

Date of issue: Friday, 6 April 2018

MEETING:	CABINET Councillor Swindlehurst Councillor Hussain Councillor Anderson Councillor Carter Councillor Mann Councillor Nazir Councillor Pantelic Councillor Sadiq	Leader of the Council and Cabinet Member for Regeneration & Strategy Deputy Leader of the Council and Cabinet Member for Transformation & Performance Environment & Leisure Planning & Transport Regulation & Consumer Protection Corporate Finance & Housing Health & Social Care Children & Education
DATE AND TIME:	MONDAY, 16TH APRIL, 2018 AT 6.30 PM	
VENUE:	THE VENUE AT THE CURVE - WILLIAM STREET, SLOUGH, BERKSHIRE, SL1 1XY	
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.



NIGEL PALLACE
Interim Chief Executive

AGENDA

PART I



AGENDA
ITEM

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Apologies for absence.

1. Declarations of Interest

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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 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.

The Chair will ask Members to confirm that they do not have a declarable interest. All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

2. Minutes of the Meeting held on 19th March 2018

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3. **Slough Urban Renewal Partnership Business Plan 2018-23**

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4. HRA Asset Management Strategy

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5. **Revised Housing Allocation Scheme 2018-2022**

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6. Additional Highways Repairs/Maintenance (Potholes) following Recent Severe Weather

To
Follow

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7. Leisure Facilities Reprovision Programme Update

To
Follow

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8. Heathrow Express Depot Update

To
Follow

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9. Contaminated Land Strategy 2018-23

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10. Contracts in Excess of £250,000 in 2018-19

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11. References from Overview & Scrutiny

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- HSP, 26th March 2018 – Disability in Slough

12. Notification of Forthcoming Decisions

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All

13. Exclusion of Press and Public

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



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PART II

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Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. 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, 19th March, 2018.

Present:- Councillors Swindlehurst (Chair), Anderson, Carter, Mann, Nazir and Sadiq

Also present under Rule 30:- Councillors Smith and Strutton

Apologies for Absence:- Councillors Hussain and Pantelic

PART 1

101. Declarations of Interest

Agenda item 6 (Minute 106) – Response to Heathrow Airport Consultation Document: Councillor Swindlehurst declared that he represented the Council on the Heathrow Community Engagement Board.

102. Minutes of the Meeting held on 5th February 2018

Resolved – That the minutes of the meeting of the Cabinet held on 5th February 2018 be approved as a correct record.

103. Performance & Projects Report: Q3 2017-18

The Service Lead, Strategy & Performance and the Programme Management Lead summarised a report that set out the latest performance information, including the Corporate Balanced Scorecard indicators, and the progress of the Council's key projects.

A majority of performance indicators were reported to be on track. The prevalence of children with 'excess weight' at the end of primary school remained 'red' rated and the indicator on bus punctuality had deteriorated and was now also rated 'red'. It was suggested that it was likely a more rounded journey time indicator would be used in future to better reflect the impact of the actions for which the Council was responsible. The Cabinet agreed that a new indicator would need to ensure that bus punctuality continued to be properly monitored. The actions being taken to address the congestion that was considered largely responsible for the reduction in bus punctuality were noted. Members recognised that both of the 'red' rated indicators required changes to behaviour that could only be achieved with long term programmes and action. It was noted that a Strategic Leisure Board had been launched to focus on maximising the use of the new and refurbished facilities which it was expected would contribute to reducing obesity and improving health and wellbeing. The Lead Member for Corporate Finance & Housing highlighted the improvement since the previous quarter in the number of affordable homes delivered and this was welcomed by the Cabinet.

It was reported that the six 'Gold' projects were largely on track and the risks and issues were noted, particularly on the School Places Programme and the

Adult Social Care Reform Programme. Significant progress had been made on the Direct Services Organisation delivering environmental services and the Repairs, Maintenance and Investment contract for housing both of which went live during the reporting period.

At the conclusion of the discussion, the report was noted.

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.

104. Community Investment Fund 2017/18 Update and 2018/19 Budget

The Director of Finance & Resources introduced a report that updated the Cabinet on the Community Investment Fund projects in 2017/18 and proposals on how the scheme would operate in 2018/19.

