

Date of issue: Thursday, 6 April 2017

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:	TUESDAY, 18TH APRIL, 2017 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.



ROGER PARKIN
Interim Chief Executive

AGENDA

PART I

Apologies for absence.

1. Declarations of Interest

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

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

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

2.	Minutes of the Meeting held on 20th March 2017	1 - 10	
3.	Financial Update - Month 11 2016-17	11 - 26	All
4.	Proposed Transfer of Special Educational Needs & Disability (SEND) Services from Slough Children's Services Trust to Slough Borough Council	27 - 32	All
5.	Insourcing Update - Environmental Services	33 - 46	All
6.	Housing Strategy for Slough	47 - 126	All
7.	Housing Revenue Account Business Plan 2017-47	127 - 162	All
8.	Heart of Slough North West Quadrant Update	163 - 170	Central
9.	Slough Urban Renewal Partnership Business Plan 2017-2022	171 - 278	All
10.	Draft Airports National Policy Statement: New Runway Capacity in the South East	279 - 306	All
11.	Reference from Audit & Corporate Governance Committee - Counter Fraud and Corruption Strategy	307 - 350	All
12.	Contracts in Excess of £250,000 in 2017-18	351 - 356	All
13.	References from Overview & Scrutiny	357 - 362	All

- *Reference from Overview & Scrutiny, 9th March 2017 – Slough town centre Business Improvement District*

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	<ul style="list-style-type: none"> • <i>Reference from Neighbourhoods & Community Services Scrutiny Panel, 4th April 2017 - Homelessness</i> 		

14.	Notification of Forthcoming Decisions	363 - 374	All
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15.	Exclusion of Press and Public		
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It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

PART II

16.	Part II Minutes - 20th March 2017	375 - 378	
17.	Heart of Slough North West Quadrant Update - Appendix One	379 - 382	Central
18.	Commercialisation of Business Advice Service	383 - 396	All
19.	Repairs, Maintenance & Investment (RMI) Contract Update and Next Steps	397 - 404	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. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Note:-

Bold = Key decision

Non-Bold = Non-key decision



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Cabinet – Meeting held on Monday, 20th March, 2017.

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

Also present under Rule 30:- Councillors Strutton, A Sandhu and Wright

Apologies for Absence:- Councillor Bal

PART 1

116. Declarations of Interest

No declarations were made.

117. Minutes of the Meeting held on 6th February 2017

Resolved – That the minutes of the meeting of the Cabinet held on 6th February 2017 be approved as a correct record.

118. Financial Report - Month 10 2016/17

The Assistant Director Finance & Audit introduced a report that updated the Cabinet on the latest forecast financial information to the end of January 2017 and sought approval for the write offs requests detailed in section 9 of the report.

The forecast overspend had been reduced by 50% on the previous month to £0.418m. Pressures on the adult social care budget, primarily the increasing levels of care for existing clients, meant the overspend for the Wellbeing directorate was £0.859k. Work was ongoing to continue to reduce the overspend and achieve a breakeven position by year end. It was forecast that 89% of the total capital programme would be delivered by the end of the year. There was no change to the previously reported position on the Housing Revenue Account with a forecast surplus on £0.396m.

Commissioners considered the position regarding write offs and it was noted that a net total of £0.228m had been written back into the accounts during the period.

After due consideration, the Cabinet noted the latest forecast financial information and agreed to approve the write-off transactions as detailed in paragraph 9 of the report.

Resolved –

(a) That the latest financial forecast and the ongoing work by departments to reduce the over spend be noted.

(b) That the write offs listed in paragraph 9 of the report be approved.

119. Performance and Projects Report: Q3 2016-17

The Assistant Director Finance & Audit introduced a report that provided the Cabinet with the latest performance information, balanced scorecard indicators and project updates for the third quarter of 2016-17.

The balanced scorecard had been refreshed to set out a range of high priority performance indicators under the new Five Year Plan outcomes. Commissioners discussed the work being undertaken to address the three outcome measures rated 'red', which related to childhood obesity and crime rates. It was noted that whilst overall crime had risen in Slough, the rate of increase was lower than comparative places and violent crime locally had fallen by 10% during the reporting period. The Council Tax collection rate was slightly below the profiled target and resources had been reallocated to address the issue.

At the conclusion of the discussion, the Cabinet noted the report and welcomed the more streamlined and focused format.

Resolved – That the Council's current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performance be noted.

120. SEN and PRU Expansion Needs and Proposals - Next Phase

The Commissioner for Education and Children's Services and the Interim Director of Children's Services introduced a report on the demand for Special Educational Needs (SEN) and Pupil Referral Unit (PRU) places, which sought approval for the capital funding to undertake the next phase of projects to create 203 new SEN and PRU places over 3 years.

The key proposals were summarised which included 100 more places through the expansion of Haybrook College; the relocation of services from the Rotunda building to the Thomas Grey Building; the appropriation of land at the former Rotunda site on Belfast Avenue to the Housing Revenue Account; the development of a hospitality and catering facility with Haybrook College on the Haymill site; and the allocation of capital to build new SEN units at Priory School and Marish Academy and a new annex of the current Arbour Vale School site. The Cabinet recognised that the provision of additional places was important both to meet rising demand as the school population increased and to reduce placement and transport costs of out of borough placements.

(Councillor Sohal left the meeting)

Speaking under Rule 30, Councillors Wright and Strutton welcomed the proposals for Haybrook College, and the increase in much needed SEN provision more generally, however, concern was expressed about the adequacy of the access road and the maintenance of the boundaries of the

site. The importance of ensuring the site was safe and secure for both educational users and local residents was emphasised. The Commissioner and Officers acknowledged the practical issues raised by the Ward Members and indicated that they would be taken on board as the detailed plans were progressed.

At the conclusion of the discussion, the Cabinet agreed the recommendations as set out in the report.

Resolved –

- (a) That the Thomas Grey building be disposed to Haybrook College under a standard Academy 125 lease to relocate and expand the Key Stage 3 facility currently housed in the Rotunda building.
- (b) That a budget of £1.2m be allocated for the refurbishment of the Thomas Grey building, including a new replacement heating system and roof upgrade which also improves buildings now leased to Littledown School.
- (c) That the former Rotunda site on Belfast Ave be appropriated from the General Fund (Education) to the HRA for a sum to be determined by the District Valuer.
- (d) That around 33% of the vacant Haymill site be disposed to Haybrook College under a standard Academy 125 lease at a peppercorn rent and allocate £3.6m of capital funding to build a small extension and a new Hospitality and Catering facility that will add up to 10 additional SEN places and 40 additional PRU places.
- (e) That £13m be allocated to build the new SEN units at Priory School and Marish Academy and to build a new annex on the current Arbour Vale School site, with all 3 projects being delivered by Slough Urban Renewal.
- (f) That £150k be invested for further refurbishment works at 323 High Street as part of the lease arrangements with Haybrook College, which will be for a 9 year period with a rental income of £35k per annum.
- (g) That the refurbishment works in the Thomas Grey building, the extension and the Hospitality and Catering facility for Haybrook College, Priory SEN unit, Marish SEN unit and Arbour Vale annex using £8.25m of Basic Need grant funding and £10.5m of council borrowing be agreed.
- (h) That the St Anthony's field (held in the General Fund for Education) be appropriated to the HRA and in return agree to dispose of the land in front of Arbour Vale School (from the HRA) to facilitate the expansion of Arbour Vale School.

121. Redevelopment of Old Library Site

The Commissioner for Housing & Urban Renewal introduced a report that updated the Cabinet on the progress made since September 2016 on the redevelopment of the Old Library Site into a mixed use development including two hotels, restaurant and residential scheme. Approval was sought for a number of decisions and delegations to make further progress.

Appendix One, financial summary – hotels, and Appendix Two, Financial Comparison, contained exempt information and were considered in resolving the matters in Part I of the agenda without disclosing any of the exempt information. The Cabinet was informed that Appendix Three, the SUR Site Development Plan, had been marked to follow, however, it was reported that the document was not yet finalised and recommendation (f) was therefore amended to provide delegated authority to the Interim Chief Executive to approve the Plan, following consultation with the Commissioner for Housing & Urban Renewal.

The Cabinet welcomed the progress that had been made and was satisfied that the business case was sound. The scheme would provide a solid long term revenue stream that covered the cost of borrowing; a capital asset to the Council in a prime location; and the creation of a high quality development including two new hotels in the town centre. After considering various matters including the terms of the lease and position of other parties regarding the legal agreements, the Cabinet agreed the recommendations as set out in the report and, in relation to recommendation (f), delegated approval of the Site Development Plan to the Interim Chief Executive.

Resolved –

Hotel Element

- (a) That the updated financial report contained in Appendix One to the report, which updated Cabinet members on costs, income and payback be approved.
- (b) That delegated authority be given to the Interim Chief Executive or nominated deputy, acting following consultation with the s151 Officer and the Leader and Commissioner for Housing and Urban Renewal, to:
 - i. Agree and enter into an Agreement for Lease with landlord's works obligations and subsequent Lease of part of the Old Library Site for a 25-year lease term with a hotel operator for the two hotels, noting that this term could be extended to 40 years to match the offer from the hotel operator;
 - ii. Agree and, where the Council is a party, enter into the additional legal agreements set out in sections 5.15 and 5.16 of this report and any other ancillary agreements required to give effect to the redevelopment proposals for the site;

- iii. Consider whether to appropriate to planning purposes the Council-owned land required for the development which is currently held by the Council for other purposes and, if he considers it appropriate to do so, to effect the appropriation of such land to planning purposes subject to complying with the statutory procedures for such appropriation;
- iv. Take any other necessary actions, acting in the best interests of the Council, in order to enable the redevelopment of this element of the site for hotel use as set out in this report.

Residential Element

- (c) That the disposal of part of the OLS to SUR to develop the residential/ restaurant element of the overall project be authorised for a valuation sum that represents no less than the best consideration reasonably obtainable.
- (d) That delegated authority be given to the Assistant Director, Assets Infrastructure & Regeneration or nominated deputy following consultation with the Leader and the Council's section 151 officer to:
 - i. Agree the final valuation sum.
 - ii. Consider whether to appropriate to planning purposes the Council-owned land required for the development which is currently held by the Council for other purposes and, if he considers it appropriate to do so, to effect the appropriation of such land to planning purposes subject to complying with the statutory procedures for such appropriation;
- (e) That delegated authority be given to the Assistant Director Assets, Infrastructure and Regeneration following consultation with the Cabinet Member for Housing & Urban Renewal to:
 - i. Approve all non-financial terms for disposal.
 - ii. Agree and, where the Council is a party, enter into the additional legal agreements referred to in sections 5.15 and 5.16 of this report and any other ancillary agreements, required to give effect to the redevelopment proposals for this element of the site and take all necessary any other necessary actions, acting in the best interests of the council, to give effect to the proposals.

Partnership Business Plan

- (f) That delegated authority be given to the Interim Chief Executive, following consultation with the Leader of the Council and the Commissioner for Housing & Urban Renewal, to approve the Site Development Plan for the redevelopment of the Old Library Site prepared by SUR.

122. Tuns Lane Regeneration Project

The Commissioner for Housing & Urban Renewal introduced a report that sought approval for the Council to support Michael Shanly Homes (MSH) and the Royal Berkshire Fire & Rescue Authority by using Compulsory Purchase Order (CPO) powers on regeneration grounds to complete the site assembly for a mixed use scheme on a key gateway site.

The Assistant Director Assets, Infrastructure & Regeneration read a statement sent on behalf of the Fire Authority clarifying that Officers of the authority had entered into informal discussions with MSH and the Council about scheme, but there was no formal partnership in place with MSH, and that any potential agreement would be subject to the appropriate governance arrangements of the authority. The Cabinet noted the statement in full, although it was considered that the clarification did not materially effect the recommendations being put to Cabinet to agree the delegations necessary to proceed with a CPO if the scheme progressed in the interests of all parties.

The Cabinet recognised the strategic importance of the site and the opportunity to create a new or refurbished fire station as part of the overall development, if agreement could be reached between MSH and the Fire Authority. It was emphasised that the Council's role in the scheme at the present time was in a supporting capacity in terms of land assembly, however, other options could be pursued in the future if MSH and the Fire Authority were unable to bring forward a scheme.

At the conclusion of the discussion, the Cabinet agreed the recommendations as set out in the report, noting the clarification from the Fire Authority about the current status of their discussions with MSH.

Resolved –

- (a) That it be noted that the delivery of this project, which fulfils several One Public Estate objectives, has been identified as a priority at a corporate management level.
- (b) That delegated authority be given to the Interim Strategic Director of Regeneration, Housing and Resources (or their successor) to enter into a Compulsory Purchase Order Indemnity Agreement (CPOIA) and if necessary, a development agreement with MSH (and any other relevant third party) prior to undertaking any preparatory works in respect of the CPO.
- (c) That the Interim Strategic Director of Regeneration, Housing and Resources (or their successor) be authorised to take all necessary steps to secure the making, submission, confirmation and implementation of a CPO to acquire any third party proprietary interests within the Slough Fire Station Area site (as at Appendix 1 to the report)

- (d) That the Interim Strategic Director Regeneration, Housing and Resources be authorised to issue all relevant notices and certificates in connection with the making, confirmation and implementation of any CPO.
- (e) That the Interim Strategic Director of Regeneration, Housing and Resources be authorised to acquire third party proprietary interests by private treaty negotiation.
- (f) That the Interim Strategic Director of Regeneration, Housing and Resources be authorised to dispose of any third party proprietary interests acquired pursuant to the CPO to MSH in accordance with terms to be agreed.
- (g) That the Interim Strategic Director of Regeneration, Housing and Resources be authorised to make General Vesting Declarations (GVDs) under the Compulsory Purchase (Vesting Declarations) Act 1981 and/or to serve notices to treat and notices of entry (if required) following confirmation of a CPO by the Secretary of State;
- (h) That the Interim Strategic Director of Regeneration, Housing and Resources be authorised to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a GVD or service of a notice of entry if it was considered appropriate to do so.
- (i) That delegated authority be given to the Interim Strategic Director of Housing, Regeneration and Resources to work with MSH and the Royal Berkshire Fire Authority to facilitate the regeneration of this gateway site.

123. Housing Options Appraisal Update

The Commissioner for Housing & Urban Renewal introduced a report that provided an update on the Housing Option Appraisal following consultation with the Residents Board and other groups and taking into account the opportunities for innovation in respect of managing the housing stock. The work undertaken to date had led to the recommendation to narrow the options by excluding 'do nothing' and large scale stock transfer from further consideration.

The Head of Neighbourhood Services explained the reasons why the two options were recommended not to be progressed. Stock transfer had been discounted following analysis by Savills that indicated that it would leave a substantial overhanging debt and have a negative impact on the General Fund. The 'do nothing' option would not enable the Council to realistically meet the demand for homes and wider strategic housing aspirations. The Cabinet therefore agreed that excluding these two options would allow greater focus on the other options. A further report would be received by Cabinet in December 2017 following phase 2 of the appraisal work.

Resolved –

- (a) That the following recommendations from the Commissioning Consultative Group be endorsed, for the reasons set out in paragraphs 5.4 and 5.5 of the report –
- The option to ‘do nothing’ is not accepted; and that
 - The option of Large Scale stock transfer is not to be progressed further
- (b) All other options are to be considered and reviewed by the Commissioning Consultative Group, chaired by Cllr Ajaib, Commissioner for Housing and Urban Renewal, and Resident Consultative Group with final recommendations being brought to Cabinet in December 2017.

124. Procurement of Fleet for Environmental Services Local Authority Controlled Company (LACC)

The Commissioner for Highways & Transport and the Interim Chief Executive introduced a report that sought approval for the approach to procure the Local Authority Controlled Company (LACC) vehicles, plant and supporting components to enable the organisation to deliver Environmental Services from 1st December 2017.

The procurement of such vehicles, plant and other equipment was an important part of the insourcing of Environmental Services agreed by the Cabinet in September 2016. An options appraisal had been undertaken and the current Amey fleet was not viable due to the age of the assets. The procurement of new fleet and equipment would therefore provide opportunities for both service and environmental benefits upon transfer of the services to the new company later this year.

Commissioners asked a number of questions about the fleet, procurement and timetable. It was agreed that it was important to progress this important part of the insourcing to enable the services to be operated effectively by the LACC on the agreed timescale. The recommendations were therefore approved.

Resolved –

- (a) That officers be instructed to commence the procurement of vehicles, plant and supporting components for the new LACC.
- (b) That the Council’s approach to the procurement of vehicles, plant and supporting components for the LACC be approved.
- (c) That delegated authority be provided to the Head of Paid Services to enable the award of contracts to be given following due process by Corporate Procurement and contract(s) award in accordance with Framework(s) rules.

125. Welfare Policies

The Assistant Director Finance & Audit introduced a report seeking approval for revised Council policies for 2017-18 for Discretionary Housing Payments and Local Welfare Provision. The schemes were important in providing additional support, particularly for people affected by welfare reforms.

Discretionary Housing Payments were funded by central Government and after several years of reduced funding there would be an additional £180,000 allocated to Slough in the next financial year bringing the total available to £761,000. The Council would continue to maintain spend within the respective budget. Local Welfare provision was a discretionary scheme funded by the Council and £300,000 had been allocated for 2017-18. The scheme had had 1,520 successful applications in the current year, helping people in a range of ways such as essential food and utility supplies.

After due consideration, the Discretionary Housing Payments and Local Welfare Provision policies for 2017-18 were approved.

Resolved –

- (a) That the policy for Discretionary Housing Payments as set out in Appendix A to the report be approved.
- (b) That the policy set out for Local Welfare Provision as set out in Appendix B to the report be approved.

126. Statutory Equality Objectives

A report was considered that sought approval of the 2017-2021 Equality Objectives in accordance with the Public Sector Equality Duty under the Equality Act 2010.

It was a statutory requirement for the authority to publish quality objectives every four years and Council had developed the priorities set out in Appendix A to the report to reflect Members' vision to improve choice and equality of opportunity for all residents; to be people focused; and to support the most vulnerable.

The Cabinet recognised the importance of agreeing the objectives and embedding them into the strategies, policies and wider service delivery across the Council. The objectives as set out in Appendix A to the report were approved.

Resolved – That the proposed equality objectives attached as Appendix 'A' to be report be agreed.

127. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

128. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Decisions published on 17th February which set out the decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Decisions for the period between March to May 2017 be endorsed.

129. 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.

130. Redevelopment of Old Library Site - Appendices One to Three

The Part II appendices were noted in determining the matters resolved in item 6 of the agenda [Minute 120 refers].

131. Schools Expansion Programme Update

An approach was agreed to take forward a proposal for the delivery of the schools expansion programme in Chalvey.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.33 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18 April 2017

CONTACT OFFICER: Neil Wilcox. Assistant Director: Finance & Audit (Section 151)
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Councillor Munawar, Commissioner for Finance & Strategy

PART I
NON-KEY DECISION

FINANCIAL REPORT – MONTH 11 2016-17**1 Purpose of Report**

To provide Cabinet with the latest financial forecast as at Month 11 (February 2017) for the 2016-17 financial year.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the latest financial forecast be noted.

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

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does.

The report helps achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 Other Implications**(a) Financial**

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A

Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None.

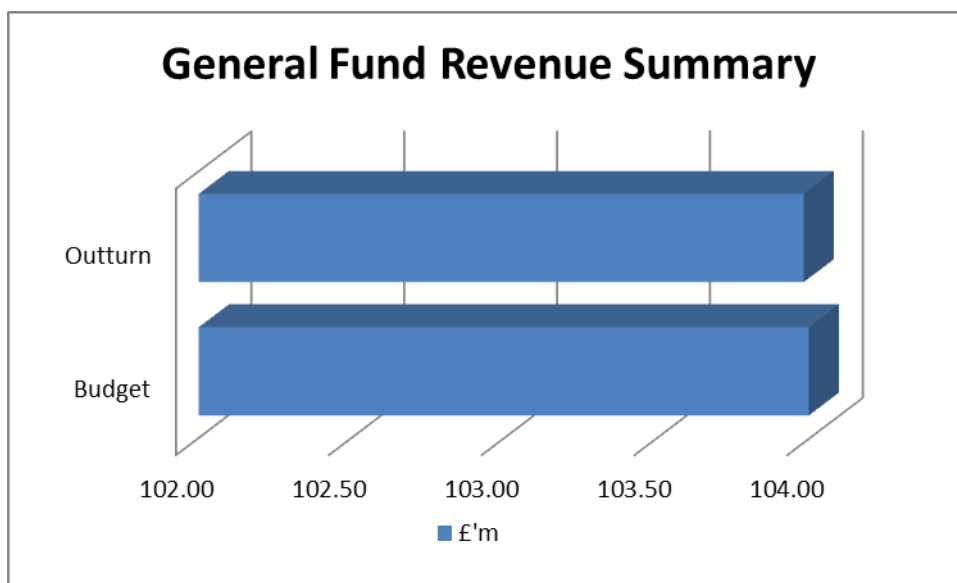
(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

5 **Key Messages**

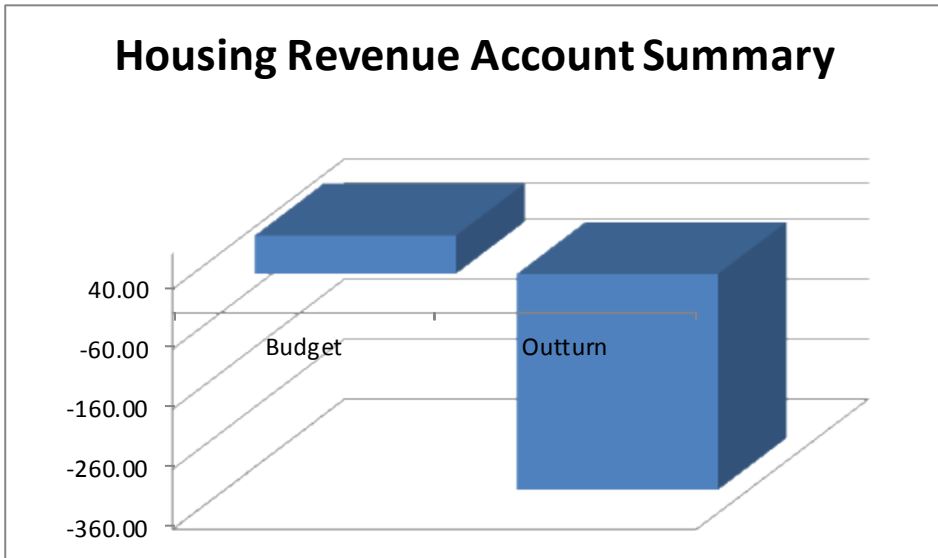
5.1 **General Fund**

- 5.1.1 The Council is now forecasting an underspend of **£0.018m** as at Month 11 (February) on its General Fund. This is £436k less than the overspend reported in Month 10 (January 2017), when the Council was forecast to over spend by **£0.418m**. This reduction is explained in more detail in paragraph 6 and is summarised in the graph below



5.2 **Housing Revenue Account (HRA)**

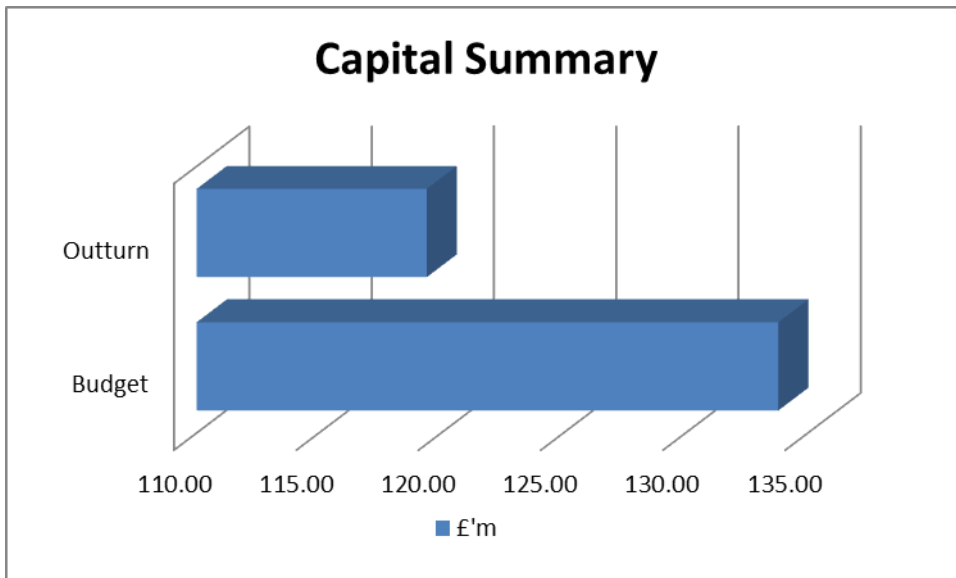
- 5.2.1 The Housing Revenue Account for 2016/17 was originally expecting a deficit of **£0.064m**. As at the end of period 11 the forecasted net outturn remains a surplus of **£0.396m**, a net variance of £0.460m as shown below. This is the same as it was last month.



5.2.2 Further details on the HRA is given in paragraph 6.8

5.3 Capital

5.3.1 The overall (HRA and General Fund) consolidated capital programme for 2016/17 is **£133.8m**. As at the end of period 11 the forecast net outturn is estimated to be **£119.4m** which is just under 90% of the funds available and net variance of **£14.383m** (11%).



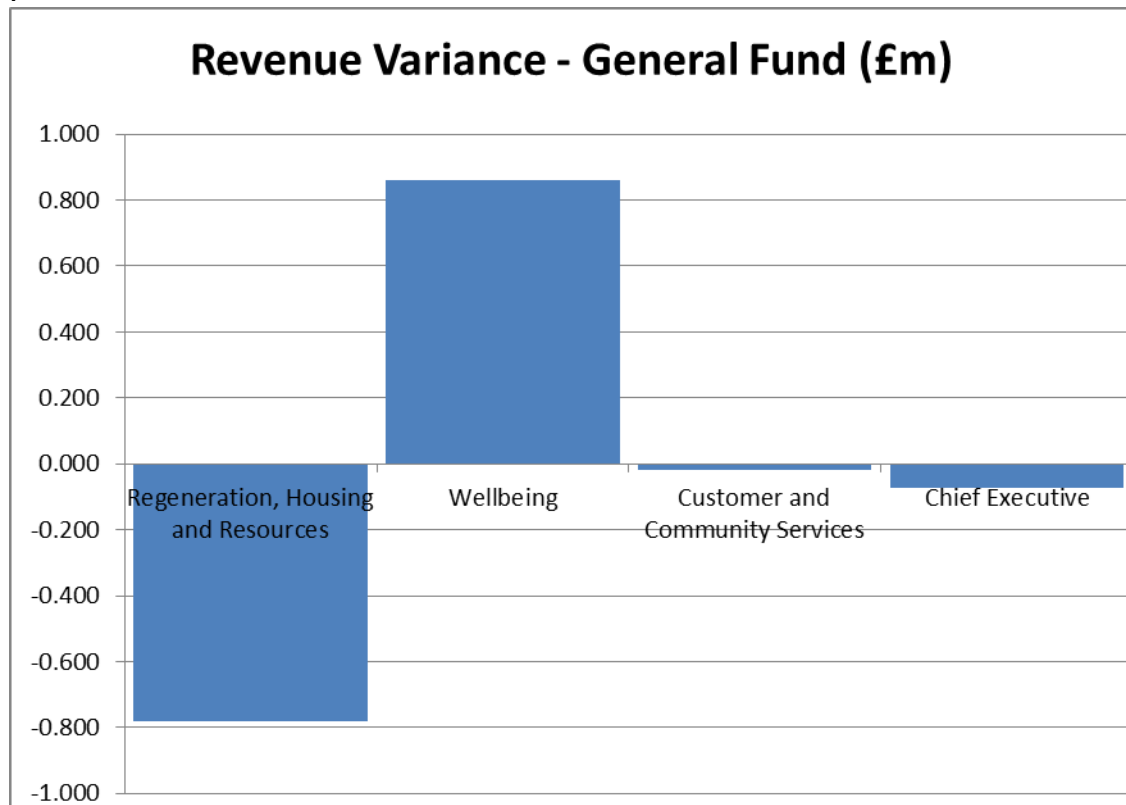
Further details are given in paragraph 7 below.

EXECUTIVE REPORT

6 Revenue Expenditure

6.1 Outturn by Directorate

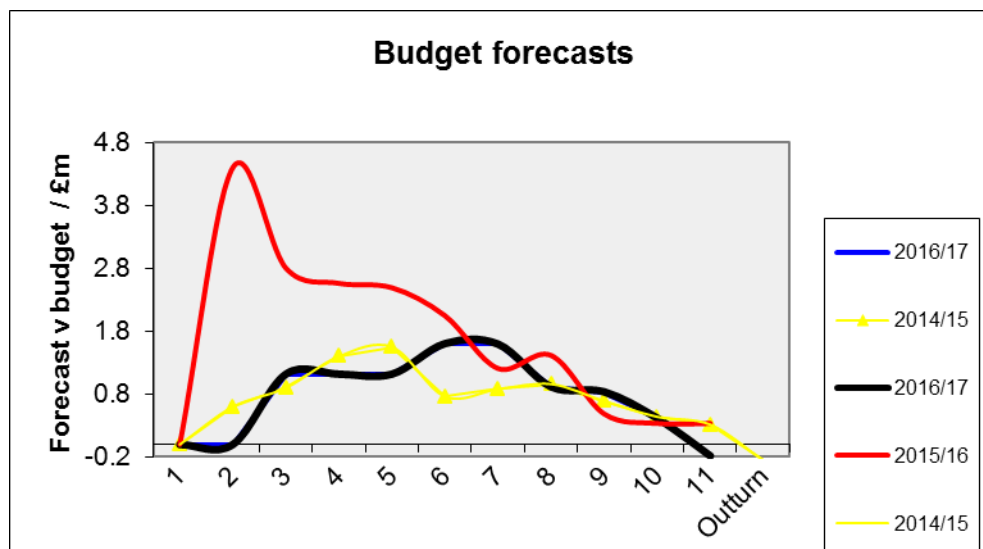
Period 11 forecast outturn by Directorate is summarised below



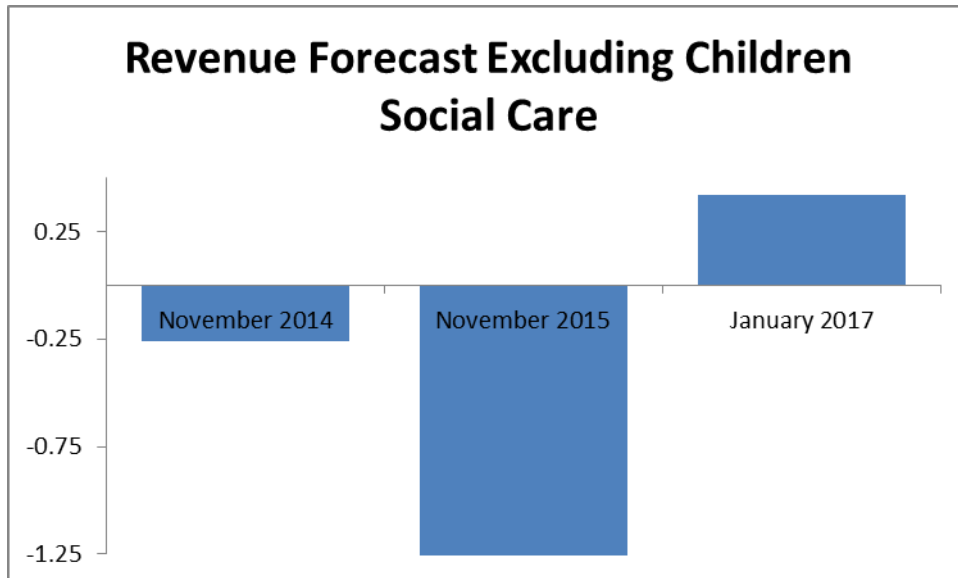
The significant overspend on Adult Social Care within the Wellbeing Directorate continues to be the main cause of the Council's overall net overspend.

6.2 Outturn Trend

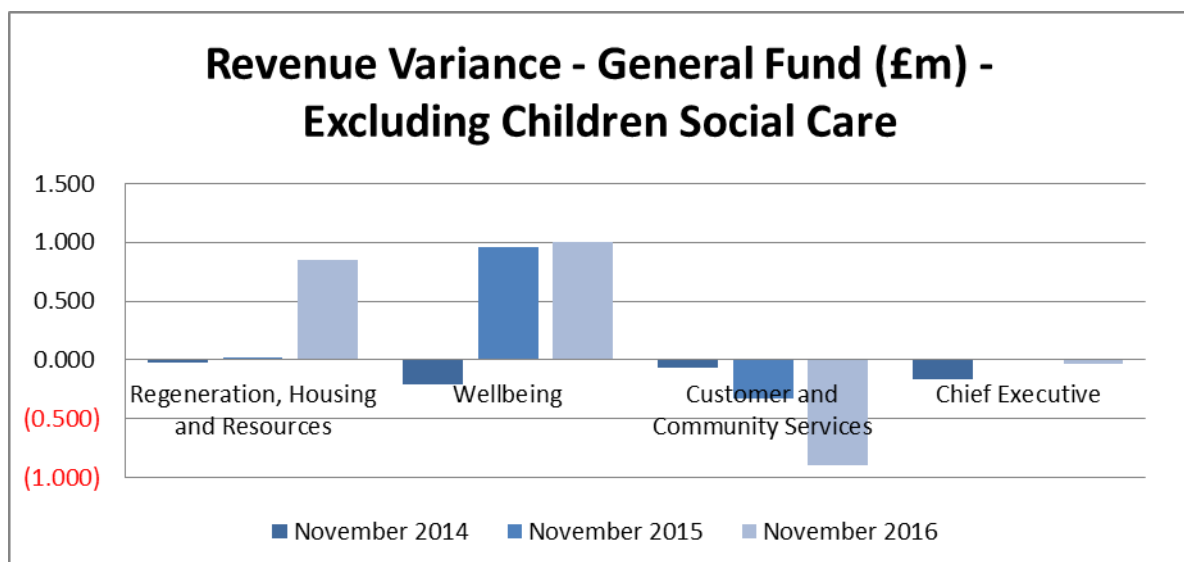
The current underspend forecast of **£0.018m** is the lowest reported for the current year. The trend over the past year along with those over the previous 4 years can be seen below.



6.2.1 The chart shown above includes previous year overspends associated with Children Social Care that has since been transferred to Slough Children’s Services Trust. When these overspends are removed the overall forecasts for the past 3 years can be summarised as below.



6.2.2 The performance of the directorates for the past 3 years can also be summarised as below.



6.3 Wellbeing Directorate

The overspend on the Wellbeing service remains at **£859k** this is due entirely to the pressure on the Adult Social Care budget. The main Adult Social Care pressures is on the domiciliary care budgets due to increasing levels of need for existing clients. The service has contained the pressure to the current level although significant risks remain.

6.4 Customer and Community Services

The service's latest forecast an under spend of **£17k**, this is a significant movement of £291k from the previous month due in part to a reassessment of income due from services provided to schools. The significant additional income realised due to extra capital works has been offset by a pressure of roughly the same value due to shortfall in income from the asset acquisitions programme.

6.5 Regeneration, Housing and Resources

This directorate is forecasting a underspend of **£0.783k**. This is a substantial improvement since last month and is due to the inclusion of additional investment income.

6.7 All services have worked on their published action plans to ensure that all overspends and pressures are reduced as far as is possible. This work will continue until the end of the financial year. The current detailed outturn can be seen in Appendix A.

6.8 Housing Revenue Account

The Housing Revenue Account for 2016/17 is unchanged this month. It was originally expecting a deficit of **£0.064m** but the current forecast is for a surplus of **£0.396m**. a net variance of £0.460m as shown below.

Division	Annual Forecast		
	Budget	Forecast	Variance
	£ 000's	£ 000's	£ 000's
HRA Expenditure	37,102	36,642	(460)
<i>Tenant Services</i>	2,187	1,821	(366)
<i>Neighbourhood Housing Areas North/South/East/Resilience</i>	1,228	1,228	0
<i>Arears & Investigation</i>	511	511	0
<i>Tenant Participation</i>	270	270	0
<i>Housing Allocations/Lettings</i>	164	164	0
<i>Leaseholder Team</i>	249	249	0
<i>Housing Repairs</i>	8,500	8,500	0
<i>Management & Services</i>	5,309	5,215	(94)
<i>Loans and Bad Debt</i>	6,378	6,378	0
<i>Funding Of Capital Projects (RCCO)</i>	12,306	12,306	0
HRA Income	(37,038)	(37,038)	0
<i>Dwelling Rents</i>	(32,730)	(32,730)	0
<i>Garage Rents</i>	(489)	(489)	0
<i>Shop Rent</i>	(660)	(660)	0
<i>Other Rents e.g Ground, Wayleaves, Land</i>	(474)	(474)	0
<i>Leaseholder Service Charges Income & Chargeable Works</i>	(726)	(726)	0
<i>General Service Charges</i>	(1,934)	(1,934)	0
<i>Interest</i>	(25)	(25)	0
Total Operating Budget	64	(396)	(460)

7 Capital Expenditure

7.1 The Council expects to spend 89% of the total capital programme by the end of the 2016/17 financial year. The analysis by Directorate of this spend as at Month 11 is as follows.

	Revised Budget	Actual Dec- 2016	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	£000s
Resources	58,354	21,441	63,883	-9%
Education and Wellbeing	20,382	18,662	18,706	8%
Customer & Community Services	27,148	6,697	14,312	47%
Chief Executive	33	0	24	27%
Housing Revenue Account	17,957	10,105	17,101	5%
Affordable Housing	9,920	3,256	5,385	46%
Total	133,794	60,185	119,411	11%

7.2 The complete capital programme can be seen in Appendix B

8 Virements

8.1 There have been no Virements during period 11.

9 Write Offs

9.1 There have been no write offs during period 11.

10 Conclusion

10.1 The Council is currently forecasting a near break even position. This is a reduction of **£436k** since last month.

11 Appendices Attached

- 'A' - Summary revenue forecasts
- 'B' - GF Capital Programme

12 Background Papers

- '1' - Supporting working papers held in finance

Period 11 - February 2017

Service	Net Current Budget	Projected Outturn	Variance: Over/ (Under) Spend	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M
Wellbeing					
Adult Social Care and Health Partnerships	31.051	31.910	0.859	0.859	0.000
Children, Young People and Families Services	29.514	29.511	(0.003)	0.000	(0.003)
Central Management	0.424	0.424	0.000	0.000	0.000
Public Health	(0.435)	(0.435)	0.000	0.000	0.000
Total Wellbeing	60.554	61.410	0.856	0.859	(0.003)
Total Schools	(0.337)	(0.337)	0.000	0.000	0.000
Total Wellbeing and Schools	60.217	61.073	0.856	0.859	(0.003)
Customer and Community Services					
Community and Skills	2.596	2.081	(0.515)	-0.515	0.000
Wellbeing & Community	3.052	3.509	0.457	0.457	0.000
Planning and Building Control	0.551	0.479	(0.072)	-0.057	(0.015)
Enforcement and Regulation	1.174	1.309	0.135	0.123	0.012
Improvement and Development	0.407	0.359	(0.048)	-0.048	0.000
Transactional Services	7.778	8.088	0.310	0.000	0.310
Contracts, Commissioning & Procurement	1.752	1.469	(0.284)	-0.268	(0.016)
Total Customer and Community Services	17.310	17.294	(0.017)	-0.308	0.291
Regeneration, Housing and Resources					
Strategic Management	0.160	0.160	0.000	0.000	0.000
Corporate Resources	0.006	(1.063)	(1.069)	-0.460	(0.609)
Housing and Environment	14.419	15.424	1.005	0.929	0.076
Assets, Infrastructure and Regeneration	8.483	7.764	(0.719)	-0.508	(0.211)
Total Regeneration, Housing & Resources	23.068	22.285	(0.783)	-0.039	(0.744)
Chief Executive					
Chief Executive	0.432	0.090	0.032	0.058	0.432
Strategic Policy & Communication	2.222	2.239	0.017	0.000	0.017
Professional Services	1.281	1.141	(0.140)	-0.119	(0.021)
Total Chief Executive	3.846	3.772	(0.074)	-0.091	0.017
Total Corporate	(0.445)	(0.445)	0.000	0.000	0.000
Total General Fund	103.996	103.979	(0.018)	0.418	(0.436)
% of revenue budget over/(under) spent in total			0.0%		

Appendix B

2016-17 CAPITAL SPEND - GENERAL FUND

Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
Education Services							
P051	Primary Expansions (Phase 2 for 2011)	7,829	6,028	7,829	0	0%	
P076	Town Hall Conversion	5,000	2,023	5,000	0	0%	Some slippage. Expected to be completed later in 17-18 than originally expected
P093	Schools Modernisation Programme	1,458	1,169	1,458	0	0%	
P101	SEN Resources Expansion	600	366	600	0	0%	
P749	Children's Centres Refurbishments	40	15	40	0	0%	
P783	Schools Devolved Capital	142		142	0	0%	
P856	Haymill/Haybrook College Project	10	0	10	0	0%	
P673	DDA/SENDA access Works	50	0	50	0	0%	
	Youth/Community Centres Upgrade	25	0	25	0		Taken out due to low prioritisation matrix
P123	2 year old expansion programme	314	171	314	0	0%	
P153	Special School Expansion- Primary,Secondary & Post 16	680	177	680	0	0%	Programme moved from being completed in 17-18 to 18-19
P142	Children's Centres IT	18	14	18	0	0%	
P131	School meals provision	135	0	135	0	0%	
P095	Secondary Expansion Programme	630	178	630	0	0%	Part of programme slipped to 17-18, with further significant build increases anticipated to 2020-21
	PRU Expansion	20	0	20	0	0%	Programme now expected to be completed in 18-19 rather than 18-19
P146	Arbour Park	0	8,521	0	0		Monitored with P145
Total Education Services		16,951	18,662	16,951	0		

Customer & Community Services							
Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P083	Cemetery Extension	1,521	1	762	(760)	-50%	Project will not be completed in 16-17; 50% 16/17 50% 17-18
P107	Repairs to Montem & Ice	104	37	75	(29)	-28%	
P873	Crematorium Project	2,360	1,322	2,860	500	21%	Approx £500 overspend expected
P145/61	Financial System Upgrades	1,164	1,378	1,378	214	18%	
P088	Baylis Park Restoration	318	353	353	35	11%	No longer required - completed
P089	Upton Court Park Remediation	3		0	(3)	-100%	No longer required - completed
P124	Salt Hill Park	54	0	54	0	0%	Green Gym will be completed by end of year
TBA	Bloom Park Regeneration Project	0		0	0	#DIV/0!	To start in 17/18
P105	Civica E-Payment Upgrade	20		0	(20)	-100%	completed
P784	Accommodation Strategy	121	164	164	43	36%	completed
	Expansion of DIP Servers	150	150	150	0	0%	Project has been completed - bills not yet in from avarto
	IT Disaster Recovery	821	821	821	0	0%	Project has been completed - bills not yet in from avarto
	Cippenham Green	500		0	(500)	-100%	No longer required
	Hub Development	200		100	(100)	-50%	£100k slipped to 17/18
TBA	Big Belly Bins	0	0	0	0	#DIV/0!	Green Gym will be completed by end of year
P578	Digital Transformation Phase 1	165		165	0	0%	to be spent 16/17
TBA	Mayrise Insourcing	56		56	0	0%	156k total £100k in 17/18
TBA	CAFM System	0					to be spent in 17/18
P084	IT Infrastucure Refresh	310	256	310	0	0%	
P084	Replacement of SAN	148		148	0	0%	Project has been completed - bills not yet in from avarto
P871	Community Investment Fund	1,011	190	190	(821)	-81%	
P875	CCTV Relocation	77	15	77	0	0%	
P162	Community Leisure Facilities	150	0	200	50	33%	
TBA	Langley Leisure Centre						To start in 17/18
P146	Arbour Park Community Sports	9,245		3,076	(6,169)	-67%	Now monitor with P146 in Education Services
P165	Leisure Centre Farnham Road	5,100	1,427	780	(4,320)	-85%	Slipped into 17-18
P164	New Ice	3,550	583	2,593	(957)	-27%	Slipped into 17-18
Total Customer & Community Services		27,148	6,697	14,312	(12,837)		

Wellbeing							
Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P331	Care Act: Social Care IT Developments	332	0	80	(252)	-76%	Covers three main projects for delivering flexible working and IT support for implementing the Care Act. All projects going ahead, but have slipped from being substantially delivered in 16-17, to 17-18 and 18-19
P723	DAAT Service Reprovision	500	0	500	0	0%	Expected to be spent in 16-17
P577	Learning Disability Change Programme	900	0	300	(600)	-67%	£600k cost in 16-17 slipped to 17-18
P133	Extra Care Housing	849	0	25	(824)	-97%	Little activity expected in 16-17. Project now expected to delivered two years later than originally intended.
TBA	Children's Trust - Invest to Save	850		850	0	0%	Money will be spent this financial year - awaiting invoices from arvato. If there is a carry over it will be small – so have not prioritised on this basis
Total Wellbeing		3,431	0	1,755	(1,676)		
Chief Executive							
Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P109	Superfast Broadband	33	24	24	(9)	-27%	No further spend expected. Completed
Total Chief Executive		33	24	24	(9)	(0)	

Resources, Housing and Regeneration							
Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P006	Disabled Facilities Grant	840	127	364	(476)	-57%	Budget should have been £364k. BCF revenue included in error
P068	Street Lighting Improvement Phase 2	0	(75)	0	0	#DIV/0!	All under P160
P069	Highway & Land Drainage Imprmts	26	36	57	31	119%	Not grant funded - all completed 16-17
P079	Catalyst Equity Loan Scheme	27	0	0	(27)	-100%	Historic - no spend expected
P066	The Curve	1,189	1,837	1,837	648	54%	
P128	Corporate Property Asset Mgmt	250	186	250	0	0%	
P111	Major Highways Programmes	854	605	845	(9)	-1%	
P160	Major Highways Programmes	4,602	5,539	4,602	0	0%	70% funded by DFT. 30% SBC. Also administer spend for Wokingham and Reading which is fully refunded.
P728	Highway Reconfigure & Resurface	497	213	497	0	0%	
P869	Chalvey Hub	143	12	11	(132)	-92%	No further spend expected - complete
P881	Colnbrook By-pass	131	0	0	(131)	-100%	Programme slipped - will spend in 17-18
P127	Demolitions	320	80	600	280	88%	Several additional demolitions including Merrymaker, Lynchpin, Old Library to be completed by year end
P104	Stoke Poges Footbridge	410	0	124	(286)	-70%	£124k will be paid soon - rest to be set off against an outstanding debt for Uxbridge Rd and therefore not required
P116	Windsor Road Widening Scheme	0	22	22	22	#DIV/0!	Completed
P163	Purchase 81-83 High Street	685	567	685	0	0%	Completed by end of march
TBA	Pendeen Court	2,450		2,450	0	0%	To be completed 16/17 per NC
P149/ P098	A332 Windsor Road Widening Scheme LEP/Other	6,173	550	1,000	(5,173)	-84%	£5,178 slipped to 17/18
P148	A355 Tuns Lane LEP Transport	6,528	39	6,000	(528)	-8%	Project completed, costs to be allocated by year end
P144	Slough MRT	4,130	6,865	4,130	0	0%	Costs include some P148
	Flood Defence Measures SBC/EA	100		0	(100)	-100%	Will not be spent in 16-17. Grant received, so move to 17-18
P135	Plymouth Road (dilapidation wks)	305	13	120	(185)	-61%	£120k in 16-17 and 17-18
P137	Relocation of Age Concern	19	1	19	0	0%	To be completed 16/17
P155	Air Quality Monitoring	167	7	90	(77)	-46%	About 30% slipped to 17-18
P147	DEFRA Air Quality	24	0	18	(6)	-25%	

P661	Local Safety Scheme Programme	60	0	60	0	0%	
P060	Station Forecourt	15	1	1	(14)	-93%	No longer required
P064	Infrastructure	20	6	6	(14)	-70%	No longer required
P115	Bath Road Redevelopment	399	0	100	(299)	-75%	Reduced works, as now to be transferred to SUR
	Northborough Park	250		0	(250)	-100%	No longer required
	Redevelopment of Thomas Grey	2,050		0	(2,050)	-100%	Take out - now part of SEN project - reported in Education
P125	Electric Vehicle Network	200	0	0	(200)	-100%	Slipped into 17-18 and 18-19.
P170	Carbon Mgmt-Fleet Challenge	600	0	90	(510)	-85%	Programme slipped but will go ahead.
P168	Re-fit Programme	75	0	75	0	0%	
	Car Club		0	0			
P157	Burnham Station LEP	1,960	182	500	(1,460)	-74%	£1,450k slipped into 17-18
	Langley Station LEP	0		0	0	#DIV/0!	Business case being drawn for 17-18
P143	LAAP Mortgage Scheme	5,000	0	250	(4,750)	-95%	Scheme to be re-launched in the new year.
P152	Asset Condition Survey	150	74	65	(85)	-57%	
	LTP Implementation Plan	400		0	(400)	-100%	All slipped into 17-18
P172	TVU development	0	37	2,500	2,500	#DIV/0!	First payment in 16-17, then 3 further payments until Sept 19
P156	Strategic Acquisition fund	16,890	4,510	36,508	19,618	116%	Original budget of £25m granted. £8.1m spent 15-16. By end of 16-17 all of the £25m to be spent (i.e. £17m in year). Further £25m approval granted November 2016. £20m be spent in 16-17, and remainder carried forward (£5,382m).
P159	Hotel development	0	7	7			To start in 2018-19
TBA	Compulsory Purchase Order Reserve						Possible required in 17/18 if needed
TBA	Fire Risk Assessment						To start in 2017-18
TBA	A4 Cycle	415		0	(415)	-100%	To start in 2017-18
Total Regeneration, Housing & Resources		58,354	21,441	63,883	5,522		
TOTAL GENERAL FUND		105,917	46,824	96,925	(9,000)		

Appendix B

2016-17 CAPITAL SPEND – HOUSING REVENUE ACCOUNT

Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
Decent Homes							
P544 (4601)	Boiler Replacement	1,001	1,483	1,483	482	48%	P544 monitored as a total
P544 (4602)	Heating / Hot Water Systems	320	440	440	120	38%	P544 monitored as a total
P544 (4603)	Insulation programmes	788	2,633	4,000	3,212	408%	P544 monitored as a total
P552A	Front / Rear Door replacement	66	337	337	271	411%	
P558A	Kitchen Replacement	2,158	218	218	(1,940)	-90%	All non urgent work stopped pending RMI renegotiation
P558B	Bathroom replacement	1,096		0	(1,096)	-100%	All non urgent work stopped pending RMI renegotiation
P558C	Electrical Systems	476		0	(476)	-100%	All non urgent work stopped pending RMI renegotiation
P559A	Roof Replacement	336	616	616	280	83%	All non urgent work stopped pending RMI renegotiation
P559B	Structural	152		0	(152)	-100%	
	Total Decent Homes	6,393	5,727	7,094	701		

Planned Maintenance - Capital							
P541	Garage Improvements	275	75	200	(75)	-27%	
P548	Mechanical Systems /Lifts	(74)	20	60	134	-181%	
P545	Capitalised Repairs	0	0	0	0		
P551	Security & Controlled Entry Modernisation	135	1	35	(100)	-74%	
P564	Darvills Lane - External Refurbs	0	0	0	0		
P565	Estate Improvements/ Environmental Works	817	228	500	(317)	-39%	£217k slipped to 17/18
P569	Replace Fascias, Soffits, Gutters & Down Pipes	379	701	900	521	137%	Asbestos work drives demand. Overspent as a result.
P573	Upgrade Lighting/Communal Areas	128	167	270	142	111%	Moved £60k from Communal doors (P553 monitored together)

Cost Centre	Scheme Name	Revised Budget	Spend to Dec	Forecast Year End	Variance	Slippage	Comment
		£'000	£'000	£'000	£'000	£'000	
P573A	Communal doors	75		15	(60)	-80%	Moved £60k to lighting
P573B	Balcony/Stairs/Walkways	130		0	(130)	-100%	(P553 monitored together)
P573C	Paths	130		0	(130)	-100%	(P553 monitored together)
P573D	Store areas	91		0	(91)	-100%	(P553 monitored together)
	Sheltered /supported upgrades	500		0	(500)	-100%	
Total Planned Maintenance - Capital		2,586	1,192	1,980	(606)		

Other							
P546	Environmental Improvements (Allocated Forum)	298	0	0	(298)	-100%	
P406	Stock Condition Survey	1,600	192	1,600	0	0%	
P407	Commissioning of Repairs Maintenance and Investment	1,509	326	1,509	0	0%	
P405	Tower and Ashbourne	4,415	1,980	3,773	(642)	-15%	Anticipated spend includes 5 leases where the offer has been accepted but not completed or paid and 4 where they have not been accepted.
P547	Major Aids & Adaptations	167	91	156	(11)	-7%	
P575	Affordable Homes	9,920	3,256	5,385	(4,535)	-46%	
P779	Britwell Regeneration	989	597	989	(0)	0%	
Total Other		18,898	6,442	13,412	(5,486)		

TOTAL HRA	27,877	13,361	22,486	(5,391)		
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GRAND TOTAL CAPITAL PROGRAMME	103,794	60,185	119,411	(14,383)	89%
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3b. Five Year Plan Outcomes

The successful delivery of SEND Service contributes directly to both Outcome 1 and Outcome 2 of the Five Year Plan – including support for the most vulnerable children, young people and young adults –

- Our children and young people will have the best start in life and opportunities to give them positive lives.
- Our people will become healthier and will manage their own health, care and support needs.

4. Other Implications

(a) Financial

Other than the direct staffing budgets, all SEND service activity and commissioning budgets remained with SBC and never fully transferred to the Trust.

The total cost of the SEN responsibilities is (based on 2016/17 budgets) - £13.925m, split between the General Fund £0.845m and the High Needs Block £13.080m

There are significant pressures on those elements of expenditure (the overwhelming majority of the total) which are funded from the Dedicated Schools Grant High Needs Block (HNB). Funding to support children and young people with SEND is determined by demand and therefore difficult to predict.

The HND spend on SEND is monitored by the Schools Forum.

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Cabinet approves the return of services for children with SEND to The Council under the leadership of the Director of Children, Learning and Skills	Risk – if the decision is not approved there is a risk of less effective delivery of services to children with SEND as the provision is potentially isolated from other Education and Inclusion services.	Actions are already in place to ensure the joint working of services. The Head of Service operates as a member of the CLS senior management team and attends all relevant shared meetings where SEND expertise is needed. Should the decision be taken not to support the proposal, the joint working will continue.
	Risk: SEND provision for children is subject to a multi-agency Ofsted inspection process. Slough	Preparation for inspection is already underway across the range of inspected

	<p>services have not yet been inspected. Transfer could destabilise one element of the service.</p> <p>Risk: transfer of staff via TUPE processes will be necessary, which may cause some upset from staff who may be reluctant to transfer back to SBC. Opportunity – If the decision is approved Children and Young People with SEND and their families are likely to receive a holistic service joined up at the point of delivery</p> <p>Opportunity: Good quality transition arrangements are crucial to the life chances of children with SEND and are likely to be more streamlined if services to families are part of the same organisation.</p> <p>Opportunity: funding to schools for SEND is complex. The schools finance team currently manage the arrangements . arrangements will be better if spending decisions and financial management are streamlined.</p>	<p>services. The Head of service for SEND plays an instrumental part in co-ordinating self evaluation and preparation data and documents. This arrangement will continue. The outcome of inspection will reflect on a range of partners, not merely the Council.</p> <p>Informal consultation indicates a positive view from staff regarding the possibility of transfer. The process will be sensitively managed according to TUPE regulations and timescales. The consultation process will ensure that staff concerns are addressed</p>
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(c) Human Rights Act and Other Legal Implications

The SEND service is presently provided pursuant to a Service Delivery Contract made between SBC and the Trust on 30 September 2015 pursuant to Directions from the Secretary of State under the Education Act 1996.

The proposed change to the SEND Service would constitute a “Notifiable Change” within the definition of that term in the Service Delivery Contract and hence the proposed change cannot take effect unless whichever of SBC or the Trust have notified the Secretary of State of the proposed change have received written confirmation from a Senior Civil Servant that he or she has determined that the proposed change does not require the consent of the Secretary of State or the written consent from the Secretary of State.

The proposed change is not considered to be one that would constitute a breach of any human rights under the Human Rights Act 1998.

(d) Equalities Impact Assessment

We are obliged to deliver services and meet the legal entitlements specified in the DfE SEND Code of Practice – May 2015 and the Children and Young Peoples Act 2014.

(e) Workforce

Should the decision be approved The Council and The Trust will initiate the TUPE process. This will include agreeing a date of transfer of the service to the Council and commencing the required consultation process with staff. It is envisaged this process will be undertaken jointly by the Council and The Trust to ensure that staff are kept informed and managed sensitively throughout this process.

5. **Supporting Information**

5.1 The key elements that comprise the SEND responsibilities and services are as follows –

- (a) Receiving and agreeing requests for new EHC assessments (via a multi-disciplinary panel); assessment and review of all new Education, Health & Care Plans (EHCP); conversion of existing Statements of SEN to EHCP; identification (in consultation with parents) of suitable school places and formal admissions processes; allocation of top-up funding to meet the child’s individual needs.
- (b) Collecting, editing and publishing all information relevant to families and professionals in the form of the SEND Local Offer, working closely with Special Voices (the Slough Parent Carer Forum).
- (c) Providing (or commissioning) an impartial SEND Advice and Support Service (SENDASS) to work with families, young people and young adults.
- (d) Commissioning SEND support services (such as Speech & Language Therapy) through formal contracts, Joint Agreements and other mechanisms.

5.2 The service works closely with the three Slough Special Schools, all mainstream schools in Slough (including the 12 that operate SEND Units as part of their school) and is responsible for approximately 1,200 children, young people and young adults with high-level SEND.

5.3 Since the original Direction to place SEND services in The Trust, the Council has strengthened its leadership of Education services by ending contractual arrangements with Cambridge Education in November 2016. The Council is now well placed to add the services for educational provision for children with SEND to the existing suite of services held within the council including those of Educational

Psychology and Inclusive Learning. The SEND service is predominantly focussed on education provision rather than safeguarding and fits better with educational services within the Council.

6. **Comments of Other Committees**

None.

7. **Conclusion**

Both the Council and the Trust are in agreement that SEND Services should be part of the suite of services currently within Children, Learning and Skills in order to benefit educational opportunities and life chances for children and young people with SEND. Cabinet is requested to approve the decision to seek approval for transfer from the Secretary of State.

8. **Background Papers**

Report to the SCST Board – 2nd February 2017 - Third Direction: Review of services transferred to the Trust.

SEND Code of Practice – May 2015

Children and Young Peoples Act - 2014

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th April 2017

CONTACT OFFICER: Roger Parkin, Interim Chief Executive

(For all Enquiries) (01753) 875275

WARD(S): All

PORTFOLIO(S): Commissioner for Transport and Highways
Cllr Fiza Matloob

PART I
KEY DECISION

INSOURCING UPDATE – ENVIRONMENTAL SERVICES1. **Purpose of Report**

To update members that following a review of commercial considerations for the Council to insource services through the composition of a Local Authority Direct Service Organisation (DSO).

To request that following its consideration of this report, that Cabinet resolve and instruct officers to commence the set-up of the new DSO.

To request that following its consideration of this report that Cabinet approve the headline proposed governance arrangements and responsibilities for the mobilisation of the DSO as highlighted in Appendix A to ensure services are delivered from 1 December 2017.

2. **Proposed Action**

The Cabinet is requested to resolve:

- (a) That officers be instructed to commence the set-up of the new DSO.
- (b) That the proposed governance arrangements and responsibilities for mobilisation of the DSO and proposed organisational structure both for the Council client and DSO.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1 **Slough Joint Wellbeing Strategy Priorities**

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

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

The primary environmental commitment and statement made by the Council through the Slough Sustainable Community Strategy is that the council has set itself the target of recycling 60% of its waste by 2028. This is a core driver behind the Waste Strategy and defines the strategic horizon period.

3.2 **Five Year Plan Outcomes**

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

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

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

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

The Highways infrastructure including maintenance of the asset and ongoing repairs together with winter maintenance is critical to ensure a fit for business transport infrastructure.

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

Ensure that a revolutionised approach to household waste collection is in place

The Environmental Services contract is key to the provision of collection of materials collected via a dedicated waste collection service that provides a residual waste, recycling and green waste kerbside service and to the provision of an ad hoc clinical waste disposal from the kerbside collection and the provision of the services from the Household Waste Recycling Centre.

4. **Other Implications**

(a) Financial

Direct Services Organisation for Environmental Services

Section 1 of the Localism Act 2011 (the 2011 Act) provides local authorities with the power to do anything an individual may do, subject to a number of limitations. This is referred to as the general power of competence. A local authority may exercise the "general power of competence" for its own purpose, for a commercial purpose and/or for the benefit of others.

Section 2 of the 2011 Act limits the exercise of the general power of competence where it "overlaps" with a power which pre-dates it. This includes the Council's trading powers under Section 95 of the Local Government Act 2003 (the 2003 Act).

The Council confirms the sources of funding the Direct Services Organisation as the 'general fund' budget for Environmental Services.

The Council will ensure that any proposed funding for Direct Services Organisation for Environmental Services is within its strategic budgets. The development of Direct Services Organisation budgets for Environmental Services business plan will be co-ordinated with the Council's budget process.

An amendment to two of the scenarios presented in the September 2016 Cabinet Report has modelled lower income generation for the LACC and the inclusion of corporation tax and VAT as these costs were not factored in previously. £100,000 income as 'surplus' has been factored into the DSO 'trade' aspiration which it can generate from any surplus operational capacity it has.

(b) Risk Management

Risk	Mitigating action	Opportunities
Community Support	N/A	N/A
Community Safety	N/A	N/A
Communications – residents	Voice of the Customer work is being undertaken through the Head of Customer role.	The Voice of the Customer Plan could deliver sessions with residents to understand what their engagement and communication priorities are for services.
Communications – Unions	Dedicated Union engagement being led by the Interim Chief Executive.	Will be linked to Communications workstream.
Employment Issues - Status of TUPE as a result from full insourcing	Internal HR team to liaise with Berkshire Pensions Team and Financial Appraisal to consider pension stretch.	Ensures full disclosure from contractor to Council to demonstrate potential pension stretch implications.
Employment Issues - major gaps in skills and capacity.	Organisational Development & Human Resources will need to profile training and development programmes for any new staff.	To be led by Head of Mobilisation role as reinforced in Appendix A – Structures A & B. Early engagement with contractor to outline skills analysis, skills gap, training requirements and likely personnel loss rate.
Employment Issues – temporary workers & sickness absence – workforce flexibility	With an insourced provision sickness absence still needs to be covered at additional cost	

	whereas would normally be absorbed by outsourced contractors resource pool.	
Financial (insourcing of Environmental Services) - Market changes might mean that savings are made on some services but that increases are felt in other areas negating overall efficiencies.	Client team to have strategic overview and management of both commodity and supplier contracts.	
Equalities Issues	The Council will consider the equalities implications of the proposal to demonstrate that their obligations to have regard to the needs set out in s149 of the Equality Act 2010 have been fulfilled.	
Health and Safety – increased exposure to Council for management of systems and services linked to delivery of services.	Corporate Health and Safety team to lead integration of H&S commitments for the Authority.	Fully engage Health and Safety department to ensure full scale viability and support into DSO insource programme.
Legal – Under Best Value Duty under the 1999 Act there is a requirement to consult about major changes in service provision under the 1999 Act. Legal - consultation pursuant to its duty to consult about its best value arrangements under s3(2) of the Local Government Act 1999.	The Council will ensure and deliver required consultation as outlined under the Act using the following headings: (a) the proposal to transfer environmental functions/services to DSO; (b) establishing DSO as a Council department; (c) the services to be transferred to the DSO and any proposed reconfiguration of them. (d) the detail of any division of functions between the Council client and DSO.	Communications and mobilisation project team to coordinate. The proposal that the work should be carried out by an in-house DSO rather than a newly formed company does not affect the scope of the Council's obligations in relation to this requirement.
Legal - The Public Services (Social Value) Act 2012 places a duty upon the Council that it must demonstrate how it anticipates to undertake its 'duty to consider' for social value.	Since no contract is being let the Public Services (Social Value) Act 2012 will not apply.	

<p>Legal - The Public Services (Social Value) Act 2012 places a duty upon the Council that it must undertake consultation on its procurement proposals.</p>	<p>Since no contract is being let the Public Services (Social Value) Act 2012 will not apply.</p>	
<p>Legal – Must meet the statutory obligations as set out by virtue of Section 1(2) of the Highways Act 1980 and the Environmental Protection Act 1990.</p>	<p>The service specification will include details to ensure the following:</p> <p>Must arrange for the collection of household waste (and, if requested, of commercial waste) in its area</p> <p>May arrange for the collection of industrial waste in its area, if requested. This must be with the consent of the relevant waste disposal authority (WDA) (see Local authorities as waste disposal authorities below) in whose area the WCA is</p> <p>Must deliver the controlled waste collected to a place specified by a WDA in whose area the WCA is (unless the controlled waste is recycled)</p> <p>Must comply with any directions about separation of waste given by the WDA for its area.</p>	
<p>Section 112 of the Local Government Act 1972 provides that local authorities may appoint officers to enable them to discharge their own functions and any functions they carry out for another local authority.</p>	<p>Permitting a contract to expire and then the Council as WCA and Highways Authority employing staff to deliver those services is consistent with the provisions in section 112 of the Local Government Act 1972.</p>	
<p>Client Structure for managing DSO</p>	<p>Client structure will challenge the way in which it an internal DSO delivery</p>	<p>Use of refined 'Ethics wall' for DSO management of</p>

	vehicle provides its services and provide transparency of service performance.	Company through dedicated 'Highways and Transport' and 'Waste & Environment' client.
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(c) Human Rights Act Implications

It is not considered that there are any Human Rights Act Implications.

(d) Equalities Impact Assessment

As stated above the Council will need to consider the equalities implications of the proposal to demonstrate that their obligations to have regard to the needs set out in s149 of the Equality Act 2010 have been fulfilled.

5. **Supporting Information**

- 5.1 As a Unitary Council Slough Borough Council is responsible for collection, management and disposal of all municipal waste generated within the borough and all street cleaning, gully and channel sweeping, litter picking and detritus sweeping operations within the borough, grounds maintenance in public spaces including parks, cemeteries and open spaces and highway maintenance including winter maintenance. These statutory service functions are delivered by Amey under the Environmental Services contract which runs until 30 November 2017.
- 5.2 In September 2016, Cabinet approved the insourcing of the services currently undertaken via the Environmental Services Contract to deliver these statutory services through a Local Authority Controlled Company via a Teckal exemption from 1 December 2017. Progress on the development and delivery of the LACC is provided by the Project Manager in Appendix B.
- 5.3 Since this approval the Council has facilitated mobilisation and company formation. This has included a review of immediate commercial development opportunities for the LACC. As a result the income opportunities for the LACC have been scaled back by corporate finance from £1.2 million in the first year to £600,000 due to the non-proliferation of immediate commercial waste opportunities. This is as a result of the inclusion of corporation tax and from where the existing commercial waste portfolio will be retained by Amey. £100,000 income as 'surplus' for the DSO 'trade' aspiration has been included which it can generate from any surplus operational capacity it has.
- 5.4 The incumbent contractors have formally requested that the Managing Director of Slough Amey not to be involved in the LACC project and therefore is not covered within an 'Memorandum of Understanding' which could otherwise have enabled the existing Managing Director to work as part of the wider mobilisation project team. Linked to this, the departure of the Council lead client role held by the Environmental Strategy and Governance Manager position means a major risk on the Council's risk register have been realised. The only other position to hold the 'persons of key dependency' title besides the two aforementioned is the interim Chief Executive.

- 5.5 Therefore, in order to ensure the delivery of statutory services from the 1 December 2017 and mitigate both reliance on a contract extension with Amey and aforementioned staff the Council would like to request that based on the curtailing of the Councils initial commercial aspirations for the LACC and to mitigate corporate risk that Cabinet approve an insourced DSO for a defined period after which the Council can consider discharging the statutory duties into an LACC vehicle.
- 5.6 A restructuring of the project management for the insourcing as a DSO is proposed in Appendix A. Appendix A - Structure A shows the headline senior management team entitled 'Project Board' who are responsible for the delivery of the project. This comprises of the Head of Mobilisation, the Project Manager, interim Chief Executive, interim Head of Human Resources and Assistant Director S151 Finance. Structure B is the structure for the operational delivery and implementation of the DSO. Each work area is entitled a workstream and is headed up by a nominated lead. The Head of Mobilisation has accountability for the delivery of the insourced DSO operations and the Project Manager is responsible for coordination of all tasks and groups working in liaison with the Head of Mobilisation.
- 5.7 As with all Council department's, the DSO will be subject to dedicated operational performance indicators and key performance indicators to demonstrate that it can deliver the key services to the level expected by the Council and residents. A dedicated political workshop will be facilitated to ensure that these key performance indicators are reflective of political priorities.
- 5.8 Following the successful deployment and delivery of services through the DSO the Council will pursue commissioning through either a retained DSO or migration into an LACC via a Teckal exemption. Proposals for any LACC will follow the same governance structure as proposed in Cabinet papers from January 2017.
- 5.9 The insourcing as a DSO will enable more time to be spent on profiling the commercial opportunities for the Council and to consider its experiences from smaller scale commercial operations undertaken through the DSO (as reinforced in 5.3) to see if they can be amplified to an LACC scale. Future options will be considered against 'outsourcing' of services as per previous exercises.
- 5.10 Under section 3(2) of the Local Government Act 1999 Best Value places duties upon the Council that it must undertake consultation on its procurement proposals and there is a requirement to consult about major changes in service provision. Therefore, a single consultation will be undertaken and coordinated by the Council to ensure that these duties are covered.
- 5.11 A summary of the wider Health and Safety considerations that Cabinet and the Corporate Management Team will need to consider as a result of insourcing as a DSO and be aware of will be presented to Cabinet in advance of the implementation of the DSO.

6. **Comments of Other Committees**

None.

7. **Conclusion**

In order to prioritise the deployment of statutory services from 1 December 2017 the Cabinet is requested to resolve and instruct officers to commence the set-up of a DSO.

Marked progress has been made regarding the commercial composition and governance of the proposed Local Authority Controlled Company (LACC) and Cabinet is requested to note this in Appendix B.

The Cabinet is requested to approve the proposed arrangements and responsibilities for mobilisation of the DSO in Appendix A.

