to ascertain views on whether some existing policies adopted by local authorities, in particular those relating to enforcement, are fit for purpose. The consultation posed 10 key questions and following a review of responses from all stakeholders, including the Council, the DfT published a document in June 2014 outlining the Government’s position. Following this publication the DfT has provided further Statutory Guidance to Local Authorities in March 2015 to which the key changes are set out below:

- Paragraph 2.3 of the Guidance states that local authorities should ensure that parking in town centres and other shopping areas is convenient, safe and secure, including appropriate provision for motorcycles and deliveries. Parking policies including enforcement should be proportionate and should not undermine the vitality of town centres.
- Paragraph 2.4 states that Enforcement authorities should design their parking policies with particular regard to:
 - managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under the Traffic Management Act 2004 Network Management Duty;
 - improving road safety;
 - improving the local environment;
 - improving the quality and accessibility of public transport;
 - meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car; and
 - managing and reconciling the competing demands for kerb space.
- Paragraph 8.7 of the Guidance states that Traffic Management Act 2004 Regulations give limited powers to authorities throughout England to issue PCNs for contraventions detected solely with a camera and associated recording equipment (approved device). Any such device **must** be certified by the Secretary of State. Once certified they may be called an ‘approved device’. To comply with certification the system **must** be used in accordance with the Guidelines issued by the Vehicles Certification Agency. From 1 April 2015 PCNs must not be served by post on the basis of evidence from an approved device other than when vehicles are parked on:
 - a bus lane;
 - a bus stop clearway or bus stand clearway;
 - a Keep Clear zig-zag area outside schools; or
 - a red route.

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/421131/final-statutory-guidance.pdf
[\\$fusgylbx.docx](#)

- Paragraph 8.8 states that approved devices are used only where enforcement is difficult or sensitive and enforcement by a CEO is not practical.
- Paragraph 8.11 covers ‘grace periods’ and it states that parking policy should be designed to enable people to access the community and carry on their business as easily as possible. Whilst it is important to undertake enforcement, to prevent abuse of parking facilities to the detriment of the majority, enforcement should be sensitive, fair and proportionate. [F]rom 6 April 2015, the law requires that a penalty charge **must** not be issued to a vehicle which has stayed parked in a parking place on a road or in a local authority car park beyond the permitted parking period for a period of time not exceeding 10 minutes. The grace period applies to on-street and off-street parking places provided under traffic orders, whether the period of parking is paid for or free. Any penalty charge issued before expiry of the 10-minute grace period would be illegal, unless the vehicle itself is parked unlawfully (e.g. where the motorist has not paid any required parking fee or displayed a parking ticket where required).
- Paragraph 8.12 states that it is important that all CEO understand that ‘grace periods’ only apply to designated parking places where a person is permitted to park. A road with a restriction (e.g. single yellow line) or prohibition (e.g. double yellow line) is not a ‘designated’ parking place either during - or outside of - the period of the restriction or prohibition.

2.1.2 National Policy and Guidance

National Planning Policy Framework (March 2012)

The framework stipulates that local authorities should seek to improve the quality of parking in town centres so that it is convenient, safe and secure, and that it should include appropriate provision for motorcycles.

The framework stipulates that local authorities should ensure the vitality of town centres and in doing so *“planning policies should be positive, promote competitive town centre environments and set out policies for the management and growth of centres over the plan period. In drawing up Local Plans, local planning authorities should:*

- *recognise town centres as the heart of their communities and pursue policies to support their viability and vitality;*

Plans should protect and exploit opportunities for the use of sustainable transport modes for the movement of goods or people. Therefore, developments should be located and designed where practical to:

- *create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians, avoiding street clutter and where appropriate establishing home zones;*
- *incorporate facilities for charging plug-in and other ultra-low emission vehicles; and*
- *consider the needs of people with disabilities by all modes of transport.*

If setting local parking standards for residential and non-residential development, local planning authorities should take into account:

- *the accessibility of the development;*
- *the type, mix and use of development;*
- *the availability of and opportunities for public transport;*
- *local car ownership levels; and*
- *an overall need to reduce the use of high-emission vehicles.*

Local authorities should seek to improve the quality of parking in town centres so that it is convenient, safe and secure, including appropriate provision for motorcycles. They should set appropriate parking charges that do not undermine the vitality of town centres. Parking enforcement should be proportionate.

Planning policies and decisions should aim to ensure that developments:

- *create safe and accessible environments where crime and disorder, and the fear of crime, do not undermine quality of life or community cohesion; and*
- *are visually attractive as a result of good architecture and appropriate landscaping.*

Planning policies and decisions, in turn, should aim to achieve places which promote:

- *safe and accessible developments, containing clear and legible pedestrian routes, and high quality public space, which encourage the active and continual use of public areas.*

Planning plays a key role in helping shape places to secure radical reductions in greenhouse gas emissions, minimising vulnerability and providing resilience to the impacts of climate change, and supporting the delivery of renewable and low carbon energy and associated infrastructure. This is central to the economic, social and environmental dimensions of sustainable development.

The Council supports this new policy framework and seeks to balance the needs of the local economy versus the expeditious movement of traffic as set out in the Network Management Act.

Permitted Development and Prior Approval

The Government is committed to maximising the role of planning in delivering economic growth and increasing the supply of housing. This has included the temporary extension of permitted development (May 2014 to May 2016) via a 'deemed consent' process which allows larger household extensions and the conversion of offices to flats subject to prior approval of limited issues including the transport impacts of the development. Trip generation for offices is stereotypically less than residential so there may be positive (or negative) impacts from development from these sources on the nature and location of demand for car parking.

Manual for Streets 2 (MfS2) - 2010

The Chartered Institution of Highways and Transport prepared Manual for Streets 2 to help fill a perceived gap in design advice between Manual for Streets 1 (MfS1) and the design standards for trunk roads set out in the Design Manual for Roads and Bridges. The guidance explores in greater detail how and where its principles can be applied to busier streets and roads in both urban and rural locations, up to but not including trunk roads. Like MfS1, MfS2 provides guidance on On-Street Parking and Servicing in Chapter 11 and also refers to other appropriate guidance documents: Parking Strategies and Movement, IHT, 2005 and Car Parking: What Works Where Toolkit, English Partnerships, 2006. In Chapter 10.6 it provides advice on Visibility on the Street Edge particularly in relation to vehicles emerging from car parks and other vehicle accesses and needing to take account of people on the footway.

2.1.3 Local Transport Plan 3 (LTP3) Guidance (July 2009)

The shared priorities of LTP2 guidance have been replaced by 5 goals to guide the UK's future transport policy and infrastructure. These are to:

- support economic growth;
- reduce carbon emissions;
- promote equality of opportunity;
- contribute to better safety, security and health; and
- Improve the quality of life and a healthy natural environment.

As well as following these national transport goals, it is suggested that local authorities should also follow local strategic objectives that are set out within the Sustainable Communities Strategy (SCS); these objectives are referred to in Table 3.1. Slough Borough Council's LTP3 objectives are set out below and those **highlighted in bold text** are considered to be those this Parking Strategy can influence the most.

- **Help tackle climate change by reducing CO₂ emissions;**
- **Mitigate effects of travel and the transport system on the natural environment, heritage and landscape;**
- **Reduce traffic accidents involving death or injury;**
- **Minimise opportunity for crime and anti-social behaviour and terrorism and maximise personal safety;**
- Minimise the effect of high levels of noise;
- Protect and improve personal health;
- Achieve better links between neighbourhoods and access to the natural environment;
- **Improve the journey experience of transport users;**
- **Ensure the transport system helps Slough sustain its economic competitiveness;**
- **Encourage and facilitate the delivery of new housing;**
- Make the transport system accessible to all; and
- Enhance social inclusion and regeneration of deprived areas.

2.1.4 Local Policy and Strategy Background

The sections of policy and strategy documents most relevant to this strategy are reviewed below.

The Local Plan for Slough (March 2004)

Paragraph 8.17 covers air quality and parking and states that:

Given that a major source of air pollution within Slough is road traffic, decisions on car parking policies and other transport measures need to be taken with air quality objectives.

Paragraphs 8.46 to 8.55 cover Parking Restraint and state that:

A key element of the Plan’s transport policy is to seek to restrain the level of private non-residential parking at less than the demand for spaces in order to reduce the reliance on the private car at peak times, particularly work journeys.

The Local Plan non-residential parking standards for all new developments will be based upon adopting a target to reduce the use of the car to only 50% of journeys to work and adopting the broad principle that there should be no increase in the total number of parking spaces as a result of redevelopment within the existing business areas.

The introduction of off-street parking restraint measures will mean that potential problems with on street parking will also have to be addressed in order to protect residential areas from overspill parking.

The Local Plan policies are intended to reduce the use of the private car, particularly at peak times. They are not intended to discourage car ownership, particularly households that do not have access to a car. Most car journeys start from home, but the decision about whether or not to use the car is generally determined more by the availability of parking spaces at the end of the trip. As a result, it is proposed to control the supply of parking at the destination rather than the origin of a journey. It is not, therefore, intended to apply the same restraint policies to residential areas as it is to commercial uses. It is recognised that, in many cases, the lack of adequate off-street parking provision can cause congestion or road safety problems and can lead to unofficial parking taking place in locations where this detracts from the overall appearance or the amenities of an area.

Within the context of an overall policy of restraint, maximum parking standards will therefore be applied to non-residential developments and more flexible standards applied to residential developments in accordance with Policy T2 below.

Policy T2 (Parking Restraint)

Within all developments that attract an increase in the number of trips, the level of on-site parking provision for the private car will be restricted to the maximum level in accordance with the principles of the Integrated Transport Strategy.

No increase in the total number of car parking spaces will be permitted within commercial redevelopment schemes.

Additional on-site parking provision will only be required where this is needed to overcome road safety problems, protect the amenities and operational requirements of adjoining users, and ensure that access can be obtained for deliveries and emergency vehicles.

Residential development will be required to provide a level of parking appropriate to its location and which will overcome road safety problems, protect the amenities of adjoining residents, and not result in an adverse visual impact upon the environment.

The Slough LDF Core Strategy (2006-2026)

The Core Strategy is the overarching strategic policy document in the Local Development Framework (LDF). It sets out the key issues to be addressed, and how these will be achieved in the period from April 2006 to March 2026. The Council reviewed the Core Strategy for consistency with the NPPF in February 2013. That concluded, with the addition of a statement regarding a commitment to the presumption in favour of sustainable development, the Council’s policy framework performed well. The Core

Strategy also includes a framework for implementing and monitoring its policies. Three core policies have implications for this Strategy:

- **Core Policy 5 (Employment):** *seeks to ensure that the location, scale and intensity of development reinforce the spatial strategy and transport strategy. That includes the recognised approaches of locating development that generates the most trips in areas most accessible by means other than the private car (such as directing offices and high density residential development to the town centre), applying a parking cap on new developments, and requiring mitigation measures towards transport improvements to help tackle congestion and poor air quality. .*
- **Core Policy 7 (Transport):** *requires development proposals to either individually or collectively, to make appropriate provision for:*
 - *Reducing the need to travel;*
 - *Widening travel choices and making travel by sustainable means of transport more attractive than the private car;*
 - *Improving road safety; and*
 - *Improving air quality and reducing the impact of travel upon the environment, in particular climate change.*

“There will be no overall increase in the number of parking spaces permitted within commercial redevelopment schemes unless this is required for local road safety or operational reasons. Maximum restraint will be applied to parking for residential schemes in the town centre. In the rest of the Borough, the level of parking within residential development will be appropriate to both its location and the scale of the development and taking account of local parking conditions, the impact upon the street scene and the need to overcome road safety problems and protect the amenities of adjoining residents.”

Paragraph 7.137 states that the *“Council will review its current parking standards and publish them in the form of a Supplementary Planning Document. It will also implement its Town Centre Parking Strategy, which has set a limit of 5,000 public parking spaces and will continue to expand the number of controlled parking areas within the Borough.”*

- **Core Policy 10 (Infrastructure):** *“when existing infrastructure is insufficient to serve the needs of new development, the developer will be required to supply all reasonable and necessary on-site and off-site infrastructure improvements.”*
Infrastructure includes transport measures such as public car parking improvements and information/guidance to car parks.

Slough Town Centre

The Core Strategy identifies the town centre as the major growth point for high density housing and all intensive trip generating development such as major retail, leisure and office development. Core Policy 3 (Housing Distribution) states that a minimum of 3,000 dwellings out of a total allocation of 6,300 will be built in the town centre in the plan period up to 2026. Monitoring in 2013 suggests that around 4,000 dwellings could be built in the town centre over the plan period if all of the existing commitments and proposed conversion of offices to residential (including under new permitted development rights) were to take place. It is envisaged that high density housing in the town centre, within close proximity to services, will encourage more journeys to be taken using sustainable means such as walking, cycling and public transport.

The Simplified Planning Zone for the Slough Trading Estate (SEGRO)

This gives advance permission for particular types of lower trip generating uses providing they meet a given set of pre-agreed conditions. Those include that new developments provide on-site car parking within minimum and maximum standards. A key element of the parking strategy is that it commits SEGRO to not increase the number of parking spaces that currently exist on the Trading Estate. The Section 106 legal agreement that forms part of the planning consent includes measures to promote the modal shift from car to non-car modes of travel and greater car sharing for commuting journeys.

Slough's Climate Change Strategy 2010-2014

In December 2010, Slough Forward published its Climate Change Strategy. The Strategy seeks to achieve a low carbon Slough, which is resilient to the effects of climate change. The strategy seeks to reduce CO₂ emissions in the Borough of Slough by 9 percent by 2011/12 based on a 2005 baseline. A new strategy for the period 2015-2018 is being prepared.

2.2 Review of Existing Parking Operation

This section provides some context about the existing Parking Operation and Policies in Slough. As part of the background to this document a review of the existing Parking Strategy was conducted and some of the findings of this work are highlighted below.

2.2.1 Parking Enforcement and Information

Slough Borough Council was granted powers from the Secretary of State and became a Decriminalised Parking Enforcement Authority in April 2003 under the Road Traffic Reduction Act 1991. On 31 March 2004 the Traffic Management Act 2004 came into force and Slough became a Civil Parking Enforcement (CPE) Authority. This gives the Council the powers to enforce parking controls in the Borough. More information regarding this can be found on the council's parking pages at <http://www.slough.gov.uk/council/strategies-plans-and-policies/parking.aspx>.

As a result an enforcement contract was mobilised in April 2010 and a revised enforcement policy was published in September 2010. That aims to:

- Actively discourage indiscriminate parking that causes obstruction to other motorists, pedestrians, cyclists and people with disabilities. This will ensure that the Borough remains accessible to all equally and safely;
- Maintain and, where possible, improve the flow of traffic thereby making the Borough a more pleasant and environmentally safe place to live and visit;
- Improve the quality and accessibility of public transport by discouraging the use of cars where road conditions and public transport facilities justify this. Once again encouraging a more environmentally friendly lifestyle;
- Take into account the needs of local residents, shops and businesses thereby sustaining the Borough's economic growth; and
- Actively support the needs of people with disabilities recognising that, in some circumstances disability can make public transport inaccessible and car use essential or the only reasonable option (either directly or as a passenger). This will help ensure that people with restricted mobility are able to have equal access to all facilities within the Borough.

This policy is under continual review taking into consideration:

- Existing and predicted levels of parking demand;

- Availability and pricing of on and off-street parking;
- The nature and extent of on-street parking restrictions;
- The accuracy and quality of existing signs and carriageway markings;
- The levels of compliance considered acceptable and the required level of enforcement;
- The views of the public and appropriate special interest groups who shall be actively consulted on all matters relating to the extension of parking restrictions;
- The views of Thames Valley Police;
- The provision of suitable parking facilities for people with disabilities, usually demonstrated by being Blue Badge holders, mother/carer with a child requiring greater access to their vehicle, cyclists and motorcyclists; and
- Consideration of the Council's overall aims with regard to the environment, fear of crime within the Borough and the sustained economic growth of the Borough.

2.2.2 Parking Information and Signing

The SBC website includes a dedicated section for Parking Services. The pages include the following information:

- Council managed and privately operated car parks;
- Motorcycle parking;
- The Traffic Management Act 2004;
- On street parking enforcement;
- Parking permits including blue badges; and
- Parking zones and wheel clamping.

Within these pages, answers to frequently asked questions are provided, together with the Council's Civil Enforcement Policy dated September 2014. Application forms for season tickets, business and residential permits can also be downloaded.

Drivers are signed to car parks in the borough using directional signs to parking places, which include the total car park capacity. The borough does not have any variable message signs that provide available car parking capacity at car parks.

2.2.3 Demand for Off-Street Parking Spaces

Without the introduction of variable message signing providing customers with information about real-time availability of parking spaces across the town centre there can be a perception that car park capacity is limited depending on which car park one uses and its available capacity at that time. However the current evidence is that on the whole there is significantly greater supply of parking available in the town centre than parking demand. Whilst parking surveys of SBC managed car parks are not regularly conducted, recent surveys of the two private multi-storey car parks Queensmere and Observatory have been done as part of a recent planning application for the redevelopment of Queensmere shopping centre³. The parking accumulation surveys, the results are presented below in Figures 2.1 and 2.2, found that both car parks had a high

³ The car parking surveys were carried out by the Stilwell Partnership as part of the Transport Assessment for the planning application reference no. P/06684/015 and can be viewed at [www.sbcplanning.co.uk/\\$fusgylbx.docx](http://www.sbcplanning.co.uk/$fusgylbx.docx)

proportion of spaces unoccupied both on a weekday and at the weekend between the hours of 7am and 7pm.

Figure 2.1 – Parking Demand at Queensmere and Observatory Car Parks – Saturday 5th July 2014

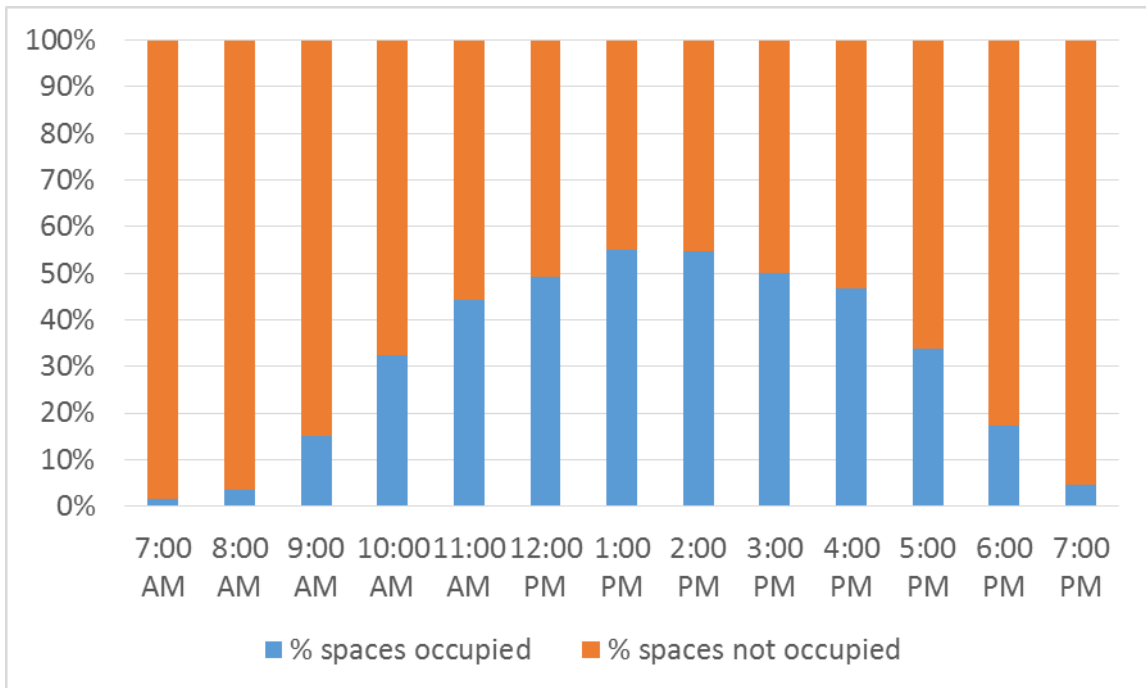
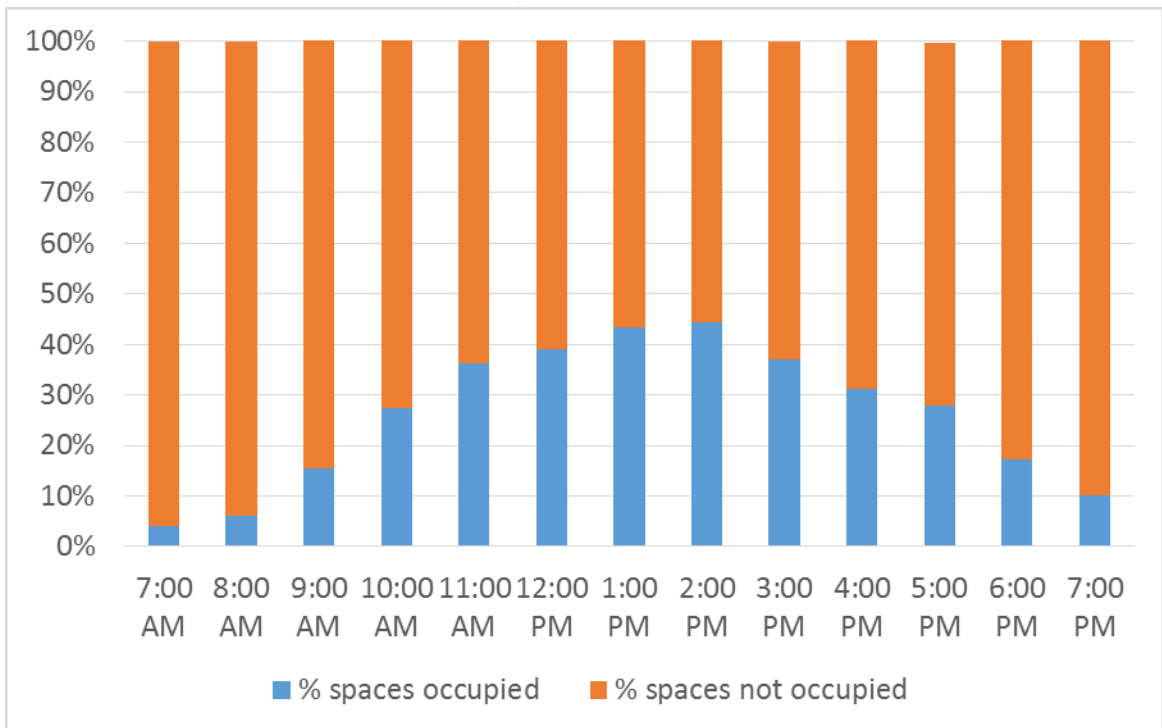


Figure 2.2 – Parking Demand at Queensmere and Observatory Car Parks – Tuesday 8th July 2014



Length of Stay

Most parking in Council managed town centre car parks is short stay with 45 percent of drivers parking for less than one hour stays and 83 percent of drivers parking for less

than two hours. However this does exclude parking undertaken by season ticket holders and spaces allocated to specific employers (contract parking) who tend to park all day.