A total of £0.71m of the £1.05m had been allocated on a range of initiatives across the borough that had been proposed by ward members. These included green gyms, parking and highway improvements and local environmental projects. The unused allocation at year end, currently £0.34m, would be utilised by the Cabinet to fund any additional Council-wide improvements. The Leader proposed, and the Cabinet agreed, that the majority of the remaining fund be allocated to improvements to the main shopping areas in Slough (High Street, Farnham Road and Langley).

The Council had already agreed a capital budget of £1.05m and £0.42m of revenue in 2018/19. Each councillor would have £20,000 capital funding and £5,000 revenue next year with £0.21m capital and £0.21m revenue to be allocated by the Cabinet. There would be three funding rounds and new guidance and procedures were proposed for the use of funds. The Cabinet welcomed the proposed measures to improve the process and agreed the specific criteria as at Appendix B to the report.

At the conclusion of the discussion, the Cabinet noted the update on the projects funded in 2017/18; agreed the approach to use any unallocated funding from the current year; and approved the guidance and procedure for the operation of the fund in 2018/19.

Resolved –

- (a) That the expenditure made to date from the Community Investment Fund 2017/18 be noted;
- (b) That any unused funding from 2017/18 be rolled-forward into 2018/19 and allocated on the basis of Cabinet requests in line with the scheme including projects to improve the primary shopping areas of the High Street (£150k), Farnham Road (£60k) and Langley (£60k);

- (c) That the Community Investment Fund 2018/19 allocations and methodology be agreed.

105. Statutory Equalities Report (including Gender Pay Gap Report)

The Director of Finance & Resources introduced the 2018 Equality and Diversity Report, which set out the progress the Council was making towards its agreed equalities objectives, and the Gender Pay Gap for 2017/18.

It was a statutory requirement for the Council to publish a report annually on its compliance with the Public Sector Equality Duty. The Council remained committed to equality and diversity both in terms of employment and services and the report generally showed that the Council's workforce was broadly representative of the local population. More work was needed, for example, to improve ethnic minority and female representation at the most senior salary levels.

The Council had a median and mean gender pay gap of 12.5% which was consistent with many public sector organisations and below the national average gender pay gap of 18.4%. There were underlying reasons for the pay gap and a robust and transparent pay policy was in place. A range of initiatives which support equalities, such as flexible working, were also available and an action plan would be developed to tackle the remaining barriers that existed. Members commended the progress being made to promote an open and diverse recruitment process and suggested some further areas to be considered in the action plan such as the relatively low proportion of male applicants to vacancies.

The Cabinet noted the report and agreed to consider the Action Plan in the summer.

Resolved –

- (a) That progress against the following agreed equality objectives as detailed in the 2018 Report be noted:
- (i) To have a representative and inclusive workforce
 - (ii) To reduce inequalities in service access and outcomes
 - (iii) To improve equality of opportunity through fair and evidence-based decision-making
 - (iv) To help foster good community relations and community cohesion
- (b) That the independently audited results of the gender pay gap for Slough Borough Council employees be noted in full compliance with the statutory duty for public authorities employing more than 250 staff to publish this by 30 March 2018.
- (c) That the Cabinet receive a further report on the action plan at the meeting in June or July 2018.

106. Response to Heathrow Airport Consultation Document

The Planning Policy Lead Officer introduced a report that sought approval for the Council's proposed response to the public consultation exercise for the expansion of Heathrow Airport with a third runway and associated development. The 10-week consultation, which would close on 28th March, was being carried out by Heathrow Airport on its emerging proposals for what the expanded airport and necessary new infrastructure could look like. There would then be a second consultation prior to submission for planning approval through the Development Consent Order (DCO) process.