8. **Appendices Attached**

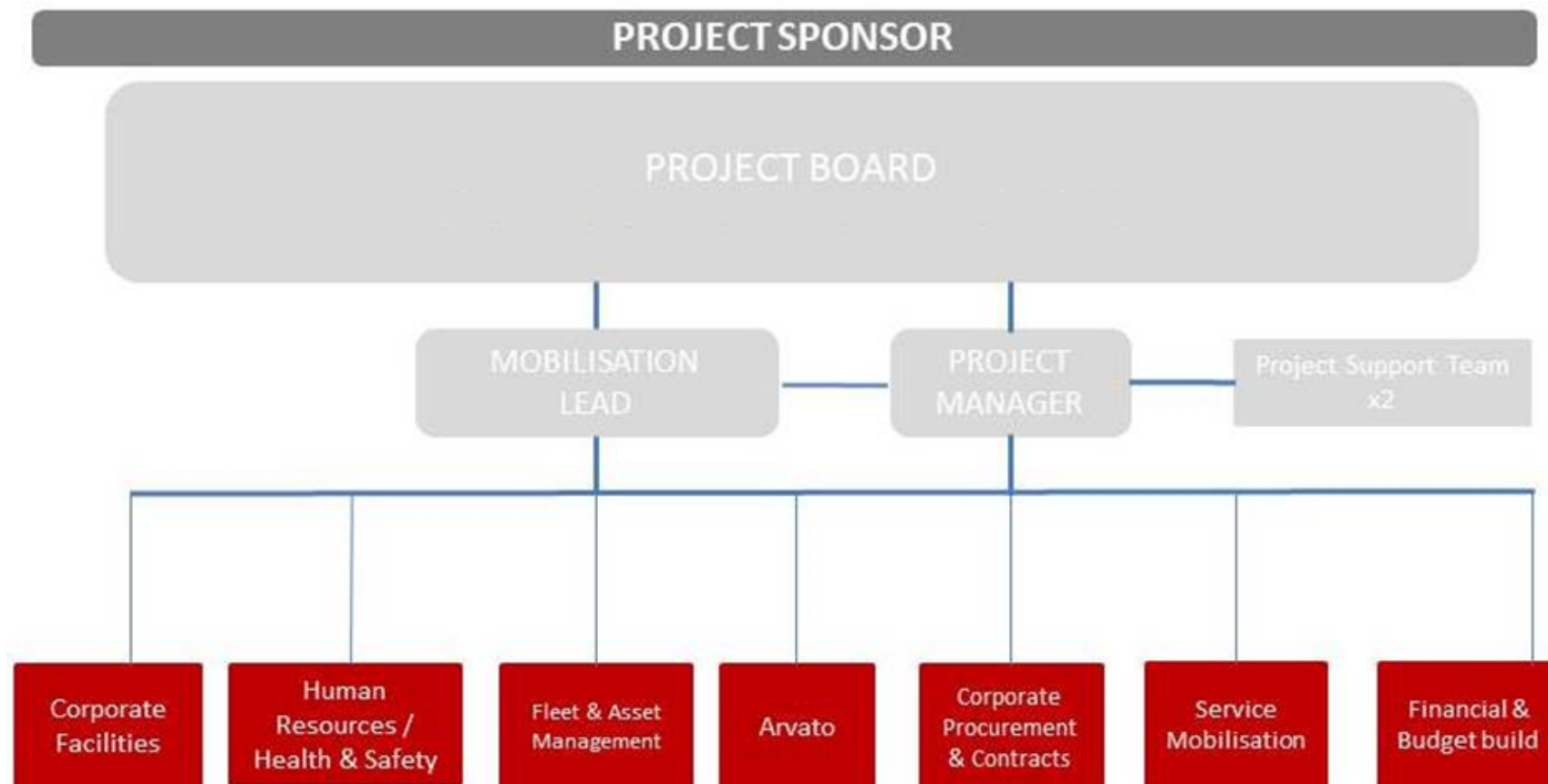
'A' - Proposed Mobilisation Structure

'B' - Environmental Services & Highways Delivery Mobilisation Progress

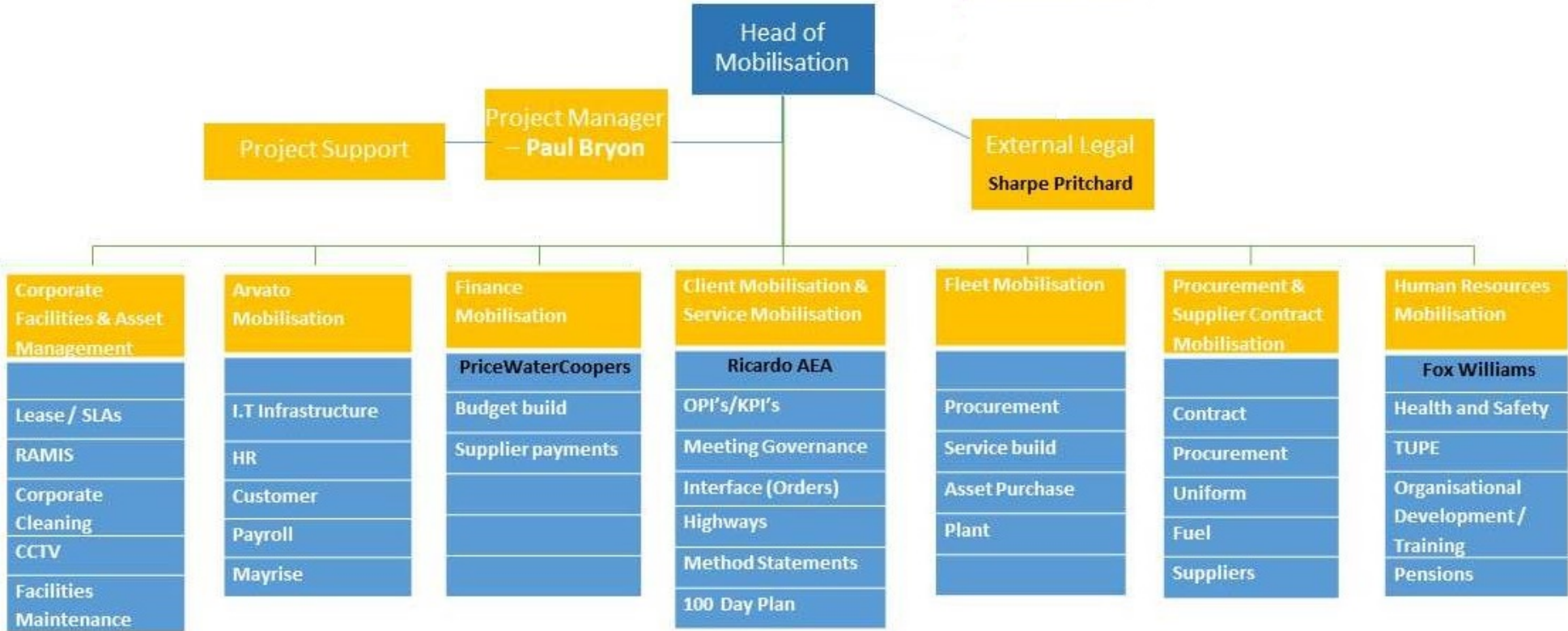
9. **Background Papers**

None.

Appendix A – Structure A: Pre-December 2017 – Strategic Mobilisation



Appendix A – Structure B: Pre-December 2017 – Operational Mobilisation



Appendix B - Outlining Environmental Services and Highways Delivery Progress for Mobilisation

Programme Manager - Paul Bryon			
Issue	Teckal	DSO	Risk Factors
People Green	Action Plan in place supported by Surjit Nagra and Fox Williams (Solicitors). Report of compiled T&Cs drafted and ready for programme board. Pensions work in hand and on track. Paper outlining pension impact will be required. Staff will transfer as is Dec 1st Outstanding work drafting Director Appointments JDs. Side letter for appointment Neil Cooper as Financial Director in draft	Action Plan in place supported by Surjit Nagra and Fox Williams (Solicitors). Report of compiled T&Cs drafted and ready for programme board. Full cost implications for LGPS to be assessed All staff will transfer as is for Dec 1 st with harmonisation post Dec 1 st .	For the time being the key risk is that the approach to LGPS will endanger the savings targets for insourcing. This is mitigated by the fact that there is a view that pension uptake will in fact be low due to the character and make up of the workforce. There is current a view that the DSO model will require a further ½ to 1 FTE HR Officer
Health and safety Amber	Action Plan in place supported by Robin Pringle Robin Pringle briefed and developing H&S proposal with independent H&S consultant as contingency. On hold pending decision.	Action plan in place supported by Robin Pringle Robin Pringle briefed and developing H&S proposal utilising Reading model. Awaiting proposal and cost of delivery.	Richard West has indicated some delivery confidence Robin Pringle and his team. The DSO model will require at least a further ½ to 1 FTE dedicated HS Officer
Fleet Green	Action Plan in place supported by Fred Narmh and Nigel Jabukowski Fleet identified and agreed. Procurement arrangements in place with order via three frameworks and maintenance agreement identified. Order timed for end March with	Action Plan in place supported by Fred Narmh and Nigel Jabukowski Fleet identified and agreed. Procurement arrangements in place with order via three frameworks and maintenance agreement identified. Order timed for end March with confirmed delivery by Dennis Eagle as	The fleet is the same for both types of organisation. There is a view that the fleet as ordered has not taken account of the specifications in writing and could be subject to change. This could well fall out of mobilisation as the mobilisation officer costs the specifications/ SLA's or makes

	<p>confirmed delivery by Dennis Eagle as preferred supplier for RCVs to meet Dec 1st</p> <p>Livery and other branding on hold</p>	<p>preferred supplier for RCVs to meet Dec 1st</p> <p>Livery and branding not required</p>	<p>efficiencies.</p> <p>The key risk is that Dennis Eagle is slow to build but this is to be mitigated by a vehicle replacement offer to plug any gaps so the fleet should arrive in time. There is a need to keep an eye on the light vehicles leasing.</p>
<p>Buildings</p> <p>Green</p>	<p>Action plan in place supported by Stuart Aislabie</p> <p>Dilapidations survey completed and notices ready for service with approx. 70k work required at handback. Leases in preparation by legal.</p> <p>Facilities notified and awaiting scope for proposal of service. Minor work required.</p>	<p>Action plan in place supported by Stuart Aislabie</p> <p>No requirement for leases</p> <p>Dilapidations survey completed and notices ready for service with approx. 70k work required at handback.</p> <p>Facilities notified and awaiting scope for proposal of service. Minor work required.</p>	<p>Buildings will be vacated and mobilisation will need to effectively remobilise an empty shell. This is a practical short term issue that will require sound coordination and planning.</p> <p>There is a key issue in relation to the end date as falling on a Thursday and mobilisation will need to negotiate with Amey or come up with another solution.</p>
<p>Plant and equipment</p> <p>Green</p>	<p>All plant and equipment surveyed and captured with condition in spreadsheet. Current action collecting prices underway for negotiation and replacement</p>	<p>All plant and equipment surveyed and captured with condition in spreadsheet. Current action collecting prices underway for negotiation and replacement</p>	<p>Replacement prices of all plant and equipment are being collated actively. Mobilisation will need to negotiate the cost of retention of existing plant or equipment and come up with a replacement plan.</p>
<p>Subcontractors</p> <p>Green</p>	<p>All sub contractors and contracts collated on spreadsheet with relevant information and scale/ scope. Next step to review with procurement and interim procurement arrangements in place pending OJEU or other procurement requirements downstream</p>	<p>All sub contractors and contracts collated on spreadsheet with relevant information and scale/ scope. Next step to review with procurement and interim procurement arrangements in place pending OJEU or other procurement requirements downstream</p>	<p>The key risk is procurement of contracts as there are none to novate. The procurement service has indicated that there is a safe interim arrangement that can by time to procure new contracts and this is an urgent matter to be resolved next.</p>
<p>Systems and</p>	<p>New contract with Arvato required</p>	<p>Simple change mechanism to existing</p>	<p>Arvato have committed to meeting the</p>

processes Amber	Outline of requirements for Arvato in final drafting. Arvato specification workshop held. Further negotiation required	Arvato contract Revised specification for Arvato in drafting. Arvato work shop held. Arvato commitment to Dec 1 st date secured.	implementation date for the DSO as this is significantly easier than the Teckal alternative that have contractual implications. However the key issue is that there is concern about Arvato delivery factors and mobilisation will need to keep a close eye on this.
Finance Green	Action Plan in place supported by Neil Cooper Affordability envelope scoped and awaiting final end of year detail. Financial adviser procured (pending contract) to build finance base cost model and develop business plan. Timelines agreed with consultant and in time.	Affordability envelope scoped and awaiting final end of year detail. Financial adviser procured (pending contract) to build finance base cost budget and develop forward plan. Timelines agreed with consultant and in time.	There is a key piece of mobilisation work here matching the cost of service to the Council's affordability envelope. The Council's accountants are awaiting instruction and finalisation of contract to open spreadsheets.
Service Scope and level Green	Detailed service specifications in final drafting with delivery for March 31 st . Cost build up awaiting instruction with consultants on notice and target for May end.	Detailed service specifications in final drafting with delivery for March 31 st . Will require modification for SLAs with high confidence of delivery. Cost build up awaiting instruction with consultants on notice and target for May end.	There is key mobilisation work here to cost up the specifications and re scale them to match budget envelopes.
Organisational Green	Shadow Company Board set up with Richard West and Neale Cooper All key steps and key documents and policies identified and scheduled. Articles of association and	Decisions required regarding DSO structure and organisational placement including client arrangements for managing performance and service development/ commissioning.	Project management is briefed this downstream post Dec 1 st .

	shareholders agreement drafted		
Governance Amber / Red	<p>Share Holder Board identified with key officers/ members pencilled in.</p> <p>All key dates identified with shadow, company incorporation and directors meetings etc pencilled in.</p> <p>Mobilisation and go live dates identified.</p> <p>Full project plan in place with risk register and issue log.</p> <p>All work streams operative and facilitated with minuted meetings for audit purposes.</p>	<p>Decision requires ratification and Cabinet sign off.</p> <p>Project plan is not dissimilar to Teckal but is relatively more straight- forward to deliver.</p>	<p>Much work has been done setting up the Teckal and it has been widely publicised and communicated.</p>

“Our residents will have access to good quality homes”

However, there are strong links with all the other outcomes, under our banner of “putting people first”;

Outcome 1: Our children and young people will have the best start in life and opportunities to give them positive lives.

Outcome 2: Our people will become healthier and will manage their own health, care and support needs.

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

Outcome 5: Slough will attract, retain and grow business and investment to provide jobs and opportunities for our residents.

4. **Other Implications**

(a) Financial

There are no specific financial implications arising from this report. However, given the wide-ranging nature of the policy proposals within the Strategy there will be financial impacts arising from the delivery of those policies. These will be highlighted as each individual policy item is brought forward for consideration.

(b) Risk Management

There are no reported risks associated with this report. The draft Strategy itself deals with a number of Housing matters and policies where there are risks around delivery, both for the council and for residents. These are discussed in detail in the body of the report.

(c) Human Rights Act and Other Legal Implications

The draft Strategy deals with the Council’s statutory responsibilities in a number of different areas of activity, for example;

- Powers of enforcement against private landlords;
- Obligations towards homeless households;
- The Council’s responsibilities as a landlord.

Where relevant, legal implications relating to these areas are discussed within the body of the Strategy.

(d) Equalities Impact Assessment

The strategy advances equality and all reasonable steps have been taken to understand and mitigate negative impact. An Equalities Impact assessment is attached to this report. If following a review of the allocation policy a decision is made to change it a further review will be required to understand the impact on protected groups.

5. **Supporting Information**

- 5.1 The Slough Housing Strategy sets out the priorities, opportunities and challenges for housing in Slough over the five years to 2021. However, it also forms one of

the building blocks for the growth and development of the town over the next 20 years, so that Slough becomes a place where people work, play, rest and stay. It has been developed alongside the preparatory work for the Local Plan to ensure a consistency of approach in looking over this longer timeframe. So in addition to some shorter term objectives the Strategy introduces some ideas which look to the much longer term such as the future of the Council's housing stock, the provision of a better range of homes for older people and providing a balance of homes to rent and to buy.

5.2 The Strategy sets out 5 key themes;

Theme 1; New Housing Supply – ensuring the right supply and mix of new homes and increasing affordable housing through the efficient use of land and capital resources.

Theme 2; Private Sector - that the private housing sector provides sufficient good quality market housing through support for landlords and tenants and, where necessary, robust quality control and regulation.

Theme 3; Council Homes - are managed and maintained to a high standard and the Council builds new homes for Slough residents

Theme 4; Homelessness and Housing Need - that homelessness and rough sleeping are reduced through prevention

Theme 5; Special Needs and Vulnerable Groups - that specialist accommodation is available for vulnerable and disadvantaged members of our community particularly young people, older people, people with disabilities and those on restricted incomes.

5.3 Within the document, each objective is accompanied by key points of evidence and an Action Plan. The latter are reproduced at the end of the Strategy as a consolidated Action Plan which will be the format in which progress will be monitored over the next 5 years. Publication of the final document will be accompanied by an Evidence Base supporting the proposals in the Strategy.

Theme 1; Supply of New Homes

5.4 The Strategy sets out in detail the case for planning for more new homes in Borough over the next 5 years and beyond to meet existing demands and to cater for population and economic growth. This new provision needs to be both to buy and to rent and to be balanced to meet the full range of housing needs, including key workers who currently have difficulty in finding suitable accommodation. A major priority will be the provision of affordable housing for households who cannot accommodate themselves in the market, incorporating the range of affordable types envisaged by the National Planning Policy Framework. The Strategy sets out how the Council itself intends to take a proactive lead in ensuring the delivery of new homes. Key points in the Action Plan include;

- Enabling the provision of 927 new units of housing per year for Slough in line with the Strategic Housing Market Assessment.
- A commitment that the Council will directly deliver or facilitate a programme 200 units per year of new housing, including affordable housing, over the life of the Strategy and beyond.

- Develop a new Affordable Housing Policy for Slough encompassing the idea of a *Slough Living Rent*.
- Maximising the provision of affordable housing on Council-owned land through infill development and estate renewal, including the net gain of up to 1,000 units on HRA land over the period 2016 to 2031.
- Prioritising available funds and council assets to provide for the delivery of affordable housing schemes in partnership with SUR and Housing Associations.
- Working with private and public sector partners to acquire and assemble sites to facilitate the delivery of new housing.
- Developing initiatives to increase housing opportunities for key workers.
- Improving partnership arrangements with housing associations to facilitate the delivery of new affordable homes.
- Extending the programme of Council mortgage lending through our existing LAPP scheme.
- Providing new homes for particular groups within the community where required, for example those needing extra care or care leavers.

Theme 2; Private Rented Sector

5.5 One family in four in Slough rents their home from a private landlord and this number is growing. Whilst most landlords provide a good service a significant minority do not meet their legal obligations and are responsible for tenants living in unsuitable and sometimes dangerous conditions. National statistics show that this is the Housing sector most likely to display poor housing conditions. This is compounded in Slough by very high levels of overcrowding. This can lead to poor health and educational and economic disadvantage. The Council has important legal obligations to ensure good standards in private sector homes.

5.6 The draft Housing Strategy commits the Council to adopting a pro-active approach to supporting good landlords and taking rigorous enforcement action against poor ones. Key action points include;

- Using the two, new wholly-owned Subsidiary Housing Companies, Herschel Homes and James Elliman Homes, to act as exemplar private landlords in the borough and to assist homeless households and others on low or modest incomes to access affordable private sector homes.
- Undertake a feasibility study for introducing a borough-wide Landlord Registration Scheme. This is to protect good landlords and drive out rogue or criminal landlords from Slough.
- Following the announcement of the expansion of mandatory HMO licensing, implement the scheme once the commencement date has been announced.
- Undertake rigorous enforcement and prosecution against rogue landlords who have a history of breaking the law.
- Support responsible landlords and work with them to become professional and grow their business.
- Use all available powers to bring empty properties back into use.
- Work with utility companies and other agencies to insulate homes and improve the energy ratings of older buildings.
- Through partnership working, particularly with Adult Services, Public Health and the CCG, develop services to allow elderly and disabled residents to live independently in their home and reduce the impact of poor housing on the health of borough residents.

- Build a well-resourced and self-financing Private Sector Housing Service to support good landlords and carry out the Council's statutory responsibilities towards tenants and landlords.

Theme 3; Council Homes

5.7 The Council's housing stock is a vital resource for the residents of Slough. The 7,100 rented and leasehold properties are the Council's most valuable physical asset. The finances relating to the homes are handled in a separate financial account – the Housing Revenue Account (HRA.) The Council is committed to investing in its housing stock to further improve the quality of residents' homes and to build new council homes. In the short term the HRA is stable with plans to invest £100m in existing homes over the next 7 years and £40m in new council homes. However, there are threats and uncertainties in the medium term, mainly resulting from changes in Government policy. These issues include a mandatory 1% reduction in rents and a requirement by Government for the Council to pay it a capital sum resulting from the sale of higher value voids. The re-commissioning of the repairs, maintenance and investment services will offer the opportunity to shift the emphasis of these services to 30% routine repairs and 70% planned maintenance and investment works. The new contract will also provide opportunities deliver a more streamlined, accessible service to residents.

5.8 The draft Housing Strategy proposes the following key action points;

- In the light of the results of a new stock condition survey and the provisions of the Housing and Planning Act, produce an updated HRA Business Plan in March 2017.
- In partnership with residents, undertake a formal asset management review and Options Appraisal of the Council's housing stock for completion by December 2017.
- Complete the existing programme of 190 new homes on Housing-owned land and seek to continue the programme beyond 2020.
- Adopt the following priorities for improving the services to residents;
 - o Awarding a new Repairs, Maintenance and Investment contract for council homes to improve the quality and responsiveness of repair for residents and to act as a catalyst for the development of local and in-house capacity to provide maintenance services.
 - o Engaging and enabling residents so as to create a culture of accountability and responsibility and to broaden opportunities for tenants and leaseholders to be involved in the development and monitoring of services.
 - o Increasing resident satisfaction through greater responsiveness to customers and in particular through the greater use of digital technology.
- Develop a new Tenancy Strategy for council tenancies in the light of the Housing and Planning Act

Theme 4; Homelessness and Housing Needs

5.9 The Housing Strategy sets out in some detail how the combination of the pressure of a growing population, rising rents and house prices and static or reducing levels of welfare benefits have led to increasing levels of homelessness in the last 2 years. This is evident both in the numbers of households accepted as homeless and in the scale of the use of temporary accommodation, including Bed & Breakfast. The number of Rough Sleepers also appears to be on the rise. For Slough, unlike other boroughs which are facing some of the same pressures, there is the additional factor of the pressure of the placement of homeless

families into Slough by other councils and in particular London Boroughs. This is placing additional pressure on the local housing market, stretching local health and care services and leading to unsatisfactory outcomes for the households concerned. The overall approach of the Strategy is to focus on homelessness prevention in collaboration with partner agencies. The headline action points are to;

- Develop and adopt a Preventing Homelessness strategy in collaboration with clients, landlords, the voluntary sector and other partner agencies.
- Develop new partnerships with private and third sector landlords to maximise opportunities for tenancies for homeless families and individuals.
- Use James Elliman Homes to acquire homes to alleviate the pressures on temporary accommodation and Bed & Breakfast provision.
- End the use of Bed & Breakfast for families with children.
- Review the Council's Allocation Scheme to re-evaluate the priority which homeless people receive under the scheme.
- Work with the Health sector and other agencies to monitor and address the health and care needs of vulnerable homeless people placed in Slough by other Local Authorities and require those authorities to review their placement and notification policies.
- Introduced improved arrangements for Rough Sleepers, especially during periods of cold weather.

Theme 5; Special Housing Needs and Vulnerable People

5.10 Against a background of a growth in the number of older people in the Borough over the next 20 years the Housing Strategy discusses the requirements for specialist accommodation both for people who need support and for people who have mobility problems or a disability. It also highlights the links between health and poor housing conditions. Going forward the document stresses the need for close collaboration in the development of services between Housing, the Children's Trust, Adult Social Care and Public Health. Amongst the key action points are to;

- Build on the Joint Strategic Needs Assessment (JSNA) on health and disability housing needs and undertake further detailed work with partners and stakeholders to examine what housing options are required to best meet current and future demand and changing needs.
- Through our new Subsidiary Housing Company, James Elliman Homes, develop new partnerships with the Children's Trust, Health services and Adult Social Care to maximise opportunities for specialist and alternative accommodation to be delivered locally and more cost effectively.
- In collaboration with the Children's Trust, ensure there is an adequate supply of accommodation for care leavers.
- Deliver up to 3 new mixed use extra care schemes in the borough during the life of this strategy where there is established local need.
- Develop an Older Persons Housing Strategy for Slough.
- Within the review of the Scheme of Allocation, ensure full account is taken of the needs of people with a disability.

Significant changes since the consultation draft

5.11 A number of changes have been made to the document since the publication of the consultation draft. These reflect both comments made in the consultation itself and areas where updating was required. The most significant areas of change have been in the following areas;

- *Affordable Housing Policy*; Theme 1 of the strategy contains an extensive discussion of the provision of affordable housing in the Borough. This section has been updated to state that the Council will now be producing an updated Affordable Housing policy, including the introduction of a “Slough Living Rent” as an affordable rented housing option to sit alongside traditional social housing Target rents.
- *Housing White Paper*; In February 2017 the Government issued a Housing White Paper entitled “Fixing our Broken Housing Market.” The Strategy now makes reference to this, particularly in relation to Intermediate forms of Affordable Housing.
- *HRA Business Plan and Options Appraisal*; The Council has now produced an updated Housing Revenue Account (HRA) Business Plan to succeed that published in October 2016. This sets out the financial plan for council homes over the next 30 years. The revised HRA Business Plan records progress on the Options Appraisal which has been established to look at the future of council homes over the next 20 years and how to maximize the number of new council homes which can be provided over that period. The Housing Strategy has been updated to reflect this.
- *Private Sector Housing, BRE Survey*; The document now reflects the results of a survey commissioned by the Council from the Building Research Establishment (BRE) into the condition of private sector homes in the Borough. This will provide valuable data to allow for the targeting of intervention to improve housing conditions in this sector.
- *Homelessness Reduction Bill and Homelessness Prevention Strategy*; Later in 2017 the Homelessness Reduction Bill will place new responsibilities on local authorities which widen the requirements to prevent homelessness and provide services and assistance to people threatened with homelessness. The document has been strengthened to reflect this new legislation and how it will feed into the development of a Homelessness Prevention Strategy for the Council.
- *Housing and Public Health*; Theme 5 has been extended to amplify the linkages between Housing and Public Health and the collaborative work required between those agencies and Adult Social Care.
- *Accommodation for care leavers*; This section in Theme 5 has been updated to better reflect the work that has taken place since the Autumn of 2016 between Housing service and the Children’s Trust to improve the range of accommodation available for care leavers.
- *General updating of statistics*; In a number of areas the document has been amended to update statistics where they have been available.

Monitoring of the Strategy

5.12 The high level outcomes of the Housing Strategy will be monitored under Outcome 4 of the Five Year Plan: ‘Our residents will have access to good quality homes.’ The Strategy aims to deliver more and better homes with a focus on local people. The focus for the monitoring of progress will be the consolidated Action Plan at the end of the document. Progress against this will be reported on a regular basis to the Overview and Scrutiny Committee and to Cabinet. The

Council will consider holding an annual conference to monitor progress against the Strategy following the successful consultation event held in January 2017.

Consultation on the Strategy

- 5.13 The draft Strategy was the subject of a public consultation which concluded on 17 February 2017. This included a Housing Conference held at The Curve on 23 January 2017. More detail on the consultation can be found in Annexes A and B to this report. Officers have had full regard to comments made in the Strategy in producing the final draft of the document.

6. Comments of Other Committees

The draft Housing Strategy was considered by Overview and Scrutiny Committee at its meeting on 20 December 2016.

7. Conclusion

The Housing Strategy is the main vehicle for the delivery of Outcome 4 of the Council's Five Year Plan, that "Our residents will have access to good quality homes." The strategy is wide-ranging in its scope and covers the range of housing tenures and the key Housing issues facing the people of the Borough. The Council intends to be proactive in providing and enabling the construction of new homes and in improving the Housing opportunities for the people of the Borough. However, successful delivery of the Strategy will also depend on the experience and expertise of a wide range of partners and agencies from the private, public and voluntary sectors working in collaboration. It is proposed that the Strategy now be formally approved.

8. Appendices Attached

- 'A' - Feedback on Housing Conference, 23 January 2017
- 'B' - Housing Strategy Consultation
- 'C' - Slough Housing Strategy
- 'D' - Equalities Impact Assessment

9. Background Papers

- '1' - Slough Joint Wellbeing Strategy 2016-2020
- '2' - Learning Disability Plan 2016-2019
- '3' - Community Safety Plans
- '4' - Children and Young Peoples' Plan 2015-2016
- '5' - Centre of Slough Strategy 2015 onwards
- '6' - Draft Local Plan 2016-2036
- '7' - Economic Development Plan for Growth 2014-2018
- '8' - Asset Management Plan 2014-2017
- '9' - Get Active Leisure Strategy
- '10' - Climate Change Strategy 2011-2014

Feedback from the Housing Strategy Conference

23 January 2017

1. Introduction

This was Slough Borough Council's first Housing Strategy for a number of years. The draft Housing Strategy 2016-2021 was developed through the analysis of a large number of data sources before going out to consultation with a range of partners, stakeholders and Council officers. In order to consult as widely as possible, a conference was held on 23 January 2017 at The Curve in Slough.

Conference attendees included representatives from:

- 7 Housing Associations
 - Radian
 - Catalyst
 - Paradigm Housing Group
 - Red Kite Community Housing
 - A2 Dominion
 - Housing Solutions
 - Inqualib Housing Association
- Slough Business Community Partnership
- Slough Urban Renewal
- The Property Bank
- Ron Hothi (local private landlord)
- Asian Carers Group
- Slough CVS
- Life Charity
- Royal Berkshire Fire & Rescue Service
- Thames Valley Community Rehabilitation Company
- Shelter
- Health Watch Slough
- Chiltern District Council
- NHS CCG
- Slough CCG
- Patrick Ruddy Homes (property developer)
- Colleagues from across Slough Borough Council, including Housing the Children's trust, Adult Social Care and Public Health.

Cllr Ajaib, Commissioner for Housing and Urban Renewal and Deputy Leader opened the conference, setting out the vision and ambition for housing in Slough. Mike England, Interim Director for Resources, Housing and Regeneration set out the scope of the strategy and the five key themes:

- Theme 1: New Housing Supply

- Theme 2: Private Sector Housing
- Theme 3: Council Homes
- Theme 4: Homelessness and Housing Need
- Theme 5: Special Housing Needs and Vulnerable Groups

The conference included two sessions for group working where attendees were asked to:

1. Consider the opportunities and challenges for housing in Slough
2. Partnerships and Delivery – how do we make it work and how can we make a difference?

2. Opportunities and Challenges

2.1 Slough's Proximity to London

A common theme across most tables was the pressure on Slough from the London Boroughs, not only in terms of numbers and the impact on the availability of affordable private rented accommodation to the Council, but also in terms of:

- knowing who was being placed in Slough - numbers and location
- any vulnerabilities or support needs of those household members
- the details of any problem families moving into Slough

2.2 Heathrow Expansion and Crossrail

The impact of the expansion of Heathrow Airport together with the Crossrail announcement both on house prices and market rents in Slough was widely recognised together with the increase in demand for homes to house those working on these projects.

It was also recognised that both schemes would present opportunities for Slough to boost its night-time economy and attract young professionals from London who could benefit from Slough's lower house prices and lower market rents.

2.3 Theme 5 and the recognition for the need for specialist housing was welcomed. Particular issues were raised in relation to care leavers and the lack of accommodation (and support) available to them. Concerns relating to housing ex-offenders, vulnerable people and those fleeing domestic violence.

The issue of affordability and the cost of failing tenancies, particularly for housing associations, were raised with the recognition of the need to provide tenancy sustainment support. Housing associations were also keen to test affordability and tenants' ability to afford the rent.

2.4 Developing New, Affordable, Homes

The impact of the 1% reduction in social rents was recognised alongside the significant increase in house prices and private rents. Some developers raised concerns about the lack of construction skills and labour together with the increase in the cost of materials post-

Brexit. This, combined with the lack of land, constituted a considerable challenge to developing new, affordable homes.

The rise in office-residential conversions was noted, together with the ability to do this without requiring planning permission.

However, opportunities to offer training and apprenticeships to Slough people was noted as a positive.

It was widely agreed that an innovative approach would need to be taken to agreeing the right tenure mix to meet demand. Market sale and market rented properties would help to meet the demand, however 'affordability' was key. There was widespread enthusiasm for the idea of a Slough Living Rent.

In terms of plans for the town centre, it was suggested that high rise living can prove problematic to manage and can, unless managed carefully, lead to community breakdown. Sufficient car parking was also noted as a concern and caution urged around relying on people to use public transport. Concerns were raised in general around ensuring that the infrastructure to support extra housing is put in place.

It was felt that more innovation and looking outside of Slough was important with one attendee suggesting Slough should think about what Denmark and Japan are doing to deliver affordable housing. It was suggested that Slough needs to look at the financing opportunities available to build and to work in partnership with housing associations to achieve its aspirations.

3. Partnerships and Delivery: How do we make it work? Where can we make a difference?

3.1 Theme 1: Housing Supply

The group agreed that partnership working with developers and RSLs was key to delivering the 900+ homes needed each year in Slough. A proactive approach to land acquisition and planning was also required to support this.

The message that new development should deliver Slough homes for Slough people was clear, but the group queried who this should be aimed at and who could afford it. Investment in the private rented sector is vibrant in Slough and A2 Dominion noted their intention to invest in the PRS to generate funds to support their development aspirations.

Rents and affordability were discussed, together with the impact of arrears on providers. One RSL noted that of the 28 local authorities where they have stock, 2/3 had target rents and a number of their tenants unable to sustain the higher rent levels. The view was expressed that as Slough was cheaper to live in compared to London, there was a danger that it would continue to attract "sink estates" from the South East. Increasing pressures on homelessness prevention meant that other boroughs are directing people to Slough.

3.2 Theme 2: Private Rented Sector

The group agreed that the main issue with private rented homes was quality and that licensing arrangements and enforcement action were key to driving improvements in the sector. The group felt that homelessness funding could be used to prevent homelessness and also meet the funding gap between private rents and Housing Benefit (LHA) levels.

It was felt that pre-tenancy training would help people to budget and prevent fuel poverty. Partnership working between Health, Housing and Social Care was also needed to support vulnerable people living in private rented accommodation to sustain their tenancy.

The review of the Allocations Policy was welcomed to put Slough people first, combined with closer working with the London boroughs.

Overall the group felt that a Landlord Registration Scheme would be useful in finding hidden landlords and cutting out delays on repairs.

3.3 Theme 3: Council Housing

Overall the group agreed that the Council's housing stock was in a fairly good condition although elderly people could be better supported to maintain their homes. The view was expressed that the Council could offer better quality homes to encourage residents who wanted/needed to downsize to move to.

The following points were raised during the discussion:

- The LHA rate needs to change
- Communication with residents needs to improve
- The Council needs to retain staff and offer career progression to retain knowledge and talent

The review of the Allocations Policy was welcomed, however some members of the group expressed frustration at the slow turnaround of void properties.

3.4 Theme 4: Homelessness

The group felt that the Homelessness Forum should assist in developing the Homelessness Strategy and Action Plan through sharing best practice and communicating with the groups/protocols that are already in place.

The collection and analysis of the available data would help to ensure that services are directed appropriately as well as helping to diagnose local problems would assist in signposting people to appropriate support agencies and private sector partners.

The group agreed that there was a demand for more specific, supported housing in Slough but that it must be properly managed.

3.5 Theme 5: Specialist Housing

The group felt that partnership working was needed to deliver and manage specialist housing, for example joint operations between Housing and the Childrens' Trust to support care leavers. It was noted that the Council has statutory responsibilities towards children leaving care that it would be inspected on.

The group agreed that the conference offered an opportunity to hold an honest conversation to identify gaps in service provision. Stakeholders (outside of Housing) would welcome the opportunity to feed into the review of the Allocations Policy.

Partnership working, at a strategic level, was needed between Housing, Health, the Childrens' Trust and Adult Social Care to look at the bigger issues and address the needs of the increasingly aging population. It was felt that the conversation should begin with residents before they become elderly to discuss and identify their future housing options.

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Housing Strategy Consultation

1. The Housing Strategy consultation gathered views from a range of sources;
 - A Housing Strategy Conference held at The Curve on 23 January 2017, attended by more than 80 people;
 - Written responses to the draft Housing Strategy;
 - Via the Council's website;
 - Via social media platforms Facebook and Twitter.

2. Written responses were received from;
 - Adult Social Care, SBC.
 - Public Health, SBC.
 - Radian Group.
 - Slough Children's Services Trust.
 - Slough Labour Party

3. The comments received have been collated and summarised in the table below.

Comments on Housing Strategy Consultation	
General	
Consider a housing provider protocol for a common approach to tenancy sustainment.	
Scale of recent rent/price increases has put many people on lower incomes under extreme pressure and problems affording rents/mortgages.	
Council should work to ensure correct match of accommodation for local demand/needs. General market is not supplying this. Instead marketing homes in London adds to local pressures.	
More affordable housing for those who are Slough residents, to be purchased as a home and not buy to let. I have lived in Slough all my life but cannot afford to buy my own home.	
Slough housing should be a priority for Slough residents and workers. With a qualification period.	
Slough is already overcrowded and need no new residents sort out the ones we have now before more are dumped on us.	
Slough Borough Council are accepting tenants from London as the rent is sky high there and housing them in Slough as the London councils are able to pay the rent in this area. Hence why they want to send people up north so Slough Council can ay the cheaper rents up there.	
Overall Strategy is well-written and very ambitious.	
Theme 1; New Housing Supply	
I object to the proposal to develop a garden suburb in South Bucks. It is unfair to people who chose to live in a semi-rural location.	
How will the whole infrastructure cope with the increased population?	
The council need to keep rents at social rents not market rents.	

What about shared ownership schemes in Slough for people who can't get on the Housing register? Buying on the open market is not an option but there are not enough shared ownership properties coming up.	
New Housing sometimes very costly for families with a single earner. They can't raise a deposit for a property they want to buy.	
While largely in agreement I object to the search for other land, eg garage areas where this would have a negative impact. The Council should provide new homes via larger complexes.	
Can the Council ensure it will not accept financial settlement instead of affordable accommodation?	
On smaller developments all developer contributions to be used to provide additional affordable accommodation.	
Provision of new affordable housing restricted to key workers is a retrograde step as for RPs this creates void periods. Better to address this through the Allocations policy.	
Unhelpful the SHMA does not differentiate between the need for "target" rent and "affordable" rent. As this is crucial in meeting housing need and overall scheme viability.	
Slough should develop a clear policy on provision of social rented/affordable rented housing as there is a direct correlation between delivering a small amount of social rented housing and more affordable rented.	
Not enough homes available at low (genuinely affordable) rents in Slough.	
May be an opportunity for Slough to attract grant on land disposals, SOAHP for non-S106 units which can deliver rent to buy units and there may be grant available for affordable rented and shared ownership and land led schemes.	
Establishment of subsidiary housing companies is a positive move but important they unlock sites that would otherwise not come forward.	
Need a proper definition of what percentage of income is "Affordable." 70%+ of market rent is o use as affordable either.	
Should be a reasonable ratio of housing costs to earnings.	
New supply generated by the Council should be at social rents levels or close to it, not at market rent.	
Rents should be benchmarked a proportion of the national minimum wage or average local earnings.	
Housing companies should be used to increase availability of social housing, not just add to those available at market rates.	
If green belt sites are to be released they should be designated for social/affordable homes.	
Council should commission more housebuilding. Small numbers proposed barely exceed Right to Buy sales.	
Infrastructure required to support new homes doesn't seem to be properly considered – schools, GPs surgeries, Parking. Planning must ensure development is sustainable in the long term.	
Important to bring empty homes and flats above shops into use.	
Saturation of new flats in former office blocks around Town Centre is not valuable new supply in addressing Slough's issues. Dormitory area around Slough station have no sense of community.	
Slough High St is dying. Slough needs housing for local families – with gardens, not more high-rise flats.	

Theme 2; Private Sector Homes	
There are units in Slough that the Borough Council has responsibility for maintaining that are in a shocking condition, eg XXXXXXXX. Will the Council undertake to repair these long-standing issues that are affecting peoples' lives and health?	
Borough-wide Registration scheme is required but only effective with enforcement, tackling the worst/rogue landlords. Appears to be limited at the moment.	
Is there a "Rogue Landlords Hotline? If so it should be publicised.	
Good communications with landlords about their responsibilities is important. More and better communication may help them understand consequences of letting to other boroughs.	
Council should establish better working relationships with local estate agents to help prevent London Boroughs renting en bloc.	
Request all semi-independent accommodation for young people register as an HMO	
How will Housing work with the private rented sector to ensure it contributes to meeting the needs of vulnerable households?	
Theme 3; Council Homes	
People who were on the housing list and taken off because they were private renting should be given new housing first. People who have lived in Slough all their lives and paid into the system should come first	
There must be extra points for families with young children in social housing. They must not be on the register more than a year	
It's wonderful that the Council is being pro-active in its housing strategy but they need to work with, not against council tenants who are having their Housing benefit restricted.	
More council rented properties as private rented properties have families in one room with shared kitchen/bathroom.	
Council housing should be expanded with a legal protection that it should never be sold.	
I was second on the housing list whilst I was private renting. Then the new housing register came in and because I was adequately housed I was not allowed to re-join the list.	
I got taken off the list after 5 years. The reason was I was in the private sector renting and I was adequately housed for my needs. Maybe but the cost of private renting is excessive.	
You can start by putting local people in the houses instead of leaving families on the list from Britwell and putting people from Langley in the houses just built in Britwell.	
Houses for people who just arrive here.	
It's not fair with the people living in Slough for decades they should get first priority.	
Council houses should only be available to those born and bred in the town and private rentals should have the amount charged capped at the same price as council owned properties.	
Give priority for council homes to people who work unless they have a disability. Stop selling social housing.	
Increase resources for investigations into fraudulent tenancies and improper Right to Buy sales.	
New build proportions are too low for social/affordable homes. Local	

people will be priced out of forced out of Slough.	
Affordable rents should be pegged to average local income. And flexible to respond to circumstances, eg losing a job. Council should not be relying on Housing benefit or Universal Credit as an income stream.	
Concierge services in larger Council blocks would make them feel safer, more secure and desirable. They are scary places at present.	
Council Estate managers are moved around too often/too quickly. No continuity of service.	
Usually takes calls to several officers to get even simple things done. No one takes responsibility for solving anything and they all relentlessly pass the buck. Service charges are hefty for not much service.	
Massive changes in national housing policy make a 30 year Business Plan meaningless. Council should have a detailed 10 year plan for Housing with longer-term sketched out for flexibility.	
How can Housing make better use of communal facilities such as lounges for the benefit of the wider community – eg to reduce social isolation.	
More joint work with Public Health overcrowding and HMOs to improve physical and mental health, educational attainment and personal safety.	
BRE report has done a good job in identifying Slough housing stock. We can use this to direct health interventions.	
Theme 4; Homelessness and Housing Need	
This is excellent as I am a volunteer working with homeless people. At last some good news on the horizon.	
The Council should restrict the number of people taken into the Borough on behalf of London councils as this eats up homes locally.	
I think the housing crisis in Slough is awful. Stop letting people come to Slough when they are homeless for temporary accommodation and for social/council houses and help house the people who have lived in Slough all their lives.	
Residency test/proof of local connection an effective tool to make supply of social/affordable homes available to meet local need.	
There are more homeless in Slough than you are saying and actions speak louder than words.	
Council should be more pro-active in block-leasing new build accommodation for its own needs – seems limited at the moment.	
Slough staff esp. housing section are poorly trained and have no respect for people. No one likes to be homeless. The way they handle cases is unprofessional.	
I'm currently sofa surfing and desperate for accommodation. I'm single. No kids. Is there an age restriction?	
Can the Council ensure that the difficulties incoming homelessness may cause will not distract it from having an effective policy to house all in need in Slough?	
There is a view the council has reduced its provision (for homeless people) eg no longer using the Foyer and relying on the charity sector. The Council still has an obligation to lead.	
Will the Council adopt a policy of meeting the very basic needs of people to have warmth from the elements during the day?	
Integrated resource to work with individuals in sustaining them within their own home.	
Consider how to include care and support needs in development of	

Homelessness Prevention Plan.	
Health/Housing joint working to address health and care needs of vulnerable homeless people placed locally.	
Theme 5; Special Housing Needs and Vulnerable Groups	
Can we be confident the Housing Strategy will protect vulnerable people including those with mental health needs and problems with drugs and alcohol? In the past they have been regarded as unsuitable tenants.	
Not enough specialist accommodation available for vulnerable people or young people.	
Stock of accommodation for care leavers is important.	
Who will run the 3 "mixed-care" facilities? Quality management is important	
Quality, modern, older peoples' housing is required. particularly to encourage older people to downsize and liberate family homes. Quality is more important than a £1,000 cheque to incentivise moving.	
Proper strategy for older peoples' housing is required. Bill for care could be reduced with more fit-for-purpose accommodation.	
Ground-floor dwellings in Council flatted blocks should be reserved for those with mobility restrictions. Too many tenants with health/mobility problems are stuck on upper floors.	
Public Health can work with Housing to target low income families in supported housing to improve resilience and mental wellbeing as well as signpost to activities and interventions that enhance quality of life.	
Explore the provision of a 'training flat' to help young people develop their independence skills, and to prepare them for full independence in their own accommodation	
Commitment to work more closely with Health/CCG	
Commitment to explore how good practice examples from the "Healthy New Towns" initiative can be incorporated into new developments in Slough	
How to lever in alternative funding resources into the development more specialist supported housing provision including ensuring government grant opportunities are fully utilised in Slough.	
Ensure new housing design factors in long term sustainability by being flexible enough to meet future needs such as Lifetimes Homes Standards	
Include statement about exploring the incorporation of "age friendly" design principles in new housing developments	
Building sufficient accommodation suitable for wheelchair users or other people with disabilities including sensory needs.	
Incorporate Housing First approach to meeting future needs rather than larger hostel type developments especially for single homeless, people with mental health problems and vulnerable young people.	
Commitment to join up information and advice/housing options/prevention advice as effectively as possible to ensure peoples wider needs are met	
A statement on how housing will work in partnership/ integrate into the health/care and support offer	
Ways to ensure intelligence on all housing needs is fed into the JSNA to make future commissioning more effective.	

How the DFG can be the vehicle for better integrated working between housing/health and Care and ensure adaptations maintain people in their accommodation for longer.	
Statement of how housing can contribute to avoiding delays in hospital discharges.	
Develop improved information sharing agreement between ASC and Housing Services to help improve outcomes for at risk clients.	
It is essential to hold a longer term view on how to address the housing needs of older people for suitable housing; to emphasise “rightsizing” rather than “downsizing”, to create self-supporting communities rather than building houses, to focus on care and repair services and finally to ensure that all new homes are built to enable occupiers to age in place.	
A different “design logic” than in conventional senior housing is required, but offer the opportunity for a more meaningful housing offer, that is future-proof.	
Public Health can work with Housing and planning to ensure that the new housing stock is planned with this in mind.	
Older People in Private Rented Accommodation In the longer term, homeownership is likely to decline for future generations as the private rented sector continues to expand. Increasing numbers of older people find and will find themselves living in rented property.	
Proactive identification by environmental health of properties in a bad state of disrepair to protect older vulnerable tenants especially where it represents a health hazard	
Improve accessibility and heating standards, and offer better protection from bad landlords.	
Ensure private tenants have better access to DFGs and other forms of assistance that support independent living.	
Encourage institutional investors and housing associations to deliver higher quality private rented housing that is suitable for older people in terms of flexible tenancies, accessibility, regular maintenance, location and cost.	
Continue to support older tenants to find suitable alternative accommodation where their home has become unsuitable or a danger to their health and well-being.	
Work with partners to improve information and advice to vulnerable older people who are experiencing problems.	
Special attention should be given to regulated older tenants who are vulnerable to harassment and illegal eviction or who struggle to get repairs carried out. Public Health Yes- with a future commitment to produce a joined-up Older persons Strategy to address these wider issues.	

Slough Borough Council

Housing Strategy 2016 to 2021

March 2017

Foreword

I am delighted to introduce the new Housing Strategy for Slough.

We have ambitious plans for the success and growth of our borough over the next 20 years. We want Slough to be a place where people work, rest, play and stay. We understand that supporting economic growth means providing a full range of housing opportunities in good quality homes that our residents can afford.

This Housing Strategy is an important building block of our future, alongside our new Local Plan which is currently in development. This Strategy covers the next five years but we are also looking further ahead, so that in 20 years time we have a range of housing and support services and the right infrastructure that matches the ambition and needs of our residents.

The population of Slough and the number of people living here will grow dramatically over the next 20 years. We need to provide housing both for people who are already here and for those residents who will come as a result of infrastructure developments such as Crossrail. This means providing a balance of housing to rent and to buy, but with a particular emphasis on homes that are affordable for local people.

A good and secure home is central to the quality of life. It affects physical and mental health, job prospects, educational attainment and the ability for our residents to prosper. So although most residents in the Borough are well-housed, that is why we need to tackle the known problem areas:

- One household in four in Slough rents their home from a private landlord. Most landlords provide a good and valuable service. But we need to address the minority of landlords who are exposing their tenants to poor housing conditions and ill health.
- We have a growing homelessness problem, some of it exported from London. It is vital for the sake of the families concerned that we work harder to prevent homelessness occurring in the first place.
- We need to do more to meet the needs of people in our communities who have specific housing needs, such as care leavers or older people needing extra care.

We have a vital and valuable resource in the 6,000 rented homes that the Council owns and we need to make sure that we nurture and improve those homes for the benefit of existing residents and those that are to come. We are committed to doing this despite the changes that are currently being imposed by the Government. This means developing a clear vision for what our homes and neighbourhoods will look like in the longer term.

This Housing Strategy commits the Council to pro-actively promoting the development of new homes, including delivering or facilitating the provision of at least 200 new homes each year. However, the success of the Strategy will depend also on the activities of others, including private developers, statutory agencies, the voluntary sector, housing associations, and our regeneration partner Slough Urban Renewal and residents themselves.

The council will continue to work hard with its many partners to deliver all the action plans within our Housing Strategy and I look forward to seeing them delivered over the coming months and years.

photo

***Councillor Zaffar Ajaib, Cabinet Member for Housing and Urban Renewal
Slough Borough Council***

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Executive Summary

The Housing Strategy is an important element of the Council's plans to build a town where people want to work, rest, play and stay. It covers a five year period but we are also looking to the longer term, so that in 20 years time we have a range of housing and support services that match the ambition and needs of our residents. The Strategy is presented under 5 themes.

Theme 1: New Housing Supply

- The population of the Borough is expected to grow rapidly over the next 20 years **by at least 15%** to 169,611 in 2036. When added to the existing demand for homes this means Slough needs to provide around 20,000 new homes by 2036.
- Rising house prices and private sector rents at over 40% in the last two years mean that many residents cannot afford accommodation at market rates in the borough.
- The Government's Strategic Housing Market Assessment (SHMA) has identified the need for Slough to provide 927 new homes each year up to 2036. The Council will seek to achieve this ambitious target, but this depends on there being enough land and sites available for development in the Borough.
- Whilst many of the new homes will be built by private developers and other agencies, the Council itself will be very pro-active in bringing forward sites for development. This Strategy commits the Council to delivering or facilitating an average of at least 200 new homes each year over the life of this Strategy and beyond.
- A balance of new homes to rent and to own is required but a particular priority will be the provision of a range of affordable housing for people who cannot accommodate themselves in the market. This will include homes for key workers.
- Our new Subsidiary Housing Companies named Herschel Homes and James Elliman Homes will assist us in increasing housing supply. James Elliman Homes will also provide more housing options for vulnerable groups such as care leavers

Theme 2: Private Sector Housing

- At least one Slough household in four rents their home from a private landlord and the proportion is growing.
- We understand that most landlords provide a good service and standard of accommodation.
- However, national statistics show that the worst housing conditions are found in the private rented sector. Rogue landlords provide poor and unhealthy accommodation.
- The Council intends to actively support good landlords but will vigorously use its legal powers, including prosecution to make rogue landlords comply with their obligations. It will investigate a new registration scheme for private landlords and implement the expansion of mandatory HMO licensing.
- The Council will actively use its powers to bring empty properties back into use.
- Our two new Subsidiary Housing Companies will act as exemplar private landlords in the Borough and provide alternative housing options for homeless and vulnerable households and others on modest incomes to access homes in the private sector.

Theme 3: Council Homes

- The Council owns over 7,000 tenanted and leasehold homes. This housing stock is the Council's most valuable physical asset and plays an increasingly significant role in the borough in providing accommodation for people on low or modest incomes and those with vulnerabilities.
- Major investment plans are in place which will mean a £100 million spend on improving and maintain existing homes over the next 7 years and the building of at least 190 new Council homes.

- Service improvements are planned through a new Repairs, Maintenance and Investment contract due to start in 2017 and wider engagement with our residents.
- The financing of council housing is in a period of uncertainty, largely because of changes introduced by the Government. One of these is the forced reduction in rents over the 4 year period from 2016/17, which has removed substantial income from the Housing Revenue Account (HRA.) A major review of the HRA Business Plan has taken place because of these factors, though our previous prudent assumptions appear robust.
- In collaboration with residents the Council will undertake a major Options Appraisal to look at the future of the Council's homes over the next 20 years.

Theme 4: Homelessness and Housing Need

- Homelessness is increasing. More people are being accepted as homeless and the number of families in temporary accommodation aside from Bed and Breakfast accommodation is rising very sharply.
- Rough sleeping is an emergent issue that may be on the rise and a new collaborative approach and service delivery is required.
- The increase in homelessness is mainly due to rising prices in the private sector where local people are being priced out of their accommodation and static or reducing levels of welfare benefits which makes rents unaffordable for many.
- The problem is being exacerbated in Slough by homeless families moving from London, mostly placed here by London Boroughs. Often this is without adequate notification to services in Slough and this can lead to vulnerable people not fully accessing services and increasing demand on local resources.
- The Council will develop a Preventing Homelessness Strategy in partnership with the voluntary sector and other agencies.
- We have ended the use of Bed and Breakfast for families with children in the last 6 months and are committed to not use it going forward.
- The Scheme of Allocation for social housing will be reviewed to look at the priority homeless people and vulnerable groups receive;
- Our subsidiary housing company James Elliman Homes will acquire new accommodation to alleviate pressure on temporary accommodation.
- The Council will work with Adult Social Care and other relevant agencies to monitor and address the health and care needs of vulnerable homeless people placed in Slough.

Theme 5: Special Housing Needs and Vulnerable Groups

- Population projections show that the number of people in Slough aged over 65 will grow by 40% in the next 10 years. The number over 85 will grow even more sharply.
- The number of people with long-term health problems or a disability will also increase. There is a clear link between poor housing conditions and poor health.
- Although there is already a range of specialist accommodation available significantly more will be required to meet the growing demand. A greater range of options is also required, including for people who are currently owner-occupiers.
- The Council will develop a long-term strategy for older persons housing in the Borough.
- Joint working between Housing and Adult Social Care will deliver up to 3 new mixed use extra care schemes in the borough and other forms of supported accommodation.
- Our new Subsidiary Housing Company James Elliman Homes will be used to look at opportunities for specialist and alternative accommodation to be delivered locally and more cost-effectively for a range of vulnerable groups.
- There will be an adequate supply of suitable accommodation for care leavers.

Introduction

Improving Housing quality and standards is a key component of the Council's ambition to make Slough a place to work, rest, play and stay over the next 20 years. In order to meet the needs of existing residents and to support the increase in population and jobs alongside the economic growth that will accompany it, we need to provide a broad and balanced range of new accommodation to own and to rent. We also need to improve the quality of existing housing.

Housing forms one of the major outcomes for the Borough in the Council's new 5 Year Plan 2017-2021. Outcome 4 reads: "Our residents will have access to good quality homes"

This Housing Strategy will help to deliver this outcome as well as the broader objectives of the overarching Slough Joint Wellbeing Strategy to support and sustain our diverse communities. It draws together the key housing issues in the Borough into one document and summarises the Council's approach to addressing them. It has been prepared in parallel with the development of the Local Plan which will set out the planning and spatial framework to deliver the necessary infrastructure for the Borough in the period up to 2036.

Our plans are ambitious, both for the Borough and for the provision of housing. We want to welcome the growth that is coming and harness it to fashion a high quality and successful environment where people want to stay and have access to good quality accommodation that they can afford.

We recognise that success will involve many different organisations and agencies. Residents, private developers, statutory agencies, housing associations and the voluntary sector all have an important part to play. The Council cannot by itself meet the significant housing challenges facing the Borough. We hope that this Strategy will form the framework against which our partners can join together to improve housing opportunities for all the residents of the Borough.

Structure of the Strategy

The document is structured into five key themes:

- **Theme 1: New Housing Supply** - *Ensuring the right supply and mix of new homes and increasing affordable housing through the efficient use of land and capital resources.*
- **Theme 2: Private Sector Housing** - *Ensuring that the private housing sector provides sufficient good quality market housing through support for landlords and tenants and, where necessary, robust quality control and regulation.*
- **Theme 3: Council Homes** - *Ensuring council homes are managed and maintained to a high standard and the Council builds new homes for Slough residents.*
- **Theme 4: Homelessness and Housing Need** - *Reducing homelessness and rough sleeping through effective prevention work.*
- **Theme 5: Special Housing Needs and Vulnerable Groups** - *Ensuring that specialist accommodation is available for vulnerable people and those with special housing needs, for example, young people, older people and people, people with disabilities.*

The Action Plans from each of the themes are brought together at the end of the document in a format which will be used to monitor the strategy over the next few years.

Theme 1 : New Housing Supply

Ensuring the right supply and mix of new homes and increasing affordable housing through the efficient use of land and capital resources.

Evidence Base - Key Points

- Slough has 54,123 homes accommodating 149,400 people with a predicted growth of a further 18,000 people over the next 20 years.
- Housing supply: 52% of households own their own home/have a mortgage; 28% are private rented, 20% are socially rented homes (council and housing association homes);
- Slough has high levels of overcrowding compared to neighbouring areas;
- House Prices average £365,908 (Zoopla, February 2017), with one of the highest rates of increase in the country over the previous two years;
- Affordability; the ratio between average house prices and average income levels is now 13:1.
- The Strategic Housing Market Assessment (SHMA) indicates a requirement for 927 new homes per year over the next 20 years.
- Pressure on housing supply is indicated by the growth of homeless households in temporary accommodation which has almost doubled to over 300 in the 2 years to January 2017;
- Housing services are under increasing pressure from households moving from London, including homeless households placed in Slough by London Boroughs;
- Land supply is a key constraint for building new homes in Slough.
- Low development viability on brownfield sites has traditionally restricted the capacity to provide affordable housing and contributions to community infrastructure. We intend to address this requirement through the new Local Plan and we expect green field sites to deliver a substantial amount of affordable housing.

1.1. This chapter describes the overall position on housing and housing need in Slough and sets out the current information on the need for new homes. It also outlines the pro-active role the Council itself intends to play in ensuring the delivery of new homes for residents.

Our Objectives

1.2. In setting out our Strategy on the supply of new homes we have a number of objectives;

- To provide homes that will support economic growth and enable residents to build their lives and careers by staying in Slough;
- To meet the new build requirements set out in the SHMA
- To provide a balance of new housing to own and to rent to cater for the requirements of all income groups;
- To provide affordable housing for the range of income groups who need it;
- To facilitate opportunities for households to move to different types of housing for people at all stages in their life and as their circumstances change;
- To make the best use of resources in providing new housing;
- To provide for new homes for special needs groups and vulnerable people within the community;

- To ensure that new homes are of high quality and make a contribution to the quality of life in Slough.

Background

Population and Housing in Slough

1.3. Slough has the most diverse population in Berkshire, which had already grown by 18% between 2001 and 2013. Slough had an estimated population of 147,821 in 2016 and the population is currently estimated at 149,400. The population is projected to be around 169,611 by 2036. During the lifetime of this 5 year strategy the population is expected to grow by 6,900 (ONS). Overall it is anticipated there will be an increase of around 20,000 households between 2016 and 2036.

1.4. It is anticipated that these increases will be accompanied by an increase in the workforce by at least 15,000 (ONS). Currently around 39,000 people commute into Slough mainly for high skilled jobs and a similar number commute out mainly for lower skilled work out of a working population of around 80,000 people (ONS 2015 business register and employment survey)

1.5. In keeping with the Local Plan, this strategy recognises the importance of increasing the skills of the local population to maintain Slough as a major employment hub and the links between its economic regeneration and having a suitable supply of quality housing to keep and attract skilled workers to the Borough.

1.6. A particular characteristic of households in Slough is the very high level of overcrowding. In the 2011 Census 21% of households were living in overcrowded conditions compared to just 8.5% for England as a whole. This figure represented a growing increase in overcrowding in Slough since 2001. Allied to this is the very high level of "concealed" households; that is, households living within other households (often with relatives) and yet to form. The number of such households has doubled since 2001 and is now the 3rd highest in the whole country. Slough also has a relatively high proportion of larger families, with 15% of households containing five or more people. The majority of overcrowded families live in the private rented sector.

1.7. Our recent surveys indicate that currently 52% of households in Slough own their own home; 28% rent their homes from private landlords, and 20% are social housing tenants (renting from the Council or housing associations). These proportions have changed sharply since 2001, with a reduction in the proportion of households owning their own homes and a significant increase in those housed in the private rented sector.

1.8. Housing in Slough is rapidly becoming more expensive. In August 2016, average house prices reached £304,000 with an affordability ratio of 11:1 (Zoopla). By February 2017 the average house price had risen again to £365,908 with an increased affordability ratio of 13:1 (Zoopla). It is clear that Slough continues to experience some of the most rapid price increases in the country, which means homes for sale and private sector rents are becoming more difficult for local people to afford.

1.9. This brief outline of the housing situation in Slough points to a future in which the Borough is looking forward to rapid growth in the population and the workforce, to add to existing pressures on the housing market. The very high levels of overcrowding and the rapid rise in house prices and rents suggest both that substantially more homes are required over the period of this Strategy and beyond, and that the "affordability" of these homes will be a major consideration and challenge for our residents going forward.

The Strategic Housing Market Assessment

1.10. The Borough has the benefit of a major new assessment of the need for new homes, published early in 2016. The Strategic Housing Market Assessment (SHMA) is a detailed study of the Housing situation in Slough (and neighbouring authorities), drawing on information about current housing requirements and future need arising from population and economic growth.

1.11. Slough is set within a wider "Housing Market Area" which also includes the Royal Borough of Windsor and Maidenhead and South Buckinghamshire. The SHMA identifies the "objectively assessed need" to provide 927 new homes year on year in Slough over the period 2016 to 2036. This is higher than the Council's current annual target of 550 homes and higher than either of the other two local authority areas within the Housing Market Area.

1.12. As part of its detailed analysis, the SHMA also made recommendations for the size of dwellings to be provided, to be used as a guide on individual developments. It follows that the majority of new homes required are family sized 2 and 3 bed houses or flats.

1.13. The Council accepts the analysis of the SHMA (subject to the analysis of housing need below) and the need for the provision of new homes on the scale proposed. This is consistent with its long term vision for the economic growth of Slough and with its ambition to provide an adequate supply of high quality accommodation for people who want to live and stay in the Borough.

1.14. This Strategy commits the Council to maximising the supply of new homes as far as development is sustainable and consistent with the other objectives of the new 5 Year Plan.

Other Measures of Housing Need

1.15. The urgency of the need to provide additional housing at the recommended scale is amplified by consideration of local pressures that we believe are not fully taken account of in the SHMA. The SHMA is concerned in particular with longer-term economic and population trends, using nationally available, but inevitably broad-brush data sources. The Council itself has access to numerous other data sources which reflect the rapidly increasing day to day pressures experienced by residents of the Borough.

The Housing Register

1.16. One such source is the Housing Register. From January 2014 the Council restricted access to its Housing Register in order to reflect the limited availability of social housing and the fact that many people then on the Register had no realistic prospect of receiving an offer of social housing. Prior to that, around 8,000 households had expressed a wish to be considered for an offer of social housing in the Borough. Of these, 43% required 1 bedroom; 31% required 2 bedrooms, 20% required 3 bedrooms and 5% needed 4 bedrooms or more. Since 2014, the Register has been reduced to a figure of around 2,500 households. Even so, the shortage of affordable accommodation still means a long wait for applicants. In 2015/16, households had waited an average of 2.65 years for a 1 bedroom home, 3.9 years for a 3 bedroom home and over 5 years for a home of 4 bedrooms or more.

Homelessness

1.17. A further key issue is homelessness. The Council has statutory responsibilities to provide accommodation for homeless households. Frequently, this is temporary accommodation, often in accommodation owned by private landlords. As families on low or modest incomes find it increasingly difficult to accommodate themselves in the private rented sector as a result of rising rents, static wage rises, and falling levels of benefits. These economic pressures increasingly emerge as homelessness.

1.18. The use of temporary accommodation is therefore a sensitive “bellweather” of the pressure being felt in the local housing market by households on lower or modest incomes.

1.19. In Slough, the use of temporary accommodation is rising rapidly. At 31 March 2015, the Council had 156 households in temporary accommodation. A year later this had risen to 225. By September 2016 the total in temporary accommodation stood at over 300 households. At this rate of change, the position in Slough will soon be approaching that of a typical London Borough. Each year, the Department for Communities and Local Government publishes data on the level of homelessness acceptances in each local authority area, expressed as a proportion of the population. For 2015/16, the rate for Slough was 4.43 per 1,000 of the population, higher than the 3.04 for the London Borough of Hillingdon and only slightly behind the Hounslow figure of 5.52.

1.20. However, this expresses only a part of the current pressures on the Borough. Published statistics refer to the **placing authority**, not where they are placed. In reality, the pressure on the housing market in Slough is being made considerably worse by movement outwards from London and from other neighbouring authorities in Berkshire and Buckinghamshire. Most of this is however caused by the placement by London Boroughs and other authorities of homeless households in temporary accommodation **in** Slough. Some of the issues arising from this for the households concerned are discussed further under Theme 4: Homelessness and Housing Need.

1.21. Councils placing outside their area are required to notify the receiving authority of the placement. Over the last 3 years Slough has been notified of some 450 placements into the Borough by 28 different authorities. These include all the other Berkshire authorities, South Bucks and 11 different London Boroughs. It is believed that the true level of placements is far higher than this and that in reality not all placements are notified. It is believed this figure excludes some instances where other authorities have purchased properties in Slough, have used accommodation on nightly-rates or where they have discharged their homelessness duty into the private sector. Our officers believe that it is likely that the total number of placements into Slough over this period is at least a 1,000 households or around 335 per year.

Key Workers

1.22. The Council is aware that there are some vital services, for example in education, which are being hampered in their recruitment of key staff because of the difficulty of securing suitable and affordable accommodation. It is often the case that while such staff may not be able to afford to buy a home or to pay market rents, they are also excluded from the usual routes into affordable housing and in particular social housing. There is a very limited stock of accommodation for this group of workers, who may be able to afford rents which are higher than social housing rents but who cannot afford accommodation in the market. The Council wants to try and address this through the work of this strategy. This could be via new models of provision, which are being considered by the new Subsidiary Housing Companies, or provided through a smaller proportion of new affordable homes specifically for this group.

Heathrow Expansion

1.23. The Government has recently announced its intentions on the expansion of Heathrow. This is welcomed by the Council particularly for the benefits of new jobs and will become an increasingly significant factor pointing to an increased requirement for more new homes in the Borough.

1.24. The Council believes that these special and live pressures on the housing market in Slough will not fully have been taken into account in the SHMA and that they amplify the need for additional accommodation at the recommended level.

Affordable Housing

1.25. Market housing in Slough, both to rent and to buy is becoming more expensive. There has been a 40% increase in average house prices over the last 3 years with a 20% increase in the last 12 months alone. As noted above, the ratios between prices and incomes are widening rapidly and it is becoming more difficult for households on even average incomes to find accommodation in the market. This position is unlikely to ease during the lifetime of this strategy.

1.26. Housing demand is set to increase further with the expansion of Heathrow, the regeneration of the Town Centre, the introduction of Crossrail offering reduced commuter journey times into central London and the promise of future fast rail links with Birmingham and the North with HS2. Substantial numbers of new homes are already planned as part of Slough's regeneration, but demand for new housing will also continue to increase due to the growth in employment opportunities and population in the borough. It is therefore important that other opportunities for housing development are identified and existing housing committed housing sites are encouraged to come forward for delivery, especially during the next five years.

1.27. While it will be important to achieve a balance in the new housing which is provided the Council sees it as a high priority to provide sufficient affordable housing to allow people to establish themselves and to stay in Slough even if they cannot afford market accommodation. The information earlier in the chapter points to the wide-ranging evidence that significantly more affordable housing is required. The Local Plan sets a target that 40% of all dwellings in all very large housing developments built in Slough should be "affordable" to help meet local housing need. The ability to deliver this through planning applications has been hampered by low development values and viability. The review of the local plan will need to reassess the viability of the local plan requirements as part of an examination of the deliverability and soundness of the plan.

1.28. Over the last few years the term "affordable" has been used in variety of different ways as illustrated below.

The SHMA and Affordable Housing

1.29. The SHMA itself includes a considerable amount of material on the need for additional affordable housing. It uses the National Planning Policy Framework (NPPF) definition that affordable housing is "social rented", "affordable rented" or "intermediate" housing provided to eligible households whose needs are not met by the market. "Intermediate" housing is taken to include shared ownership and rented housing provided to households who can afford to pay between 80% of market rates and the full market rate. "Social rented" homes are provided by Local Authorities or Housing Associations at or below "Target" rents. "Affordable rented" housing provided by Housing Associations or local councils at rents between Target rents and a figure which is 80% of the market value. In other words, the SHMA discusses affordable housing as accommodation available to a wide range of income groups whose common factor is that they cannot afford to house themselves in the market.

1.30. The SHMA report also makes some general assessments on the annual household income required to purchase or rent in Slough without additional subsidy. For purchase in the lowest quartile of the market the figure is £50,000 (this assessment is before the sharp rises in house prices in the year to August 2016.) For rental the equivalent figures are; lower quartile private rent, £23,100; affordable rent, £18,500; lower quartile social rent, £15,000. Across the study area as a whole, one fifth of households had an income of below £20,000 per year and a further one third of between £20,000 and £40,000.