2.2.4 Parking Provision

Town Centre - commercial and retail provision

In the town centre there are a number of public and private surface level and multi-storey car parks. Parking is also provided on-street in pay and display bays, which usually form part of controlled parking zones and for residents in parking watch zones. As described in the previous section more information on available parking in Slough can be found on the Council's Parking Services web page.

Car parking in or serving the town centre is designed to be attractive to shoppers and this is reflected in the tariffs on-street and in the Council managed car parks which are predominantly for short stay use. Likewise Tesco, is permitted through the planning process to provide an increased number of parking spaces at its Wellington Street superstore. In order to prevent commuter parking (e.g. as the store is close to the train station) provision has been made for a minimum in-store spend coupon that permits half an hour free with a maximum stay of three hours.

For the purposes of this Strategy⁴ it is considered appropriate to include parking facilities within a 5 minute (400m) walking distance of Slough High Street as they provide a facility for shoppers, who are willing to make either linked trips or walk further for lower cost parking. This defined area has expanded since the 2011 parking strategy was produced to reflect new parking facilities that have appeared in or serve Slough town centre. Table 2.1 illustrates the type and level of public car parking provision in the town centre; the defined boundaries of the town centre parking area is shown in Appendix A.

Table 2.1 – Car Parking Facilities in 2016 Serving Slough Town Centre

Bay/Car Park Description			No. of spaces		
Bay/Car Park	Owner	Type	General	Disabled	Total
On-street bays ⁵	SBC	Pay & Display	408	24	432
Off-street surface level ⁶	SBC	Pay & Display	160	27	187
Off-street multi-storey ⁷	SBC	Pay & Display	998	27	1,025
Off-street surface level ⁸	Private	Attendant, Pay and Display	561		561
Off-street multi-storey ⁹	Private	Pay on Foot	1,345	65	1,410
Slough Rail Station	Private	Pay & Display	626		626
Tesco Supermarket (Wellington Street)	Private	Minimum in-store payment	837	47	884

⁴ This area extends beyond that defined as the 'The Town Centre Shopping Centre' in the LDF, as that zoning relates to Core Policy 6 (retail, leisure and community facilities).

⁵ Assumes each on-street parking bay measures 5.5m in length and includes length of bays located in the following streets: Albert Street (104m), Beechwood Gardens (11m), Bishops Road (28m), Chalvey Park (132m), Church Street (195m), Hatfield Road (148m), High Street (200m), Leith Close (84m), Osborne Street (258m), Park Street (230m), St Laurence Way (122m), Stratfield Road (156m), The Grove (65m), Wellesley Road (388m), Wexham Road (127m), Windsor Road (50m), Victoria Street (76m). Total length of 2,374m of on-street parking.

⁶ Includes The Grove (45 spaces), Buckingham Gardens (60 spaces), Alpha Street North (17 spaces) and Burlington (65 spaces)

⁷ Includes Hatfield and Herschel multi-storey car parks

⁸ Includes Victoria Street (46 spaces), Brunel Way (126 spaces), Church Street (96 spaces), Burlington (100 spaces), Buckingham Gardens (120 spaces) and Upton Park Hospital (73 spaces)

⁹ Includes Queensmere and Observatory multi-storey car parks

Bay/Car Park Description			No. of spaces		
Bay/Car Park	Owner	Type	General	Disabled	Total
Total			4,935	190	5,125

The Slough LDF Core Strategy limits the maximum amount of town centre publicly available parking spaces to 5,000. Table 2.2 illustrates how the town centre car parks provide an overall level of parking that currently exceeds the maximum cap. However this imbalance in existing spaces compared to the cap is expected to come back into balance in the future as both temporary and permanent car parks are redeveloped. Other influences on the level of parking provision (the parking cap) are likely to include:

- the level of demand for off-street parking (see section 2.2.6);
- the demand for car parking at Slough station following the start of Crossrail services;
- the success of the economic regeneration of Slough town centre;
- to some extent the level of population growth¹⁰; and
- the level of car ownership in Slough town centre.

In addition to the public car parking provision, there are a number of employers in Slough town centre who have their own private non-residential car parks for their employees and visitors. Limited information is known on the exact number of spaces although it is estimated that there are over 1,000 spaces in existence.

Dedicated drop off areas are also provided at some necessary or appropriate locations in the town centre including outside the Queensmere shopping centre and in front of the rail station.

Town Centre – On-Street Provision

The current approach to on-street restrictions within the town centre is that they are consistently applied across the town centre with single yellow lines restrictions extending between 8am and 7pm and pay and display bays operating between 9am and 5pm. However in the future it may be appropriate to take a more flexible approach as to when the restrictions should extend to depending on the location and the demand for parking.

Town Centre - Residential Provision

The town centre is mostly covered by Controlled Parking Zones or Resident Parking Schemes for on-street bays. Where new developments are provided with limited or zero parking then legal agreements have been secured that prevent future occupiers from being eligible for parking permits in existing or future residents parking zones.

The Slough Local Plan parking standards as set out in Table 5 of the Developers Guide Part 3 (<http://www.slough.gov.uk/downloads/developers-guide-part-3.pdf>) have a nil requirement for 1, 2 or 3 bed flats or houses in the town centre. This does not prohibit the provision of parking but allows the developer the commercial flexibility to match car parking supply with the cost of providing it on each site.

Historically the offices that have been converted to flats have had a significant number of existing parking spaces. Other schemes involved the change of use of space over shops to flats where there is no expectation of car parking. More recently, larger residential developments have been implemented with low or zero parking, such as Kittiwake House on the High Street. Whilst it is recognised that the lack of allocated parking does not

¹⁰ The population in Slough was recorded as being 125,200 in 2006 and had risen to 143,000 by 2013.

deter or prevent residents from having a car; people moving into a town centre flat do so with awareness that it may be difficult for them to find a space. As a result, in theory at least, providing flats with limited amounts of parking in the town centre should not have a detrimental impact upon existing residents. Nevertheless there are concerns that there will be some parking overspill into surrounding areas because not all residential areas close to the town centre are covered by Residents Parking Zones.

Rather than relying solely on anecdotal evidence a survey was conducted of the Foundry Court development on the north side of Slough railway station to determine the level of occupancy of the car parking bays. This survey was conducted as part of a planning application (P/06348/011)¹¹, for a residential development adjacent to Foundry Court. Foundry Court is a development of 189 units with 157 car parking bays (i.e. 0.83 spaces per dwelling). The parking beat surveys, which were carried out by an independent parking survey company, were undertaken out on 4/11/15 at 00.10 and 5/11/15 at 00.15. The survey found that of the 159 parking spaces, 127 spaces within the development were occupied including kerbside parking, which equates to an occupancy rate of 81 percent.

On the basis that, as far as can be ascertained, the development was fully occupied at the time of the surveys the results suggest that the overall ratio of parking in use by residents was 0.67 spaces per dwelling. This survey was only a snapshot and the survey results must be treated with caution, as they do not cover the whole day and therefore it is not clear as to whether those spaces not in use were used at other times during the survey day. This survey should form the start of an evidence base of residential car parking demand in high density residential developments in the town centre. In the short to medium term it is envisaged that further surveys will be carried out and this information will be used to help inform the review of residential parking standards.

The current approach uses a combination of elements to meet parking demand in developments in and on the fringes of the town centre in order to help to ensure that a better mix of flats in terms of their size, tenure and quality are provided. These elements are the provision of:

- on-site parking;
- parking provided within under-utilised town centre car parks; and
- a package of measures to promote alternative means of travel including car ownership such as car clubs.

Town Centre - Temporary Car Parks

There are two forms of temporary car park in Slough, those which have received planning consent and those that have not. The established parking operators in the town centre have been affected by the opening of car parks, which have not received planning permission. They are often of poor quality and therefore damage the wider objectives of the town centre, which seek to provide a high quality environment so it can compete with the out-of-town stores and other regional town centres.

These car parks are providing additional parking supply in the town centre and generating a greater demand for parking which undermines the Borough's wider policies on transport, planning and air quality and is not supported by the current Parking Strategy or LDF policy.

¹¹ [http://www.sbcplanning.co.uk/sbcp/slough01/planapp/P6348-11\(11\)/P6348-11\(11\).pdf#pagemode=thumbs](http://www.sbcplanning.co.uk/sbcp/slough01/planapp/P6348-11(11)/P6348-11(11).pdf#pagemode=thumbs)
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Parking in the town centre for shoppers needs to be competitive, but operators of unpermitted car parks have been undercutting the tariffs of existing operators, reducing their revenue and reducing the opportunity for re-investing in higher quality parking facilities to support the vitality of the town centre.

Residential Areas

The majority of streets in Slough include some form of parking regulation e.g. waiting restrictions at junctions. But in a few areas of the Borough, predominantly in the town centre and near to railway stations, Residential Parking Zones, also known as Controlled Parking Zones (CPZs), have been implemented. A list of streets currently covered by CPZ's can be found at the following link - <http://static.slough.gov.uk/downloads/resident-parking-zones.pdf>.

The majority of residential streets in Slough are adopted public highways. However some streets are in private ownership and some in public ownership. Those in public ownership which are not part of the adopted public highway network are largely maintained by SBC Housing Services.

Borough residents may apply to the Council to have a disabled bay located close to their property. Currently these bays are only advisory, although the Council is considering making these bays enforceable through the introduction of a Traffic Regulation Orders (TRO).

Limited additional off-street parking has been provided in residential areas around the Borough to reduce pressure on on-street parking.

Local Centre Parking

In local centres car parking is provided through limited waiting bays on-street, which allows a regular turnover of spaces, or through local centre car parks. All of the local centre car parks are free of charge, except Harrow car park in Langley, and have no maximum stay periods, whilst the car parks managed privately by larger retailers have maximum stay periods which allow customers to visit other local shops.

Business Area Parking

In business areas on-street unmanaged parking is currently available and across the Borough there is a heavy demand for these spaces. This is due to the majority of business premises having insufficient parking capacity to cope with the high demand from employees and thus overspill parking occurs.

Several business areas benefit from publicly available car parks, the majority of which are managed by the Council's Parking Services team. A small number are managed by the Council's Housing Service or Leisure Service and there are also three car parks managed by SEGRO. With the exception of the Malton Avenue car park, managed by SEGRO and Harrow Market car park, these car parks are currently free of charge.

HGV Parking

Slough's proximity to Heathrow airport and the high number of industrial / business estates in the Borough creates a high demand for lorry parking, which is not matched by supply. Facilities are currently limited and consist of a single official site at Malton Avenue, with only 6 spaces. Incidences of HGVs parking on-street overnight are a common occurrence in laybys along the A4 Colnbrook bypass and on the Poyle Trading Estate. This type of parking can cause localised noise disturbance, littering and other anti-social behaviour issues as often facilities such public toilets and litter bins are not available nearby.

The provision of dedicated lorry parking is only suitable at specific locations, such as those close to industrial areas and strategic road connections, as lorry parking requires a lot of land and can cause disturbance to local residents. If suitable sites can be identified, within or adjacent to industrial land-uses, and with good access to the primary distributor road network, the Council will consider licensing commercially operated lorry parking within the Borough. The Council will work with Heathrow Airport Limited (HAL) and airfreight operators to identify potential HGV parking sites as part of the airport Cargo Strategy.

Parking at Significant Travel Attractors

There are a number of developments around the borough that attract high numbers of car borne trips and through increasing numbers of complaints, it is apparent that this is causing difficulties in predominantly residential areas. These types of developments are schools, places of worship, railway stations, wedding venues and healthcare facilities (primarily Wexham Park Hospital). The majority of these developments have car parks, but usually they are unable to cope with the demand and thus parking overflows onto surrounding streets, other local car parks, onto verges/footways and leads to the blocking of private accesses which causes nuisance to local residents and businesses.

2.2.5 Quality of Parking Facilities – Safety, Comfort and Convenience

The Safer Parking Scheme is an initiative of the Association of Chief Police Officers (ACPO) aimed at reducing crime and the fear of crime in parking facilities. Safer Parking Status – ‘Park Mark’, is awarded to parking facilities that have met the requirements of a risk assessment conducted by the Police. The scheme is managed by the British Parking Association (BPA).

An assessment of the Council managed town centre car parks was conducted in September 2015 and the following SBC managed car parks were awarded Park Mark Status:

- Hatfield multi-storey;
- Herschel multi-storey;
- Buckingham Gardens; and
- The Grove.

Payment Systems

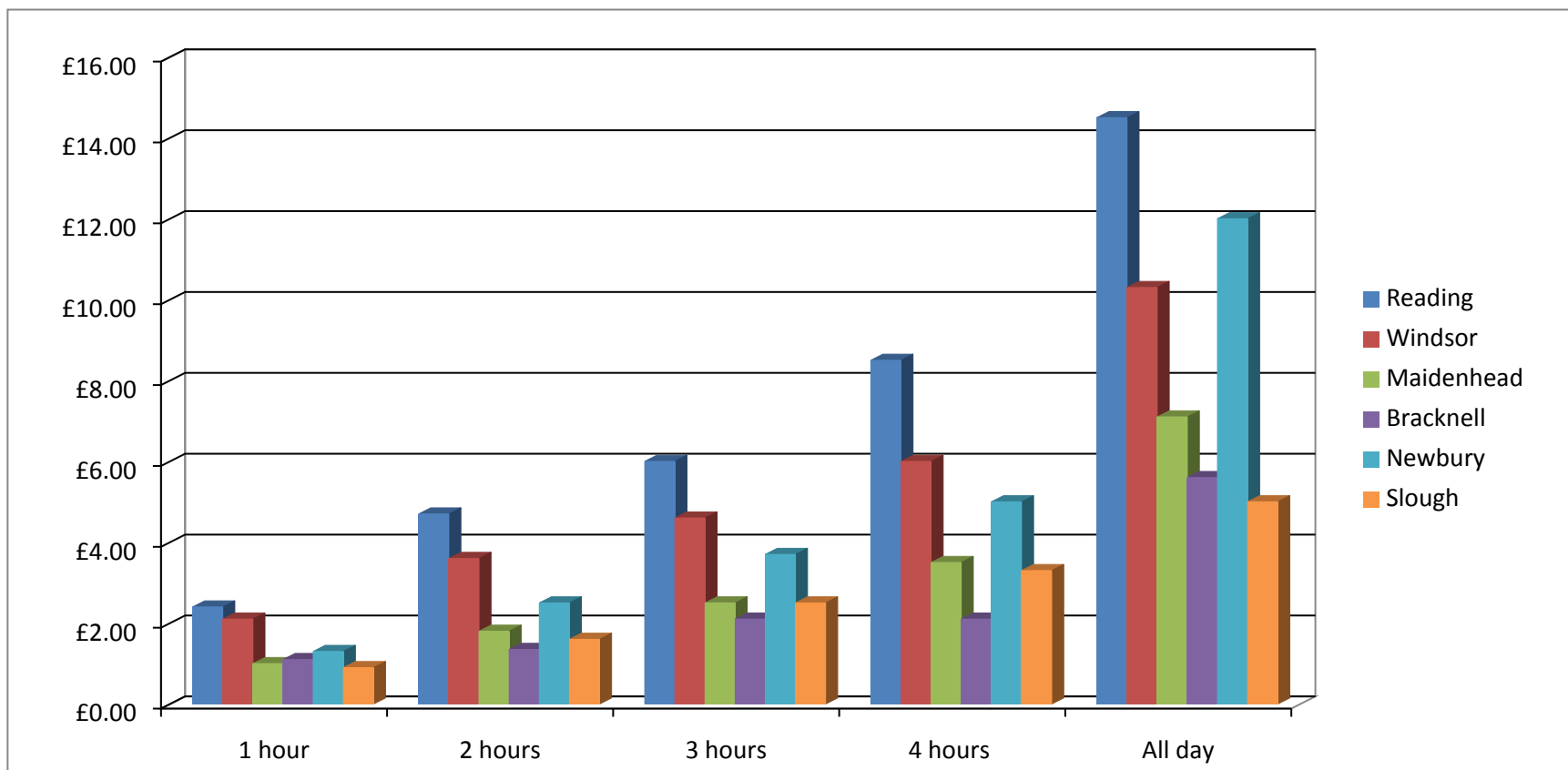
The Council’s Parking Service has installed Zeag Hectronic pay and display machines for both their on-street and off-street parking operations. The majority of the on-street machines are solar powered, which means that they are low carbon, and cheaper to install and maintain.

Payment for parking on-street is by either coin or by phone (Ringo service was introduced in March 2015). In Hatfield and Herschel multi-storey car parks a ‘pay on foot’ system was implemented in January 2015 and these machines enable a wider variety of payment options.

2.2.6 Parking Charges

Maintaining the competitiveness of Slough town centre has been an important influence on the setting of car parking charges. Car parking charges are reviewed biannually and were reviewed most recently in 2015. Charges in Slough were found to be similar or lower than other competitor towns in the surrounding region, as illustrated in Figure 2.3. However, there is likely to be displacement of trips between the town centre and some of the out-of-town retail centres within Slough e.g. the retail outlets along the A4 Bath Road, which provide free parking for customers. All the comparison towns (apart from Windsor) have similar out-of-town retailing therefore this displacement of trips affects all towns.

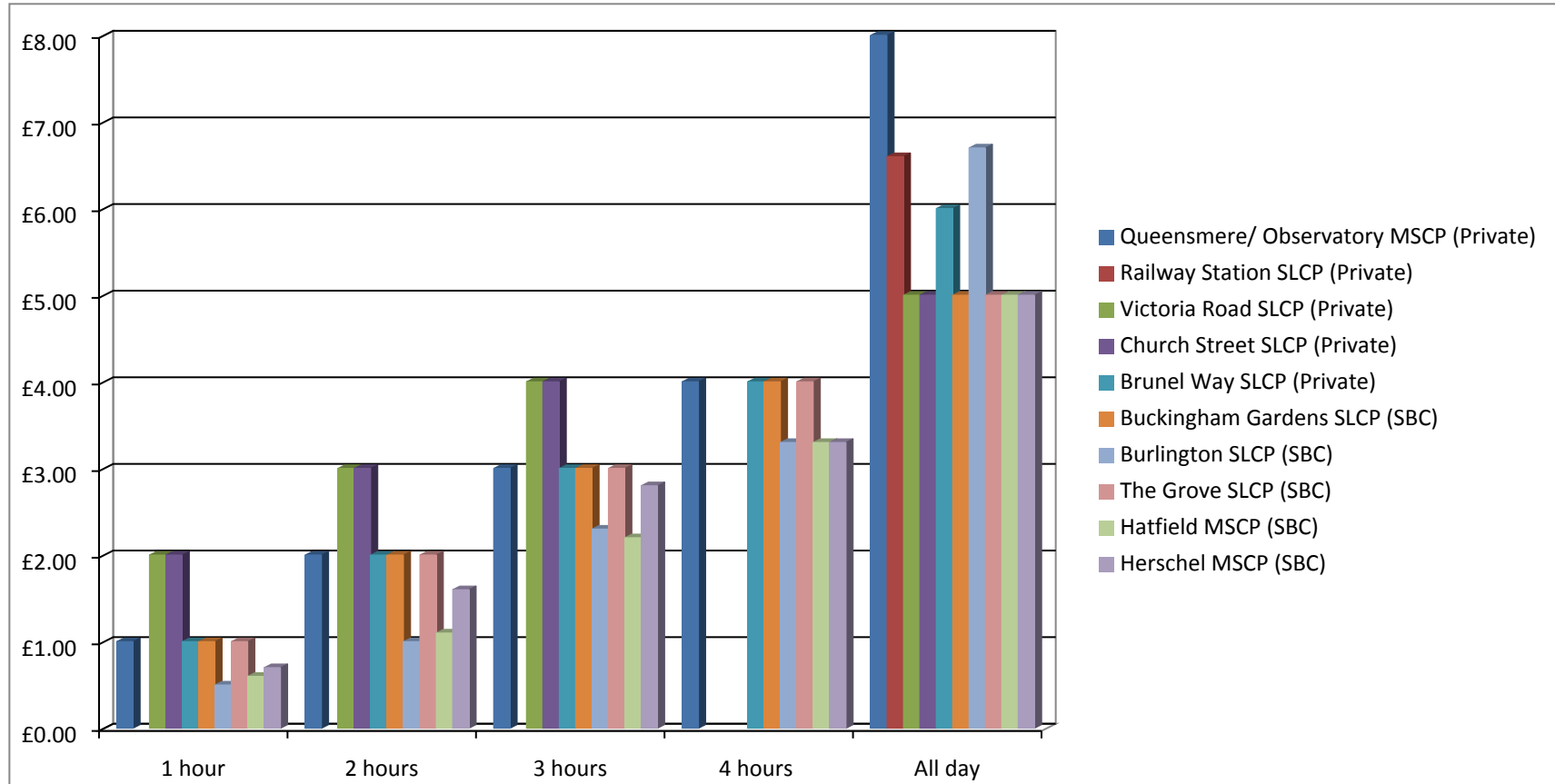
Figure 2.3 – Town Centre Parking Charge Comparison 2015



Benchmarking SBC Car Park Tariffs with other Town Centre Car Park Operators

The parking tariffs in SBC operated car parks have been benchmarked against other privately operated car parks as presented in Figure 2.4. The main observations are that there is noticeable competition between the public and private car park operators in the town centre; and the railway station car park only offers one all day tariff.