The Officer provided a detailed overview of the key aspects of the Heathrow Airport options and proposals, and the draft response of the Council as set out in Appendix A to the report. The response highlighted concerns about the lack of coherent strategy in the way the consultation presented the options and only some of options were included as part of the consultation. The emerging proposals had implications that raised specific concerns for Slough including the location of the runway and proposal that it be raised by 3 to 5 metres and the loss of properties resulting from the diversion of the M25. The Council had agreed to support expansion in principle and a series of planning principles had been developed to secure the necessary mitigation. These included a 'Green Envelope' to protect Colnbrook and Poyle villages, replace the Grundons energy from waste plant, promote public transport, improve air quality and provide noise insulation. Elements of the proposed consultation, including a major new road through the Colnbrook and Poyle area, were in conflict with some of these principles and the draft response strongly reflected these concerns.

The Cabinet restated that it was supportive of expansion in principle but was critical of some of the options and proposals in the current consultation. The 'right' type of expansion would provide an opportunity to develop a better Heathrow and address many of the long standing problems associated with the airport. Several Members expressed frustration that the consultation failed to deal with many of the Council's stated issues and created some major additional concerns. The strong position taken in the Council's draft response was therefore supported, particularly in relation to the specific issues affecting residents and businesses in Colnbrook with Poyle. The Leader commented that he had already raised a number of these points directly with Heathrow Airport and would continue to do so to secure the best possible outcome for Slough as the options were refined through the consultation process. It was proposed and agreed that a cover sheet be added to the response to summarise the headlines of the Council's overall position.

Speaking under Rule 30, Councillor Smith made a detailed statement outlining the concerns of residents in his ward and commented that such negative impacts were always likely to arise from expansion. He expressed support for the strong position taken in the draft response, and made a number of specific points about the proximity of taxiways to residential

properties and Pippins Primary School, the loss of amenity space, intrusion into the 'Green Envelope' around Colnbrook with Poyle, both the short and long term road transport problems and the possibility of a rail freight terminal.

The Cabinet noted Councillor Smith's remarks, which were broadly in line with the proposed response, and particularly discussed the problem of increase HGV movements during the construction period. It was agreed that active measures should be taken to minimise such disruption and this should be made clear in the response.

At the conclusion of the discussion, the Cabinet agreed that the draft response reflected the key concerns Members had about some of the options proposed in Heathrow Airport's consultation. It was therefore agreed to submit the response, including some amendments to reflect the Cabinet discussion, and it was emphasised that the Cabinet continue to make strong representations to secure the best outcome and mitigating measures for the borough.

Resolved –

- (a) That the responses to the questions raised in the Airport Expansion Consultation Document, as set out in Appendix 1 to the report be agreed, subject to the amendments agreed at the meeting and any final revisions.
- (b) That the Cabinet continue to make strong representations on the key points raised in the response to Heathrow Airport and any other relevant bodies.

107. Discretionary Housing Payments 2018/19

The Director of Finance & Resources introduced a report that sought approval for the policy for Discretionary Housing Payments (DHP) for the 2018/19 financial year.

Payments were awarded by the Council to provide further financial assistance outside of Housing Benefit and Universal Credit to help eligible people meet their housing costs. In recent years the Government had increased its grants to the Council to fund the payments following welfare changes, however, the grant for 2018/19 was £649,394 which was £111,177 lower than for 2017/18. The Council proposed to continue to maintain spend within the grant allocation to avoid putting any further pressure on the revenue budget.

The Cabinet had some concerns that the roll out of Universal Credit in Slough could lead to an increase in demand for DHP and agreed that it was important that the Council was able to respond if necessary. The Director responded that demand would be closely monitored and a report would come back to Cabinet if it was considered that a proposal for further resources was required.

Resolved – That the policy for Discretionary Housing Payments as set out in Appendix A to the report be approved.

108. Update on 50 and 52 Stoke Road - Conservative Group Motion on 30th January 2018

The Service Lead, Strategic Housing Services introduced a report that updated the Cabinet on progress in relation to the Motion agreed by Council on 30th January 2018 that requested that:

- The Council enter into negotiations with London & Quadrant Housing Association (L&Q) to explore the opportunity of L&Q redeveloping part of the site at 50 and 52 Stoke Road to provide some additional specialist supported, half way house type accommodation for vulnerable people in Slough; and
- To rename the resultant complex of buildings and facilities the Darren Morris Centre, in memory of the late Councillor Morris.