1.31. By making assumptions about what proportion of their income households could be expected to spend on their accommodation the SHMA is able to make a broad assessment of the scale of how many of the households requiring accommodation in Slough over the period to 2036 would need “affordable” housing to this definition. Looking at the likely demand and comparing this with the supply of existing affordable housing over that period the SHMA quotes a net requirement of 671 affordable homes per year. It emphasizes that this cannot be compared directly with the overall requirement of 927 units per year because it has been derived through a different method.

1.32. Equally the SHMA suggests that this cannot be directly applied as a target and that it needs to be balanced with a range of other issues, not least whether it is practicable and viable to provide affordable homes on this scale. Nevertheless, it is a useful marker for the fact that a significant proportion of households looking to build their lives in Slough will be unable to do so with out some intervention that brings their housing costs below market levels.

1.33. The SHMA also make some broad recommendations about the type of affordable housing to be provided. It suggests that approximately 20-25% of the need for affordable housing could be met by “intermediate” rent homes that are between 80% of market rent and full market rent. The remainder would be met by rented housing at 80% of market levels or below. It does not make recommendations about the appropriate split between “social rent” and “affordable rent” due to the complexity of the relationship between the two, the changing nature of the funding arrangements and the role of the availability of Housing Benefit to support rent payments by households on low incomes.

Starter Homes and Intermediate Housing

1.34 In addition to revised funding arrangements for affordable housing in recent years the Government has introduced the concept of Starter Homes. The original proposal for the provision of 20% of new homes on each new development to be “starter homes” for sale has now been modified by government in their White Paper (February 2017) and a range of affordable and intermediate rent products such as rent to buy, traditional shared ownership, and discounted market renting (Build to Rent) schemes are being developed. These homes will count towards the affordable housing contribution on larger developments and the market discount will need to come from the same pot of developer contributions that is used for other affordable housing and infrastructure needed to address development.

1.35. These affordable housing products may in future be the route through which the assessment within the SHMA of the need for homes at between 80% and full market levels will be met. They may also become the primary route into home-ownership for households aspiring to own their own home for the first time. The Council will need to take account of the potential contribution of these Intermediate products as they develop.

The Council’s Approach

1.36. The Council wishes to support the future growth and development of the town through the provision of a balance of new housing which allows residents to build their lives and stay in the town and which also provides opportunities to move on to a range of other accommodation as their careers and circumstances develop and change. This means planning for a range of high quality affordable housing as well meeting the needs of those who will look to the private market for their accommodation.

1.37. The Council is determined to maximise the provision of affordable housing. This will come from a mixture of Council land and initiatives combined with private developments via the planning system. Primarily, new affordable homes will be to rent, although the Council is now looking for a wider range of opportunities to facilitate low cost home-ownership and a range of affordable rent products to meet the aspirations of local residents to remain in the

Borough and have greater access to lower cost home-ownership and secure rented accommodation. This may be helped by the growing range of Intermediate housing products as outlined in the new White Paper. These include Build to Rent, Rent to Buy, Shared Ownership and Starter Homes.

1.38. In thinking about the cost of affordable rented homes there are a number of considerations;

- First, the viability of individual schemes in an era where there is no longer national subsidy available for affordable rented housing. Depending on the site, the provision of affordable housing will be easier in some places than in others. There will often be a trade-off to be made between the number of affordable units which can be achieved and the level of rents. Viability may also vary between parts of the Borough. Accommodation at lower rent levels may be more viable on greenfield sites than on Town Centre or complex brownfield sites. As stated, we expect green field sites to deliver a substantial amount of affordable housing and ;
- Second, many of the households seeking accommodation are on low incomes and cannot afford rents even at “affordable rent” levels without subsidy;
- Third, however, the SHMA has shown that amongst the households which would be looking to access affordable rented housing there is a wide spread of incomes, including families who could afford to pay rents up to 80% of market rates’ but who cannot afford to house themselves in the market. These households commonly do not have access to council or housing association accommodation through traditional routes and there is a very limited stock of accommodation in the Borough available to this group. In this sense they are caught between their inability to access the market and the limited likelihood of ever accessing social rented housing.

1.39. Balancing these factors together the Council will therefore promote affordable rented housing at a range of rents, from traditional social housing rents to rents that are within the reach of households on middle incomes. However, it would not normally wish to see new affordable rented housing provided at rents above the Local Housing Allowance levels which are accessible to people claiming Housing Benefit. This is currently around 60-70% of market levels for most sizes of property.

1.40. As part of the delivery of this Strategy the Council will develop a new policy on Affordable Housing. On rented homes, this will develop the ideas already promoted in London, Manchester and elsewhere to encompass a range of rents. This new policy will introduce a *Slough Living Rent* based on average local incomes. This will sit alongside a *Slough Affordable Rent*, akin to existing Target rents in social housing. We will also expand the Council’s existing affordable housing policies to encompass the developing models of Intermediate housing and apply them to the local situation in Slough.

Delivery of New Homes

Performance in Recent Years

1.41. The task in delivering new homes on the scale envisaged by the SHMA is challenging. However, performance in recent years demonstrates that this may be achievable. In 2015/16, across all housing tenures, 789 new homes were completed, well in excess of the Local Plan target of 550. This followed a total of 507 in 2014/15. The great majority of delivery in these years was on large sites.

Projected Future Delivery

1.42. The Slough Housing Trajectory estimates the number of homes likely to be completed over the period to 2036. Over the next 5 years, to 2020/21, the availability of known large sites means that delivery is likely to average between 700 and 750 homes per year. In the 3

years beyond that the combination of known large sites and other "core options" shows the prospect of reaching the SHMA target of 927 homes per year, taking account of how long it may in reality take to build our strategic sites. In the years after that, i.e. from 2024/25 onwards, the scarcity of sites in Slough appears to make the prospect of meeting the SHMA target difficult or impossible within the boundaries of the Borough.

Support for Private Sector Delivery

1.43. The Council recognises that the majority of new homes provided in the Borough will be built by private sector developers. We will support the development process through the Planning service via the provision of timely guidance about the preferred mix and tenure of homes on individual developments. This will include the required contribution of affordable housing products from private sector developers as this is where we expect the majority of new affordable housing development to come from. Where appropriate, we will support private sector development through assistance via site assembly and asset management, especially where the Council has neighbouring or ancillary assets that can be used to facilitate development. This will particularly be the case where active asset management can achieve wider regeneration benefits for Slough over and above the provision of new homes. Where possible, the Council will look to use its Subsidiary Housing Companies (see below) to support and encourage private sector development of new homes.

A Leading and Pro-Active Role for the Council

1.44. The Council has already recognised that in order to achieve the delivery of the new homes required for the people of Slough now and in the future, it will itself need to act as the leading player and catalyst for development. It will not be sufficient to rely on the private sector to deliver the homes required. It is already aggressively promoting and achieving the delivery of new homes through a variety of mechanisms. It is a commitment of this Housing Strategy that the Council will directly facilitate the delivery of an average of 200 new homes per year during the life of this strategy and the Local Plan. This will be through a combination of direct delivery and provision by partners on behalf of the Council. These homes will be of a range of tenures but with the main emphasis on affordable housing.

Development on Council-Owned Land - General Fund Sites

1.45. The Council is already directly using surplus General Fund land for the provision of new homes;

- At Ledgers Road, Chalvey, the handover of 73 new homes began in the Autumn of 2016. 23 of these will be passed as social rented housing to the Council's Housing Revenue Account, while the remainder are for market sale to local people who currently live in the SL1,2, and 3 postcode areas and excluding buy to let landlords;
- A further scheme of 103 homes at Wexham Nurseries will provide 33 homes for the Council's affordable rented stock and 70 homes for sale also restricted to local people on the same basis to ensure that the Council's new housing supply is for local people in line with our 5 Year Plan.

Council Land - Housing Revenue Account Sites

1.46. The Council intends to maximize the development potential on its own land held within the Housing Revenue Account (HRA) A new Business Plan for the HRA was agreed by the Council's Cabinet in October 2016 which outlines;

- A programme of 190 new council homes will be delivered in the years up to 2019/20 on existing identified sites, using a combination of retained Right to Buy receipts, S106 contributions and council funding;
- The Council is looking for further sites, such as under-used garages to allow for an increase in the scale of the programme;

- The Council is looking actively at the scope for wider estate renewal. This follows successful regeneration schemes at Common Road Langley and at Britwell. The overall aim would be to increase the amount and quality of residential accommodation, improve the overall quality of the environment and ensure there is an appropriate mix of house types and tenures.
- The next major scheme will be at the Tower and Ashbourne House tower blocks, which are already being decanted prior to demolition, a total of 120 flats. An appraisal of the site is currently being carried out to determine the best mix for the future development while maximising the number of replacement units.

1.47. The new HRA Business Plan also commits the Council to undertake a fundamental Option Appraisal of its housing stock, for completion by December 2017. This will help determine the future of existing homes and estates over the next 15 to 20 years and look at how overall quality can be improved while maximizing the overall potential of HRA land. It is estimated that over the 15 years from 2016 a net gain of approximately 1,000 housing units can be achieved on HRA land.

Joint Venture Delivery; Slough Urban Renewal

1.48. The Council is confident it can deliver its ambitious programme for the delivery of new homes. We have established Slough Urban Renewal (SUR), a joint venture with Morgan Sindall (MSIL) which has already proven successful in developing new homes for both sale and rent. The sites at Ledgers Road and Wexham are current examples. SUR is also delivering a range of community projects, including vitally-needed extensions to schools. The Council sees SUR as a key vehicle in enabling it to deliver new homes in the next few years, through a variety of means.

1.49. For example, it has been a long-term ambition of the Council to create a high-quality, mixed-use residential scheme at the end of the Slough Arm of the Grand Union 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. In October 2016 the Council's Cabinet agreed to grant an option to SUR to redevelop Slough Basin in partnership with Waterside Places, the joint venture entered into by the Canal and Rivers Trust. This will provide 240 new homes.

Site Assembly and Pro-Active Asset Management

1.50. Slough Basin is an example of where the Council has used its strategic role to promote the assembly of sites and actively used the leverage of its own assets to help deliver development and regeneration. The Council is working on this basis on other sites in the Borough and will continue to do so in order to deliver the development of the new homes required either directly, via SUR or by the private sector.

Strategic Acquisition

1.51. The Council has already developed the capacity for the strategic acquisition of sites. Given the land constraints already referenced in the Housing Trajectory it will actively look for opportunities for acquisition, either directly or via SUR, in order to assist in the delivery of sites identified in the local plan.. It will do so in particular to increase the delivery of affordable housing.

One Public Estate

1.52. Combined with our assertive asset management approach we have a shared ambition with our public sector partners to make efficient and productive use of our joint estates and to see land and property as an enabler for growth and service transformation. We will be pooling data on asset holdings and developing joint plans with our partners. One current example is at Upton Hospital, where there is the potential to release surplus land and

buildings which can be reused for housing and new enterprise, boosting local jobs, growth and house building in the longer term.

Horizon Scanning for Large Sites

1.53. We will co-ordinate the work of this Strategy with that on the emerging Local Plan to look to identify large sites which are suitable for the provision of significant numbers of homes in the medium and long term. One such example are the Akzo-Nobel (ICI) and National Grid (gas works) sites which potentially have the capacity for up to 1,400 new homes.

Subsidiary Housing Companies

1.54. The Council has established two wholly-owned Subsidiary Housing Companies – Herschel Homes and James Elliman Homes. Two companies were required in order to allow for intervention in different areas of the market.

The companies are in the business of acquiring existing or newly-built homes. They can contribute to the provision of homes in a number of ways;

- Providing a potential buyer for new developments, for example at sites such as Slough Basin or those to be developed by private developers;
- Bringing empty properties back into use;
- Using existing accommodation to provide more affordable housing;
- Providing specialist accommodation for particular groups, for example care leavers or key workers.

Compulsory Purchase

1.55. Elsewhere in this Strategy we set out the Council's determination to pro-actively intervene to improve standards in the private rented sector. This will include the use of compulsory purchase powers to increase the supply of homes by bringing long-term empty properties back into use. As an example, the Council's Cabinet in November 2016 approved a proposal to issue CPOs on 7 long-term void properties in the Borough and this action is already proving effective and has set the direction of travel for the delivery of this strategy.

LAPP (Local Authority Partnership Purchase Scheme)

1.56. The Council has introduced the LAPP scheme. This is a modern shared ownership scheme to help local people buy a home in the borough. It is aimed at buyers who can afford mortgage repayments, but who cannot afford to buy a property outright, or who may not have the large deposit often required. The scheme is available on properties for sale up to the value of £400,000 and within the Slough postcode area.

LAPP helps people to buy up to 70% share of a home by obtaining up to a 90% loan to value mortgage on their share. Slough Borough Council will buy the remaining 30%. The buyer will then pay rent to the council for this share of the property. It is hoped that the scheme can eventually be expanded to help 100 Slough households into home-ownership.

Partnership with Housing Associations

1.57. The Council recognises that Housing Associations already make an important contribution towards Housing in the Borough and in particular the provision of social housing. 7% of households in Slough rent their homes from Registered Providers (Housing Associations.) We also recognize that Associations have the potential and the capacity to deliver new homes that the Borough requires, including affordable housing, but that this potential is not currently being fully exploited. We therefore intend to re-invigorate the partnership arrangements with local Housing Associations both to encourage the development of new affordable homes and to involve them more fully in programmes to improve the quality of life in the borough.

Provision for special needs groups

1.58. The Council is committed to improving housing options for vulnerable groups ensuring availability within local communities particularly for young people including care leavers, older people and people with disabilities as required. The Council will be working with its various health and other partners to develop new and relevant accommodation options where there is an identified need. It is a specific commitment of this Housing Strategy to facilitate the provision of more extra care units alongside the development programme to maximise the delivery of new homes.

The Local Plan and Land Constraints

1.59. This chapter has demonstrated that the Council has adopted a vigorous and interventionist approach in seeking the delivery of new homes to own and to rent. It accepts the high level of housing need and will actively seek to meet the new homes target set out in the SHMA. This is to ensure that existing and future residents of Slough have access to good quality homes appropriate to their needs. The Council will maximise the use of its own land and actively acquire sites, either directly or through other delivery vehicles, in order to increase the level and rate of completions. It will work positively through the planning process to encourage well designed developments that enhance the built environment. It will build partnerships with other agencies, including private developers, housing associations and other public sector bodies to assist delivery on other potential housing sites. It will use its strategic powers to assemble sites and build partnerships to allow development to be brought forward. Over the period of this Strategy there are sites and opportunities already identified which will deliver significant numbers of new homes.

1.60. In the medium and longer term, the pipeline of suitable housing sites may require further support to ensure that they come forward and in order to deliver the necessary housing. It is anticipated that the review of the Local Plan currently underway will seek to address this issue. Considerations include the question of whether it is feasible to meet all of the housing need up to 2036 within the borough boundaries or whether it will be necessary to pursue options for housing in other local authorities. The option for substantial housing to be located in South Buckinghamshire, possibly taking the form of a new “garden suburb” will require co-operation of the local authority and may also require considerable master planning input.

Action Plan

- Seek to enable the provision of 927 new units of housing per year for Slough in line with the SHMA.
- Require private developments to include affordable housing via the planning system
- The Council will directly deliver or facilitate a programme 200 units per year of new housing over the life of this Strategy and beyond, including affordable housing.
- Develop a new Affordable Housing policy, including the introduction of a Slough Living Rent.
- We will maximize the provision of affordable housing on Council-owned land through infill development and estate renewal, including the net gain of 1,000 units on HRA land over the period 2016 to 2031.
- Prioritise available funds and council assets to provide for the delivery of affordable housing schemes in partnership with SUR and Housing Associations.
- Work with private and public sector partners to acquire and assemble sites to

facilitate the delivery of new housing.

- Improve partnership arrangements with housing associations to facilitate the delivery of new affordable homes
- Extend our programme of Council mortgage lending through our existing LAPP scheme.
- Produce a plan to improve housing opportunities for key workers.
- Provide new homes for particular groups within the community where required, for example those needing extra care or care leavers.
- Use our Subsidiary Housing Companies to assist in providing homes for vulnerable groups within the community.
- Pro-actively use powers to increase the supply of homes by bringing long-term empty homes back into use.

Theme 2 : Private Sector Housing

Ensuring that the private rented sector (PRS) provides sufficient good quality market housing through support to landlords and tenants and, where necessary, robust regulation and quality control.

Evidence Base - Key Points

- The Council has commissioned the Building Research Establishment (BRE) to do a full survey of private sector housing in Slough. The private sector provides 80% of homes in Slough with 52% in owner occupation and 28% in the Private Rented Sector (PRS.)
- Most landlords provide a good service and standard of accommodation but a minority are rogue landlords who provide unsatisfactory and unhealthy accommodation.
- In Slough, overcrowding is a key issue for landlords to address as it is prevalent even in good quality private rented homes.
- Nationally, bad housing conditions are most commonly found in the private rented sector. One third do not meet the Government's Decent Homes Standard.
- The number of service requests from private rented housing, including complaints and requests for advice, rose from 683 in 2014/15 to 918 2015/16;
- It is estimated that there are around 1,849 Houses in Multiple Occupation in the Borough.
- 68 HMOs are currently licensed under Mandatory Licensing and a further 42 HMOs under the Chalvey Additional Licensing Scheme. Many more will come under the proposed new licensing scheme.
- 1,172 dwellings in the private rented sector currently have category 1 HHSRS hazards. This equates to 8% of properties which is lower than the national average. The total cost of mitigating category 1 hazards in Slough's private sector stock is estimated to be £11.3 million
- The average SAP rating for all private sector dwellings in Slough is 60, which is better than both England (57) and South East (58).
- 5% (2,156) of private sector dwellings and 3.8% (576) of private rented dwellings in Slough are estimated to have an EPC rating below band E.
- In the private sector stock as a whole there are an estimated 13,319 dwellings with un-insulated cavity walls and 7,452 dwellings with less than 100mm of loft insulation.
- The Council's Housing Regulation Team is currently working on 14 long-term empty properties.

Objectives

2.1. The Council wants to ensure that Slough has good quality, affordable private sector housing which meets the needs of residents, improving health, well-being, and social mobility ensuring that Slough is a thriving place to live and work. To achieve this we have the following objectives;

- Improve the condition of private sector homes through assistance to residents and landlords and by robust regulation where necessary to ensure health and safety standards are met;
- Improve the standard of the management of private sector homes in the Borough and reduce overcrowding;
- Support residents to access affordable, well-managed private sector homes;

- Prevent homelessness and unnecessary evictions through timely and effective intervention with landlords;
- Develop new and stronger partnerships with a range of agencies including Adult Social Care, Public Health and the CCG to better support vulnerable and disabled home owners and tenants to live independently in safe, secure and warm homes;
- Increase the supply of private sector housing by bringing empty properties and abandoned commercial buildings back into residential use;
- Support residents to access affordable, well managed private rented homes through building effective partnerships with local landlords and increasing housing supply through our subsidiary housing companies.

Background

2.2. The great majority of residents in Slough live in privately-owned homes, both owner-occupied and privately-rented. Private housing is therefore a critical resource for the Borough, its residents and its economy. To a large degree the private sector satisfies the requirements of many residents to own their own homes or to occupy accommodation which is suitable for them at particular times in their lives.

2.3. As in most other parts of the country the proportion of Slough households living in privately-rented homes has been increasing. The latest information suggests that over 28% of households now rent their home from a private landlord, much higher than the national figure of 17%. Most landlords provide good quality homes which are well-managed and cater for a wide range of income groups. The largest issue affecting private sector homes remains overcrowding due mainly to economic circumstances as many households are unable to afford a property of the right size, particularly larger families who need three bedrooms or more.

2.4. The Council itself has a range of partnership arrangements with private landlords, particularly where it is preventing families becoming homeless or placing residents in private rented accommodation as an alternative to expensive and unsuitable Bed & Breakfast hotels. Private sector homes are a vital resource when there is not enough permanent social housing available.

2.5. However, while most private sector homes provide a good standard of accommodation, there are also some severe problems;

- Nationally, conditions in the private rented sector are worse than in other housing tenures. A third do not meet the Government's Decent Homes Standard;
- Many tenants in Slough are living in overcrowded conditions;
- Research by Shelter nationally shows that over half of tenants had experienced at least one of the following problems over the previous 12 months; mould or damp; leaking roofs or windows; electrical hazards; pest infestations; a gas leak or inadequate heating. 10 % of tenants reported their health has been affected in the last year because their landlord has not dealt with repairs and poor conditions in their property and 9% of parents said their children's health has been affected;
- The Building Research Institute (BRE) has estimated that that poor housing is costing the NHS over £1.4 Billion per year nationally;
- Poor housing conditions, particularly associated with the private rented sector, have an adverse effect on public health and well-being and exacerbate health inequalities;
- The energy efficiency standard of a home and inadequate heating systems can lead to fuel poverty for low income households and further exacerbate the health effects of living in poor quality housing;

- For a number of elderly, disabled or vulnerable residents, particularly owner-occupiers, they now need support or adaptations to their homes to allow them to continue to live independently;
- In a small minority of cases, landlords are deliberately keeping their properties empty. Empty homes are a wasted resource and can be a major source of nuisance to local residents. The Council is proactively working on 14 sites and 7 of these are currently at an advanced stage towards a Compulsory Purchase Order.

Dealing with Rogue Landlords

2.6. The Council will target rogue landlords who exploit vulnerable people by renting out unsafe, illegal and overcrowded structures. We will use our stock modelling and other available intelligence to take robust action against rogue landlords who persistently break the law. We will develop a pro-active programme of inspections of properties rented by rogue landlords and estate agents and use all our statutory powers to ensure they comply with their legal duties. The Council has set up a multi-agency taskforce help tackle this issue and will not hesitate to use the full force of the law to eliminate rogue landlords from Slough.

Landlord Registration Scheme

2.7. Many Councils in London, the South East and other cities across the UK have concluded that one of the most effective ways to improve the private rented sector, protect tenants and reasonable landlords alike; would be mandatory registration of rented properties. This would promote 'letting properties' as a business and help the Council to have a programmed and methodical approach in regulating the worst condition properties and drive out the rogue and the criminal elements from the market. We will be investigating the feasibility of introducing borough wide registration of all rented properties. This would mean that for a relatively small fee the landlords register their properties with the Council. This would then give landlords access to expert advice and support by Council Officers as to how they should ensure they make best use of their investment.

Regulation of HMOs

2.8. The Council has statutory responsibilities to ensure there are good standards of accommodation in the private sector and regulatory and enforcement powers available to assist in achieving this objective. The use of these powers of regulation will be extended following the announcement in October 2016 that Government will expand the mandatory licensing of Houses in Multiple Occupation (HMOs). As indicated, a further 215 HMOs will come under our proposed new licensing scheme.

Dealing with Anti-Social Behaviour (ASB)

2.9. The Housing Regulation Team in partnership with Neighbourhood Enforcement Officers take a holistic approach in dealing with ASB. ASB is a tenure blind issue and affects the residents across the board. Investigations of ASB often expose a range of housing related issues including overcrowding, hoarding, unfit premises and unsafe/ illegal business activities such as dog breeding. We have included the reduction of ASB as part of a Housing Neighbourhood KPI. We will be recording and monitoring the impact of our approach in reducing ASB and associated criminal activities which will be reported to the Neighbourhoods Scrutiny Panel

Improving Data on Private Rented Housing

2.10. The Council has recently completed a full review of privately rented homes in the Borough using research carried out by the Building Research Establishment (BRE.) The main outcomes of the research achieved were;

- For the first time, a fully up to date picture of private rented homes in the Borough;

- To identify and highlight the extent of the main “Category 1” hazards found in homes in Slough. This is a hazard that presents a serious and immediate risk to a person’s health and safety;
- To identify where to target resources to achieve the greatest health outcomes, for example by relieving excessively cold homes, fuel poverty, dampness and overcrowding.
- To collate sufficient data to identify a range of factors related to private sector housing at ward level.

Energy Efficiency

2.11. The private rented sector has the highest proportion of poorly-insulated, energy-inefficient buildings. The Energy Act 2011 contains powers such that from 2018 landlords should ensure their properties meet a minimum Energy Performance Certificate (EPC) rating of E or that they have installed the maximum package under the Green Deal.

2.12. The Council will use the evidence from its BRE stock modelling to build a business case for bringing external investment to improve energy efficiency into all of the housing stock in the Borough, particularly the older private sector stock in the owner-occupied and private rented sectors.

Using the RMI

2.13. The start of the Council’s new Repairs, Maintenance and Investment (RMI) contract in December 2017 provides an opportunity for the Council to provide a package of support to private landlords and help them to provide a better standard of accommodation.

2.14. This will also make it more attractive for the landlords concerned to offer their properties to the Council rather than to London Boroughs as has happened on a large scale over the last few years. In conjunction with our ambition to bring in external funding for energy efficiency, the RMI can also help to tackle fuel poverty amongst older or vulnerable residents. As a delivery vehicle, this contract would help complete the package from funding perspective alongside our Home Improvement Agency which provides much needed aids and adaptations to help our vulnerable and disabled residents maintain their independence and stay in their own homes.

Prevention of Homelessness

2.15. The Housing Regulation Team plays a key role in stemming the flow of people presenting as homeless due to conditions in their rented accommodation. The Council has a statutory duty to investigate and remove Category 1 Hazards from privately rented accommodation. This together with ensuring that any private rented accommodation is suitable and not overcrowded assists the Council’s Homelessness prevention activities. Through this strategy we aim to strengthen our effort in Homelessness prevention and increase the supply of good quality affordable housing in the private rented sector and through our subsidiary housing company James Elliman Homes – See Theme 4; Homelessness and Housing Need

Primary Authority

2.16. The purpose of the Primary Authority (PA) scheme is to allow businesses to obtain from their partner Local Authority consistent, reliable and robust advice concerning regulatory compliance. The PA scheme allows Local Authorities to recover from the PA partner all costs incurred in providing advice. The scheme is well established nationwide in the areas of Licensing, Trading Standards, Food Safety and Health and Safety but there appears to be far fewer PA relationships covering the area of Housing. Slough Borough Council’s Housing Regulation Team has just formed its first PA partnership with Superdrug

and it is hoped that the team can take advantage of the current 'gap in the market' by actively seeking out opportunities to form new relevant PA authority partnerships.'

Tackling Long Term Empty Properties

2.17. The Council has adopted a zero tolerance approach to empty residential properties that are left empty and abandoned in a derelict state. The impact of such properties is well documented as well as being a waste of valuable housing resources. The Council is currently dealing with 14 sites, seven of which are at an advanced stage of a Compulsory Purchase Order. This demonstrates that the Council is determined to use all available powers to improve housing supply in Slough across all tenures and will continue to do so throughout the life of this strategy.

Action Plan

- Build a well-resourced Private Sector Housing Service to support good landlords and carry out the Council's statutory responsibilities towards tenants and landlords.
- Undertake rigorous enforcement and prosecution against rogue landlords who have a history of breaking the law.
- Undertake a feasibility study for introducing a borough-wide Landlord Registration Scheme to protect good landlords and drive out rogue or criminal landlords.
- Implement the expansion of mandatory HMO licensing.
- Support responsible landlords and work with them to become professional and grow their business.
- Ensure our subsidiary Housing Companies act as exemplar private landlords in the Borough.
- Use the new RMI contract to provide support and repair services to private landlords.
- Use all available powers to bring empty properties back into residential use.
- Work with all partner agencies to tackle the problem of illegally-occupied outbuildings through a range of approaches.
- Work with utility companies and all relevant agencies to reduce fuel poverty, insulate homes, help with the cost of healthy living and improve the energy ratings of older private sector buildings.

Theme 3; Council Homes

Ensuring council homes *are managed and maintained to a high standard and the Council builds new homes for Slough residents.*

Evidence Base - Key Points

- The Council owns 7, 400 tenanted and leasehold homes, managed through the Housing Revenue Account (HRA).
- Over the next 7 years there will be £100m investment programme in existing homes and £40m invested in building new council homes.
- The award of a new repairs and investment contract to start in 2017 will provide a focus for improved services to tenants.
- However, there are threats to the viability of the HRA, mainly brought about by Government policy. These are the mandatory reduction in rents for 4 years from 2016/17; and a potential requirement to make a payment to the Government following the sale of “higher value” council homes when they become void.
- The Council is undertaking an Options Appraisal to look at the long-term future of council homes.

Objectives

3.1. The Council has a number of important objectives in planning the future of Council homes in the Borough;

To place tenants and leaseholders at the centre of the development of services and planning for the future of council homes;

To keep homes in good repair and to maximise the potential of council homes for the long-term benefit of the people of Slough;

To take opportunities to provide additional affordable homes on council-owned land;

To develop and provide high quality and responsive services for tenants and leaseholders.

Background

The Significance of Council Housing

3.2. Slough Borough Council owns and manages 7,400 rented and leasehold properties across the borough. This is the Council’s most valuable physical asset. These homes are financed through a special account – the Housing Revenue Account (HRA.)

3.3. A wide and diverse range of residents are accommodated in council homes across a range of income groups. However, council homes 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. This explains the length of the Housing Register and the growing need to use temporary accommodation for homeless households.

3.4. The Council’s housing stock is a particularly vital resource for people who are vulnerable or disabled or elderly, who will not be able to find a home elsewhere. In an environment where market housing is increasingly unaffordable for many residents, council

housing is also vital for the economic future of the town in that it provides affordable accommodation for people who work in the borough.

3.5. For all of these reasons the Council wants to retain and enhance its homes for the long-term benefit of Slough. At the same time, as this Strategy is being written, council housing in Slough, as elsewhere, is subject to fundamental external change and pressure. This means taking a long-term look at the future of this critical asset and maximising its contribution to the future of the town.

Residents at the Centre of Services

3.6. The Council wants to place residents – tenants and leaseholders – at the centre of its strategy for council homes. This means improving the responsiveness of the services provided and broadening the ways in which residents can become involved in monitoring and developing services. Central to this will be the use of digital technology to improve the delivery, quality, timeliness and value of services.

3.7. The centrepiece of the Council's drive to improve services to residents will be a new Repairs, Maintenance and Investment contract which will begin in December 2017. This will cover both day to day repairs and planned maintenance and improvements and will allow for a long-term and more planned approach to maintaining and enhancing these important physical assets. A particular priority will be to shift the balance of works to property so that 70% is planned, cyclical maintenance and investment and only 30% is reactive routine repairs. The Council will also take the opportunity of this new contract to build local. In-house capacity to carry out maintenance work on public and private assets.

Responding to Change

3.8. At the time of writing this Strategy the Government is introducing a number of changes through the Housing and Planning Act and other legislation which will have a major impact on the future of council homes in the Borough. Chief amongst these are;

The Government has taken control of council rents and these will fall by 1% in each of the 4 years from 2016/17. While this benefits existing tenants it will have a major impact on the HRA, including money available for investment;

After April 2018 the Council will be forced to sell some its higher - value homes as they become empty and pass some of the proceeds to the Government;

The Government is changing the rules on new council tenancies and the granting of fixed-term as opposed to lifetime tenancies. This will not affect the position of existing tenancies.

3.9. These changes are being introduced at the same time as further measures to reform the benefit system, particularly the reduction in the Overall Benefit Cap and the further rollout of Universal Credit, both of which could significantly affect the finances of individual tenants and the HRA itself.

3.10. The combination of these measures means that the Council will need to look fundamentally again at access into council homes and how to ensure that homes are used to their greatest benefit. This will include a review of the existing Tenancy Strategy, the Scheme of Allocation and at the effectiveness of existing policies to encourage under-occupying households to move into smaller accommodation.

HRA Business Plan

3.11. In 2012, the Government of the day reached an agreement with Local Authorities which still owned their housing stock, aimed at providing long-term stability for the HRA. This "Self-Financing" regime included a settlement on outstanding debt and the transfer of risk to

the Council. In return, the Council would be free to plan its housing finances for the long term.

3.12. The changes outlined above effectively set that agreement aside. A new 30 year Business Plan has been prepared and this will be subject to a further major review in 2018 when more will be known about the Government's intentions on rents and high value voids. The latest version of the Business Plan has incorporated headline data from a comprehensive Stock Condition Survey and the Council now has high quality and up-to-date information about the condition of its homes.

Options Appraisal

3.13. Major changes are already in train. For example;

- The regeneration of Britwell has included the provision of around 300 new homes;
- The current development programme will provide a further 190 affordable Council homes over the next 3-4 years;
- The council has decided to redevelop the tower blocks at Tower House and Ashbourne House.

3.14. However, alongside residents, the Council has decided to take a fresh and long-term look at the future of the assets which are its council housing; the resources which will be available for keeping good-quality existing homes in good repair; and the need and scope for replacing homes which are outdated and worn-out with more and better homes which maximise the potential benefit for the residents of Slough.

3.15. This Options Appraisal began in November 2016 and will report in December 2017. An interim report to the Council's Cabinet in March 2017 reported that "doing nothing" was not an option if the Council wished to maintain the number of council homes in the face of continued Right to Buy sales. Equally, transferring the housing stock to another landlord – a Registered Provider - was not financially viable. The Options Appraisal will now look at the range of means available for sustaining existing homes and maximising the provision of new affordable housing.

Action Plan

- Publish a baseline 30 year Business Plan for the Housing Revenue Account in the Autumn of 2016.
- Undertake a comprehensive survey of the condition of the Council's housing stock, for completion by January 2017.
- In the light of the results of the condition survey and the implementation of the provisions of the Housing and Planning Act, produce an updated HRA Business Plan in March 2017.
- In partnership with residents, undertake a formal asset management review and option appraisal of the Council's housing stock for completion by December 2017.
- Complete the existing programme of 190 new homes on Housing-owned land and seek to continue the programme beyond 2020.
- Adopt the following priorities for improving the services to residents;
 - Awarding a new Repairs, Maintenance and Investment contract for council homes to improve the quality and responsiveness of repair for residents and to act as a catalyst for the development of local and in-house capacity to provide maintenance services
 - Engaging and enabling residents so as to create a culture of accountability and responsibility and to broaden opportunities for tenants and leaseholders to be involved in the development and monitoring of services ;
 - Increasing resident satisfaction through greater responsiveness to customers and in particular through the greater use of digital technology.

- Develop a new Tenancy Strategy for council tenancies in the light of the Housing and Planning Act.
- Undertake a formal review of the scheme for the Allocation of social housing in Slough.
- Develop proposals for the more effective use of council homes by increasing the number of tenants choosing to downsize when their family circumstances change.

Theme 4: Homelessness and Housing Need

Reducing homelessness and rough sleeping (living on the streets) through effective prevention work.

Evidence Base – Key points

- 2500 applicants on the Housing Register (people needing accommodation)
- The Council had a total of 2,373 homelessness approaches in 2015/16; of these 963 needed housing advice and 1,410 were on an emergency basis;
- The number of households accepted as homeless in Slough increased from 74 in 2013/14 to 241 in 2015/16, an increase of 225%.
- The number of homeless households in temporary accommodation increased from 156 at 31 March 2015 to 225 a year later. By September 2016 the total had exceeded 300 including some households in bed and breakfast accommodation.
- The market in Slough is experiencing increasing pressure from other Authorities, particularly London Boroughs, who are placing homeless households in Slough.
- The effect of Welfare Reform is to create more homelessness through the impact of the affordability of private sector accommodation.
- Rough sleeping (living on the streets) is an issue that may be increasing and requires a better joined-up approach.

Objectives

4.1. The Council has a number of important objectives in addressing Homelessness in the Borough;

- To prevent homelessness and minimize the need to place households in temporary accommodation;
- To ensure there is a good advice and support network in Slough for both statutory and non-statutory households, including single homeless people;
- To ensure there is a supply of affordable alternative accommodation available to assist in preventing homelessness;
- Where it is necessary to use temporary accommodation, to ensure that it is suitable and of a decent standard;
- To minimize the cost to the council tax payer of the use of temporary accommodation;
- To address the issue and needs of rough sleepers (living on the streets) as part of a wider health prevention strategy.

4.2. This chapter summarises the current position on homelessness in Slough. It sets out the causes of the pressure in the market and commits the Council to building a new Homelessness Prevention Strategy to tackle homelessness and better meet the needs of our homeless population through wider partnership working.

Background

Pressure from the Market and from Benefit Changes

4.3. In Slough, those households on low or modest incomes who cannot access home ownership or social housing are accommodated in the private rented sector. Households in this position have been under increasing pressure in the last few years.

4.4. This is due to partly to the effect of the growth of population as described in the previous themes. However, it is also more directly due to rapidly increasing rents and restrictions in the availability of benefits.

4.5. Following the introduction of the Local Housing Allowance (LHA), which capped the level of Housing Benefit available, the “affordability gap” between the LHA and market rents has grown. The table below illustrates the current gap faced by the majority of households on benefits seeking private rented accommodation in Slough.

<u>Property Type</u>	<u>Monthly LHA rate</u>	<u>Median rents</u>	<u>Gap</u>
<u>One Bedroom</u>	<u>£656.50</u>	<u>£950</u>	<u>£293.50</u>
<u>Two Bedrooms</u>	<u>£840.32</u>	<u>£1275</u>	<u>£434.68</u>
<u>Three Bedrooms</u>	<u>£1061.19</u>	<u>£1525</u>	<u>£463.81</u>
<u>Four Bedrooms</u>	<u>£1449.19</u>	<u>£1650</u>	<u>£200.81</u>

Note; LHA maximum rates (April 2016 to April 2017)

4.6. The Table demonstrates the “affordability gap” for those on benefits is large and increasing as the Local Housing Allowance (LHA) rate has been fixed for the next three years. We expect the gap to widen during the life of this strategy. The property types in highest demand, namely 2 bedroom and 3 bedroom properties have the largest current “affordability and this continues to widen.

4.7. Other national factors in regard to welfare reform are beginning to impact on Slough :

- The reduction in the Overall Benefit Cap which started in late 2016;
- The further roll-out of Universal Credit to families and vulnerable groups and the associated risks of failure to claim, non-payment, rent arrears and debt.

4.8. The Overall Benefit Cap, which restricts the total amount of benefit which can be received and therefore the financial help available to pay rent. The Council is already seeing the impacts of this policy in homeless presentations as it makes it more difficult for family households to sustain private rented tenancies.

4.9. One symptom of these restrictions is a further increase in overcrowding. Slough already has the eleventh highest incidence of overcrowding of all local authorities in England. Many residents are renewing and recycling their private sector tenancies on short term six month agreements. As a result, many are becoming increasingly vulnerable to homelessness as private renting is the least secure form of accommodation.

The Increase in Homelessness and its Impact

4.10. The combined effect of these factors has inevitably been a large increase in homelessness. Some of this hidden - for example the large number of residents who are withstanding very overcrowded conditions in the private rented sector. At the same time, these combined pressures have also manifested as stark upturns in applications and pressures on the local authority;

- In 2015/16 there were a total of 2,373 approaches to the Housing Service, of which 1,410 were on an emergency basis;
- The number of homeless households accepted as homeless in Slough increased from 74 in 2013/14 to 241 in 2015/6, an increase of 225%;
- As a consequence, the number of households placed in temporary accommodation also increased rapidly from 156 on 31 March 2015 to 225 a year later. The numbers continued to rise in 2016 and had topped 300 by September 2016.

4.11. Previously, some of these households had to be accommodated in Bed & Breakfast (B&B) hotels, a problem also facing most neighbouring councils, and particularly those in London. This Council has however, begun to “buck the trend” by succeeding in reducing the number of households in B&B, from 46 in September 2015 to 21 a year later. We had eliminated the use of Bed and Breakfast accommodation for families by January 2017 and have stabilized the numbers in temporary accommodation at 316 as at March 2017.

4.12. Many of these pressures are also being experienced by neighbouring areas, though the increase in Slough has been higher than the norm. However, one additional factor specific to Slough has exacerbated these pressures. That is the increasing tendency for households to move outwards from London into Slough and in many cases for homeless households to be placed in Slough by other councils. In the last 3 years, a total of 450 notifications have been made to the Council by authorities of households they have moved into the Borough. These have been made by 28 different councils, including 11 London Boroughs. It is held by officers that this is a considerable underestimate and that the total number of placements is likely to be over 1000 new households placed in the last three years.

4.13. There is one more factor which serves to increase the difficulty for local households in the market. Competition from London Boroughs both makes it more difficult for Slough households to find accommodation in the market and more difficult for the Council to find housing for its homeless families.

4.14. The movement of households from London, many of them placed by London Boroughs, has also brought particular difficulties for local health, care and education services. Many of the households being placed in Slough are not being provided with sufficient support to allow them to settle properly to access local services, such as GPs, dentists or schools. The fact that in many cases the Council and other local agencies are not notified of the placement makes matters worse.

4.15. The links between having a good, secure home and the overall quality of life are well-established. Equally, the relationship between homelessness and other forms of disadvantage are well known. Homeless people are more likely to have health problems, relating to both physical and mental health. Children within homeless families risk having their educational prospects severely damaged. Employment prospects are affected by not having a permanent place to stay. These risks are amplified when families are forced to spend some time in unsuitable forms of temporary accommodation and overcrowded conditions in the private rented sector. These linkages are highlighted in Slough’s Wellbeing Strategy.

4.16. Whilst the Council's primary concern is improving the position for homeless families in the Borough to improve the life chances of the families concerned, there is also a pressing financial reason to do so. Temporary accommodation, particularly Bed & Breakfast accommodation is expensive for the council tax payer as well as largely unsuitable for the families concerned. It is therefore vital to protect the financial resources available for other critical services, such as Adult Social Care and Slough Children’s Service’s Trust, through minimising homelessness and the use of temporary accommodation.

Homelessness Pressure likely to Grow

4.17. There are a number of reasons to believe that homelessness will continue to grow. The threat for Slough is that the high levels of homelessness and usage of temporary accommodation seen in neighbouring London Boroughs will spread outwards to this Borough.

4.18. The concern is that a number of factors will combine to increase the levels of homelessness;

- Continued population growth leading to overcrowding and further increases in house prices and rents;
- The 4 years freeze in welfare benefits, including Local Housing Allowance, announced by the Chancellor in the Budget for 2015 and the implementation of the Benefit Cap and roll out of Universal Credit;
- Continued placement into Slough by London and surrounding Boroughs;
- It is becoming ever more difficult for households on benefits, or low or modest incomes to find and sustain tenancies in Slough's private rented sector.

New Preventing Homelessness Legislation

4.19. New legislation in the form of the Homeless Reduction Bill 2016/17 is set to place new duties on all local authorities to prevent homelessness at much earlier stages, with a focus on homeless advice and early intervention to prevent evictions.

4.20. This legislation will place an additional burden on already stretched homelessness services. The ethos of the legislation is to widen the responsibility for preventing homelessness beyond simply Housing services and this will mean delivering a better, joined-up holistic approach with homeless reduction being a shared priority across the Health, Housing and Wellbeing sectors. This includes addressing the needs of vulnerable homeless households in partnership with Adult Social Care and Slough Children's Service's Trust whilst intervening in the private rented sector to prevent evictions.

Our Local Response to Homelessness

4.21. Our intention to reduce homelessness, eliminate the use of unsuitable forms of temporary accommodation starting with B&B's and tackle living on the streets (rough sleeping). We also believe the most effective way to deal with homelessness is to stop it happening in the first place. Our focus and "acid test" will be on preventing homelessness for local households now and in the future. Through early intervention and prevention and proactive creative solutions we expect to manage and reduce the levels of homelessness and rough sleeping in Slough from our existing levels and therefore reduce the financial, social and economic costs of homelessness over the next five years for the residents of Slough.

New Homelessness Prevention Strategy

4.22. The Council has committed to developing a new Homelessness Prevention Strategy which will be delivered by September 2017. We have therefore invited our partner agencies in the statutory and voluntary sectors to join us in developing and delivering this and to change and improve the way we collectively work together to prevent homelessness.

4.23. We will fully involve our partners at the Slough Homelessness Forum and the strategy will be scoped to address the following key priorities:

- Deliver effective early intervention and prevention with a focus on education, employment, health and wellbeing;
- Prevent homelessness through delivery of rapid and effective assessment;
- Use only the most appropriate temporary accommodation to prevent further social and economic deterioration;
- Manage demand by ensuring that we address over - expectation and make the best use of our social housing stock;
- Increase access to and the supply of affordable accommodation to prevent homelessness;
- Prevent homelessness by supporting single homeless people and reduce rough sleeping by 50%.

Working with Private Landlords

4.24. We understand that the private rented sector in Slough will continue to be the main housing option for many residents, but that it is very often problems arising with private sector tenancies which are the immediate trigger for homelessness. We therefore intend to develop a new strategic and positive working relationship with private sector landlords to improve affordability and prevent homelessness approaches to the council. We believe our current number of homeless approaches can be stabilised if we can successfully work with private landlords to meet the local needs of residents. We aim to allocate our resources to preventative approaches rather than providing unwanted Bed & Breakfast or Temporary Accommodation for homeless households. We have eliminated the use of Bed and Breakfast accommodation for families with children and aim to restrict B&B to emergency use only going forward.

Subsidiary Housing Company

4.25. In addition to developing a fresh partnership with private landlords, we intend to intervene directly in the market to provide a greater supply of affordable accommodation for homeless families or as a preventative alternative to homelessness. Our Subsidiary Housing Company James Elliman Homes will acquire existing housing for use for households threatened with homelessness. The new company will act as an exemplar private landlord and help promote good standards in the private rented sector. Alongside the new Subsidiary Company, the Council will put in place improved management arrangements to bring together landlords and tenants to make the most effective use of the accommodation available. We hope to increase the quality and choice of accommodation available to homeless and potentially homeless households through both the delivery of new housing supply detailed in this strategy alongside other specific market interventions that will be detailed in our new strategy.

Support for Households in Temporary Accommodation

4.26. We also understand the need for additional support for some of the homeless individuals and families who approach us and those who are temporarily housed or placed in Bed & Breakfast accommodation. A key need is to enable households to develop the relevant skills for independent living or to take advantage of work opportunities to be able to sustain their tenancies longer term. At a management level we are looking to increase debt/money management advice and at closer working and mediation with landlords to prevent evictions.

Placements in Slough by other Local Authorities

4.27. We have also recognised the vulnerability of households placed in Slough by other authorities and the urgent need to address their access to local services. We will work with our local partners, particularly in the Health sector to better co-ordinate

the sharing of information about these individual and families and to insist upon better data sharing and cooperation by the "exporting" authorities.

Review of Allocations Policy

4.28. Although many homeless households will continue to be accommodated in the private sector, it is a key aim of this Strategy to increase the supply of permanent affordable housing. We intend to undertake a review of the Housing Allocation Policy, which governs which categories of household are allocated social housing. Amongst other matters this review will look at the priority which should be given to homeless households.

Single Homelessness and Rough Sleeping

4.29. Slough is fortunate in having an existing network of voluntary agencies and support and advice services offering services to single homeless people and rough sleepers. In some cases their clients include those who do not come within the statutory obligations of the local authority to accommodate homeless people. Often, however, joint working between the voluntary sector and the Council can bring the support which allows vulnerable client to access services.

4.30. Whilst data is traditionally difficult to compile for rough sleeps, the general view of our voluntary sector is that Rough Sleeping (living on the streets) in Slough is on the rise. Estimates vary between 30 and 60 people, with a significant proportion being of Polish origin. The current official Rough Sleepers count for Slough is 25 and is undertaken every year on a Berkshire wide basis. This is the highest it has been over a number of years, but in the main these totals has remained relatively static. We also know the scale of rough sleeping is greater than that captured and are aware of 39 individuals in total who sleep rough from time to time. The statistics vary because as for other homeless households most people squat, 'sofa surf', stay with family and friends or anywhere else they can find temporary shelter for as long as possible.

4.31. The voluntary and statutory agencies working in this field already meet regularly at the Slough Homelessness Forum. A number of specific initiatives are coordinated through is group, including a Winter Nightshelter and the London and Slough Soup Run.

4.32. In developing the new Homeless Prevention Strategy, we will be carrying out a sector wide review to consider how we can help better coordinate services for Rough Sleepers and achieve longer term solutions including jointly commissioning new services for the most vulnerable single homeless people. We are also carrying out an early review of arrangements for rough sleepers during periods of cold weather.

4.33. The Council is also working in wider partnerships and has recently commissioned work through Homeless Link to deliver the Making Every Adult Matter" (MEAM) approach across our strengthening homeless prevention partnerships. This offers an exciting opportunity for information sharing and development of joint solutions between Health, Adult Social Care, Slough Children's Services Trust and Housing to work in new strategic partnerships to support new service delivery models.

Action Plan

- Develop and adopt a Preventing Homelessness strategy in collaboration with clients, landlords, the voluntary sector and other partner agencies.
- Develop new partnerships with private and third sector landlords to maximise

opportunities for tenancies for homeless families and individuals.

- James Elliman Homes will acquire homes to alleviate the pressures on temporary accommodation and Bed & Breakfast provision.
- Ensure the use of Bed & Breakfast for families with children is eliminated going forward.
- Review the Council's Allocation Scheme to re-evaluate the priority which homeless people receive under the scheme.
- Work with the Health sector and other agencies to monitor and address the health and care needs of vulnerable homeless people placed in Slough by other Local Authorities and require those authorities to review their placement and notification policies.
- Undertake an early review of arrangements for rough sleepers during periods of cold weather and find longer term solutions.
- Roll out the MEAM approach and develop new partnerships that makes homelessness everyone's business in Slough.

Theme 5 ; Special Housing Needs and Vulnerable Groups

Ensuring that specialist accommodation is available for vulnerable people and those with special housing needs, for example, older people, people with disabilities and young people including care leavers.

Evidence Base - Key Points

- The Joint Strategic Needs Assessment (JSNA) estimates that that the number of people over the age of 65 in Slough will increase by 40% in the next 10 years. The SHMA estimates that between 2013 and 2036 the number of people aged over 85 will increase by 120%.
- The JSNA also estimates that in 2012, 9,322 residents between the ages of 16 and 65 had a physical disability.
- The SHMA reports that the number of people with long-term health problems or a disability will increase by over 50% by 2036.
- The SHMA projects that between 2013 and 2036 there is a net additional requirement of 957 units of older persons accommodation, (including specialist housing), or 42 per annum, predominantly market housing.
- This strategy is strongly linked to the joint Corporate Parenting Strategy of the Council and Slough Children's Services Trust (The Trust).
- As at February 2017, there were 179 care leavers receiving a service from Slough and 55% live within the borough. The Council and the Trust aim to rapidly increase opportunities for our care leavers to live in Slough if they wish to and it is safe for them to do so.
- The key recommendations of the Children's Trust action plan are to review the range and quality of accommodation for looked after children and care leavers, including staying put arrangements.

Objectives

5.1. Our objectives in relation to people with special housing needs and vulnerabilities are to ensure that;

- People with long term conditions are supported by suitable housing which is safe, warm and resource efficient allowing access to appropriate prevention services including adaptations to stay well and maintain their independence;
- People with mental health, learning or physical vulnerabilities, whether in childhood, adulthood, or in older age have choice of access to suitable or specialist accommodation, maintain their independence and report a better quality of life;
- Young people and children leaving care have available to them a range of accommodation which is suitable to their needs;
- The best use is made of existing housing resources, for example the existing stock of social housing.

Background

5.2. The Borough is fortunate in having two up to date assessments of requirements in this area – the Joint Strategic Needs Assessment (JSNA) and the SHMA. The JSNA estimates that that the number of people over the age of 65 in Slough will increase by 40% in the next 10 years. The SHMA estimates that between 2013 and 2036 the number of people aged over 85 will increase by 120%.

5.3. We understand that older people are disproportionately likely to own their homes outright or to live in social housing. There are also significant degrees of under-occupancy – that is, people occupying homes where they have at least 2 more rooms than they would normally require. Again, the SHMA suggests this is disproportionately the case for people owning their homes outright or living in social housing (the numbers of such households are 2,533 and 336 respectively.)

5.4. On disability, the JSNA estimates that in 2012, 9,322 residents between the ages of 16 and 65 had a physical disability. Looking forward, the SHMA projects that the number of people with long-term health problems or a disability will increase by over 50% by 2036. Again, people with a disability are more likely to be outright owners or to live in social housing. These projections are highly significant in designing homes and services in the future.

5.5. In estimating the need for additional specialist accommodation the SHMA concentrates on the needs of older people with dementia or mobility problems. The table below, drawn from the SHMA, compares the estimated need for older person’s accommodation (including specialist housing), with the existing supply of sheltered and extra care housing. It concludes that an additional 987 units are required in the period up to 2036, or 42 per annum. Although 200 of these are in the affordable sector, the majority of the requirement is for market accommodation.

Need for Units of Older Person’s Accommodation 2013 – 2036 (SHMA, 2016)			
	Market	Affordable	Total
Overall Need	817	725	1,542
Existing Supply	60	525	585
Net Need	757	200	957

5.6. This analysis points to a number of long-term strategic issues in relation to housing for older people;

- How to deliver additional accommodation at a scale to meet projected demand over the next 20 years. This strategy already recognises the need for additional extra care housing but overall requirements stretch considerably beyond this;
- The need to find market options, particularly for older owner-occupiers who would wish to move from their existing accommodation;
- How to address the scale of under-occupation, in both the under-occupied and social sectors. This could involve providing better alternative housing options for people to move to and assistance in doing so. Reducing under-occupation would also help to release valuable housing resources across the private and social sectors.

5.7. These questions sit alongside those already being addressed by Adult Social Care and Health services in seeking to allow older people to continue to live independently. This will be one of the major Housing issues for Slough over the next 20 years. It is therefore proposed that the agencies concerned come together to develop a long-term term strategy for older person’s housing in the Borough. This would include looking at the suitability and future use of the Council’s existing stock of sheltered accommodation through an options appraisal process.

5.8. The private sector, both for owner occupation and the private rented sector is the most important source of housing for all our residents including those who may need

more specialist accommodation now and in the future. This is unlikely to change and the private sector is set to increase proportionately given our current and projected housing market conditions. Hence our urgent need to not only ensure the private rented sector provides sufficient good quality housing, but to develop and increase the social housing and specialist housing options provided by the Council, its subsidiary companies, its regeneration partner (SUR) and our local housing associations where the private sector is unable to do so. This focus on better partnership working and new ways of working is necessary to achieve our objective of ensuring all our residents have access to quality homes by leveraging in the alternative investment opportunities as a driver for new specialist developments.

The Need for Specialist Accommodation

5.9. There are already a range of accommodation and housing options for people who require specialist accommodation or who are vulnerable. This includes sheltered accommodation and a range of supported housing. However the available evidence suggests that more will be required over the life of this Strategy and beyond. This is closely linked to increasing life expectancy and the projections that there will be more older people in the future, living longer, but with increasing long term health conditions and levels of disability. This in turn means we will have to increasingly consider “age friendly” design and consider meeting “Lifetime Homes” standards on new all developments. In the longer term this will mean increasing the number of properties suitable for wheelchair users or other people with disabilities through adaptation in both the private and social housing sectors.

Housing and Health

5.10. Adequate and appropriate housing is widely acknowledged to be a crucial underpinning of health and wellbeing. In general, poor housing and home conditions can be associated with both physical and mental effects on residents’ health. It is associated with asthma, skin allergies and respiratory diseases and is linked to physical accidents and injuries. Poor housing can also lead to depression, isolation, anxiety or aggression. Noise related stress from poor sound insulation is associated with lack of sleep, mental stress and depression.

Housing Conditions

5.11. All of our partners agree that housing is a wider determinant of health. We have undertaken a Stock Modelling project (BRE) to identify private sector homes where the worst conditions are found and we will continue to use this data to focus resources on achieving the greatest health outcomes e.g. relieving excessively cold homes, fuel poverty, falls amongst the elderly, dampness, overcrowding etc. We will then quantify the estimated costs and benefits to Public Health of these housing interventions by way of a Health Impact Assessment. By targeting future resources to preventing poor health impacts greater savings in health care and adult social care costs can be accrued. This is also known as the Health Dividend.

Joint Working between Housing, Public Health and Adult Social Care

5.12. Through this Strategy we are committed to a closer alignment of services provided by Housing, Public Health and Adult Social Care, aimed at early intervention and promotion to improve the quality of life; promoting independence and choice; reducing health inequalities by focusing on groups most affected by poor housing; and integrating services where this is appropriate.

5.13. For example, the Public Health Outcomes Framework “Healthy Lives, healthy people: Improving outcomes and supporting transparency” (2013) sets out desired

outcomes for public health and how they will be measured. Many of the measures have links to housing, some of the more relevant being:

- Falls and injuries in over 65's
- Fuel Poverty
- Excess Winter Deaths

5.14. The provision of good quality housing also has a critical role to play in preventing hospital admissions for vulnerable groups in the first place, and in avoiding delays in hospital discharges as part of the wider health and social care economy. These are critical priorities for Slough that help deliver the new Five Year Plan; Outcome 2 " Our people will become healthier and will manage their own health, care and support needs". As a practical example, we are jointly reviewing the functions and effectiveness of our Home Improvement Agency with Adult Social Care. This service carries out adaptations to the homes of vulnerable residents in both the private and social housing sectors. The aim is develop the service as a joint vehicle to deliver the above objectives and to prevent the unnecessary use of residential care and faster hospital discharges for older and vulnerable residents. There are a number of examples of how to do this nationally and we will be seeking the right service balance for Slough in the context of delivering new preventative services.

5.15. In addition to the strategic requirement for the alignment of work between Housing, Health and Adult Social Care, there are a number of more specific initiatives to be pursued during the life of this Strategy;

- There are 2 Extra Care Schemes already in Slough for residents over the age of 55 who have some care and support needs. However, more provision is required and the Housing and Adult Social Care services are working together to develop up to 3 additional extra care schemes on a mixed tenure basis including flats for sale. Extra Care Schemes will help residents to continue to live in self-contained accommodation which allows them to maintain their independence, dignity and personal choice. We will also look at other options for providing accommodation with care;
- Exploring further options for supporting people to live in their own homes, if appropriate with equipment and adaptations, potentially with a revised plan for the use of Disabled Facilities Grant;
- Slough already has a considerable resource for people with a disability in its stock of social housing which has already been adapted or is capable of being adapted. However, the monitoring of adaptations which have been carried out and the matching of vacancies to the requirements of individual residents needs to be improved;
- Within the direct new build programme on council land, the Council has made provision for new units for people with learning difficulties;
- Promoting measures to prevent illness such as improving energy efficiency and installing aids and adaptations to reduce the likelihood of accidents in the home. This will be pursued alongside the greater use of digital technology to enhance the delivery of person-centred care in the home;
- Ensuring timely housing advice is provided to all people with long-term mental health issues on admission to hospital and working towards a consistent approach to the assessment of priority for re-housing;
- A review of Housing Related Support services in the borough, which provide a range of supported accommodation to groups such as young homeless people or those with mental health problems;

- As noted above the development of a long-term strategy for older person's housing in the Borough;
- Supporting the needs of family carers in order to support their role as carers.

Joint Working with Children's Service and Slough Children's Services Trust – Care Leavers

5.16. It is a major priority of this Housing Strategy to enable children leaving care to access a range of suitable accommodation. The Housing service will work closely with the Children's Trust and Adult Social Care to help deliver effective pathways to support vulnerable children to address both specific housing and care needs.

5.17. Joint protocols are already in place between the homeless team and the Children's Trust to ensure that Looked After Children (LACs) do not fall between gaps in services and care leavers receive an additional preference on the Housing Register. Most receive an offer of council or housing association accommodation as soon as they are legally able to sign a tenancy agreement at 18 years of age. However, we understand that taking on the full responsibilities of a secure tenancy may not be the best outcome for many care leavers and some may prefer shared accommodation with a degree of on-going support. The lack of this type of accommodation and other housing options has been raised by young people in Ofsted's Report (2016).

5.18. The Council has therefore committed to developing this housing option through James Elliman Homes by the end of 2017. Initially this will be on a small scale through acquiring one or two shared three bedroomed properties in an agreed suitable location. We intend to see how this works in practice before putting such arrangements in place for a larger number of care leavers who may need different housing solutions.

5.19. There are a number of issues to be taken forward in the joint work between the services;

- Working with the Trust and the young people themselves to understand in detail the range and types of accommodation that care leavers would prefer;
- Developing new models of accommodation and support, including shared accommodation, using the vehicle of the Council's new subsidiary housing company James Elliman Homes (see below);
- As part of the review of Housing Related Support services reviewing the current range of supported accommodation available to care leavers as outlined;
- Ensuring the existing protocols and pathway into social housing is working effectively.
- We have recently reviewed the scheme of allocation for this group and have concluded that no change is required for care leavers as an additional priority is already given and our Equality Impact Assessment has demonstrated that this group has not been disadvantaged by the scheme. The key is to ensure all care leavers who want social housing are assisted to make an application in good time before leaving care, if so, then the evidence is the majority of care leavers have been accommodated and avoided homelessness to date.

Wider Review of the Scheme of Allocation

5.20. The Council will be reviewing its Scheme of Allocation, which governs the flow of residents in social housing in the Borough and the priority to be given to different groups. This review will include in particular the priority afforded to vulnerable people

including those with a disability or mental illness who are likely to be unable to work in the long term. For example, there is growing evidence that if a significant number of people with learning disabilities had greater access to social housing they could be better supported by Adult Social Care in their local community.

Subsidiary Housing Company

5.22. The Council has set up 2 wholly-owned subsidiary housing companies to acquire existing or newly-built properties. One of these companies James Elliman Homes will target its activity at securing accommodation for specific groups within the community, primarily households who are homeless or threatened with homelessness. The intention is also to use this vehicle to look to secure various accommodation tailored to the needs of particular groups and which may not be available through existing mainstream housing provision including social housing.

5.23. This will entail joint working between Housing, Adult Social Care and Slough Children's Services Trust to identify the models of provision required and the support necessary to the occupiers and to build a sustainable business plan for each housing option. The potential for each model will need to be explored as the new company grows, but the intention is to start with the outlined pilot scheme for care leavers and modelling and if possible implementing new forms of accommodation for care leavers and other priority special needs groups.

Staff Trained to Safeguard Vulnerable People

5.24. All front line Housing staff are trained in safeguarding protocols for children and adults. The Council is working with partner agencies to identify specific roles that housing staff can play in safeguarding in the borough.

Action Plan

- Build on the Joint Strategic Needs Assessment (JSNA) on health and disability housing needs and undertake further detailed work with partners and stakeholders to examine what housing options are required to best meet current and future demand and changing needs.
- Through our new Subsidiary Housing Company, develop new delivery partnerships with Slough Children's Services Trust, Health and Adult Social Care to maximise opportunities for specialist and alternative accommodation within Slough and more cost effective wherever possible.
- In collaboration with the Trust, ensure there is an adequate supply of accommodation for care leavers and a clear housing pathway.
- Undertake a review of Housing- Related Support services in the borough with Adult Social Care as commissioners, to agree the best use of resources to meet joint strategic objectives.
- Undertake a review of the Home Improvement Agency services with Adult Social Care as commissioners, to agree the best service model and structure going forward to meet joint prevention objectives.
- Deliver up to 3 new mixed use extra care schemes in the borough during the life of this strategy where there is established local need.
- Develop an Older Persons Housing Strategy for Slough.
- Within the review of the Scheme of Allocation, ensure full account is taken of the needs of vulnerable people and those with a disability who are not working.
- Improve the recording and matching of adapted properties to ensure the best use of existing council stock.
- Improve partnership working, particularly with Adult Services, Public Health

and Slough CCG, develop services to allow elderly and disabled residents to live independently in their home and reduce the impact of poor housing on the health of residents to meet the wider priorities of the Health and Wellbeing Board.

Implementation of the Strategy

Implementation and monitoring

The high level outcomes of the Housing Strategy support the strategic objectives of the Council as outlined in the 5 Year Plan under Outcome 4 as well as our partnership priorities as set out in the Slough Wellbeing Strategy.

The Housing Strategy will be monitored by members through reports to Cabinet and progress scrutinised by the Council's Overview and Scrutiny Committee.

The Action Plans and outcomes will be monitored through existing mechanisms such as the Tenants Panel, the Homelessness Forum and the HRA Board. The Council will consider whether to hold an annual conference to assess progress against the Strategy following the successful event held in January 2017.

Links with other Strategies

The Council's Five Year Plan

We are specifically aiming to deliver Outcome 4 of the Council's overarching Five Year Plan 2017 -2021: "Our residents will have access to good quality homes"

However, there are strong links with all the other outcomes to achieve our vision of "growing a place of opportunity and ambition - under our banner of "putting people first";

Outcome 1: Our children and young people will have the best start in life and opportunities to give them positive lives.

Outcome 2: Our people will become healthier and will manage their own health, care and support needs.

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

Outcome 5: Slough will attract, retain and grow business and investment to provide jobs and opportunities for our residents.

Slough's Wellbeing Strategy

The council intends to take the unique opportunity that housing offers to engage, change and improve the way housing works within the delivery of better health outcomes for the borough in partnership with Public Health. The Slough Wellbeing Board recognized the importance of housing as one of its priorities in its refresh of the Slough Wellbeing Strategy for 2016-2020.

Through links to the Wellbeing Board and other mechanisms we intend to create more inclusive processes to engage health and social care professions alongside residents in delivering better housing, health, education, and work outcomes for homeless and vulnerable people with housing needs.

Links with other relevant strategies and plans

- **Draft Local Plan 2016-2036**
- **Slough Joint Wellbeing Strategy-2016- 2020.**
- **Learning Disability Plan 2016-2019**
- **Community Safety plans**
- **Children and Young People's Plan-2015-2016**
- **Centre of Slough Strategy-2015 onwards**
- **Economic Development Plan for Growth 2014-2018**
- **Asset Management Plan-2014-2017**
- **Get Active Leisure Strategy**
- **Climate Change Strategy -2011-2014**

Action Plan				
Action	Who	Target Date	Progress	RAG
Theme 1: New Housing Supply				
Seek to enable the provision of 927 new units of housing per year for Slough in line with the SHMA.	HoHS PIng	Continuous Monitoring		
The Council will directly deliver or facilitate a programme 200 units per year of new housing over the life of this Strategy and beyond, including affordable housing.	HoHS	March 2021		
Maximize the provision of affordable housing on Council-owned land through infill development and estate renewal, including the net gain of 1,000 units on HRA land over the period 2016 to 2031.	HoHS HoNS	Continuous Monitoring		
Prioritise available funds and council assets to provide for the delivery of affordable housing schemes in partnership with SUR and Housing Associations.	HoHS HoAM	Continuous Monitoring		
Develop a Revised Affordable Housing policy for the Borough.	HoHS PIng			
Work with private and public sector partners to acquire and assemble sites to facilitate the delivery of new housing.	HoAM	Continuous Monitoring		
Improve partnership arrangements with housing associations to facilitate the delivery of new affordable homes	HoHS	Oct 2017		
Extend our programme of Council mortgage lending through our existing LAPP scheme.	ADFA	Mar 2018		
Produce a plan to improve housing opportunities for key workers.	HoHS	July 2017		
Provide new homes for particular groups within the community where required, for example those needing extra care or care leavers.	HoHS	Continuous Monitoring		
Use our Subsidiary Housing Companies to assist in providing homes for vulnerable groups within the community.	HoHS	May 2017 Continuous Monitoring		
Pro-actively use powers to increase the supply of homes by bringing long-term empty homes back into use.	HoNS			
Theme 2: Private Sector Housing				
Create two wholly-owned Subsidiary Housing Companies to act as exemplar private landlords in the borough and to assist homeless households and others on low or modest incomes to access	HoAM	Jan 2017		

affordable private sector homes.				
Undertake a feasibility study for introducing a borough-wide Landlord Registration Scheme. This is to protect good landlords and drive our rogue or criminal landlords from Slough.	HoNS	Oct 2017		
Following the announcement of the expansion of mandatory HMO licensing we will implement the scheme once the commencement date has been announced.	HoNS	Oct 2017		
Undertake rigorous enforcement and prosecution against rogue landlords who have a history of breaking the law.	HoNS	Continuous Monitoring		
Support responsible landlords and work with them to become professional and grow their business.	HoNS	Continuous Monitoring		
Use the new RMI contract to provide support and services to private landlords.	HoNS	Dec 2017		
Use all available powers to bring empty properties back into use. Work with our partner agencies to tackle the problem of illegally-occupied outbuildings.	HoNS	Continuous Monitoring		
Work with utility companies and other agencies to insulate homes and improve the energy ratings of older buildings.	HoNS	Aug 2017		
Through partnership working, particularly with Adult Services, Public Health and the CCG, develop services to allow elderly and disabled residents to live independently in their home and reduce the impact of poor housing on the health of borough residents.	HoNS HoHS	Continuous Monitoring		
Build a well-resourced Private Sector Housing Service to support good landlords and carry out the Council's statutory responsibilities towards tenants and landlords.	HoNS	Apr 2017		
Theme 3: Council Homes				
Publish a baseline 30 year Business Plan for the Housing Revenue Account in the Autumn of 2016.	HoNS	Oct 2016		
Undertake a comprehensive survey of the condition of the Council's housing stock, for completion by January 2017.	HoNS	Jan 2017		
In the light of the results of the condition survey and the implementation of the provisions of the Housing and Planning Act, produce an updated HRA Business Plan in March 2017.	HoNS	Mar 2017		
In partnership with residents,	HoNS	Dec 2017		

undertake a formal asset management review and option appraisal of the Council's housing stock for completion by December 2017.				
Complete the existing programme of 190 new homes on Housing-owned land and seek to continue the programme beyond 2020.	HoHS	Mar 2020		
Adopt the following priorities for improving the services to residents; <ul style="list-style-type: none"> • Awarding a new Repairs, Maintenance and Investment contract for council homes to improve the quality and responsiveness of repair for residents and to act as a catalyst for the development of local and in-house capacity to provide maintenance services • Engaging and enabling residents so as to create a culture of accountability and responsibility and to broaden opportunities for tenants and leaseholders to be involved in the development and monitoring of services ; • Increasing resident satisfaction through greater responsiveness to customers and in particular through the greater use of digital technology. 	HoNS	Dec 2017 Dec 2017 Continuous Monitoring		
Develop a new Tenancy Strategy for council tenancies in the light of the Housing and Planning Act.	HoNS	Sept 2017		
Undertake a formal review of the scheme for the Allocation of social housing in Slough.	HoHS	May 2017		
Develop proposals for the more effective use of council homes by increasing the number of tenants choosing to downsize when their family circumstances change.	HoHS HoNS	Mar 2018		
Theme 4: Homelessness and Housing Need				
Develop and adopt a Preventing Homelessness strategy in collaboration with clients, landlords, the voluntary sector and other partner agencies.	HoHS	Sep 2017		
Develop new partnerships with private and third sector landlords to maximise opportunities for tenancies for homeless families and individuals.	HoHS	Continuous Monitoring		
Establish a Subsidiary Housing	HoAM	Jan 2017		

Company to acquire homes to alleviate the pressures on temporary accommodation and Bed & Breakfast provision.				
End the use of Bed & Breakfast for families with children.	HoHS	Mar 2017 Continuous Monitoring		
Review the Council's Allocation Scheme to re-evaluate the priority which homeless people receive under the scheme.	HoHS	May 2017		
Work with the Health sector and other agencies to monitor and address the health and care needs of vulnerable homeless people placed in Slough by other Local Authorities and require those authorities to review their placement and notification policies.	HoHS	Continuous Monitoring		
Produce service proposals for multi-agency working for rough sleepers during periods of cold weather.	HoHS	Aug 2017		
Roll out the MEAM approach and develop new partnerships that makes homelessness everyone's business in Slough.	HoHS	Mar 2018		
Theme 5: Special Housing Needs and Vulnerable People				
Build on the Joint Strategic Needs Assessment (JSNA) on health and disability housing needs and produce service proposals with partners and stakeholders to examine what housing options are required to best meet current and future demand and changing needs.	HoHS	Oct 2017		
Through our new Subsidiary Housing Company, develop new partnerships with the Children's Trust, Health and Adult Social Care to maximise opportunities for specialist and alternative accommodation to be delivered locally and more cost effectively.	HoHS	Continuous Monitoring		
In collaboration with the Children's Trust, ensure there is an adequate supply of accommodation for care leavers.	HoHS	Continuous Monitoring		
Undertake a review of Housing-Related Support services in the borough.	ASC	Dec 2017		
Undertake a review of the Home Improvement Agency	HoHS ASC	Mar 2018		
Deliver up to 3 new mixed use extra care schemes in the borough during the life of this strategy where there is established local need.	HoHS HoAM ASC	Mar 2021		
Develop an Older Persons Housing	HoHS	Apr 2019		

Strategy for Slough.	ASC			
Within the review of the Scheme of Allocation, ensure full account is taken of the needs of people with a disability.	HoHS	May 2017		
Improve the recording and matching of adapted properties to ensure the best use of existing council stock.	HoNS	Apr 2018		
Improve partnership between Housing, Adult Services, Public Health and Slough CCG to allow more elderly and disabled residents to live independently at home.	HoHS ASC	Continuous Monitoring		

Key	
HoHS	Head of Housing Services
HoNS	Head of Neighbourhood Services
HoAM	Head of Asset Management
ASC	Adult Social Care
ADFA	Assistant Director, Finance and Audit
Plng	Planning Officers

Equality Impact Assessment

Directorate: Regeneration, Housing and Resources	
Service: Housing	
Name of Officer/s completing assessment: S Abyan , C Ford	
Date of Assessment: December 2016	
Name of service/function or policy being assessed:	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The provision of suitable housing for local residents is essential for improving equality in Slough. It affects all groups of people but has a significant impact on our most vulnerable residents. The impact of poor housing can be devastating, and the lack of appropriate and affordable housing not only impacts upon current residents but also on those who might wish to live and work in Slough in the future. For example, lack of affordable and quality housing deters key public sector workers – such as teachers and health care professionals who are essential for the running of public services, often to the most vulnerable and disadvantaged groups- from moving into the area.</p> <p>The situation in Slough reflects a crisis in housing nationally: lack of supply to meet increasing demand and rising property and rental prices which mean that a significant proportion of households in Slough, or looking to live in Slough, simply cannot afford market prices and rent. Substantially more homes are required and many of them they need to be “affordable”: Therefore some intervention is required.</p> <p>The refreshed Housing Strategy sets out this proposed intervention. It is a statutory document which councils produce to set out their vision and priorities for housing in the Borough. The strategy takes into account the Council’s Five Year Plan (2016-21) and its housing priorities including the growth agenda and the drive to improve quality across all tenures and sectors. It contains an analysis of the nationally and locally changing operating environment, including the changing customer needs and expectations, new legislation and the reduction in resources. Based on the issues and challenges identified and the resources available to the Council it then sets out the key priorities and the direction of travel for the next five years.</p> <p>The council is realistic about how far it can influence private sector market conditions. However, we can intervene to:</p> <ul style="list-style-type: none"> - .ensure the c. 7000 homes that the council provides are the best possible quality and go to those residents most in need of them

	<ul style="list-style-type: none"> - improve standards in the private rented sector (where over 28% of Slough residents live, higher than the national average of 17%) - have early prevention strategies to reduce homelessness (on the increase), - Increase wherever possible the amount of homes built and available - ensure that the most vulnerable have appropriate adaptive housing that meets their needs <p>The strategy therefore has the following 5 areas of focus:</p> <ol style="list-style-type: none"> 1. New housing supply 2. Private sector housing 3. Council homes 4. Homelessness and housing need 5. Special housing needs and vulnerable groups
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>This strategy will be delivered by the Housing Services and Neighbourhood Services teams in line with the accompanying action plan. However, some aspects of this strategy will be delivered in partnership with a number of other Council teams and external partners.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>Age: Yes Disability: Yes Gender Reassignment: Yes Marriage and Civil Partnership: Yes</p>

Pregnancy and maternity: Yes

Race: Yes

Religion and Belief: Yes

Sex: Yes

Sexual orientation: Yes

Other:

The Housing Strategy will impact all equality groups as demonstrated above. However, those who have **low incomes**, or rely on **benefits** are most impacted by the current and projected shortage of affordable housing. The current Strategic Housing Market Assessment (SHMA) report indicates that 1/5 of all households in the SHMA area had an income **of less than £20,000** with a following 1/3 of households earning between 20-40K per annum.