Figure 2.4 – Tariff Comparison between Public and Private Car Parks



On-Street and Off-Street Tariff Setting

On-street parking tariff bands are higher than those in off-street car parks. There are 4 tariff bands and they aim to:

- Encourage the use of more peripheral town centre on-street spaces for longer stay parking (i.e. centrally located town centre on-street spaces are priced to encourage short stay visits at a higher turnover);
- Encourage the use of off-street parking;
- Reduce traffic levels in the town centre; and
- Increase car park utilisation and turnover of spaces.

Off-street parking charges are currently structured to:

- Encourage long-stay parking in the Council’s multi-storey car parks;
- Promote a high turnover of short-stay parking through higher charges in the town centre surface level car parks where demand is high;
- Provide cheaper alternative short-stay parking in the Council’s multi-storey car parks where capacity exists.

2.2.7 PCN Analysis

The majority (89 percent) of PCNs issued were for on-street contraventions, with 11 percent from off-street contraventions. The total number of PCNs issued increased between 2011/12 and 2014/15 but has since dropped, especially in relation to off-street contraventions , as illustrated in Table 2.2 below.

Table 2.2 – Trend in PCNs Issued¹²

	2011/12	2012/13	2013/14	2014/15	2015/16
On-street PCN	31,095	32,990	35,761	37,585	31,528
Off-street PCN	4,800	4,333	4,340	3,575	3,465
Totals	35,895	37,323	40,101	41,160	34,993

The trend in the type of contraventions being enforced through the issuing of PCNs is shown in Table 2.3. Analysis of Table 2.3 shows that PCNs issued for contravention code 01 *‘Parked in a restricted street during prescribed hours’* i.e. single or double yellow line waiting restrictions consistently contribute to the highest proportion of total PCNs issued overall. The second most frequent PCN issued in 2014/15 was for *‘Parked loading or unloading in a restricted street where waiting and loading/unloading restrictions are in force’* but this decreased significantly in 2015/16.

The increase in the total number of PCNs issued results from three main factors; firstly a reduction in the number of off-street spaces provided in Council car parks has led to a reduction in PCNs issued for code 82. Secondly, in 2013/14 the Council introduced CCTV enforcement vehicles which led to an increase in contravention code 02. Thirdly, a greater emphasis has been placed on enforcement of disabled bays. The introduction

¹² The issued tickets includes tickets that were spoilt or subsequently rescinded
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of ‘Ringo Cachless parking’ for on-street parking has resulted in a decrease in PCNs under codes ‘05’, ‘06’ and ‘83’ in 2015/16. In April 2015 the use of CCTV enforcement vehicles was restricted by the Government and therefore PCNs issued for contravention code ‘02’ went down in 2015/16.

Table 2.3 – Trend in Contraventions in which highest number of PCNs Issued

Code	Contravention	2011/12	2012/13	2013/14	2014/15	2015/16
01	Parked in a restricted street during prescribed hours	10,884	10,048	9,432	8,169	9,451
02	Parked loading or unloading in a restricted street where waiting and loading/unloading restrictions are in force	3,100	3,381	5,633	6,485	2,256
05	Parked after the expiry of paid for time	3,102	3,243	2,284	6,871	980
06	Parked without clearly displaying a valid pay and display ticket or voucher	2,145	2,395	2,448	2,175	1,269
16	Parked in a permit space without displaying a valid permit	3,546	3,532	3,224	2,726	3,807
24	Not parked correctly within the markings of the bay or space	1,731	2,232	1,884	1,490	1,863
25	Parked in a loading place during restricted hours without loading	1,387	1,762	2,022	1,823	1,727
30	Parked for longer than permitted	657	974	1,758	1,750	1,987
40	Parked in a designated disabled persons parking place without displaying a valid disabled persons badge in the prescribed manner	1,279	2,114	2,841	2,453	2,142
82	Parked after the expiry of paid for time	1,623	1,327	1,382	1,102	939
83	Parked in a car park without clearly displaying a valid pay & display ticket/ voucher/ parking clock	1,881	1,943	1,858	1,757	1,452

2.3 Issues Identified through 2011 Parking Strategy Public Consultation

As part of the development of this strategy, public consultation has been conducted through a survey of 750 transport users¹³ and through a focus group session, which considered road safety issues in the Borough. The car parking related results of the consultation are reproduced below.

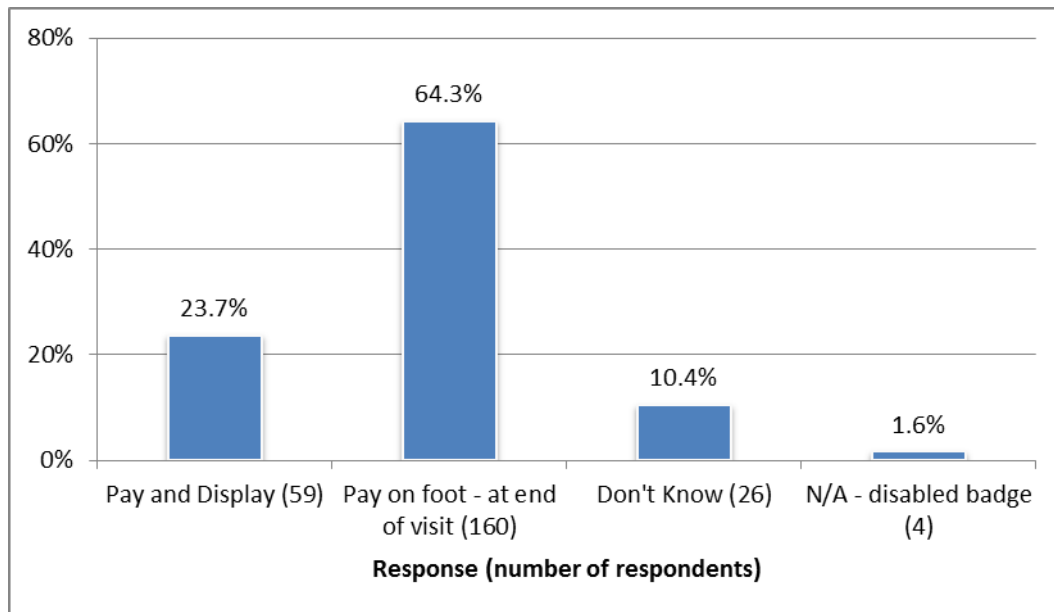
The headline results from the questionnaire were:

- 85 percent of respondents find parking in car parks in Slough easy;

¹³ The survey was undertaken at three locations in Slough town centre in May 2010
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- 60 percent of respondents always manage to park in their preferred car park; and
- There is strong support for introducing pay on foot machines.

Figure 2.5 – Q17. How would you prefer to pay for car parking in Slough?



A greater proportion of respondents (37 percent) were dissatisfied or very dissatisfied with car parking in Slough than those satisfied or very satisfied (33 percent) (see Table 2.5);

Table 2.4 – Q17. How satisfied are you with car parking in Slough?

Response	Frequency	Percentage of those providing a response	Percentage of total
Very satisfied	12	2.9%	1.6%
Satisfied	123	29.7%	16.3%
Neither Satisfied nor Dissatisfied	109	26.3%	14.4%
Dissatisfied	115	27.8%	15.2%
Very Dissatisfied	37	8.9%	4.9%
Don't Know	18	4.3%	2.4%
N/A – do not drive in Slough	342	-	45.2%
Total	756	414 (100%)	756 (100%)

Improved safety and security was the most popular car parking improvement that respondents would like to see, accounting for over a quarter of respondents (Table 2.5);

Table 2.5 – Q18. Are there any improvements you would like to see to car parking in Slough?

Improvement	Frequency	Percentage
More parking spaces	78	19.7%
Larger parking spaces	23	5.8%
More dedicated car parks	11	2.8%

Improvement	Frequency	Percentage
More on street parking	11	2.8%
Improved safety and security	111	28.0%
Alternative payment options	38	9.6%
More disabled parking spaces	14	3.5%
More parent / carer parking spaces	19	4.8%
Car park space availability signs	12	3.0%
Cheaper parking	92	23.2%
Cleaner car parks	7	1.8%
None	63	5.9%
Other	99	25.0%
Total	578	

Road Safety Focus Group Findings

A focus group considering road safety issues was held at Slough Borough Council offices on 26 May 2010 to help understand concerns held by local residents in regard to road safety. A number of the questions drew answers that relate specifically to parking and these are reproduced below. The main concerns raised were that:

- Footway parking is an issue for local people;
- Parking around schools is a concern; and
- There are localised parking issues around the Tesco store on Burnham Lane.

Summary of Consultation Results

The consultation results do not clearly explain why respondents are dissatisfied with car parking in Slough. However the headings in Table 2.5 identify some of the improvements most frequently selected by respondents and the findings from the Focus Group provides further indications.

2.4 Consultation on Parking Strategy Refresh 2014/15

Public consultation on the revised strategy was undertaken between January and 27th February 2015. The strategy was sent to all of the statutory consultees and all of the operators of existing permanent and temporary car parks in the Borough with planning consent and all of the Councillors. One email of comment was received from a member of the public which raised a number of comments regarding the strategy. The following changes have been made to the Strategy to address the response:

- Better referencing of academic sources;
- Inclusion of parking occupancy data where this is known;
- Inclusion of population data and other historical trend data;
- And a number of other broad comments.

2.5 Review of Progress Between 2004-2013

As part of the development of this strategy a review of the existing strategy was undertaken to understand the level of progress with implementing the previous strategy and the achievements to date. The LTP2 strategy set out five priority areas for parking policies: the Town Centre, Residential Areas, Local Centres, Business Areas and Significant Travel Generators. Significant progress was made in all areas as set out in further detail in Appendix C.

3. Challenges and Options

One of the purposes of the Parking Strategy is to set out what policies will be implemented to contribute towards achieving the LTP3 objectives. The proposed policies in this document have been developed to help address the Key Parking Issues and Challenges that face the Borough.

3.1 Key Issues and Challenges

From the analysis of the evidence base it is clear that there are a range of key issues and challenges facing the Borough and these are highlighted in further detail below.

3.1.1 Keeping Slough Competitive

Parking is an important policy tool to support the Borough's competitiveness as a destination, as parking provides access to goods and services and thus facilitates economic activity. It is therefore important to maintain competitiveness of parking charges and pricing. However good access, rather than simply good car access is the key issue. The supply of parking and the pricing of it will influence its use, but it is critical not to over incentivise parking as drawing in customers from neighbouring catchments may only lead to an increase in overall length of shopping journeys by car. Emphasis should be placed on maintaining the competitiveness of parking prices in Slough, to prevent shopping trips to neighbouring catchments, whilst at the same time, promoting access to the town centre by use of sustainable transport.

Policies which discourage long stay parking in the town centre will open up a greater number of spaces for shoppers; appropriate parking pricing for short stay shoppers will facilitate this. Therefore, in the development of parking policies it is essential that a careful balance is maintained between different transport objectives and that accessibility for all modes is achieved.

It is also important to recognise the role of very local car parking provision for the survival of some shops – where people do not feel they are staying long enough to justify paying.

There is an existing parking cap for the town centre of 5,000 spaces as set out in the Slough LDF. As part of this update of the Strategy it has been shown that there is spare capacity in the town centre car parks and therefore there is considered no need at this time to increase the cap. However the cap will be kept under review as the town centre is regenerated and redeveloped in the future.

3.1.2 Updating the Parking Stock

In support of maintaining the competitiveness of Slough it is important that the quality of parking facilities in the town centre and in the shopping and leisure areas across the Borough are of a high standard. The consultation results found that car park users are concerned about the safety and security of car parks and want to see improvements made. This was consistent with the findings of the Park Mark – the Safer Parking scheme assessments of the existing parking stock in 2013, which reported a range of limitations with the existing multi-storey car parks, although the assessments in September 2015 found that much improvement had been made to a number of car parks and therefore 4 were awarded 'Park Mark' status, this included Hatfield multi-storey, Herschel multi-storey, Buckingham Gardens and The Grove. The costs of making the necessary improvements are however significant. Furthermore there is a desire and need to

upgrade payment and security systems within car parks to make them more convenient for customers.

It is proposed that all new car parks, including temporary car parks, should be designed to and be awarded Safer Parking Status: Park Mark award within 3 months of opening.

3.1.3 Investment in New Technology

The consultation results also found strong support for the implementation of Pay on Foot machines within car parks. Introducing this payment system combined with entry/exit barriers would eliminate PCNs being issued for '*exceeding paid for time*' contraventions. Not only would this change benefit customers, who would avoid PCNs, but it would also free up resources (CEOs) to focus on other parking enforcement activities to reduce congestion or improve road safety. These benefits need to be balanced against the investment and ongoing maintenance costs of introducing such a system and any introduction on pay on foot could initially be focused at the larger car parks.

Variable Message Signing and Car Park Guidance systems provide opportunities to better inform drivers of the location of available parking spaces and direct drivers to these spaces which would reduce wasted time and journeys to car parks which are full. Thus contributing to reducing congestion and air pollution, which is essential if the Town Centre Air Quality Management Area Action Plan is to be effective.

There are opportunities to improve the electric vehicle charging infrastructure, with a Government push to expand the electric vehicle charging network. Most electric vehicle charging points are currently off-street, however some do exist on-street.

3.1.4 Car Parking Standards for New Development

The car parking standards for new development are set out in the Developers Guide Part 3 and date back to November 2008. Only very minor changes have been made to the standards as originally set out in Appendix 2 of the Slough Local Plan dated November 1998. Since 1998 there have been a number of changes in National Planning Policy and therefore in the short to medium term it will be necessary to update the parking standards. The Local Plan standards include a two part standard for the town centre covering the "Town Centre Commercial Core" and the "Rest of Town Centre". These areas were previously defined in the Local Plan, but following the adoption of the LDF the Commercial Core area was discontinued and thus there has been some confusion as to how the standards should be applied in terms of whether Commercial Core standard now covers the whole of the town centre. In 1998 it was envisaged that these standards would predominately apply to flats over shops rather than large scale residential developments.

Moving forward there does need to be further consideration and debate as to whether:

- a nil parking level is still appropriate in the town centre and shopping areas for residential and hotel development, as there have been some anecdotal instances of overspill parking resulting from developments that have zero or very low levels of parking;
- the re-development of land in the more peripheral areas of the town centre should have a higher parking standard than that in the central part, so as to better manage the transition between urban and suburban areas; and
- the development of/re-development of land around Crossrail stations should be allowed with lower parking standards than existing standards.

3.1.5 Management of On-street Parking around New Development

Where new development has planning consent, the Council acting in its capacity as the local planning authority, will seek that new streets are adopted so that issues of street management and maintenance are publicly controlled to achieve a satisfactory standard in terms of maintenance, street cleansing, control of parking and highway safety.

3.1.6 Enforcement around Schools and Other Significant Trip Attractors

Across the Borough there are a number of 'Significant Trip Attractors' such as schools, places of religious worship and health facilities, which attract a large amount of car borne trips but where there is constraint on parking supply.

The problems around these attractors have been getting worse rather than better in recent years, for example the proportion of children travelling to school by car has risen greatly over the last two decades¹⁴, such that in Slough 41 percent¹⁵ of primary school children are driven to school. This is causing a range of parking specific problems around schools, including:

- parents repeatedly ignoring parking restrictions (school keep clear markings, prohibition of waiting restrictions, etc);
- parking along dropped crossings, on footways and verges;
- parking that obstructs accesses causing inconvenience to local residents/businesses and perhaps categorised as anti-social behaviour;
- parking that obstructs visibility splays causing road safety issues; and
- the general disregard for the safety of others when parking or manoeuvring close to schools.

CEOs that patrol around schools are faced with multiple simultaneous parking infringements and often find themselves with insufficient time to issue PCNs before the vehicle is driven away. The current approach is predominately based around a regular physical presence outside schools, which seeks to deter contraveners, however existing resources cannot be at every school every day and parents are alive to this and realise they will escape enforcement action.

Therefore to tackle this endemic problem of hazardous parking outside schools, evidence used by mobile CCTV enforcement vehicles has been in place since autumn 2013, in particular to address inappropriate and unsafe parking practices around schools.

Figure 3.1 – Inconsiderate Parking near St Josephs School

¹⁴ The Government's Response to the Transport Committee's Report on School Transport – HMSO (June 2004)

¹⁵ Data from School Census travel surveys for all primary schools surveys last undertaken in 2011 held by Slough Borough Council. The 41% figure includes 38% of children arriving by car/van and 3% of children car sharing with a child from a different household.



Wexham Park Hospital suffers from accessibility problems and is sufficiently far from the main residential areas of Slough that few pedestrians are able to walk to the site. There has been a steady increase in the use of the hospital, which despite improvements to bus services between the hospital and the town centre has led to a greater demand for car parking, which has not been met by provision on-site. As a result staff and visitor car parking is over-spilling onto the surrounding roads causing a safety hazard and the shortage of on-site parking has left a poor perception of the hospital. Slough Borough Council is working closely with South Buckinghamshire District Council (SBDC) to address the cross-boundary parking problems. Control of parking close to the hospital has improved since SBDC introduced civil parking enforcement. Further measures are being introduced by the hospital to expand its on-site car parking.

Furthermore, around many of the significant trip generators across the Borough inconsiderate parking is occurring. Moving forward the Council will be using the full extent of its powers under the Traffic Management Act to better control parking around these sites. The promotion of walking, cycling, public transport and car sharing will also continue to have a role.

3.1.7 Footway Parking

Footway parking can be inconvenient for pedestrians and especially hazardous for disabled and elderly people, those who are visually impaired and people with pushchairs and double buggies. Footway parking is believed to deter some people from walking, and it degrades the attractiveness of the street scene.

Footway parking is frequently observed around schools and in residential areas with parents mounting the kerbs to park their vehicles with little consideration for pedestrians. Unfortunately, footway parking has become so widespread throughout the Borough that it is becoming an accepted norm. In London, pavement parking is banned by the Greater London Council (General Powers) Act 1974, although within London there are some areas where exemptions are indicated with traffic signs and markings on the footway. Pavement parking is also banned in other locations around the country including Exeter and Peterborough. Therefore to change attitudes there needs to be both a Borough wide approach and local measures to discourage footway parking.

Figure 3.2 – Footway Parking on Shackleton/Montague Road and Shaggycalf Lane



The Council has introduced a pavement parking scheme in Central Ward and will roll out the pavement parking scheme on a ward by ward basis through Experimental Traffic Orders. The proposal is to ensure that there are parking controls on residential streets borough wide. This will be achieved by a combination of permitting parking on the pavement (2 wheels-up) in marked bays; banning parking on the pavement (4 wheels-up) and the introduction of yellow lines at junctions and bends.

Accepting that pavement parking is appropriate in some areas where parking stress is at its greatest is a major change in approach, and for it to be successful and not harm pedestrians, child pedestrians and the mobility impaired i.e. the most vulnerable road users, then certain safeguards (key principles of the scheme) need to be incorporated and adhered to.

The key principles are:

- To maintain suitable footway / carriageway widths whilst maximising parking capacity. Areas have been identified where capacity can be increased to account for locations where it has been reduced, which mitigates against the impacts of displacement parking;
- Parking bays will be marked on the footway allowing ‘two wheels up’, but four wheels up will not be allowed;
- The minimum width of footway for pedestrians will be 1.5m, with an absolute minimum of 1.2m in exceptional circumstances;
- Any road where the clear width of the footway is less than 1.5m should either have regular passing places incorporated into it, preferably every 6 metres (through driveways, dropped kerbs, interruptions to the pavement parking or any other gap), and/or has a clear footway on the opposite side of the road with no on-pavement parking and dropped kerb access.
- A carriageway width of 4.5m will be provided where possible to maintain two way traffic flow;
- No waiting at any time restrictions will be implemented at every junction and bend in the road to ensure visibility is maintained and to prevent inappropriate parking occurring;
- Footway parking will not be introduced in streets/roads:
 - in the town centre and on all other streets defined in the Retail Hierarchy (Policy S1) of the Slough Local Plan as pedestrian footfall is higher and greater space is required for pedestrian movement;
 - where pedestrian footfall is high;

- where there are existing verges or where street trees could be harmed unless measures are implemented to protect street trees or alter verges;
 - where there is an existing shared footway/cycleway unless changes are made to the existing cycle scheme;
 - where there is an on-road cycle lane unless changes are made to the existing scheme;
 - where the footway is constructed using paving slabs which could be damaged and increase the risk of pedestrian trips, unless measures are introduced to reduce this risk;
 - on roads within new developments where parking has been provided to the maximum Slough Local Plan parking standard; and
 - where it may undermine other parking constraint policies as set out in the Slough Local Plan and Slough LDF Core Strategy.
- Footway parking will need to be sensitively introduced:
 - around schools as it should not undermine Council policies on encouraging a greater proportion of non-car trips to school. It should balance the parking demand of residents around the school with the deterrent for car trips by commuters / school staff;
 - at bus stops as care will be taken to ensure that buses can access the kerb at bus stops in accordance with the Public Service Vehicle Accessibility Regulations thereby ensuring that the Council fulfils its duty under the Equality Act 2010, further detail in SBC Bus Stop Guidance Policy (August 2013);
 - Prior to each new scheme being implemented the RNIB will be re-consulted; and
 - The footway parking policy will be reviewed if accidents occur with pedestrians on the footway.

Following the implementation of the experimental footway parking scheme the Council's adopted vehicle crossover policy has been revised such that:

- Where parking is present on the footway, applications for vehicular crossings will only be accepted where the available driveway depth is a minimum of 4.8 metres; and
- Where parking is prohibited on the pavement, applications for vehicular crossings will only be accepted where the available driveway depth is a minimum of 4 metres and the minimum distance from the front building wall to the edge of the kerb line is 6.3 metres.

3.1.8 Better Management of All Council Owned Car Parks and Control of Parking on Public Land

Currently, not all of the Council owned car parks are managed to the same standard nor managed by the same department within the Council. For example Council owned car parks in the town centre are managed by the Council's Parking Services Team to a high standard with a significant level of enforcement, but car parks owned by other Council departments do not have the same facilities or enforcement regimes. Following the Protection of Freedoms Act (2012) clamping on private land has been made unlawful, but landowners can issue Parking Charge Notices. Going forward the Council needs to consider how to best manage parking in all its car parks and on its land in a consistent, fair and efficient way.