Officers had met L&Q to discuss the actions agreed in the Council Motion and they had indicated they intended to move to a pre-application stage for planning permission for a 102 unit scheme which would include affordable housing provision likely to assist vulnerable households. L&Q was working towards a planning compliant scheme, however, there was an existing covenant which required the land to be used "...as a residential foyer comprising of 64 bedsits." L&Q had therefore requested that the Council lift the covenant in order to progress the redevelopment. They had also indicated that they were amenable to naming the redevelopment, or part of it, after the late Councillor Morris.

The Cabinet welcome the possibility of recognising Councillor Morris in the name of the future development. In relation to the covenant, Members were willing in principle to remove it but decided that it would be premature to formally agree to lift the restriction until more detail on the redevelopment was known. It was agreed that it would be more appropriate to give delegated authority to do so if a planning compliant scheme came forward that would make a positive contribution to the Council's housing strategy, including satisfactory provision of affordable housing.

Speaking under Rule 30, Councillors Smith and Strutton also welcomed the indication that the naming of the building may recognise the late Councillor Morris' significant contribution to housing issues in Slough and requested that this matter be pursued as the proposed development progressed. They also commented on the importance of ensuring the development helped achieve the objectives set out in the Motion to support vulnerable households in Slough.

At the conclusion of the discussion, the Cabinet noted the update on discussions with L&Q and agreed to give delegated authority to lift or amend the covenant if a scheme came forward that met the Council's housing policy

objectives. It was further requested that Members be updated of progress on a cross-party basis.

Resolved –

- (a) That London & Quadrant's response to the points raised in the Motion be noted.
- (b) That delegated authority be given to the Director of Place & Development (or successor), following consultation with the Lead Member for Corporate Finance & Housing, to lift or amend the covenant, which governed the site, if a policy compliant scheme was proposed that contributed to the delivery of the Council's Housing Strategy.

109. Schools Funding Formula Update

The Lead Member for Children & Education introduced a report that notified the Cabinet of the decision taken by the Director of Children, Learning & Skills under delegated authority in relation to changes to the schools funding formula.

There was a two year transition process leading towards the implementation of the 'hard' National Funding Formula (NFF) in April 2020. The Cabinet had considered a report on the matter on 20th November 2017 and had given delegated authority to the Director due to tight timescales involved. Further consultation with schools had taken place and the Schools' Forum had considered a report at its meeting on 17th January 2018 with three options:

1. Retain the status quo.
2. Move half-way towards the NFF.
3. Implement the NFF in full from 2018-19.

Responses from schools indicated that 78% favoured Option 2 which would provide a more gradual introduction in any significant changes to the budgets for individual schools. This recommendation was put to and agreed by the Forum on 17th January and the Director had then made the decision under delegated authority. It had been a requirement that Cabinet be informed of any decision taken under delegated authority and the report was therefore noted.

Resolved – That the decision of 8th February 2018 on the schools funding formula taken by the Director of Children, Learning & Skills under delegated authority granted by the Cabinet on 20th November 2017 be noted.

110. Contract in Excess of £250,000 - School Transport

The Lead Member for Children & Education introduced a report that sought Cabinet approval to commence tendering for new home to school transport contracts.

The school transport budget was £1,872,000 and the contracts provided transport for children with Special Education Needs. Existing contracts would end in July 2018 and no further extensions were permitted. It was proposed that retendering begin in April 2018 and be three year contracts with a possibility for a two year extension.

The Cabinet discussed the importance of ensuring that the contracts contributed to the Council's commitment and policies to improve air quality. It was therefore proposed and agreed to request that the tender specification include a requirement that providers comply with the Euro 6 emissions standards and had a 10% electric fleet. Members were advised that whilst there was a strong commitment in the tender specification to promote clean air, the inclusion of these provisions could be more expensive and rule out some existing providers. The Cabinet agreed that tendering could commence, with the inclusion of the air quality standards requested, and that a further report would need to be considered if required.

Resolved – That the commencement of tendering for the home to school transport contracts be approved, subject to the tender specification including a requirement for providers to meet the Council's standards for cleaner air including Euro 6 emissions standards compliance and 10% electric fleet.