In Slough (mid 2014) the medium household income was £28, 816 and the mean income was £37,952.

The SHMA identifies the **minimum** affordable purchase level household income to be £50,000

For the minimum level rents in the following sectors, households would need the following minimum incomes:

Private rental sector : £ 23, 100

Affordable rent (subsidised to 80 % of market value) £18,500

Social Rent £15,000

Analysis of demographic and housing data indicates that living on low incomes or benefits disproportionately affects some ethnic groups, older people, young people leaving care, single parents (the majority of whom are women) , and those with a disability.

Please see section 6 for a full break down of available data sets. Although not all data sets are complete, the council collects monitoring information on Tenants, Leaseholders, Applicants and Temporary Accommodation Tenants.

The council is in the process of updating its information on Private Rented Homes.

4. **What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.**

The council recognises that a large proportion of residents either privately rent (28%) or own/mortgage (52%) their home. Rising house prices increase pressure on the rental market, where there is insufficient supply of suitable properties to meet demand. Therefore the main focus of the strategy has to be on substantially increasing the number of affordable homes – to support those people who cannot afford market rents or prices. The strategy offers several interventionist approaches to increase the delivery of new homes to own and rent and increase this supply (by 200 per year), across a range of rents. It also offers a robust regulatory approach to ensure high standards amongst private sector landlords, where poor housing conditions are most commonly found.

The council's most valuable asset is its 7000 tenanted and leasehold homes. These are an essential resource to those households on low incomes and especially vital for vulnerable and disabled residents, who may not be able to work. The Strategy offers specific interventions to ensure that council homes are managed and maintained to a high standard. Unfortunately, demand far outstrips supply and the council will need to review its eligibility criteria for access to council homes to reflect those most in need (it will look at increasing priority to those young people leaving care and those with disabilities – this will be subject to a separate EIA).

The specific equalities benefits of successfully implementing the Strategy are as follows:

Age

Young people make up a significantly larger proportion of Sloughs population when compared with other south east local authorities. Young people are being priced out of the Slough homeownership market, including a swing to 'generation rent' in line with countrywide trends. Consistent with the rising house prices and low wage, high employment levels this strategy should allow the Council to meet the growing demand for affordable homes for young people by facilitating the building of more affordable homes.

Nearly 40% of applications for social housing include children under the age of 15 years of age, reflecting the high need for families with dependent children and family homes.

Children under the age of 15 years make up c. 50% of households in Temporary Accommodation Tenants (consistent with the council's objectives to support families with young children). Therefore, by specifically tackling homelessness under Theme 4 this strategy should positively impact children and young people who have the most severe need for priority housing in a crisis. Another potential positive impact for young people in the borough comes from the strategy's proposals seeking to provide suitable and affordable priority social housing for those leaving care. (Themes 1 & 5).

The overall impact of The Housing Strategy on older people is expected to be positive as it seeks to address future challenges resulting from a growing older population in Slough. The SHMA estimates that the number of people over 65 is projected to grow by 40% in the next 10 years and the Council is planning to provide new specialist and alternative accommodation to cater for this increasing demand (Theme 5). In order to tackle many of the medium and long term strategic issues facing older people in the borough this strategy will bring together the appropriate Council departments and agencies concerned to develop a long-term strategy which promotes and supports independent living. As older people are also disproportionately likely to own their homes outright or live in social housing this strategy will benefit older people through targeted support aimed at improving the standard of existing Council and privately owned properties (Theme 2 and 3).

Disability

The exact number of Slough's disabled population is unknown and is a gap in the Council's data. In 2011 around 18,787 (13%) adults in Slough had a limiting long term illness or disability according to the census, and was projected to rise by over 50% by 2036, therefore, requiring particular attention.

The Housing Strategy recognises the needs of people with disabilities and seeks to address these through a range of provisions. These include improving housing options for people with disabilities via the new build programme (Theme 1), working with Council teams and external partners to support disabled people to live independently in their own homes and reducing the impact of poor housing on their health (Theme 2). It also encourages other local authorities placing families in Slough to notify the Council of their specific support needs so that the appropriate local support services can be provided where necessary on arrival (Theme 2).

The strategy's proposals to improve the Council's approach to ensuring that it better understands the mobility needs of residents who require adapted properties should have a positive impact on the approximately 9,322 residents between the ages of 16 and 65 living in Slough with a physical disability. The strategy should also benefit people with disabilities by supporting adults living with learning difficulties and long term mental health issues and by addressing the growing levels of dementia suffered by older people in the Borough.

Disabled people are more likely to be over represented in social housing. Currently, 13% of tenants have declared at **least one** disability (although many have multiple disabilities). 6% of applicants for social housing have declared a disability – the revised allocation policy will consider how best to prioritise eligibility to reflect the increased need of disabled residents. 4% of that tenant in temporary accommodation had declared a disability.

Race

Slough is one of the most ethnically diverse local authority areas outside of London and in the United Kingdom. Appendix B shows the ethnicity statistics for Slough from the 2011 Census (it is very likely to have increased in diversity over the past 5 years).

Approximately 35 % of the population identify themselves as white British, with nearly 10% defining as “white other” (largely from Poland and other parts of Eastern Europe following EU enlargement). 40% of residents declared as Asian or Asian British and 9% declaring as Black or Black British.

There is a considerable margin of error in the ethnicity data sets for Tenants, Applicants and Temporary Accommodation Tenants, with up to 20% “unknown”.

However, it is clear that there is some overrepresentation from particular groups. At least 40% of council tenants are from BME back grounds, with 6.5% declaring as “white other”, 21% as Asian and Asian British, and 9% as Black or Black other. After the White British cohort, the Pakistani cohort forms 15% of council tenants.

BME households are overrepresented among housing applicants and homeless households.

For applicants, 10.5 % are from “white other” background, 16% are from Black/Black British backgrounds and nearly 25% are from Pakistani backgrounds.

In Temporary Accommodation tenants, around 30% tenants are from Black/Black British backgrounds.

By building more truly affordable homes, tackling and preventing homelessness and improving the quality of existing housing this strategy should lead to a positive outcome for people from all ethnic groups, but especially those most impacted by low incomes. Slough has nearly 14,000 people in council housing and as such the strategy’s £100 million investment in improving the existing stock and also the realisation of the service improvements from the planned new repairs; maintenance and investment contract (Theme 3) should also impact them positively.

Gender

According to the 2015 mid-year estimates of the 2011 Census, from the 145,734 people in Slough the male/female gender split is approximately 50/50. This strategy is likely to have a net positive impact on both men and women in Slough due to the additional supply of

	<p>new affordable homes and the investment in existing stock. The proposal to review services for older people, improve and maintain the quality of council homes and to deliver high quality housing management services will also benefit women who are overrepresented among council tenants, across all groups and tend to outlive men.</p> <p>Gender Breakdown:</p> <p>Tenants: 54% women, 46% men; Applicants: 53% women, 47% men; Temporary Accommodation Tenants: 56% women, 44% men</p> <p>Slough has more lone parent households with dependent children than the national average. Approximately 92.5% of these lone parent households are female and lone parent households tend to experience greater levels of deprivation and economic and housing need than households made of couples. Furthermore, lone parent women are also over-represented in homeless acceptances and temporary accommodation in Slough. So by developing a diverse mix of affordable homes (Theme 1) and improving the current standard of both private and council housing (Themes 2 & 3) this strategy should positively impact women heading up lone parent households. The focus on reducing and better managing homelessness in Slough could also positively benefit lone parent female households including the measures set out in Theme 4, such as developing a new preventing homelessness strategy.</p> <p>Pregnancy & Maternity / Marriage & Civil Partnership / Religion & Belief / Sexual Orientation / Gender Reassignment There is insufficient data to assess the impact of this strategy on these protected characteristic, however, there is no significant reason to believe that it will impact people based on any of these characteristics.</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>The Housing Strategy should have a net positive overall impact on the council's equality duties. However, there are some areas where due care needs to be taken in order to ensure that the strategy does not negatively impact any specific group more than others. It is also important to note that planned reductions in benefit caps, and other changes to government housing policy will affect household rent affordability in the future .At the time of writing this Strategy the Government is introducing a number of changes through the Housing and Planning Act and other legislation which will have a major impact on the future of council homes in the Borough. Chief amongst these are;</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Government has taken control of council rents and these will fall by 1% in each of the 4 years from 2016/17. While this

benefits existing tenants it will have a major impact on the Housing Revenue Account (HRA), including money available for investment;

- From April 2017 the Council will be forced to sell some of its higher - value homes as they become empty and pass some of the proceeds to the Government;
- The Government is changing the rules on new council tenancies and the granting of fixed-term as opposed to lifetime tenancies. This will not affect the position of existing tenancies.

These changes are being introduced at the same time as further measures to reform the benefit system, particularly the reduction in the Overall Benefit Cap and the further rollout of Universal Credit, both of which could significantly affect the finances of individual tenants and the HRA itself.

Age

An area of concern which may have a negative impact on people either directly or indirectly as a result of their age is the insufficient Council data analysing young people's housing need and affordability requirements. Therefore, in order to ensure that the proposed introduction of a wider range of affordable rents does not discriminate against young people by restricting their access to social housing, further work is required to understand what affordable really means for young people in the Borough.

Disability

The Housing Strategy will in the main benefit people with disabilities in Slough, however, when implementing the strategy due regard must be taken to ensure that it is inclusive and does not discriminate against people with disabilities. For example, the Council must ensure that the new homes being built are as accessible as possible in order to cater for the growing number of residents with physical disabilities in the borough.

Race

There are a higher proportion of BME applicants on the housing register in need of larger homes; therefore, when deciding the makeup of new housing supply the Council will need to make sure that it does not discriminate against any particular group. As such the Council will carefully consider how far a cultural or community need can be accommodated, within the constraints of supply, to reach a proportionate and pragmatic outcome for the applicant in need, balanced against practical considerations such as cost and availability of resources. Similarly, any review of eligibility of criteria for allocation will need to consider the impact on ethnic groups.

Gender

	<p>Women in Slough are paid less than men and are more likely to have low incomes and find themselves as lone parents.,When implementing this strategy the Council must take into account affordability when setting the rent levels for new affordable housing so as to make sure women have equal access.</p> <p>Pregnancy & Maternity / Marriage & Civil Partnership / Religion & Belief / Sexual Orientation / Gender Reassignment There is insufficient data to assess the impact of this strategy on these protected characteristics; however, there is no significant reason to believe that it will negatively impact people based on any of these characteristics.</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>Yes. The following internal and external evidence and data sets have been used:</p> <ul style="list-style-type: none"> • Profile of Council residents • Profile of homeless households who the Council has a duty to rehouse (past 12 months) • Profile of applicants of the housing register (housing waiting list) • The Strategic Housing Market Assessment (SHMA) • • The Joint Strategic Needs Assessment (JSNA) • The Slough Story • ONS data • 2011 Census • Public Health England’s Slough Profile • Joseph Roundtree Foundation - Monitoring poverty and social exclusion 2016 (MPSE) <p>There is insufficient equalities data on Leaseholders and this has not been included.</p> <p>There is insufficient data across all tenants with regard to sexual orientation, religion, and marital status and this has been disregarded.</p> <p>Sufficient data sets exist for age, gender, ethnicity and disability status although there are gaps due to “unknown” statuses.</p>

7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results e.g. have the staff forums/unions/ community groups been involved?</p> <p>The Council intends to consult with a number of relevant groups at a borough wide conference in early 2017. Additionally, it will follow the required statutory consultation process in order to get the views of a variety of different groups.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Housing is a major issue for local people. In particular, demand for social housing far outstrips supply and any perception of unfair or discriminatory allocations and priorities will impact negatively on community relations.</p> <p>The Council, and its partners, have limited resources and directing resources to address any one issue potentially diverts resources from other actions. The effect of this could result in community tension if some groups are perceived to be treated more favourably. However, the Housing Strategy mitigates this impact by contributing to advancing equality of opportunity between different groups by promoting understanding through on-going engagement and involvement of residents, in particular through resident scrutiny and involvement of residents in helping to shape the service (Theme 4).</p> <p>Another area negatively impacting community relations is the higher rents and house prices in Slough over the last couple of years. Consequently, this strategy seeks to alleviate these community tensions by providing more needed affordable housing in Slough. Further work as captured in the action plan below will also need to be done in order to truly understand what affordable homes are required by the community.</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>Both the Allocations Policy and the Preventing Homelessness Strategy will have separate Equality Impact Assessments.</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>The Housing Strategy will include a yearly review and an assessment of the impact of the proposals discussed in this document on the key groups identified, age, gender, disability and race. Performance targets will be set up, as will any monitoring against the above key Equalities groups in order to feed into the annual review of the action plan and subsequent strategies.</p>

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

Action Plan and Timetable for Implementation

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

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date
An analysis of young people in Slough linked to affordability.	Young people & Low earners	HoHS		Via Housing Strategy Action Plan	June 2018	
A review how the Council collects housing equalities data.	All	HoHS		Via Housing Strategy Action Plan	June 2018	
Develop performance monitoring framework for the key equalities	Age, sex, disability and race	HoHS		Via Housing Strategy Action Plan	June 2018	

groups identified above.						
Preventing Homelessness Strategy + Equality Impact Assessment	All	HoHS		Via Housing Strategy Action Plan	Sept 2017	
Allocations Policy + Equality Impact Assessment	All			Via Housing Strategy Action Plan	May 2017	
Name: Signed:(Person completing the EIA)						
Name: Signed:(Policy Lead if not same as above)						
Date:						

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18 April 2017

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

WARD(S): All

PORTFOLIO: Housing and Urban Renewal - Cllr Ajajib

PART I
KEY DECISION**HOUSING REVENUE ACCOUNT BUSINESS PLAN 2017-2047****1 Purpose of Report**

Council housing in the Borough is managed through a separate financial account – the Housing Revenue Account (HRA.) This report presents an update on the HRA Business Plan published in October 2016. 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.

Recommendation

The Cabinet is requested to resolve;

- a) That the HRA Business Plan be approved;
- b) That a further update of the Business Plan be brought before Cabinet in March 2018, incorporating the outcome of the Housing Options Appraisal.

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 new Housing Strategy sets 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 all of the Five Year Plan outcomes, but in particular:

- Outcome 1; Our children and young people will have the best start in life and opportunities to give them positive lives;
- Outcome 2; Our people will become healthier and will manage their own health, care and support needs;
- Outcome 4; Our residents will have access to good quality homes

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 again in March 2018 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 is seeing 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 2017- 2047 can be found at the Appendix to this report. This is an update on the version of the Business Plan published in October 2016. At that stage there was considerable uncertainty surrounding the Business Plan and it was agreed to provide an update in March 2017 when it was hoped these uncertainties would have been resolved.

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 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.
- 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.

Significant Updates since the October 2016 Plan

- 5.6 A number of significant amendments and updates have been made to the Business Plan since the publication of the October 2016 version;
- *Pay to Stay*; The Plan has been updated to take account of the welcome decision by the Government not to proceed on a compulsory basis with its proposals to charge higher rents to households with a gross household income of over £31,000 per year.
 - *RMI/Stock Condition*; Within the RMI project the Council now has the benefit of headline data from the Stock Condition Survey, estimating investment needs over the life of the Plan. This has shown that broadly speaking budgets for works within the Plan should be sufficient and this has helped remove one area of uncertainty that was discussed in detail in the October 2016 Plan.
 - *Financial Modelling*; The financial modelling and sensitivity analysis in Section 9 has been updated to roll budgets forward one year and to take account of other changes, such as data arising from the RMI project;
 - *Rents on new developments*; Section 8 of the Plan has been amended to reflect the work that is currently in train to update the Council's policies on Affordable Housing, including the idea of a "Slough Living Rent" based around average local incomes.
 - *Options Appraisal*; The Options Appraisal into the future of the Council's housing stock is now well underway, overseen by a Consultative Group chaired by the Cabinet Member for Housing and Urban Renewal. The Group includes residents, an Independent Residents' Adviser, members, officers and external

experts who are supporting the process. An interim report on the Appraisal was received by Cabinet on 20 March 2017. In approving the recommendations, Cabinet agreed that in the light of the projected loss of housing stock over the life of the Business Plan, “doing nothing” was not an option. However, Cabinet also formally ruled out the possibility of a large scale transfer of the housing stock to a Registered Provider (Housing Association) as this was not financially viable. The Options Appraisal is due to report in December 2017.

Outstanding Uncertainties arising from Government Policy

- 5.7 There are two areas in particular where emerging Government policy, or rather the delayed clarification of it, is prolonging major uncertainty within the HRA Business Plan;
- *Rents Policy*; The Business Plan already takes account of the Government’s decision to reduce council rents in each of the 4 years from 2016/17. However, Government is yet to announce its plans for rents after 2020. This is affecting the business plans of all social landlords, including housing associations and all local authorities which still own their housing stock. In the Housing White Paper published in February 2017 the Government said it still intended to produce guidance but did not give a date. This is a major uncertainty for the HRA Business Plan in Slough and is discussed in detail in the sensitivity analysis.
 - *Sale of High Value Voids*; Government has legislated to allow it to require local authorities to pay a levy to Government reflecting the local authority’s ability to generate receipts from the sale of High Value Void property. Government has confirmed that a levy will not be made in 2017/18 and details of how this provision will work have not yet been published. However, this has the potential to have a major impact on the Business Plan over the next few years.

6 Comments of Other Committees

The HRA Business Plan is being considered by the Neighbourhood and Community Services Scrutiny Panel on 4 April 2017.

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. It is hoped that some of the remaining uncertainties about the Plan, particularly Government policy on rents and High Value Voids, will be resolved over the next few months and can be considered within the next update of the Plan in March 2018.

7.3 In addition to this, the Council's Options Appraisal on the future of its housing stock is well underway. This will take a long-term view on how the Council can both sustain the existing housing stock in good condition and maximise the delivery of new affordable homes. The Appraisal will report in December 2017 and will be fed into the new HRA Business Plan in March 2018.

7 **Appendices Attached**

'A' Housing Revenue Account Business Plan 2017-2047

Slough Borough Council Housing Revenue Account Business Plan 2017-2047



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), 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. This treasury management policy will be reviewed as part of the comprehensive Options Appraisal currently underway.

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;
- 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 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.

This Plan is an update on that produced in October 2016 and takes account of the work within the

RMI project, informed by the headline results from the new Stock Condition Survey. This shows that broadly speaking the budgets provided for works to property in the Business Plan are sufficient. There will be a further update of the Business Plan in March 2018, by which time it is hoped that some of the remaining uncertainties, particularly around rents policy, will have been resolved.

As agreed as part of the October 2016 Plan the Council has now brought together residents, councillors, officer and external experts to undertake a comprehensive Options Appraisal of the future of the Council's housing stock over the next 20 years. This is due to report in December 2017 and the results will be fed into the next update of this Business Plan in March 2018.

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 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 has updated 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 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 300ⁱ 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 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:
- 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.
 - 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 Boroughs' capacity to pay the higher rents plus additional incentives to private landlords to encourage them to accept homeless households from their areas 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. The current number is 472, with 202 of this households claiming Discretionary Housing Payments to help with the shortfall.
- 5.5 A total of 307 households in Slough are subject to benefit cap after the cap itself was reduced in 2016. At the time of writing this plan the latest indication is that the rollout of Universal Credit for new claims will be completed by February 2018. It is currently anticipated that all

existing claims will have been transferred to Universal Credit by 2022. 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 in 2017 and an alternative form of contract provision is now being put in place.
 - 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. 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 m
- Capital investment works £5m
- Statutory compliance testing and maintenance (eg Fire, Water and electrical safety) £0.6m
- Pre-paint repairs and cyclical decorations £0.32m
- Estate and window cleaning £0.85m

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 (RMI) 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 During the commissioning and procurement of the RMI contract the Council identified that a comprehensive Stock Condition Survey was required. In addition to assessing the condition of the dwelling and its components, the surveyors undertaking the worked also considered the following;

- Category 1 Health and safety issues under the Housing, Health and Safety Rating system (these were notified and remedial works undertaken immediately);
- The general condition of the home to see if terms and conditions of the tenancy were being complied with;
- The identification of frail and vulnerable households;
- Evidence of hoarding;
- Safeguarding issues relevant to Adults and Children's Services;
- Pets/Nuisance and evidence of sub-letting.

- 7.6 The access rate within the survey was 86% and the intention is to continue to seek to gain access to other properties by 31 December 2017.
- 7.7 The results of the Stock Condition Survey have been reviewed by Savills. They have advised that the budget set aside for the RMI contract of £140m over the 10 year life of the contract should be sufficient but that there is little room for manoeuvre should there be changes in legislation or other pressures on income to the HRA. The findings of the Stock Condition Survey will;
- Feed into the development of the Capital Investment Programme (first two years of the RMI contract.);
 - Enable the development of investment profiles;
 - Feed into the development of the Asset Performance Evaluation (part of the Options Appraisal.)
- 7.8 Looking forward, the current HRA RMI spend profile is as follows:

Programme	Year 1-5 2018-2023	Year 6-10 2023-2028
Capital	£24.95m	£32.9m
Revenue	£45.05m	£37.1m

- 7.9 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.
- 7.10 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.
- 7.11 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	2018/19
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
Wordswoth – 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
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
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		c 180-200		

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.

Options Appraisal

- 8.10 As a result of the Business Plan published in October 2016 the Council has begun a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock. This is being undertaken with the full involvement of residents. The project is overseen by a Consultative Group chaired by the Cabinet member for Housing and Urban Renewal and including other councillors, residents, an Independent Residents' Adviser, officers of the Council and technical experts supporting the process. The Options Appraisal is due to report in December 2017.
- 8.11 The core objectives of the Options Appraisal are to look at the long term future of council homes in Slough. In the light of the financial position set out in the Business Plan, new information about the condition of the housing stock and emerging Government policy the Appraisal will look at how best to sustain existing homes in good condition while achieving the Council's ambition to provide more and better homes for the benefit of the people of Slough. A key focus of the study will be how to maximise the delivery of high quality new homes on HRA land.
- 8.12 The Options Appraisal has already made good progress and an interim report was made to the Council's Cabinet on 20 March. This highlighted in particular that given the projections about future Right to Buy sales, "doing nothing" was not an option as over time this would leave the HRA with a seriously diminished stock of dwellings. Equally, Cabinet has ruled out the large scale transfer of the housing stock to a Registered Provider. This proved financially unviable,

largely because the “valuation” of the property under the specific rules applied to these transfers was far less than the outstanding debt on the property held by the Council. Unlike in previous years, no Government funding is available to make up the shortfall. The Appraisal will therefore proceed by looking at other options to deliver a sustainable future for existing council homes and the additional affordable housing which is required.

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.



Rents Policy

8.13 The Council is reviewing 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 is reviewing this position for the following reasons;

- First, there is now no significant 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;

- 8.14 As part of the development of the Council's overall Housing Strategy, consideration is being given to the introduction of a *Slough Living Rent*. This would be a sub-market rental based on median local incomes. When this finalised, later in 2017, this may form the basis of rent levels on a proportion of the Council's new build programme.

9. Financial 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 2017 to 2047.
- 9.2 The budget set for 2017/18 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 updated as at March 2017.
- The first scenario - the "Base Case " - shows the Business Plan as it stood at March 2017, just as the 2017/18 budget have been set; and
 - The second scenario shows the integrated effect of sensitivity analysis undertaken based on a number of assumptions on a number of key variables as at March 2017.

HRA 30 Year Financial Projections 2017-2047 (£m)		
	Base Case (March 2017)	Integrated Sensitivity Analysis (March 17)
Income	(1168.4)	(1077.3)
Expenditure	897.0	917.6
Net Cost/(Surplus)	(271.4)	(159.7)
Cumulative Balance	(10.5)	88.4
Note; Capital Expenditure	157.3	157.3
Note; Debt Repayment	104.3	104.3

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 £157.3m over the 30 year period;
- Debt repayment of £104.3m 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 £10.5m is available. It is assumed that this sum is available to fund a programme of new building.

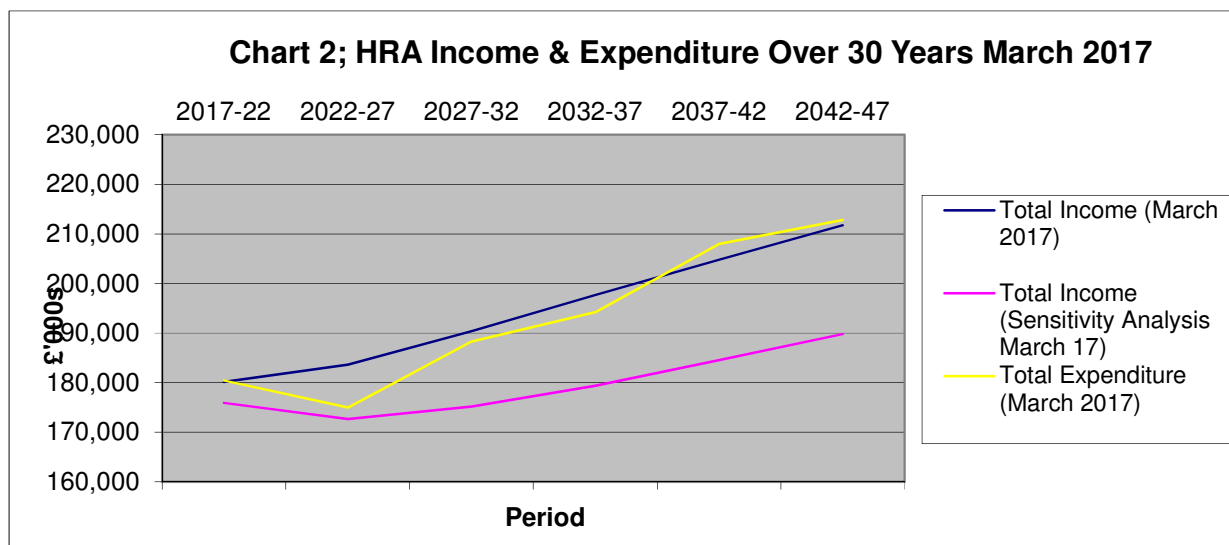
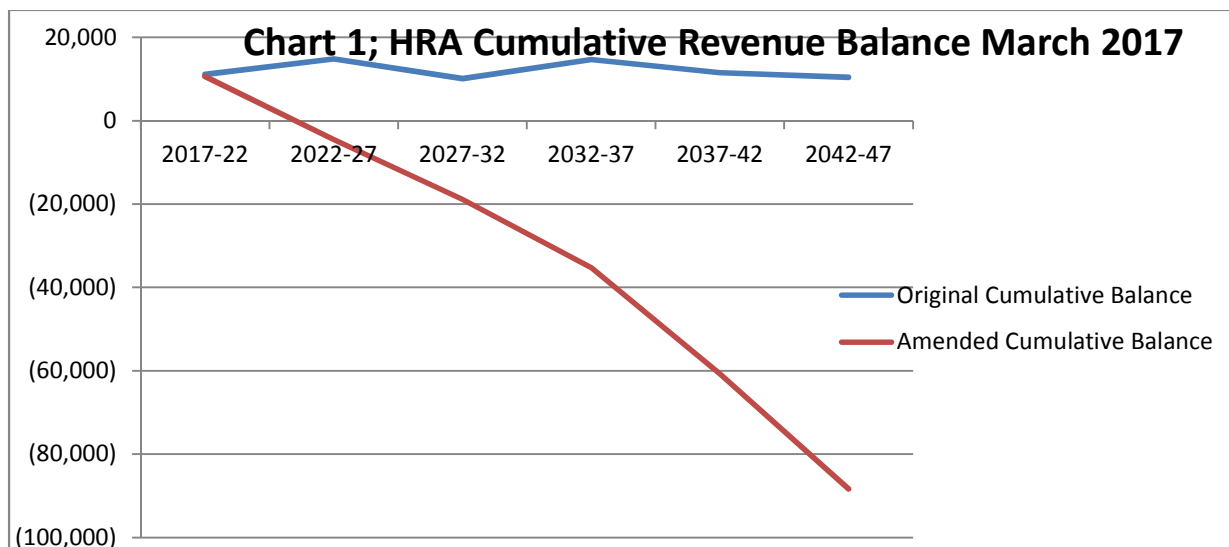
Integrated Sensitivity Analysis

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 £62m 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 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 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 £157.3m and debt repayment of £104.3m continue as in the Base Case.

9.8 As recorded elsewhere in this Plan, the project work on the new RMI contract, underpinned by information from the new Stock Condition Survey, has demonstrated that budgets for capital and revenue works to property are probably sufficient over the life of the Business Plan. For this reason it has been possible to remove the sensitivity analysis around increased repairs costs which featured in the Business Plan produced in October 2016.

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 2017 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 £88.4m 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 2022 and 2027 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:

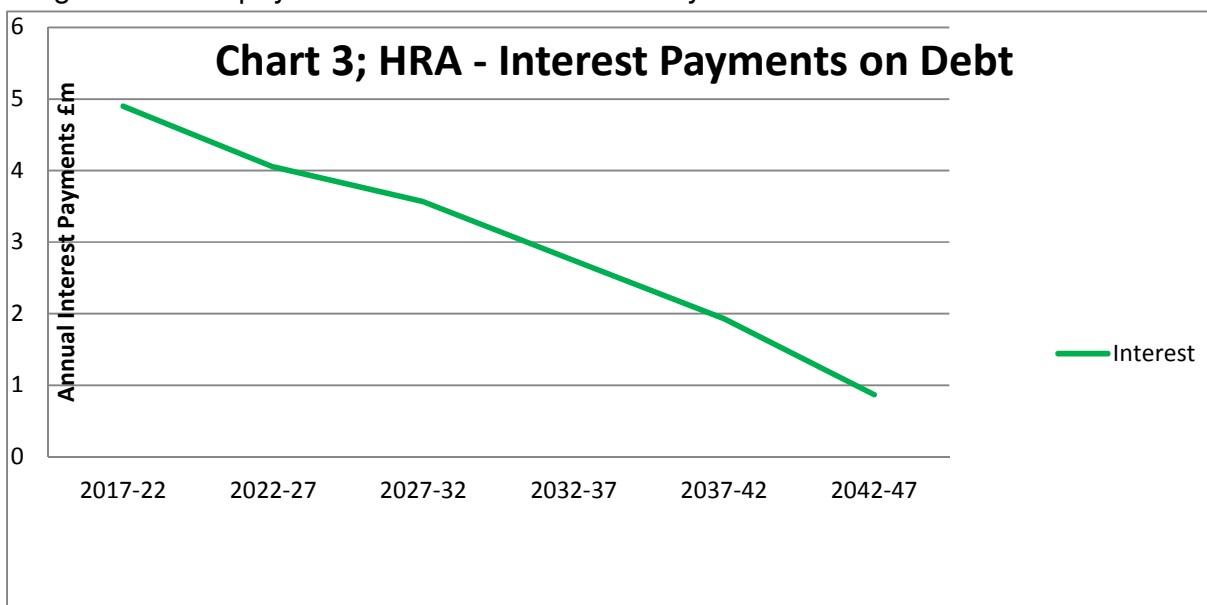
- Cutting back on the level of day to day repairs and staffing;
- Reducing the capital programme of works to existing homes;
- Slowing the level of debt repayment;
- Increasing income by other means;
- Disposing of property.

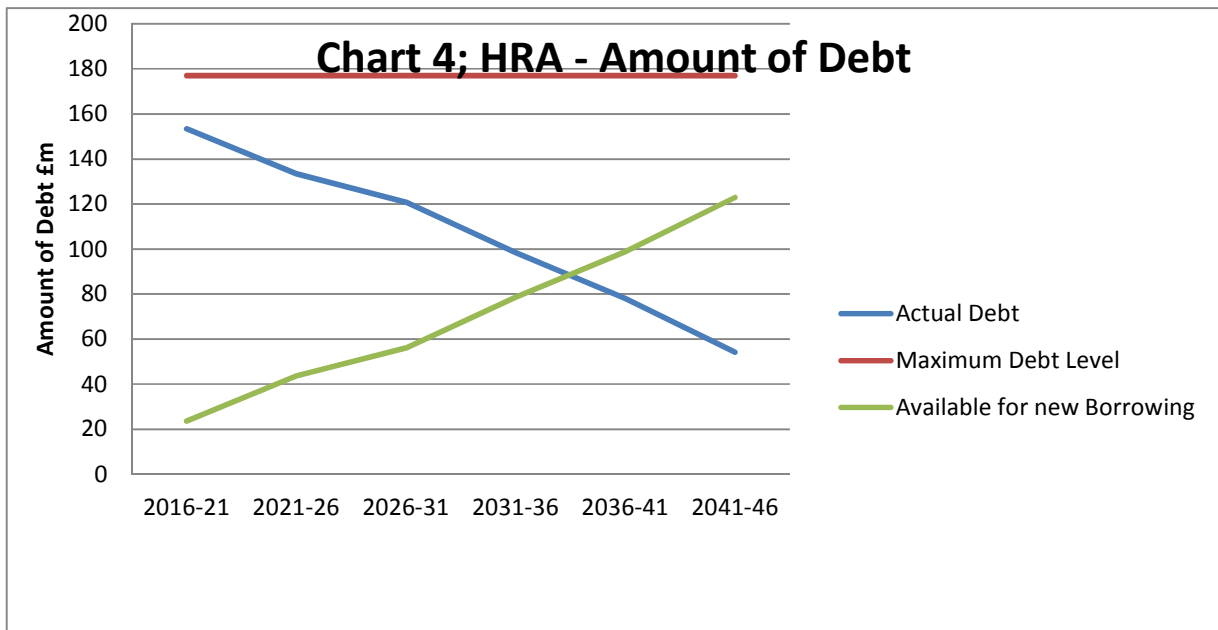
9.12 None of these assumptions are unduly pessimistic in their own right. However, it is probably unlikely that all of these negative factors would actually turn out to impact on the HRA in this way all at the same time. Nevertheless, this sensitivity analysis is useful in setting out the risks that the Council's housing finances face over the next few years, albeit they have been reduced by the preliminary results of the Stock Condition Survey. They also show that the HRA Business Plan is still in a period of considerable uncertainty.

9.13 The Government's Housing White Paper, issued in February 2017, stated that the Government would shortly be setting out its plans for rents for social housing landlords after 2020. At the time of writing this has still not emerged. Nor has Government issued guidance on the impact of payments relating to the sale of High Value Voids. For this reason considerable uncertainty about the HRA Business Plan will continue into 2017/18 and will be addressed again in the next iteration of the Plan in March 2018.

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. The Council’s Treasury Management policy as it relates to HRA borrowing and debt will be reviewed as part of the Options Appraisal due to report in December 2017.

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 on the Council's landlord function and on tenancy policy. More detail on this should emerge during 2017/18.
- 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 impact of this policy on the Business Plan.
- 10.4 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 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

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. It is hoped 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.

a consequence, require higher provision for bad debts.

- 10.5 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 achieving financial savings to strengthen the HRA.
- 10.6 The detailed analysis of the new Stock Condition Survey will enable the Council to 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. This is being fed into the new Options Appraisal, due to report in December 2017. The Appraisal will look at 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.
- 10.7 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.
- 10.8 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 2017/18. A further review of the Business Plan will be completed in March 2018.
- 10.9 By that time, the Council will have completed its Options Appraisal and the results of this can be fed into the 2018 Business Plan. The Appraisal will map out how the Council can best achieve its objectives of sustaining existing homes to a high standard whilst increasing the supply of new affordable homes. This will include options for how this can be funded and how the Council should approach the question of borrowing levels within the HRA.

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 2018 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. - Review of the Business Plan in March 2017 records that works budgets should be sufficient. 	
3.		Provisions of the Housing & Planning Act, particularly sale of high-value voids, impact negatively on the HRA.	<ul style="list-style-type: none"> - Review of the Business to take place in March 2018 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 provides comprehensive update on the position. - Review of Business Plan in March 2018 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"> - Option Appraisal 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. 	
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Action Plan

	Action	Lead Officer	Target Deadline	RAG
1.	Publish a baseline 30 year Business Plan for the Housing Revenue Account	Strategic Director	Completed in October 2016	
2.	Undertake a comprehensive survey of the condition of the Council's housing stock	Head of Neighbourhood Services	Completed in 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.	Develop a new Tenancy Strategy for Council tenancies to reflect the provisions of the Housing & Planning Act. (To be actioned when the Government publishes regulations.)	Head of Housing Services	September 2017 (Provisional)	
8.	Undertake a formal review of the scheme for the allocation of social housing in Slough	Head of Housing Services	May 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 2017

	Budget	Business Plan					
	2017/18	2017/2022	2022/2027	2027/2032	2032/2037	2037/2042	2042/2047
Income							
Rent Income - Dwellings	(32,513)	(159,834)	(162,401)	(167,443)	(172,338)	(176,696)	(180,734)
Rent / Other Income - Non Dwellings	(1,619)	(8,243)	(8,621)	(9,317)	(10,287)	(11,357)	(12,540)
Charges for Services & Facilities - Tenants	(1,651)	(8,406)	(8,791)	(9,422)	(10,285)	(11,339)	(12,519)
Charges for Services & Facilities - Leaseholder	(717)	(3,652)	(3,820)	(4,207)	(4,762)	(5,377)	(5,964)
	(36,501)	(180,135)	(183,633)	(190,389)	(197,671)	(204,769)	(211,757)
Expenditure							
Repairs & Maintenance	8,500	42,756	44,672	46,951	49,346	51,863	54,509
Supervision & Management	7,738	37,874	39,712	44,930	50,834	57,514	65,072
Special Services	2,137	11,230	12,706	14,376	16,265	18,313	20,719
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	469	2,467	2,791	3,158	3,573	4,042	4,573
	25,403	127,127	132,681	142,215	152,818	164,532	177,673
Net Cost of Service	(11,098)	(53,008)	(50,952)	(48,174)	(44,853)	(40,237)	(34,084)
Capital Charges	5,800	28,305	24,256	21,572	18,396	14,070	10,144
Contribution to Housing Development Fund	- 5,000	10,000	0	0	0	0	0
Revenue Contributions to Capital	4,000	12,000	10,000	4,000	10,000	3,500	8,000
<i>Compensation to tenants re: water commission</i>	1,500	1,500	-	-	-	-	0
<i>RMI Pension Liability</i>	1,500	1,500	-	-	-	-	0
Net Operating Expenditure / (Income)	(3,298)	(19,703)	(16,695)	(22,602)	(16,457)	(22,666)	(15,940)
Reserves							
Balance - Brought Forward	(10,932)	(11,376)	(6,123)	(7,946)	(11,245)	(14,703)	(11,528)
Housing Development Fund	(5,000)	0	0	0	0	0	0
Debt Repayment	0	20,000	8,000	20,500	13,000	25,841	17,000
Balance - Carried Forward	(19,230)	(11,079)	(14,818)	(10,048)	(14,703)	(11,528)	(10,468)

the disposal and subsequent development of the site via a special purpose subsidiary of Slough Urban Renewal.

(c) That it be noted that a report on preferred route for the private sector delivery partner will be presented to Cabinet by July 2017.

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

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

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

Construction of the scheme will improve local temporary employment opportunities as well as increasing apprenticeship opportunities enabling local people to improve their learning and skill base. The development of offices, retail and leisure facilities will create long term employment opportunities. Redeveloping the sites will improve the quality of the built environment and the image of the town whilst providing much needed high quality housing. The scheme will be designed with security as a key consideration and the site will be constructed in line with current Health and Safety regulations.

3b. **Five Year Plan Outcomes**

Working effectively and expediently to procure a development partner, progress planning and deliver this important regeneration scheme will address the five year plan outcomes through:

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

4 **Other Implications**

a) Financial

Having approved the report in September 2016 the Council has budgeted for the acquisition in the Capital programme for 2017/18 and the Medium Term Financial Programme. The financial implications are discussed in Confidential Appendix One.

b) Risk Management

Subject to developing the site via SUR:

Risk	Mitigating action	Opportunities
<p>Legal –</p> <p>The SUR SPV is sued by creditors of the joint venture</p> <p>Action is brought against the SUR SPV in regards to state aid.</p>	<p>There are clear firewalls between the Council, SUR and its subsidiaries.</p> <p>SBC has sought professional advice in regards to what lending rate needs to be paid by the SUR SPV on the loan to secure the land (as opposed to development finance).</p>	<p>SUR is already compliant with EU and UK regulations.</p>
<p>Property – House prices could fall, resulting in anticipated sales values being unachievable.</p>	<p>Morgan Sindall Group PLC are a commercial partner and will ensure all development realised is financially viable and synced to market cycles.</p>	<p>The Council will participate in any growth in value achieved during the construction period and almost a third of the residential properties are affordable housing which could be funded by the HRA.</p>
<p>Human Rights</p>	<p>No risks identified</p>	
<p>Health and Safety – workers are harm or killed during the course of construction or local residents are harmed accessing the site.</p>	<p>Morgan Sindall Group plc is a national regeneration and construction company with established Health and Safety procedures</p>	
<p>Employment Issues – The size, scale and complexity of this project will greatly increase the workload of existing staff, placing pressure both on this project and business as usual.</p>	<p>The report highlights the additional staff resources that will be required and recommends that additional internal staff resources are established to specifically deliver this project</p>	<p>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 skills training and job creation.</p>
<p>Equalities Issues</p>	<p>No risks identified</p>	
<p>Community Support</p>	<p>No risks identified</p>	
<p>Communications</p>	<p>No risks identified</p>	<p>The development of this long awaited place making development 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.</p>
<p>Community Safety – local residents/ workers harmed during construction.</p>	<p>Morgan Sindall Group plc is part of the Considerate Constructor Scheme (CCS).</p>	

Finance – Exposure to increased risk due to speculative development activities on the private units.	Morgan Sindall Group PLC is a top 5 construction and regeneration company quoted on the main London stock exchange with an annual turnover of circa £2.2bn.	SBC loan notes issued to SUR during the construction period will be at circa 7% once the land is drawn down for construction. These returns are separate and in addition to SBC's share in development profits and any interest accrued during the holding period.
Finance – The development does not generate a profit or makes a loss	The Council has taken independent advice on costs and revenue to ensure that the project is viable and will deliver a profit	Should the sales period be shorter than anticipated, costs will reduce, resulting in an increase in the Council's share of the profit.
Finance – Higher than anticipated construction costs	The option to SUR anticipated a minimum land value and SUR (MSIL/SBC) would lose profit if costs are not well managed.	
Timetable for Delivery – schemes are delayed unnecessarily	Development risk is managed by SUR through the DM team, Construction delay is mitigated through main contracts and supply chain.	All parties are financially incentivised to deliver regeneration and redevelopment to the agreed programme. Using the existing legally established subsidiary company will ensure expediency in delivery.
Governance – Poor performance	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	SUR is already developing sites successfully and will be incentivised to perform since the vehicle will be paying SBC interest on the land	Increasing the number of projects and the resource within SUR will improve its long term viability and success of delivering the Council's regenerations goals.
Planning – the acquisition scheme does not achieve planning consent.	The scheme incorporates circa 30% affordable housing in line with the site allocation but the tenure may no longer be Social Rent and is subject to viability. The scheme is conservative in terms of height and is comparable to the outline consent.	An enhanced scheme with increased density/height could create more development [homes] and development profit. Starter Homes rather than Social Rent accommodation may make the financial viability of this high quality statement scheme more viable.
Oversupply of new housing in Town Centre – the proposed redevelopment of the Observatory and Queensmere shopping Centres would come in conjunction with the NWQ and could lead to an over-supply.	Current and future levels of anticipated housing need and high proportions of Private Rented Sector (PRS) units make this is unlikely. SUR will phase the provision of all housing types and ensure that the private units are released for sale to maximise value	This may result in a substantial redevelopment programme that will introduce a higher quality retail and restaurant offering which should be positive for the town centre, Slough borough and the viability of the NWQ scheme.

c) Human Rights Act and Other Legal Implications

Under Section 120 of the Local Government Act 1972 the Council has power to acquire by agreement any land either for the purposes of any of their functions under that Act or under any other enactment or for the benefit, improvement or development of their area. Accordingly, provided that the Council consider that the acquisition of UWL's freehold interest in NWQ is for the benefit, improvement or development of their area then the Council have power under this section to acquire such interest.

The Council also has the power to enter into an option for disposal of the land, and subsequently to complete such disposal, pursuant to section 123 of the Local Government Act 1972 provided that such disposal is for the best consideration that can reasonably be obtained for the land.

The proposed lending to SUR SPV of the funds for the acquisition could potentially constitute prohibited State Aid under Article 107 of the Treaty on the Functioning of the European Union which will continue to apply until such time as the United Kingdom formally leaves the European Union. However, provided that the proposed lending is not on terms which are more favourable to the SUR SPV than it could obtain on the open market then there is no distortion of competition and consequently the proposed loan would not constitute illegal State Aid.

The proposed borrowing by the Council for the purposes of the envisaged loan to the SUR SPV will be subject to the provisions of the Local Government Act 2003. Under Section 1 of that Act the Council may borrow either for "any purpose relevant to the Authority's functions under any enactment" or for "the purposes of the prudent management of its financial affairs". Also the Council must ensure that it complies with its affordable borrowing limit under Section 3 of the Local Government Act 2003. The Council will need to ensure that these provisions are complied with in connection with any proposed borrowing.

The proposed development of the NWQ site could amount to "the realisation, by whatever means, of a work corresponding to the requirements specified by the contracting authority exercising a decisive influence on the type or design of the work" such as to constitute a "public works contract" within the Public Contracts Regulations 2015 and hence be subject to competitive procurement. The Council's external Solicitors have advised, however, that the site was included within the OJEU Notice published in connection with the Council's procurement of its LABV Partner and so it is likely that the requirements have been satisfied to enable the development to be carried out using the SUR SPV. This is subject to the provision that the financial estimates stated in the OJEU Notice are not breached.

d) Equalities Impact Assessment

There are no equalities issues associated with this report.

e) Property Issues

See section 5 below.

5. Supporting Information

Background

- 5.1 The former Thames Valley University site (“TVU”) (hatched blue in Image 1 below) is located immediately beside land owned by the Council on the axis of Wellington Street/Stoke Road (shown red in Image 1 below). The combination of these sites is known as the North West Quadrant within the Heart of Slough Strategy.

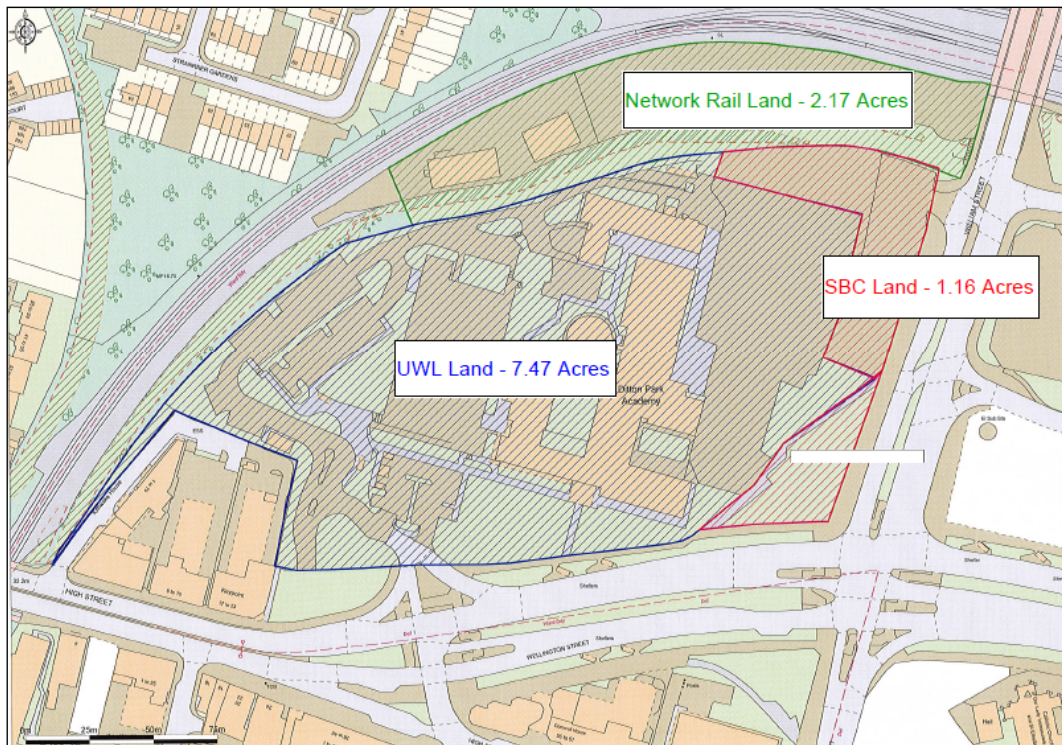


Image One: UWL Land (Blue), SBC Land (Red), Network Rail Land (Green)

- 5.2 Located immediately adjacent to the town centre and Old Library Site and within easy walking distance to both the train station and bus station, the TVU site is the most significant development site within the scope of the Heart of Slough masterplan and arguably within the Borough.

Proposal

- 5.3 SUR was requested to undertake a masterplanning exercise in June 2016 to establish the development potential of the site to support the acquisition process. Due to the scale and complexity of the site, Morgan Sindall Investments Limited (“MSIL”) has utilised its group structure to draw on the expertise of Muse (a sister company within the Morgan Sindall Group) to deliver proposals for a place shaping mixed-use development. Muse has experience of a broad portfolio of circa 40 strategic regeneration projects with a gross development value in excess of £4bn. They consequently have significant expertise and a track record of developing high value complex schemes in partnership with local and public authorities.
- 5.4 Based on feedback from Council officers across departments, SUR commissioned architects and developed an indicative proposal that included 1,089 apartments, 40,000 square feet of retail/leisure space and 270,000 square feet of Grade A office space.

5.5 In the period from October 2016 to present, SUR has considered several options and has continued to refine its proposals. The revised scheme can be summarised as follows:

Element	Quantum	Comment
Residential	1443 units	This is currently based on circa 30% affordable housing and a mix of (Private Rented Sector) PRS and private for sale. Sensitivity analysis will be undertaken to incorporate the likely introduction of starter Homes (properties sold at 80% of market value). To ensure viability, the working assumption is that affordable rents will be 80% of market value. High quality PRS will add to the tenure mix and the value of the scheme. SUR and/or SBC will seek to attract an investor to acquire and manage the PRS. As an alternative, SBC is developing proposals for a wholly-owned Subsidiary Housing Companies. Either one or both of these companies could acquire a proportion of the completed PRS properties.
Retail & Leisure	45,000 sq. ft.	With the introduction of up to 1,500 new homes, the North West Quadrant will create significant demand for ancillary retail use to support this community. The proposal included a new leisure anchor with restaurants, a convenience retail store, and a nursery. The choice of leisure anchor is yet to be determined and will need to be balanced with and be complementary to, the existing town centre and new premises being developed via the Leisure Strategy. With the potential for an evening/night time economy, SUR believe there will be demand to occupy these premises. SUR would take responsibility for marketing this space and securing suitable tenants and investors. SBC would have an option to acquire as an investment asset.
Office	250,000 sq.ft.	<p>SUR anticipates a series of major lease events in Slough within the next 2 years, with a number of large businesses that would potentially seek to relocate to the town Centre. SUR would take responsibility for marketing this space and securing tenants and investors. SBC would have the option to acquire as an investment asset. The potential exits for SBC to acquire the freehold of part of this space should it choose to relocate Council office accommodation and consolidate on this site.</p> <p>Informal expressions of interest have been received via UKTI from institutional investors who would acquire part of the site to build, own and manage the office-led investment.</p>

Site Delivery

- 5.6 The report to Cabinet on 5 September 2016 delegated authority to the Strategic Director Regeneration, Housing & Resources to negotiate an option with SUR. Should an option be granted, the redevelopment of the North West Quadrant would re-set the programme by substantially increasing the pipeline of work. Against this background, Officers have been negotiating refinements to the structure of the Partnership Agreement (in relation to this site) that provide increased control and reduce risk for the Council.
- 5.7 Negotiations have been ongoing with SUR since October 2016. Whilst these have not reached a conclusion, they have demonstrated that SUR understands the Council's requirement to:
- Introduce a mixed-use scheme that complements existing and planned developments in the town centre and creates a statement of quality,
 - Maximise the Social Return on Investment associated with this site, and
 - Manage risk.
- 5.8 Whilst material progress has been made, negotiations with SUR were suspended to allow the Council to focus on acquiring the site. Negotiations will recommence in May 2017 and will focus on an updated Site Development Plan (prepared by SUR), which will set out updated proposals, timescales, costs, revenue, profit distribution and risk profile. The expectation is that officers will be in a position to make a recommendation in time to present an update to Cabinet in by July 2017.
- 5.9 Since the Strategic Director Regeneration, Housing & Resources has now joined the Board of SUR; it is now recommended that the decision to determine if the Council should grant an Option to SUR is delegated to the Interim Chief Executive, acting in consultation with the Commissioner for Housing and Urban Renewal.

6 Comments of Other Committees

- 6.1 None

7. Conclusions

- 7.1 The redevelopment of the North West Quadrant will deliver one of the most important regeneration schemes in the town and region. The acquisition and redevelopment of this landmark site provides an opportunity to transform the perception of the town. It will set a new standard for quality, create jobs, create a long-term income stream to support the Council's long-term financial strategy and reaffirm the view that Slough is a place where people want to live, work and do business.
- 7.2 Whilst a conclusion has not been reached on the delivery vehicle, SUR has provided expert assistance to develop the acquisition business case and is committed to working with SBC to realise the Council's objective of creating a mixed-use scheme that represents a statement of quality and confidence in the town centre. A decision on whether SUR will be granted an option will be taken by July 2017.

8 Appendices

Appendix One – Financial Comments (Part II – contains exempt information)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18 April 2017

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

WARD(S): All

PORTFOLIO: Cllr Ajaib – Commissioner for Housing & Urban Renewal

PART I
KEY DECISION**SLOUGH URBAN RENEWAL – PARTNERSHIP BUSINESS PLAN 2017-2022****1 Purpose of Report**

- 1.1 The purpose of this report is to inform Cabinet on the progress of Slough Urban Renewal (“SUR”). The report summarises the Business Plan for the five year period from March 2017 until April 2020, with a particular focus on 2017/18.

2. Recommendation

The Cabinet is requested to resolve:

- (a) That the progress being made by SUR be noted; and
- (b) That the Partnership Business Plan for the period to December 2020 be agreed.

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

SUR delivers on the following priorities:

- Regeneration and environment – SUR is a special purpose vehicle that will help deliver a range of regeneration projects and improvement to the environment across the town.
- Housing – SUR will deliver over 200 new houses and flats from the first two site development (Milestone and Wexham Green) and dependent on the Council granting options over larger sites, over 2,000 new homes within 10 years.
- Economy and skills - building the Curve and the development of identified sites for housing will bring direct benefit to the local economy and skills base from a concerted effort to engage local businesses in the supply chain and integrating training opportunities for people employed in the construction process. Anecdotal evidence from investors has already highlighted how the construction of the Curve has given confidence for them to invest in Slough.
- The actions of the SUR will contribute to improving the image of the town. Having completed the Curve and approved proposals to build new hotels on the old library site, the Council has demonstrated ongoing commitment to the regeneration of the Heart of Slough through substantial public investment in

the town centre and through a considered and innovative approach to design of new developments on key sites.

- Value for money – SUR is expected to achieve a higher rate of return when assets are disposed of than comparable traditional routes for disposal.

3a. Slough Joint Wellbeing Strategy Priorities

SUR will contribute as follows:

- Increasing life expectancy by focusing on inequalities – The range of projects being delivered by SUR include integrated community facilities that combine community, health care and commercial services. This is closely linked to One Public Estate Services that seek to improve services to local people.
- Improving mental health and wellbeing
- Housing – Via SUR, the Council has the potential to build over 2,000 new homes within 10 years that will provide a mix of house types and tenures to meet the growing demand for people to live and stay in Slough.

3b. Five Year Plan Outcomes

- **Outcome 1** - The PBP includes the creation of new schools, new community facilities and new leisure centres. Combined with improved housing, enhanced public realm and job creation, SUR is making a material contribution to assist children and young people to thrive in Slough.
- **Outcome 2** - The Council is delivering the property related aspects of the leisure Strategy via SUR. The new leisure centre, refurbished Ice Arena and new Community Sports Facility, combined with other projects, will assist to realise the objective of getting more people' more active , more often.
- **Outcome 3** - The proposals being developed for the introduction of the new hotels and the redevelopment of Slough Basin are indicative of how SUR will greatly improve the built environment and make Slough a location of choice
- **Outcome 4** - By working through SUR the Council is able to ensure that good design of new homes on Council land assets is achieved at the same time that a full mix of tenures is provided.
- **Outcome 5** - Using the expertise of Morgan Sindall, enhanced private sector knowledge and understanding is being used in developing the vision and implementation plan for the future of the centre of Slough

4 Other Implications

a) Financial

The SRP Business Plan has a significant financial implication for the timing of major capital schemes and receipts to the Council. The PBP indicates that the Council will receive capital receipts as follows:

Financial Year	£m
2017-18	3.2
2018-19	9.7
2019-20	
2020-21	1
2021-22	

The plan reflects anticipated receipts for the sites currently under construction at Ledgers Road and Wexham nursery totalling £12.9m, with additional profit shares of £3.73m and £3.42m. The plan also shows the receipt of £1m for the disposal of land to construct the residential element of the old library site, which has a profit share of £1.64m.

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

- 1) Residual Land Value: indicative figures from the latest PBP have been included within the capital strategy; however, the Council will need to ensure that these reflect best value at the time of disposal and these numbers will be likely to change over the course of the development process.
- 2) A share of the development profit which is returned to the Council at the completion of each individual site. Whilst this is typically 50% of net profits, this is subject to variation for larger schemes. The PBP shows net profit receivable to the end of 2025, based on the completion of projects set out in the Financial Appraisal. This figure is subject to change and is dependent on SBC granting an option on various sites.
- 3) The scale of the capital development of the Council's infrastructure that it decides to place into SUR.

There are other financial implications of SUR through the associated impact on the Council's Treasury Management Strategy. There are other financial implications of SUR through the associated impact on the Council's Treasury Management Strategy; many of these schemes may require significant investment by the Council in the form of external borrowing e.g. around £32m for the old library site, to realise these profit shares from the SUR and therefore will need to be carefully considered within the Council's Treasury Management Strategy.

b) Risk Management

Risk	Mitigating action	Opportunities
Legal - Some detailed legal issues have arisen as SUR has gained momentum and the complex legal framework that supports it has been tested.	Legal advice is sought in all cases to ensure the interests of the council are protected.	
Property – the council entered into SUR in order to maximise the financial benefits from asset ownership and disposal. The risk is that the costs of the agreement are not outweighed by the benefits	Active participation in SUR and effective challenge of the development appraisals submitted by SUR on a site by site basis by informed staff.	The opportunity to maximise the financial benefits to Slough of effective management of the Council's asset base
Human Rights	n/a	
Health and Safety	n/a	

Employment Issues	n/a	The appendices to the PBP includes a Community Benefits Plan, which sets out the SUR approach to creating opportunities for employment, skills and training as well as partnerships with local FE colleges.
Equalities Issues	n/a	A separate SUR Equality and Diversity Policy has been introduced. This policy has been approved by SBC.
Community Support	n/a	
Communications – ineffective or inadequate communication about the benefits of SUR to Slough leading to negative approach by the community.	A Communications and Community involvement plan is part of the suite of documents that makes up the Partnership Business Plan	
Community Safety	n/a	
Financial	See comments above	
Timetable for delivery	n/a	
Project Capacity – inability for Council to manage growing SUR pipeline.	The Council is exploring options to increase internal resources to manage the growing SUR portfolio and the anticipated increase in workload associated with key regeneration initiatives that will arise within the next 10 years.	
Other	n/a	

c) Human Rights Act and Other Legal Implications

The Partnership Agreement dated 22 March 2013 (“the Agreement”) made between The Council (1) Community Solutions For Regeneration (Slough) Limited (the Morgan Sindall entity for the purposes of the Agreement) (2) and SUR (3) provides for there to be in place a rolling five year “Partnership Business Plan”.

The Agreement also provides for there to be in place a business plan in respect of each site being redeveloped under the Agreement known as a “Site Development Plan”.

The Partnership Business Plans and Site Development Plans together constitute the “Business Plans” under the Agreement.

The Business Board of SUR are required, under the Agreement, not earlier than three months and not later than one month after 31 December in each year to prepare, agree and circulate for the approval of the Council and of the Morgan Sindall entity which is party to the Agreement a draft Partnership Business Plan for the next five financial years containing detailed content for the next two years and outline content for the following three years.

The Council and the Morgan Sindall entity must then use all reasonable endeavours to agree the plan including any amendments by unanimous vote within 20 business days of the plan being first circulated.

Once the draft plan is agreed by unanimous vote it becomes the “Partnership Business Plan” for the purposes of the Agreement. Any amendments can only be effective if unanimously approved by the Council and the Morgan Sindall entity. Failure by the Council and the Morgan Sindall entity to agree upon the draft business Plan within 20 working days would constitute a “Deadlock Matter” under the Agreement which would then invoke an escalation procedure under the Agreement designed to lead to a resolution.

Continuing disagreement would constitute a “Deadlock Event “ under the Agreement leading ultimately to a winding up of SUR.

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

d) Equalities Impact

An Equalities Impact Assessment was completed at the point at which introduced SUR. The approval of the PBP does not require a separate EIA.

e) Property

See section 5 below.

5. Supporting Information

Background

- 5.1 Slough Urban Renewal (“SUR”) is a Local Asset Backed vehicle (“LABV”) formed on a 50:50 limited liability partnership between Slough Borough Council (“SBC” or “the Council”) and a wholly owned subsidiary of Morgan Sindall Investments Limited (“MSIL”), itself a subsidiary of Morgan Sindall Group Plc. The over-riding objective of SUR is to assist the Council to meet its objectives in regenerating the residential, educational, leisure, social and commercial infrastructure of Slough.

The Partnership Business Plan

- 5.2 The first Partnership Business Plan (“PBP”) was adopted by Cabinet in March 2013 at the time of entering the joint venture with Morgan Sindall Investment Limited (“MSIL”). This document was reviewed and approved by Cabinet in April 2015.
- 5.3 The PBP is a core document for SUR. It covers the strategic, operational and governance framework for SUR. It sets out the strategic direction of the Partnership, with governance arrangements, operational business arrangements and provides a

rolling 5 year plan of activities. The Partnership Agreement requires that the PBP is updated annually and it has to be formally agreed by both partners. For SBC, Cabinet is the identified decision making body.

Planned Activities 2017/18

5.4 The updated PBP highlights the continued progress that is being made in building the Partnership and simultaneously realising the Council's objectives. Over the next 12 months these will include:

- Completing the development of 'Milestone', the 73 unit development at Ledgers Road.
- Continuing the development and start the marketing at 'Wexham Green'.
- Continue the design development for Slough Basin.
- Completing the Construction of Arbour Park Community Sports Facility (phase 2).
- Progressing the refurbishment of Slough Ice Arena and commence the development of the new leisure centre at Farnham Road.
- Assisting the Council to develop a portfolio of small sites linked to the HRA development Strategy and introduction of Herschel Homes.
- Commencing the design and planning for the refurbishment of Salt Hill ten pin bowling centre.
- Completing the extension of St Mary's, Claycotts and James Elliman Primary Schools.
- Commencing work on the detailed design and submit a planning application for the construction of 2 hotels, 2 restaurants and residential units on the old library site.

Future Development Opportunities

- 5.5 Section 4 of the PBP sets out the future development opportunities for SUR. Subject to SBC granting SUR an Option for several key sites, this long list of commercial and community projects demonstrates the potential for the pipeline in exceed £250m.
- 5.6 SUR has assisted the Council to develop proposals related to the acquisition and redevelopment of the for Thames Valley University ("TVU") site. Subject to SBC granting SUR and option for this site, the gross development value of the partnership will exceed £750m.

Links to Economic Development

- 5.7 SUR's development activity will support the Council's drive towards achieving a Social Return on Investment ("SORI"), linking property-led investment (whether residential or community) to the creation of jobs, contributing to the wider economy or adding social value.

SUR has introduced a Community Investment Plan that dovetails with the PBP. This document focusses on employment creation, skills development and training and is intended to make sure that the activities of SUR maximise community and economic benefits for people in Slough. For each project, SUR will create a Site Development Plan ("SDP") or a Community Project Plan ("CPP"). These documents will include a statement of local economic benefit appraisals and community involvement, the content of which will vary on a scheme by scheme basis. The Community Investment

Plan will include a range of Key Performance Indicators (“KPI”) that will provide targets on jobs created, work placements and apprenticeships created etc.

- 5.8 These KPI’s will be regularly reviewed to make sure that the Council realises objectives associated with maximising benefits to local people and the local economy.

6. Comments from other Committees

None

7. Conclusions

- 7.1 SUR has been established since 2013. In a comparatively short period of time it has grown into an effective vehicle to deliver a series of regenerative, social, economic and financial benefits for Slough. This PBP indicates how SUR will evolve over the next 5 years. Importantly, the plan balances property and financial-led objectives with strong commitment on how SUR will create jobs, introducing training places and maximise opportunities for people in Slough.