3.1.9 Efficient Use of Resources

Currently the majority of PCNs are issued by either a CEO attaching it to the vehicle or handing it to the driver, but as there are a limited number of CEOs operating at any one time, the Parking Authority is limited in its ability to fulfil its duty under the Traffic Management Act 2004 (TMA 04) of securing the expeditious movement of traffic on the authority's road network.

PCNs are also served by post when a contravention has been detected on the basis of evidence from an approved device (e.g. such as the Council's mobile enforcement vehicles). Therefore ways to make this process more efficient should be considered. Under current powers, PCNs can also be served by post when a CEO:

- has been prevented from affixing a PCN onto a vehicle; and
- had started to issue the PCN but did not have enough time to finish or serve it before the vehicle was driven away and would otherwise have to write off or cancel the PCN.

Approved devices are used only where enforcement is deemed difficult, sensitive or impractical, and will continue to be used in line with the current Department for Transport guidance (see Table 2.1). Approved devices should not be used where permits or exemptions (such as resident permits or Blue Badges) not visible to the equipment may apply. The primary objective of any camera enforcement system is to ensure the safe and efficient operation of the road network by deterring motorists from parking in contravention of restrictions in place and detecting those that do. To do this, the system needs to be well publicised and indicated with signs made in line with the Traffic Signs and General Directions 2002.

3.1.10 Improving Satisfaction with Parking Services

The results of the 2011 public consultation found that a greater proportion of respondents were dissatisfied with Parking in Slough than were satisfied. Whilst it is not fully clear why this is the case, the findings are useful and more frequent and in depth monitoring in the future will be used to further our understanding for the dissatisfaction. Addressing the key challenges and issues discussed in the section above is expected to address some of the concerns.

Other concerns may be driven from a lack of information and understanding of the services that we provide and why we provide them. We should be clearer to our customers about the purpose and aims of our service, so that motorists and other road users are aware that parking enforcement is driven by supporting wider transport objectives, in particular keeping traffic moving, rather than raising revenue.

3.1.11 Ensuring Financial Sustainability of the Parking Operation

Improving the quality of parking facilities, information, security and enforcement all comes at a cost, and as local authority parking operations are expected to be self-financing, any capital investment and increased maintenance costs need to be supported by robust business cases to ensure financial sustainability.

3.1.12 On-street Parking and Loading Restrictions

The Council will review the length of time restrictions of single yellow line restrictions and the length/size of parking spaces including loading bays to ensure the authority is compliant with regulations and that current arrangements are fit for purpose.

4. Strategy

4.1 Vision

The vision for the Parking Strategy is to:

“Improve the customer parking experience and in doing so helping to enhance Slough’s economic competitiveness.”

4.2 Parking Objectives

To best achieve the LTP3 themes and objectives, given the challenges identified in the previous chapter, nine key objectives have been developed that will form the basis of the parking strategy. These objectives are:

- To improve the customer experience for all those using parking facilities in the Borough;
- To work with the rail industry to improve customer parking facilities at railway stations in the Borough;
- To achieve a greater level of compliance with existing parking restrictions and discourage inconsiderate or hazardous parking behaviour;
- To seek, where appropriate, greater powers of enforcement to make the Civil Parking Enforcement (CPE) operation more efficient and effective in meeting the needs of local people;
- To achieve financial sustainability of the CPE operation such that it generates a surplus so that re-investment in Council owned car parking stock can be funded from capital and revenue receipts;
- To influence land use planning to support the achievement of sustainable development across the Borough;
- To support wider LTP3 objectives to lessen impact on the local environment and lead to lower CO₂ emissions and air pollutants from vehicle emissions in the Borough;
- To improve road safety for all users by introducing parking controls to alleviate dangerous, inconsiderate and obstructive parking; and
- To reduce crime and the fear of crime by making it a planning requirement that all publicly available car parks including new car parks, temporary car parks, replacement car parks and existing car parks that extend their operating periods later into the hours of darkness should be designed to and achieve the Park Mark award for Safer Parking within 3 months of opening and to be maintained to the Park Mark standard thereafter.

4.3 Parking Strategy Areas

This parking strategy is for the whole Borough of Slough which comprises several different types of area and types of parking. To reflect this, the parking strategy and policies have been developed for each of the following areas.

4.3.1 Town Centre Parking Area

The Town Centre Parking Area is defined in a plan provided in Appendix A. The priority for the town centre is to better manage parking demand, whilst maintaining the economic vitality of the town centre. The order of priority for the overall town centre parking is:

- Accessible parking for individuals with disabilities, and convenience for non-car mode users;
- Short or Medium stay visitors to the town centre (e.g. shoppers, leisure visitors, business visitors);
- Overnight parking for residential and hotel development in the town centre; and
- Long Stay commuters.

4.3.2 Residential Areas

Some residential areas experience excess parking demand. At present, there are only a limited number of residents' parking zones in operation in Slough. It is recognised, however, that in some locations there is increasing demand from the local community to control the negative effects of non-residential on-street parking, particularly around significant travel generators like railway stations, schools and places of worship or on the periphery of the town centre and on the trading estates.

Key Parking priorities for residential areas are:

- Access for residents;
- Access for visitors including essential car users (e.g. doctors and carers) and;
- Access for deliveries.

4.3.3 Local Centres

Local centres refer to District and Neighbourhood Centres as defined in the Local Plan, including Farnham Road (District Centre), Langley Village (District Centre), Elmshott Lane/Bath Road (Neighbourhood Centre), Chalvey High Street (Neighbourhood Centre) and Britwell (Neighbourhood Centre). There are a number of smaller local shopping areas which are important to local communities including Burnham Lane, Cippenham and Parlaunt Road.

These centres are areas where it is important to maintain local economic activity and services, to promote the aim of reducing the need to travel, but which may be already experiencing parking pressures at certain times of the day. Key priorities are:

- Access for residents (where applicable);
- Access for deliveries;
- Access for visitors/shoppers; and
- Access for employees.

4.3.4 Business Areas

Business Areas are defined in the LDF, and include not only the Trading Estates in Slough but other significant areas of employment which are outside the town centre. From the LDF, existing business areas are defined as: Bath Road, Stoke Road Area, Langley Business Centre, Langley Business Park, Slough Trading Estate, Heathrow

West Business Park, Lakeside Road Estate, Galleymead Road and the Poyle Estate, and Axis Park. The Core Strategy recognises that the nature and quantity of trips generated varies with business use: for example schools or offices generate the most single car trips whilst storage and distribution uses will generate less peak time car traffic but more HGV trips, and at less sociable hours.

Sustaining these business areas is crucial to the Slough economy, but at the same time, the demand for parking must be managed to ensure the wider transport objectives are met. Key priorities are:

- Access for distribution;
- Access for business visitors; and
- Access for employees.

The overspill of business parking onto local highways has been raised as a significant issue by residents in a number of areas. Controlled Parking Zone schemes will be implemented to address problems of highway safety, traffic management and streetscape.

4.3.5 Significant Travel Attractors

This area type caters for destinations which attract significant amounts of travel and have impacts on the surrounding area at particular time periods e.g. schools, wedding venues, places of worship, railway stations or hospitals. A balance needs to be achieved between the needs of different users in and around key travel attractors.

4.4 Key Policies

The Key Parking Policies are identified below and relate to the Parking Strategy Areas. All parking policies including within the Slough LDF Core Strategy and the Slough Local Plan 2004 remain current and are not necessarily repeated in the table below. An Action Plan which details short, medium and long term actions which the Council will use in the context of the following policies is included as Appendix B.

Table 4.1 – Parking Policies

No.	Policy Title	Details
1.	Adhere to Slough Town Centre Parking Cap	The maximum number of public parking spaces within the town centre parking area as defined in Appendix A is 5,000 and should not be increased above this level.
2.	Park Mark: Safer Parking Status for All New Public Car Parks	All publicly available car parks, including new car parks, temporary car parks, replacement car parks and existing car parks that extend their operating periods later into the hours of darkness should be designed to and achieve the Park Mark award for Safer Parking within 3 months of opening and to be maintained to the Park Mark standard thereafter.
3.	Limit New Town Centre Parking Provision for Commuters	No new public parking provision should be made for developments within the town centre except for shopping, leisure or residential uses, since commuter parking can be catered for within existing car parks.
4.	Overnight Town Centre Parking	Town centre multi-storey car parks should be available for use 24 hours a day by different land uses
5.	Town Centre On-street Parking	On-street parking within the town centre will be prioritised for short-stay use where it is not located in a predominantly residential street.

No.	Policy Title	Details
6.	Controlled Parking Zones	Controlled Parking Zones (CPZ) will be used to manage on-street parking where demand is high and where there is support from the local community.
7.	Car Park Signage	Signage to town centre car parking will be improved to promote greater use of under-utilised car parks, using electronic Variable Message Signs and other emerging technologies.
8.	On-street Parking and Public Transport	On-street parking will be controlled on bus routes to minimise journey time delays for buses and maintain access to bus stops.
9.	Pavement Parking	Pavement parking will only be permitted in designated areas in accordance with the key principles of the pavement parking scheme.
10.	Business Area Parking Cap	No overall increase in parking on the Slough Trading Estate will be permitted (in accordance with Slough Local Plan Policy EMP7).
11.	Parking Restraint	<p>Within all developments that attract an increase in the number of trips, the level of on-site parking provision for the private car will be restricted to a maximum level in accordance with the principles of the Local Transport Plan.</p> <p>No increase in the total number of car parking spaces on-site will be permitted within commercial (re)development schemes.</p> <p>Additional on-site car parking provision will only be required where this is needed to overcome road safety problems, protect the amenities and operational requirements of adjoining users, and ensure that access can be obtained for deliveries and emergency vehicles.</p> <p>Residential development will provide a level of parking appropriate to its location and which will overcome road safety problems, protect the amenities of adjoining residents, and not result in an adverse visual impact upon the environment. (Slough Local Plan Policy T2).</p>
12.	Retail Parking	New parking provided as part of new retail developments will be made available for shoppers using the local centre as a whole (in accordance with Slough LDF Core Strategy Policy 7.11)
13.	Parking for the Mobility Impaired	Provision for mobility impaired (blue badge holders) will be provided and located in line with current guidance.
14.	Residents' Parking Eligibility (new developments)	Residents of developments that provide no on-site parking, limited on-site parking or are located in areas of high on-street parking demand should be excluded from being eligible to apply for on-street parking permits in existing or future schemes.
15.	Travel Plan for New Development	All development proposals, above the thresholds set out in the Developers Guide Part 3, which generate an increase in the demand for travel will be required to prepare a travel plan (Slough Local Plan Policy T15).
16.	Car Clubs	Residential developments with nil or low car parking provision should contribute to the development of car clubs in the Borough. Provision of on-street car club bays will be supported.
17.	Electric Charging Points	All new town centre car parks should provide fast electric vehicle charging points. Rapid chargers will be provided on-street in appropriate locations in the town centre and across the borough to support a greater uptake of electric vehicles.

No.	Policy Title	Details
		All new developments shall provide vehicle electric charging points in accordance with the IAQM guidance 2015
18.	Car Park Management Plans	Car Park Management Plans will be required from new developments where car parks need to be managed to prevent issues over-spilling onto the adjoining public highway
19.	HGV Parking	The Council will work with Heathrow Airport Limited (HAL) and airfreight operators to identify potential HGV parking sites as part of the airport Cargo Strategy.

Appendix A – Town Centre Parking Area

Appendix B – Action Plan

Action / Options	Short term	Medium term	Long term
A regular review of numbers of parking spaces for public and private non-residential use will be conducted	✓	✓	✓
Monitor car park use more thoroughly to understand demand to inform parking management	✓	✓	✓
Every two years the Council will benchmark its parking charges against local competitor towns and revise charges accordingly. Charges will then be reviewed biannually	✓	✓	✓
The Council will monitor levels of parking provision for blue badge holders and undertake regular consultation with users to ensure that disabled bays meet the needs of users	✓	✓	✓
Investigate the introduction of new CPZs in areas of high parking demand following requests from members of the public and councillors	✓	✓	✓
Enforcement levels will be reviewed and monitored on a regular basis to ensure that effective enforcement is taking place to reduce congestion, encourage compliance and improve road safety	✓	✓	✓
Investigate the feasibility of implementing a charging system for parking permits (residents, business etc) and season tickets based on CO2 emissions from vehicles			✓
The Council will make, as necessary, further improvements to the town centre parking stock to maintain Park Mark award status		✓	✓
The Council will regularly seek feedback from its parking customers and local residents and businesses on their satisfaction with Parking facilities and services	✓	✓	✓
The Council will review residential parking along bus routes and where traffic calming has been implemented ensure that buses can negotiate it without affecting passenger comfort	✓	✓	✓
The Council will roll out its pavement parking scheme Borough wide	✓	✓	
Carry out a review of the Slough Local Plan Parking Standards and in regard to town centre residential parking it will undertake research into parking occupancy to inform the new standards	✓	✓	✓
The parking cap of 5,000 spaces to be reviewed as part of the updating of the Slough Local Plan	✓	✓	✓
Investigate the feasibility of reducing the time restrictions on areas with single yellow lines to 6pm in suitable areas		✓	✓
Investigate the potential expansion of car parking facilities at Slough railway station		✓	✓

Appendix C – Review of Progress Between 2004-2013

Recommendations from the Review of the Slough 2004 Parking Strategy

The 2004 Parking Strategy was reviewed in 2009/10 and resulting from that review were a number of recommendations as set out below:

- Consideration should be given to making it easier for motorists to pay by credit card / mobile phone when using the on-street parking bay meters;
- Greater priority should be given to make improvements at the SBC car parks so that Safer Parking Scheme recognition can be applied for, as parking facilities provided by private operators are more user friendly and attractive;
- Consider the introduction of pay on foot instead of pay and display in Council managed town centre car parks to reduce the number of contraventions that PCNs are issued for. This would improve customer satisfaction and free up civil enforcement officers to focus on other beats to reduce congestion or improve road safety;
- Footway parking is an increasing problem in Slough and a plan for addressing it should be developed both borough wide and on a location by location basis;
- The Borough is very short of HGV parking and a second dedicated site should be investigated;
- A greater understanding of the number of Private Non-Residential car parking spaces currently available in the town centre should be obtained to help inform the Council's work with large employers through its Smarter Travel Programme;
- Consideration should be given to implementing variable message signs / car park guidance systems to direct motorists to car parks with spare capacity;
- Extend Special Parking Area to cover part of South Buckinghamshire around Wexham Park Hospital; and
- Review parking restrictions and enforcement approach around schools and other developments which attract high levels of traffic.

Parking Demand and Economic Vitality

Working towards the goal of improving the management of the demand for parking, whilst maintaining the economic vitality of the town centre and surrounding area a number of achievements have been made over the period 2004-2013. These include:

- The closures of Brunel multi-storey, the Prudential Yard and Market Yard car parks have removed 750 long stay spaces. However, an additional 800 free of charge short stay spaces have been provided through the Tesco and Sainsbury's developments;

- All SBC owned car parks within the town centre have been assessed to determine the works required to bring them up to achieve the Park Mark – Safer Parking Scheme. In September 2015 the 'Park Mark' was awarded to; Herschel multi-storey, Hatfield multi-storey, Buckingham Gardens and The Grove car parks.
- New parking at Tesco and Sainsbury's includes a car park guidance system to identify free spaces, and meet the requirements of the Park Mark – Safer Parking Scheme;
- All publicly available car parks provide blue badge parking and in Council owned car parks there is no charge for blue badge holders;
- Motorcycle parking is provided in every off-street public car park;
- Controlled parking zones in the town centre have been reviewed in 2010 and 2013; as a result the CPZs were expanded to cover most of the town centre to maximise on street parking;
- The case for further streets to be included in Controlled Parking Zones was reviewed and implemented accordingly;
- On-street parking spaces have been identified and form part of the town centre parking cap, there are 322 on-street 'pay and display' parking bays and 24 disabled bays in the town centre;
- Maintaining the expeditious movement of traffic throughout the town centre is important part of the enforcement contract e.g. 89 percent of penalty charge notices issued for on-street offences in 2013/ 2014;
- Provision of cycle and motorcycle parking has been increased across the town centre as part of the Heart of Slough Masterplan and the Station Forecourt scheme;
- A pilot footway parking scheme trial has been implemented in Central Ward and will be rolled out Borough-wide; and
- Slough's first Residential Car Club Scheme has been agreed for a development site (1a Stoke Road) in the town centre.

Residential Areas Parking

Working towards the need to improve parking priorities in residential areas, priority has been afforded first to residents, second to visitors including doctors and care workers, and third to access for distribution and deliveries. During the period 2004-2013 the following achievements include:

- New residential developments in the town centre have been either car free or developments with very few car parking spaces. Residents of these developments have been prevented from being eligible to receive on-street resident parking permits through respective Section 106 obligations. This has ensured that occupiers of new developments with no or limited car parking provision do not park on surrounding residential streets reducing the availability of spaces for existing residents. This control mechanism has been used to mitigate a potential impact of new development;
- Parking watch zones have been implemented in three areas suffering from heavy parking pressure by non-residents;
- Enforceable disabled bays are provided free of charge, where space allows, outside the homes of those eligible;
- Verge protection measures to prevent inconsiderate parking have been implemented; and

- 188 new off-street parking bays have been provided in various residential areas across the Borough (69 in 2011/12, 39 in 2012/13 and 80 in 2013/14).

Local Centre Parking

Parking policy is designed to support the vitality of local centres and during the period 2004-2013 the following achievements include:

- Free car parks remain at most local centres;
- Controls remain and some additional controls have been introduced at the busiest local centres e.g. limited waiting bays introduced on Farnham Road/Harrow Car park; and
- Cycle parking provided in local centres.

Business Area Parking

The Council has been working with large employers in the Borough to secure travel plans through the planning process to encourage employees to travel to work by other means than single occupancy vehicles.

On the Slough Trading Estate, SEGRO, through its Masterplan, has committed to reducing the level of private non-residential parking on the Estate, and to tackle the hazardous parking that takes place on the privately owned roads within the Estate.

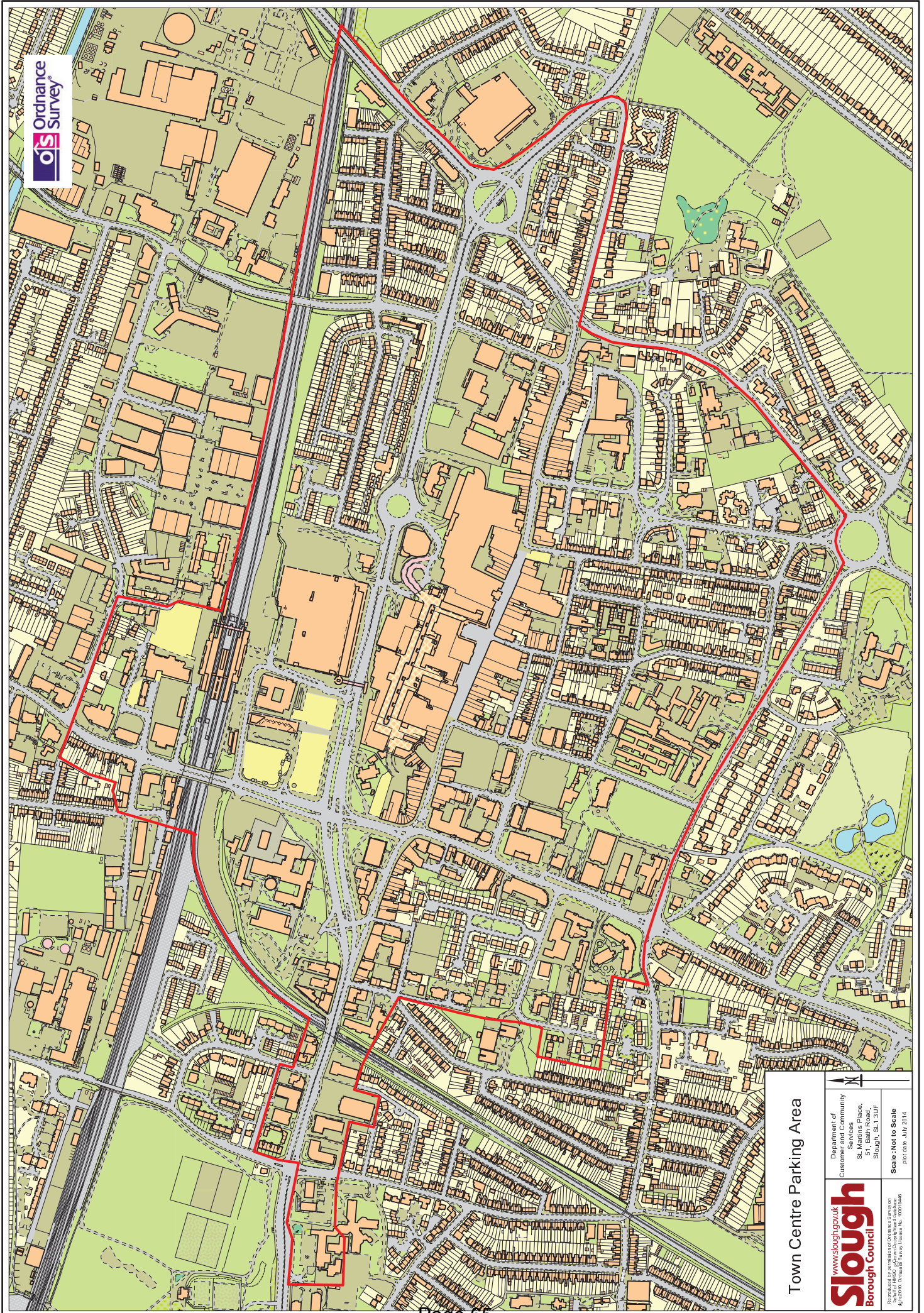
Since 2012, SBC has been working closely with large employers in Slough on a travel behavioural change programme entitled '*Smarter Travel for Slough Business*'. This programme is there to assist such organisations consider and address congestion and parking issues, and is achieved through the implementation of travel initiatives tailored to the individual business.

Significant Travel Generators

During the period 2004-2013 the following achievements include:

- The Council is working closely with Heatherwood and Wexham NHS Trust to develop a travel plan and an express bus service has been introduced to help manage traffic demand at Wexham Park Hospital to relieve parking problems around the site;
- All state schools in Slough have developed school travel plans;
- The Local Planning Authority of Slough Borough Council is pro-actively working with places of worship to relocate them to sites with better accessibility and car parking. Where this is not practical parking restrictions and travel planning measures have been implemented to alleviate problems;
- CPZs have been implemented around the three railway stations at Burnham, Langley and Slough;
- The Slough Station Forecourt scheme has been implemented and is designed to improve access to the railway station by all road users;
- Mobile enforcement has been introduced around schools, on bus routes, at taxi ranks and loading areas in the Borough to address inappropriate and unsafe parking practices. Mobile enforcement has been introduced where it is impractical, sensitive or difficult to enforce by foot;
- Verge/footway protection measures have been implemented around 7 schools to prevent hazardous parking acts; and
- Car Parking Management Plans have been agreed at sites to allow parking in Council or privately owned car parks.

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Town Centre Parking Area

Department of
Customer and Community
Services
St. Martin's Place,
51, Bath Road,
Slough, SL1 2JF
Scale **NOT** to Scale
file date July 2014

www.slough.gov.uk
Slough
Borough Council

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17 October 2016

CONTACT OFFICER: Mike England, Interim Strategic Director, Regeneration,
Housing, and Resources
(For all enquiries) (01753) 875300

WARD(S): All

COMMISSIONER: Cllr Ajaib, Commissioner for Housing and Urban Renewal

PART I
KEY DECISION**HOUSING REVENUE ACCOUNT BUSINESS PLAN 2016-2046****1 Purpose of Report**

Council housing in the Borough is managed through a separate financial account – the Housing Revenue Account (HRA.) This report presents the draft HRA Business Plan to Cabinet. It is a requirement for local authority landlords to publish a HRA Business Plan setting out its financial commitments and spend priorities for the following 30 years. It is proposed that this draft, if approved by Cabinet, be issued for consultation with residents before being finalised.

2 Recommendations

The Cabinet is requested to resolve;

- a) That the draft Housing Revenue Account Business Plan be approved.
- b) That the draft Business Plan be issued for consultation to the Residents Board and other residents groups.
- c) That authority be delegated to the Strategic Director, Regeneration, Housing and Resources following consultation with the Cabinet Member for Housing and Urban Renewal to finalise the Business Plan in the light of comments received during the consultation.
- d) That the Strategic Director, Regeneration, Housing and Resources, following consultation with the Cabinet Member for Housing and Urban Renewal, be authorised to begin planning for the Options Appraisal of the Council's housing stock referred to paragraph 5.7 of this report, with a proposal to be brought back to Cabinet for approval.
- e) That the development programme set out on Section 8 of the Business Plan be confirmed.
- f) That the policy on rents to be charged on new build homes as set out in paragraphs 8.11 and 8.12 of the Business Plan be approved.

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

Good quality homes are integral to the wellbeing of everyone. The provision of low cost, affordable social (council) housing therefore plays a fundamental role in supporting the delivery of Slough's Joint Wellbeing Strategy. The forthcoming Housing Strategy will set out how the Council sees its role in improving housing conditions and opportunities in the borough, including in social housing.

Housing and Neighbourhood Services have a wide range of skills, knowledge and legal powers available to officers to take action to address anti-social behaviour and work in partnership with Thames Valley Police to tackle crime and domestic abuse. The Tenancy Sustainment Team work closely with council colleagues to support vulnerable residents, offering a free handyperson service aimed at carryout DIY work to prevent falls and other risks of injury within residents' homes. The service takes a holistic approach to responding to the needs of the borough's neighbourhoods and the communities that live in them. Access and customer care are key principles underpinning the Regulatory Framework which applies to the Council's landlord services, requiring Neighbourhood Services to ensure that services are open and accessible to all.

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

The HRA Business Plan links to the following Slough Joint Wellbeing Strategy priorities:

- Health – the links between decent housing and health are well documented
- Regeneration and Environment – the HRA Business Plan sets out how the service will contribute to regenerating and investing in improvements to the built environment
- Housing – The repair, maintenance and investment in the Council's housing assets is funded directly by the HRA.
- Safer Communities – The HRA funds the Council's anti-social behaviour service to manage problems that is caused or suffered by the Council's tenants or leaseholders

Cross-Cutting themes:

The Council's approach to managing its housing assets is based on encouraging and supporting its tenants and leaseholders to be accountable and responsible for their actions and take civic responsibility for their homes, their neighbourhoods and the communities they live in. Residents are supported and encouraged to maintain their neighbourhood and their home which, in turn, contributes towards improving the image of the town,

3b **Five Year Plan Outcomes**

The HRA Business Plan will help to deliver the following Five Year Plan outcomes:

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

- 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

At the core of the HRA Business Plan is a series of 30 year financial projections. The key financial issues are therefore dealt with in the Business Plan itself.

b) Risk Management

Risk management issues are set out in Section 11 of the Business Plan.

c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications relating to this Business Plan. There may be legal implications as the details of emerging Government policy are made clear. For this reason the Business Plan will be reviewed in March 2017 to fully understand any legal implications.

(d) Equalities Impact Assessment

Equality Impact Assessments are routinely carried out as part of operational service delivery and reviews. There are no equality related issues in relation to the Housing Revenue Account Business Plan.

(e) Property

The HRA Business Plan supports the Council's ambition to maintain and invest in its current housing assets whilst continuing to deliver a development programme to build new, affordable homes in Slough. Detailed descriptions of the implications on property are included in the body of the Plan.

(f) Carbon Emissions and Energy Costs

The re-commissioning of the repairs, maintenance and investment contract will provide opportunities to reduce carbon emissions in Council owned homes.

5 **Supporting Information**

Background to the HRA Business Plan

- 5.1 Slough Borough Council owns and manages over 7,100 rented and leasehold homes. This is the Council's most valuable physical asset. A wide and diverse range of residents are accommodated in council homes across a range of income groups. However, they are a particularly important resource for households on low or modest incomes who cannot afford to house themselves in homes available on

the private market. Its significance is increasing as house prices and private sector rents escalate. Demand for council homes is high and far outstrips supply. Council housing is also vital for the economic future of Slough in that it provides affordable accommodation for people who work in the borough.

- 5.2 The Council's ambition is to retain ownership of its good quality housing stock, regenerate areas where this is necessary, build new homes and offer homes to residents at affordable rents. The Your Homes, Our Homes Project will see the re-commissioning of repairs, maintenance and investment services which will offer opportunities to invest in Slough's neighbourhoods and communities further and to provide truly customer focussed services to residents. It will also provide the opportunity to build a local, in-house capacity to undertake maintenance work. The Council remains committed to realising its vision of ensuring that neighbourhoods provide a safe and healthy environment for all residents and visitors.
- 5.3 The management and maintenance of council homes is funded through the Housing Revenue Account (HRA.) It is a requirement for local authority landlords to publish a HRA Business Plan setting out its financial commitments and spend priorities for the following 30 years. Slough's draft HRA Business Plan 2016- 2046 can be found at the Appendix to this report.

Key Points from the Business Plan

- 5.4 In the short term the HRA is strong and this will allow the Council to continue to invest £100 million over the next 7 years to repair, maintain and invest in its current stock, whilst realising its ambition to invest £40 million in developing new, affordable, homes over the next 4 years. However, there are significant uncertainties and threats in the near future, including:
- The long term impact on income of the Government taking control of rent setting. Council rents will fall by 1% in each of the 4 years from 2016/17 and the Government's intentions beyond this are unknown.
 - The effect of 'Pay to Stay' proposals which will require tenants with a combined household income over £31,000 to pay more.
 - The impact of the forced sale of some 'higher value' Council homes as they become empty to fund the discounts offered to housing association tenants under the Voluntary Right to Buy.
 - The effect on HRA income of welfare reforms and, in particular, the introduction of Universal Credit and further caps on the total amount of benefits that a household can receive.
 - The results of the Stock Condition Survey (due in January 2017) which will reveal precisely how much needs to be invested together with the viability of the Council's housing assets over the next 30 years.
- 5.5 The plan shows that if the impact of these, operating either singly or in combination, is significant, this could threaten existing investment plans and lead to the Council being faced with difficult choices on how to prioritise investment.

Further Review of the Business Plan and Proposal for an Option Appraisal

- 5.6 Taken together, these developments mark the endpoint of the agreement that the Council believed it had made with the Government when the HRA "Self-Financing" arrangements were put in place in 2012. This Business Plan has therefore been produced at a time of unprecedented uncertainty for the HRA. It is anticipated that

the impact of the various Government changes described above will be known by early 2017. The results of the Council's stock condition survey will be available in January 2017. It is therefore proposed that a major review of the Business Plan takes place in March 2017.

- 5.7 In addition to this, it is proposed that now is the time for the Council, in open and transparent partnership with residents, to undertake a comprehensive Options Appraisal to look at the future of the housing stock over the next 15 to 20 years. This Options Appraisal would commence immediately, would be informed by the revised Business Plan in March 2017 and would be completed by December 2017.

Development Programme

- 5.8 Section 8 of the Business Plan brings together the indicative HRA programme for the building of new council homes. Cabinet is asked to confirm and approve the programme.

Rents for New Build Homes

- 5.9 Paragraphs 8.11 and 8.12 of the Business Plan set out a proposal for charging rents on newly-built homes that are higher than existing council rents. They also set out the rationale for doing so, which relates primarily to the impact on the Business Plan of changes and policies introduced recently by the Government. It is proposed that this be reviewed alongside the review of the HRA Business Plan in March 2017. Cabinet is requested to approve this proposal.

6 Comments of Other Committees

Not applicable.

7 Conclusion

- 7.1 In the medium and longer term the Council may need to make some tough decisions about priorities for investment and how to mitigate risks to the HRA. Careful management of the HRA up to this point means that the Council is in a position to manage this change successfully and to ensure the Council's housing finances are sustainable in the long-term. The challenge will be to establish whether it can do this without losing its ambition both to maintain existing homes to a high standard and to build new affordable homes for the residents of Slough.
- 7.2 Emerging Government policy, legislative changes, a crucial upgrading in the Council's data around the condition of its housing stock and the potentially transformational impact of a new repairs, maintenance and investment contract, will all take their course during the year following the publication of this Plan. For this reason this Plan should be seen as providing a baseline against which a further review of the Business Plan will be completed in March 2017.
- 7.3 In addition to this, it is proposed that the Council, in partnership with residents, undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. It is further recommended that the draft Business Plan be issued for consultation to the Residents Board and other residents' groups.

8 **Appendices Attached**

'A' Housing Revenue Account Business Plan 2016-2046

9 **Background Papers**

'1' Budget papers to Full Council – 25 February 2016

Slough Borough Council Housing Revenue Account Business Plan 2016-2046



Housing Revenue Account Business Plan 2016-2046

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1. Executive Summary

Slough Borough Council owns and manages over 7,100 rented and leasehold homes funded within a separate financial account – the Housing Revenue Account ('the HRA'). Its ambition is to retain ownership of its good quality housing stock, regenerate areas where this is necessary, build new homes and offer homes to residents at affordable, but realistic, rents.

In the short term the HRA remains financially strong and will allow the council to continue to invest £100 million over the next 7 years to repair, maintain and invest in its current stock, whilst investing £40 million in directly developing new, affordable, homes over the next 4 years.

This follows the regeneration of Britwell, which saw the Council investing significantly in improving the infrastructure and safety of the area as well as delivering a new community hub and 258 new homes.

The Your Homes, Our Homes Project will see the re-commissioning of repairs, maintenance and investment services which will offer opportunities to invest in Slough's neighbourhoods and communities further and to provide truly customer focussed services to residents. It will also provide the opportunity to build a local, in-house capacity to undertake maintenance work. The Council remains committed to realising its vision of ensuring that neighbourhoods provide a safe and healthy environment for all residents and visitors.

The Council's priorities for service delivery will be to:

- Design and commission an innovative repairs, maintenance and investment service;
- Engage and empower residents to influence decisions that affect them, their home or their neighbourhood;
- Deliver efficiencies to maximise income and commercial opportunities to generate additional income to invest in the Council's housing stock and contribute to the development of new, affordable, homes;
- Achieve value for money through the rigorous management of contractors and other agencies;
- Take prompt, effective action to tackle anti-social behaviour and enviro-crime to ensure that all neighbourhoods provide a safe and healthy environment for all residents and visitors

Case Study: 'Milestone'

'Milestone' is the first resident-led development project to be delivered by Slough Urban Renewal, which is a 50:50 joint venture company that is owned by the Council and Morgan Sindall Investment Ltd.

The development, which started on site in Spring 2015, is located between Ledgers Road and Montem Lane. It includes a mix of private properties and 23 affordable homes for rent (a mix of apartments and houses) which will be acquired by the Council upon completion.

With a high quality internal and external specification and impressive landscaping, Milestone is the first of a pipeline of projects to be delivered on the Council's behalf by Slough Urban Renewal that will increase the supply of modern, energy efficient and affordable homes for rent.

- Deliver a focussed landlord service that meets the Council's statutory housing duties and complies with current legislation and which is accessible to all of the Council's current and potential tenants and leaseholders
- Review the Tenancy Strategy and the Allocations Policy to reflect the Council's aims and ambitions as well as residents' needs and expectations.

Priorities for investment of HRA resources will be:

- Repairs, maintenance and investment programmes for Council owned homes
- £40 million developing new homes for residents in need of affordable homes.
- Compliance with regulatory and legislative requirements in relation to services delivered
- Shifting the money spent on works to property away from reactive day to day repairs and towards planned and cyclical maintenance and investment works
- Modernising and maximising the use of IT systems to achieve efficiency savings

The Council has taken an ambitious but responsible approach to the management of its housing finances. An important part of this is its approach to borrowing and debt. The Government has set a limit of £177 million on the total amount of debt the council can use for the HRA. None of the current commitments will trigger borrowing up to this level. Our Treasury management is responsible and prudent and focussed on lowering the amount of debt in order to reduce interest payments. The Council is committed to repaying as much of its debt as possible but acknowledges that we are not in a position to pay off debt in its entirety at the present time.

Over the next 4 years the Council is committed to using its reserves to fund the programme to build new homes whilst maintaining at least £1 million in reserves to protect the HRA from unexpected fluctuations in income and expenditure. Beyond this the Council will need to decide on the right balance between investing in new and existing homes in the short and medium term, which will increase liabilities, and containing or reducing debt. One factor in this decision will be the rent levels to charge on newly-built homes.

Although the HRA is strong in the short term, there are significant uncertainties and threats in the future, including:

- The long term impact on income of the Government taking control of rent setting, including 'Pay to Stay' proposals which will require tenants with a combined household income over £31,000 to pay more
- The impact of Government policy to forced the sale of 'higher value' Council homes as they become empty
- The effect on HRA income of welfare reforms and, in particular, the introduction of Universal Credit and further caps on the total amount of benefits that a household can receive
- The results of the Stock Condition Survey (due in January 2017) which will reveal more precisely how much needs to be invested in Council owned homes over the next 30 years

The Business Plan shows that if the impact of these, operating either singly or in combination, is significant, they could threaten existing investment plans and lead to the council being faced with difficult choices on how to prioritise investment. Together these uncertainties and threats represent

the endpoint of what had previously been regarded as a long-term agreement with the Government over the self-financing of the HRA.

It is anticipated that the impact of these matters will be come clearer over the next few months. For this reason this Plan should be seen as providing a baseline against which a further review of the Business Plan will be completed in March 2017.

In addition to this, it is proposed that now is the time for the Council, in partnership with residents, to undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. This Options Appraisal would commence immediately, would be informed by the revised Business Plan in March 2017 and would be completed by December 2017.

2. Introduction

- 2.1 Slough Borough Council owns and manages 7,100 rented and leasehold homes across the borough. This is the Council's most valuable physical asset. A wide and diverse range of residents are accommodated in council homes across a range of income groups. However, they are a particularly important resource for households on low or modest incomes who cannot afford to house themselves in homes available on the private market. Its significance is increasing as house prices and private sector rents escalate. Demand for council homes is high and far outstrips supply. Council housing is also vital for the economic future of Slough in that it provides affordable accommodation for people who work in the borough.
- 2.2 Council homes are financed through a special account – the Housing Revenue Account (HRA) - which is separate from the rest of the Council's finances. The Council is required to produce a plan setting how it intends to manage and utilise its homes in the long term. This HRA Business Plan provides the Council's forecasts for utilising HRA funds over a 30 year period to effectively manage and maintain the Council's housing stock and contribute towards the development of new affordable homes in the borough.
- 2.3 The Slough Joint Wellbeing Strategy states that "by 2028 Slough will possess a strong, attractive and balanced housing market which recognises the importance of housing in supporting economic growth". This HRA Business Plan contributes to how the Council will achieve this ambition. The 5 Year Plan defines the Council's ambitions, opportunities and challenges together with the priorities and resources available to achieve the Council's vision. Homes and housing are one of its key themes. The Housing Strategy describes how the 5 Year Plan outcomes will be achieved and should be read in conjunction with this Business Plan.
- 2.4. The Localism Act 2011 introduced a "Self-Financing" regime for council homes whereby local authorities were able to retain HRA funds and have the ability to decide locally how this money is spent. Slough Borough Council has grasped these freedoms and flexibilities and embarked upon an ambitious programme of development, regeneration and improvement. However, the

opportunities introduced through self-financing have been undermined since the summer of 2015 by emerging government policy, which has effectively taken control of council rents, will require some tenants on higher incomes to pay more and will require councils to sell some of their higher value homes.

- 2.5. These fundamental changes at a national level are being accompanied locally in Slough by a major drive to improve the Council's capacity and ability to manage its assets effectively. A full stock condition survey, currently in train will update information about the Council's homes. In parallel the Your Homes, Our Homes Project is recommissioning the repairs, maintenance and investment contract so as to deliver these services more comprehensively and effectively over the next 7 to 10 years.
- 2.6 In view of the pace of change this Business Plan has been produced as a baseline position and it will be reviewed by March 2017, when it is anticipated that the full impact of the changes and initiatives referred above will be known and understood. It is also a major recommendation of this Plan that the Council should use this opportunity to undertake a full Option Appraisal of the future of its housing stock, in full collaboration and partnership with tenants and leaseholders.
- 2.7 The Plan contains a number of sections which start out by describing the homes within the HRA in Slough and how they are managed and go on to set out the external operating environment within which this Plan has been developed. The report describes current investment priorities and the ambitious development programme currently underway. The core of the Business Plan is a set of 30 year financial projections and sensitivity analyses which serve to summarise the overall financial outlook for the HRA and the risks which it faces over the life of the Plan. It concludes with an Action Plan setting out the Council's priorities for action.

3. Governance and Resident Involvement

- 3.1 Slough consists of 15 wards governed by 42 elected Councillors. The Council's Cabinet is responsible for strategic decisions and comprises 7 Commissioners, including a Commissioner for Housing and Urban Renewal.
- 3.2 Housing and Neighbourhood Services are overseen by the Strategic Director, Regeneration, Housing and Resources through the Head of Neighbourhood Services and the Head of Housing Services.
- 3.3 The Council's landlord function is regulated by the Homes & Communities Agency who set out their required outcomes and specific expectations in the Regulatory Framework for Social Housing in England. The framework contains specific requirements and expectations relating to resident involvement in the Tenant Involvement and Empowerment Standard. Delivery of the Consumer Standards that apply to local authority landlords is underpinned by the principles of co-regulation and resident led scrutiny.
- 3.4 In Slough the Resident Board ('the Board') is the principal resident-led group responsible for co-regulating and scrutinising the Council's landlord function. The Board delegates the day-to-day co-regulatory and scrutiny functions to the Repairs & Maintenance Panel and the

Neighbourhood & Complaints Panel who are able to commission scrutiny activities from the wider resident community.

- 3.5 The current re-commissioning of the repairs, maintenance and investment services presents an opportunity to modernise and enhance resident involvement and engagement at a local level to offer residents, Councillors and key stakeholders an opportunity to influence priorities to reflect local needs and aspirations. The Resident Board, Panels and Neighbourhood Forums will form an integral part of the governance of these services, allowing residents to monitor and scrutinise service delivery.

4. Neighbourhood and Housing Stock Profile

- 4.1 Slough has a fast growing population and its proximity to London contributes to the high demand for affordable housing across all tenures. The Right to Buy means that the Council no longer manages large, purely Council owned estates, however there continues to be a higher density of Council owned homes in Britwell, Langley, Foxborough and Chalvey.
- 4.2 The borough has a high number of properties built between 1930 and 1939 (18%) and from 1955 onwards (20%). These homes are often smaller on average than the norm with an average 4.7 rooms per household. The average household size in Slough is 2.8 people (the second highest in England) with 20% of households being overcrowded compared to 8% across England.
- 4.3 Slough is one of 162 English Councils (around half of the total) still owning housing stock. Slough Borough Council owns and manages 6,093 rented properties and a further 1,091 leasehold properties across the borough. Demand for affordable housing in Slough remains high with over 250ⁱ households being housed in temporary accommodation at the time of writing this plan. The implementation of a new allocations scheme in January 2014 resulted in a reduction of over 5,000 applicants on the Housing Register. Of the 1,780 applicants currently on the waiting list, 30% require a one bedroom property, 31% require 2 bedrooms and 33% require 3 or more bedrooms. The average waiting time for a council property ranges from 74 weeks for over-50s accommodation to 234 weeks for a 4/5 bedroom home.
- 4.4 The Council's housing stock comprises a mix of flats, houses, maisonettes, bungalows and mobile home bases. The teams also manage 1,946 garages on 161 garage sites and a further 28 garages scattered across the borough. There is a programme of redevelopment to regenerate garage sites that are no longer fit for purpose. The stock also consists of 9 ex-sheltered complexes situated almost entirely (7 out of the 9 complexes) in the East of the borough.

North Neighbourhood

- 4.5 The North Team manage 2,669 council owned, rented properties in the North of the borough, including 50.6% of homes in Britwell which is the second most deprived ward in Slough. The most common type of housing is terraced and semi-detached houses. However, there are a significant number of blocks of flats within the council's housing stock.

South Neighbourhood

- 4.6 The South Team manage 1,188 council owned rented properties in the South of the borough, including Central Slough and Chalvey which is the most deprived ward in Slough. Whilst the South contains the lowest number of council owned properties in the borough, it has the greatest number of Houses in Multiple Occupation (HMOs)

East Neighbourhood

- 4.7 The East Team manage 2,407 council owned, rented properties in the East of the borough, including 50% of Council owned blocks of flats. Wards in the East of the borough show the lowest levels of deprivation.