8. Appendices

- 8.1 Appendix One – Extract from Partnership Business Plan

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PARTNERSHIP BUSINESS PLAN 2017-2021

2017 UPDATE

Status – Approved by SUR Business Board on xx/xx/17

Approved by JV Partners on xx/xx/17

Version Issued – Draft 2.4

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FOREWORD

Context

Slough Urban Renewal (“SUR”) is a Local Asset Backed Vehicle (“LABV”) formed as a 50:50 Limited Liability Partnership between Slough Borough Council (“the Council”) and a wholly owned subsidiary of Morgan Sindall Investments Limited (“MSIL”), itself a subsidiary of Morgan Sindall Group plc.

The over-riding purpose of SUR is to assist the Council in meeting its objectives in regenerating the residential, educational, leisure, social and commercial infrastructure of Slough through two main mechanisms:

- by developing sites itself for residential, commercial or other uses and with these sites being acquired either from the Council or a third party (delivered through a “Site Development Plan”); and
- by carrying out building or infrastructure works for the beneficial use of the Council, the general public or any third party where SUR is granted no legal interest in the site other than a building licence (delivered through a “Community Project Plan”).

For development sites, SUR will take the construction, programme, delivery and demand risk (for example receipts from selling houses on the open market or from commercial lettings) and, having paid the Council the Market Value of the site where it is the landowner, the development proceeds will be split between the Council and MSIL (as JV Partners of SUR).

Community Projects (capital funded by the Council or a third party) can be of any value and in any sector provided procurement through SUR is not outside the scope of the original OJEU Notice under which SUR was originally procured. SUR and its supply chain will demonstrate Value for Money through transparent and open-book pricing in accordance with its Procurement Policy.

SUR will act as a flexible, innovative and commercial development and regeneration partner to the Council with high levels of transparency, accountability and with joint governance and a shared and equitable balance of risk and reward between the JV Partners.

Planned activity 2017/18

In 2017, SUR will continue development and marketing of residential schemes at Ledgers Road (‘Milestone’) and Wexham Nursery (‘Wexham Green’). It expects to progress other residential developments including a full range sites from 20 to 100 units and the larger strategic sites including Slough Basin. SUR will progress further commercial mixed use projects including the redevelopment of the Old Library site (hotel and residential) and explore the feasibility of major strategic sites in the town centre.

SUR will support the Council’s plans to establish a housing subsidiary in the Private for Rent Sector (PRS) through developing new residential schemes and creating investment opportunities.

SUR will continue with the construction of the Arbour Park Community Sports Facility (CSF). It will progress further Community Projects including the small sites portfolio to provide new Council homes, the Leisure Centre on Farnham Road and the refurbishment of the Montem Ice Arena. SUR will progress further leisure projects in Slough through design/planning

phases and into construction including the extension and refurbishment of Langley Leisure and Salt Hill ten pin facilities.

SUR will continue to deliver the construction of Claycots primary school, St Mary's CE school and James Elliman Academy. SUR will progress further school projects in Slough through design/planning phases and into construction including Wexham Secondary, Priory SEN, Marish Primary and Arbour Vale SEN school. SUR will support the feasibility and development of business cases of community hubs in the Borough including Britwell, Manor Park and Trelawney Avenue as applicable.

Wider partnership working

SUR will listen to and work with our partner to contribute to the Council's Five Year plan (2017-2021). We recognise the change in emphasis to 'Our residents' and in particular SUR will drive development forwards that will enable the priority outcomes – 'putting people first' to be achieved.

SUR will play a full and active part in delivering the priority outcomes in the Council's Five Year Plan. SUR will assist in masterplanning, maximising the use of the Council's assets and developing its agenda for regeneration in all its forms.

In doing so it will operate within the contractual arrangements established through the Partnership Agreement and will aim to be flexible in its approach and proportionate in its operating model.

In everything it does, SUR will seek to promote the long term interests of the partnership by engaging positively with the Council at every level, delivering projects of all types and size with pace and innovation, working with local training organisations to create opportunities for apprenticeships, work placements and work experience and will encourage locally based SMEs to join the supply chain and provide others services to SUR.

SUR ACHIEVEMENTS

Slough Urban Renewal business activity has grown significantly since the last Business Plan in 2015. In 2016 there has been considerable progress made to bring forward site developments through the design and planning process and the Council has initiated further Community projects.

As at March 2017, there are 11 SUR sites under construction, five site developments in progress and 12 community projects being developed by the DM team. In May we established a new office at Aquasulis. There are now over 100 staff working directly on SUR schemes and the construction projects have created over 1500 jobs in Slough in the last year. SUR is best placed than any other developer to capture local people for local jobs as we are creating a pipeline of projects and our supply chain has the visibility to realise and commit to increasing skills and training in their workforce.

Described further below are some of the notable SUR successes:

The Curve: In September 2016 we opened The Curve, a new premier library and cultural centre for Slough. The new building encompasses a stunning, brand new library, it also includes a cafe, museum, performance venue, learning rooms and computer suite. A superb facility for the town, its residents and local business. In the first week alone, the new library recorded some significant success:

- More than 7,000 books were issued by the library in the first week compared with 11,000 for the whole month of July 2016
- 522 new members joined the library in the first week compared with 430 for the whole month of July 2016
- 2,000 library members visited and borrowed books and more than 1,000 used the public computers

Arbour Park Community Sports Stadium: In August we delivered Phase 1; a 1,950 capacity stadium, 3G floodlit pitch along with function rooms and a four-court sports hall – all of which is open for use by the wider community. The Community Sports Facility (CSF) serves an area of the borough that has high inactivity levels and offers a programme of activity attracting local people of all ages to become more active, more often – a key element of the Council's five year £35 million leisure strategy. Slough Town football club are thriving on playing at this new facility; the first team has gone from strength to strength in front of packed crowds and now towards the top of the league. Phase two is due for completion in May and the full facility is expected to be open in July.

School extensions: Work is underway to expand and improve three schools within the borough – we are currently extending, remodelling, and refurbishing Claycots Primary School, St Mary's Primary School and James Elliman Academy, delivering additional classrooms and new sports facilities by the end of 2017. Plans for an additional four school projects are already in the pipeline (Wexham Secondary school, Priory SEN school, Marish Academy and Arbour Vale school). Through our local schools' projects, we are creating more school places, while vastly improving teaching facilities and surroundings for hundreds of children within the borough.

The Centre and the Ice Arena: Improving and enhancing the borough's sports and community facilities is a core element of the Council's Leisure strategy and they have invested significantly in a series of major projects. We are currently in the process of delivering a new £26million leisure facility on Farnham Rd with a 25m swimming pool, sports hall, and gym and exercise studios. We are also completely refurbishing the Montem Ice Arena, home of the Slough Jets. Planning consent for both schemes have been achieved and early works including demolition have taken place.

Small sites: Many developers are criticised for buying sites and leaving them to increase in value and all the time local people have to live with hoarded vacant plots. SUR is forging ahead with the delivery of new quality Council homes for the people of Slough and contributing to reducing the housing waiting lists. We are progressing with 24 infill sites, which will now be used for building new, and extending existing, council homes. In total over 120 new properties, will be built in a series of phases. Construction work started in December on Phase 1 and we have progressed gaining planning consent on Phases 2, 3 and 4. Construction commenced in July on Eschle Court a Council housing project to provide 11 new flats (1, 2 and 3 bed). It is to be renamed Lydia Court after Lydia Simmons, the former Mayor of Slough, and is due to be complete in summer 2017. We continue to drive forward this important element of the Council's wider housing strategy.

Residential schemes: In summer 2016 we launched Milestone, our first residential development comprising a collection of 73 homes, a mixture of one and two-bedroom apartments and two and three-bedroom houses. The scheme is 90% sold and has been incredibly well received. The significant majority of purchasers here have been local first time buyers – meeting the Council's objective to provide housing for local people. What's more we have actively pursued a policy of only selling to owner occupiers, ensuring we create communities and a first in the area. Construction management and technical issues have caused delay to some sectional completions; one of the significant challenges we encountered was third party providers outside of our control. However we have continued keep our buyers informed and 75% of the new private homes and all of the Councils Affordable housing is complete ready for handover in March/April 2017. Construction completion is due in May in accordance with the overall programme. Our next scheme, Wexham Green is under construction and the Golden Brick target was successfully achieved in March. Sales are due to launch this spring of 2, 3 and 4 bed houses in this leafy part of the town.

Old Library site: Now that the Curve building is open, SUR is planning the redevelopment of the old library site with two Marriott hotels, 60 high quality apartments and ground floor retail at the western end of the high street. As part of the Heart of Slough, this will increase occupation of the area and have a positive impact on the evening economy. Considerable progress has been made to secure the hotel operator and develop the scheme. Construction is due to commence in early 2018.

Slough Basin: Plans have been developed, working in partnership with Waterside Places, for the comprehensive redevelopment and refurbishment of the Slough Basin area including the canal and towpath and part of Bowyer Field which is owned by the council. As part of SUR's work we have undertaken the land assembly and to create new high quality homes in the borough, over 250 new homes are planned. They will be surrounded by public open space in the reinvigorated park and alongside the Grand Union canal. SUR also plan a shop, café and community hub overlooking the canal.

1. INTRODUCTION AND DEFINITIONS

The last Partnership Business Plan (“PBP”) was adopted by Slough Urban Renewal LLP (“SUR” and previously known as the Slough Regeneration Partnership, SRP). This updated PBP covers the five year period from March 2017 to December 2021 based on information available in January 2017.

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

SUR is an active development partner and regeneration catalyst to facilitate the delivery of the Council’s Strategic Regeneration Objectives and the SUR Objectives (together referred to as the “Partnership Objectives”) each as set out in the Partnership Agreement. It will do this through two main mechanisms:

- by developing sites itself for residential, commercial or other uses and with these sites being acquired either from the Council or a third party (delivered through a “Site Development Plan”); and
- by carrying out building or infrastructure works for the beneficial use and occupation of the Council, the general public or any third party where SUR is granted no legal interest in the site other than a building licence (delivered through a “Community Project Plan”).

The PBP forms an overarching strategic framework, informing and integrating the individual Site Development Plans (“SDPs”) and Community Project Plans (“CPPs”). It serves as a management tool for JV Partners and Representatives and provides strategic guidance for the Development Manager and operational staff in delivering the Partnership Objectives. The PBP provides an annual update and a rolling five year projection agreed by the JV Partners.

In accordance with the Partnership Agreement, the PBP will be updated annually by the Business Board for JV Partner approval or in accordance with amendments to the Site Development Plans as agreed by the JV Partners from time to time.

The Partnership has a number of objectives in relation to the development of Sites and Adopted Non-Council Sites within the Borough of Slough as set out in the Competing Property Plan (‘the Area’) at **Appendix A** and as defined in the Partnership Agreement

2. PARTNERSHIP OBJECTIVES

The JV Partners are committed to working together in partnership to achieve the Partnership Objectives. It is recognised that it is only through active contribution, commitment, communication and accountability from both JV Partners and their representatives that meeting those aspirations will become a reality.

SUR will facilitate the delivery of the Partnership Objectives by providing the management framework, financial and human resources and physical infrastructure together with the required skills, experience and capacity. It will leverage the skills, capacity and delivery capability of its JV Partners and the Development Manager. Where appropriate, strategies for risk transfer to third parties will be considered.

The Private Sector Partner (PSP) (and to the extent agreed, the Council) will provide working capital to SUR to fund the operation of the business and to underpin the acquisition and development of the Sites in accordance with the Partnership Agreement, the approved SDPs and the Indicative Drawdown Profile.

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

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

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

2.1 Developing the Business

The Partnership aspires for its investment and development activity to be a real catalyst for change, delivering positive regeneration and community outcomes across Slough. It will continue to grow a regeneration business through considered business development activity, maximising the social and economic benefits of the Council's existing portfolio, any Additional sites and potential third party Non-Council sites assets.

This business development activity will be championed by all of the SUR team, including the Business Board, and will be spearheaded by the General Manager.

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

- Regeneration outcomes
- Viability
- Profitability
- Deliverability
- Innovation

Business development activity will be guided by the parameters set out in the Partnership Agreement and recognising the importance of Social Value and the contribution SUR projects make to the economic growth of the Borough.

3. APPROACH TO PARTNERING

The following sets out the approach to partnership working between the JV Partners and wider stakeholders through active engagement and consultation to achieve mutual objectives in a co-ordinated method.

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

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

3.1 Continuous improvement

The Business Board is committed to achieving and demonstrating, continuous improvement and value for money across the business' performance, striving to deliver best in class projects for the benefit of Slough.

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

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

Partnership Continuous Improvement Framework

The Partnership has developed a framework to drive continuous improvement that involves the following:

- **Plan:** set agreed objectives with measurable targets for each Community Project and Site Development as set out in the relevant Business Plans, agreed by the Partnership, the JV Partners and key Supply Chain Members.
- **Measure:** performance against the agreed targets.
- **Compare:** past and current performance with internal and external data.
- **Learn:** from measurement by identifying performance differences and best practice through analysis of the data and team feedback.
- **Act:** to improve performance and processes on future projects, sharing best practice through training and workshops.

The Partnership will work within the continuous improvement framework described above, utilising initiatives that may include:

- **Project initiation and mobilisation** During the early stages of projects the development and delivery team will actively seek out the lessons learned from similar projects both within the partnership and the wider Morgan Sindall Group for the maximum benefit of SUR. In the event that issues are identified on SUR projects we will share this across the programme and seek to prevent further challenges being encountered elsewhere including joint workshops and site visits.
- **Lessons learnt sessions:** following key milestones on each and every project, involving the Development Manager, the Partnership's Business Board, the consultant team and key supply chain members. These sessions will identify project successes and shortcomings and identify how they can be either replicated or avoided respectively on future projects.
- **Benchmarking:** using data and information from projects procured and delivered by the Partnership, the PSP, the Council, the supply chain and the Partnership's consultant team to identify 'what good looks like'. The Partnership will then seek to understand how these industry leading projects that meet or exceed the benchmarks can be delivered in Slough.
- **Training of the Development Management team:** ensuring that the Development Management team is resourced fully and equipped with the

latest knowledge and skills in project delivery, keeping pace with technological progress and developing their expertise to the benefit of the Partnership.

- **Continuity of personnel:** the provision of the Development Management services by the PSP will mean that the Development Management team remains consistent throughout. This will secure the Partnership's corporate memory, thereby ensuring that individuals learn from previous projects in Slough and can deliver improvements on future schemes.
- **Integrated continuous improvement:** the Business Board and General Manager will ensure that continuous improvement is fully considered in every aspect of Partnership business through its inclusion as an agenda item at project meetings, Business Board meetings as well as in Development Management reports to the Partnership. Its inclusion in the Partnership reporting structures and forums will ensure that continuous improvement will be engrained in the working culture.

By working to foster a culture of trust and experience of partnership working, continuous improvement is expected to generate efficiencies in time and cost of service delivery. Where the Partnership is afforded a guaranteed number of projects for delivery by the same supply chain, the Partnership and Development Manager will work concertedly and in partnership to realise benefits as a result of scale economies in procurement of works packages and professional fees.

3.2 Communication, local engagement and consultation

Local engagement and consultation with key stakeholders and the community is an integral part of the Business and will be undertaken in accordance with the Partnership Objectives.

The strategic framework and methodology for local engagement and communications is set out in the Communications Strategy and Plan in **Appendix B**. This document also contains:

- Stakeholder engagement
- The PR approach and key messages to support the Partnership objectives
- SUR branding
- Roles and responsibilities between SBC and SUR
- Communication channels
- Annual communications and PR planning for Site Developments

The Partnership will engage with and consult with local residents and community groups as part of the statutory planning consultation process in addition to wider opportunities to connect and respond to the needs of the local community.

Each Site Development Plan will include;

- A description of those stakeholders we have engaged with in particular local businesses, other investors and developers with similar objectives
- A description of how the consultation will involve local community groups and whether this will include, for example, a managed event, media coverage and / or a website.

- a “Statement of Local Economic Benefit Appraisal and Community Involvement”, the content of which will vary on a scheme by scheme basis.

In addition, the Partnership will engage with the key stakeholders and land owners of the Heart of Slough in pursuit of the Partnership Objectives to facilitate the regeneration of Slough “Centre of Town” to become a thriving sub-regional hub for public transport, retail, culture and living. SUR will liaise directly with new investors in the town centre including those developing the high-street and shopping centre and commercial and mixed use development in the Heart of Slough to complement and co-ordinate our efforts in keeping with the Town Centre strategy.

SUR will continue to actively raise its profile and credibility in the local area through;

- An active PR and marketing campaign
- Proactively campaigning about the success of SUR and Local Authority partnerships
- A co-ordinated programme of communications/press releases
- Maintaining and developing the SUR website and LinkedIn presence
- Local engagement, sponsoring community initiatives/charities
- Involvement in local business forums

3.3 Collaboration to provide local economic and social benefits

SUR’s development activity will support the Council’s drive towards achieving a Strategic Return on Investment (SROI) in accordance with the SUR Community benefits strategy and plan at **Appendix C**.

Employment, skills and training is a major priority for the Partnership we will continue to join up all aspects of SUR to provide maximum community and economic benefit:

- SUR will be part of the Council’s ‘Strategic Skills and Employment Group’ that was established in early 2016. The General Manager will attend the quarterly meetings and engage through this opportunity to co-ordinate the community benefits of development activity in a co-ordinated approach with the Council, local colleges, CICs, third party providers and other private companies.
- SUR will be part of ‘Urban Renewal’ one of the Priority Delivery Groups (PDGs) responsible for delivering one or more elements of the Council’s Joint Wellbeing Strategy. The strategy and the key components are at the following link:

<http://www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx>

- SUR will establish Employment Skills Plans (ESPs) based on each project including targets as per the National Skills Academy for Construction (NSAFC) definitions on benchmarks which SUR are using (following successful application to use CITB’s Client Based Approach at the end of 2015). From 2017, the ESP targets will be combined in a SUR programme

ESP. They will be embedded in the supply chain contracts and include for example:

- On-site vocational training apprenticeships
- School work experience placements
- Work placements and sponsored educational training
- The project achievements will be monitored regularly with a final SUR case study collated of the relevant achievements and case study information.
- SUR will continue to fund its Training and Skills Co-ordinator, Ged Humphries. In this role she will engage with the Council and third parties about planning and managing the programme. This includes appraising the CITB targets, arranging apprenticeships and a series of CCIAG events with our projects and raising skills in the local area.
- SUR will work with the Council and other community stakeholders to alert local businesses of any opportunities as part of the development activity and construction works to become part of the supply chain and 'keep the pound local'
- SUR will continue its investment in partnership activities and local community initiatives linked to its projects through the community benefits fund (using the proceeds of the 0.5% community benefits fund).

The Partnership will provide six monthly updates (March and September) setting out the contribution by SUR to achieving community benefits and socio-economic outcomes through employment, training and apprenticeships and the use of local Small and Medium Enterprises (SME), amongst others.

4. DEVELOPMENT OPPORTUNITIES

Commercial development opportunities will be reviewed in line with the updating of the Partnership Business Plan or in accordance with the requirements of the Business Board from time to time through SDPs.

SUR has contemplated opportunities to deliver over the next five years of the life of the partnership which are outlined below. It is recognised that there are likely to be more opportunities and new sites considered both from within the Council's overall portfolio of sites and third party opportunities which will be discussed and agreed with SUR Business Board as the development pipeline progresses. The principle process for bringing forward Site Developments is defined in the Partnership Agreement (CI 6.2.2) and enables commercial projects to be managed on a business case basis and follows best practice reflecting incremental development stages.

4.1 Strategy & Engagement

SUR is taking a more active role, through the full time General Manager, to be engaged and involved in events that will shape regeneration in Slough. This includes SBC strategy boards, the business and economic business partnership and the Slough Wellbeing forum.

The SUR DM team continues to work closely with the Asset management team, the PATH Group (SBC Planning, Asset Management, Transport and Housing teams)

plus the Property Service team through regular meetings and workshops to further align development delivery and continuous improvement. Increased liaison and engagement with both the Asset management team and Finance team has proven to enable more efficient progress and clearly define the Council client side roles as landowner, funder and investor.

SUR Strategy days serve as an annual forum to identify and prioritise the delivery of the partnership objectives and to help to define areas of improvement for collaborative working. The annual strategy day will be reinvigorated in November 2017 and include a 'partnership audit' to appraise how well the strategic and working relationships are amongst Members and Officers of the Council, representatives of SUR and the Development Manager and key supply chain partners.

4.2 Sites for SUR Delivery

SUR will continue to develop the full bandwidth of opportunities and bring forward proposals to develop sites and projects of all sizes at a comparable rate in line with the Partnership Objectives.

The list will be regularly reviewed and updated by the Business Board for JV Partner approval in the light of developments in the Council's strategy and priorities. In addition, the Partnership will actively facilitate and assist the Council in identifying regeneration opportunities with potential to unlock value from its assets.

4.3 Site Developments

For 2017 - 2019, it has been agreed by the SUR Business Board that it will primarily focus its attention on developing and delivering the following sites:

- Upton Road – 10 4/5 bed houses (small sites portfolio)
- Alpha Street – 14 apartments (small sites portfolio)
- Slough Basin (site 28) – c.250 units residential development
- The Old Library (Site 22) – mixed use development – two Marriott hotels, 60 residential apartments, retail and restaurants on ground floor
- Montem Leisure (Site 20) – c.100 units residential redevelopment
- Haymill (Site 8) – c.60 houses residential development
- Weekes Drive (site 21) – c.120 houses residential development

SUR will appraise further the opportunity of development in conjunction with the Council on the following sites (where it does not currently have an Option Agreement):

- Wexham South – 24 2/3 bed houses (adjacent to Wexham Green)
- Tower & Ashbourne ('Ashbourne Park') – c.160 unit residential development
- NW Quadrant of the Heart of Slough (TVU site) - mixed use scheme (c.1400 units residential, c270,000 sq ft commercial and c.5,000 sq ft leisure/retail)
- The Centre/Rotunda – mixed use development tbc
- Maria Cowland – 12 flats residential development
- Mercian Way – 9 houses residential development

- 150-160 Bath Road – 8 flats residential development

4.4 Private Rented Sector (PRS)

SUR will engage with SBC and Herschel Homes, its newly established PRS housing subsidiary, to:

- Develop a pipeline of PRS opportunities on council owned sites (not currently with SUR Option Agreements)
- Consider the forward sale and purchase of residential units with Herschel Homes as a PRS investor on SUR sites that are under development.

The principles for developing PRS units will be on the basis of SUR site development with the proposed arrangements as follows:

- SBC gains approval for land disposal and grants an option to SUR for the site (if it has not already done so).
- Herschel Homes provide a project brief and an appropriate design specification.
- SUR develops a commercially viable project and gains SDP approval from the SUR Business Board (and LLP Members) that enables it to fund all pre construction costs.
- Prior to a planning application, Herschel Homes sign agreed Heads of Terms to enter into a forward sales and purchase agreement at Contract Close.
- PRS purchase price to be market tested and subject to agreement between SUR and Herschel Homes*.

NOTE: * subject to agreement of the commercial terms with the Board of Directors of Herschel Homes.

4.5 Community Projects

For 2017 - 2019, it has been agreed by the SUR Business Board that it will primarily focus its attention on delivering the following community projects:

- Arbour Park Community Sports Facility (CSF) - under construction by MSCI
- Eschle [Lydia] Court (small sites portfolio) – under construction by Morgan Sindall Special Projects
- Small sites combined Phase 1 – under construction by Borrass Construction
- The Centre (Site 30) new wet and dry leisure centre - PCSA in place with MSCI as contractor
- Ice Arena refurbishment - PCSA in place with MSCI as contractor
- Primary Schools programme – 3 school extensions under construction by MSCI (Claycots Primary, James Elliman Academy, St Mary's Primary)
- Small sites combined Phases 2, 3 and 4 – PCSA's in place, contractor tbc
- Rochford small site – awaiting planning consent and EA approval
- Leisure projects:
 - Langley Leisure extension and refurbishment – PCSA in place with MSCI as contractor

- Salt Hill Ten Pin Bowl conversion and refurbishment – PCSA in place with MSCI as contractor
- Second phase of Schools extensions and refurbishment including:
 - Wexham Secondary School – PCSA in place with MSCI as contractor
 - Priory School (SEN extension) – PCSA in place with MSCI as contractor
 - Marish School – SEN extension
 - Arbour Vale School - SEN extension

SUR will also undertake initial development activity to support the potential delivery of the following community projects:

- Britwell community hub - NHS refurbishment and extension
- Trelawney Avenue mixed use – new community hub and residential
- Manor Park community hub – extension and refurbishment

4.6 Timetable for Delivery

An Indicative master programme is attached at **Appendix D**, providing an overview of the proposed projects for the next five years. The master programme includes both the preparation and delivery of the Partnership’s Site Developments and Community Projects.

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

5. SITE DEVELOPMENT PLANS & COMMUNITY PROJECT PLANS

Delivery and completion of Site Development Plans (SDPs) and Community Project Plans (CPPs) on behalf of the Partnership is the responsibility of the Development Manager.

5.1 Business Plan Status

At the date of this Partnership Business Plan the following Site Development Plans and Community Project Plans have been approved:

SITE DEVELOPMENTS			
Site Name (Number)	Proposed use	SUR BUSINESS PLAN STATUS	
		Indicative SDP	Formal/Adopted SDP
Milestone – Ledgers Rd	Residential	Approved Aug 2014	Approved Jun 2015
Wexham Green	Residential	Approved Aug 2014	Approved May 2016
Upton Road	Residential	Approved Jul 2016	
Alpha Street	Residential	Approved Jul 2016	
Slough Basin (28)	Residential	Approved July 2016**	
The Old Library (22)	Mixed use; Hotel and Residential	Approved Nov 2016**	
NWQ - Heart of Slough	Mixed use; commercial,	Approved Nov 2016* [conditional]	

	residential and leisure		
Montem Recreation Ground (20)	Residential	Approved at original PBP	
Haymill (8)	Residential	Approved at original PBP	
Weekes Drive (21)	Residential	Approved at original PBP	

NOTE: * Indicative SDP will require quarterly updates.

** Indicative SDP will require an update prior to design and planning phase commencing.

COMMUNITY PROJECTS		
Community Project	SBC Use	BUSINESS PLAN STATUS
Centre Leisure (30)	Leisure	Approved Indicative CPP – under PCSA
Ice Arena	Leisure	Approved Indicative CPP – under PCSA
Arbour Park CSF	Leisure	Approved Formal CPP – under contract
Claycots Primary school	Education	Approved Formal CPP – under contract
St Mary’s Primary school	Education	Approved Formal CPP – under contract
James Elliman Academy	Education	Approved Formal CPP – under contract
Eschle [Lydia] Court	Housing	Approved Formal CPP – under contract
Rochford	Housing	Approved Indicative CPP
Small sites combined phase 1	Housing	Approved Formal CPP – under contract
Small sites combined phase 2	Housing	Approved Indicative CPP – under PCSA
Small sites combined phase 3	Housing	Approved Indicative CPP – under PCSA
Small sites combined phase 4	Housing	Approved Indicative CPP – under PCSA
Wexham Secondary school	Education	Approved Indicative CPP – under PCSA
Priory school	Education	Approved Indicative CPP – under PCSA
Langley Leisure	Leisure	Approved Indicative CPP – under PCSA
Salt Hill ten pin	Leisure	Approved Indicative CPP – under PCSA

5.2 Planning and Environmental Issues

The Development Manager will co-ordinate the pre-application consultation with the Local Planning Authority and other key stakeholders, including statutory consultees such as the Environment Agency, Natural England, English Heritage and Sport England where relevant. This approach will ensure that all significant planning and environmental issues are identified early and are adequately addressed through the planning submission.

The Development Manager, on behalf of the Partnership, will implement a pre-planning consultation and a community consultation where required during the planning stage. This might include exhibitions, workshops, use of social media networks and / or a website. Community consultation and engagement will be at the centre of the Partnership’s approach, which reflects the Government’s intention to empower local people in planning decision making under the Localism Act. The Partnership will ensure that all sections of the community, including various ethnic

groups and hard to reach groups, young people and young families have the opportunity to express their needs and views, respecting the requirement to submit a Statement of Community Involvement.

All planning submissions will need to be comprehensive in terms of the documentation submitted for approval and the level of information provided to fully explain and justify proposals. Dialogue with planning officers will take place to identify what information is required to be submitted in support of planning applications to ensure that applications are registered and validated without undue delay.

A sufficient level of supporting technical detail will be provided to enable the local planning authority to fully assess the potential impacts and positive benefits of the development. This will ensure that planning officers can develop a robust planning case and make a positive recommendation to planning committee to facilitate a successful outcome.

SUR will enter into Planning Performance Agreements (PPAs) with the Local Planning Authority for all major project applications. This will ensure resources are allocated with an agreed programme so that there is an efficient and transparent process for agreeing documentation relating to property, development, planning obligations and other contractual matters.

5.3 Third Party Land

The Development Manager will take a proactive approach to building relationships and discussions with third party landowners, in partnership with the Council as landowner and take the lead in negotiations or act as agent where this is considered appropriate. The objective will be to facilitate the assembly of land and maximise the value of the development to the Partnership, taking in third party land where this can be achieved to the benefit of all parties.

5.4 Valuation of Sites

The mechanism for establishing the value of Council sites on transfer to the Partnership is set out in the Sample Sites Option Agreement. Market Value is to be determined by an independent valuer and based on the parameters set out in the Adopted Site Development Plan and with the benefit of Planning Permission.

Indicative land values and forecast on assumptions detailed in each Site Development Plan further information is provided in the Financial Appendix E1.

5.5 Design and Quality strategy

The Partnership seeks to ensure a high quality of design and build to be an exemplar in the town and create a positive legacy for Slough, its community and residents. There are a number of key initiatives which will underlie the approach to delivering quality and innovation. These are summarised as follows:

- Establish the best design team for each project through a considered selection process.

- Understanding the site by undertaking surveys and analysis of the characteristics of each site. This analysis will inform the design and cost plans of the project.
- Establish the brief and budget through engagement with the Partnership team, stakeholders and the wider users. It will establish a clear budget and programme for the works and draw up target cost plans for the works in tandem with concept designs.
- Design reviews including planning, risk, value engineering, commercial, buildability, modern methods of construction and innovation reviews will be held during the project's development to ensure the optimal design is achieved.
- Construction cost assumptions are established to ensure that a high quality scheme is built and this is reflected in the building elevations, public realm and environment
- Sales values assumptions and sales & marketing budgets are established on the basis that a high quality development will be delivered and this is intrinsically required in order to a. attract investors b. market a high quality scheme c. sell private residential units d. achieve maximum sales values.
- Establishing long term estate and building management arrangements to ensure that new developments are well cared for.

6. SUPPLY CHAIN MANAGEMENT

Supply chain management and procurement of works and services will comply with the Procurement Policy as set out in the Partnership Agreement and the detailed information included in individual SDPs or CPPs as appropriate.

Through its experience in Public Private Partnerships and other long term frameworks, the PSP and its delivery partners (with their associated exclusivity) can demonstrate their commitment to achieving value for money for the Partnership. The benefits of the approach are the following:

- Financial targets are met
- Value for money reduces overall costs and improves overall value
- Speed of delivery and reduced pre-development programmes (compared to tendering every main contract)
- Accurate benchmarking means that we are confident that Tender Costs = Outturn costs
- With knowledge comes expediency, and with the budget known, accurate financial forecasting is possible and projects will proceed on programme
- Confidence between SBC and MSIL grows as SBCs "Vision" is delivered as originally planned
- Local economic benefits are delivered

Morgan Sindall plc and Lovell Partnerships are each very experienced in successfully delivering the types of buildings envisaged for the sites. This experience will continue to be harnessed by engaging the construction businesses with the design teams at an

early stage for each site to ensure that technical and procurement advice is given, so that buildability and value for money is embedded in the designs from the start.

Early involvement of the Morgan Sindall plc construction businesses also brings with it access to their sub-contract supply chains, which will in turn bring added value for money. Their supply chain charter, to which all their subcontractors commit, calls for all supply chain partners and suppliers to excel in Health and Safety, deliver high performance and Value for Money. Key subcontractors will be involved early in the design process to provide design and technical advice and market test the cost plans for each solution produced by the design team and continue to drive Value for Money throughout.

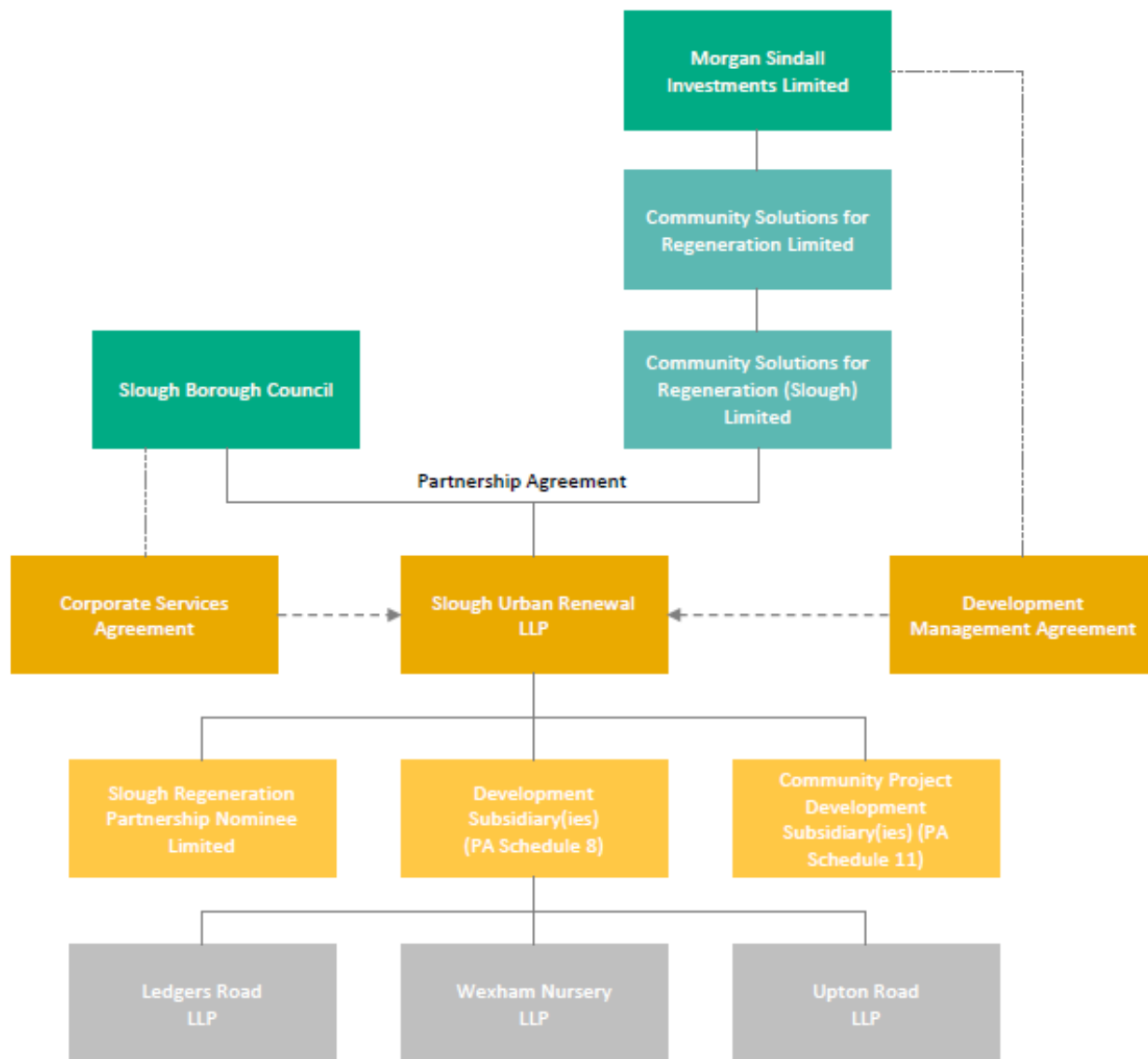
At a programme level, the use of consultants with proven track records of working successfully on similar partnership arrangements will reduce time, and therefore money, spent on familiarisation with processes and working relationships. Equally as part of SUR's continual improvement we will exclude consultants/sub-contractors that have failed to perform effectively.

Where it is agreed that Morgan Sindall plc and / or Lovell Partnerships are not the most appropriate main contractor for a particular Development Site or Community Project (for example where the scale of residential development is less than that at which a contractor of the scale of Lovell Partnerships is able to provide the optimum response) then SUR will establish an appropriate external supply chain adopting and adapting the principles set out in the Part B of the Procurement Policy.

7. RESOURCING OF THE LLP

7.1 Structure and required management support

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



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

7.2 What the PSP will provide under the development management agreement

The PSP will continue to provide management support to the Partnership and be actively engaged in providing organisational capacity, resources and expertise to drive forward the agreed Site Development Plans for the Sites (and any other Partnership assets) effectively and efficiently.

The General Manager is responsible to the Business Board for production and recommendation of the strategy and overall management of the business. The General Manager will continue to ensure the delivery of the Services set out in the Development Management Agreement.

The table below sets out the full resource of SUR LLP.

Role	Personnel
JV Partner Representatives	Joe Carter (SBC) Lisa Scenna (MSIL)
PSP Representatives	Lisa Scenna Nigel Badham Jonathan Goring Neil O’Cuinneagain (Community Project Board only)
SBC Representatives	Cllr Mohammed Nazir Joe Carter Mike England
General Manager	Andy Howell
Development Managers	Jonathan Edwards David Freer Dan Heron Nigel Franks Lyndsay Rotherforth Roy Burley Paul Aubrey
Training and Skills Coordinator	Ged Humphries
Legal & Commercial Manager	Lisa Topliss Allister Wood
Finance and Modelling	Joe Everett Jaime Martin-Vazquez
Company Secretarial	Morgan Sindall Group
Finance and accounting Services	Morgan Sindall Group
Residential Development Supply Chain Lead	Nick Gregory Lovell Partnerships
Community Project Supply Chain Lead	James York Morgan Sindall plc

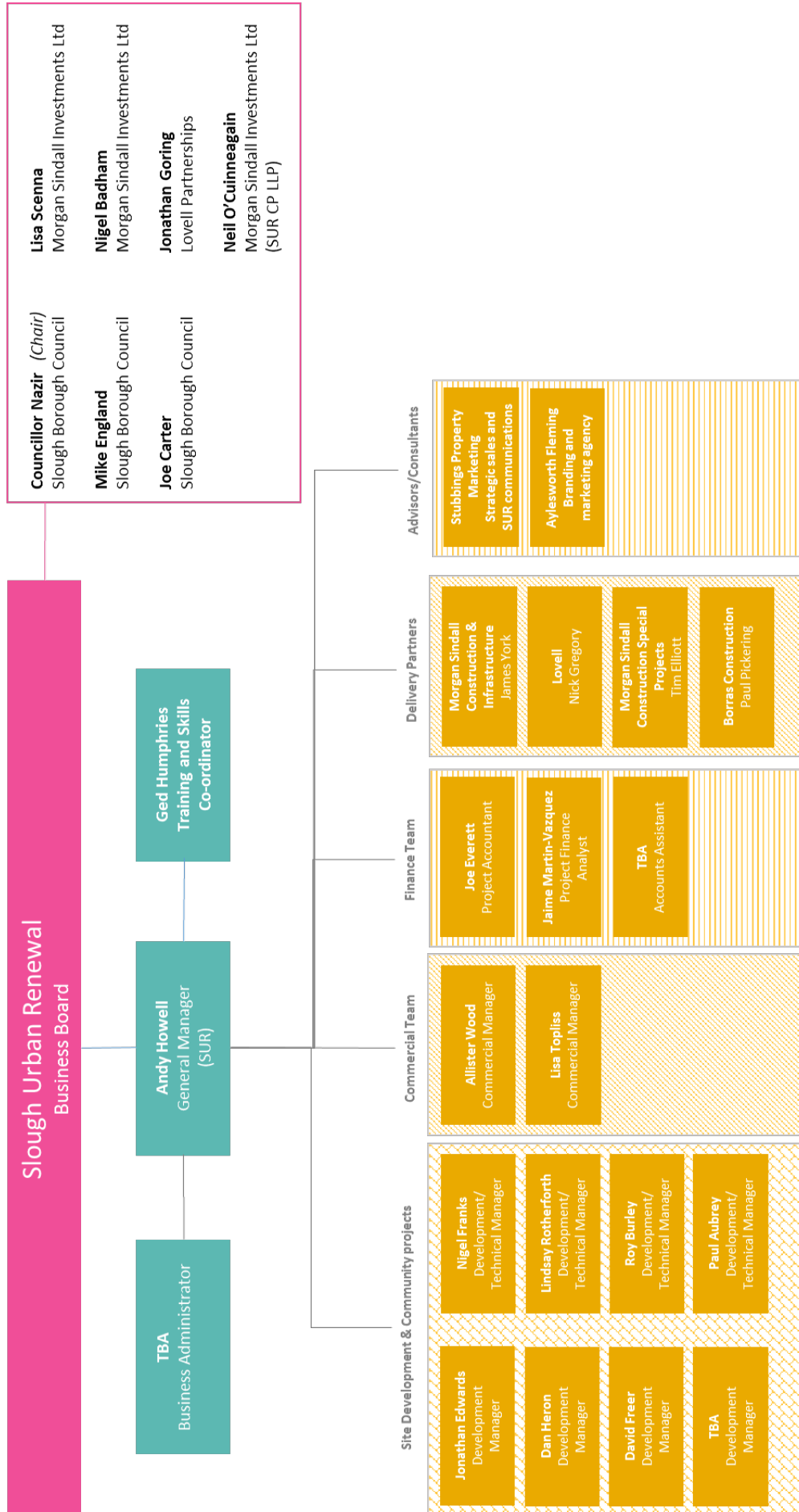
The roles of the PSP Representatives, General Manager and Community Project Managers will accord with the requirements of the Partnership Agreement and the Development Management Agreement.

7.3 Responsibility for delivery of the Partnership Business Plan

The Business Board will be responsible for delivering the Partnership Business Plan. To ensure the shared governance arrangements of SUR (and deadlock provisions) the SUR LLP Business Board has three Representatives from each LLP Member (SBC and MSIL). The SUR Community Projects LLP Business Board also has three Representatives from each LLP Member (SBC and MSIL). For clarity, Jonathan Goring is the third representative on SUR LLP Board and Neil O’Cuinneagain is the third Representative on the SUR CP LLP.

The General Manager will be responsible for the day-to-day management of the Partnership’s development activities.

The Development Management team illustrated below will be managed by the GM:



8. FINANCIAL APPRAISAL FOR THE LLP

The financial appraisal for SUR LLP is provided at Appendix E.

9. RISK APPRAISAL

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

A Risk Register has been developed for the Partnership and is enclosed in **Appendix G**. This provides an overarching risk management tool, consolidating risk management best practice and risks potentially arising at both Partnership and at Site Development Plan level.

The Risk Register is compiled on the basis of the key political, economic, social and technological factors that are deemed to be of relevant to achieving the Objectives, having regard to the particular nature of the Partnership's Business and the particular threats, and related mitigation measures, to which the Partnership may be exposed to from time to time. As such it is a dynamic tool, which will be reviewed by the Board on a regular basis.

The Board is responsible for the strategic management and direction of the Partnership and will be accountable to the JV Partners in accordance with the Partnership Agreement. The Board will adopt and implement best practise in the form of corporate governance and risk management.

As an integral part of risk management, the Partnership shall comply with its obligations under the Project Agreements in respect of insurance.

10. POLICIES AND PROCEDURES OF THE LLP

The corporate policies and procedures of the Partnership cover each element of the works and services including, but not limited to, Health & Safety, Quality, Equal Opportunities, and Environmental. Please see **Appendix H** for the policies approved by the Business Board other than the Procurement Policy which is contained in the Partnership Agreement.

11. QUALITY MANAGEMENT AND QUALITY ASSURANCE

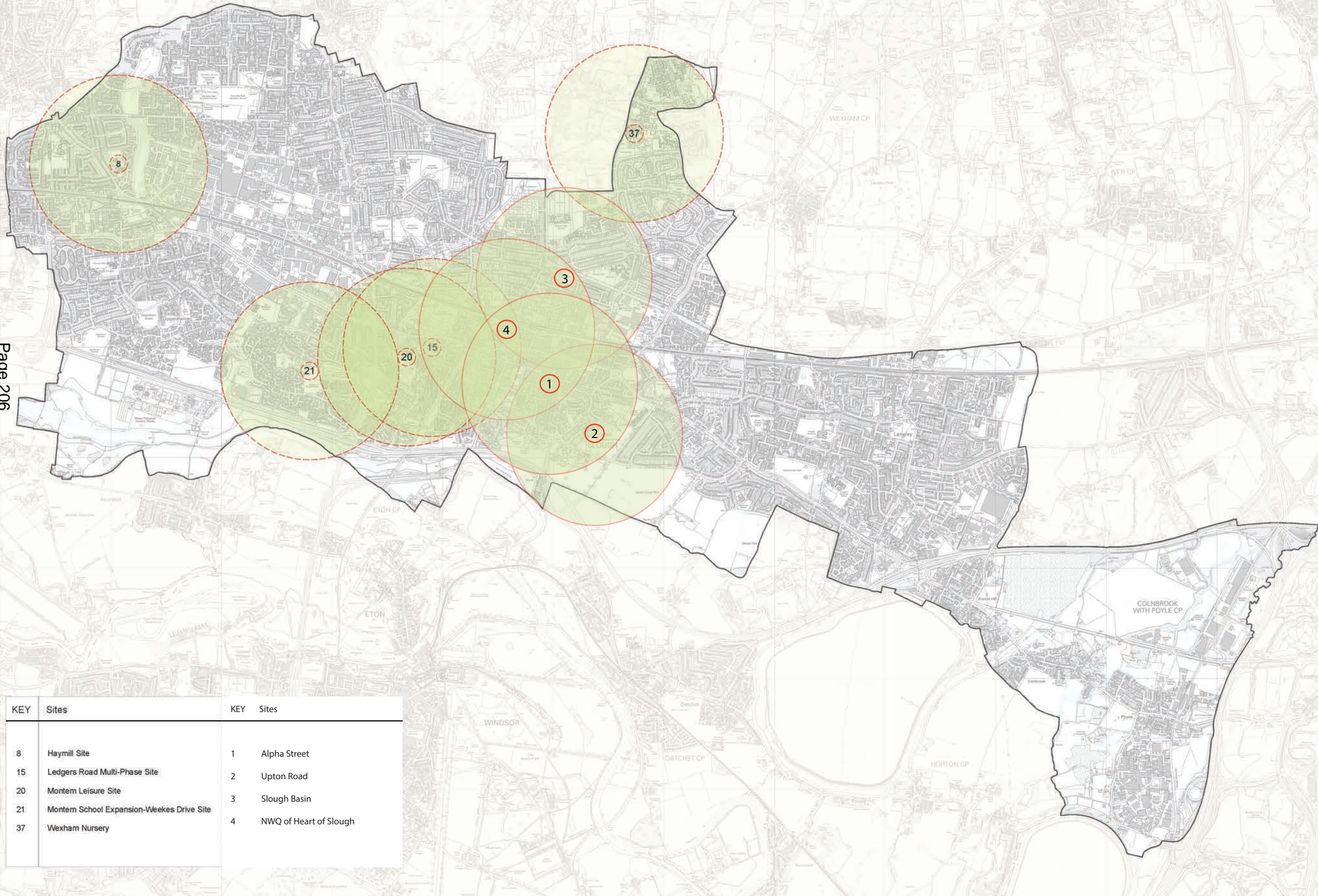
The Partnership's approach to Quality Management and Assurance will be one of continuous improvement. The Development Manager will be covered by the ISO accreditation of the PSP's parent company and benefit from a fully comprehensive quality policy and manual that will be updated on a regular basis. The policy will cover all areas of the Development Manager's work and include quality control, quality assurance and quality management.

- The following Supply Chain Members are BS:EN ISO 9001 certified:
- Morgan Sindall Construction & Infrastructure – Non-Residential Design and Build
- Lovell Partnerships Ltd – Residential Design and Build

12. HEALTH & SAFETY MANAGEMENT

SUR places the utmost importance on Health & Safety. The Partnership will provide a safe and secure environment for staff to work in and look to establish a culture of Health & Safety throughout the Business. The Business Board will have a named Health and Safety member who will be responsible for review of all Health and Safety matters arising and will have received appropriate training. The current named member is Lisa Scenna.

Equally, implementation of a Health and Safety ethos and work practices will be encouraged with each appointment of supply chain partners as is the case for existing architects, consultants and key sub-contractors. Each understand the importance of providing safe and secure workplaces and design, and each have implanted similar philosophies and policies in their processes and work practices of service delivery. All SUR sites will be audited for H&S at least once during the construction period.



KEY	Sites	KEY	Sites
8	Haymill Site	1	Alpha Street
15	Ledgers Road Multi-Phase Site	2	Upton Road
20	Montem Leisure Site	3	Slough Basin
21	Montem School Expansion-Weekes Drive Site	4	NWQ of Heart of Slough
37	Wexham Nursery		

Thinking. Forward.

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COMMUNICATIONS STRATEGY AND PLAN

January 2017

Version Issued (3.0): January 2017

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INTRODUCTION

The purpose of this plan is to confirm how SUR's marketing and communications will demonstrate how the partnership objectives are being achieved. The communication strategy and plan is to be reviewed every 18 months and support the SUR Partnership Business Plan.

While the primary focus of the Partnership is focused on development and the physical regeneration as well as social economic change, much of the success of this work will be related to how well the partnership communicates with key stakeholders in the town and beyond. It is SUR and its Members responsibility to ensure that all parties comply with this strategy and plan and in particular that our supply chain are made fully aware of the communication protocols in place about media handling and the use of social media.

A key objective for the Council's regeneration strategy is 'to improve the image of Slough to a status that fully recognises the strategic importance and benefits offered by the town as a sub-regional gateway to and from London.' Communications will play an important role in delivering this objective, in particular communicating with a wide audience of opinion formers and influencers in local communities, the business world, the property, development and investment sectors, and with the local, national and international media.

For SUR's key activity of planning and implementing development plans, effective communications and meaningful consultation and engagement with Slough's communities and other local stakeholders is an essential step if the Partnership is to deliver successful development that is welcomed and embraced by local people.

This document sets out a framework communications strategy for the Partnership and should be read in conjunction with the appended plans and protocols that have been produced by the DM team to ensure effective partnership working and planning for communications and community involvement.

1. PART A: SUR COMMUNICATIONS STRATEGY

1.1 Overview

The principle objective of the SUR communications strategy is to demonstrate how SUR is delivering the partnership objectives and therefore the Council's Strategic Regeneration of Slough.

Keys aspects of the strategy are as follows:

- **Business Sustainability**
 - Maintain and enhance the pipeline of SUR projects
 - Identify areas of risk and plan to limit or mitigate reputational damage
- **Brand:** Align key messages, documents and presentation materials to deliver brand continuity. Assess over time whether it is fulfilling its potential.
- **Communication Channels:** Continue to strengthen the SUR profile by ensuring communications reach target audiences through the most appropriate channels.
 - Establish SUR's online presence
 - Continue good working relationships local press
 - Develop relationships with industry and national press
- **Community Benefits:** Work jointly with SBC and other stakeholders on PR aspects of projects which are of interest to local communities and to the wider public with the aim of securing appropriate recognition
- **Internal Communications:** Establish a strategy for improving internal communications, working to establish consistent and factual information.

1.2 SUR Partnership Objectives

The Partnership Agreement defines the high level objectives of SUR in two parts:

Slough Borough Council's Strategic Regeneration Objectives:

Set out as broadly defined regeneration objectives, improving neighbourhood and community facilities, encouraging investment, optimising use of SBC's assets, encouraging high quality urban design, facilitating improved public transport, retail, culture and living, employment and economic development, housing (of all tenures), recreational, leisure and educational facilities.

Slough Urban Renewal Partnership's Objectives:

Also broadly defined to respond to SBC's objectives, to develop the Sites (as defined), to acquire sites for development (including in the Heart of Slough and wider town centre), to secure an adequate and appropriate return for the Members and to deliver new and improved housing, office and business space, retail and leisure facilities, hotels, car parking, infrastructure and community facilities, schools, libraries and public spaces.

Together these are the 'Partnership Objectives'.

Support for the Slough Borough Council Vision

Slough Borough Council has defined its vision in the Council's 5-year plan, 2017 - 2021 'Growing a place of opportunity and ambition'

Our five priority outcomes – putting people first

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

SUR has been identified as a key partner who will contribute to the 2021 outcomes in particular it is specifically named as a partner who will contribute to outcomes 3, 4 and 5. Moreover some of the leisure community projects we are delivering will significantly enable the Council to deliver outcome 2; our people will become healthier. :

1.3 Communication opportunities

There a number of significant opportunities to build a successful communications strategy around:

- The formation and success of the partnership. An innovative approach by the Council that demonstrates serious ambition for the Borough
- A desire amongst town centre stakeholders for a better town centre
- Positive attitudes in the local community towards new community buildings and SUR developments e.g. the Curve and Milestone
- A feeling of goodwill towards the town from local residents and a wish for it to improve
- Positive attitudes towards Slough's green spaces
- High profile business stakeholders who are interested / supportive of a new image for Slough
- Slough Borough Council's existing networks and communications channels provide opportunities for SUR to connect with local stakeholders
- The implementation of the communication plan and community benefits initiatives.

1.4 Key communication messages

Key messages are to be considered in all communications and focus on how SUR is contributing to deliver SBC's regeneration agenda. The focus is on three key areas:

- Long term joint venture: SUR is a proud partnership delivering a programme of projects and delivering new facilities to meet the Council's and local resident's needs.

- Quality and Value for Money: SUR creates exemplar schemes and delivers value for money (i.e. performance; cost certainty, delivering projects on time and on budget)
- Community benefits: SUR adds value through a commitment to create community benefits which include use of the local supply chain and contribute to the employment, skills and training of the local community

1.5 Specific communication objectives – key sector messages

SBC Housing key messages

SBC's overall aim is to provide more homes in the borough, to meet the huge demand, with particular focus on providing high quality family housing. The council's target is over 900 new homes each year and SUR is contributing towards this goal.

The key messages are as follows:

- 1) Improving the quality of private sector housing, which we consider to be a valued housing option.
- 2) Making best use of existing Council housing stock.
- 3) Utilising land and resources in and outside direct control of the Council to develop new homes across all tenures
- 4) Making better use of land, using opportunities to provide new high quality family and high density residential developments
- 5) Preventing homelessness where possible – through early intervention and using a range of housing options.

SUR key messages for residential development

- 1) Providing new homes for local people and creating communities – first time buyers and owner occupiers being our priority
- 2) Designing developments that suit each of the locations, providing a range of housing sizes built to a high specification
- 3) Creating the opportunity for customers to buy their new home, if needed with the benefit of the HCA's Help to Buy Scheme
- 4) Building quality homes and ensuring our customers have a smooth customer journey from first enquiry to the handover of their new home

SBC Education key messages

- 1) The council predicts high demand in forthcoming years particularly as the growth starts to impact on demand for secondary school places. Slough is working on a strategic review of both primary and secondary school places to forecast and address the expansion of school places required in the future.
- 2) The council's proactive work in forecasting school places has helped to create 4200 primary school places in 18 primary schools since 2008, resulting in all Slough children being offered a school place. This work has taken a strategic long term approach to ensure this success rate continues at both the primary and secondary school levels.
- 3) The work to ensure there are sufficient and suitable school places for all Slough children is done within the challenging context of high demand and multiple competing pressures on the remaining developable land in the borough, and the limits of the council's powers and influence

SBC Leisure key messages

- 1) The vision for leisure in Slough is to enhance the health and wellbeing of Slough residents by ensuring physical activity and sport is adopted as a habit for life for all – more people, more active, more often.
- 2) This is the biggest overhaul of our leisure infrastructure in a generation and once finished, the ice arena, the new leisure centre and the Arbour Park Community Sports Facility will provide high quality facilities that attract and encourage people to improve their health - a key outcome in the council's five year £48 million leisure strategy
- 3) Specifically for Arbour Park - on completion, the new Arbour Park Community Sports Facility will serve an area of the borough that has high inactivity levels and will offer a programme of activity attracting local people of all ages to become more active, more often – a key outcome in the council's five year leisure strategy.

1.6 Measuring Success

To ensure that SUR delivers to its key stakeholders, its performance and success will be measured in terms of the following key outputs:

- 1) Working in accordance to, and being active advocates of, the Council's 5-year plan, 2017 -2021 'Growing a place of opportunity and ambition'. This will include recognising how SUR is making an impact on the Councils priority outcomes and measured using their SMART success measures.
- 2) A wider benefits realisation process, as being used on the leisure portfolio, to recognise the increased use of facilities, together with the cultural and social wellbeing of residents
- 3) Recognition in the Borough, across Local Government and across wider stakeholders that SUR is making a positive contribution to the regeneration of Slough
- 4) Awards and accolades for projects and SUR as a highly effective partnership – making a difference.

1.7 SUR branding

In 2015, it was recognised that Slough Regeneration Partnership (SRP) lacked a consistent or strong identity and as a result undertook a rebranding exercise to become Slough Urban Renewal (SUR). The SUR brand guidelines were created by Aylesworth Fleming and are enclosed at Appendix E.

SUR communications and PR has a key role to continue to increase brand awareness and to promote and link up regeneration activity. This will be achieved by aligning key messages, documents and presentation materials to deliver brand continuity.

Key elements of the branding strategy are as follows:

- Slough Urban Renewal (SUR) is a lively, dynamic company that is about place-making, vision and a sense of change. It is a new, expressive brand that communicates the excitement and possibilities of a town with ambition.

- The brand identity reflects the bright optimism of SUR, the environment in which our projects exist and the multi-cultural community of Slough. These shapes form the major design components of our brand.
- The other key component of the brand is our strap-line 'Thinking. Forward.' a simple, yet positive and dynamic phrase that adds weight to the brand and vision for progress and place making for the future generations of Slough.

2. PART B: SUR COMMUNICATIONS PLAN

2.1 Stakeholder management

SUR clearly needs to understand and manage its stakeholders and those of the Council. SUR needs the support and assistance of the Council to actively engage with external stakeholders and so that we know how to engage them in our projects and how best to communicate with them.

SUR will employ best practice in the management of stakeholders adopting the key principles according to the Association of Project Management (APM):

- Communicate: To ensure intended message is understood and the desired response achieved.
- Consult, early and often: To get the useful information and ideas, ask questions.
- Remember, they are human: Operate with an awareness of human feelings.
- Plan it: Time investment and careful planning against it, has a significant payoff.
- Relationship: Try to engender trust with the stakeholders.
- Simple but not easy: Show your care. Be empathetic. Listen to the stakeholders.
- Managing risk: Stakeholders can be treated as risk and opportunities that have probabilities and impact.
- Compromise: Compromise across a set of stakeholders' diverging priorities.
- Understand what success is: Explore the value of the project to the stakeholder.
- Take responsibility: Project governance is the key of project success

2.2 Stakeholder engagement

SUR's objective is to strengthen existing relationships over the next 12 months. The focus is being placed on two stakeholder groups:

1. Organisational stakeholders - Interaction and engagement with SBC the portfolio Commissioners, senior management team and officers. This will be achieved through defined communication channels, regular engagement and clear roles and responsibilities. The GM/DMs are to engage through attending SBC strategy boards, PATH meetings and regular update meetings with key officers that are sponsoring projects.
2. Raising local awareness of SUR and its profile through physical works in the town and community benefits, skills and training initiatives. Besides PR and communications; this will be achieved through high quality hoarding and branding of SUR projects, ensuring our supply chain are being considerate contractors and engaging in local events and activities.

2.3 SUR stakeholders

With such a diverse range of community projects and commercial and residential developments SUR has a significant number of stakeholders:

Slough Urban Renewal LLP Members

- Slough Borough Council
- Morgan Sindall Investments Limited (MSIL)

Slough Borough Council (SBC)

- Local political stakeholders;
 - Council Leader, Deputy Leader and Cabinet
 - Councillors
 - Local MP
- Central Management Team (CMT)
- SBC Departments
 - Planning and Highways Department
 - Asset management team
 - Leisure services department
 - Housing services
 - Democratic services
 - Education department
 - Economic growth and development team

Supply chain partners

Morgan Sindall group of companies:

- Morgan Sindall Investments Limited ('MSIL')
- Morgan Sindall Construction and Infrastructure ('MSCI')
- Lovell Homes
- Muse Regeneration
- Morgan Lovell
- Morgan Sindall Professional Services

Consultants – design and technical specialist advisors and consultants on SUR projects.

Local stakeholders/community

- Local residents
 - Federation of tenants and residents
 - Other resident groups and associations
 - Individual residents
 - Residents living in surrounding towns and communities
- Community voluntary and third sector groups
- Ethnic minority groups
- Young people
 - Youth organisations
 - Slough youth cabinet
- Older people

- Religious institutions
- People with disabilities
- Educational institutions – schools, FE and HE
- Local and regional business groups
- Local businesses and SME's
- SEGRO trading estate
- Local developers and contractors

Local political stakeholders

- Slough Labour Party
- Slough Conservative Party
- Slough Liberal Democrats Party
- UK Independence Party (Slough & Windsor)
- Local MP (Fiona Mactaggart)

Emergency Services

- Thames Valley Police
- South Central Ambulance Service NHS Trust
- Royal Berkshire Fire & Rescue Service

Other local stakeholders

- Thames Valley Chamber of Commerce
- East Berkshire College
- Learning to Work
- Slough Aspire

Media (print and online)

Local press: Slough Observer, Slough Express, Local Berkshire website, Asian Star Radio, BBC South, BBC Berkshire, London Metro, Slough means business e-newsletter

National Press: BBC news

Trade press e.g. Construction News, Estates Gazette

2.4 Public Relations and Communication routes

We will adopt best practice and utilise a range of public relations (PR) methods to create, promote and maintain good communications and a favourable image of SUR. This will include:

- General communication
- Direct sales and marketing to target groups
- Internal communications to keep SBC and Morgan Sindall staff informed of SUR news and strategy

The core communication opportunities are as follows:

1. Websites
 - a. SBC <https://www.slough.gov.uk/>
 - b. SUR – slough-thinkingforward.co.uk
2. Print and e-newsletters
 - a. Local media press releases and advertorials
 - b. SUR media e.g. SUR bulletin; monthly Project construction newsletters
3. Social media – LinkedIn and Twitter
4. PR - Integrated and individual
 - a. SUR
 - b. SBC: including *The Citizen* e-magazine <http://citizen.slough.gov.uk/>
 - c. MSIL 'connected newsletter'
5. Conferences and public events (Attendance, Sponsorship, Presentations) e.g. Meet the Buyer event
6. Community Events e.g. The Curve opening, Slough Canal Festival.
7. Personal contact

Websites

SBC uses its website to inform local residents and interested parties of news and updates about SUR community projects.

The SUR website – slough-thinkingforward.co.uk is the key client-facing communications tool. It is the main form of online presence for sales and marketing of residential properties in SUR commercial developments. It will be regularly updated with the latest news and other developments. It was launched in July 2016 and a major update (phase 2) was launched in September 2016; further updates will be undertaken on a monthly basis.

Print materials

Print materials will be kept to a minimum for cost efficiency. Two key print items identified as essential to support the Business Plan are: SUR newsletters and residential marketing brochures.

Social media

LinkedIn

SUR established a LinkedIn presence in August 2016 with a corporate profile. LinkedIn is a useful social media channel for SUR to reach specific business groups and influencers amongst our identified stakeholders with key information. It will be used to promote the professional business achievements of SUR including project milestones and awards. Where relevant, it can also be used to advertise vacancies or encourage registration for our supply chain or supplier directory. The next stage of the LinkedIn profile is to establish a clear content plan for communicating timely and relevant messages to this audience.

Twitter

Morgan Sindall already have an active Twitter Account and this will be harnessed for the effective communication of tweets relating to key SUR milestones, news and events in accordance with the PR plan.

SUR will raise the profile of its projects on Twitter using the SBC and MSIL Twitter hashtags. It will be used to promote SUR events and achievements and retweet posts by others in relation to SUR activities. It is excellent for linking with our partners and supply chain. Where possible, Tweets should tag partners involved in the subject.

Facebook

Facebook offers an opportunity to engage with the local community and educate on the key milestones of SUR. The council have an active community Facebook account that will form the basis of all SUR related posts, in accordance with the SUR communications plan.

To aid with the delivery of tactical marketing at residential housing development level, individual project Facebook accounts will be created. These will be managed under the Sales & Marketing function related to each residential project and in accordance with their specific PR plan to generate interest and drive leads.

Social content – images, videos etc.

SUR and SBC will commission images and videos for use over its communications channels for general marketing.

When the construction of each project is completed, professional photographs will be commissioned and shared amongst the SUR members and supply chain to ensure quality and consistent images are used. The commissioning of photographers should be undertaken in a co-ordinated approach to ensure that the needs of all parties are fulfilled from the photos taken.

YouTube will enable an online 'playlist' and provide the means for videos to be shared.

Media Releases

SUR recognises the importance of developing a media release schedule to ensure it communicates newsworthy stories with the aim of maintaining a profile with target audiences, and introducing new audiences to the business.

Target #1: Local Press

The local press is mainly interested in people stories or impact on the local community. Examples include engagement with schools, facilities for local sports teams and general charity work. Another perspective is to provide updates on community projects from concept to completion. Another angle could be promoting the story of a local person who took part in a successful apprenticeship and has subsequently gone on to new work/develop a career.

Target #2: National Press

The national press will be interested in the impact that SUR is having on regeneration of the area, also any 'newsworthy' stories on local/regional projects with a strong angle. Working examples:

- Image-led stories on major investments; innovative or community-impactful projects.
- Strategic projects for the town
- Reference design projects

Target #3: Trade Press

Trade press will have an interest in more detailed features on the physical work plus facts and levels of investment.

Conferences/Exhibitions/Business Events

Members of the SUR team will attend industry related conferences and SUR will sponsor industry related events. This will be undertaken to raise the SUR profile and support local stakeholder engagement. SUR will identify relevant industry events to attend, sponsor or to deliver presentations over the next 18 months such as the Slough Wellbeing Board partnership conference (Sept 16), UK MIPIM, the LGA Conference etc.

Community, skills and training events

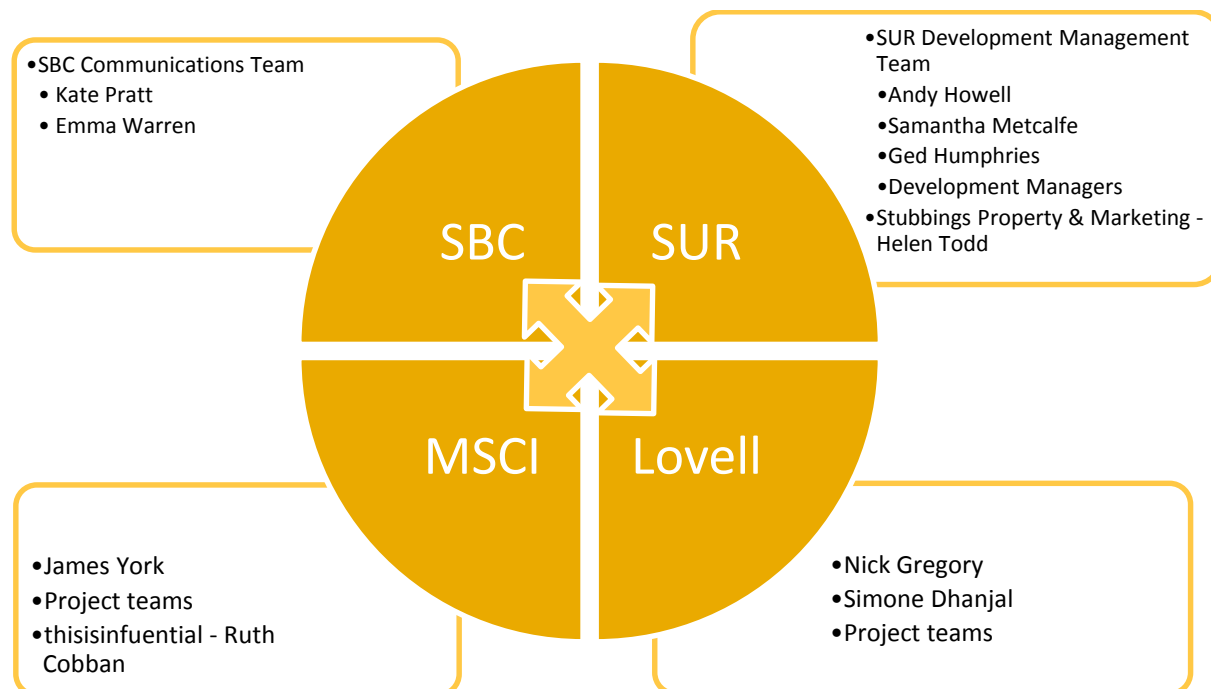
Through all projects, SUR will engage in initiatives to deliver community benefits and enhance skills and training. SUR seeks to employ the local supply chain wherever possible and so will continue to host Meet the Buyer events as well as support SBC bidder events.

The Skills & Training Co-ordinator will manage SUR's Employment & Skills plan and is to inform the communications and marketing team of any community benefits activity to allow participants to take part or promote these events where requested.

2.5 Communication team resources

SUR does not have its own dedicated communication resources; it utilises the skills and expertise of the teams within the Council and Morgan Sindall Group to maximise the established working relationships.

The diagram below demonstrates the roles and responsibilities of those engaged with SUR to deliver a consistent communications strategy:



2.6 SUR General Communications

SUR communications are managed and delivered by MSIL as the Development Manager. Samantha Metcalfe, MSIL Communications Manager supports the SUR team to plan and prepare the annual communication plan (Appendix A). The annual SUR plan is to be prepared in January each year and reviewed in conjunction with the SBC communication team.

This annual plan includes the following aspects:

- SUR monthly e-newsletters
- Other sector publications either features or advertorials
- Sector awards applications
- Local publications – Learning to Work bulletin
- National events e.g. Construction open doors event
- Press coverage for community benefit events e.g. steel signing at Arbour Park, Cherry Orchard Allotment project etc.
- Social media coverage including Twitter and LinkedIn

2.7 Development sites: public consultation

SUR has a pipeline of sites for development all of which will require planning consents. The sites will present a number of challenges and community buy-in; support for the regeneration activity will be important for the success of the individual projects and the delivery of the Council's and the Partnership's overall objectives.

Some of the sites include 'greenfield' land and have the potential to be some of the most sensitive projects for the Partnership. For these sites to succeed and not to cause reputational damage to the Partnership and the council, their promotion will require careful community and stakeholder engagement from the outset.

Our development activity will be underpinned by programmes of exemplary pre-application public consultation and community engagement.

Our approach to consultation will seek to:

- Engage with and seek the views of the local community on the proposed redevelopment of the individual identified sites
- Gain credible, constructive input from the local community towards the shaping of specific aspects of the proposals
- Ensure the local community feel involved and that they are contributing to the regeneration of their neighbourhood
- Engage as widely as possible with local communities, particularly seeking to engage groups who do not traditionally participate in consultation
- Build local support for development proposals from within the local community.