5. External Operating Environment

- 5.1 The social housing sector has been through a period of unprecedented change in recent years. The changes have presented some challenges and opportunities for the Council and will continue to do so throughout the lifespan of this Business Plan. Under the self-financing regime (introduced by the Localism Act 2011) the Council particularly welcomed the freedom to develop new homes in the borough and aims to expand its development programme in response to the growing demand for affordable homes in Slough.
- 5.2 The Housing & Planning Act 2016 and the Welfare reform and Work Act 2016 will have a significant impact on the Council's housing services over the coming years. Whilst much of the detail is yet to be issued, the legislation contains the following provisions that will present challenges for the Council:
- **Pay to Stay** requires households with a (combined) income of £31,000 or more to pay higher rents. From April 2017, qualifying households will see their rent increase by 15p per pound earned above the threshold¹. Taxable income must then be reviewed annually and rents uprated in line with the Consumer Price Index. Work is currently underway to identify qualifying households and to analyse the impact that increased rents will have on the HRA.
 - Local authorities will be required to **pay a levy based on an estimate of the high value homes that they own**. The Council awaits clarity from the Government on the definition of 'high value', however the surplus generated by these sales will be used to compensate housing associations for the discounts offered to their tenants under the Voluntary Right to Buy. It is expected that homes that are sold for this purpose will be replaced on a 'one for one' basis.
 - The **reduction of council rents by 1%** in each of the 4 years beginning with 2016/17. The impact of this is discussed in detail in Section 9 of this Plan.

¹ This figure may change as the details of the Housing & Planning Act are developed.

- The impact of the **end of lifetime tenancies** means that the Council need to review its Tenancy Strategy and this is included in the Action Plan at Appendix 1.

- 5.3 Slough's proximity to London makes it an attractive alternative to households that are unable to afford the capital's high property prices and rents. The borough's excellent travel links and plans for HS2 and Crossrail have driven significant increases in local house prices and market rents over the past 2 years. The opportunity for private landlords to charge higher rents mean that the cost of renting privately is increasingly exceeding the Local Housing Allowance, making them out of reach for many low income households. This, combined with the London Borough's capacity to pay the higher rents plus additional incentives to private landlords to encourage them to accept nominations from their Housing Registers, has had a significant impact on the Council's capacity to discharge its homelessness duties to private rented accommodation.
- 5.4 The introduction of the Under-Occupation Penalty introduced by the Localism Act 2011 impacted on an estimated 485 households in Slough. However, the majority of households affected have since found work and are either able to pay any shortfall in their housing related benefits or their rent in full. Of the remaining households affected, 21 households are claiming Discretionary Housing Payments to cover the shortfall and 13 are looking to downsize.
- 5.5 An estimated 600 households in Slough are likely to be affected by the reduced benefit cap when it comes into effect in 2016. At the time of writing this plan there is no indication of when Universal Credit will be introduced for families and it is only currently being claimed by single people. The impact of these reforms is being closely monitored.

6. Landlord Services

- 6.1 Housing and Neighbourhood Services deliver the Council's responsibilities as a social housing landlord. The services sit within the Regeneration, Housing and Resources directorate and are managed by the Head of Neighbourhood Services and the Head of Housing Services.
- 6.2 A number of major contracts and agreements are in place to deliver services, including:
- The **Interserve plc** contract extension to deliver the responsive repair, void property works, planned maintenance, external decorations and out-of-hours repairs services. Interserve also provide a free Handyperson Service for vulnerable residents. These services are currently being re-commissioned pending the end of the contract extension with Interserve in November 2017.
 - The **Amey contract** delivers a range of grounds maintenance services, including street cleaning, grounds maintenance, waste collection, graffiti removal and fly-tipping disposal. The contract is due to end on 31 March 2017 and an options appraisal for the delivery of these services is currently being prepared.

- The contract with **Arvato plc** is a 10 year contract which commenced in 2012 for the delivery of a range of front and back-office functions on behalf of the Council. Service delivered on behalf of Housing and Neighbourhood Services, includes the assessment of Housing Benefit claims, a Digital Image Processing service, invoice payments, administration of Discretionary Housing Payments and local welfare provision, rent accounting and the Cashiers Service. In 2013 the Customer Service Centre (MyCouncil) and IT functions were added to the Arvato contract.

- 6.3 Housing management services are delivered by three Neighbourhood Teams with patches aligned to the Thames Valley Policing Sectors in the North, South and East of Slough. The Leasehold Services Team manage service charges and major works billing as well as Right to Buy applications. The day to day management of leasehold properties is carried out by the Neighbourhood Teams in liaison with the Leasehold Services Team.
- 6.4 Service priorities and improvements are designed and delivered in collaboration with the Resident Board and Panels. Resident led scrutiny activities, customer insight and market research are used to enhance the decision making process. In recognition of the financial impact of repairs, maintenance and investment works on leaseholders, the Council will continue to meet its legal obligations to consult leaseholders on these works and offer a range of payment options to allow them to spread the costs.
- 6.5 The Neighbourhood Teams combine the Council's Housing and Enforcement Officers who work collaboratively to tackle anti-social behaviour and enviro-crime. Together they are able to use the range of powers available to the Council to take action to tackle problems regardless of the cause or location where they occur.
- 6.6 Over the coming year the following areas will be prioritised for service development and improvement;
- Design and commission an innovative repairs, maintenance and investment service that embraces the use of new technology and digital media to enhance residents' experience of these services and improve the quality of their homes.
 - Engage and empower residents to co-regulate the Council's landlord function and to influence decisions that affect them, their home or their neighbourhood to enhance their experience
 - Identify and deliver efficiencies to maximise income and commercial opportunities to generate additional income to invest in the Council's housing stock and contribute to the development of new, affordable, homes for Slough's residents
 - Monitor and manage contractors, partners, external agencies and services provided internally to achieve Value for Money and to improve residents' experience of services
 - Make full use of all of the powers available to the Council to take prompt, effective action to tackle anti-social behaviour and enviro-crime to ensure that all neighbourhoods provide a safe and healthy environment for all residents and visitors
 - Deliver a focussed landlord service that meets the Council's statutory housing duties and complies with current legislation and which is accessible to all of the Council's current and potential tenants and leaseholders

- Review the Tenancy Strategy and the Allocations Policy to reflect the Council's aims and ambitions as well as residents' needs and expectations.

6.8 The service also manages over 1,100 leasehold properties sold under the Right to Buy. The Government's increase in the discounts available under the Right to Buy have seen applications increasing to 31 completions so far this financial year compared to a total of 51 in 2015/16. Fluctuations in house values will impact on residents' ability to afford to buy their home, however it is anticipated that there may be a slight increase in sales as the Government continues to incentivise home ownership.

6.9 The introduction of 'Pay to Stay' may also encourage some tenants into home ownership, as market rents and mortgage payments align. Right to Buy sales will be closely monitored and adjustments will be made to the HRA, as appropriate over the lifetime of this Plan.

7. Priorities for Repairs, Maintenance and Investment

7.1 The Council has successfully delivered a fully funded Decent Homes programme of works since 2005/06 that has had a significant impact on the quality of the Council's housing stock and the built environment. The Council aims to maintain the quality of its housing stock and ensure that any future investment is effectively planned and managed.

7.2 The Council currently spends around £12.5 million per year on repairing, maintaining and investing in its housing stock and associated HRA assets, broadly broken down into the following service areas:

- | | |
|---|--------------|
| • Day to day (routine) repairs, gas servicing, empty properties, planned preventative maintenance | £5.7 million |
| • Capital investment works | £5 million |
| • Statutory compliance testing and maintenance (eg Fire, Water and electrical safety) | £600,000 |
| • Pre-paint repairs and cyclical decorations | £320,000 |
| • Estate and window cleaning | £850,000 |

7.3 The capital programme for 2016/17 totals around £4.8 million. In anticipation of the re-commissioning of the repairs, maintenance and investment services contract due to commence on 1 December 2017, the Council has naturally exited most of its capital investment contracts in the run up to the new contract going live, leaving only 3 contracts in place for the:

- renewal of central heating and boiler upgrades
- replacement of external doors and windows
- renewal of roofs, soffits, rainwater goods and associated works

7.4 Other planned works programmed for 2016/17 include external lighting upgrades, garage improvements and external environmental improvements.

7.5 Looking forward, the current HRA Capital spend profile is as follows:

Programme	Year 1-5 2018-2023	Year 6-10 2023-2028
Budget	£24.95m	£32.9m

- 7.6 These costs above are indicative, based on historical investment programmes and do not necessarily reflect the actual investment required. In recognition that the Council's current stock data needed updating, a comprehensive and detailed Stock Condition Survey will be completed by January 2017. This will allow the Council to better prioritise and target investment works. The above programme will therefore be subject to change based on the outcome of the Stock Condition Survey which will enable a full options appraisal, investment profiles and a stock rationalisation programme to be developed. Residents will also be engaged and involved in setting priorities and strategic investment decisions.
- 7.7 Through the new repairs, maintenance and investment contract the Council is looking to develop a programme of works that reflects the changing needs of residents and the housing stock. The Council will ensure that resources are focussed in the correct areas and that it delivers its promises to residents in accordance with the Slough Standard and the 'Lettable Void Standard.' The Council will undertake to categorise repairs appropriately, empower officers to order discretionary repairs where appropriate and seek to achieve an appropriate balance between emergency, urgent and routine repairs.
- 7.8 In line with best practice, the Council is seeking, wherever possible, to ensure that repair orders are carried out as planned works rather than reactive tasks. The aim is to benefit residents by reducing the number of repairs they have to report and, over time, to improve and streamline delivery of the programme.
- 7.9 The nature, location and frequency of repairs will be continuously monitored to identify measures that can be taken to reduce the overall volume of repairs and to identify appropriate programmes of planned capital investment works and cyclical maintenance to maintain and enhance the housing stock.

8. Development and Regeneration

- 8.1 The Council has for a number of years proactively been looking for opportunities to build more affordable homes and to regenerate areas of the Borough.
- 8.2 Work began on the regeneration of Britwell in March 2011 with the demolition of bedsit bungalows and the unpopular Wentworth block of flats. Work started on the development of the Community Hub in February 2012 and the Hub, which includes a library, café, MyCouncil offices and community meeting rooms, was opened by Her Majesty The Queen and His Royal Highness The Duke of Edinburgh in April 2013.

8.3 Around 300 new homes and shops have now been built on Kennedy Park, Marunden Green, Wentworth Avenue and the site of an old nursing home on Long Readings Lane. The regeneration project has significantly improved safety and security for residents living in Britwell as well as delivering more, much needed, affordable homes.

Current Development Programme

8.4 The council has established an ambitious development programme on small, underused, HRA sites. This was assisted by an agreement with the Government which enabled the Council to retain Right to Buy receipts on the condition that they are used for the provision of new affordable housing. Up until March 2016, £12m of Right to Buy receipts have been retained for the provision of new affordable homes.

8.5 The indicative development programme is part funded through:

- Retained Right to Buy receipts
- The Council's Housing Development Fund
- Section 106 funding
- Borrowing



8.6 The total potential commitments from the development pipeline below are estimated to be £40m, excluding the cost of redeveloping the Tower and Ashbourne Houses site in central Slough (see below).

8.7 The table below shows the indicative affordable housing development programme:

Site	£m	Units	Ward	Anticipated final completion date
Former Wexham nurseries	7.2	34	Wexham	2018/19
Milestone/Ledgers Rd	3.6	23	Chalvey	2017/18
94-102 Stoke Rd - acquisition	0.8	6	Central	2018/19
Britwell Regeneration	0.4			completed
Eschle Court Pilot	2.1	11	Elliman	2017/18
93 Bryant Ave –Phase 1	0.2	1	Baylis & Stoke	2017/18
23 Mansel Cl –Phase 1	0.4	2	Wexham Lea	2017/18
116 The Frithe – Phase 1	0.2	1	Wexham Lea	2017/18

1 The Cherries – Phase 1	0.2	1	Wexham Lea	2017/18
Rochfords Hostel	3.8	20	Wexham Lea	2017/18
Belfast Avenue		7		TBC
r/o 40 Pemberton –Phase 2	1.9	1	Britwell & Northborough	2017/18
r/o 14 Gasgons – Phase 2	Incl ab	2	Britwell & Northborough	2017/18
r/o 8 Egerton – Phase 2	Ince ab	2	Britwell & Northborough	2017/18
Thirlmere – Phase 2	Incl ab	4	Haymill & Lynch Hill	2017/18
Wordsworth – Phase 2	Incl ab	1	Haymill & Lynch Hill	2017/18
Lynch Pin – Phase 2	1.1	6	Haymill & Lynch Hill	2017/18
Brook Path – Phase 3	0.6	3	Cippenham Gr	2018/19
Pendeen Ct – Phase 3	0.9	5	Cippenham Meadows	2018/19
324 Trelawney Ave – Phase 3	0.6	3	Langley Kedermister	2018/19
Fox Rd – Phase 3	1.1	6	Langley Kerdermister	2018/19
r/o 7-9 Mansel Cl – Phase 3	0.8	4	Wexham Lea	2018/19
Adj 7 Moreton – Phase 3	0.8	4	Cippenham Green	2018/19
Adj 130 The Normans – Phase 3	0.2	1	Wexham Lea	2018/19
Bowyer Rd – Phase 3	0.6	3	Cippenham Green	2018/19
Sheehy Way car park – phase 4	1.3	7	Wexham	2019/20
Blandford Cl - phase 4	4.3	23	Langley	2019/20
Turton Way garage site SL1 2ST - phase 4	1.1	6	Chalvey	2019/20
Newport Rd - phase 4	0.4	2		2019/20
adj 35 Layburn Cres - phase 4	0.4	2		2019/20
Merrymakers – pipeline	1.9	7	Langley	2019/20

Buybacks-indicative	3	12	various	N/A
Total	39.9	c 190-210		

Future Programme

- 8.8 The Tower House and Ashbourne House tower blocks are already being decanted prior to the site being redeveloped, a total of 120 flats. The majority of tenants and leaseholders have now been resettled in Council or other suitable accommodation of their choice and the tower blocks are at the demolition planning stage. An Options Appraisal is being carried out to determine which is the most economically viable option for the HRA in the longer term, whilst maximising the number of replacement units on the site.
- 8.9 The current development programme is focussed on derelict or underused sites so is subject to available HRA land supply. The delivery of new homes is projected for 2017 to 2019. However, in addition, work is underway for more ambitious regeneration programmes through stock rationalisation and densification of existing assets, open market land acquisitions and partnership working. The Stock Condition Survey and further Options Appraisals will yield a potential development programme beyond 2019. Initial high-level analysis has suggested that over the next 15 years and including the existing development programme, it may be possible to achieve a net gain of up to 1,000 homes on existing HRA land. This is subject to detailed further analysis.
- 8.10 This Plan proposes that in the light of the financial position of the HRA set out in Section 9 below the Council, in close partnership with residents, should undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. One focus of this study would be how to maximise the delivery of high quality new homes on HRA land.

Rents Policy

- 8.11 The Council has reviewed its policy on the rents to be charged on its newly-built homes. This does not affect the rents of existing tenants. By preference, the Council would wish to charge rents on new properties which are at the same level as those for existing tenants. However, it has had to review this position for three reasons;
- First, there is now no national Government funding for affordable rented homes and the Council is therefore dependent on generating its own resources to fund a development programme. While there is funding within the HRA for the existing development programme, these funds are a one-off. Charging a higher level of rent may allow for an extension of the existing programme;
 - Second, the financial analysis which follows in Section 9 demonstrates that on certain assumptions, the HRA is unstable over the 30 year span of the Business Plan. Furthermore, given that the Government has effectively taken control of the rents charged on existing homes, rents to be charged on new homes are the only significant

respect in which the Council can increase its income go the HRA. This income may be required not only for extending the development programme but for funding essential works to *existing* homes;

- Third, the introduction of the Government's "Pay to Stay" policy means that for a significant number of tenants, rents will rise anyway with all of the benefit flowing back to the Treasury rather than being used for the benefit council tenants in Slough.

8.12 For these reasons, rents on new homes will be at 80% of market rent levels or maximum Local Housing Allowance rates, whichever is the lower. This will at least mean that the new homes are still within the reach of households in receipt of Housing Benefit. This position will be reviewed alongside the review of this Business Plan proposed for March 2017,

Case Study – Eschle Court

The fabric of the building of the old block of flats at Eschle Court was identified as being in very poor condition. The block was becoming hard to let and it would have taken a significant amount of Decent Homes budget to remedy the defects.

With the introduction of the new HRA freedoms and flexibilities it made sense for the Council to retain its asset and develop the site itself rather than involve private developers.

Works on the new development are underway and will provide a mix of affordable homes for rent, ranging from one and two bedroom apartments as well as a much needed three bedroom, wheelchair accessible, apartment. The block of 11 apartments with a parking courtyard is anticipated to complete in August 2018.



9. Finance Modelling, Assumptions and Projections

- 9.1 In preparing this Business Plan the Council has produced detailed financial projections for the HRA over the 30 year period 2016 to 2046.
- 9.2 The budget set for 2016/17 has already included the effect of a major change in Government policy on council rents. Until recently rents have been determined under Government guidance with annual increases around the level of inflation plus 0.5%. However under the recent Welfare Reform and Work Act , rents are subject to a 1% reduction each year until 2019/20. the Government's intentions beyond 2020 are unknown. This policy change has already been assumed to have reduced rental income over the 30 year Business Plan by a total of £36m.
- 9.3 The Table below summarises two scenarios for the 30 year Business Plan.
- The first scenario - the "Base Case" - shows the Business Plan as it stood at March 2016, just as the 2016/17 budget had been set;
 - The second scenario shows the integrated effect of sensitivity analysis undertaken based on a number of assumptions on a number of key variables.

HRA 30 Year Financial Projections 2016 to 2046 (£m)		
	Base Case (March 2016)	Integrated Sensitivity Analysis
Income	(1183.7)	(1103.5)
Expenditure	904.3	952.6
Net Cost/(Surplus)	(279.4)	(150.9)
Cumulative Balance	(19.0)	109.7
Note; Capital Expenditure	176.8	176.8
Note; Debt Repayment	112.7	112.7

The Base Case

- 9.4 A number of points form important background to the Base Case projections:
- As part of the "Self-financing agreement with the Government in 2012 the Council agreed to "buy" out of its housing debt and it's pre-2012 debt. Current borrowing is around £157m and will have to be repaid as the various loans become due or over time as funding permits;
 - Revenue Contributions to Capital are "surplus" income which is used to fund the capital programme, including new building;

- The more that can be paid off as loans mature or as funding permits, the lower the annual interest costs will be;
- The HRA currently has £14m in the Housing Development Fund, which has been earmarked for building new council homes.

9.5 The Base Case assumes that:

- After the 4 years of 1% rent reductions from 2016/17, rents increase at 0.9% per annum
- The Council undertakes a programme of capital works (decent homes and planned works) to existing homes totalling £176.8m over the 30 year period;
- Debt repayment of £112.7m takes place over the 30 year period.

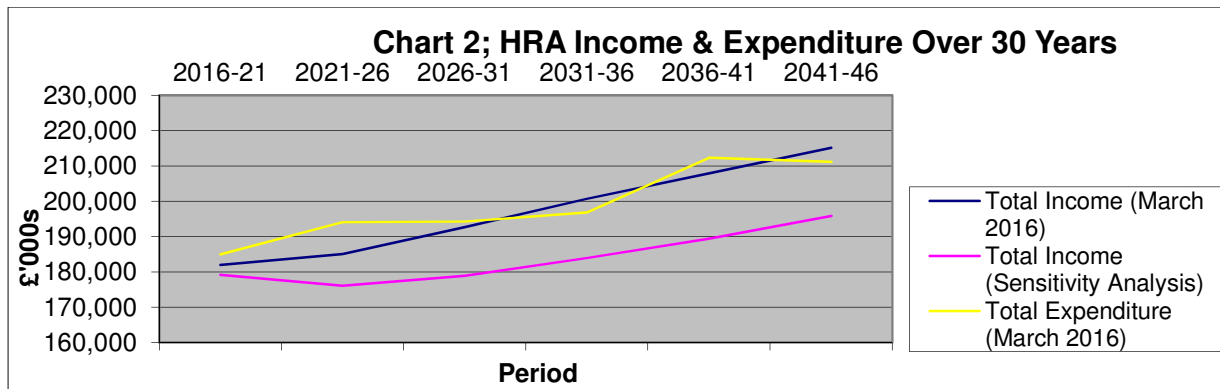
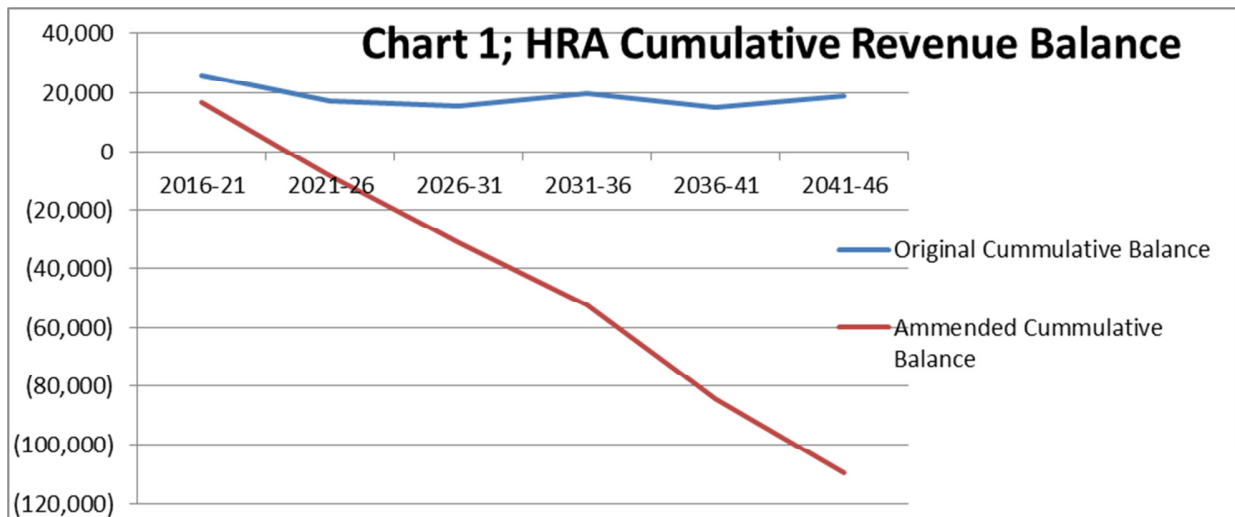
9.6 On this basis the HRA avoids a deficit in each of the years of the Plan and a cumulative balance of £19m is available. It is assumed that this sum is available to fund a programme of new building.

Integrated Sensitivity Analysis

9.7 The second scenario on the Table above illustrates the combined effect of a number of factors which could have a negative impact on the HRA over the life of the Business Plan. The assumptions are as follows:

- After the first 4 years of the rent reduction of 1%, there is no increase for the next 6 years, then a gradual increase of 0.6% per year for the next 10 years and 0.9% per year for the following 10 years. These assumptions take around £57m of income out of the HRA over the 30 year period. This is in addition to the loss of income already built into the Plan due to the 1% reduction. Since Government has given no indication so far of how the rent policy will proceed after 2020 these are not unreasonable assumptions;
- A reduction in income from shops and a 25% reduction in income from garages;
- A 10% increase in the costs of repairs and maintenance, either resulting from the outcome of the stock condition survey or from increasing demand for repairs arising from the condition of existing homes. This is assumed to add £28m over the life of the Business Plan;
- A doubling in the provision for bad and doubtful debts arising from the non-payment of rent. This could arise from a number of factors, but principally difficulties in collecting higher rents under the Government's new "Pay to Stay " and welfare reform policies, including the rollout of Universal Credit and the reduction in the Overall Benefit Cap.
- It is assumed that the capital programmes of £176.8 and debt repayment of £112.7m continue as in the Base Case.

9.8 The charts below illustrate the position in two different ways. Chart 1 shows the cumulative balance from the Table as it develops over the life of the 30 year Plan. Chart 2 shows total income and expenditure on the HRA assumed in the Business Plan as it was at March 2016 and compares this with total income from the sensitivity analysis.



- 9.9 The Table and charts show, that on the basis of this combined sensitivity analysis, the HRA would not be viable with a cumulative deficit of £109.7m over the 30 year period. On this basis there would be no resources available for a programme of new building. Chart 1 shows that on these assumptions the cumulative balance becomes negative in around 2021/22. Chart 2 shows a position in which on *existing* plans resources are depleted in the early years (as the reserves for the new build programme are used) while the position under the sensitivity analysis is unstable.
- 9.10 In reality, the HRA would never reach this position. By law the Council is not permitted to budget for a deficit in the HRA and remedial action would be required. The detail of the financial projections which have been made show that even on these very negative assumptions the HRA is "viable" over the first 5 years of the Business Plan. It is in the second 5 years, between 2021 and 2026 that the account runs into deficit.
- 9.11 However, what the projections show is, that if these assumptions turned out to be valid in the way assumed, the Council would be faced with a limited number of difficult alternatives in order to avoid a deficit on the account. Chief amongst these would be:
- Cutting back on the level of day to day repairs and staffing;
 - Reducing the capital programme of works to existing homes;
 - Slowing the level of debt repayment;
 - Increasing income by other means;

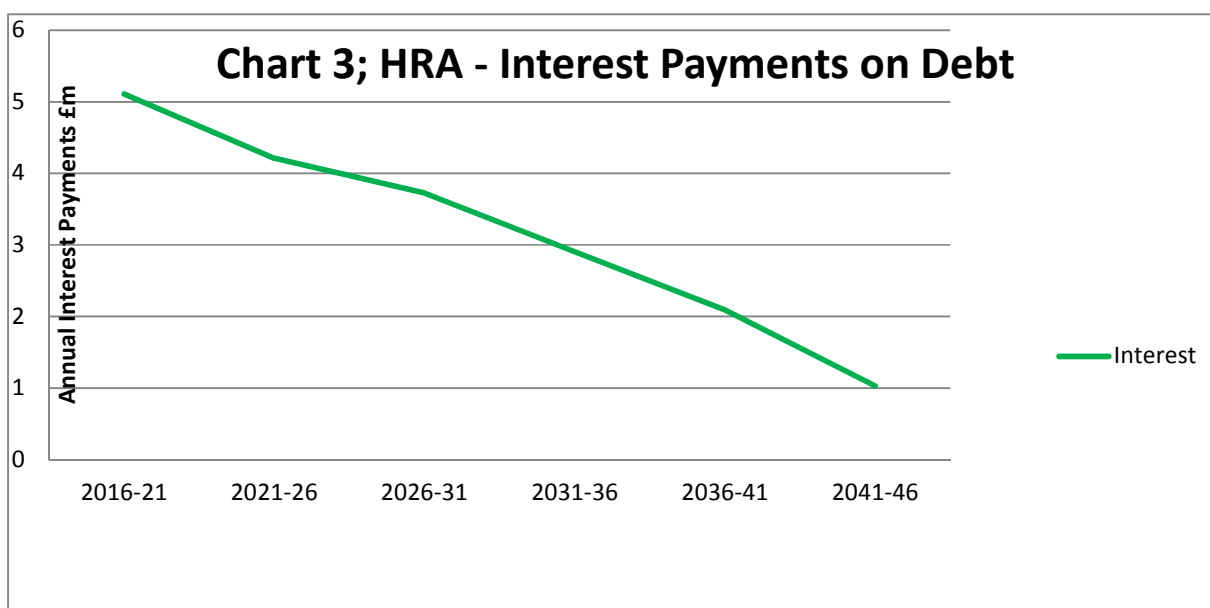
- Disposing of property.

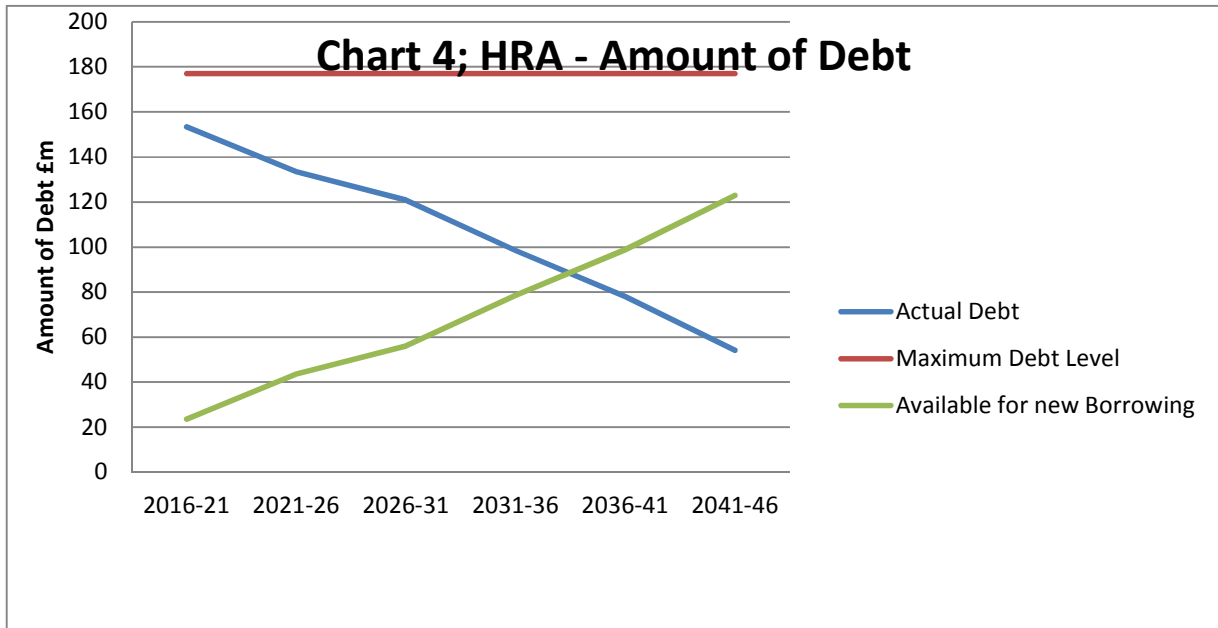
9.12 None of these assumptions are unduly pessimistic in their own right. However, it is probably unlikely that all of these negative factors would actually turn out to impact on the HRA in this way all at the same time. Nevertheless, this sensitivity analysis is useful in setting out the risks that the Council's housing finances face over the next few years. They also show that at the time of writing (August 2016) the HRA Business Plan is in a period of unprecedented uncertainty.

9.13 This is why it is a key recommendation of this Plan that a major review take place in March 2017 when some of the key uncertainties should have been resolved - particularly Government policy on rents and the outcome of the Council's stock condition survey.

Borrowing and Debt

9.14 In 2012, the Council had to borrow a substantial amount of money (£135.8m) in order to 'acquire' its homes from the Government; the debt is costing the HRA almost £5.5m every year in interest charges. By repaying this debt, the HRA's annual interest costs will reduce therefore 'releasing' more of the rental income to be spent on repairs, maintenance and investment etc. In the current Business Plan, certain assumptions have been made with regard to the repayment of the debt over the 30 years and this is illustrated in the charts below.





9.15 If the current planned debt repayments have to be delayed or cancelled, whilst it might allow those debt repayments to be used for other priorities instead, it will also mean that the annual interest charges will remain close to their current levels of almost £5.5m a year. Debt will therefore continue to be a financial ‘burden’ on the HRA for many decades to come, diverting rental income away from other priorities and needs.

9.16 By continuing to maintain a planned programme of debt repayment, should the Council need to make a substantial investment sometime in the future to address an unforeseen critical need, it could meet that need by undertaking new borrowing.

10. Looking Forward

10.1 Over the last few years the Council has shown considerable ambition in managing its HRA, particularly in launching a programme of building new Council homes. In the short term the account remains strong, however the stress-testing within this Plan has shown that, under a number of scenarios, it is possible this stability could be threatened and that mitigating action might be required. The Housing & Planning Act, together with other legislation, will have a significant impact not only on the Council’s landlord function, but also on tenancies and household incomes. At the time of writing these impacts are not yet clear, but more detail should emerge during 2016/17.

10.2 The Government’s decision to reduce rents in the 4 years from 2016/17 has already taken substantial sums from the 30 year Business Plan. Over the next few months the Government is likely to announce its intentions for the years beyond 2020.

- 10.3 During the coming months it will become clearer how the Government intends to define 'high value' properties, how much money the Council will need to pay to the Treasury under the terms of the Housing and Planning Act and how many homes it will need to sell and replace. This in turn will inform the Council's programme for building new homes.
- 10.4 The Government's current intention is to introduce higher rents for tenants with a gross household income of more than £31,000 ("Pay to Stay") from April 2017. Regulations are still awaited on this but in addition to having a substantial impact on a significant number of household budgets the policy will impose additional burdens on the Council, including establishing for the first time what tenants earn. The effect on the HRA is currently unknown but one risk is that rent collection levels will fall.
- 10.5 Welfare reform will place additional pressure on the HRA, mainly on rent collection performance. The reduction in the level of the overall Benefit Cap from Autumn 2016 will reduce the income of some Council tenants with the reduction being taken, initially, from Housing Benefit (or the housing element of Universal Credit). The roll out of Universal Credit, when it occurs, will mean payments being made direct to tenants rather than the landlord. Data from other authorities has shown that this will affect rent collection levels and, as a consequence, require higher provision for bad debts.
- 10.6 As the management of the Council's housing stock becomes more complex, it will be vital that IT systems are fit-for-purpose and capable of supporting new ways of working. The mobilisation of the new repairs, maintenance and investment contract will prove an opportunity to review the multiple IT systems currently in use and consider whether a one-system solution might support efficiencies in the management of the Council's housing stock, whilst delivering a better customer service and

One Public Estate

The Council has been considering how local services could be delivered in the future. In 2014/15 work commenced on a collaborative strategy between SBC, Slough Clinical Commissioning Group, GPs and NHS England to develop proposals for a community hub at Trelawney Avenue, Langley. The Council is the freeholder of the Merrymakers public house and the HRA acquired the leasehold in 2012 to assemble a site to provide affordable housing for rent. Whilst the site is designated for residential use, the Council is keen to take a more strategic view that would see the introduction of a mixed-use development that would introduce housing and a community hub. This new facility will combine integrated health services with Housing Services, 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 10 SBC properties for affordable rent

Looking forward, this proposal could shape the future delivery of Neighbourhood Services. It could provide the model for a flexible and integrated approach where front-line staff co-locate with public, private and voluntary sector providers in a neighbourhood setting and free up sites for additional affordable housing.

achieving financial savings to strengthen the HRA.

- 10.7 The outcome of the Stock Condition Survey in January 2017 will establish the priorities and level of investment required to maintain the Council's current housing stock in the short and longer term. This will need to be balanced against the Council's ambitions to build new affordable homes. The data from the survey will be used to develop an Asset Management Strategy to set out; the scope for stock rationalisation; opportunities for regeneration and in-filling to deliver new affordable homes; and opportunities to acquire new sites for the development of new affordable homes.
- 10.8 In the medium and longer term the Council may need to make some tough decisions about priorities for investment and how to mitigate risks to the HRA. Careful management of the HRA up to this point means that the Council is in a position to manage this change successfully and to ensure the Council's housing finances are sustainable in the long-term. The challenge will be to establish whether it can do this without losing its ambition both to maintain existing homes to a high standard and to build new affordable homes for the residents of Slough.
- 10.9 These major developments, legislative changes, a crucial upgrading in the Council's data around the condition of its housing stock and the potentially transformational impact of a new repairs, maintenance and investment contract, will all take their course during the year following the publication of this Plan. For this reason this Plan should be seen as providing a baseline against which a further review of the Business Plan will be completed in March 2017.
- 10.10 In addition to this, it is proposed that now is the time for the Council, in partnership with residents, to undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. This Options Appraisal would commence immediately, would be informed by the revised Business Plan in March 2017 and would be completed by December 2017.

11. Risk Management

	Category	Risk	Mitigation	RAG
1.	Financial	Government rent policy threatens viability of the HRA and requires reductions in services.	<ul style="list-style-type: none"> - Review of the Business to take place in March 2017 when Government plans for rents should be known. - Option Appraisal for council homes to complete by December 2017. - Prudent approach to borrowing and debt allows scope for adjustment. 	
2.		Results of the Stock Condition Survey increase costs on the HRA and threaten viability	<ul style="list-style-type: none"> - RMI project is anticipating dealing with new data arising from the survey. 	

			<ul style="list-style-type: none"> - Review of the Business to take place in March 2017 when results of survey will be known. 	
3.		Provisions of the Housing & Planning Act, particularly sale of high-value voids and “Pay to Stay”, impact negatively on the HRA.	<ul style="list-style-type: none"> - Review of the Business to take place in March 2017 when regulations on the implementation of the Act should have been issued. - Prudent approach to borrowing and debt allows scope for adjustment. 	
4.	Property	Overall condition of HRA property deteriorates and does not meet modern standards.	<ul style="list-style-type: none"> - Stock condition survey to complete in January 2017 to provide comprehensive update on the position. - Review of Business Plan in March 2017 will aim to resource works to existing homes over the life of the plan. 	
5.		Failure to make best use of HRA assets in the long term.	<ul style="list-style-type: none"> - Option Appraisal to look at the options for the future of the housing stock and report by December 2017. 	
6.		There are insufficient resources to continue a new build development programme.	<ul style="list-style-type: none"> - Review of Business Plan in March 2017 will look at scope for further new build. - Policy on rent levels in new build properties will partly determine scale of the future programme. 	
7.	Health & Safety	Insufficient resources are deployed on council homes to ensure compliance with statutory obligations.	<ul style="list-style-type: none"> - Capital programme to adopt health & safety works as a priority. - Corporate project on building compliance will ensure sufficient priority is afforded to Health & Safety issues. 	
8.	Community Support	Tenants and leaseholders are not fully engaged and involved in the development of services and in decisions about the future of council homes.	<ul style="list-style-type: none"> - Programme to widen engagement to start in November 2016 - Asset Review/Option Appraisal to include full involvement of residents. 	
9.	Communications	Tenants are not fully informed about the impact of the Government’s “Pay to Stay” legislation.	<ul style="list-style-type: none"> - Communications to be issued as soon as possible when detailed Government proposals are known. Implementation is due for April 2017. 	

Action Plan

	Action	Lead Officer	Target Deadline	RAG
1.	Publish a baseline 30 year Business Plan for the Housing Revenue Account	Strategic Director	Autumn 2016	
2.	Undertake a comprehensive survey of the condition of the Council's housing stock	Head of Neighbourhood Services	January 2017	
3.	In light of the results of the Stock Condition Survey and the implementation of the provisions of the Housing & Planning Act, produce an updated HRA Business Plan	Strategic Director	March 2017	
4.	In partnership with residents, undertake a formal asset management review and options appraisal of the Council's housing stock	Strategic Director	December 2017	
5.	Confirm the existing development programme to deliver 190 new homes on Housing owned land and plan an extended programme beyond 2020.	Strategic Director and Head of Housing Services	March 2018	
6.	<p>Adopt the following priorities for improving services to residents:</p> <ul style="list-style-type: none"> Award a new repairs, maintenance and investment contract for council owned homes to improve the quality and responsiveness of these services for residents and to act as a catalyst for the development of local and in-house capacity to provide maintenance services Engage and enable residents to 	Strategic Director and Head of Neighbourhood Services	<p>New contract to start in December 2017.</p> <p>Programme to begin in</p>	

	create a culture of accountability and responsibility and to broaden opportunities for the Council's tenants and leaseholders to be involved in the development and monitoring of services		November 2016 and complete in December 2017.	
7.	Implement the "Pay to Stay" provisions of the Housing & Planning Act in the budget-setting process for 2017/18.	Strategic Director	January 2017	
8.	Develop a new Tenancy Strategy for Council tenancies to reflect the provisions of the Housing & Planning Act	Head of Housing Services	March 2017	
9.	Undertake a formal review of the scheme for the allocation of social housing in Slough	Head of Housing Services	March 2017	
10.	Develop proposals for the more effective use of Council owned homes by increasing the number of tenants choosing to downsize when their family circumstances change	Head of Housing Services	March 2018	
11.	Review service charges and the value for money provided to leaseholders in the light of the stock condition survey and the new RMI contract.	Head of Housing Services	March 2018	
12.	Continue to offer leaseholders a range of payment options to recover the cost of major works, together with incentives for prompt payment.	Head of Housing Services	March 2017	

Housing Revenue Account Business Plan – March 2016

	Budget	Business Plan					
	2016/17	2016/2021	2021/2026	2026/2031	2031/2036	2036/2041	2041/2046
Income	-	-	-	-	-	-	-
Rent Income - Dwellings	(32,730)	(159,589)	(160,371)	(165,390)	(170,575)	(174,586)	(178,259)
Rent / Other Income - Non Dwellings	(1,762)	(9,169)	(10,123)	(11,176)	(12,340)	(13,624)	(15,042)
Charges for Services & Facilities - Tenants	(1,934)	(10,063)	(11,110)	(12,188)	(13,329)	(14,684)	(16,212)
Charges for Services & Facilities - Leaseholder	(612)	(3,186)	(3,518)	(3,963)	(4,503)	(5,078)	(5,658)
	(37,038)	(182,007)	(185,121)	(192,718)	(200,746)	(207,972)	(215,172)
Expenditure	-	-	-	-	-	-	-
Repairs & Maintenance	8,500	42,600	43,519	45,650	47,978	50,426	52,998
Supervision & Management	7,243	37,560	42,359	47,926	54,224	61,349	69,411
Special Services	2,084	10,957	12,396	14,025	15,868	17,883	20,214
Depreciation	5,560	27,800	27,800	27,800	27,800	27,800	27,800
Impairment (FARR)	1,000	5,000	5,000	5,000	5,000	5,000	5,000
Increase/Decrease in Provision for Doubtful Debts	458	2,407	2,723	3,081	3,486	3,944	4,462
	24,845	126,323	133,798	143,482	154,356	166,401	179,884
Net Cost of Service	(12,193)	(55,684)	(51,323)	(49,236)	(46,390)	(41,571)	(35,288)
Capital Charges	5,785	28,222	24,116	21,748	17,616	13,656	9,365
Contribution to Housing Development Fund	0	0	0	0	0	0	0
Revenue Contributions to Capital	4,967	18,908	14,209	8,500	7,500	6,500	5,000
<i>Compensation to tenants re: water commission</i>	1,500	1,500	0	0	0	0	0
Net Operating Expenditure / (Income)	59	(7,054)	(12,998)	(18,988)	(21,274)	(21,415)	(20,923)
Reserves							
Balance - Brought Forward	(14,574)	(9,699)	(11,627)	(2,626)	(1,114)	(5,038)	(612)
Housing Development Fund	(12,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Debt Repayment	4,000	10,000	22,000	20,500	17,350	25,841	17,000
Balance - Carried Forward	(22,515)	(20,753)	(16,626)	(15,114)	(19,038)	(14,612)	(18,535)

SLOUGH BOROUGH COUNCIL

REPORT TO Cabinet **DATE:** Monday 17th October 2016

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

WARD(S): Langley Kedermister

PORTFOLIO: Housing & Urban Renewal – Cllr Ajaib
Environment & Leisure – Cllr Bal

PART I
KEY DECISION**TRELAWNEY AVENUE REDEVELOPMENT PLAN - PROGRESS REPORT****1 Purpose of Report**

- 1.1 In the most recent report to Cabinet in March 2016, it was noted that a follow-up report containing a final business case would be presented to Cabinet by September 2016. Due to delays in scheme development, the project is currently 3-6 months behind schedule.
- 1.2 The purpose of this report is to update members and seek approval to enter into an Option Agreement with Raw Investments Limited (“RIL”) to develop the proposed community hub.

2 Recommendation/Proposed Actions

The Cabinet is requested to resolve:

- (a) That the Council should enter into an Option Agreement with RIL in relation to the land required to introduce the health care element community hub and associated car parking at Trelawney Avenue (as shown in Appendix One) and dispose of this land to RIL for a sum that represents no less than the independent land valuation, if the option granted on the land is exercised.
- (b) Subject to (a), that delegated authority be given to the Strategic Director of Housing, Regeneration and Resources, following consultation with the Commissioner for Housing & Urban Renewal and Commissioner for Environment & Leisure, to agree the terms of the Options Agreement, and
- (c) That delegated authority be given to the Head of Asset Management to agree terms for the early surrender of the Thames Valley Police (“TVP”) lease of Langley Police Station for an amount that is supported by an independent valuation.