To deliver our consultation programmes we will be highly flexible to suit the appropriate communities that we are engaging with.

2.8 SUR Community benefits – media releases

Community benefits, skills and training is planned and co-ordinated through the SUR Training & Skills Coordinator in conjunction with the SBC Economic & Development team and delivered through the SUR supply chain together with third party providers.

For proposed project media releases the process of origination, review and approval is to follow the planned project communications plan. In addition, the appropriate SBC department (Education/Leisure/Housing) should be involved in identifying and agreeing the community benefits for suitability in line with other Council business and plans.

2.9 SUR Communication Plans: Commercial projects - Development sites

SUR has responsibility for leading all PR and marketing related to commercial projects. Stubbing's property marketing will manage the PR plans for each commercial project as SUR's strategic marketing advisor and liaise with MSIL communications manager.

Prior to the start on site of each commercial project, Stubbing's will prepare a PR plan adopting the exemplar/template provided at Appendix B. All press releases will be

planned and drafted by Stubbing's on behalf of SUR, SBC communications team will be provided with a draft for comment and the provision of suitable quotes where applicable.

2.10 Specialist media – Commercial projects - Development sites

Main Contractors [Lovell] can prepare media releases for specialist press such as build/construction trade press, in agreement with SUR and the Council's communications team.

Specialist media releases should be aligned with SUR's marketing plan for each project and prepared in conjunction with the SBC communications team. This includes:

- Checking it is factually correct and consistent with SUR media releases
- Ensuring that the project and SUR are referred to correctly
- Providing a spokesperson and quotes as appropriate

Once a draft is ready it should be issued to the SUR (General Manager) for approval who will seek approval from the SBC communications team.

2.11 SUR Communication Plans: Community Projects

The Council has the lead role for local press, media relations and organising events. SBC has responsibility for leading all external communications related to community projects; the schemes are funded by the Council and provide new facilities for local residents.

Prior to the start on site of each community project, SBC will prepare a Communications Activity Plan adopting the exemplar/template provided at Appendix C. This should be prepared by the Council's project sponsor in conjunction with its communication team. All press releases will be planned and drafted by SBC, SUR will be provided with a draft for approval and the provision of quotes where applicable. For the avoidance of doubt no SBC press release is to be issued that includes commercially sensitive information or has the potential to politicise SUR.

All enquiries about a project should be referred to the SBC communications team including requests to access site or interviews. In the event that a contractor wishes to arrange a PR event or undertake any external communications then it should be first raised with the GM and then planned and delivered in co-ordination with the Council project sponsor and communication team.

2.12 Specialist media – Community projects

Main Contractors [MSCI] can prepare media releases for specialist press such as build/construction press, in agreement with SUR and the Council's communications Team. Specialist media releases should be co-ordinated with the council's communications activity plan for each project and prepared in conjunction with the SBC communications team. This includes:

- Checking it is factually correct and consistent with SBC media releases
 - Ensuring that the project and the Council as client are referred to correctly
 - Providing a spokesperson and quote as appropriate
- Once a draft is ready it should be issued to the SBC communications team and SUR (General Manager) for approval.

Targeted press releases may be prepared by MSCI for approval by SBC and distributed to the following:

- Construction News
- Building
- Construction Enquirer
- Construction Index
- Public Sector Build Journal
- Future Contractor and Architect
- Construction Manager

2.13 SUR Reactive Communications

Guidelines for handling media enquiries

All staff involved in SUR business should be aware of and follow the following principles for handling media enquiries. A media enquiry could be a telephone call from a journalist or a film crew or photographer turning up at site. Your role is to take the callers' message only and contact details. Be polite but never comment or speculate.

Should you receive an enquiry from the media, please refer it immediately to the Authorised media spokespersons:

1. Kate Pratt, Communications Manager, Slough Borough Council on 01753 875088 or 07973 835052
2. Andy Howell, SUR General Manager, Morgan Sindall Investments on 07812 733735

2.14 FOI/EIRA Requests

SUR has established an agreed protocol with SBC for an efficient and transparent approach to dealing with Freedom of Information Act ('FOIA') requests relating to the activities of Slough Urban Renewal LLP ('SUR').

Because publicly owned assets are being invested in, disposed of and developed, SBC and SUR should be prepared for FOIA requests from the media, general public and other interested parties. The protocol sets out the operational framework under which SUR will assist with responding to FOIA requests made to SBC which relate to its activities and where SBC requests information or assistance from SUR.

In all cases SUR will co-operate with SBC and respond as quickly as possible so as to ensure statutory response deadlines can be met. Similar principles apply to requests made under the Environmental Information Regulations Act (EIRA) 2004.

The protocol identifies the SUR individuals responsible for managing the requests, how requests for information are categorised, the timescales and approach to providing information to SBC to enable them to respond as appropriate. Further details are provided in Appendix D.

3. APPENDICES

Appendix A – SUR annual communications plan

Appended separately

Appendix B – Site development – PR plan example

PR Plan – Slough Urban Renewal

Milestone

Objectives

- Grow Slough's reputation in the national, regional and trade media as a thriving new place to do live and do business
- Create a positive narrative around Slough, focusing on successful urban regeneration and renewal
- Support the sales of new homes in Slough through positive lifestyle PR

Key Messages

- Slough is a beacon of successful urban regeneration
- Slough is a thriving business hub, attracting businesses from all over the UK, creating jobs, opportunity and prosperity
- Significant high quality residential development is transforming Slough into an exciting and vibrant new lifestyle destination

Outline Communications Strategy

Phase 1: June/July 2016 – Milestone Off Plan Launch

- Press release: Off plan launch of Milestone with new CGIs, prices
- Focus on the Seymour House type/H2B/Value for Money/Still a good time to buy (July 2016)
- Visit by Leaders of Slough Council to view the show home

Phase 2: September 2016 – Momentum Building

- Pitch feature on the vision for Slough to trade title, e.g. Property Week, offering interviews with partners and Local Authority
- Local press release: High levels/Testimonials
- Community story: Launch of The Curve – photo opportunity

Phase 3: July and/or September 2016 – Milestone On Site Launch

- Pitch Slough area focus to London Evening Standard, focusing on the wider Slough regeneration story
- Launch release targeting national, broadcast and regional media, announcing scheme with accompanying images
- Announce Slough Jets partnership supported by images of ice hockey themed kids bedroom in the show home and SUR's partnership for the Ice Rink
- Consider businessman's launch to showcase SUR to the wider market

Phase 4: September/October 2016 – Post Launch

- Positive Milestone sales updates including H2B/FTB events etc

- Case study interviews/First Completions – lifestyle feature placement
- Ongoing PR to suit the market and stock available
- Tie Milestone in with News story on progress of new leisure facilities for the borough

Media Targets

Sector	Journalist	Title
Regional	Andrew Wilkins James Preston Ginette Gower	Slough Observer Slough & South Bucks Express Business Voice – Thames Valley Chamber Maidenhead Advertiser
Property	David Spittles Andrea Dean Anne Ashworth	The Evening Standard Metro The Times
Trade	Property Week Showhouse	Richard Stainton Rupert Bates
Broadcast	BBC London News ITV London Tonight	Charley Figgis Simon Mares

Press Materials

- Press releases
- High resolution CGIs and jpeg images
- Biographies of / access to key spokespeople

Appendix C – Community Project - Communication Activities Plan example

Arbour Park Community Sports Facility (CSF)

Communications Activities Plan

Aim

To promote the CSF to residents, key stakeholders, partners and businesses in Slough.

General materials and actions

- Dedicated webpage on council's website
- Presence on SUR website
- Display materials – pull up panels
- Hoardings around the build site
- Promotional material for distribution and collection
- Wow statistics – size, floor space, height etc.

Building

Publicity around the build will take place at key milestones and will include the following:

- Photocalls with relevant media
- Press releases to local media
- Social media feeds
- Slough alerts
- Citizen articles and photographs
- Councillor briefings (email)

Building milestones

Phase One

- Steel frame completion – ttbc
- Skin on completion – ttbc
- Completion of externals / topping out – ttbc
- Creation of pitch – photocall
- St Joseph's School sports hall – photocall
- FA inspection - ttbc
- Completion of internals with fixtures and fittings – ttbc
- Photocall with community groups that have booked the facility
- Opening on 16 August – soft opening

Phase Two

- Phase two starts – August 2016 – photocall with lead member
- Wow statistics
- Internal fixtures and fittings - ttbc
- Photocalls – ttbc
- Completion – Spring 2017
- Main opening

SBC Internal communications

Internal communications will include general publicity on the above.

Opening

The opening event will require a series of communication and marketing measures separate from the building.

This will include:

- Press releases and photocalls
- Social media activity
- Events support
- Posters, leaflets and postcards of completed building
- Digital communications

Operational communications

A separate marketing plan (including sponsorship) to market the facility will need to be completed

Appendix D – SUR FOI Protocol

Appended separately.

Appendix E – SUR Brand Guidelines

Appended separately.

SUR Community Benefits, Skills and Training Strategy

This strategy forms part of SUR's Partnership Business Plan.

Background

Slough Urban Renewal is a joint venture formed as a 50:50 Limited Liability Partnership between Slough Borough Council ('the Council') and a wholly owned subsidiary of Morgan Sindall Investments Limited ('MSIL'), itself a subsidiary of Morgan Sindall Group plc. It was established in March 2013 following a competitive public procurement.

The purpose of Slough Urban Renewal is to deliver ambitious objectives to transform the borough of Slough for all.

It brings major regeneration schemes to the town – including housing, leisure, schools and more – in two ways. One way is by developing sites itself for residential or commercial uses (Site Developments). The other is by carrying out building work or infrastructure works for the Council or third parties (Community Projects).

SUR acts as a flexible, innovative and commercial development and regeneration partner to the Council with high levels of transparency, accountability and with joint governance and a shared and equitable balance of risk and reward between the partners.

The Council has established its Five Year Plan (2017-2021) to set out the vision, priority outcomes and explain how it will do this.

The Council's Vision: growing a place of opportunity and ambition.

The five priority outcomes are all focussed on putting people first and SUR has a role to contribute towards them being achieved through development activity, delivering community projects as well as jobs, skills and training. Specifically, SUR will contribute to:

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

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

SUR strategy

SUR's strategy is to maximise local economic and community benefits through leveraging its programme of development activity. SUR will operate as a considerate developer, engaging in localism, sustainability, skills training and education. We will seek to add value through our commitment to create community benefits which include use of the local supply chain and contributing to the employment

opportunities and education of the local community. We will place Slough residents and business at the front and centre of our activities.

SUR will develop and maintain community engagement. This will be achieved by:

- Implementing procedures to allow effective community engagement;
- Ensuring effective communication with all stakeholders and community groups;
- Adopting the Council's priorities for education, training and employment;
- Engaging with the Council and relevant local public, statutory, commercial, charitable and third sector organisations; and
- Working with the Council to develop a programme to demonstrate the local economic benefits of SUR's activities.

Approach

SUR will deliver its strategy through its programme of development activities and engagement including:

- Creating new employment opportunities through development and construction activity and future operational uses and occupation;
- Pass the priorities to the delivery partners and commit to ensure the supply chain are obliged to deliver community and local economic benefits;
- Contributing to the local economy by;
 - Encouraging and supporting local companies to tender through 'meet the buyer' events and mentoring businesses to enable them to join the supply chain;
 - Engaging with local businesses and the incorporation of Small and Medium-Sized Enterprises ('SME's) into the supply chain.
- Connect to those most in need to jobs, training, services and opportunities or likely to become so, for example those Not in Education, Employment or Training ('NEETs' using Risk of NEET Indicator 'RONI' tool), Looked After Children ('LACs') and Job Seekers;
- Working closely with Slough Borough Council, Learning to Work, Slough Aspire, East Berkshire College and Job Centre Plus stakeholders;
- Consult with Slough Children's Services Trust to explore where contributions will have the biggest impact for disadvantaged young people in the Borough;
- Facilitating closer partnerships with training providers to promote demand-led skills development;

- Creating work experience and work placement opportunities;
- Increase local apprenticeship opportunities, particularly for 16-24 year olds;
- Improving the awareness of opportunities in the sector to school and college students through involvement in insight days and careers events; and;
- Periodically reporting on achievements derived through the SUR community benefits approach.



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SUR COMMUNITY INVESTMENT PLAN

Status – DRAFT

Issued for approval by the SUR Business Board

Version Issued (2.1): March 2017

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1. INTRODUCTION

SUR's development activity will support the Council's drive towards achieving a Strategic Return on Investment (SROI); linking economic development and 'Social Value'.

SUR will contribute towards the Council's vision in its Five Year Plan (2017-2021) and in particular outcomes 3 and 5.

Employment, skills and training is a major priority for the Partnership we will continue to join up all aspects of SUR to provide maximum community and economic benefit in Slough. The principle ways in which this will be achieved is described in the following Community Investment Plan (CIP).

2. OVERVIEW

The key aspects of delivering SUR's objectives:

- SUR will establish an annual Plan for the programme of development in 2017-2018.
- Each Site Development Plan or Community Project Plan will include a "Statement of Local Economic Benefit Appraisal and Community Involvement", the content of which will vary on a scheme by scheme basis.
- Maximum benefits will be leveraged through the delivery partners (MSCI, Lovell and third party contractors) and their supply chain.
- Events and initiatives will be local and seek to derive the maximum value from any community benefits funding that is deployed.
- Apprenticeships & work experience placements to be appropriate to the Construction Stage of each project (e.g. at later stages of construction rather than at demolition stage).

3. STAKEHOLDERS AND COMMUNICATIONS

The Employment & Skills plan is monitored and recorded monthly by the contractor and the ESP achievement information is passed to the SUR Coordinator. This information is coordinated and communicated into bi-monthly DM reports and twice yearly in SUR Board updates. SUR monthly e-newsletters also communicate activity to SBC and Morgan Sindall and SURs wider stakeholders. All Community and ESP activity is reviewed annually, changes and improvements can be adjusted accordingly. Our focus is on provision of local employment and skills by building local relationships and creating opportunities. The Community benefits coordinator works with the following stakeholders to highlight local job vacancies & training opportunities, create awareness of opportunities available and achieve the employment & skills objectives:

- Slough Schools
- East Berkshire College
- Learning to work
- Aspire
- Slough Young people's Service - including NEET/ RONI/ Looked after Children
- Youth Engagement Slough
- Adviza

- Elevate
- Slough Job Centre
- Princes Trust
- CIAG Careers advice Groups
- Universities

3.1 SBC Liaison

The GM and the Community Benefits Co-ordinator will liaise with the SBC Economic Growth and Enterprise Manager to ensure that SUR understands the Council's priorities and

The GM will continue to represent SUR on the Strategic Skills and Employment Group and the Community Benefits Co-ordinator will represent SUR on the Elevate Group (or its subsequent replacement)

3.2 Employment & Skills Plan (ESP)

Our key objective for all SUR projects is to create opportunities for gains in skills and employment in particular in the construction sector. SUR promotes work experience placements, apprenticeships and direct employment opportunities locally with the aim of stimulating and achieving prosperity & economic growth in the town.

SUR uses the recommended ESP benchmarks approved by CITB (Construction Industry Training Board) these benchmarks draw extensively on previous Construction Industry experience based on previous projects. The value bands enable a structured and consistent tool kit to define and embed KPI's across projects. Bands range from £1m to £100m in terms of overall construction spend over the life of a project.

3.3 Overview of the ESP Benchmarks

CITB provide target outputs against seven key employment and skills areas which include Apprenticeships, Support for schools & colleges, skills development for the existing workforce and entry into employment. SUR ESP has been set against the recommended regeneration benchmark band. The regeneration band is set at a level that reflects activity across one local area when contractors and the supply chain may be involved across numerous projects attempting to achieve employment and skills targets. The Construction Industry recognises that a balance must be struck between creating opportunities for people to develop skills and the capacity of the industry to accommodate skills development within challenging project environments or in close vicinity to one another.

SUR ESP is delivered across multiple projects under the regeneration band up to a combined project value of £90m rather than to individual defined 'individual project' targets. Regeneration benchmarks are applied for use by Contractors where multiple sites are being constructed in a regeneration scheme therefore targets can be shared across multiple sites to achieve the desired ESP outcome. The CITB benchmarks are detailed further at Section 5.3.

3.4 Contractor & subcontractor obligations

SUR works with its delivery partners, MSCl and Lovell, to define at an early stage the employment and skills targets so that they are able to prepare and develop their own annual delivery plans.

In the event that SUR is using other Contractors, they are advised of targets at tender stage and the appointed contractor is contractually obliged to deliver targets down the supply chain to subcontractors to achieve the required outcomes. SUR includes documentation on apprenticeships in the invitations to the prospective supply chain to tender. This includes indicative apprentice numbers expected to be created by the particular work package being tendered. This sets an expectation that the subcontractors are expected to support apprenticeships and that committing to apprenticeships will support sub-contractor tenders.

SUR and its delivery partners hold 'meet the buyer' events at which local subcontractors can find out about local projects and be given assistance to join the supply chain so that SUR is able to use local companies and 'keep the pound local'.

4 THE SUR PROGRAMME

The SUR programme is a combination of two parts the Employment & Skills plan and CSR activity. Our main Employment and Skills Plan is compiled from the recommended Construction Industry Training Board benchmarks which are delivered through the supply chain. The CSR activity relates to community benefit initiatives and events which evolves from extra involvement which is of benefit to the community. The ESP programme is determined by the project stages which calls for trades etc. at certain times however this does not always coincide with the School /college academic year which can pose recruitment or availability challenges. See **Appendix A**.

5 COMMUNITY BENEFITS & ESP

5.1 SUR Community benefits funding

Our focus is to make a difference in Slough through provision of Community benefits initiatives and projects. Slough Urban Renewal charges a nil margin on community projects up to a value of £1m and 0.5% of net construction value above that. The amounts generated and invoice timings are monitored by the Community Benefits coordinator. The forecast of funding is provided at **Appendix B**.

An annual budget of £20,000 is set aside from this Community Benefits fund for community events and activity. The Community Benefits Co-ordinator identifies worthy projects/initiatives, plans an annual programme of events, monitors the community spend budget and reports activity and spend on a bi-monthly to the Business Board. Any costs above the £20,000 annual budget of threshold needs to be approved by the Business Board. See **Appendix B**.

5.2 Community Benefits Coordinator

The community benefits fund enables the funding of a dedicated Community benefits Coordinator who is solely appointed to work across the SUR regeneration projects. The role of the Coordinator is to plan an annual programme of events, coordinate, monitor and report on all community activities. The Coordinator is also responsible for setting the target programme, recording monthly ESP outcomes from the main contractors and reporting bi-monthly to the SUR board. The Community Benefits Coordinator assists the contractors and supply chain with delivery of the ESP targets for example work experience placements, apprenticeship vacancies and Careers and curriculum activities. Additionally, the Coordinator attends community events on behalf of SUR such as Career Fairs, Employer Insight days, School Mock Interview days, Work ready sessions, Apprenticeship & Community events. These events directly contribute to KPI 3 (CCIAG) Construction Careers Information advice & guidance achievement in the CITB benchmark table.

5.3 Breakdown of the Employment & Skills Plan KPIs

a. KPI 1. Work placements

In Education & Training. This opportunity is aimed at providing an individual with an opportunity to gain a meaningful insight into the Construction sector. This work experience opportunity is for students from Schools, Colleges including BTEC and Diplomas, and Universities who undertake a work experience placement for a minimum of 5 working days. Work placements: NEET (Not in Education & Training) - This opportunity shall invite persons who are not enrolled in a course of education/study and who wish to undertake a work experience/pre-employment placement

This KPI can be achieved in partnership with Learning to Work, East Berkshire College students, Slough Young Peoples Services & multiple partners, JCP and direct requests from individuals

b. KPI 2. Jobs Created new entrants

Creation of new & sustainable job opportunities for new entrants into the sector.

- a) Persons who are employed as Apprentices
- b) Persons previously unemployed / unskilled or new entrants
- c) Graduates (up to three years following graduation)

This KPI is achieved via direct links with Colleges, Universities, Schools, Career Fairs, Apprenticeship talks, local training providers, COTRAIN shared apprenticeship scheme

c. KPI 3. Construction Careers Information, Advice & Guidance (CCIAG)

Organisation and delivery of events focused on improving the image of the sector/ increasing awareness of opportunities within the industry. The key target groups:

- Entrants 14-19: (e.g. persons currently NEET, school pupils, school leavers, college students)
- Under graduates

- Influencers (e.g. school, university, adult influencers, careers advisers, careers school staff, other providers, community groups).

This KPI is achieved via Contractors direct work with Schools particularly Schools where they have site works. Volunteering opportunities invitations to participate via partnership with Learning to work, Aspire, JCP, East Berks College full time Construction pupils, individual planned activity

d. KPI 4 .Number of Apprenticeship Training Weeks on Site

Apprenticeships, Traineeships, New entrants undertaking higher qualifications. Contractors must collate the number of training weeks undertaken in site for new entrants following a recognised syllabus of study

- Undertaking traineeships
- Undertaking a technical/higher level qualification.

This KPI is calculated for the duration of an Apprenticeship. 1 working week = 1 training week on site

e. KPI 5. Qualifying the workforce

A main Contractor reporting benchmark which relates to gathering of information from Site relating to any training undertaken by Site workers i.e. H&S, IOSH, SMSTS etc.

These are Qualifications gained on site NVQ2 +/-Industry Certs

f. KPI 6. Training Plans

The main Contractors must collate the number of new or annually renewed training plans from sub-contractors.

Contractors gather this information from subcontractors

g. KPI 7. Case Studies

SUR shall request contractors to provide case studies which describe either an example of best practice or a significant achievement on projects.

Case studies are agreed with Main Contractor

5.4 CITB Regeneration Band Benchmarks

9.0 Regeneration		band 1	band 2	band 3	band 4	band 5	band 6	band 7	band 8	band 9	band 10	band 11	band 12	band 13
		£1-3.5m	£3.6 – 6m	£6.1 - 10m	£10.1 - £15m	£15.1 £20m	£20.1 – 30m	£30.1 - 40m	£40.1 – 50m	£50.1 – 60m	£60.1 - £70m	£70.1 – 80m	£80.1 – 90m	£90.1 - £100m
1	Work Placement - persons	4	7	9	13	17	20	24	27	28	30	30	31	31
2	Jobs created by NSaFC projects	1	5	9	14	16	19	21	23	27	28	31	32	34
3	Construction Careers Information, Advice & Guidance (CCIAG) Events	1	3	5	6	8	9	11	13	14	15	15	16	18
4	Training Weeks on site	44	94	157	246	345	492	690	887	1084	1281	1478	1675	1872
5	Qualifying the Workforce – project workforce <i>Total of 5(a) plus 5(b) plus 5(c) plus 5(d)</i>	6	11	17	22	27	32	36	40	44	49	51	58	59
5(a) 5(b)	<input type="checkbox"/> Qualifications gained (equiv. NVQ2 and above)	1	3	6	9	13	15	19	21	24	26	28	31	32
5(c) 5(d)	<input type="checkbox"/> Industry certification gained	5	8	11	13	14	17	17	19	20	23	23	27	27
6	Training Plans	4	4	6	6	6	7	7	7	8	8	8	9	9
7	Case Studies	Project Specific – to be agreed pre-approval												

NOTE: SUR is adopting Band 12 (£80-90m) to determine the benchmarks.

APPENDIX A – 2017/18 PROGRAMME (SUR & SUPPLY CHAIN)

Employment and Skills areas March 2017– March 2018		Month Jan 17	Month Feb	Month March	Month April	Month May	Month June	Month July	Month Aug	Month Sept	Month Oct	Month Nov	Month Dec	Month Jan 18	Month Feb	Month March	Total
1	Work Placements created by SUR projects – Persons					5	1	2	2		2					2	14
2	Work placement – Summer placement undergraduate						2	tbc	tbc								2
3	Jobs created by SUR – Direct employment		5	5	5	5		5									25
4	Jobs created by SUR projects Apprentices, New entrants, Graduates	1		1	2	1	5			4					2		15
5	Construction Careers Information, Advice & Guidance (CCIAG) Events	2	3	4	3	2	4	4	0	0	4	4	2	2	4	4	33
CSR activities																	
1	Slough Canal Festival									x							
2	Women in Construction											x					
3	Construction Taster days								x								
4	Milestone development – meet the Neighbours evening						x										
5	St Joseph’s School Tree planting challenge support			x													
6	Open Doors event			x													
7	Looked after Children care leavers & RONI Construction session				x												
8	Health & Safety primary school Poster competition						x										
9	Ivor Goodsite Primary School event						x										
10	Educational Class activity Primary School							x									
11	East Berkshire College Construction pupils sessions															x	
12	East Berkshire College Site visits															x	
13	Case Studies													x	x	x	

APPENDIX B – COMMUNITY BENEFITS FUNDING AND BUDGETS

SUR Key dates		Pre App	Planning submission	Construction	Construction	Current status
Project name	Target date	Target date	Start date	End date		
Site Developments						
Milestone Ledgers Road	n/a	n/a	Aug-15	May-17		Under construction
Wexham Green	n/a	n/a	Jul-16	Sep-18		Under construction
Alpha St	n/a	May-17	Sep-17	Sep-18		Detailed design & procurement - assumes not linked to OLS
Upton Road	n/a	May-17	Aug-17	Sep-18		Detailed design & procurement
Old Library hotel/residential	Apr-17	Jul-17	Apr-18	Apr-20		SUR Option
Wexham South Phase 3 redevelopment	Jul-17	Oct-17	May-18	Nov-20		Project yet to be initiated - subject to Option Agreement - Planning application to be submitted before Nov 17 under Parish lease arrangements.
Montem Lane regeneration	Dec-17	Apr-18	Jun-19	Jun-21		SUR Option
Slough Basin regeneration	May-17	Dec-17	Sep-18	Apr-21		Initial Design - subject to Option Agreement
The Centre/Rotunda	Jan-18	Jul-18	Jan-19	Dec-20		Project yet to be initiated - subject to Option Agreement
Haymill redevelopment	Mar-18	Sep-18	Mar-19	Dec-20		SUR Option
Weekes Drive redevelopment	Jun-18	Oct-18	Sep-19	Jul-22		SUR Option
Tower & Ashbourne - Ashbourne Park	Sep-17	Jan-18	Jun-18	Dec-20		Project yet to be initiated - subject to Option Agreement
Former TVU site - NWQ Heart of Slough	Jun-17	Dec-17	Aug-18	Sep-23		Subject to Option Agreement
Community Projects						
Arbour Vale School SEN expansion	May-17	Jul-17	Apr-18	Dec-19		Awaiting SBC project approval
Priory school - SEN extension	n/a	Dec-16	May-17	Feb-18		Under PCSA
Marish - SEN unit	May-17	Jul-17	Mar-18	Mar-19		Awaiting SBC project approval
Claycots School	n/a	n/a	Jul-16	Oct-17		Under construction
St Marys School	n/a	n/a	Jul-16	Dec-17		Under construction
James Elliman School	n/a	n/a	Jul-16	Sep-17		Under construction
Wexham Secondary school expansion	n/a	n/a	Jul-17	Dec-18		Detailed design and procurement
Arbour Park Community Sports facility (CSF)	n/a	n/a	Jan-16	May-17		Under construction
New leisure centre (The Centre site)	n/a	n/a	May-17	Oct-18		Under PCSA
Ice Arena - refurbishment and temporary ice arena	n/a	n/a	Apr-17	Apr-18		Under PCSA
Rochford Gardens redevelopment (HRA employers agent)	n/a	n/a	Sep-18	Dec-19		Awaiting planning determination
Eschele Court (Small site CP)	n/a	n/a	Aug-16	Aug-17		Under construction
Small sites - Phase 1	n/a	n/a	Jan-17	Jul-17		Under construction
Small sites - Phase 2	n/a	n/a	May-17	Oct-17		In procurement
Small sites - Phase 3	n/a	n/a	Jul-17	Dec-17		Detailed design
Small sites - Phase 4	Jun-17	Aug-17	Jan-18	Dec-18		Design and planning
Leisure - Langley Leisure centre refurbishment and extension	n/a	Apr-17	Jun-17	Aug-18		Design and planning
Leisure - Salt Hill ten pin conversion	n/a	not required	Jun-17	Aug-18		Design and planning
Britwell hub remodelling	Jul-17	Sep-17	Feb-18	Mar-19		Awaiting SBC project approval
Manor Park Hub	Jul-17	Sep-17	Feb-18	Dec-18		Awaiting SBC project approval

Key dates highlighted are different to the SBC Asset Management programme

Summary of SUR projects (Community projects and Site developments)

Development	Description - Tenure/Mix	Status
Community projects		
Orchard Community centre	Community centre refurbishment to replace the Creative Academy facilities	Construction by MS Special Projects. Completed 2015.
The Curve, High Street, Slough SL1	Library and Cultural Centre, performance and exhibition space, museum, Registrar's office and civic accommodation	Construction by MSCl, completed 7 July 17, opened 2 Sept 17.
Arbour Park, Stoke Road, Slough SL1	Community Sports Facility with 2000 capacity, 3G flood lit pitch and function rooms, 4 court sports hall for St Joseph's school.	Under construction by MSCl, Section 1 completed Aug 16 and Feb 17. Section 2 due for completion 5 May 17.
James Elliman Academy, Elliman Avenue, SL2 5BA	740m ² extension and part remodelling/refurbishment	Under construction by MSCl. Completion due Aug 17
Claycots Primary School, Town Hall campus, Bath Rd SL1 3UQ	1900m ² extension and part remodelling/refurbishment	Under construction by MSCl. Completion due Sept 17
St Mary's Primary School, Yew tree road, SL1 2AR	1100m ² extension and part remodelling/refurbishment	Under construction by MSCl. Completion due Dec 17
Eschle Court	11 affordable homes – 1, 2 and 3 bed flats	Under construction by MS Special Projects. Completion due Sept 17.
Small sites phase 1	Refurbishment and extension to create 5 new affordable homes on 4 sites	Under construction by Borrass Construction. Completion due July 17.
The Centre, Farnham Road, Slough SL1 4UT	Leisure Centre and swimming pool complex	Under PCSA with MSCl. Construction due to commence May 17 – completion Oct 18.
Ice Arena, Montem Lane, Slough SL1	Montem Ice Arena refurbishment	Under PCSA with MSCl. Refurbishment due to commence April 17 – phased completion Dec 17 and April 18.
Langley Leisure Centre	Refurbishment and extension with associated external areas.	Under PCSA with MSCl. Refurbishment due to commence June 17 and complete August 18.
Salt Hill Park Ten Pin, Bath Road, Slough SL1	Refurbishment an conversion to an activity centre	Under PCSA with MSCl. Refurbishment due to commence June 17 and complete March 18.
Small sites Phases 2,3 & 4 Slough, +20 locations	New build affordable homes in infill sites (no.s tbc)	Under PCSA. Phase 2 in procurement and construction to start May 17.

Development	Description - Tenure/Mix	Status
		Phase 3 – construction to start July 17. Phase 4 – construction to start Jan 18.
Rochford, SL1	New Council affordable homes – 21 flats	Awaiting the determination of planning.
Wexham Secondary school	School extension c.3000m ² new 3 storey classroom block external landscaping and car park	Under PCSA with MSCl. Construction due to commence Jul 17 – completion Dec 18.
Priory Primary SEN school	School SEN extension (c.655m ²) to support 60 SEN pupils.	Under PCSA with MSCl. Construction period May 17 – February 18.
Marish Primary school	SEN extension to include 6 classrooms	Project initiation commenced – subject to SBC approval. PCSA due April 17. Construction period Mar 18 – Mar 19.
Arbour Vale SEN school	New standalone building providing 70 places (c.2,000m ²)	Project initiation commenced – subject to SBC approval
Britwell Community hub	Extension and refurbishment of hub to accommodate GP practice	Subject to SBC project initiation
Manor Park Community hub	c.300m ² Extension and refurbishment of hub to provide extended services	Subject to SBC project initiation
Trelawney Community hub	New build hub including library facilities, GP practice, police pod and community space. Affordable homes tbc	Subject to SBC project initiation
Site developments		
'Milestone', Ledgers Road, Slough SL1	Residential Sales 73 units, 50 open market sale and 23 affordable units. 49 houses and 24 flats.	Under construction – due for completion May 2017.
'Wexham Green', Wexham Road, Slough SL1	Residential Sales 104 units – 2, 3 and 4 bed houses. 70 open market for sale and 34 affordable housing units.	Contract Close 10 May 16. Under construction - completion July 18. Sales - April 2017 onwards
Alpha Street, Slough SL1	Residential Sales 14 apartments – 1,2 & 3 bed.	Design development and planning stage – FC due Oct 2016
Upton Road, Slough SL1	Residential Sales 10 Houses - 4&5 Bed	Design development and planning stage – FC due Oct 2016
Old Library 85 High Street, Slough SL1 1EA	Dual branded Marriott hotel – 144 room Moxy hotel and 92 room Residence Inn. 60 residential apartments (1	Under SBC demolition. Contract Close due Jan 18. Construction starts Apr 18, phased completion 19/20.

Development	Description - Tenure/Mix	Status
	and 2 bed) and ground floor retail.	
Slough Basin, Stoke Road, Slough SL1	Residential Sales 240 units (approx.) on land adjacent to the Grand Union Canal – JV with Waterside Places	Land assembly complete. Design and planning stage start is subject to a SBC option being granted.
Montem Lane, Slough SL1	Residential Sales 98 units (approx.) houses and apartments.	Dependent on Ice Arena refurbishment AND construction of The Centre Design and planning due to commence Sept 17. Construction to commence June 2019.
North West Quadrant – Heart of Slough.	Redevelopment of TVU site – mixed use – 1500 homes, 270,000 sq ft commercial office space, 40,000 sq ft retail and leisure.	Subject to site acquisition by SBC and a SUR Option being granted. Anticipated masterplan submission in Dec 17 and phased construction 2018-2023.
Tower & Ashbourne (Ashbourne Park)	Currently 2 residential 10 storey tower blocks. Site redevelopment c.160 units	Project not yet initiated – subject to Option being granted.
Wexham South, Wexham Road, Slough SL1	Residential Sales - 0.7 hectare site. 24 units - 2 and 3 bed houses.	Project not yet initiated – subject to Option being granted.
The Centre Resi/rotunda	Mixed use scheme - Residential sales 60 units (approx.)	Project not yet initiated – subject to Option being granted
Haymill	Residential sales – 1.35ha site – c.60 new houses	Project not yet initiated
Weekes Drive	Residential sales - 2.5 hectare site c.120 new houses	Project not yet initiated

Key

Development Sites

1. Milestone
2. Ashbourne Park
3. Old Library
4. Montem Lane
5. Upton Road
6. Slough Basin
7. Wexham Green
8. Alpha Street

Leisure Projects

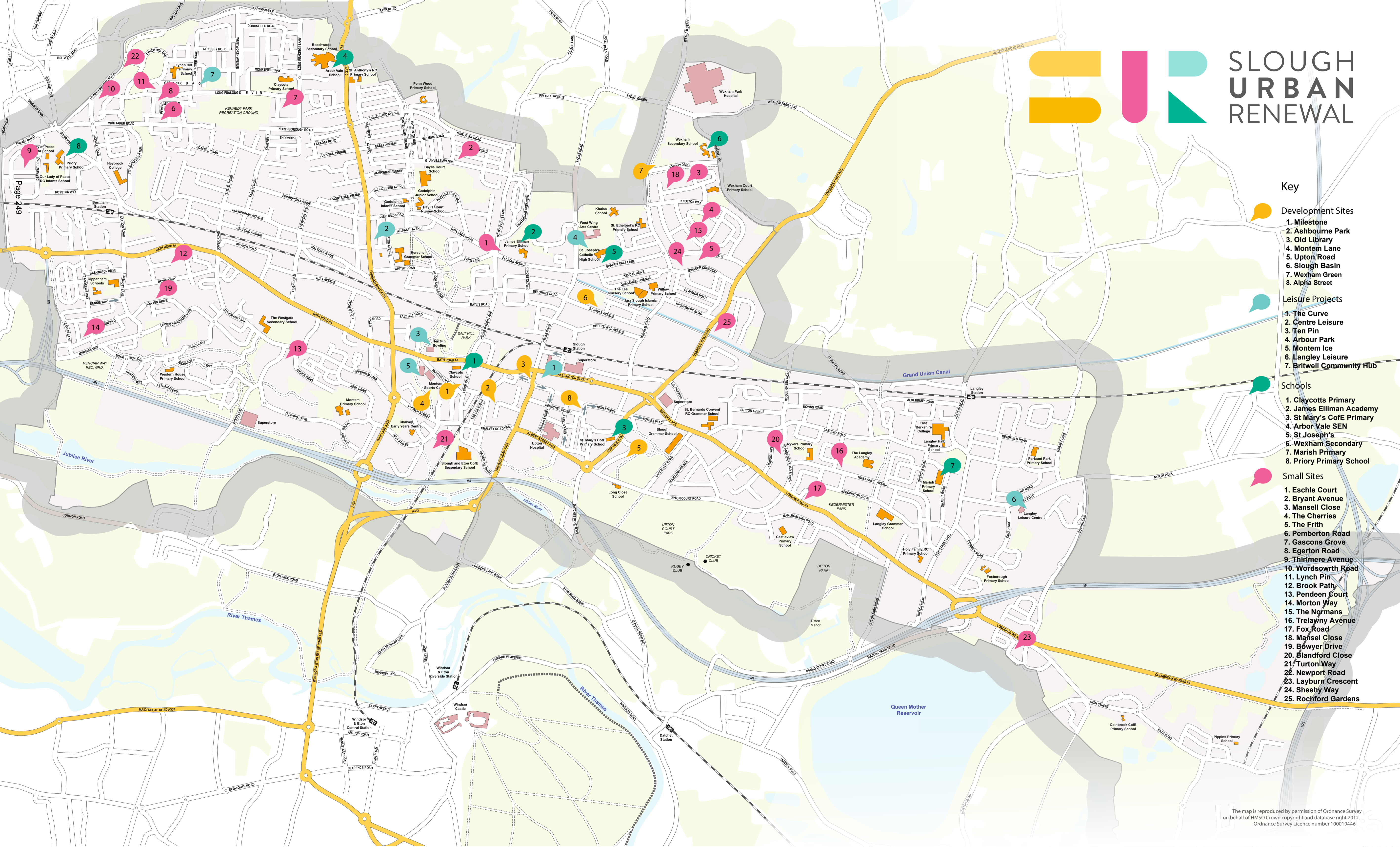
1. The Curve
2. Centre Leisure
3. Ten Pin
4. Arbour Park
5. Montem Ice
6. Langley Leisure
7. Britwell Community Hub

Schools

1. Claycots Primary
2. James Elliman Academy
3. St Mary's CoE Primary
4. Arbor Vale SEN
5. St Joseph's
6. Wexham Secondary
7. Marsh Primary
8. Priory Primary School

Small Sites

1. Eschle Court
2. Bryant Avenue
3. Mansell Close
4. The Cherries
5. The Frith
6. Pemberton Road
7. Gascons Grove
8. Egerton Road
9. Thirlmere Avenue
10. Wordsworth Road
11. Lynch Pin
12. Brook Path
13. Penden Court
14. Morton Way
15. The Normans
16. Trelawny Avenue
17. Fox Road
18. Mansell Close
19. Bowyer Drive
20. Blandford Close
21. Turton Way
22. Newport Road
23. Layburn Crescent
24. Sheehy Way
25. Rochford Gardens



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Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
A-Demand							
A-1	Decline in sales values for residential /commercial units	M	X			<ul style="list-style-type: none"> • Delay or reduction in receipts due to economic/market conditions • Competing schemes resulting in oversupply in the market • Result in blighted developments 	<ul style="list-style-type: none"> • Ensure developments are phased and synced to market cycles • Effective sales and marketing planning including the use of professional advisors • Use conservative sales values assumptions in appraisals • Regularly review economic conditions, sales values and competing developments • Pre-lets and forward sales agreements with third party institutional investors or Herschel Homes. • Appraise sales values prior to Contract Close as part of SDP process
A-2	Competing schemes provide alternative purchases	M	X			<ul style="list-style-type: none"> • Delay in sales receipts • Downward price pressure 	<ul style="list-style-type: none"> • Understand competing schemes timing, pricing using local knowledge, other consented schemes and public sector partners • Review demographics purchaser profiles and undertake demand analysis • Generate a positive marketing brand for each development and strong SUR image
A-3	Lack of demand for private purchases or tenants	H	X			<ul style="list-style-type: none"> • Delay or reduction in forecasted sales receipts • Loss of rental income (if applicable) • Potential blight on the development due to long sales time frame • Impact on the social housing percentage on future projects 	<ul style="list-style-type: none"> • Review demographics and demand • Ensure phased development • Effective project sales and marketing • Review for special interest groups • Liaise closely with the LPA and SBC Housing team

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
A-4	Inability to change the market perception of Slough	M	X			<ul style="list-style-type: none"> Reduces the viability of development opportunities Limits sales values/price uplifts Further depresses retail offer 	<ul style="list-style-type: none"> Close liaison and engagement with SBC and local stakeholders Support inward investment activity Identify anchor tenants and encourage their presence Regular review of proposed products to ensure appropriate viable schemes are being brought forward
B-Design & Planning							
B-1	Design of the proposed scheme does not comply with planning policy/requirements e.g. affordable housing or does not comply with building regulation approvals	H	X			<ul style="list-style-type: none"> Delayed delivery of development pipeline and financial returns Additional project costs incurred 	<ul style="list-style-type: none"> SUR Programme engagement by GM with LPA and Building control On projects; early and ongoing engagement with LPA and Building control Professional DM team with clearly defined design and development process for assessing scheme viability and LPA compliance Use professional consultants with a strong successful track record on similar schemes
B-2	Changes in Law (incl. Housing & Planning Act)	M	X			<ul style="list-style-type: none"> Project viability challenged Uncertainty about affordable housing requirements and the introduction of starter homes Increased project cost Delay to programme 	<ul style="list-style-type: none"> Monitor legislative possible changes including housing, tax and planning Price potential impact of changes in law
B-3	Changes in design and specification /employers requirements	H		X		<ul style="list-style-type: none"> Delay to programme Viability and commercial returns challenged 	<ul style="list-style-type: none"> Ensure SUR design brief and SBC ERs are clearly set out and articulated before the design stage begins Ensure design and viability analysis is fully developed prior to contract tenders to limit subsequent changes Ensure Employers Requirements are robust and signed off by all stakeholders

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
C-Construction							
C1	Planning permission and / or Building Regulations approvals not granted or delayed	H	X			<ul style="list-style-type: none"> • SUR Working capital at risk to achieve a satisfactory planning permission • Potential increased holding costs for landowner • Delay to development programme • Construction cost impact due to time delay 	<ul style="list-style-type: none"> • Ongoing engagement with LPA and Building Control officers • Use professional consultant team • Ensure good working relationships with SBC • Effective project and programme management. • Retain ongoing temporary uses to enable third party income for landowner
C-2	Increase labour and materials costs and/or availability	H	X			<ul style="list-style-type: none"> • Cost and programme impact • Profit impact 	<ul style="list-style-type: none"> • Use of D&B contracts with fixed price and programme • Risk passed to Main contractor where it is best managed and mitigated • Close construction management oversight by SUR DM • Effective stakeholder management
C-3	Site operations problems, including access to services, site/building conditions and site security	M	X			<ul style="list-style-type: none"> • Health and safety incident/accident • Potential cost overrun and or programme impact 	<ul style="list-style-type: none"> • Risk passed to Main Contractor where it is best managed/mitigated. • Procurement route and early contractor engagement will enable Main Contractor to fully understand and plan to mitigate all such risk
C-4	Failure to build to design	H	X			<ul style="list-style-type: none"> • Programme delay • Remedial works required and cost overrun 	<ul style="list-style-type: none"> • Design responsibility and discharge of planning conditions passed to Main Contractor where it is best managed.
C-5	Third party claims	M	X			<ul style="list-style-type: none"> • Increase costs / remedial works • Potential termination if long stop date is exceeded • Programme delay 	<ul style="list-style-type: none"> • Ensure adequate risk passed to the Main Contractor if they are responsible for the cause of the claim

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
C-6	Construction cost overrun – Site developments	M	X			<ul style="list-style-type: none"> Additional costs incurred by the contractor Programme delay Impact on sales values/SUR profit 	<ul style="list-style-type: none"> Procure appropriate subcontractors / supply chain. Early Contractor engagement to the construction methodology and build-ability of the scheme Identify all potential risk and have in place robust mitigation strategies
C-7	Construction cost overrun – Community projects	M			X	<ul style="list-style-type: none"> Additional costs incurred by the contractor due to unforeseen or SBC instructed design changes Programme delay 	<ul style="list-style-type: none"> Procure appropriate subcontractors / supply chain. Early Contractor engagement to the construction methodology and build-ability of the scheme Identify all potential risk and have in place robust mitigation strategies
D- Development/Operational							
D-1	Land assembly issues	M	X			<ul style="list-style-type: none"> Delays to programme Additional cost 	<ul style="list-style-type: none"> Preparation of a robust land assembly strategy Legal and technical due diligence Effective programming Robust project management Appointment of a strong professional team and project lawyers
D-2	Failure of land to be supplied on a timely basis including site ownership issues and the granting of an Option over the land	M	X			<ul style="list-style-type: none"> Delays to programme Additional project costs Cost inflation Delays to receiving sales and other receipts 	<ul style="list-style-type: none"> Thorough legal and technical due diligence as to existing site ownership Proactive approach to managing the process of land assembly Monitor and support SBC in land assembly and governance to ensure Options can be granted SUR is incentivised to develop the land as it is paying SBC interest on the Council loan note.

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
D-3	Project capacity – lack of resource delaying delivery. Inability to recruit and retain high quality personnel in key LABV roles and the Council	M	X			<ul style="list-style-type: none"> Difficulties in meeting the development programme and achieving desired outcomes Disruption in DM team corporate memory impacting on continuous improvement Insufficient Business Board Representatives causing governance issues and delay to approvals Lack of SBC resource capacity or experience to meet their obligations 	<ul style="list-style-type: none"> Maintain and develop a dedicated team collocated in Slough Direct and local DM team recruitment Competitive employment package along with CPD Use of high quality flexible MSIL resources in many of the key roles with the ability to deploy additional staff to cover increased peaks in activity as required. Succession planning to be put in place by the Business Board Engagement and resource planning with senior SBC officers
D-4	Health & Safety	M	X			<ul style="list-style-type: none"> Persons are harmed/killed during the course of development or construction activity 	<ul style="list-style-type: none"> SUR applies MS established health & Safety procedures H&S reporting weekly to the DM team and bi-monthly to the SUR Board. SUR Board nominated Representative responsible for H&S H&S audits undertaken monthly by the MS supply chain All SUR projects subject to a SUR/MS Audit during construction. All MS sites are registered with Considerate Constructor Scheme (CCS)
D-5	Employment & Equality	L		X		<ul style="list-style-type: none"> HR related issues including staff performance, H&S, work environment, disciplinary issues 	<ul style="list-style-type: none"> SUR does not directly employ any staff All staff are employed by MS Group companies and therefore all aspects of personnel management are covered by established HR procedures and protocols. SUR Equality policy and Anti Bribery policy.

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
D-6	Communications & FOI Act	L	X			<ul style="list-style-type: none"> A project incident results in negative PR Poor PR management causes a loss for either Member Poor communications/consultation affects development pipeline FOI requests create a subsequent risk to a project or the partnership due to the need for SBC to disclose information 	<ul style="list-style-type: none"> SUR Communications Strategy and Plan updated annually DM team includes a matrix communications team actively engaged in managing PR and comms Daily co-ordination and monthly planning meetings by the Comms team Proactive approach to Comms - PR plans and Comms Actions Plans for all projects SUR is not a public sector body therefore it does not have to comply with the FOI Act (albeit the Council does) SUR FOI policy established and working protocol in place with SBC
D-7	Economic development – failure to achieve a social return on investment	L	X			<ul style="list-style-type: none"> Failure to achieve social and community benefits from SUR projects Failure to maximise local spend and use of local supply chain Failure to contribute to raising the skills and training of the local workforce. 	<ul style="list-style-type: none"> SUR strategy and plan established Directly employed Community benefits co-ordinator Obligations passed down through the supply chain Six monthly reporting to SUR board and SBC together with project reporting on completion Community benefits levy on community projects
E-Finance / Structure							
E-1	Cost of finance	L	X			<ul style="list-style-type: none"> The LABV may be exposed to movement in the cost of finance and this might affect net surpluses arising from the development 	<ul style="list-style-type: none"> Structure finance solution to negate the need for external commercial funding Robust and ongoing market testing should be performed Ensure financial models are robust and well structured

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
							<ul style="list-style-type: none"> Maximise the use and leverage of public sector funding
E-2	Inability to access third party debt on reasonable terms and conditions	L	X			<ul style="list-style-type: none"> Third party funders unwilling to fund SUR schemes/ Lack of liquidity in the funding market Increased project costs Programme delay and sales receipts Schemes have to be funded from Members equity 	<ul style="list-style-type: none"> Structure project solution to negate the need for external funding PSP might be investor of last resort – leading to increases in Weighted Average Cost of Funding for LABV Maximise the use and leverage of public sector funding (subject to ensuring there is no State Aid risk)
E-3	Availability of HCA and any other public sector funding / Lack of public kick start funding for projects, if required	L	X			<ul style="list-style-type: none"> All early site development is subject to market demand and commercial viability Public sector funding delayed having an impact on development programme/viability Cost of alternative funding routes and potential viability 	<ul style="list-style-type: none"> Site developments brought forward to meet the mandatory commercial SUR objective (returns for the Members) Rigorous viability assessment of potential developments Structure solution to negate need for grant funding Ensure financial models are robust and well structured Funds committed prior to financial close Ongoing stakeholder management
E-4	Changes in taxation (e.g. Corporation Tax, SDLT, VAT)	M	X			<ul style="list-style-type: none"> Tax risks which could lead to increases in costs and decreases in total LABV returns 	<ul style="list-style-type: none"> Strong tax planning Monitor potential legislative changes Appoint project tax advisors as required Short duration for individual projects to allow for a known tax regime
E-5	Project costs are higher than anticipated – professional fees and construction costs	M	X			<ul style="list-style-type: none"> During the design and planning period, costs are higher than anticipated. During the construction period, construction costs are higher than anticipated. 	<ul style="list-style-type: none"> Viability appraisals adopt a standard percentage fee on project costs also based on previous schemes and professional team quotes. Independent cost advice from a Project QS

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
						<ul style="list-style-type: none"> During the construction period, other development costs are higher than anticipated. 	<ul style="list-style-type: none"> SUR cost contingency applied to all working capital budgets. Risk passed down to contractor - D&B contract put in place at a fixed price and programme (associated LADs) Professional team appointed on agreed fees (competed in accordance with SUR Procurement policy) Development budgets prepared based on professional team experience and advisors information.
E-6	Failure to achieve land valuation in accordance with the Option Agreement	M	X			<ul style="list-style-type: none"> Working capital at risk Development programme delay Potential profits from other successful schemes have to be used to pay aborted costs 	<ul style="list-style-type: none"> Initial viability test at DISDP stage Ongoing reviews of viability Defined mechanism for calculating land value in the Option Agreement
F – Political							
F-1	Changing political arena with different agenda's	M	X			<ul style="list-style-type: none"> Strategic direction and leadership continually changes causing delay to SUR programme of delivery Uncertainty about political agenda and delays in decision making by SBC 	<ul style="list-style-type: none"> Ongoing engagement with SBC Monitor the national and local political environment Cultivate relationships across the political spectrum Regular engagement with officers and Councillors
F-2	Changing management structure and staff in SBC	M	X			<ul style="list-style-type: none"> Difficult to build relationships and this causes a lack of continuity/engagement Lack of understanding about how SUR functions and the Partnership Agreement. 	<ul style="list-style-type: none"> Cultivate relationships at all level of the council Cultivate relationships with officers in each department Engage early with any new SBC officers involved with SUR Provide information and enable joint working to share knowledge and understanding



Slough Urban Renewal (SUR) Limited Liability Partnership undertakes project development work for residential and social infrastructure projects within Slough. The business creates site development plans; manages design development and the planning application process; ensures viability criteria are satisfied; procures construction contracts; manages the construction contract; oversees sales of commercial and residential properties; and, in some instances, oversees the delivery of property management services.

The key drivers of this policy are:

- To provide a professional, efficient, reliable, and cost effective service satisfying the LLP Partner's quality expectations.
- To provide the service in a safe manner and in accordance with all statutory and regulatory requirements.
- To measure business performance against agreed objectives and to set achievable targets for progressive improvement year on year.

To implement the policy, SUR's management will progressively:

- Develop and implement an integrated quality management system with clear and measureable objectives.
- Require all members of staff to perform their duties in accordance with the Company's quality management system and contribute to continuous improvement.
- Foster continuous improvement by supporting appropriate staff training and development activities.
- Give appropriate employees the responsibility and authority for ensuring that this policy is understood, implemented and maintained at all levels.

This policy statement and associated objectives will be subject to periodic review by the Business Board.

Signed:

Date:

Councillor Mohammed Nazir

Chair of the Slough Urban Renewal LLP Business Board

Slough Urban Renewal is committed to ensuring, so far as is reasonably practicable, the health and safety at work of all our people including temporary staff, and of other persons affected by our actions.

We recognise that the successful management of health and safety is fundamental to our overall performance as a successful business, as well as being fundamental to the well-being of our people.

We are therefore committed to:

- developing a positive and open health and safety culture within the organisation;
- ensuring legal compliance and working to relevant industry best practice;
- improving our health and safety performance by investing in training, awareness, systems, tools and an assurance programme;
- implementing programmes for the prevention of injury and ill health and continued improvement in the management and performance of our health and safety systems;
- continually improving our occupational health and safety management by setting risk based objectives and targets as part of our overall business improvement programme;
- we will ensure that where we act as a client under the Construction (Design and Management) Regulations 2015 that we discharge our duties; and
- operate within a management system that is in line with the requirements of OHSAS 18001.

Slough Urban Renewal is accountable for implementing this policy and look to our people for their support and professionalism in making this part of our values.



Lisa Scenna
Slough Urban Renewal Health and Safety Director
November 2016

1. Purpose

The purpose of this policy is to state SUR's position on bribery and to provide information and guidance on recognising and dealing with bribery or attempted bribery.

This policy cannot address every situation and is not a substitute for exercising good judgment and common sense about what is right.

This policy sets out the standards to which the Members of SUR from time to time (the "**Board**") and any third parties performing services for or on behalf of SUR are required to adhere.

This policy is intended to apply equally to all subsidiary vehicles including:

- Slough Urban Renewal Nominee Co Limited
- Slough Urban Renewal Community Projects LLP;
- Slough Urban Renewal Ledgers Road LLP;
- Slough Urban Renewal Wexham Nursery LLP;
- Slough Urban Renewal Upton Road LLP; and
- All future LLP's or limited companies to be established under the umbrella of Slough Urban Renewal.

2. Scope

This policy covers all authorised representatives of the members (the "**Representative(s)**"), directors (if any) employees (if any) including those on temporary or fixed term contracts, agents, distributors, consultants, business partners and any other person or organisation who performs services for or on behalf of SUR.

SUR is committed to working only with third parties whose standards are consistent with its own. This includes key service providers, intermediaries and other advisers performing services for or on behalf of SUR (to whom we will refer to in this policy as "**Business Partners**"). As part of SUR's approach to responsible business conduct, SUR expects businesses with whom it contracts to adopt anti-bribery principles and standards consistent with its own and appropriate to their business.

3. Anti-Bribery Policy Statement

Bribery is a criminal offence. SUR does not, and will not, pay bribes or offer improper inducements to anyone, for any purpose, nor does the SUR accept bribes or any improper inducements.

SUR and its Representatives are committed to the prevention, deterrence and detection of bribery and will maintain high standards of ethical behaviour in all their business interactions adopting a zero tolerance approach towards bribery.

SUR as a whole is responsible for ensuring compliance with anti-bribery law.

4. What is Bribery?

Bribery, is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.

Bribery, or even the suggestion of bribery, may seriously damage SUR's reputation and affect its ability to do business.

The consequences of not complying with this policy can be very serious including damage to SUR's reputation, significant fines and penalties, and even criminal liability.

Any failure to comply with this policy and its supporting policies will be investigated and appropriate action taken by the Representatives.

5. Examples of Bribery

Gifts and hospitality

The exchange of legitimate gifts and hospitality can build goodwill in business relationships. However, the Representatives (including their immediate family) must never offer, promise, give, request, accept or agree to accept a gift or hospitality to or from business contacts if it may improperly influence a decision of the Representatives, impair independence or judgment or create a sense of obligation or if there is a risk it could be misconstrued or misinterpreted by others as a bribe. Normal business lunches and dinners are usually acceptable and not considered to be bribes.

Facilitation payments

These are payments, typically involving small sums, to government or public officials to obtain or speed up routine services to which SUR is otherwise legally entitled, such as issuing permits. These are bribes and are illegal. If, such payments are made, they are often not properly recorded in financial records, resulting in false accounting offences as well as criminal charges for bribery.

Facilitation payments do not include fees required to be paid by law (such as the payment of a filing fee for a legal document). Nor do they include legitimate fees which are payable for a speedy service provided by governments.

Offering a bribe

By way of an example if a Representative offered the representative of a client a weekend away for him and his partner on the terms that the client agreed to extend a contract between the parties this would be an offence as you are making the offer to influence an improper performance of the client's impartiality towards its suppliers. SUR may also have committed an offence because the offer has been made to obtain business. It may also be an offence for the client representative to accept the offer.

Receiving a bribe

By way of an example if a supplier offers you a ticket to watch your favourite football team and makes it clear that it could be a regular occurrence if the parties continue to do business with each other it is an offence for a supplier to make such an offer. It would be an offence for you to accept such an offer as it would be seen as influencing an improper performance of your impartiality and good faith towards suppliers.

6. What is not acceptable?

It is not acceptable for you (or someone on your behalf) to:

- offer, promise, give, request, receive or agree to receive– directly or indirectly – any payment, benefit or gift which is intended to be, or may be construed as, a bribe;
- accept anything of value, if it might compromise the independence or judgment of the Representatives or create a conflict of interest or give the appearance of doing so;
- solicit or actively seek gifts or hospitality;
- offer or accept gifts of cash or cash equivalent (e.g. vouchers) or gifts with a value of in excess of £100;
- offer or accept gifts or hospitality of an inappropriate or offensive nature or anything that would embarrass SUR or its Representatives if publicly disclosed;
- offer or accept hospitality or gifts that are excessively lavish or extravagant;
- pay a facilitation payment;
- allow a third party to pay a facilitation payment on SUR's behalf;
- use SUR funds to make political contributions to political parties or organisations or election candidates.

7. Procedure

SUR must always:

- comply with this policy and adhere to the highest levels of honesty, integrity and ethics at all times when conducting business;
- ensure that the Representatives sign and return the anti-bribery annual sign off found at Annex 1 on an annual basis;
- report any breaches or potential breaches of this policy to the Board. It is unacceptable to ignore breaches that come to the attention of the Board;
- understand whether there are any legal or other restrictions, such as corporate policies, that may prevent the potential recipients from accepting gifts or hospitality, particularly when dealing with government or public officials;

- be cautious when offering or accepting hospitality to or from someone with whom SUR is negotiating. Business Partners are not permitted to offer to or accept gifts from someone with whom they are negotiating on behalf of SUR;
- be present with those who have been invited to a hospitality event or with those who have invited Representatives;
- only pay or reimburse travel, accommodation and other expenses of third parties who attend events held by the SUR if the expenses are reasonable. No friends or family members can travel at the SUR's expense.
- report it to the Board if a Representative suspects that they have been offered a gift or hospitality with corrupt intent.
- all gifts and hospitality given or received with a value in excess of £100 must be recorded in the Gifts & Hospitality Register
- ensure that legitimate fees paid for a speedy service reflect a business need and are transparent and open. Representatives should obtain an official receipt and ensure that the payment is properly recorded in SUR's financial records.
- deny any request for a Charitable Contribution by any third party who has promised or implied the possibility of a benefit or issued a threat in connection with that request.
- ensure any request for a Facilitation Payment is recorded on the form attached at Annex 3
- review and regularly monitor the anti-bribery policies of Business Partners
- be alert where:
 - any Business Partner requests payment in cash or payment to an account in another country (not connected to the services being provided) or through unusual or convoluted means such as to an off-shore numbered account.
 - any Business Partner is being considered due to his connections with, or due to recommendations from, a public official.
 - any Business Partner requests an unusual up-front payment or performance-related bonus or commission.
 - any Business Partner suggests that an amount of money is needed to "seal the deal," "get the business" etc. or that they can circumvent "red tape" or "expedite" normal business processes.
 - the country where the services are to be carried out, or the sector to which the services relate, has a reputation for bribery.
- determine whether any Business Partner proposed to be engaged is likely to present a high bribery risk. In such cases, the following should be considered:
 - have a clear and proper commercial rationale for the engagement.
 - assess the risk profile of the proposed engagement and complete a specified level of due diligence to check the Business Partner's experience, background and reputation before entering into a relationship.

- be satisfied that the Business Partner is not engaged in any corrupt practices and avoid engaging any Business Partner who has a reputation for corruption or improper conduct.
- understand what the Business Partner will actually do in return for the money SUR pays them, and that all the money can be properly accounted for.
- ensure there is no conflict of interest that would make the engagement or involvement of the Business Partner inappropriate.
- ensure there is a written contract in place which requires the Business Partner to comply with anti-bribery laws and SUR's anti-bribery policy or with the Business Partner's own anti-bribery policy that is consistent with the standard established by this policy. The contractual provisions must enable the SUR to terminate the contract if the Business Partner breaches these requirements.
- ensure the Business Partner signs the Business Partner Compliance Certificate set out in Annex 2 when the Business Partner is first engaged, except where the terms of Appointment for such Business Partner contains similar terms.
- report any behaviour by Business Partners that is inconsistent with this policy to the Board.
- seek approval from the Board of Representatives before making a Charitable Contribution unless such contributions is made in accordance with any pre-approved Community Benefits Budget.
- make a Charitable Contribution as an incentive or reward for obtaining or retaining an advantage for SUR or for any other improper purpose.
- ensure that all interactions with political, government and public officials are conducted in a manner that adheres to this policy and comply with all relevant laws. This includes any lobbying by SUR.

ANNEX 1

ANTI-BRIBERY ANNUAL SIGN OFF

I acknowledge and undertake that:

- I have read and understood the Slough Urban Renewal SUR ("SUR") Anti-bribery Policy dated March 2017 (the "Policy") and in relation to all my dealings with and for SUR, I shall endeavour to comply in every respect with the Bribery Act 2010 and the Policy.
- I confirm that, to the best of my knowledge and belief, I am not aware of any conduct by any party in relation to or connected with SUR and its business (whether or not involving me personally) which may have infringed anti-bribery and corruption law or the Policy and that if I become aware of such conduct I will report my concerns to the Representatives of SUR (save where prevented by law, regulation or court order from so doing).
- I shall co-operate fully with any requests for information, documents (whether in electronic or any other form, including e-mails) or assistance arising out of any regulator's or police inquiries concerning SUR's compliance with anti-bribery and corruption law. I authorise SUR to use, as reasonably required, any such information or documents in connection with any regulatory or police inquiry or related matter.

Name:

Signed:

Date:

ANNEX 2

BUSINESS PARTNER COMPLIANCE CONFIRMATION

I, [name of senior officer], of [name of Business Partner] confirm that:

1. [The anti-bribery policy we have provided to you is the current version of our anti-bribery policy] or [We have received a copy of [] (“the SUR”) Anti-bribery Policy and shall comply in every respect with the policy]¹ and:
 - We shall strictly implement the anti-bribery policy and maintain in place adequate anti-bribery procedures.
 - We shall conduct anti-bribery due diligence before entering into business relationships.
 - We shall retain documentary evidence of the results of all such due diligence.
 - We shall require our business partners to comply with the anti-bribery policy or an equivalent policy.
 - We shall monitor the anti-bribery policy to ensure that it is adequate and is operating effectively in our business.
 - There are no past or current allegations, investigations, convictions or prosecutions relating to bribery or corruption involving us, our intermediaries and other Business Partners or any of their Directors, officers or employees.
 - There is no involvement of a Foreign Public Official in our business.
 - We shall document all material aspects of our relationships with intermediaries and other business partners.
 - We shall keep all books and records up to date.
2. I confirm that we shall notify you of any amendments to our anti-bribery policies or procedures.
3. I confirm that we shall notify you of any allegations, investigations, convictions or prosecutions relating to bribery or corruption involving us, our intermediaries and other business partners or any of their directors, officers or employees.
4. I confirm that we shall notify you if there is any involvement of a Foreign Public Official in the operation of our business.

¹ This is to be deleted as appropriate before issue to the business partner

5. I confirm that, to the best of my knowledge and belief, I am not aware of any conduct within our business or with our business partners that may have infringed anti-bribery law and that if I become aware of such conduct I will report the conduct to the SUR.
6. We shall co-operate fully, if so required, with any requests for information, documents or assistance arising out of SUR's or an investigating authority's inquiries regarding our compliance with anti-bribery law. I authorise SUR to use, as reasonably required, any such information or documents in connection with any regulatory or police inquiry or related matter.
7. I understand the terms of SUR's anti-bribery policy and acknowledge that if we fail to comply with the terms of SUR's anti-bribery policy or our own equivalent anti-bribery policy, SUR may terminate our contract with immediate effect.

Signed Date.....

For and on behalf of [INSERT BUSINESS PARTNER]

ANNEX 3

FACILITATION PAYMENTS

Facilitation payments are payments made to speed up or secure routine and non-discretionary governmental action - such as processing visas or scheduling inspections by a foreign government.

The UK Bribery Act does not permit facilitation payments and these must not be made on behalf of the SUR. Any request for payment of a facilitation payment must be reported to the Board as soon as possible after the request is made using this form.

Record of request for facilitation payment	
Name	
Date of request of notification	
<p>Please describe in the box below where the request which you believe may have been a facilitation payment was made and provide details of the individual who made the request (this should include the name and position of the individual if known):</p>	
<p>Please describe in the box below what you were asked to pay/do which you believe may have been a facilitation payment:</p>	

Policy Statement of Intent

Slough Urban Renewal (SUR) LLP is committed to the Sustainability of the Environment, Community and local Economy.

Our environmental goal is to manage business processes, reducing potential impacts to a practicable minimum. SUR will strive to minimise pollution from operations and conform to all relevant legislation and standards. SUR will also positively enhance biodiversity and protect the environment.

Objective

The main objective of the Policy is to embed sustainability into all aspects of the business activities of SUR, providing value to our partners and Customers.

Sustainable business priorities, objectives and strategic responsibilities

People

1. Total commitment to a safe environment

Providing a safe working environment for everyone is a key priority, and includes protecting the environment in which we work from negative impacts. We will take all steps in the prevention of pollution to air, land, water and natural resources.

2. Total commitment to developing talented people

We will attract people of high potential with a diverse range of skills and experience and will develop and enable our supply chain partners to maximise their contribution to overall business performance.

Planet

3. Total commitment to reducing energy consumption and carbon emissions

SUR will seek to reduce carbon emissions above the minimum standard. We will strive to deliver energy efficient buildings that, through a considered approach to design and construction, will seek to reduce carbon emissions and make best use of land.

Through constructing energy-efficient assets, SUR will assist whole life objectives of reducing their carbon footprint and carbon emissions. Where applicable this will include whole life cost modelling and assessments during the design stage.

4. Total commitment to reducing waste

We will improve resource efficiency; reduce the total amount of waste materials sent to landfill and commit to recognised waste reduction schemes including water use reduction. We will promote increased reuse and recycling of recoverable materials and ensure that unavoidable waste disposal is undertaken by the safest and most responsible methods available.

Profit

5. Total commitment to improving sustainable procurement

SUR actively supports sustainable procurement in construction. We will look to influence designs and materials specification. We will work with our suppliers to source and provide sustainable materials. Our procurement strategy is to work in partnership with Environmentally responsible Suppliers who share our goals; encourage the purchase of materials from Sustainable sources when available and a transport strategy to reduce the impacts associated with commuting and business travel

6. Total commitment to supporting local employment and communities

We will seek to understand local aspirations and priorities. We will aim to provide the relevant support, skills and training to develop and build the local skills capacity, thereby enhancing opportunities for communities. We aim to optimise use of the local force and suppliers to develop the local economy.

By engaging with stakeholders, we will work to leave a positive legacy in the communities where we operate. Clear plans relating to community engagement will be prepared, best practices will be identified and shared.

How is this policy implemented?

This Policy will be reviewed periodically and approved by the SUR Business Board. The Board will monitor performance and delivery on a project by project basis. This will contribute to the continual improvement to performance.

At initial feasibility stage of each project, SUR will review and make a clear statement of their approach to sustainability and will make potential employees and contractors aware of the Sustainability Policy.

Roles and responsibilities

The Members of SUR will take lead responsibility for sustainability and shall have overall responsibility for the implementation of this policy.

The organisation will comply with or exceed the requirements of all prevailing Environmental Legislation and also strive to act in anticipation of future regulatory benchmarks.

It will be the ultimate responsibility of the Representatives of SUR to ensure this Policy is adopted by contracting supply chain parties and to ensure the policy is respected, promoted and demonstrated in all aspects of their work at all times.

The LLP's Business Board shall ensure that this Policy is communicated to increase the awareness of our clients, supply chain, local communities and other interested parties.

The Business Board will review this policy and objectives annually to verify and monitor its continued effectiveness in reflecting meaningful targets and objectives.

Authorised on behalf of the Business Board:

Councillor Mohammed Nazir

Chair of the Slough Urban Renewal LLP Business Board

Policy Statement of Intent

Slough Urban renewal (SUR) LLP has a legal duty to promote fairness, eliminate unlawful discrimination and promote good relations between people. SUR is committed to these principles, will promote equality of opportunity and will treat all staff fairly and responsibly. Equality is at the core of all the responsibilities carried out by SUR LLP and its statutory duty to have due regard to equality in its business, functions and services is detailed in the Equality Act 2010.

Purpose

Every member, customer and partner has:

The right to be treated fairly and with respect, regardless of their personal characteristics including:

- ability
- age
- caring responsibility whether for children or other dependents
- disability
- gender
- gender identity
- civil or marital status
- political, religious or other belief
- race, colour, national or ethnic origin
- sexual orientation
- trade union membership or activity, or work pattern
- any other status as identified within the Equality Act 2010 or European Convention of Human Rights
- any other reason that cannot be justified.

The right to be treated with dignity, fairly, and with respect, on merit in relation to opportunities to access services or employment.

When does the policy apply?

At all times, SUR LLP will not tolerate unjust, unfair or unlawful discrimination from any of its staff or partners including those who deliver services on its behalf. This principle applies to the provision of services and all conditions of employment including recruitment, selection, pay, hours of work, holiday pay, holiday entitlement, work allocation, sick pay, pensions, training and development annual appraisal promotion and retention. SUR will mainstream equality into all aspects of its service delivery, particularly policy development.

Who does this policy apply to?

All staff, contractors, members, visitors, volunteers and people on work placement

Who else should be aware of this policy?

All service users, providers and partners

What is this policy about?

The promotion of fair and non-discriminatory practice

The Diversity Promise

SUR LLP will

- treat everyone fairly with dignity and respect
- give equal access to services
- be socially inclusive
- be transparent in all that it does
- value customers and staff

This policy is underpinned by the following policies:-

- Slough Borough Council's Equality and Diversity Policy
- Morgan Sindall Investment Limited's Equality and Diversity Policy

How is this policy implemented?

The Members of SUR LLP undertake to ensure that all employees, potential employees and contractors are made aware of their responsibilities under this policy and any acceptance of an offer of employment or contract will automatically also be taken as a commitment of acceptance of the policy and a pledge to demonstrate that commitment in their performance.

Roles and responsibilities

It will be the ultimate responsibility of the Representatives of the LLP to ensure this Policy is advised to contracting supply chain parties and to ensure the policy is respected at all times and promoted in all aspects of their work.

The Representatives will ensure that the policy is reviewed once a year, ensuring that equality is constantly given priority and mainstreamed into all areas of the LLP's work.

The LLP will mainstream equality into all aspects of the business and aspires to be recognised by all appropriate parties, appreciating the benefits gained from celebrating diversity.

Individual Responsibility

Every employee is individually responsible and accountable for her or his own behaviour.

Implementation Plan:

The Members of the Business Board of the LLP will take lead responsibility for equality and diversity and shall have overall responsibility for the implementation of this policy.

Signed:

Date:

Councillor Mohammed Nazir

Chair of the Slough Urban Renewal LLP Business Board

Slough Urban Renewal

Freedom of Information Act Request Protocol – March 2017

Overview

This protocol ('Protocol') seeks to establish an efficient and transparent approach to dealing with Freedom of Information Act ('FOIA') requests relating to the activities of Slough Urban Renewal LLP ('SUR').

SUR is a Limited Liability Partnership in which Slough Borough Council ('SBC') and a wholly owned subsidiary of Morgan Sindall Investments Limited ('MSIL') are equal Members. It is governed by a partnership agreement entered into between SBC, the MSIL subsidiary and SUR on 22 March 2013 (the 'Partnership Agreement').

Because publicly owned assets are being invested in, disposed of and developed, SBC and SUR should be prepared for FOIA requests from the media, general public and other interested parties. This Protocol sets out the operational framework under which SUR will assist with responding to FOIA requests made to SBC which relate to its activities and where SBC requests information or assistance from SUR.

This Protocol relates only to information which SBC holds or SUR holds on its behalf (in each case in the terms of the FOIA) at the time a Request for Information (Rfi) is received. In all cases SUR will co-operate with SBC and respond as quickly as possible so as to ensure statutory response deadlines can be met. Similar principles apply to requests made under the Environmental Information Regulations 2004.

Capitalised terms used but not defined in this Protocol shall have the meaning ascribed to them in the Partnership Agreement. Where there is any ambiguity or inconsistency between this Protocol and the Partnership Agreement, the terms of the Partnership Agreement shall in all cases take precedence.

FOI Protocol

Where an Rfi is received by Slough Borough Council (SBC) relating to SUR business activities, the following protocol will be followed:

1. A copy of the Rfi will be shared with the SUR nominated representative as soon as reasonably practicable (noting any obligations on SBC, for example in relation to the Data Protection Act) and in any event within two Business Days.

The current nominated representative is Andy Howell and the alternate contact is Nigel Badham. SUR will advise SBC of any changes to the nominated representative from time to time.

If neither nominated contact is available for any reason, any other member of the SUR development management team will act as the first point of contact and will seek authorisation from the Business Board as to how the matter shall be dealt with.

Contact details are:

Andy Howell

General Manager, SUR

E: andy.howell@morgansindall.co.uk

M: 07812 733735

T: 01753 577 170

Nigel Badham

Business Board Representative, SUR

E: nigel.badham@morgansindall.co.uk

M: 07764 834 463

T: 0207 367 0100

-
2. An initial review of the Rfl will be undertaken by the SUR representative who (having consulted with the Business Board where appropriate) will notify SBC as soon as reasonably practicable and in any event within two Business Days of receipt whether in its opinion the information requested is:
- a. Already in the public domain (for example available on the SUR website, the registered Members of SUR or its Directors, statutory accounts, other filings made at Companies House or public information held at the Land Registry) and is deemed by SUR to be **'Category A'**.
 - b. Information which SUR has no objection to disclose in an un-redacted form (regardless of whether it is subject to disclosure under the FOIA or otherwise) and is deemed by SUR to be **'Category B'**.
 - c. The information requested is considered by SUR to be exempt from disclosure under the FOIA/EIRA because (for example and without limitation) it is subject to the Confidential Information provisions of the Partnership Agreement and either (or both) of section 41(1) and section 43(2) of the FOIA apply and is deemed by SUR to be **'Category C'**.

In the case of Category C information, SUR will make clear to SBC in the notification (the 'Preliminary Category C Notice') the grounds under which it considers such information to be exempt from disclosure.
 - d. Not information which SUR itself holds or which it does not believe it holds on SBC's behalf in the terms of the FOIA/EIRA and is deemed by SUR to be **'Category D'**.
-

3. At the same time as SUR is carrying out its review under para 2, SBC will decide if it can respond to the Rfl itself without recourse or further reference to SUR.
-

4. If SBC decides it can respond to the Rfl itself without recourse to SUR, SBC will draft a response and may elect to provide a copy to the SUR representative for comment prior to issue. If SBC does provide a draft, SUR will provide its written comments as soon as practicable and in any case within two Business Days.
-

5. In the case of information deemed by SUR to be Category A, SUR will promptly provide SBC with copies of all relevant information to allow SBC to respond to the Rfl or will direct SBC as to where the information is publicly available.
-

6. In the case of information deemed by SUR to be Category B, within three Business Days (or such longer period as the parties may agree, including where additional information is subsequently required) of SUR's receipt of the Rfl, SUR will provide SBC with copies of all relevant information to allow SBC to respond to the Rfl at its sole discretion.
-

7. In the case of information deemed by SUR to be Category C, SUR will seek to discuss with SBC the grounds on which it believes it is exempt from disclosure as soon as practicable and in any case within two Business Days of issue to SBC of the Preliminary Category C Notice. Where appropriate such discussions will include senior representatives of SBC, SUR and MSIL and will consider whether SUR considers the information can be disclosed in a different format, for example by partial redaction.

While these discussions are continuing, SUR will take all reasonable steps to collect and collate the information for potential disclosure by SBC so as to minimise any delay in making the information available.

Within two Business Days of issue to SBC of the Preliminary Category C Notice (and for the avoidance of doubt regardless of whether discussions with SBC have been resolved), SUR will notify SBC whether in its final opinion the information requested is Category C (a 'Final Category C Notice').

8. In the case of information deemed by SUR to be Category D, SUR will promptly provide SBC with written justification as to why it believes it is not held (or not held on behalf of SBC in the terms of the FOIA/EIRA) and will promptly seek to discuss the matter with SBC.
- If SBC deems that the information requested is held on its behalf it will notify SUR as soon as reasonably practicable and in any case with two Business Days and SUR will then promptly re-categorise the request as Category A, Category B, or Category C and thereafter the procedure set out in paragraph 2 above shall be followed.
-

9. In all cases, SBC shall in its absolute discretion determine what information is disclosed in response to an RfI and in what format and SUR shall promptly provide all reasonable and necessary assistance that SBC may request (including for the avoidance of doubt in relation to Category C information).
-

10. In all cases where SBC responds to an RfI relating to the business or other activities of SUR and subject to its other obligations (for example in relation to the Data Protection Act), it will promptly issue a copy to the SUR representative in the form disclosed.
-

11. For information disclosed by SBC in relation to which a Final Category C Notice has been issued, SUR and the Parties to the Partnership Agreement expressly reserve their rights pursuant to the Partnership Agreement including but not limited to provisions relating to the disclosure of Confidential Information.
-

Request for Information (RfI) received by Slough Urban Renewal (SUR)

12. If SUR receives what purports to be an RfI under the FOIA/EIRA (notwithstanding that SUR is not a public body for the purposes of the Acts) SUR will notify the party requesting the information that it is not subject to the FOIA/EIRA.
-

13. In dealing with such a request, SUR shall promptly provide SBC (FOI Officer) with a copy of the RfI and its response.
-

14. SUR will not respond to any RfI by disclosing information (or allow its agents or subcontractors to do so) unless expressly authorised to do so by SBC.
-

General

15. This Protocol will be reviewed and approved by the SUR Business Board on the earlier of the coming into force of any new legislation or regulations relating to the FOIA/EIRA and 12 months from the date of issue.
-

16. SUR will notify SBC of any proposed amendment to this Protocol from time to time.
-

Date of Issue: 18 July 2016 **Updated:** 17 March 2017

The NPS will be used to decide about development at Heathrow which will come forward around 2025 at the earliest but participating in the Consultation process will help ensure proposals will support the following priorities:

2. *Increasing life expectancy by focusing on inequalities*
3. *Improving mental health and wellbeing*
4. *Housing*

Heathrow have committed to providing 5,000 apprenticeships and predictions are there will be up to 77,000 new jobs created. This will improve opportunities for local people to improve their quality of life through training and employment.

The Government have committed to requiring the developer and operator to a range of mitigation measures to mitigate the impact on local communities from air quality, noise and flooding.

Supporting the principle of expansion will help the proposals come forwards. The consultation is an opportunity to endorse the mitigation package proposed and present the case for the NPS to address the specific needs of Slough's communities, particularly as part of the runway is within the Borough.

3b **Five Year Plan Outcomes**

The NPS will be used to decide about development at Heathrow which will come forward after the current 5 Year plan around 2025 at the earliest. However the response to the draft NPS can be informed by the current plan.

The outcomes are:

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

Key Action 3: Work to promote Slough as an attractive, safe and vibrant place with opportunities for all

The Councils response expresses its support for the principle of expansion includes the support for apprenticeships and the need to manage surface access to the airport from Slough positively.

Key Action 6: Work with SBC teams and stakeholders to improve air quality

The Councils response to the NPS will scrutinise the Developer and Operator's legal requirement to mitigate for negative impacts on air quality for Slough.

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

Key Action 5: Maximise the opportunities for local people from an expanded Heathrow Airport

The Council's response in support of the NPS and comments about how it should be changed are focused on maximising the opportunities for local people and mitigating negative impacts.

4 Other Implications

(a) Financial

There are no financial implications of proposed action.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	Presenting the Council's support for and views on the Draft NPS will allow issues important for Slough to be brought to the attention of Government and the final Statement to be more useful.	Slough is one of only two Boroughs to have the development within its boundaries (known as a 'host authorities'). Participating proactively will allow the Council to engage early with HAL to deliver the best for Slough.
Property	The Policy team are aware the proposed location of the NW Runway option involves the loss of existing employment land.	Re-provision provides the opportunity to deliver development comprehensively.
Human Rights	No risks identified	
Health and Safety	Internal advice on noise and air quality has been sought.	The NPS should support avoidance or mitigation of negative impacts.
Employment Issues	The response will support the NPS view of the NW runway at Heathrow as the preferred option for airport expansion	Jobs and skills for Slough residents both during construction and operation.
Equalities Issues	None identified – the NPS includes a Equalities Impact Assessment	
Community Support	The Council has been discussing impacts on the community with HAL	The NPS includes mitigation for affected local communities.
Communications	No risks identified	
Community Safety	No risks identified	
Financial	Achieving clarity in the NPS now will reduce the risks and costs for example in producing evidence or debating issues at inquiry.	Supporting the expansion enables the Council to work proactively and positively with HAL to deliver benefits and mitigate negative impacts from the start of the project.
Timetable for delivery	Agreeing delegated powers to produce full NPS	Presenting a response will demonstrate Slough is

	response will enable a more technical response to be produced	engaged in the process.
Project Capacity	Support for Heathrow is cross-council and in the 5YP.	
Other		
Risk	Mitigating action	Opportunities

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights Act implications.

(d) Equalities Impact Assessment

There is no identified need to complete an EIA.

5 Supporting Information

- 5.1 In October 2016 the Government announced that a Northwest Runway at Heathrow was its preferred scheme to deliver additional airport capacity in the South East of England. It also announced it would produce an Airports National Policy Statement which would be used as the primary basis for determining the application for the third runway which will be brought forward by Heathrow Airport Limited under the Development Consent Order process.
- 5.2 As a result the Department for Transport has now published a draft of the National Policy Statement (NPS) for public consultation until 25th May 2017.
- 5.3 Although it is a “National” Policy Statement, the NPS focusses on establishing the need case for the proposed Northwest Runway at Heathrow which was recommended by the Airports Commission.
- 5.4 It is considered that the Council should fully endorse the Governments position that northwest runway at Heathrow is the preferred scheme to provide additional airport capacity in the South East by 2030 for the reasons set out in the Draft Statement..
- 5.5 The NPS also sets out how an application for the Northwest Runway will be decided. This includes both a set of general principles and specific impacts and planning requirements that the applicant will need to meet in order to gain development consent.
- 5.6 Whilst the Council supports this approach, it is important that the requirements and decision making considerations are as clear, comprehensive and precisely defined as possible in the NPS. This will provide more certainty and avoid delays in the future decision making process.
- 5.7 The following sections therefore set out what the key requirements are in the Draft NPS along with the Council’s proposed comments.

Scope of the National Policy Statement

- 5.8 The Draft Statement contains an “Illustrative Heathrow Northwest Runway scheme boundary map which is effectively a “red line” which contains the existing airport and the runway which was submitted by Heathrow Airport to the Airports Commission. Paragraph 4.3 states that that the National Policy Statement only applies to schemes within this boundary.

Comment:

- 5.9 The Council request that the NPS clarifies that its area of application also applies beyond the identified boundary map as there are many elements of delivering the proposal that lie outside the Master Plan area. It is also important to ensure that the various targets set out in the NPS apply to a much wider area than the red line.

Specific Impacts and requirements

Surface Access (journeys by road, rail, and public transport)

- 5.10 The Government states that it wants to maximise the number of journeys made to the airport by sustainable modes of transport. It has set out a public transport mode share for passengers of at least 50% by 2030 and at least 55% by 2040. It is also setting a target of reducing staff car trips by 25% by 2030 and 50% by 2040.
- 5.11 Heathrow will be required to produce a Surface Access Strategy which will demonstrate how it will monitor and report on the targets.
- 5.12 In order to help achieve this the NPS states that new Western and Southern Rail Access schemes could be created with Heathrow Airport being expected to contribute towards the costs.
- 5.13 Heathrow Airport will also be expected to pay for the full costs of improvements to the M25, A4, A3044 and local roads to the airport.
- 5.14 The mitigation requirements state that the Government expects the applicant to secure transport networks or services ‘physical needed to be completed to enable the NW Runway to operate’. It also establishes that funding for schemes not solely required for airport capacity or needed when the additional runway first opens, may also need public funding contribution to deliver them.
- 5.15 The draft NPS states that with these provisions development consent should not be withheld on surface access grounds.

Comment:

- 5.16 This approach is supported but it is not clear whether the provision of new services and infrastructure will be phased to ensure that congestion and impacts are avoided. Slough has other infrastructure under construction associated with HS2 and Crossrail so it is important this is considered to avoid negative impacts on residents and businesses operating in affected areas.

- 5.17 The council welcomes the proposal of the Western Access to Heathrow however there is no firm commitment to deliver this and with a high modal shift being proposed by the promoter it seems sensible that this scheme is embedded as part of the sustainable transport approach. The Council considers the scheme is sufficiently secured to have a higher status in the NPS.
- 5.18 The council welcomes the upgrade/improving of the road network and looks to the DfT to support infrastructure that will provide quicker journey times from Slough to the airport. However with R3 closing the A4 at Slough a new sustainable access should be provided to reduce congestion and pollution.
- 5.19 The council welcomes closer collaboration to provide robust improvements to enable and deliver the outcomes from the Surface Access Strategy.
- 5.20 Again the council welcomes the tough targets it is setting Heathrow on modal shift and also on monitoring but is conscious that there needs to be tools and legislation to support Slough and other LA's to hold HAL to account if the targets are not met.

Air Quality

- 5.21 The NPS recognises that airport projects can result in worsening local air quality during construction and operational phases. It states that Heathrow Airport will have to demonstrate that the Northwest Runway can be constructed and operated without affecting the UK's ability to comply with legal air quality requirements.
- 5.22 Suggested measures for mitigating air quality impacts during the operational phase include extending the use of zero or low emission vehicles and reducing landing charges for cleaner aircraft.
- 5.23 The NPS states that the Secretary of State will consider air quality impacts over the wider area likely to be affected as well as in the vicinity of the Northwest Runway. It also states that the precise package of mitigation measures should be subject to consultation and delivery may require working with partners.
- 5.24 The draft confirms that in order to grant development consent the scheme will need to be compliant with legal requirements.

Comment:

- 5.25 The recognition that the air quality impacts need to be considered over a wider area is welcomed. It is considered that more technical information and clarity about 'legal requirements' is needed, and the spatial scope of surface access sources of air quality pollution is also needed. This will then avoid unnecessary delays in the decision making process.
- 5.26 It is considered that the development should be required to ensure that there is no adverse impact upon the Air Quality Management Areas in Slough either from airport operation or surface access.
- 5.27 As part of the DCO submission, it is expected that Heathrow will be required to submit a revised air quality model (taking account of the latest emission factors and Government Guidance); this model will need to extend beyond the red line boundary

of the scheme to include strategic 'A' Roads (A4, A355, A412) and M4 within Slough including within Slough's 'existing' Air Quality Management Area.

- 5.28 This model will need to take into account cumulatively other permitted major developments and infrastructure development (i.e. SMART M4, HEx Depot, significant Slough Town Centre Developments) to determine the significance of impact on local air quality.
- 5.29 If the air quality model, as a result of cumulative changes to surface traffic, demonstrates a 'significant impact' on local air quality (referencing Institute of Air Quality Management guidance, our Local Plan and Air Quality Action Plan Policies) or a 'breach' of national air quality objectives within Slough, then Slough Borough Council would expect the DCO to implement 'substantial air quality mitigation packages'.
- 5.30 These packages will need to include Slough with a specific intent to 'avoid' significant air quality impacts; where this is not possible to 'mitigate' significant impacts; and where these are unavoidable; 'residual' impacts to 'offset' significant impacts.
- 5.31 Examples of such a package may include the implementation of a mandatory Clean Air Zone, implementation of clean vehicle technologies, implementation and expansion of real time air quality monitoring, investment in low emission public transport initiatives to lead to increasing sustainable 'modal' shift.
- 5.32 The package will need to be monitored, measured and reported on an annual basis until measures have sufficiently reduced air pollution to acceptable levels for the protection of public health.

Noise

- 5.33 The Draft NPS recognises that noise from aircraft is a significant concern for communities living close to Heathrow airport. It states that predicted improvements in aircraft technology and procedures should mean that even with expansion fewer people should be affected by noise.
- 5.34 Nevertheless there will be a requirement for binding noise performance targets to encourage the use of quieter aircraft. The Government is also seeking a legally binding ban on scheduled night flights for a six and a half hour period between 11pm and 7am with the start and finish times to be determined after consultation.

Comment:

- 5.35 It is considered that the development should be required to provide measures to mitigate the effect of noise upon Slough residents.
- 5.36 As part of the DCO submission, it is expected that Heathrow will finalise and model the 3rd runway flight paths and will submit detailed aircraft noise contour modelling, including for reasonable variations to flight paths and allowing for conditioned respite periods.
- 5.37 If the noise model indicates there will be significant noise impacts on Slough residents, the airport operator will be required to mitigated to British Standards

BS8233 requirements and compensate residents that are adversely impacted by aircraft noise in line with the principles outlined within the NPS.

Community Compensation

- 5.38 The NPS highlights Heathrow Airport's pledge to pay home owners 125% of unblighted market value for compulsory purchases and within a larger voluntary purchase zone.
- 5.39 It also highlights the pledge to spend approximately £700 million on insulating 160,000 households and £40 million to insulate schools and community buildings affected by noise from aircraft.
- 5.40 There will also be a community compensation fund of around £50 million per annum.

Skills

- 5.41 The NPS notes that Heathrow Airport has publically committed to create 5,000 new apprentices by 2030 doubling the current number.

Ruling out a Fourth Runway

- 5.42 The Government makes it clear in the Draft NPS that it does not see the need for a fourth runway.

Comment:

- 5.43 It is considered that the prospect of a fourth runway at Heathrow should be ruled out through a binding legal agreement.

Other Issues

- 5.44 The Government is reforming Business rates and looking at opportunities for authorities to work together to share the benefits of from Heathrow which is currently the highest single site business rate payer in the UK.
- 5.45 It is not clear whether Slough would get any rates even though the proposed new runway would be built in the Borough. It would lose rates as a result of the demolition of existing facilities. As a result it is considered that these issues should be addressed as part of the overall decision making process.
- 5.46 One of the facilities that will have to be demolished to make way for the new runway is the Grndon's energy from waste plant. The NPS recognises this and states that the applicant will have to assess the effects of removing the Lakeside plant upon the capacity for the treatment of waste.
- 5.47 It is considered that the NPS should go much further than this and require that the energy from waste plant should be replaced in recognition of its sub regional importance.

Representations to the Parliamentary Select Committee

- 5.48 As part of the process of producing a National Policy Statement, a Parliamentary Select Committee has been set up to scrutinise the Government's proposals. This will consider evidence before setting out its findings and recommendations.
- 5.49 The Council is a member of the Heathrow Strategic Planning Group which is made up from all of the adjoining Local Authorities, apart from Hillingdon, and organisations such as the Colne Valley Park and Local Enterprise Partnerships. This has been set up to act as the main body for coordinating negotiations with Heathrow Airport Limited in order to deliver better spatial planning and maximise the benefits from the development of the airport.
- 5.50 In order to meet the shorter deadline, the Group has submitted representations to the Parliamentary Select Committee in response to the specific questions that it has asked for evidence about. This raises many of the points that this Council would like to make about the National Policy Statement and so it is recommended that the representations to the Select Committee set out in Appendix A are endorsed.

Further Comments

- 5.51 Officers have arranged to have a meeting with representatives from the Department for transport on 25th April to discuss the contents of the NPS in detail and seek clarification on a number of points. We will then have the opportunity to take account of the results of this meeting before we have to submit our comments on 25th May. As a result it is proposed that Officers be given authority to submit further detailed comments on the Draft Airports National Policy statement.

6 Comments of Other Committees

None

7 Conclusion

The Government's support for a new Northwest Runway at Heathrow as set out in the Draft Airports National Policy Statement is to be welcomed.

The Statement also sets out a number of requirements that any proposal for a new runway will have to meet. It is, however, important that these are clarified as far as possible in the NPS in order to provide a sound basis for future decision making on the third runway at Heathrow.

8 Appendices Attached

- 'A' The Heathrow Strategic Planning Groups written evidence to the House of Commons Transport Select Committee's Inquiry on the draft Airports National Policy Statement (NPS)

9 Background Papers

None.

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Date: 30th March 2017

Transport Select Committee
House of Commons
London
SW1A 0AA

Dear Sir,

R.E.: House of Commons Transport Select Committee Inquiry on the Department for Transport's draft Airports National Policy Statement (NPS)

Please find attached The Heathrow Strategic Planning Groups written evidence to the House of Commons Transport Select Committee's Inquiry on the draft Airports National Policy Statement.

Should you have any questions or require any further information, please do not hesitate to contact me, Michael Thornton (Convenor of the HSPG) via email on admin@heathrowstrategicplanninggroup.com / tel: 07933 715615 or Ajit Bansal (Principal Environmental Strategy Officer) via email on ajit.bansal@hounslow.gov.uk /tel: 020 8583 3275.

Your sincerely



Brendon Walsh
Chair of the Heathrow Strategic Planning Group
(Executive Director of Regeneration, Economic Development and Environment at LB Hounslow)

On behalf of the following HSPG member organisations:

- London Borough of Hounslow,
- Slough Borough Council,
- South Bucks District Council,
- London Borough of Ealing,
- Spelthorne Borough Council,
- Runnymede Borough Council,
- Surrey County Council,
- Thames Valley Berkshire LEP,
- Bucks and Thames Valley LEP and
- Enterprise M3 LEP

Please note that whilst Buckinghamshire County Council and the Royal Borough of Windsor and Maidenhead are members of the HSPG, they are not signatories to the enclosed response.

**RESPONSE OF THE HEATHROW STRATEGIC PLANNING GROUPS RESPONSE TO THE
HOUSE OF COMMONS TRANSPORT SELECT COMMITTEE INQUIRY ON THE
DRAFT AIRPORTS NATIONAL POLICY STATEMENT**

30th March 2017

1.0 INTRODUCTION

- 1.1 *The Heathrow Strategic Planning Group (HSPG) welcomes the opportunity to take part in the House of Commons Transport Select Committees Inquiry on the draft Airports National Policy Statement (NPS). This response is submitted on behalf of the HSPG, where individual authorities have special points to make, the member will make these directly.*
- 1.2 Heathrow Airport is a key economic driver for West London and the wider M3/M4 corridor. The airport together with its supporting uses and infrastructure outside of the perimeter fence has a very significant impact across the sub region: spatially, socially, economically and environmentally, that cuts across administrative boundaries. It is widely acknowledged that any expansion in activity at the airport, whether as a two runway or three runway airport, will have an impact on its immediate and wider surroundings.
- 1.3 The Heathrow Strategic Planning Group was formed in 2015 to enable collaborative working towards delivering better strategic spatial planning and to best manage the harmful impacts, compensation and maximise the benefits that will result from expansion of the airport. The adopted Terms of Reference of the Group are attached at **Appendix 1**.
- 1.4 Membership of the Group is open to all local authorities and bodies responsible for the area. Initiative to start the Group came from the London Borough of Hounslow and Heathrow Airport Limited, and membership currently consists of nine local authorities, three Local Enterprise Partnerships¹ and the following additional organisations have observer status: Greater London Authority, Transport for London, Department for Communities and Local Government, Department for Business, Energy and Industrial Strategy, Colne Valley CIC, Highways England, West London Alliance and Old Oak and Park Royal Development Cooperation. Heathrow Airport Limited (HAL) attend part of all meetings and it is a key objective of the Group to work collaboratively with airport operator. Meeting of the Group have been attended or received presentations from representatives of the Department for Transport (Aviation team), Planning Inspectorate National Infrastructure team. The Group maintains a public website at: <http://heathrowstrategicplanninggroup.com/>
- 1.5 It is acknowledged that each member of the Group has its own individual policy positions on a third runway, and membership of the Group does not require any particular position of support or opposition of airport expansion. The Groups key remit is to cooperate for planning authorities own Local Plan making, respond to Development Consent Order prepared by HAL and to act as a collective point of communication with government and others on issues of common concern around processes, resources and infrastructure.

¹ Heathrow Strategic Planning Group are London Borough of Hounslow, Slough Borough Council, South Bucks District Council, Buckinghamshire County Council, London Borough of Ealing, Spelthorne Borough Council, Runnymede Borough Council, Royal Borough of Windsor and Maidenhead, Surrey County Council, Thames Valley Berkshire LEP, Bucks and Thames Valley LEP and Enterprise M3.

1.6 The Group has considered the Terms of Reference of the Inquiry and our response focuses primarily on the proposal i.e. the draft Airports NPS and how this needs to be developed in terms of spatial planning for the wider sub region and not just the Northwest Runway scheme development.

2.0 CLARITY OF THE PROPOSAL IN TERMS OF SCOPE AND ITS APPLICABILITY TO OTHER AIRPORT EXPANSION APPLICATIONS IN THE SOUTH EAST

2.1 ***The HSPG are concerned that while in the most part the draft Airports NPS addresses the construction of one runway option at Heathrow Airport, it fails to adequately address the definition of the 'airport' and all the other aspects of development and infrastructure necessary to enable this runway to be utilised. Nor does it adequately address other qualifying development at other airport locations, including at the nearby RAF Northolt.***

2.2 The draft Airports NPS provides the primary basis for decision making on development consent applications for the Northwest Runway at Heathrow Airport – but is also intended to address any other nationally significant development² of airport infrastructure in London and the South East of England. The purpose and scope of the Airport NPS given (from paragraph 1.10), and the territorial extent (referred to in para. 1.20) are both beyond the identified development and 'red-line' area defined in paragraph 1.36. Clarity is therefore needed about the actual purpose and spatial scope of the NPS. At present crucial additional information is needed both if the NPS is to be used for airport capacity across the SE, or for Heathrow's NW runway option only.

2.3 It is clear that the background and the scope of the draft Airports NPS is based on the work undertaken by the Airports Commission who recommended the Heathrow Northwest Runway Scheme and the additional work that was undertaken by the Government. However we believe that this additional work does not adequately consider the scope for and implications of works at other airports located in the South East of England, nor does it provide guidance of the impacts that other airports need to consider and address when considering expansion that may not be related to the construction of a runway but may lead to additional capacity in the form of increasing:

- At least 10 million passengers per year and/or
- At least 10,000 air transport movements of cargo aircraft per year.

2.4 If the draft Airports NPS is to be key document that the Secretary of State refers to as part of its decision making process when assessing DCO applications, then the HSPG believes that the document needs to be more widely evidenced than just on the work of the Airports Commission to focus on the wider strategic aviation agenda and other locations than Heathrow. In particular, we note that RAF Northolt lies outside the scope of this policy but we would like confirmation that any increased commercial use of this airbase will not be countenanced by the government and therefore allay concerns that this might become either an alternative third Heathrow runway or even a fourth runway.

2.5 The Group also believes that the full range of benefits and harmful impacts of the airport reach over a far wider area than any DCO 'redline'. Many activities that directly and indirectly related to the airport are located well beyond the operation airfield boundary and the full range of economic, social and environmental impacts are similarly felt beyond this 'red line'. The draft Airports NPS must ensure that the content and consideration of any DCO fully recognises this, if the benefits of the airport beyond the 'redline' are to be highly regarded, then so must the harmful impacts. If the Heathrow Northwest Runway Scheme is

² Which meets the criteria outlined in the Planning Act (2008).

to be the governments preferred scheme for increasing airport expansion in the South East then any development at Heathrow Airport should carefully consider the relationship with this wider area, and this opportunity taken to act as a springboard and a catalyst to delivering new levels of sustainable development across the wider sub region, and that it should not just stop within the scope of the red line boundary as identified in Annex A of the proposal.

2.6 At present, the draft Airports NPS states that: ‘Under Section 104 of the Planning Act 2008, the Secretary of State must decide any application in accordance with any relevant NPS unless he or she is satisfied that to do so would:

- Lead to the UK being in breach of its international obligations;
- Be unlawful;
- Lead to the Secretary of State being in breach of any duty imposed by or under any legislation;
- Result in adverse impacts of the development outweighing its benefits; or
- Be contrary to legislation about how the decisions are to be taken

2.7 We believe that the Secretary of State will not be in a position to properly assess the DCO application under Section 104 of the Planning Act 104 unless the Airports NPS also:

- Outlines and clarifies the key criteria, targets and sanctions for not complying with national and local statutory obligations; and
- Requires the promoter and decision maker to have regard to all aspects of delivering development in line with the NPPF, Local Plans and other spatial planning documents and evidence bases produced by local authorities.

2.8 As an example, this Group of local authorities responsible for the area of greatest impact believe that the Heathrow Northwest Runway development, once operational would be in breach of EU air quality targets unless very significant progress is achieved or a wide range of requirements that have not been included in the Airports NPS as yet, have been delivered. Within the proposed red line boundary and the airport perimeter, the applicant has claimed that they are complying with EU air quality targets. But we believe that the air quality issue extends beyond the perimeter to a wider ‘campus’ and impacts authorities neighbouring the airport who are currently in breach of air pollutant targets. Therefore the applicant should also consider air quality data and evidence from outside of the red line boundary across the area where surface access activity to the airport ‘campus’ is mapped to be significant. An important distinction and relevant is compliance with the National Air Quality Objectives which are enshrined in UK legislation. Reference needs to be made to our National legislation to ensure leaving the EU does not obfuscate responsibility for the promoter to meet air quality targets.

2.9 The draft Airports NPS only refers to the airport in terms of the runway length and the air traffic movements that are permitted within the scheme. It does not clarify what is meant by the ‘airport’ boundary/perimeter. Many essential and directly related airport uses are located outside of the ‘airport’ perimeter fence – on a wider airport ‘campus’ and beyond: such as offices, passenger car parks, ‘bonded’ logistics/freight forwarders, hotels and other logistics and range of support industries and services. We believe that in order for neighbouring authorities to hold the airport operator to account, the government needs to incorporate a definition of the surrounding ‘airport campus’ area impacted by uses that are directly related to the airport within the NPS. Current investigations being undertaken for operator are establishing the extent of industrial uses directly and indirectly related to the airport. Without this clarification as a starting point, local authorities will be unable to plan for the exact impact of the scheme (in terms of spatial planning) within their area.

Regardless of individual Group member's positions on airport expansion, local authorities have a duty to produce and deliver a Local Plan document in cooperation with neighbouring authorities in relation to strategic and cross-boundary matters and to implement Air Quality Action Plans where air pollution concentrations are in breach of National Air Quality Objectives.

2.10 Whilst we acknowledge that the Appraisal of Sustainability (AoS) is required by the Planning Act 2008 in relation to any NPS, the evidence and rationale contained within the AoS only applies to the scheme located within the red line boundary. Paragraphs 1.23 – 1.26 in the proposal states that AoS 'describes the analysis of reasonable alternatives to the preferred scheme' but paragraph 3.11 states that other shortlisted schemes do not represent true alternatives to the preferred scheme. The government needs to clarify if other variations of the preferred scheme have been identified and assessed. We believe that the AoS should also focus on the surrounding area which will be impacted by the scheme especially if the Secretary of State will use the NPS and the AoS as a framework assessing the applicants DCO proposals.

2.11 The draft Airports NPS places emphasis on the applicant to submit further detailed studies such as an Equalities Impact Assessment, Habitats Regulation Assessment and a Health Impact Assessment. Whilst the Group welcomes this, we would argue that the applicant should also consider the impacts not just within the scheme boundary but also consider the impacts on relevant wider surrounding area impacted by the development. This needs to be stated clearly within the proposal.

3.0 HOW WELL THE PROPOSAL REFLECTS GOVERNMENT POLICY ON AIRPORTS AND AVIATION MORE GENERALLY

3.1 *The HSPG do not wish to comment in detail on how well the proposal reflects government policy on airports and aviation more generally as this is outside the spatial remit of the Group but as mentioned earlier it is vital that the draft NPS includes the scope for and implications of works at other airports in the Southeast of England.*

3.2 However, Heathrow Airports past form on expansion is not reassuring, with previous commitments not to expand given with the consents of Terminal 4 and Terminal 5 both being reneged upon. Whilst the airports commitment to be being a 'better neighbour' is welcomed the draft Airports NPS needs to explain how any further expansion (including any potential satellite sites such as RAF Northolt) will be controlled by government.

3.3 We would also like assurances that any new domestic routes that would duplicate long distance rail and coach services plus generate significant commuter traffic (e.g. Bristol, Cardiff, Manchester etc. would be ruled out.

4.0 THE SUITABILITY OF THE GOVERNMENTS EVIDENCE AND RATIONALE IN SUPPORT OF A NORTHWEST RUNWAY AT HEATHROW

4.1 *Given the scale and irreversibility of the infrastructure to be invested, a more cautious approach should be applied to the acceptance of critical evidence of air quality and other impacts, requiring demonstration that alternative contingency strategies are available to address failures in any one technique. For example, if Euro VI commercial vehicles fail to achieve the 'real world' performance indicated by manufacturer testing.*

- 4.2 The government has based the foundation of the draft Airports NPS on the evidence and rationale provided by the Airports Commission (AC) who played a valuable role in examining the need for additional airport capacity in the south east. Following the endorsement of the Commission's recommendation, the government undertook further work on areas such as air quality, the strategic road network, mitigation measures etc. before proceeding with the draft Airports NPS. Whilst many local authorities in the sub region commented on the Commission's Final Report, we believe that the evidence and rationale submitted by the Commission and assessed by the government does not address all the impacts of the proposal on communities situated and impacted by the airport development.
- 4.3 For example, the air quality analysis undertaken by the Commission and the government implies that expansion at Heathrow is allowed to proceed on the basis that air pollution in other parts of London are currently worse off than within the Heathrow zone. We strongly disagree with this and believe that if the government continues to take forward this position then the UK would be in breach of its international obligations and the adverse impacts of the development would result in outweighing its benefits.
- 4.4 Furthermore, it appears that the government is placing a lot of emphasis and reliance on new technology and further anticipated advances, such as assuming that all vehicles will be Euro VI compliant, and that the vehicles will then achieve this performance in 'real world' use resulting in a reduction in air pollutants which will ensure that the area around the airport is compliant with EU limits. Recent experience must cast some doubt on this. We believe that if this is not the case and that the Secretary of State should assess the schemes compliance with the emerging Air Quality Plan that will be published in July 2017 and not the existing 2015 Air Quality Plan which was ruled by the High Court to be over optimistic with regards to its emissions modelling even without the increase of additional capacity in the South East. The baseline air quality modelling must ensure that the latest real world Emissions Factor Toolkits are used and also allows for level of uncertainty within the modelling process which is quantified.

5.0 HOW WELL THE PROPOSAL TAKES ACCOUNT OF OTHER ASPECTS OF THE GOVERNMENTS TRANSPORT STRATEGY

5.1 *Airport expansion needs to adhere to the principles of sustainable development and minimise the environmental impacts of all forms of transport as far as possible. Whilst the roles of public transport, walking and cycling has been acknowledged, we are concerned that the negative impacts of goods vehicles has not been recognised. Currently such vehicles are diesel powered and are larger in size causing greater noise, emissions and congestion impacts unless effectively mitigated. There is a lack of a joined-up national transport strategy.*

5.2 This is further exemplified by the paradoxical treatment of HS2. For example, we are concerned that the draft Airports NPS identifies a need for additional domestic flights considering the impact of the effect of proposals for HS2 (and beyond) to change and remove the need for domestic flights. Furthermore, we would like to see a further maximisation of the connectivity opportunities between Heathrow and HS2 (see section 9.0 below for further detail).

6.0 HOW COMPREHENSIVE THE PROPOSAL IS IN TERMS OF THE SUPPORTING MEASURES FOR AFFECTED COMMUNITIES

6.1 *The NPS addresses direct impacts on individual receptors nearest the airport runway thresholds (such a noise and air quality) and upon various land use planning aspects within the 'redline ' of any DCO that are important to local communities,*

including protection of the historic environment, use of sites in the Green belt or land with other scarce resources. But it is inadequate in its consideration on the wider impact of the communities represented by the members of the HSPG. The Group intend to prepare a joint planning framework, to inform their local impact reports and guide the determination of any DCO, and to ensure any expansion is strategically and sustainably planned across the sub-region over the coming next decades and Local Plan cycles.

- 6.2 Commercial aviation has developed in ways not foreseen 70 years ago when the airport opened and the existing airport and its relationship in the towns and suburbs of the western approaches to central London have evolved rather than been strategically planned. We believe that we now have, what is literally a ‘once in a life time opportunity’ – a once in 70 years opportunity - to re-invent a range of physical, economic, social and environmental relationships and ensure the expansion of the airport is in a form fit for the next 60³ to 70 years. A clear purpose of the Airports NPS should be to set out policy to require that planning for the expansion of the airport is aligned with that of the surrounding sub-region; this is essential to ensure the sustainable development of the airport to meet its full potential and the sustainable future of the surrounding communities in area represented by the authorities of the HSPG.
- 6.3 The NPS addresses the more direct impacts on receptor communities nearest the airport and land within the ‘redline’ boundary, and clearly the National Planning Policy Framework will be applicable to any decision. But whereas paragraph 4.4 sets out that wider and long term benefits and adverse impacts should be weighed by the decision maker, the draft Airports NPS fails to adequately address the full impact of an airport operating to the full parameters stated or to recognise the sub-regional scale spatial planning considerations needed to address the full scale of impacts and benefits of the airport expansion is likely to have, on for example housing and employment land and travel demand. This will reach out across a wider area administered by many local planning authorities and straddling the Greater London Authority boundary. The HSPG believe it is critically important for a sub-regional scale of continuing collaboration to be established to set out a joint spatial planning framework for the area to ensure that Local Plans (and the London Plan) are properly aligned with the determined airport expansion – in a two way relationship.
- 6.4 This wider consideration is essential to properly assess the range of benefits and impacts in the surrounding communities most directly impacted and to maximise the direct, indirect and kinetic benefits and harmful impacts of airport expansion. A strategic approach can ensure greater effectiveness and efficiency is achieved in compensatory measures. The HSPG intend that the preparation of this joint spatial planning framework would also assist in the ‘host’ and other authorities to jointly prepare their local impact report(s) – as required by s.104 of the Planning Act 2008 – for consideration by the decision maker.
- 6.5 Therefore the HSPG believe the NPS should clearly set out that a strategic approach is required to properly consider and plan for the wider areas of impact over time as the airport is developed to reach its optimal capacity. This area could extend to the (future) one-hour employee commuting distance; to approximate the ‘functional economic area’ around Heathrow Airport in which the impact on employment land and housing land demand will need to ‘objectively assessed’ in accordance with the National Planning Policy Framework and Local Plan making guidance. The preparation of the framework will assist the local planning authorities in preparing a joint local impact report(s) in response to any DCO. The HSPG believe that the NPS should clearly state that this framework should be considered by the decision makers assessing the DCO.

³ Para 4.43 refers to a 60year design life

- 6.6 The draft Airports NPS clearly states that it only applies to schemes at Heathrow Airport that are shown within the scheme boundary map. However point 4.11 states: 'this does not limit variations resulting in the final scheme for which development consent is sought'.
- 6.7 Whilst we acknowledge this, the Group believe that the applicant needs to consider development that will exist outside of the red line boundary but will support or benefit the scheme proposal in the long term. This will enable the Group to consider the impact of the development in terms of spatial planning (i.e. what is required and what can be accommodated where with regards to spatial planning so that all communities benefit from sustainable regeneration) as well as what planning guidance, rules and regulations will be used to approve them.
- 6.8 Furthermore, if final scheme variations are possible then the airport operator needs to clarify from the outset to local communities what the scope of these variations are as soon as possible so that they can understand the potential impacts and options.
- 6.9 Throughout the draft Airports NPS it is clear that the responsibility is on the applicant to put forward how best to mitigate the impact of the development on neighbouring boroughs and their communities. For example with regards to the noise envelope, the proposal states that the operational arrangements including runway 'alternation' should be designed by the applicant in consultation with communities. The Group believes that the NPS must set some clear parameters with regards to what this design should look like. For example the envelope should feature the use of noise performance targets compromising of the shorter time averaging periods that are capable of assessing significant community annoyance more effectively. It is vital that this relationship could be overseen and arbitrated by the proposed Independent Commission on Civil Aviation Noise, whose remit should extend right down to the runway threshold, and for the long term.
- 6.10 The Group believe that the Airports NPS should be clearer in its strategy to steer the applicant to impose a compulsory ban on night flights as opposed to it being a voluntary ban.
- 6.11 The Group welcomes the formation of the Independent Commission on Civil Aviation Noise and understand that the structure of this commission is being discussed and proposed in the draft Airspace and Noise Policy Consultation that has been issued alongside the draft Airports NPS consultation. The Group believe that the Commission can be best utilised to:
- Enforce restrictions that will enable local authorities to deliver their public health and wellbeing commitments
 - Impose appropriate conditions on the developer and
 - Put in place the mechanisms to monitor and enforce set limits leading to such sanctions being imposed to prevent any breaches.
- 6.12 The HSPG believe the remit should be clearly stated to address flight paths down to the runway and operation of the airport so that matters such as runway 'alternation', to offer periods of predictable respite to communities, and night flight bans are included within the remit.
- 6.13 The HSPG is intending to establish a joint spatial planning framework for the sub region that will assist in the alignment of local development plan strategies and infrastructure planning in response to the Governments decision on airport expansion. The Group will be making representations to any DCLG Select Committee and Environmental Audit Committee. The Group will also be engaging with DCLG in relation to preparing joint spatial planning strategies.

7.0 HOW WELL THE PROPOSAL TAKES ACCOUNT OF SUSTAINABILITY AND ENVIRONMENTAL CONSIDERATIONS AND THE ADEQUACY OF RELEVANT DOCUMENTATION AND INFORMATION PUBLISHED ALONGSIDE THE DRAFT PROPOSAL

7.1 *The Group believe that the draft Airports NPS could be strengthened in its ability to take account of sustainability and environmental considerations that the applicant needs to address. Furthermore there are aspects of the relevant documentation and information that has been published alongside the draft proposal that requires further investigation and analysis if it is to be used by the Secretary of State as part of its assessment of the Development Consent Order application submitted by the applicant.*

7.2 In the first instance, the Group accepts that its members have an obligation to deliver on their statutory requirements such as air quality. However, we believe that expansion of Heathrow will place an additional burden on councils to continue to deliver their obligations especially if it creates additional work as a result of the development. The proposal needs to identify and/or create a mechanism whereby long term monitoring and compliance with targets associated with environmental objectives such as noise, air quality, and surface access and management of green spaces is funded by the applicant and does not place an additional burden on neighbouring local authorities across the sub region in the long term. An assessment of additional burden will be necessary when the mechanisms are clearer.

7.3 The future flight paths associated with the Heathrow North West Runway and any respite measures are not yet known as in how they will work in practice. Though we accept that the scheme developer and the Airports Commission has proposed indicative plans. However the Group believes that there will be communities that will be overflowed for the first time and at this stage they should be given the opportunity to have an understanding now on how they will be affected so that they have the opportunity to comment and advise the applicant on mitigation and compensation that is being proposed. From a spatial planning perspective, local authorities are developing Local Plans and identifying sites (turning to previously rejected sites in the drive to find more urban housing) for allocation for particular development now which once the runway is built may not be suitable or additional mitigation will need to be factored in by the applicant to address the number of people who will be newly affected by noise.

7.4 For example, with regards to air quality, any DCO proposal would need to ensure compliance with the 2015 national Air Quality Plan, which is required to be modified by government by July 2017 because of UK failure to comply with the current restrictions imposed on them. Taking this into consideration we believe that the draft Airports NPS is not robust enough when it says “Government wishes the number of journeys made to airports by sustainable modes of transport to be maximised **as much as possible**”. In order for the NPS to demonstrate credibility, it should state that it would “consider measures that should ensure compliance and safeguard health and quality of life”, rather than day “minimise congestion”.

7.5 Section 5.32 states that air quality of all pollutants should be assessed in accordance with Air Quality Regulations 2010, considering any significant effects, their mitigation and residual effects, those related to runway construction and operation. However, the Group would like the NPS to specify the significance criteria, methodology, or the monitoring points.

7.6 The applicant’s assessment of future air quality projections through modelling or otherwise must be verified against measured data, as opposed to Defra background maps because there are considerable variations between these two data sets. In order to do this, the applicant must establish suitable monitoring locations near sensitive receptors (at the

airport operators expense), in order to establish a current and a true baseline. Here, both local communities and LA should be consulted as a way forward.

- 7.7 Proposed mitigation measures not only need to satisfy the Secretary of State but also ensure that measures proposed would be sufficient to ensure compliance with air quality standards and as a result we believe that the air pollutants need to be monitored and assessed on the surrounding local and strategic road network and not just within the red line boundary.
- 7.8 Across the sub region, there are a number of designated Air Quality Management Areas and air quality hot spots that border the airport as well as on the local and strategic road network. The Group believes that the applicant's assessment must include the cumulative impact on existing exceedances and likelihood of new/additional exceedances of the air quality objective limits and propose suitable mitigation measures.
- 7.9 There is reference within the NPS for the applicant to 'improve access to nature trails and public rights of way'. Whilst this is likely to focus on the Colne Valley, the Group believes a wider sub regional green and blue infrastructure strategy needs to be developed by the applicant in consultation with our Members and local communities to ensure the importance of the green and blue infrastructure is captured and mitigated as required.
- 7.10 Finally, we would like a clear assurance that any expansion of intensification of RAF Northolt will be ruled out as such a development would only result in even greater environmental problems over an even wider area.

8.0 THE EXTENT TO WHICH THE NPS PROVIDES THE SECRETARY OF STATE WITH THE BASIS FOR JUDGING APPLICATIONS FOR DEVELOPMENT

- 8.1 ***The Group believe that as it stands, the NPS merely provides instructions on what it considers the applicant should address or will be required to do. In order for the Secretary of State to be in a position to judge the applications for development, the NPS needs to clearly clarify the requirements, the targets and the sanctions that will be in place should the applicant fail to deliver on the requirements that are agreed as part of the development.***
- 8.2 The Airports NPS should more clearly require that the promoter of the DCO has or will address the full impacts and requirements of accommodating the Air Traffic Movement and other criteria approved, reaching beyond the measures in the DCO redline boundary. For example the necessary surface transport infrastructure that needs to be implemented to achieve the high level targets given, the necessary expansion of hotels, offices, logistics space, catering, car parking etc. We believe that a commitment to (over the 15 years or more of gradual expansion of capacity) the full range of necessary development is required in order to address the need.

9.0 HOW WELL THE PROPOSAL ADDRESSES CHANGES TO SURFACE ACCESS

- 9.1 ***The Group believe that at present the draft Airports NPS does not properly address the changes that would need to be taken into consideration and implemented in order to address the surface access issues. It is the Group's view that significant surface level public transport improvements are needed to serve the existing (and smaller scale expansion of a) two-runway airport – including the Western Rail Access and Southern Rail Access – as endorsed by the Airports Commission.***
- 9.2 We are concerned there is also no comprehensive assessment of the infrastructure requirements of an expanded Heathrow Airport, including an outline of the costs, the

responsibilities and the overall accountability. We believe that there is a need for significant additional transport investment over and above Heathrow Airport's immediate needs (i.e. two runway airport) in order to deliver the potential promised by expansion to genuinely enhance the national economy and to meet the targets outlined in the draft proposal i.e. as a three runway airport. The Group suggests that there should be a fully integrated approach to improving strategic infrastructure including:

- Rail links to provide southern and western rail access to the airport including from both the London Waterloo and Paddington lines as well as directly into North Surrey.
- Enhancements in access to central London from the Piccadilly and Crossrail Lines, go beyond the current upgrades and which were only built to cater for a two runway airport
- Maximising connectivity opportunities between Heathrow and HS2.

9.3 Firstly, we suggest that the National Infrastructure Commission is the appropriate body to develop a framework for delivering a surface access strategy including consideration of the complex interfaces between all the schemes, runway construction, the most appropriate timing for surface access works, phasing and growth as well as responsibilities and funding.

9.4 Secondly, the draft Airports NPS makes it clear that the Western and Southern rail access schemes are not currently considered an essential part of mitigating transport access to the proposed scheme. The Airports Commission's Report clearly concluded that both schemes are essential for the operation of a two-runway airport as well as an expanded airport, considering their importance as key links to the south west as well as to Waterloo and South London and in delivering the committed targets to achieve public transport mode share and air quality. Therefore we are extremely disappointed that within the draft Airports NPS and the supporting work published by the government that they are only considered to be 'desirable'. The case for a Western and Southern rail access has been more than clearly made on the needs of a two-runway airport. This view was endorsed by the Airports Commission (see Final Report, para 8.15, p 155). The Western Rail link is also included in the National Infrastructure Delivery Plan 2016-217 (para 5.8, page 41) under the heading "Projects in Development", with the suggestion that construction might begin "early in CP6 (2019-2024)". In launching the consultation on the NPS, the Secretary of State Chris Grayling clearly stated that: *"We are also bringing forward plans to deliver western and southern rail access to the airport as quickly as possible to provide greater flexibility, accessibility and resilience for passengers"* (Hansard Vol 620, 2 February 20178). Whilst we acknowledge that timeline may change we are of the view that the scheme should be included within the draft Airports NPS as essential and there development and implementation should not be delayed.

9.5 We also note that 'If' they are to come forward they would be subject to their own DCO or TWAO which would be assessed in relation to other NPS documents. However, we believe these schemes must be delivered for any surface access plan accompanying the existing airport as well as an expanded airport to be plausible. The Group believes that the work undertaken by the Airports Commission underestimated the job market growth in London and as a result, existing rail infrastructure such as the Piccadilly Line and Crossrail will be far fuller with rising background traffic than has been assumed. Without 'new' capacity we question both the achievability of modal shift from highway, the absolute space on public transport to accommodate that shift and consequently the likelihood of achieving air quality targets. Critically, as any surface transport system approaches overloading then unreliability increases; the resilience of the airport to operate successfully through such interruptions on any one link will also be increased with these further links.

9.6 From the documentation, it is apparent that Heathrow Airport Limited is expected to 'contribute' to the funding of these schemes, estimated as up to £2.5bn, in line with the extent to which they benefit. The Group strongly believe that the delivery of these schemes (Southern and Western rail access) is essential for the ongoing operation of the airport and that the costs should be met, in part, from the aviation industry. Whilst schemes such as

Crossrail and Piccadilly line upgrade (and highway improvements to M25 etc.) mentioned in the NPS clearly do have beneficiaries along the full length of their route and therefore not just airport users, re-routing existing trains and creating a dedicated terminus for trains from Reading and Waterloo respectively at T5 must be almost overwhelmingly of benefit to the airport as well as the relatively small number of transfer passengers using the airport as an interchange. Because overall this will assist the applicant in meeting the targets for public transport mode share of 50% by 2030 and 55% by 2040 as outlined in section 5.16 (page 46) of the proposal.

- 9.7 The draft Airports NPS makes reference to explicit targets for passenger and staff modal split. The Group requires clarity on whether the 'no more traffic' pledge is set against a scenario based on today, or a 2030 scenario of a completely full 2 runway airport as used by the Airports Commission. We note that City Airport has 60% modal share for non-car traffic movements and question why the targets for Heathrow have been set so low?
- 9.8 More importantly, there is no clarity to the definition of the 'airport' to which these apply (to the 'redline' area only, to the whole airport perimeter fence, or the wider 'airport campus' of directly related airport uses). There appears to be little reference on how the airport will be obligated to achieve these targets proposed in the NPS and how this may work in practice other than they 'should be held to account'. We believe that these targets must be binding and failure to achieve them must result in some form of sanctions that will reduce the intensity of activity at the airport. Again we note that there is little or no reference to buses as a solution/mitigation which is disappointing as they will have a key role to play in achieving the target the public transport mode share targets. We are also concerned that the draft Airports NPS does not recognise the severity of existing congestion problems on the surrounding road and public transport networks at the current time let alone with an expanded Heathrow airport. We note that the Airports Commission recommends that *'A congestion or access charge for motor vehicles should also be considered'* and would like a commitment to investigate this and to be included in the draft NPS. This is in order to control congestion and emissions from vehicles.
- 9.9 Furthermore, with the proposed doubling of freight capacity and the subsequent impact this will have on traffic on both the local and strategic network particularly across the sub region, we are disappointed to note that the NPS suggests that freight traffic is not included in the 'no more traffic' pledge and no target has been identified for freight. The Group seeks clarity on whether freight is included in the 'no more traffic' pledge and this should be provided as part of the NPS framework. The extent to which inevitable second order impacts arising from an expanded operation at Heathrow should be taken into account as part of the DCO is also needed. HAL may say that any off-airport growth can be assessed through the planning process on its own merits (with its own transport assessment etc.) but clearly there should be some account for what this may mean at aggregate level across the network through the DCO process - particularly if we are counting the benefit of that wider growth in employment and economic activity that help make the case for expansion.

10.0 THE EFFECTIVENESS OF THE GOVERNMENTS CONSULTATION ON THE PROPOSAL

- 10.1 Following the Airports Commission recommendation to increase airport capacity in the south east by taking forward the Heathrow Northwest Runway Scheme. The government undertook further work to support their decision. However the Group is disappointed that the government failed to consult with local communities on the further work that they commissioned.
- 10.2 The Group are concerned that not all communities situated across the sub region, that are impacted or could potentially be affected have not been given the opportunity to attend a consultation event in their local area. At this stage whatever assumption has been made by

the government, no one knows exactly what the effects of the planned expansion at Heathrow will be. We would question whether the criteria for an effective and inclusive consultation has been met if all communities are not given an equal opportunity to comment.

11.0 CONCLUSION

11.1 The Group trusts that the Committee will find this contribution to the Inquiry helpful. We would be delighted to supply a witness for one of the Committee's oral evidence sessions or to welcome the Committee Members to our sub-regional meetings and the area in order to demonstrate our position on airport expansion and impact this has on our communities, businesses and road network.

-ENDS-



Heathrow Strategic Planning Group

Terms of Reference

Adopted 11th December 2015, and amended 14th June 2016 and 21st February 2017

1.0 Introduction

Heathrow airport is a key economic driver for West London and the M3/M4 Corridor. Although the operational airport is located entirely within the LB Hillingdon, it together with the supporting uses and infrastructure has a significant impact across the sub region spatially, socially, economically and environmentally. Regardless of the outcome of the Government's final decision on Airports National Policy Statement it is recognised that the impact of the airport cuts across administrative boundaries and that the collaborative working of Local Authorities and other bodies surrounding Heathrow Airport will result in better spatial planning and the management of impacts, together with maximising the benefits of the airport to the local economy and community whatever decisions are made regarding growth in the future. The Group is therefore being formed in response to the nature of the location straddling a number of different administrative boundaries which lack any formal mechanism for strategic or 'sub regional' planning and governance other than the Duty to Cooperate.

The scope of the issues to be addressed by the Group will principally relate to land-use planning but through which it will address transportation, infrastructure, regeneration, economic development and environmental matters. This scope would be reviewed as appropriate. It is recognised that each member of the Group will have their own individual policy positions on a third runway, and membership of the Group does not require any particular position of support or opposition. It will be for each member of the working Group to decide their level of involvement. However, as an overarching principle the Group will work together to maximise the benefits and opportunities the airport brings to the area, whilst minimising its impacts.

2.0 Purpose and scope of the working

The purpose of the Group is to:

- work collaboratively in creating and delivering a vision for the Heathrow sub-region;
- enable more coordinated and consistent planning for and management of the local and sub-regional benefits and impacts of the airport through strategy and policy formulation;
- share information and expertise and collaborate where appropriate; and

- build partnership, lobby and be a collective voice on matters of sub-regional planning.

The intention of the Group is that it is essentially strategic but practical and its precise role and ways of working will evolve and change to best respond to the decisions of Government, Heathrow Airport Limited and events. However, initiatives and projects arising from the spatial relationship of local authorities with Heathrow, but not necessarily predicated on the outcome of the decision of the third runway, would still benefit from wider sub regional engagement. Heathrow is currently preparing to work up a Development Consent Order for expanding the airport and this would be facilitated by engaging with the Group in a transparent and open manner.

Initially the Group will facilitate officer level discussions, however, this may be broadened to include Councillors at a future point as appropriate.

3.0 Specific Objectives and Outputs of the Group

The work of the Group will have three specific objectives:

- For planning authorities own plan making, the Group will assist essential Duty to Cooperate processes and assist in the adoption of a common range of scenarios for testing and consideration that will make all Local Plan (and London spatial development strategy) examinations more straight forward and robust.
- For (any) Development Consent Order prepared by Heathrow Airport Limited, the Group will enable early and effective engagement in the evolution of consultation proposals, design options, scoping of evidence requirements, design of the key studies, and the sharing of the results etc.
- To provide a collective point of communication with Government on issues of common concern around the processes, resources, wider infrastructure and other implications of growth at Heathrow Airport upon the sub-region.

The Outputs from the Group could include:

- a. A common Statement setting out the key common points and /or range of differences.
- b. Broad identification of the essential infrastructure needed to enable growth and change. This may extend beyond Heathrow expansion and related early enabling works to take into account other major schemes and developments in the sub-region.

- c. Common positions of how much and what type of development and employment is and will be needed, when and where, across the sub region, and the starting point in guiding the location of this.
- d. Work towards developing a common vision and strategy statement for the sub-region – a positive ‘branding’.
- e. Capturing these ideas and representing them through a draft sub-regional plan for the Heathrow area.
- f. A common guide and reference point to the different planning ‘rules’ and methodologies that apply inside and outside of London and different counties. This will help guide/explain/reconcile a common understanding and data sets.

4.0 The Working Group in practice

The Group will meet regularly at a frequency to be agreed. It is anticipated that this would be monthly during the initial period awaiting the Government’s initial decision.

Sub-Groups may be established to focus on specific work areas, and their work coordinated by the working Group including:

- Spatial planning – housing and employment floor space need and demand
- Transport – strategic change
- Environment – the whole range of impacts, mitigation and improvements
- Economic development – the impact the airport has on the local economy, employment, training and supply chain

In November 2016 a Summit Meeting was held with Council and organisation leaderships in attendance. It was agreed that a meeting of organisation Leaders will be convened by the Leader of Hounslow Council at appropriate intervals, and that further summit meetings will be held at key stages in the work programme.

The working Group meeting will be chaired by the Director of Strategic Planning, Economic Development and Regeneration London Borough of Hounslow. LB Hounslow officers will service the ‘parent’ Group meeting, organising a room, providing an agenda and a list of actions/short minutes from each meeting, with an update at the following meeting. Members will financially assist LB Hounslow to share the cost of this work.

Meeting notes and email correspondence will all be produced in a form suitable for publication if required.

Sub-Groups will be chaired and serviced by willing participants as appropriate.

5.0 Membership

Initially the membership of the Group is open to those authorities and bodies as set out below who have been identified by the Group as having a key stake in sub-regional planning and if they engage will commit to resourcing with suitably authoritative Officer Representative:

- London Borough Hounslow
- London Borough Hillingdon (invited to attend but currently not participating)
- London Borough Ealing
- Spelthorne Borough Council
- Runnymede Borough Council
- South Bucks District Council
- Royal Borough of Windsor and Maidenhead
- Slough Borough Council
- Thames Valley Berkshire Local Enterprise Partnership
- Buckinghamshire Thames Valley Local Enterprise Partnership
- Enterprise M3 Local Enterprise Partnership
- Surrey County Council (in respect of strategic transport and other relevant functions)
- Bucks County Council (in respect of strategic transport and other relevant functions)
- London LEP (to be invited but currently not participating)
- Greater London Authority (Observer status only)
- Transport for London (Observer status only)
- Government (coordinating representative from DCLG/BEIS) (Observer status only)
- Government (DfT Aviation Policy) (Observer status only)
- Highways England (Observer status only)
- Old Oak and Park Royal Development Commission (OPDC) (Observer status only)
- West London Alliance (Observer status only)
- Colne Valley Park (Observer status only)

Other parties and in particular other transport bodies or organisations will be invited to join (the 'parent' Group or sub-Groups) as appropriate taking into account the scope of the issues being considered.

Heathrow Airport Limited

HAL are no longer a member of the Group but the Group will continue to work positively with HAL to achieve common objectives. Representatives of HAL will continue to be invited to participate in meetings and share information with Observer status.

Interim update of the Terms of Reference

This is an interim update of the ToR to reflect new relationship with HAL, Government decision and new participants; this is urgently needed to explain the purpose and role of the Group as we increase public profile. A fuller review maybe required to enable signing of any Planning Performance Agreement or changes in Governance.

-ENDS-

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(c) Human Rights Act and Other Legal Implications

There are no human rights issues arising from this report.

(d) Equalities Impact Assessment

There are no equality issues arising from this report.

5. **Supporting Information**

5.1 The Council has had a number of anti-fraud policies and procedures in place for many years. To ensure that policies and procedures remain effective and up to date, it is good practice to review them on a regular basis, and revise them where necessary to ensure they continue to be fit for purpose. The amended Counter Fraud and Corruption Strategy, (and appendices) are included at Appendix 1 has been reviewed and updated accordingly.

5.2 The document is comprised of the following key elements:

- Counter Fraud and Corruption Strategy
- Anti-Fraud Response Plan
- Anti-money Laundering Policy
- Anti-bribery Policy
- Sanction Policy

5.3 The accompanying policy statement makes it clear that the Council operates a 'zero tolerance' approach towards fraud and corruption, using the full range of sanctions available against any individual or organisation found to be committing fraud. The policy applies to all parts of the Council and to all employees, volunteers, contractors and consultants in relation to their work with/for the authority.

6. **Comments of Other Committees**

The draft strategy was considered by the Audit & Corporate Governance Committee on Thursday 16th March 2017 and it was agreed to recommend the document to the Cabinet.

7. **Conclusion**

The Cabinet is requested to consider the Audit & Corporate Government Committee's recommendation to approve the attached Counter Fraud and Corruption Strategy at Appendix .1

8. **Appendices Attached**

Appendix 1 - Counter Fraud and Corruption Strategy

9. **Background Papers**

None.

SLOUGH BOROUGH COUNCIL

COUNTER FRAUD AND CORRUPTION STRATEGY

Links and Dependencies

Council Constitution
 Local Code of Conduct for Employees
 Members Code of Conduct
 Disciplinary Policy and Procedures
 Sanctions Policy
 Anti-money Laundering Policy
 Anti-bribery Policy
 The Email and Internet Usage Policy
 Slough Safer Partnership
 Local Government Transparency Code 2014
 UK Anti Corruption Strategy 2014
 Fighting Fraud Locally Strategy 2016
 Protecting the English Public Purse 2016
 Regulatory Enforcement Policy 2015

Related Forms

Money Laundering ; Legal and Regulatory Framework	Appendix 1
Money Laundering Report Form	Appendix 2
Fraud Referral Form	Appendix 3
Financial Investigation Report Form	Appendix 4

Section	Page
1. Counter Fraud and Corruption Strategy	1-6
2. Anti-Fraud Response Plan	7-20
3. Anti-money Laundering Policy	21-28
4. Anti-bribery Policy	29-32
5. Sanction Policy	33-37

The Council has had a number of anti-fraud policies and procedures in place for many years. To ensure that policies and procedures remain effective and up to date, it is good practice to review them on a regular basis, and revise them where necessary to ensure they continue to be fit for purpose

1. Anti-fraud Policy Statement

- 1.1 Slough Borough Council operates a 'zero tolerance' approach towards fraud and corruption and we will use the full range of sanctions available against any individual or organisation found to be committing fraud. Every pound taken by theft or fraud reduces our ability to provide services to the people who need them the most.
- 1.2 We want to protect against, detect and respond to fraud and corruption in order to protect the interests of our clients, partners, employees and other stakeholders while retaining a high ethical standing within the community.
- 1.3 This policy applies to all parts of the Council and to all our employees, volunteers, contractors and consultants in relation to their work with/for us. We rely on the support of employees, businesses and the community to deliver the services we provide to people in need. Loss of confidence in the Council as a result of fraud or corruption could have an adverse impact on our funding and investment in the area, leading to a more severe impact on the services we deliver than the initial theft.
- 1.4 We expect all our Councillors, employees, consultants, contractors, partner organisations and service users, to act with integrity and without intent to commit fraud or corruption and to comply with the legal requirements and policies of the Council including the obligation to report all reasonable suspicions of fraud. In return, we will:
 - take appropriate measures to prevent, investigate and deter fraud;
 - introduce and maintain procedures to detect fraud;
 - encourage employees to report any suspicions of fraud;
 - provide resources to train our staff about fraud risk and investigate fraud;
 - take appropriate disciplinary, civil or criminal proceedings; and
 - report suspected fraud to the police and all relevant organisations.
- 1.5 It is in everyone's interests to prevent fraud and corruption from happening. Report any suspected incident immediately to your manager (unless you suspect your manager may be involved) and the Risk & Assurance Manager. This strategy and response plan sets out what we mean by fraud; how we tackle fraud; what you should do if you suspect fraud; and how we will respond.

	<p>If you have any concerns about fraud, we want to know: <u>Call free and in confidence : 01 753 787876</u></p>
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	<p>Email: _investigations@slough.gov.uk www.slough.gov.uk/benefitsand money/form to report fraud.aspx</p> <p>Write to: Slough Borough Council Corporate Fraud Team St Martins Place 51 Bath Road Slough SL1 3UF marking it private and confidential</p>
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Anti-fraud Strategy

2. Definition of Fraud – what we want to know about

- 2.1 The **Fraud Act 2006** introduced the first legal definitions of fraud, which are used for the criminal prosecution of fraud offences. The Fraud Act of 2006 defines fraud as the intention to make gain or cause loss by false representation, failing to disclose information, or abuse of position. Fraud is not restricted to monetary or material benefit. In addition fraud can be distortion of statement or records to mislead or misrepresent and for the purposes of this strategy covers theft and failure to disclose an interest in order to gain financial or pecuniary gain.
- 2.2 **Corruption** is defined as: ‘The offering, giving, soliciting or acceptance of an inducement or reward, which may influence the action of any person.’
- 2.3 The following are some examples of fraud or corruption, which you may come across:
- providing false identity or right to remain/work documents, references, or any other information when applying for a job;
 - making false claims for expenses, overtime, flexitime, or any other allowance;
 - not declaring a conflict of interest e.g. owning properties which are leased to us, or receiving benefits from us; you or your family owning companies which we do business with; or working for organisations which receive grant funding from us;
 - allocating housing, or any other benefits, to people who are not entitled to them;
 - misusing Blue Badges, residential, business or any other parking permits;
 - fraudulently claiming any benefits we the DWP or HMRC provide, including housing benefits, working/child tax credits, disability benefits, and council tax benefits;
 - fraudulently making, or exaggerating, an insurance claim against the Council;

- using our vehicles, IT equipment (outside the scope of the Council's Email and Internet Policy), offices/buildings, stocks, materials, or any other resources for personal use, or to run a private business;
- stealing money, materials or other resources from us, our partners, or our clients;
- raising orders, or submitting invoices for payment when the work hasn't been done;
- working for another organisation, running a business, or being self-employed during contracted hours, including working whilst off sick;
- accepting gifts or hospitality from contractors, or organisations who are bidding for work, or who we have contracts with, or who receive grants from us.

2.4 The above list cannot cover every example of fraud or corruption. If you have any questions, please contact the Risk & Assurance Manager for further advice.

3. Responsibilities

- 3.1 We expect all individuals, groups and organisations that receive services from, or provide services on behalf of the Council to be honest in their dealings with us and our clients and customers.
- 3.2 We expect our Councillors and employees, including any temporary, agency and consultancy resources, to lead by example in preventing, deterring and advising of suspected fraud and corruption and these responsibilities are summarised below.