The Cabinet is requested to note:

- (d) That provided the new facilities remain cost neutral, Slough Clinical Commissioning Group (“SCCG”) has secured approval from NHS England to transfer funding into the proposed hub.
- (e) The proposals to introduce affordable housing on the land released by TVP.

- (f) That scheme enablement has commenced, with the Merry Makers Public House and community hall vacated and ready for demolition in November 2016.
- (g) That Thames Valley Police (TVP) have now confirmed they require touch down space within the hub and in the meantime temporary space at Langley Library.
- (h) Subject to the District Valuer valuations, as set out in section 5.7, providing a viable business case for the current proposals to proceed, a final report will be presented to Cabinet in December 2016.

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.

Officers from Adult Social Services, Housing and Community Services along with voluntary sector specialists, General Practitioners and community health practitioners will co-locate on a single site. This will foster closer working relationships between agencies and an integrated approach.

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 facilitates 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 revenue/capital spend implications as a direct consequence of this report. However, should the Cabinet agree to the recommendations contained in section 2, the report in December 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

Risk	Mitigating action	Opportunities
Community	None	
Property 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.
Property The RIL Business Case is not approved by RIL board of directors.	RIL will be provided with land and rental valuations by the Council and SCCG respectively, to input into their business case. RIL have already and will continue to develop plans that ensure the lettable space provides the desired returns.	Approval of a robust commercial business case will ensure the site remains a sustainable community facility/asset.
Property RIL does not get approval for the inclusion of a Pharmacy within the health element of the hub. Without the Pharmacy it is doubtful whether and sustainable	The inclusion of a Pharmacy is essential in order to produce a sustainable business case. RIL will shortly begin the application and consulting required to introduce another Pharmacy	

business case can be developed by RIL.	onto Trelawney Avenue	
Financial 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
Financial/Legal 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.	
Human Rights	None	
Employment	None	
Planning The proposed development does not meet planning policy requirements.	Consultation has been undertaken with Planners and will continue through the development cycle.	
Public Consultation 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 its 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 use 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.

(f) Land and Property Implications

See section 5 below.

5. Supporting Information

Background

- 5.1 In March 2016, Cabinet agreed that the solution that best met the strategic needs of the Council, SCCG and RIL was for the proposed community hub to be jointly owned and managed between RIL and the Council. RIL would have ownership of the health-led area and residential properties above, with the remainder owned by the Council; however this was conditional on SCCG obtaining approval from NHS England.
- 5.2 Feedback from SCCG has confirmed that subject to there being no increase in revenue, the business case has received in-principle approval. This feedback has allowed the SCCG to move forward on the basis that it has authorisation to transfer the practice and budget to the proposed hub.
- 5.3 Since the Cabinet update in March 2016, New Langley Community Group (“NLCG”) has been successfully relocated to 27 Harrow Road and is continuing to run most of the services provided from the hall on Meadow Road from this location. To avoid unnecessary delays, the Council immediately commenced site enablement works and anticipates that the former Merrymakers public house and hall will be demolished by November 2016.

Scheme Development

- 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 proposal includes a community hall to allow groups and activities already operating from the hall on Meadow Road, now Harrow Road, to continue to do so.
- 5.5 The provision of adequate levels of car parking for residents, service users and service providers has been significant challenge. This has been overcome by the inclusion of an area of grass verge adjacent to the site, on Trelawney Avenue, that can accommodate a single floor 'extension' to the hub and additional car parking. This solution has alleviated the parking issue highlighted by Planning and helped to establish site boundaries, which has allowed the valuation process to proceed.
- 5.6 An indicative ground floor scheme plan is attached in Appendix Two.

Land Valuation

- 5.7 On the assumption that the 'red line' between RIL's site and land retained by the Council is now agreed the District Valuer ("DV") has been instructed to provide a market valuation of the land to be transferred. This valuation will be shared with RIL to determine if this figure, combined with the rental valuation assessed by the DV, creates a viable business case.

Options Agreement

- 5.8 To date, all development risk has been with RIL. In order to give some degree of certainty and to release funding for further feasibility work, RIL has requested the Council to enter into an Option Agreement ("OA"). The OA gives RIL the option, within a defined period, to purchase the land required to develop the health-led element of the hub (and associated car parking) for the value determined by the DV. The OA also provides that RIL will submit and obtain planning for the scheme during the period the OA is in place.
- 5.9 Having obtained confirmation that TVP wish to relocate and downsize from its existing premises at Trelawney Avenue, negotiations have commenced to agree a sum for the early surrender of their lease. Upon achieving vacant possession, this site will fall into the small sites programme being developed via Slough Urban Renewal to provide 14 additional SBC affordable properties for rent. In the short term, TVP is interested in co-locating within Langley Library to provide what is described as a touchdown service. This interim option is being explored.

6. Conclusion

- 6.1 Considerable progress has been made since March 2016. 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 Council & RIL business plans 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 introduction of the hub, which creates capital receipts, combines services and releases land for housing use is consistent with the Council's One Public Estate objectives and would provide a more people-centred approach to service delivery, however this must be balanced against a robust business case to ensure that the proposed facility does not create a revenue strain for the Council.

7. **Appendices Attached**

Appendix One – Site Plan showing land to be granted an option to RIL
Appendix Two – Indicative ground floor plan for community hub

8. **Background Papers**

None.

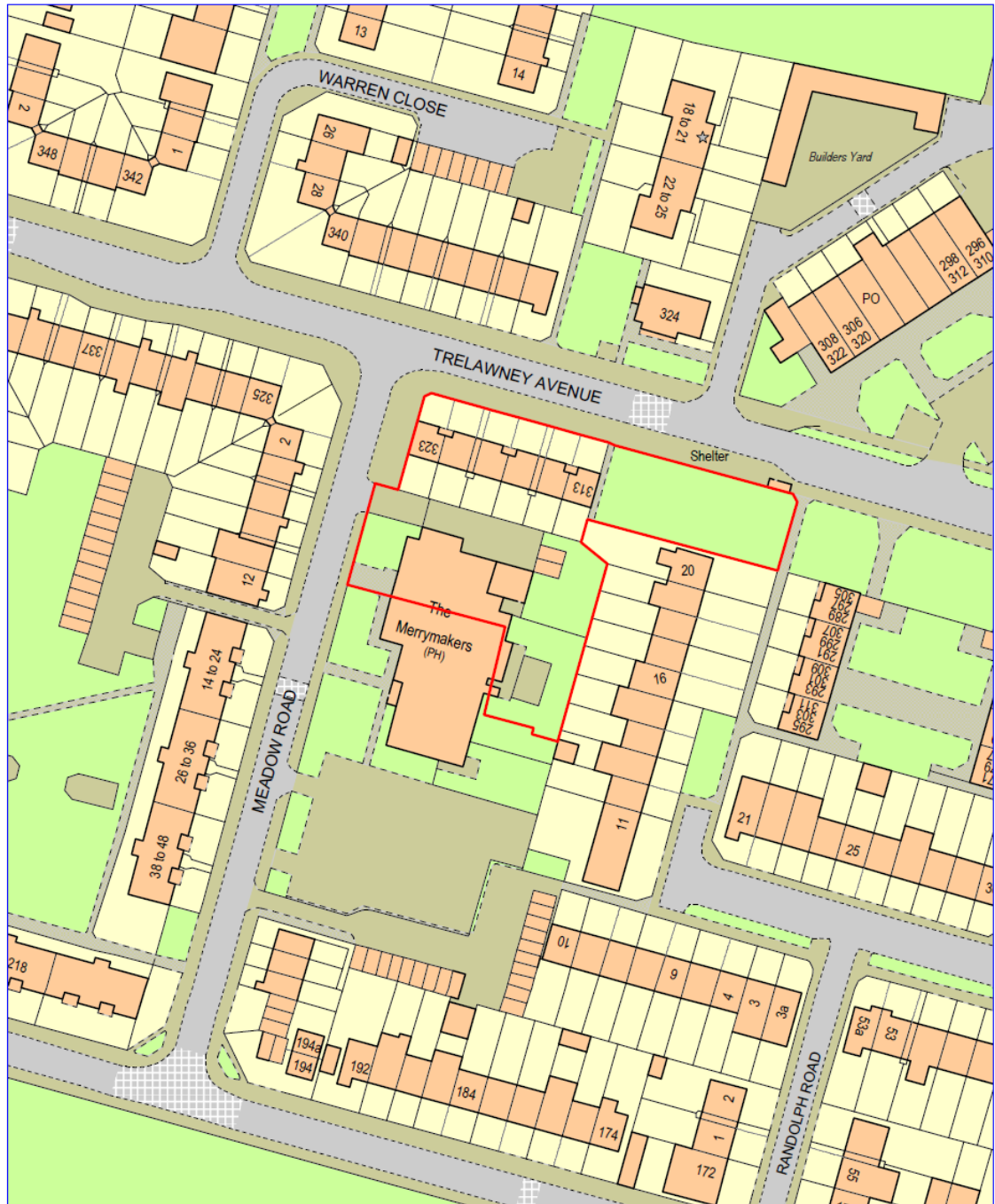
Appendix One – Site Plan showing land to be granted an option to RIL

Asset Management Resources

Scale 1: 1,000

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Land to be granted to RIL(FOR INDICATIVE PURPOSES ONLY)



16/09/2016

Appendix Two – Indicative ground floor plan for community hub



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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** Monday 17th October 2016
CONTACT OFFICER: Stephen Gibson, Head of Asset Management
(For all enquiries) (01753) 875852
WARD(S): All
PORTFOLIO: Housing & Urban Renewal - Cllr Ajaib
 Leader of Council - Cllr Munawar

PART I
KEY DECISION

SLOUGH BASIN OPTION REPORT

1 Purpose of Report

- 1.1 It has been a long-term aspiration of Slough Borough Council (“the Council” or “SBC”) to create a high quality mixed-use residential scheme at the end of the Slough Arm of the Grand Union Canal to create a destination point for the canal. To date, the redevelopment of this area has been stalled due to an inability to assemble land required to meet the Planning objective of delivering a comprehensive scheme.
- 1.2 This report seeks formal approval to grant an option to Slough Urban Renewal (“SUR”) to redevelop Slough Basin (Stoke Wharf (Land Registry Ref: BK293916) and part of Bowyer Playing Fields (Land Registry Ref: BK434463)) on behalf of a partnership that includes the Canal and Riverside Trust (“CRT”).

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That it be agreed to the grant of an option to SUR and to agree that Council officers should proceed on the basis that the sites at Slough Basin will be disposed to and developed by SUR, subject to Cabinet approval of the final sum that will represent no less than the best value consideration;
- (b) Subject to (a), that delegated authority be given to the Strategic Director of Housing, Regeneration and Resources, following consultation with the Cabinet member for Housing & Urban Renewal and the Leader of the Council, to negotiate an SBC option over any potential Private Rented Sector (“PRS”) units promoted within the scheme, and
- (c) That delegated authority be given to the Strategic Director of Housing, Regeneration and Resources, following consultation with the Cabinet member for Housing & Urban Renewal and the Leader of the Council, to agree and approve the terms of the Joint Venture vehicle between SUR (SBC and Morgan Sindall Investment Limited) and Waterside Places (Canal and River Trading CIC and Muse Developments Limited) which will be used for the promotion and delivery of the Slough Basin scheme.

.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 proposed new housing will create 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 SUR to deliver this regeneration scheme 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 project will contribute to meeting need and demand across tenures,
- Regeneration sites such as Slough Basin contribute towards keeping the centre of Slough a vibrant location to live,
- 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; 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

SUR is a Limited Liability Partnership owned by SBC and Morgan Sindall Investments Ltd ("MSIL"). Part of its objective is to make a commercial return for the partners. The delivery cost of the scheme is covered by development sale receipts.

On private General Fund sites such as the SBC owned elements of Slough Basin; the land value represents the Council's equity investment into SUR. This equity investment is documented in what is termed a loan note. The loan note put simply is a document which records the fact that the Council has loaned money to SUR which is intended to be repaid on the development's completion. Because the land value represents the Council's "equity investment" in SUR, the risk of the development and land value remain with the Council. As a result the precise level of capital that will be returned to the Council at the end of the development will depend upon whether there are sufficient funds available from the eventual sale of the completed development.

Based on the current development appraisals the Gross Development Value (GDV) of the scheme is in the region of £95m. SBC will receive best consideration for its land holdings whilst participating in SUR's share of the development profits.

b) Risk Management

Risk	Mitigating action	Opportunities
Legal – SUR is sued by creditors of the joint venture	There are clear firewalls between the Council and the SUR	The SUR is already compliant with EU and UK regulations.
Property – 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. The Council is considering the potential to introduce a subsidiary company that could acquire a number of the properties in this scheme – subject to a robust business plan.
Human Rights	No risks identified	
Health and Safety – 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.	
Employment Issues	No risks identified	SUR is implementing a local economic benefit programme (SMEs, training, apprenticeships etc) so that the more activity SUR does, the greater the potential benefit in relation to job creation.
Equalities Issues	No risks identified	
Community Support	No risks identified	
Communications	No risks identified	The development of the long awaited scheme is a positive story that makes the best use of Council assets. The potential exists to promote SUR to highlight how the JV is helping the Council deliver a range of sites throughout Slough.
Risk	Mitigating action	Opportunities
Community Safety – local residents/ workers harmed during construction.	Morgan Sindall is part of the Considerate Constructor Scheme (CCS).	Utilising the Considerate Constructor Scheme will reassure residents that the construction works are being built in accordance with best practice.
Finance - The transfer land value is not market value	External consultants will be appointed to confirm that the market land value of each site.	If land values increase during the promotion period this will be reflected in the land value.

Finance – Exposure to increased risk due to speculative development activities on the private units.	Morgan Sindall Group PLC is a top 5 construction and regeneration company quoted on the main London stock exchange with an annual turnover of circa £2.2bn.	SBC loan notes issued to the SUR 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 land receipt and share in development profits.
Finance – One of the developments does not generate a profit or makes a loss	External consultants at transfer will review costs and revenue to ensure that the project is viable and will deliver a profit.	All risk associated with profit is shared with MSIL.
Finance – Higher than anticipated construction costs	The land price is fixed at transfer and both the SUR (MSIL/ SBC) would lose profit if costs are not well managed.	
Timetable for Delivery – schemes are delayed unnecessarily		Using the existing legally established subsidiary company will ensure expediency in delivery.
Project Capacity – lack of resource delaying delivery	SUR have employed additional management staff to cover increasing work streams.	The ever increasing development programme helps secure a skilled workforce focussed on the regeneration of Slough.
Governance – Poor performance	The SUR 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.
Performance – failure to develop land transferred to subsidiary	The SUR is already developing sites successfully and interest accrues to SBC from the moment the land is transferred.	Increasing and improving the number of projects and resource within the SUR will improve its long term viability and success.

c) Human Rights Act and Other Legal Implications

This development is within the scope envisaged during the establishment of SUR which was procured through a process compliant with EU and UK Regulations.

It is understood that the land proposed to be disposed of is presently held in the General Fund and that it comprises open space held for leisure purposes.

Under Section 123 of the Local Government Act 1972 the Council have power to dispose of such land in any manner they wish but they cannot do so (except in the case of a short tenancy of less than 7 years) for a consideration that is less than the best that can be reasonably obtained, without the consent of the Secretary of State.

The Secretary of State has issued a General Consent (Circular 06/03) which permits Councils to dispose of land at an undervalue not exceeding £2,000,000 if the Council considers that the purpose for which the land to be disposed of is likely to contribute to the achievement of the promotion of one or more of the economic well-being, the social well-being or the environmental well-being of the whole or any part of its area or of all or any persons resident or present in its area.

Furthermore, under Section 123 of the Local Government Act 1972, the Council cannot dispose of land comprising or forming part of an open space unless before disposing of the land they cause notice of their intention to do so, specifying the land in question, to be advertised in two consecutive weeks in a newspaper circulating in the area in which the land is situated, and consider any objections to the proposed disposal which may be made to them.

d) Equalities Impact Assessment (compulsory section to be included in **all** reports)

There are no equalities issues associated with this report.

e) Property Issues

The option agreement will set out the conditions SUR are required 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 a consideration which is less than the “best that can reasonably be obtained” without the consent of the Secretary of State.

The SBC land to be optioned comprises two general fund sites to the north and south of the canal. .

5. **Supporting Information**

5.1 The site is identified under Slough Borough Council’s Local Development Framework Site Allocations Development Plan Document (“DPD” - adopted November 2010) with the reference SSA17. The reason for allocation is stated as:

“To ensure that this site is developed in a comprehensive way which maximises the attractiveness of the canal and the basin. To establish the principle of allowing residential development within the public open space.”

5.2 The DPD outlines “that any residential development must be in keeping with the park and create additional access points and lines of sight to the canal, enhancing the current access provision. It is therefore likely that apartment blocks will be more appropriate than development of residential houses.”

5.3 The Council entered into a Limited Liability Partnership with Morgan Sindall Investment Limited and formed Slough Urban Renewal (SUR) 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.

5.4 The role of SUR 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 Upton Road) 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 SUR) will also receive 50% of the residual profit upon completion of the development.

5.5 On Slough Basin the scheme is to be promoted and delivered in partnership with Waterside Places, the Canal and Rivers Trust’s (formerly British Waterways) equivalent of SUR. The SUR and Waterside Places will share the profit so SBC will participate in the share attributed to SUR under the joint venture negotiated (currently

envisage as a 50:50 split). Consequently in this scheme, SBC will receive 25% of the net profit.

- 5.6 The final tenure mix is still to be developed. However, subject to approval of the business plan for Herschel Homes in December 2016, this scheme provides an opportunity for the wholly owned subsidiary company to acquire the PRS element. This report therefore seeks flexibility for the Strategic Director of Housing, Regeneration and Resources to negotiate an option for a wholly owned subsidiary company to acquire completed units.

6 **Comments of Other Committees**

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

7. **Conclusion**

- 7.1 The redevelopment of Slough Basin has considerable regenerative benefits and would be one of the most transformational schemes proposed within Slough. However, the complexity of site assembly has meant that it is highly unlikely to come forward without public sector intervention. The proposed partnership described in this report and the delivery via SUR provides a unique opportunity to assemble the site and deliver an aspirational scheme.
- 7.2 Working in partnership with MSIL and Waterside Places enables SBC to “gear up” its investment and focus third party capital and resources on an important regeneration scheme within the borough which will improve the built environment, maximise the value of the Council’s asset base and help to meet the increasing demand for people to live in Slough.

8 **Appendices**

None

9 **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th October 2016

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

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Munawar

PART I
NON-KEY DECISION

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

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

2. Recommendation

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

3. Slough Joint Wellbeing Strategy Priorities

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

- 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' - Current Notification of Decisions – published 16th September 2016.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 OCTOBER 2016 TO 31 DECEMBER 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.

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

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

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- | | | |
|---|--|--------------------|
| • | Leader of the Council - Finance & Strategy | Councillor Munawar |
| • | Education & Children's Services and Health & Social Care (& Deputy Leader) | Councillor Hussain |
| • | Housing & Urban Renewal | Councillor Ajaib |
| • | Environment and Leisure | Councillor Bal |
| • | Regulation and Consumer Protection | Councillor Sohal |
| • | Transport and Highways | Councillor Matloob |
| • | Digital transformation & Customer Care | Councillor Sharif |

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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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 - 17th October 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Finance Update</u> To receive an update on the latest revenue and capital expenditure and to consider any write off and virement requests.	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Digital Transformation</u> To set out the emerging business case considerations for and approach to the Council's digital transformation and seek approval to proceed with the Design Phase as proposed.	DT	All	All	Nick Vat, Business Transformation Manager Tel: 07949 329 645	-	None	√	
<u>HRA Business Plan</u> To consider the Housing Revenue Account (HRA) Business Plan.	H&U	All	All	Mike England, Interim Strategic Director Regeneration, Housing & Resources	-	None	√	Yes, p3 LGA
<u>Parking Strategy</u> To consider the refreshed Parking Strategy.	T&H	All	All	Kam Hothi, Parking Enforcement Manager Tel: 01753 787899	-	None	√	

Portfolio Key – F&S = Finance and Strategy, DT = Digital Transformation, E & L = Environment and Leisure, E & C = Education and Children, T & H = Transport & Highways, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, H & U = Housing & Urban Renewal

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

<u>Disposal of Land at Gurney House, Upton Road</u> To seek approval to dispose of land at Gurney House, Upton Road to Slough Urban Renewal (SUR) to commence a 10 unit housing development.	H&U	Upton	Regeneration & Environment	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>Slough Basin Options Report</u> To seek approval to grant an option over SBC's land at Slough Basin, Stoke Road to Slough Urban Renewal (SUR) to promote a residential mixed use development.	H&U	Central; Elliman	Regeneration & Environment	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>Trelawney Avenue Redevelopment Plan Update</u> To consider a further report on the progress of the Trelawney Avenue Redevelopment Plan.	H&U	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None Notification of Forthcoming Decisions		

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

Cabinet - 21st November 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Finance Update</u> To receive an update on the latest revenue and capital expenditure and to consider any write off and virement requests.	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Performance Report: 2nd Quarter 2016/17</u> To receive the latest performance information for the period between July to September 2016.	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None		
<u>Issues and Options for review of the Local Plan for Slough</u> To agree Issues and Options for the review of Slough's Local Plan which would be the subject of public consultation.	H&U	All	All	Paul Stimpson, Strategic Lead Planning Policy & Projects Tel: (01753) 875820	Planning Committee	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	DT	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	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

Cabinet - 19th December 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Finance Update</u> To receive an update on the latest revenue and capital expenditure and to consider any write off and virement requests.	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Council Taxbases for 2016/17</u> To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2016/17 financial year.	F&S	All	All	Stephen Fitzgerald, Interim AD, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Subsidiary Housing Companies Update</u> Further to the Cabinet decisions of 5 th September 2016, to receive an update on the establishment of a housing company group structure and business plan.	H&U	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>Learning Disabilities Services Reconfiguration Update</u> As agreed at the Cabinet meeting on 17 th July 2016, to consider a further report on the progress made in reconfiguring learning disability day services.	H&S	All	All	Alan Sinclair, Assistant Director, Adult Social Care Tel: (01753) 875752	-	None	√	

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

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

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