Individual/Group	Role/Responsibility
Committees	<ul style="list-style-type: none"> • Approving and monitoring corporate counter-fraud policies. • Reviewing reports relating to fraud risks and investigations from internal and external auditors.
Directors/ Assistant Directors/ Programme Managers/ Heads of Service	<ul style="list-style-type: none"> • Introducing and maintaining effective controls to prevent fraud or corruption from happening in their service area, or service plan. • Notifying all suspected fraud or corruption incidents within their service area/ programme to the Monitoring Officer. • Approving follow up action to be taken in response to actual incidents of fraud or corruption. • Ensuring that their employees receive appropriate fraud awareness training relevant to the roles they carry out.
Risk & Assurance	<ul style="list-style-type: none"> • Consulting with Directors/Assistant Directors about the best course of action when suspected fraud or corruption incidents are raised.

Individual/Group	Role/Responsibility
	<ul style="list-style-type: none"> • Allocating an investigator, consulting with appropriate senior managers and HR personnel at agreed stages during any investigation into fraud or corruption, and completing the investigation within agreed timescales. • Notifying the police, and other organisations, as appropriate • Facilitating fraud and corruption awareness training. • Providing regular reports to the Audit Committee on fraud, pro-active and responsive investigations. • Providing advice and guidance on internal controls to prevent fraud or corruption. • Undertaking pro-active projects to identify possible fraud or corruption.
Employees	<ul style="list-style-type: none"> • Their own conduct including compliance with the Council's Codes of Conduct, declaration of interest, declaration of outside work and whistleblowing • Informing their manager or Assistant Director and Risk Assurance manager of any suspected fraud or corruption. • Acting with propriety in the use of Council resources • Informing their manager, or Assistant Director and Risk and Assurance Manager of any suspected fraud or corruption incidents
Members	<ul style="list-style-type: none"> • Complying with the Council's Codes of Conduct and Constitution. • Raising concerns with The Monitoring Officer.

4. Our approach to preventing, detecting and investigating fraud and corruption

- 4.1 We have aligned our fraud prevention and detection approach to the governments recommended 'acknowledge, prevent, pursue' strategy in their [Fighting Fraud Locally](#) publication and the Chartered Institute of Public Finance and Accountancy's 'Managing the Risk of Fraud and Corruption' Code of Practice.

5. Preventing fraud and corruptions

- 5.1 We want to try and prevent fraud and corruption from happening in the first place. In order to do this our strategy includes:
- undertaking a regular assessment of the fraud risks faced by the Council and ensuring our managers and counter-fraud teams carry out checks on high risk areas;

- completing pre-employment screening of our employees, volunteers, contractors and consultants including confirming their right to remain and work in the UK as appropriate;
- requiring employees to declare potential conflicts of interest and any gifts offered and accepted;
- scanning and verifying identity documents of all applicants for housing and other benefits;
- making sure quotes and tenders from contractors are opened by different employees to those who asked for the quotes; and
- controlling our IT systems e.g. to ensure that individual employees aren't responsible for setting up and authorising payments.

6. Detecting and investigating fraud and corruption

6.1 As well as having systems in place to prevent fraud, we have procedures that detect and investigate fraud effectively, which include:

- fraud reporting mechanisms such as the confidential Freephone telephone number, website address and email facility;
- whistleblowing, Anti-Money Laundering and Anti-bribery policies in place, together with our complaints process, and regular reviews of personnel and financial information e.g. on Right to Buy applications;
- an annual counter-fraud plan which includes projects to look at high risk and high spend areas;
- undertaking regular data matching and analysis of information held on our systems to identify e.g. fraud in housing tenancies, payroll and pensions, Blue Badges, benefits, planning applications and payments to suppliers;
- sharing information on identified frauds and risks with other local authorities and agencies, including the police and the Home Office visa and immigration services;

- joint working with the Department for Work and Pensions (DWP), in accordance with National and Local Service level agreements, regarding benefit fraud and associated fraud arising from the same set of circumstances.
- receiving regular data analysis and fraud information alerts from the National Anti-Fraud Network;
- having a dedicated and suitably trained counter-fraud and financial investigation team in place, with links to the police and other enforcement agencies, to investigate allegations of fraud and undertake prosecutions.

6.2 This policy and strategy should be read in conjunction with our **Fraud Response Plan** which sets out how we will tackle the risk of fraud and investigate allegations of fraud and the Council's **Whistleblowing Policy** (Part 5.6 of the SBC Constitution), which is intended to encourage and enable employees to raise serious concerns.

6.3 We will use all sanctions available to us to deal with anyone committing fraud or corruption including, as appropriate, internal employment disciplinary proceedings, referring cases to the police, offering a simple caution, prosecuting offenders and seeking recovery of monies and/or other assets obtained by fraud or corruption. Our **Sanctions Policy** is attached, which describes the process in more detail.

6.4 We also need to have arrangements in place where any instances of suspected money laundering or bribery are reported. Our **Anti-money Laundering Policy** explains what money laundering is, and what we do to manage the risks associated with crime and money laundering. Our **Anti-bribery Policy** explains the legal position for the Council and employees; and how to report any concerns.

6.5 This strategy is aligned with the Council's Code of conduct and HR policies, which require employees to declare any potential conflicts and any gifts or hospitality offered. The strategy is also consistent with the Council's IT Security Policies.

7. Monitoring

7.1 This policy and the appendices will be monitored and reviewed on an annual basis. We will consult with all the relevant services areas to ensure that all relevant legal, financial and personnel issues are included in the review processes.

7.2 The Council's s151 Officer has overall responsibility for the Corporate Fraud Team and this policy will be presented for approval when any review takes place.

Anti-Money Laundering Policy.

1. What is money laundering?

- 1.1 Money laundering is the term used for several offences involving the proceeds of crime, or terrorism. This includes possessing, or in any way dealing with, or concealing, or converting the proceeds of any crime, as well as funds likely to be used for terrorism and the proceeds of terrorism. Money laundering is used to describe the activities of criminals who convert the proceeds of crime into legitimate activities, with the intention of hiding the true sources of their income.
- 1.2 In relation to the Council, money laundering would be the attempt to conduct legitimate business with the Council e.g. buying/leasing property, or paying for goods and services using assets or money derived from the proceeds of crime or terrorism.

This policy applies to all employees and members of the Council and aims to maintain the high standards of conduct, which currently exist within the Council by preventing criminal activity through money laundering. The Policy sets out the procedures that must be followed (for example the reporting of suspicions of money laundering activity) to enable the Council, its members and employees to fulfil the Council's intention to voluntarily comply with the legal requirements of the Regulations.

2. Laws covering money laundering

- 2.1 Legislation has shifted the burden for identifying acts of money laundering from police and government agencies to organisations and their employees. The principal legislation and regulation relating to money laundering are: the Proceeds of Crime Act 2002 (POCA), the Terrorism Act 2000 (TA), and the Money Laundering Regulations 2007.
- 2.2 There are two main offences that may be committed:
 - Money laundering offences
 - Failure to report money-laundering offences.

2.3 The main types of money laundering offences are:

- acquiring, using or possessing criminal property;
- handling the proceeds of crimes, such as theft, fraud and tax evasion;
- investing the proceeds of crim in other financial productions;
- being knowingly involved, in any way, with criminal or terrorist property;
- entering into arrangements to facilitate laundering criminal or terrorist property;
- transferring criminal property;
- failing to report a suspicion that money laundering offences are taking place;
- tipping off someone who is, or is suspected of being, involved in money laundering, in such a way as to reduce the likelihood of being investigated, or prejudicing an investigation.

2.4 Depending on the severity of the suspected offence, the Magistrates' Court can issue fines of up to £5,000, or sentences of up to 6 months in prison (or both), and, in the Crown Court, fines are unlimited, and sentences of up to 14 years may be handed down.

3. The obligations of the council

The risk of the Council contravening the legislation is, however relatively low and some aspects of the legal and regulatory requirements do not apply to Public authorities.

The Terrorism Act 2000 (TA) and the Proceeds of Crime Act 2002 (POCA) place obligations on all of us. The statutory provisions relating to money laundering, in so far as they affect the Council, are summarised in **Appendix 1** to this policy, together with references to further information

3.1 The main requirements of the legislation are as follows:

- to appoint a Money Laundering Reporting Officer (MLRO);
- maintain client identification procedures in certain circumstances;

- adapt a risk based approach to prevent money laundering;
- implement a procedure to enable suspicions to be reported (Appendix 2)
- maintain robust record keeping procedures.
- Report any suspicious of money laundering to the National Crime Agency (NCA) this is a personal obligation for the MLRO

3.2 The Council's MLRO is the Monitoring Office. In the absence of the designated MLRO, the Corporate Fraud Manager should be contacted.

3.3 The Council has developed formal client identification procedures, which must be followed when Council land or property is being sold. These require individuals (and companies) to provide proof of identity, current address and provenance for the derivation of funds used in any proposed transaction. If satisfactory evidence is not obtained, the transaction must not be progressed and guidance should be sought from the MLRO. All records maintained in respect of suspected money laundering activity must comply with the Data Protection Act

4. Examples of potential money laundering situations

4.1 It is not possible to provide a definitive list of possible situations involving money laundering; or how to decide whether to report suspicions to the MLRO. However, the following are risk factors, which may, either individually or cumulatively, suggest possible money laundering activity:

- payment of a substantial sum of money in cash (over £1000) either in a single transaction or a number of smaller transactions that total more than £10,000;
- payment of cash sums where cash is not the usual means of payment;
- a new customer, or use of a new/shell company, with no financial history;
- a customer who refuses to provide requested information without a reasonable explanation;
- concerns about the honesty, integrity, location, or identity of a customer;

- unnecessarily complex transactions e.g. routing or receipt of funds from third parties, or through third party accounts;
- involvement of an unconnected third party without any reasonable explanation;
- overpayments by a customer, or payments of deposits subsequently requested back;
- absence of an obvious legitimate source of funds;
- purchase of assets beyond known sources of legitimate funds;
- movement of funds overseas, particularly involving a higher risk country, or tax haven;
- the cancellation, or reversal, of a previous transaction;
- requests for the release of customer account details, other than in the normal course of business;
- transactions at substantially above or below current market values;
- poor business or financial records;
- a similar previous transaction (completed or requested) from the same customer;
- an inability to trace the customer, or organisation
- individuals or companies that are insolvent but have funds.

5. Reporting procedure

5.1 If you have any questions or doubts about an individual, company, or transaction that you have been dealing with, then it is important to get advice from the MLRO, or Corporate Fraud Manager as soon as possible – **do not delay reporting your concerns, as this may make you subject to criminal prosecution.**

5.2 Your report to the MLRO should include as much details as possible including: **see Appendix 2 for report**

- full details of the people involved e.g. name, address, company name, directorships, contact details, etc.;
- full details of their (and your) involvement;

- the type(s) of money laundering activity suspected;
- the date(s) of the suspected money laundering activity, including whether the transactions have happened, are ongoing, or are imminent;
- where they took place;
- how they were undertaken (cash payment, bank transfer etc.);
- the (likely) amount of money or assets involved;
- why, exactly, you are suspicious.

5.3 Your report should also provide the MLRO with copies of any related supporting documentation. If you are acting in a legal capacity and consider that legal professional privilege may apply, you should set this out in the report to the MLRO and state why. The MLRO will determine whether the information should be exempt from any reports to the National Crime Agency (NCA).

5.4 Once you have reported your concerns to the MLRO, you must not undertake any further enquiries into the matter. The MLRO will refer the matter on to the NCA, if required, in order for them to undertake further investigation. No further action must be taken in relation to the transaction(s) until either the MLRO, or NCA, has given their consent in writing.

5.5 You should not voice any suspicions to the person(s) who you suspect of money laundering; or make any reference on IT systems, or client/hard copy files that you have reported your concerns to the MLRO. If an individual requests access to information, any notes will need to be disclosed, which may “tip them off” and may make you liable for prosecution.

5.6 A record will be maintained, including details of the customer due diligence, which will be kept for five years after the end of the business relationship; together with a record of the transactions also kept for five years. Guidance on performing the required due diligence checks can be obtained from the Head of Audit.

6. Review of disclosures by the MLRO

- 6.1 When the MLRO received a report of suspected money laundering they will receive the information and any relevant information including:
- reviewing any other transactions patterns and volumes;
 - the length of any business relationship involved;
 - the number of any one-off transactions and any linked one-off transactions;
 - any identification evidence held.
- 6.2 The MLRO will complete their review, which may include speaking to the person who made the referral, in order to determine whether there is sufficient evidence of actual/suspected money laundering and whether there are reasonable grounds to know (or suspect) that this is the case. The MLRO will then determine whether the NCA needs to be involved and their consent obtained for a transaction to proceed. In these circumstances, the transaction must not proceed until the NCA consent has been formally received (or if no consent has been received from the NCA after 7 working days).
- 6.3 If the MLRO concludes that there are no reasonable grounds to suspect money laundering, they will record their decision on the report and give their consent to proceed with the transaction.
- 6.4 In cases where legal professional privilege may apply, the MLRO will liaise with the Council's s151 Officer to decide whether there is a reasonable reason for not reporting the matter to the NCA

7. Additional requirements for finance and legal employees

- 7.1 In addition to the reporting procedure in Section 5 above, employees providing certain finance and legal services must also comply with 'due diligence' requirements:

Simplified due diligence: Required when there is low risk of money laundering e.g. new business with a company; when checks on company and director registration details would represent sufficient due diligence

Enhanced due diligence: Required when there is a higher risk of money laundering e.g. an asset purchase beyond the purchasers known legitimate means or remote transactions where the customer is not present to be identified

If satisfactory evidence cannot be provided, then the transaction cannot proceed.

7.2 Customer identification processes must be undertaken when the council:

- forms a business partnership with a customer;
- Undertakes a one-off transaction relating to property or debt of more than £10,000;
- knows, or suspects, that a transaction or a linked series of transactions involved money laundering

7.3 Customer identification must be completed before any business is undertaken with the individual in relation to accountancy, procurement, audit and legal services with a financial or real estate transaction. In order to complete customer identification the following processes should be undertaken:

- identify the person who wants to form the business relationship or complete the transaction;
- verify their identity using independent sources of information;
- identify who benefits from the transaction;
- monitor transactions to make sure that they are consistent with what is understood about the individual or country;
- understand the source of their funds;
- ensure there is a logical reason why they would want to do business with the Council.

8. Training

8.1 The MLRO and Head of Legal Services will ensure that training on the law relating to money laundering and the Council's procedures is provided to all relevant employees on a regular and ongoing basis.

8.2 The legislative requirements concerning anti-money laundering procedures are lengthy and complex. The policy and these procedural guidance notes have been written to enable the Council to meet the legal requirements in a way that is proportionate to the Council's risk of contravening the legislation.

9. Monitoring

9.1 The Council's Monitoring Officer is responsible for the maintenance and operation of this policy. The Council's Monitoring Officer will liaise with the s151 Officer and The Head of Human Resources when the policy is subject to review in order to ensure all relevant employment requirements are taken into account.

Anti-Bribery Policy

1. Policy Statement

Bribery is a criminal offence and is covered by the Bribery Act 2010 and Section 117 of the Local Government Act 1972. Slough Borough Council has a zero-tolerance towards bribery, and we are committed to its prevention, deterrence, detection and investigation.

Slough Borough Council does not, and will not pay bribes, or offer improper inducements to anyone for any purpose; nor do we or will we accept bribes or any improper inducements. In regards to facilitating contracts on behalf of the authority, Section 117 (2) of the Local Government Act 1972 states *'An officer of a local authority shall not, under colour of his office or employ, accept any fee or reward whatsoever other than his proper remuneration'*.

1.1 The Council, and all those organisations and individuals acting on its behalf (including employees, members, temporary and agency staff, consultants and contractors), must not:

- **offer** or **give** any financial or other advantage which is intended to improperly influence a third party in connection with the Council's activities; or
- **accept** any financial or other advantage from a third party which is intended to improperly influence the Council or any of its representatives in connection with the Council's activities.

The Council prohibits both direct and indirect bribery that is, using a third party to offer or accept financial or other advantages on the Council's behalf.

2. What is bribery?

2.1 Bribery is the offering, promising, giving (or acceptance) of a financial or other advantage which is intended to induce a third party (or the Council) to take an improper decision or action. These advantages can be anything of value and can take many different forms including cash, holidays, event tickets, meals, sponsorships, charitable and political donations, and community investments, offers of employment or internships, and use of assets. Decisions could relate to recruitment, the award of contracts, planning consents and other awards that involve the exercise of discretion.

Unacceptable transactions or actions are any that could lead to an offence

under the Bribery Act 2010 and/or a breach of Council policies and procedures. It is unacceptable to:

- give, promise to give, or offer a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given;
- give, promise to give, or offer a payment, gift or hospitality to a government official, agent or representative to "facilitate" or expedite a routine procedure. Facilitation payments are unofficial payments made to public officials in order to secure or expedite actions. Facilitation payments are not tolerated and are illegal;
- accept payment from a third party that you know or suspect is offered with the expectation that it will obtain a business advantage for them;
- accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return;
- retaliate against or threaten a person who has refused to commit a bribery offence or who has raised concerns under this policy;
- engage in activity in breach of this policy.

2.2 Bribery is a criminal offence under the Bribery Act 2010 (the Act). There are four substantive bribery offences under the Act:

- bribing another, also known as "active bribery" (section 1);
- accepting a bribe, also known as "passive bribery" (section 2);
- bribing a foreign public official (section 6); and
- failure of a commercial organisation to prevent section 1 or section 6 bribery, also known as the "corporate offence" (section 7).

Individuals found guilty of an offence may be imprisoned for a maximum term of ten years and face an unlimited fine. Commercial organisations that are found to have committed a section 7 offence are subject to unlimited fines.

2.3 For the purposes of the Bribery Act 2010, the council may be classed as a “commercial organisation”. Failure by a “commercial organisation” to prevent bribery is a corporate offence. A statutory defence is available to the commercial organisation, if it has in place “adequate procedures” designed to prevent bribery by “associated persons” (i.e persons that perform services for or on behalf of the organisation).

3. Scope of the policy

3.1 This policy provides a coherent and consistent framework to enable all our employees and those acting on our behalf to understand and implement arrangements to enable compliance with the Act. In conjunction with related policies and key documents, it also enables employees to identify and effectively report a potential breach.

3.2 This policy applies to all of our activities, employees and those acting on our behalf, including all permanent, temporary and agency staff, contractors, agents, members (including independent members), volunteers and consultants. For our partners, joint ventures and suppliers, we encourage the adoption of standards consistent with the principles set out in this policy.

4. Our Commitment to Anti-Bribery

4.1 In support of our commitment to anti-bribery compliance, we will:

- adopt a clear anti-bribery policy which is supported at the highest levels of our organisation;
- maintain appropriate procedures to help prevent bribery;
- undertake bribery risk assessments and perform due diligence, where appropriate;
- make all employees and those acting on our behalf aware of their responsibilities to comply with this policy and the Act at all times through communication and training;
- maintain appropriate gifts and hospitality procedures;
- encourage employees to report any bona fide suspicions of bribery;
- investigate instances of alleged bribery and co-operate with the police and other authorities in their investigations;
- take a robust line against anyone found to have breached this policy or to have committed or facilitated bribery; and
- periodically review this policy and its associated procedures.

4.2 As part of our commitment to comply with the Act, the Council considers it unacceptable for any Council employee or representative to:

- give, promise to give, or offer to any third party anything of value to obtain an improper advantage, or to reward an advantage already given;
- give, promise to give, or offer to a government or public official, agent or representative anything of value to 'facilitate' or expedite a routine procedure;
- accept anything of value from a third party that you know, or suspect, is offered with the expectation that it will result in an improper advantage for them;
- retaliate against or threaten a person who has refused adhere to this policy (including making or accepting a bribe) or who has raised concerns under this policy; and
- engage in activity in breach of this policy or the Act.

5. **Contracts and failure to prevent bribery**

5.1 Under the Public Contracts Regulations, an organisation is automatically barred from competing for public contracts where it is convicted of a bribery offence. Commercial organisations that are convicted of failing to prevent bribery are not automatically barred from participating in tenders for public contracts. The Council has the discretion to exclude organisations convicted of this offence and you should get advice from our Procurement team on this issue.

6. **Raising a concern**

6.1 We want everyone who has any concerns, bribery or corruption is being committed, to have the confidence to be able to report these confidentially and effectively. Our Whistleblowing policy (**Part 8.1**) sets out how to do this, including making an anonymous referral

7. **Monitoring**

7.1 The Council's Monitoring Officer, is responsible for the maintenance and operation of this policy. The Monitoring Officer will liaise with the Head of Human Resources when the policy is subject to review in order to ensure all relevant employment requirements are taken into account.

Sanctions Policy

1. Policy Statement

- 1.1 We will use the full range of sanctions available to us, including, simple caution, criminal prosecution, civil recovery, internal disciplinary procedures and referral to regulatory bodies in order to deter fraud, bribery and corruption.
- 1.2 Slough Borough Council Legal Services (or our designated legal service provider, in accordance with the scheme of delegation) and or the Crown Prosecution Service will be used to undertake prosecutions; and we will refer all relevant cases to the appropriate professional bodies and other law enforcement agencies. We will assist external organisations if they decide to bring their own prosecution cases.
- 1.3 Our fraud and corruption strategy states that we will seek the full range of sanctions against anyone found to have committed fraud against the Council: and they will apply to any fraud committed either, against the Council or, against money or services for which the Council has responsibility.

2. Deciding what sanction to apply

- 2.1 We have a range of sanctions that we can use, including internal disciplinary procedures, simple cautions and criminal and civil prosecutions; and we have this policy to make sure that we apply all available sanctions:
 - consistently;
 - efficiently;
 - robustly; and
 - in a transparent manner.
- 2.2 In some cases, we may apply more than one sanction e.g. if a member of staff has stolen money from us, we may take internal disciplinary proceedings, refer the matter to the police, and undertake civil recovery procedures.
- 2.3 We may decide to pursue a criminal prosecution in some cases; these will be reserved for the most serious. SBC has the power to undertake prosecutions using our Legal Services (or our designated legal services provider). Alternatively, where the Council has jointly investigated any offence with an external investigative body, such as the Police or The Department for Work and Pensions (DWP), the most appropriate prosecuting agency will be selected. This is likely to be Crown Prosecution Service (CPS); moreover, the CPS has the authority to assume any prosecution instituted in England and Wales.

2.4 All cases, which are considered for prosecution, will apply the CPS "Full code Test". The test has two elements, firstly the 'Evidential Test'; and secondly the 'Public Interest Test'. The Full Code Test is set out in the Code for Crown Prosecutors 2013 and further information is available at:

https://www.cps.gov.uk/publications/code_for_crown_prosecutors/codetest.html

- **Evidential Test** - The investigator will consider the following questions in assessing whether there is sufficient evidence to prosecute the case: Can the evidence be used in court? Is the evidence reliable? Is the evidence credible?
- **Public Interest Test** - If the Evidential Test has been met, the investigator will then consider whether or not a prosecution would be in the public interest. Each case will be assessed on its own merits and a review will include: How serious the offence is; the level of culpability of the suspect; the circumstances of and the harm caused to the victim; if the suspect was under the age of 18 at the time of the offence; the impact on the community; whether prosecution is a proportionate response; and whether sources of information require protecting.

2.5 Prosecution may not always be appropriate, alternative out-of-court disposals include:

- simple cautions; or
- penalties relating to benefits or council tax provided by enabling legislation.

Where an out-of-court disposal is considered, SBC undertake to apply:

- the appropriate evidential standard and admission of guilt, where required;
- that the public interest would be properly served by such a disposal; and
- apply the disposal no greater than 6 months after the completion of the investigation, unless exceptional circumstances apply.

2.6 The range of sanctions applied by the Corporate Fraud and Investigations Team will be determined by the following scheme of delegation:

- Slough Borough Council Legal Services (or our designated legal service provider in accordance with the scheme of delegation) commence all criminal prosecutions.
- The Chief Finance Officer/Section 151 authorises a prosecution file to be considered by Slough Borough Council Legal Services for prosecution.
- The Risk and Assurance Manager authorises a prosecution file to be considered by the Chief Finance Officer/Section 151 officer for prosecution.

- The Risk and Assurance Manager authorises alternative 'out of court' disposals.

3. Types of fraud and the possible sanctions

3.1 Employees, Councillors, Teachers, School Staff

If we find that any of our employees or councillors have attempted or committed fraud or have been involved in corruption, we will undertake disciplinary proceedings in accordance with our disciplinary policy and procedure. If we identify that the Council has suffered any financial loss, we will seek to recover losses through civil proceedings and/or criminal prosecutions and the associated application of asset recovery proceedings under any relevant legislation including The Proceeds of Crime Act 2002. Where employees are members of professional bodies, or have to comply with national codes of conduct (teachers, social care staff etc.) we will refer any cases of fraud and corruption to these bodies

3.2 Benefit Fraud

The DWP is responsible for investigating housing benefits fraud, but the Council is still responsible for registering, assessing and paying for some DWP benefits and social fund payments. SBC is wholly responsible for council tax registration, discounts and exemptions. Available sanctions include:

- criminal prosecution for any council tax related fraud or attempt; administrative penalties - S11 Council Tax Reductions Scheme Regulations 2013;
- civil penalties for council tax registration, discounts and exemptions - Regulation 14(2) and Schedules 2-3 of the Local Government Finance Act 1992;
- civil penalties for housing benefit overpayments, categorized as claimant error - The Social Security (Civil Penalties) Regs 2012 SI 2012/ 1990;
- A de minimis overpayment of £50 is required before any of the above sanctions are considered.

3.3 Housing and Right to Buy Fraud

In all cases where anyone has fraudulently applied for Right to Buy, housing support, or a tenancy from the Council, we will always seek recovery of the property and any financial losses. Where we identify a criminal attempt or offence has been committed, we will use any relevant legislation, including the Social Housing Fraud Act 2013, to prosecute and recover any criminal proceeds. As an alternative to prosecution, SBC may offer any suspected defendant a simple caution.

3.4 Other fraud

There are a number of other areas, including but not restricted to: insurance claims, direct care payments, grants to organisations, exemptions and reliefs from non-domestic rate payments, and applications for financial and other assistance where theft and fraud may occur. We will always seek to recover any money lost and consider a caution, criminal or civil prosecution. Where an external organisation is involved, we will make a referral to any relevant governing body such as the Law Society, Charities Commission, or the Registrar of Companies.

4. Proceeds of Crime Act 2002

4.1 The Proceeds of Crime Act 2002 (POCA) was put in place to demonstrate that crime does not pay. We will use POCA (and its predecessor legislation, such as the Criminal Justice Act 1988 (as amended)) wherever we can, to obtain confiscation orders, including compensation, as well as recovery of the full overpayment of benefits. We will use our own Accredited Financial Investigators (AFI) or those employed by an external partner, such as the police or DWP.

4.2 All monies recovered using POCA or predecessor legislation (excluding compensation), will be distributed by the Home Office to SBC under the "Asset Recovery Incentivisation Scheme" (ARIS). The ARIS scheme apportions funds in the following way:

- 50% to HM Treasury;
- 18.75% to the investigating body;
- 18.75% to the prosecuting authority; and
- 12.5% to Her Majesty's Court Service.

4.3 All monies recovered through ARIS will be used, in accordance with Home Office guidance, namely:

- funding the cost of asset recovery;
- crime reduction initiatives;
- community projects;
- miscellaneous activities supporting the above.

4.4 The Chief Finance/151 Officer will determine the allocation of funds.

5. Monitoring

5.1 The Council's Section 151 Officer is responsible for the maintenance and operation of the SBC Corporate Fraud Team and this policy. The S151 Officer will liaise with The Monitoring Officer and the Risk and Assurance Manager when the policy is subject to review in order to ensure all relevant employment requirements are taken into account.

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Anti-Fraud and Corruption Response Plan

INTRODUCTION

1.1 This Anti-Fraud and Corruption Response Plan compliments the Council's response to suspected or apparent irregularities affecting resources belonging to or administered by the Council or offences perpetrated by contractors and suppliers against the Council.

1.2 It is important that all staff know what to do in the event of encountering fraud so they can act appropriately and without delay. The Anti-Fraud and Corruption Response Plan provides guidance to ensure effective and timely action is taken. It also shows that the organisation acts in an effective and lawful manner and that it does not tolerate fraud.

Other documents that should be referred to when reading the Plan:

Anti- Fraud and Corruption Policy
Anti-Bribery Policy
Anti-Money Laundering Policy
Whistleblowing Policy
Prosecutions and Sanction Policy
Local Code of Conduct for Employees
Disciplinary Procedure
Financial Procedure Rules
Constitution

1.3 This document provides guidance to all employees of the Council in the event of them becoming aware of :-

- Offences being committed against the Council by a Council member or another Council employee;
- Offences being committed against the Council by a member of the public;
- Offences being committed against the Council by a contractor or supplier to the Council;
- A Council Member or an Officer carrying out a corrupt Act.

It is in 4 parts;

Part A - General: this explains the reasons for having the document and what the document should be used for;

Part B – Employee responsibilities; this explains how employees should react if they suspect fraud or corruption;

Part C – Contractor and third party responsibilities; this explains how contractors and third party suppliers should react if they suspect fraud or corruption;

Part D - Management responsibilities; this explains what managers need to do if they receive an allegation of fraud or corruption. It also outlines the position of managers in the overall control framework of the Council.

This document is available to all employees of the Council by being accessible through the Council's Intranet and Internet pages.

PART A – GENERAL

2 Objectives

2.1 The objectives of a fraud and corruption response plan are to ensure that timely and effective action can be taken to:

- Prevent loss of funds or other assets where fraud has occurred and to maximise recovery of any loss;
- Minimise the occurrence of fraud by taking rapid action at the first signs of a problem;
- Deter people from committing fraud against the Council;
- Identify offenders and maximise the success of any disciplinary and/or legal action taken;
- Be open with members and the public about fraud;
- Demonstrate that the Council acts to protect the public purse when fraud is identified, which in turn will help minimise any adverse publicity for the Council;
- identify any lessons which can be acted upon in managing fraud in the future;
- Reduce adverse impact on the business of the Council.

3.1 Fraud

Fraud is commonly defined as:

‘an intentional false representation, including failure to declare information or abuse of position that is carried out to make gain, cause loss or expose another to the risk of loss.’

Below are some potential indicators of fraudulent activity. Be aware that not all circumstances where these signs are exhibited will necessarily constitute fraud and nor is this an exhaustive list:

- Employees, consultants or agency workers who never take leave;

- Employees, consultants, agency workers or contractors who work outside normal working hours for no obvious reason;
- Employees, councillors, consultants, agency workers or contractors with serious personal financial problems;
- Employees, councillors, consultants, agency workers or contractors whose lifestyle is disproportionate to their income;
- Unusual concerns or nervousness about visits by senior managers and/or internal auditors;
- Employees, councillors, consultants, agency workers or contractors who often break rules or fail to comply with procedures;
- Complaints about members of staff, councillors, consultants, agency workers or contractors from customers or other employees;
- Lack of effective internal control;
- Undocumented activities;
- Unexplained falls in income levels or increases in expenses;
- Deliveries of goods to premises other than official Council buildings;
- General disregard by management and employees, consultants or agency workers towards security;

In addition, the Fraud Act 2006 introduced three offences of fraud, namely:

- Fraud by false representation (s.2);
- Fraud by failing to disclose information (s.3);
- Fraud by abuse of position (s.4);

These offences sit alongside other existing legislation that can be used to prosecute 'fraud' offences.

3.2 Corruption

Corruption is commonly defined as:

'Corruption is the offering, giving, soliciting or acceptance of an inducement or reward which may influence the action of any person.'

In addition, the Bribery Act 2010 created four new bribery offences, namely:

- Bribery of another person (section 1);
- Accepting a bribe (section 2);
- Bribing a foreign official (section 6);
- Failing to prevent bribery (section 7);

3.3 Irregularity.

Irregularity is quite a vague term, and indeed, there are many other terms that may be used in its place or in addition to it, for example, malpractice, wrongdoing, misconduct, misdemeanour, etc. all of which are used to describe behaviour or actions that fall short of expectations.

Behaviour or actions that fall short of expectations is also quite a broad description but generally covers an act, which is unlawful; or is against the Council's Standing Orders or policies; or is not in accordance with established standards of practice; or amounts to improper conduct by an employee, councillor, consultant, agency worker or contractor. It may provide evidence of fraud or corruption, or be a breach of a statutory or corporate code in itself.

Potential examples would be:

- Breaches of statutory or professional codes of practice;
- Breaches of, or failure to implement or comply with any policy determined by the Council or any of its Committees;
- Actions which are likely to cause physical danger to persons, or give rise to a significant damage to property;
- Failure to take reasonable steps to report and rectify any situation which is likely to give rise to a significant avoidable cost, or loss of income to the Council, or would otherwise seriously prejudice the Council;
- Abuse of power, or the use of the Council's powers and authority for any unauthorised or ulterior purpose;
- Unlawful discrimination in the Council's employment or services.

4 Review

4.1 This plan will be reviewed at least annually and whenever experience dictates a need for a revision.

Part B – EMPLOYEES AND ELECTED MEMBERS.

5. Employee and Elected Member Responsibilities

5.1 It is the responsibility of all staff and members of the Council to report suspected fraud or corruption whenever they come across it within their work or in connection with their duties. This could be by an employee, their manager, a contractor or agency worker, councillor or an external organisation. It is not acceptable to turn a blind eye to suspected wrongdoing and disciplinary action may be instituted if a member of staff or member has been complicit in ignoring a fraud or instance of bribery. As a result, the Council wants to make reporting fraud and corruption as easy as possible and to reassure staff and members that their identity will be protected as far as possible.

5.2 In addition to reporting fraud, staff and members have a duty to report instances where they believe that the Council's assets are at risk, failure to do so exposes the Council to risk through the misuse of such assets. For example this may be because there is physical security risk and an asset could be stolen or it may be a breach in IT system and it is information that is vulnerable.

5.3 Staff and members must always report instances of breaches in IT security to their Manager (or the Chief Executive for Members). The IT security available on the Intranet sets out specific requirements on how staff and members should maintain a secure IT environment.

5.4 For information on reporting suspected fraud, corruption or irregularity please see Part D.

PART C – CONTRACTOR AND OTHER THIRD PARTY SUPPLIER RESPONSIBILITIES

6. Contractor and other Third Party Supplier Responsibilities.

6.1 It is a contractual obligation for all contractors and third party suppliers of the Council to report fraud or corruption whenever they come across it within their work, or in connection with their duties. It is not acceptable to turn a blind eye and action may be taken if a contractor or third party supplier has been complicit in ignoring a fraud or instance of bribery. As a result, the Council wants to make reporting fraud and corruption as easy as possible and to reassure contractors and third party suppliers that their identity will be protected as far as possible.

6.2 In addition to reporting fraud, contractors and third party suppliers have a duty to report instances where they believe that the Council's assets are at risk, failure to do so exposes the Council to risk through the misuse of such assets. For example this may be because there is physical security risk and an asset could be stolen or it may be a breach in IT system and it is information that is vulnerable.

6.3 Where a Contractor or third party supplier has access to Council systems they must ensure usernames and passwords provided are kept secure. Any breach in IT security must be reported The Council's IT Policies and User Guides set out specific requirements about how system users should maintain a secure IT environment. Where a Contractor or third party has no access to the Intranet the Policies should be provided.

6.4 For information on reporting suspected fraud, corruption or irregularity please see Part D.

PART D REPORTING SUSPECTED FRAUD, CORRUPTION OR IRREGULARITIES

7 To whom should you report suspected fraud, corruption or irregularities.

7.1 The route you should take will depend on whether you are reporting a suspected fraud or corrupt act by a member of the public, by another Council employee or by an elected Member. When you report a fraud or a corrupt act ,you should not discuss it with any other work colleagues, either before or after reporting it to the appropriate person.

7.2 Fraud or corrupt act by a member of the public

If you suspect the fraud or corrupt act is being committed in your service area then under normal circumstances you should report the matter to your line manager. If it is not in your service area or you feel you cannot report the matter to your line manager then report the matter to the Corporate Fraud Manager emailing it to:

[_investigations@slough.gov.uk](mailto:investigations@slough.gov.uk)

7.3 Fraud or corrupt act by a Benefit Claimant

If a member of the public claiming Housing Benefit , Council Tax Benefit and/or Universal Credit is committing benefit fraud you should report the suspected fraud or corrupt act directly to the *Department for Work and Pensions(DWP) on 0800 854 440.*

7.4 Fraud or corrupt act by a person in receipt of Council Tax Support.

If a person is claiming Council Tax Support fraudulently you should report the suspected fraud to The Corporate Fraud Team emailing it to: [_investigations@slough.gov.uk](mailto:investigations@slough.gov.uk)

7.5 Fraud or corrupt act by a Social Housing Tenant

If you suspect the fraud or corrupt act is being committed by a social housing tenant such as the unlawful sub-letting of a Council or Housing Association property you should report the fraud or corrupt act to the Corporate Fraud Team of the Council or by emailing: [_investigations@slough.gov.uk](mailto:investigations@slough.gov.uk)

7.6 Fraud or corrupt act by another Council Employee

If you suspect a work colleague is committing fraud or a corrupt act, then you should report it to your line manager. You may not wish to report directly to your line manager. You may report your concerns to the Corporate Fraud Manager or refer to the Whistleblowing policy.

7.7 Fraud or corrupt act by an Elected Member

Suspected fraud or a corrupt act by an elected member should be reported to the Council's Monitoring Officer (8.6 Whistleblowing Policy). If you are unable to do this then you may report a fraud or corrupt act by an elected member to any of the following officers in the Council:

The Chief Executive

Finance and Audit 151 Officer

8.0 What happens when you report a fraud or corrupt act?

8.1 When a fraud or corrupt act is reported to an appropriate officer they will decide if the allegation requires a full investigation this is usually based on the information provided at the time of referral. If it is decided that a further investigation is required the allegation will be passed to the Corporate Fraud Team Internal Auditor or another law enforcement agency outside of the Council if the nature of the allegation warrants this. Any allegation of fraud or corruption by an elected member must be reported to The Monitoring Officer and will be dealt with under the Council's Code of Conduct for elected members or serious cases will be reported directly to the Police. In the course of an investigation your identity will remain confidential.

8.2 Investigations often have to be carried out without alerting the person being investigated. Depending on the type of the allegation the case may have to be investigated for disciplinary proceedings, civil court proceedings or criminal court proceedings. Strict rules apply to investigations carried out for any type of court/tribunal proceedings and compliance with these is essential. Sometimes the process can appear slow.

9.0 Whistle-blowing policy

9.1 The Council has developed a Whistle-blowing policy in accordance with the provisions of the Public Interest Disclosure Act 1998. All Council employees and members can access the Whistle-blowing policy on the Council's Intranet. Staff and members may find it difficult to raise their concerns and would sometimes welcome the opportunity to discuss them with someone in confidence in the first instance. The independent charity –Public Concern at Work (2.1 Whistleblowing Policy) are available to give independent advice at any stage (www.pcaw.co.uk).

9.2 Subject to the constraints of the Council's duty of confidentiality to employees and elected Members, staff will be given as much information as possible about the outcome of any investigation.

9.3 The Responsible Officer for the maintenance and operation of the Whistle-blowing policy is The Monitoring Officer Slough Borough Council St Martins Place 51 Bath Road Slough SL1 3UF. (linda.walker@slough.gov.uk).

PART E- MANAGEMENT RESPONSIBILITIES

10 Defined by the Council's Financial Regulations.

10.1 The Council's Financial Procedures Rules form part of the Council's Constitution and set out a range of responsibilities that apply to management. Some of these relate to the prevention of fraud and corruption, while others relate to internal control and safeguarding of assets, which include the loss or misuse of assets as a result of fraudulent or corrupt activity.

10.2 All Council Members and employees are personally responsible for ensuring integrity in the conduct of the Council's business and in particular by ensuring that they are aware and abide by:

- The Council's Anti-Fraud and Corruption policies.
- The Whistleblowing Policy
- The Anti-Money Laundering Policy
- The Council's Codes of Conduct for Employees and Members.
- The Anti-Bribery Policy

10.3 Directors are responsible for ensuring that managers have adequate systems of internal control to prevent or detect fraudulent activity.

11 Evaluation and Investigation of allegations.

11.1 As soon as an allegation is received Managers should assess the information and make initial enquiries to ascertain the facts. Managers should determine the factors that give rise to the suspicion and examine factors to assess if a genuine mistake has been made or whether any irregularity has occurred. These enquiries should be carried out as quickly as possible.

Consideration should also be given to a review with HR in line with the Council's Disciplinary Policy (3.1).

11.2 Following a preliminary enquiry a more detailed investigation may be needed, if results indicate this, Managers should contact the Corporate Fraud Manager immediately for advice and guidance.

Managers must inform the Corporate Fraud Team of the following:

- All the evidence that they have gathered including notes of conversations conducted with employees.
- Actions they have taken with regard to the employee (suspension or re-deployment) or any other measures to prevent further loss.
- Managers should be aware that they have a primary role in securing evidence and minimising any further losses.

11.3 Specialist services may be commissioned to assist with an investigation for example IT specialists to preserve and secure information held on computer systems; Legal Services; surveyors to assess building works etc. In all cases the Corporate Fraud Team will liaise with the Manager.

11.4 The Corporate Fraud Team will carry out any further investigation with the Line Manager or other appointed person.

Remember: Make a note of anything which made you think a fraud was happening; keep things confidential initially; do not confront the suspect(s); only take away any evidence if there is any risk that it will be destroyed or thrown away. Leave the investigation to the Corporate Fraud Team.

11.5 All cases referred to the Corporate Fraud Team are evaluated and risk assessed prior to investigation.

11.6 It is not uncommon for allegations of irregularities, fraud or corruption to be received from an anonymous source. These allegations may be malicious but initial enquiries should be carried out on the assumption that there is a substance to the allegation.

11.7 When anonymous allegations are received managers are advised to seek the advice and guidance of the Corporate Fraud Manager at an early stage.

12 Regulation of Investigatory Powers Act 2000

12.1 The investigation of suspected fraud and corruption can involve surveillance of the suspect or suspects. This will often be a breach of a suspects rights under the Human Rights Act (HRA) 1998.

12.2 To protect the Council from such breaches, certain types of surveillance can be authorised under the Regulation of Investigatory Powers Act 2000(RIPA).

12.3 There are also powers to obtain communications data.

12.4 There is clear and detailed authorisation process under RIPA that must be followed to undertake any form of surveillance. If you need advice please speak to The Corporate Fraud Team.

13.Proceeds of Crime Act 2002

13.1 The Proceeds of Crime Act 2002 (POCA) was put in place to demonstrate that crime does not pay. We will use POCA (and its predecessor legislation, such as the Criminal Justice Act 1988 (as amended)) wherever we can, to obtain confiscation orders, including compensation, as well as recovery of the full overpayment of benefits. We will use our own Accredited Financial Investigator (AFI) or those employed by an external partner, such as the Police or DWP.

13.2 All monies recovered using POCA or predecessor legislation (excluding compensation), will be distributed by the Home Office to SBC under the "Asset Recovery Incentivisation Scheme" (ARIS).

The ARIS scheme apportions funds in the following way:

- 50% to HM Treasury;
- 18.75% to the investigating body;
- 18.75% to the prosecuting authority; and
- 12.5% to Her Majesty's Court Service.

13.3. All monies recovered through ARIS will be used, in accordance with Home Office guidance, namely:

- funding the cost of asset recovery;
- crime reduction initiatives;
- community projects;
- miscellaneous activities supporting the above.

13.4 Chief Finance/151 Officer will determine the allocation of funds.

14.0 Determining the type of investigation

14.1 Allegation against an Employee

If an allegation is substantiated after the preliminary enquiry and further investigation is needed, consideration should be given to two objectives that will determine the progress of the case. The investigation should be conducted in line with the Council's Disciplinary Policy and the Code of Conduct for Employees, or if there is evidence that an employee has committed fraud against the Council or has committed a corrupt act, the employee should be the subject of a criminal investigation, undertaken by the Corporate Fraud Team.

Where it is clear that the issues being investigated fall into both categories the management investigation and the Corporate Fraud Team investigation should be carried out at the same time. However, it is unlikely that they will be concluded at the same time as fraud investigations can take some time, particularly if the outcome results in a prosecution through the courts. As it is possible that an employee may have been suspended on full pay, it is important for the investigation teams to work in harmony to ensure that the management investigation is undertaken promptly, arrives at a timely outcome, and reduces the cost of the suspension to the Council.

Where the police are involved, and this decision must be taken in accordance with the Anti-Fraud Prosecution and Sanctions Guidelines it will be the responsibility of the Corporate Anti-Fraud Team Manager to provide the liaison and ensure that they are appraised of the investigation at the earliest opportunity so that the above objectives are not jeopardised.

14.2 Allegation against a member of the public

If an allegation is substantiated after the preliminary enquiry and further investigation is needed, the type of investigation will very much depend on the nature of the allegation, and whether the allegation relates to criminal or civil offence(s).

The decision to prosecute will be taken by Chief Finance /151 Officer and will be subject to the provisions of the Council's Guidance for Prosecution and other Sanctions as well as the Crown Prosecution Services' 'The Code for Crown Prosecutors'.

In most cases the Council may bring the prosecution for a criminal offence, if the relevant legislation provides for this, without reference to the police. The Council's Guidance for Prosecution and other Sanctions is available on the Council's Intranet and Internet pages.

14.3 Allegation against an Elected Member

In these cases, the Chief Executive and the Monitoring Officer must be informed in order for them to determine the nature and type of investigation, and who will carry it out.

An allegation against a member may also need to be considered as an allegation that they have breached the Members' Code of Conduct or constitute one of the offences relating to the Code of Conduct and the declaration of pecuniary interests in the Localism Act 2011.

It should be noted that electoral offences (including corruption) must be reported to the Police and are not investigated by the Council or the Chief Executive in their role as Returning Officer.

In addition to the criminal route, wherever applicable, investigations will also follow a civil route. This will be with a view to recovering and/or withdrawing any service and/or monies from the person who has committed an offence.

It is the responsibility of the Manager, with the advice of the Corporate Fraud Team Manager, to ensure that this recovery takes place.

15.0 Preservation of Evidence

15.1 When the initial enquiry has revealed that further investigation needs to take place, it may be necessary to preserve the available evidence. Evidence may take various forms. The most common forms of evidence and a brief note of how they should be preserved is given below:

- **Original documents.**

This is the best form of evidence and original documents should be obtained and retained if possible. The documents should be handled as little as possible and should be put in a protective folder. Under no circumstances should they be marked in any way. One person should be responsible for keeping these documents and should keep a record of how and where they were obtained.

- **Computer held data.**

When evidence is held on a computer, the computer should be secured and the Corporate Fraud Team Manager should be consulted about the most appropriate way of retrieving the data in accordance with the rules of Court evidence. Under no circumstances should the computer be switched on or files viewed by anyone.

- **Cash.**

It may be necessary to count cash. If possible this should be counted by the person responsible for it in the presence of his/her manager. The person should then sign a statement confirming the amount of cash held and the manager should sign it as a correct record. If the person responsible for the cash is not available, two people should count the cash and sign a statement confirming amount held. The cash should be kept secure at all times, preferably in a locked safe.

- **Stock or shares.**

As far as possible, these should be recorded in the presence of the person responsible for them who should sign a statement confirming the amount held. If the person responsible for assets is not available, two people should record the amount held and sign a statement confirming it. For large stock holdings, however, this will be impractical.

- **Video evidence.**

There may be video evidence available, which may indicate a problem, for instance CCTV footage or static security cameras. If you suspect that a video may have information of value, secure the recording so that it can be treated in accordance with the rules of evidence. Under no circumstances should it be viewed by anyone. Advice can be sought from the Corporate Fraud Team about how to proceed.

16.0 Suspension of an Employee

Suspension or temporary removal of an employee from the workplace may be necessary in serious cases pending completion of an investigation and any disciplinary hearing. This will be undertaken in line with The Councils Disciplinary Policy and Procedures (4.1- 4.5)

The Council has an Employee Assistance Programme which can be called at any time for legal advice and counselling as well as the option to approach Human Resources.

17 Management responsibilities regarding the investigating officers

17.1 The need to investigate thoroughly and as quickly as possible may put undue stress on the investigating officer. Managers should be supportive throughout an investigation; make sure that the investigating officer is given the necessary co-operation, allowed sufficient time to undertake the investigation.

18 Press and Publicity

18.1 The Communications Team will deal with the press and publicity in all matters regarding fraud and corruption. If any officer speaks to the press without the express authority of the Communications Manager it may be regarded as a breach of the Employee Code of Conduct. The Council will actively encourage the publicising of all successful investigations and prosecutions so as to deter those considering committing an offence against the Council. The Corporate Fraud Team Manager will work with the Communications Section to produce press releases and anti-fraud material using as many opportunities and resources as possible.

19.0 The control framework to minimise and prevent fraud and corruption

19.1 It is the responsibility of management at all levels to ensure that effective internal control systems are in place and operating to minimise the potential for fraud and corruption.

The Council has approved Financial Procedure Rules and Contract Procedure Rules, which between them set out the control frameworks that must exist to minimise and prevent fraud and corruption. These regulations apply to all employees and must be complied with in relation to all financial, procurement and contractual transactions.

When fraud or corruption has been identified, management, in consultation with the Corporate Fraud Team Manager and the Head of Internal Audit

should review the control procedures to ensure that the opportunity to repeat the fraud or corrupt act is minimised.

20.0 Asset Recovery

20.1 Whenever fraud has been proven, the Council will make every effort to recover any loss. The method used will vary depending on the type of loss and the regulations and powers available. All means of recovery, including attachments to earnings, civil court proceedings, proceeds of crime legislation and criminal court compensation will be used as appropriate to the offence.

21.0 Training

20.1 Being aware of fraud issues that can affect the Council and how to identify and prevent them are key elements to building an anti-fraud culture within the Council.

20.2 The level and extent of any additional fraud awareness training required by service units will depend on the work those individual employees, consultants, agency workers and contractors carry out. Ensuring that the Council's Investigators are appropriately trained is the responsibility of the Corporate Fraud Team Manager. All investigating officers will be trained to a recognised professional standard.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th April 2017

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

WARD(S): All

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

PART I
NON-KEY DECISION

CONTRACTS IN EXCESS OF £250,000 IN 2017-18**1 Purpose of Report**

To advise the Cabinet of the contracts of an estimated value of over £250,000, that are proposed to be let in the 2017/18 financial year and any exemptions to competitive tendering that have been granted.

2 Recommendation(s)/Proposed Action

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

3 Slough Joint Wellbeing Priorities and Five Year Plan

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

4 Joint Strategic Needs Assessment (JSNA)

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

5 Other Implications**(a) Financial**

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

(b) Risk Management

There are no specific issues arising directly from this report.

(c) Human Rights Act and Other Legal Implications

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

(d) Equalities Impact Assessment

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

(e) Workforce

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

6 Supporting Information

Council's Constitution

- 6.1 The Council's Constitution requires that the intention to tender or enter into a contract of a value exceeding £250,000 is reported and approved by the Cabinet. Exemptions to competitive tendering must also be reported for information to the Cabinet.
- 6.2 Any amendments/addition to the list have to be reported to the Cabinet as they arise and this will be done as necessary in the course of 2017/18 financial year. A list of the contracts is set out at Appendix A to this report and the Cabinet is asked to consider the attached list and endorse it.

7 Comments of Other Committees

None.

8 Conclusion

Appendix A details contracts of an estimated value of over £250,000, that are proposed to be let in the 2017/18 financial year and any exemptions to competitive tendering that have been granted.

9 Appendices Attached

'A' - List of contracts to be let in 2017/18 in excess of £250,000.

LIST OF CONTRACTS TO BE LET IN 2017/18 IN EXCESS OF £250,000

	Contract Title	Description
1.	0-19/25 nursing services	Provision of mandated Health Visiting and School Nursing services in accordance with the Healthy Child Programme.
2.	Specialist Stroke Service	Specialist support services for stroke survivors commissioned across East Berkshire
3.	Supported Employment	Supported Employment for people with Learning Disabilities.
4.	Housing Related Support	Housing related support and floating support service.
5.	Health and Social Care Hub	Single point of contact for professional to refer Slough residents for community health and/or social care interventions.
6.	Capita Sims	Management information systems used to maintain data on pupil, staff and the schools. This is a statutory requirement.
7.	Domestic Abuse / Violence recommissioning	Domestic abuse service for Slough.
8.	Occupational Health, Employee Assistance programme and Mediation	For Slough staff Calling off from Crown Commercial Services Framework.
9.	Stray Dog service	Statutory requirement to prevent a feral population of dogs occurring and to ensure public safety with regards to stray dogs.
10.	Healthwatch Statutory requirement	The Health and Social Care Act 2012 established Healthwatch England at national level. In October 2012 and required Local Authorities to establish local Healthwatch.
11.	Professional Services Contract	Replacement of current Atkins contract for Highways and Transport, Planning and other construction services.
12.	Minor Works and surfacing Contract	Retender highway resurfacing contract.
13.	Parking Enforcement Contract	Retender parking enforcement for on-street, car parks and bus lanes.

14.	Safer Roads Contract	Retender Berkshire Safer Roads contract for services to improve road safety.
15.	Community Transport fleet/Teckal Company fleet	Procure new light vehicle/commercial fleet for the Community Transport team and new Teckal Company.
16.	LED upgrade for Car parks	Tender for LED upgrades to Town Centre car parks.
17.	Childhood Obesity Provision	To allow any professional concerned about childhood obesity to refer into a support programme for the family or young person.
18.	Corporate Building and Maintenance as well Building Cleaning	Contract is expiring at the end of November 2017. This contract currently sits with Interserve and is in the process of being procured via a framework.
19.	Utilities –Gas	Gas contract for our corporate and Housing sites.
20.	Utilities – Electric	Electricity Contract for Street Lighting.
21.	Housing – Darvills Lane	Refurbishment to blocks of flats including environmental works.
22.	Housing – Estate Improvements	Landscaping, fencing, signage, etc.
23.	Housing – Demolitions Framework	Possible 4 year programme for Demolitions being considered.
24.	Housing – Infill Sites	Professional services for design
25.	Housing – Garage Improvements	Demolition of existing garages, new build garages and parking areas.
26.	Housing – Pendeen Court	Internal & External Refurbishment.
27.	Sure Start Children's Centres – Refurbishment Works	Upgrade of internal and external elements over a planned programme of works.
28.	Cemetery Expansion – Phase 2	To create additional burial ground.
29.	School Modernisation Programme	Continuation of modernisation programme to various Schools across the Borough.
30.	School Expansion Programme	Bulge classes to accommodate School places across the Borough.
31.	The Mallards	Refurbishment Works.
32.	Haybrook expansion	Refurb of Thomas Grey and new block on the Haymill site.

33.	Priors Close, Lavender Court, Spitfire and Respond Care Homes	Refurbishment Works.
34.	Milan Centre	Refurb project for SEN places.
35.	Stock Condition Survey – Corporate Stock	Carry out recommendations as per stock condition surveys across the Council’s portfolio.
36.	Re-Fit Programme	Energy contract optimisation and energy efficiency programme.
37.	Fleet Challenge	Grey fleet decarbonisation scheme.

	Exemptions		
1	New Leisure Centre	With the SUR	-
2	Wexham Secondary expansion	With the SUR	-
3	Marish SEN unit	With the SUR	-
4	Priory SEN unit	With the SUR	-
5	Montem & Ice Arena	With the SUR	-
6	Salt Hill Park / Ten Pin	With the SUR	-
7	Langley Leisure Centre	With the SUR	-

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th April 2017

CONTACT OFFICER: Dave Gordon (Scrutiny Officer)
(For all enquiries) (01753) 875411

WARD(S): Central (Business Improvement District)
All (Homelessness)

PORTFOLIO: Cllr Ajaib –
Commissioner for Housing and Urban Renewal

PART I
NON-KEY DECISION**REFERENCES FROM OVERVIEW AND SCRUTINY –**
TOWN CENTRE MANAGEMENT – BUSINESS IMPROVEMENT DISTRICT
AND HOMELESSNESS**1. Purpose of Report**

The purpose of this report is to ask Cabinet to consider the recommendation of the Overview and Scrutiny Committee (9th March 2017) and the recommendations of the Neighbourhoods and Community Services Scrutiny Panel (4th April 2017).

2. Matters for resolution from Cabinet

The Overview and Scrutiny Committee made the following recommendation at its meeting on 9th March 2017:

- That the Cabinet support the exploration of a Business Improvement District for Slough as the best possible solution for revitalising Slough town centre.

The Neighbourhoods and Community Services Scrutiny Panel made the following recommendations at its meeting on 4th April 2017:

- That the Cabinet lobby for the Local Housing Allowance in Slough to be adjusted to reflect its similarity with London Boroughs.
- That the Cabinet write to London Boroughs to reinforce the need for them to fulfil their obligations towards homeless people for whom they are responsible

3 The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan**3a Slough Joint Wellbeing Strategy (SJWS) Priorities**

- Economy and Skills: The proposed Business Improvement District (BID) will provide impetus to the local economy and improve the opportunities for local residents to gain employable skills.
- Increasing life expectancy by focusing on inequalities: Homelessness has a significant negative impact on life expectancy.
- Regeneration and Environment: The BID will bolster the regeneration of Slough town centre.

- Housing: By improving the support offered to the homeless, Slough will increase the quality of its housing offer for residents.

3b Five Year Plan Outcomes

- Our children and young people will have the best start in life and opportunities to give them positive lives: The increased job opportunities offered by the BID will improve life chances for local young people entering the job market.
- Slough will be an attractive place where people choose to live, work and visit: The BID will improve the living environment, increasing the attractiveness of Slough to those currently outside the borough.
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents: The BID's central aim is to support all aspects of this outcome.
- Our residents will have access to good quality homes: The Housing Service is committed to limiting homelessness and offering those affected a route to permanent and fitting solution.

4 Other Implications

(a) Financial

The majority of the actions outlined in this report are funded via the Economic Development team budget. The cost of the scoping exercise and BID feasibility study requested in this paper is estimated at £5,000. The BID will then require ongoing expenditure for the mechanics required for the collection of fees, but the finances will be raised by the companies forming the BID.

(b) Risk Management

Risk/Threat/Opportunity	Mitigation(s)	Recommendation
Lack of funding to deliver identified actions for town centre improvements	Explore sponsorship and bid opportunities for external funding	The Council to consider allocating capital funding for town centre improvements
Potential lack of viability for a Business Improvement District for Slough	Town centre management team in collaboration with town centre stakeholders including the council to devise effective town centre improvement plans	The Council to enter into discussions with the new owner of The Queensmere and Observatory shopping centres to help change the image of the High Street
Contributors to the BID rejecting the BID	Once in place a bid can only be rejected via a ballot every 5 years	That we ensure through effective risk management and partnership working that the BID is successful in delivering its ambitions according to the business plan

(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

It is not necessary to undertake an Equalities Impact Assessment at this stage. However should any actions require an assessment, this exercise will be carried out when necessary according to Slough Borough Council's rules and guidelines.

5 Supporting Information

5.1 At its meeting on 9th March 2017, the Overview and Scrutiny Committee (OSC) took an item on the management of Slough town centre. This item reported on a range of matters, such as:

- **The Slough Town Centre Partnership** – this had been formed after engagement with local businesses. Incorporating representatives of the public, private and voluntary / community sectors, its central objective is the formation of a clean, attractive, safe and accessible town centre.
- **Town centre improvements** – a 2016 survey highlighted the perceptions of visitors to Slough town centre. Key findings were that improvements to the appearance of the town centre, the range of shops available and more options for evening activities would encourage 65% of respondents to visit Slough town centre more frequently.
- **Marketing for Slough** – in order to maximise its audience, a variety of means (e.g. an app, website, Wi-Fi across Slough town centre) were being explored to disseminate promotional campaigns. In addition, open air events in the High Street were being explored as a means of gathering publicity and increasing footfall.
- **The redevelopment of Queensmere and Observatory shopping centres** – given the recent announcements on the Abu Dhabi Investment Authority, whilst the exact details of the plans were not clear, the potential for transformation was clear. A planning application was currently likely to be submitted in mid 2018.
- **Evening / night time economy** – with recent surveys having a high percentage of respondents stating that they do not visit Slough town centre in the evening (59%) and an even higher number stating they would not recommend it as an evening destination (94%), the potential for improvement is clear. Slough Borough Council was aiming to gain Purple Flag accreditation through offering a diverse range of night time activities in Slough.

Business Improvement Districts

5.2 BIDs are business led partnerships which are created through a ballot process to deliver additional services to local businesses. They are used to improve the local trading environment, and require businesses to pay a levy in addition to standard business rates. These funds are then used to develop projects which will benefit the businesses within the BID area. There is no limit on the extent of the projects provided within the BID; there is only the minimum requirement that a BID offer something beyond the standard provision of the local authority. BIDs last for 5 years if they are created; at the end of this, they cease and the ballot process outlined in Section 5.3 is required again.

- 5.3 The process for the creation of a BID is that the proposer is required to develop a proposal and submit this to the local authority, along with a business plan. This will set out the services to be provided and the size and scope of the BID. It will also set out who will be liable to the levy, the size of that levy and the means by which the levy was calculated. The businesses subject to the levy then vote in a ballot, which decides whether the ballot goes ahead. Should the ballot succeed, then all businesses within the BID (regardless of how they voted) will be subject to the levy. The standard rate of the levy is between 1 – 4% of the rateable value of the business; there is also room for relief for some businesses (e.g. charities). Finally, there is the option of a banded system, whereby businesses group together and pay a levy according to their combined rateable value.
- 5.4 Examples of BIDs can be found in London. Specifically, the Camden BID (Camden Town Unlimited, www.camdentownunlimited.com) has been in operation for over a decade. As this timeframe suggests, it has been a success and welcomed by local businesses; amongst the benefits cited by businesses are increased footfall, better staff retention, economies of scale as joint procurement has decreased infrastructure costs and improved marketing of the overall area. The South Bank BID (www.southbankbid.co.uk) started in 2014, and has assisted with improving the local environment (e.g. graffiti removal, street cleaning, antisocial behaviour) in area with a large amount of visitors and much pressure on the local facilities.
- 5.5 At the OSC meeting, the Committee considered the possibility of the BID and its potential impact on the above points. As a recognised model for stakeholder engagement (specifically businesses) it offered a possible solution to meeting the diverse needs of residents, employees, shoppers and visitors. A BID would then invest in its local area by delivering projects and services against an agreed business plan that would be designed to provide benefits to those who pay first and foremost whilst contributing to the wider community.
- 5.6 Should Cabinet decide to explore the establishment of a BID, an expert place making consultancy would need to be appointed in order to carry out a scoping exercise and feasibility study. Should a BID proposal be deemed viable, it will be produced followed by the development and implementation stages. It was envisaged the scoping exercise would be undertaken in late 2017 if Cabinet approves the proposal.

Homelessness

- 5.7 At its meeting on 4th April, the Neighbourhoods and Community Services Scrutiny Panel (NCS Scrutiny Panel) took an agenda item on homelessness. This presented the Panel with a comprehensive overview of the policy on the issue, the issues facing the service in Slough and the long term aspirations for the service in improving the outcomes for users.
- 5.8 As part of this discussion, members took an interest in the issue of Slough's housing market. Homelessness has increased at a rate which appears to be very closely connected to the increased prices in the local housing market. Influences such as Crossrail, Heathrow expansion and the availability of skilled work have led to rapid inflation in rents and house values. This has left those who are not benefitting from these factors in a more vulnerable position.
- 5.9 However, the Local Housing Allowance (LHA) has not risen in line with this since its introduction. This has created a gap between the LHA rate in Slough and median rent values, which has been calculated to be at the following levels:

- One bedroom properties: £293.50 per month.
- Two bedroom properties: £434.68 per month.
- Three bedroom properties: £463.81 per month.
- Four bedroom properties: £200.81 per month.

5.10 Given this, the NCS Scrutiny Panel felt strongly that Slough's position should receive consideration from Government. By many indicators, Slough should be considered as having a situation which is comparable with London Boroughs. These receive special weighting and consideration in the calculation of their LHAs; Slough does not. As a result, the NCS Scrutiny Panel called for Cabinet to lobby Government for their position to be taken into consideration in calculating the LHA.

5.11 The NCS Scrutiny Panel also expressed concerns that neighbouring Boroughs were using landlords in Slough as a method for housing their homeless populations. This was placing increased stress on Slough's limited resources; in addition, after 6 months those in receipt of local support could claim to have created a connection with the area which could lead to this Council being placed under an obligation to provide them with accommodation. As a result, the NCS Scrutiny Panel made its second recommendation, reinforcing the message to nearby London Boroughs that they had a duty to offer adequate and sufficient housing to those affected by homelessness.

6 **Comments of Other Committees**

The BID had not been considered by any other Slough Borough Council committee prior to the Overview and Scrutiny Committee on 9th March 2017. The homelessness policy has been discussed by the Overview and Scrutiny Committee on 20th December 2016.

7 **Conclusion**

The Cabinet is requested to decide upon recommendations outlined in section 2 and discussed in sections 5.1 – 5.11 of this report.

8 **Appendices**

None

9 **Background Papers**

- '1' - Agenda papers and minutes, Overview and Scrutiny Committee (9th March 2017)
- '2' - Agenda papers, Neighbourhoods and Community Services Scrutiny Panel (4th April 2017)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th April 2017

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:

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

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

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

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

5. Supporting Information

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

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

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

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

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

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

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

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

6. Appendices Attached

'A' - Current Notification of Decisions – published 17th March 2017.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 APRIL 2017 TO 30 JUNE 2017

Date of Publication: 17th March 2017

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

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

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

- | | |
|--|--------------------|
| • Leader of the Council - 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?

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

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Are there exceptions to the above arrangements?

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

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

Cabinet - 18th April 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Finance Update</u></p> <p>To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None		
<p><u>Slough Housing Strategy</u></p> <p>To consider the new Slough Housing Council, and if approved to recommend the document to full Council.</p>	H&U	All	All	Mike England, Interim Strategic Director Regeneration, Housing & Resources Tel: 01753 875301	-	None		
<p><u>HRA Business Plan 2016-46 Update</u></p> <p>To consider an update of the draft Housing Revenue Account (HRA) Business Plan 2016-46 in respect of consultation with the Residents Board and other residents groups and a review of the viability of the HRA Business Plan.</p>	H&U	All	All	Mike England, Interim Strategic Director Regeneration, Housing & Resources Tel: 01753 875301	NCS Scrutiny Panel	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>Small Sites Strategy Update General Fund Sites</u> To approve the granting of options over a number of General Fund sites for development as Private Rented Sector (PRS) schemes through Slough Urban Renewal (SUR).	H&U	All	Housing	David Martin, Principal Asset Manager Tel: 01753 875208	-	None		Yes, p3 LGA
<u>Trelawney Avenue Redevelopment Plan - Progress Report</u> To present a progress report to Cabinet relating to the redevelopment of the former Merry Makers site, Trelawney Avenue.	H&U	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>Strategic Acquisitions Board Update</u> To receive an update from the Strategic Acquisitions Board on progress and activity in the delivery of the strategy acquisition programme.	F&S	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p 3 LGA
<u>Approval of SUR Business Plan</u> To consider a report seeking approval of the annual Slough Urban Renewal Partnership Business Plan.	H&U	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>School Places Plan</u> To consider a report seeking approval of the School Places Plan.	E&C	All	All	Tony Madden, Principal Asset Manager Tel: 01753 875739	-	None	√	Yes, p3 LGA

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

<p><u>Commercialisation of services - proposals to form a trading partnership</u></p> <p>To consider proposals to form a partnership with other local authorities to increase the scope of our existing traded services and build resilience.</p>	R&C	All	All	Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912	-	None	√	Yes, p3 LGA
<p><u>Heart of Slough North West Quadrant / William St Car Park Update Report</u></p> <p>Further to the Cabinet decisions of 5th September 2016, to receive an update and take further decisions in relation to the redevelopment of the North West Quadrant site in the Heart of Slough.</p>	H&U	All	All	David Martin, Principal Asset Manager Tel: 01753 875208	-	None	√	Yes, p3 LGA
<p><u>SEND Return of Services to the Council</u></p> <p>To consider a report on the future arrangements for the delivery of Special Educational Needs and Disability (SEND) services.</p>	E&C	All	All	Nicola Clemo, Chief Executive, SCST, Jo Moxon Tel: 01753 477321,	-	None	√	
<p><u>Reference from Audit & Corporate Governance Committee - Counter Fraud and Corruption Strategy</u></p> <p>To receive a recommendation from the Audit & Corporate Governance Committee to approve the Counter Fraud and Corruption Strategy.</p>	F&S	All	All	Shabana Kauser, Senior Democratic Services Officer, Tel: 01753 787503 Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	ACGC, 16/3/17	Report to ACGC, 16 th March 2017	√	

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Italics – Performance/Monitoring Report

<u>Environmental Services Procurement Update</u> To receive an update and take decisions in relation to the delivery of Environmental Services.	T&H	All	All	Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275	-	None	√	Yes, p3 LGA
<u>Contracts in Excess of £250,000 in 2017-18</u> To report those contracts in excess of £250k likely to be awarded in 2017-18.	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels, including a reference in relation to the concept of a Business Improvement District for Slough town Centre.</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 June 2017

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Cabinet Portfolios and Commissioner Responsibilities</u></p> <p>To receive a report confirming the Cabinet portfolios for 2017/18 and the responsible Commissioners.</p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	
<p><u>Provisional Financial and Performance Outturn 2016/17</u></p> <p>To consider the financial and performance outturn for the 2016-17 financial year.</p>	F&S	All	All	Neil Wilcox, Assistant Director Finance & Audit Tel: 01753 875358	-	None	√	
<p><u>Update on Slough Children's Services Trust</u></p> <p>To receive an update report on the work of Slough Children's Services Trust.</p>	E&C	All	All	Nicola Clemo, Chief Executive, SCST Tel: 01753 477321	-	None		
<p><u>Statutory Service Plans</u></p> <p>To recommend to Council the Statutory Service Plans (SSPs) in relation to Food Safety Service; Health and Safety Service; and Trading Standards Service in accordance with the requirements laid down by external agencies.</p>	R&C	All	All	Ginny de Haan, Head of Consumer Protection & Business Compliance Tel: 01753 477912	-	None	√	

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Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<p>Re:FIT Programme</p> <p>The programme will help SBC improve the energy performance of buildings to achieve substantial guaranteed annual cost savings. The project also contributes to the delivery of Outcome 7 in the Council's Five Year Plan, along with the targets set in the Carbon Management Plan 2015-2020.</p>	E&L	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None		
<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><i>To endorse the published Notification of Decisions.</i></p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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