111. Shared Legal Services with London Borough Harrow

The Director of Finance & Resources introduced a report that set out proposals for the integration of Slough Borough Council's Legal Services with HB Public Law (HBPL), the shared legal service hosted by the London Borough of Harrow.

The Council had been working with HBPL on an informal basis since March 2017 to support the small legal team employed by the Council. There was a lack of 'critical mass' in the in house team, recruitment difficulties and an increasingly complex demand arising from multi-agency partnerships and new commercial arrangements. RSM Risk Assurance Services LLP had been asked to conduct a Legal Services Review and their report was provided at Appendix A to the report. The Appendix contained exempt information and was in Part II of the agenda, however, the Cabinet agreed to note the RSM report and consider the matter during Part I without disclosing any of the exempt information.

It was noted that HBPL provided legal services to Harrow, Barnet, Hounslow, Buckinghamshire, Aylesbury Vale and the London Waste Authority. The shared service would therefore provide the Council with much greater access

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to a wider pool of specialist resources. The benefits were expected to be improved efficiency, financial savings, improved resilience and better career prospects for the staff who would transfer to HBPL.

The Cabinet discussed some of the operational arrangements and benefits of the shared service. It was noted that there would be increased access to the 170 specialist lawyers at HB Public Law which the Council currently had to outsource at significant expense. There would continue to be an on site legal presence at the Council's offices.

Speaking under Rule 30, Councillor Strutton recognised the work HBPL had been doing for Slough in the past year and sought assurance that some previously reported issues relating to conflicts of interest had been considered. The Leader stated that a thorough process had been undertaken and that he had been satisfied that there were no conflicts of interest. In response to a question, it was confirmed that Members would be welcome to visit HBPL if requested.

At the conclusion of the discussion, the Cabinet agreed the recommendations to enter into shared service arrangements.

Resolved –

- (a) That delivery of the Council's Legal Services through HB Public Law for a period to be set out in an Inter-Authority agreement be agreed.
- (b) That the delegation be agreed to the London Borough of Harrow of the discharge of the Council's function in respect of the delivery of legal services in accordance with s101 and s113 of the Local Government Act 1972 and the Local Government (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- (c) That the Head of Legal, London Borough of Harrow be authorised to institute, defend or participate in any legal proceedings and sign documents on behalf of the Council.
- (d) That authority be delegated to the Director of Finance Resources, following consultation with the Cabinet Member for Transformation and Performance, to execute an Inter Authority Agreement with London Borough of Harrow and take any other necessary actions to give effect to the proposals for a new shared Legal service detailed in the report.
- (e) That the Part II Appendix, Legal Services Review 2017/18, conducted by RSM Risk Assurance Services LLP be noted.

112. References from Overview & Scrutiny

There were no references from the Overview & Scrutiny Committee or scrutiny panels.

113. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 15th February 2018 which set out the decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Decisions be endorsed.

Chair

(Note: The Meeting opened at 6.34 pm and closed at 8.31 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16 April 2018
CONTACT OFFICER: Stephen Gibson – Regeneration Project Manager
(For all enquiries) (01753) 875852
WARD(S): All
PORTFOLIO: Cllr Swindlehurst - Leader

PART I
KEY DECISION

SLOUGH URBAN RENEWAL – PARTNERSHIP BUSINESS PLAN 2018-2023

1 **Purpose of Report**

1.1 The purpose of this report is to update Cabinet on the progress of Slough Urban Renewal (“SUR”). The report summarises the content of the Business Plan for the five-year period from April 2018 to March 2023, with a focus on 2018/19.

2. **Recommendation**

Cabinet is requested to resolve:

- (a) That the performance of SUR as set out in Section 5.4 be noted;
- (b) That the performance targets for SUR for 2018/19 as set out in Section 5 be agreed;
- (c) That, subject to (b), agree the Partnership Business Plan for the period to December 2023.
- (d) That it be noted that the SBC board representatives for SUR would be subject to review.

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 – Upon completion of Wexham Green, SUR will deliver over 200 new houses and flats from the first two sites developed and dependent on the Council approving the masterplan for the North West Quadrant, 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 SUR is contributing to improving the image of the town. Having completed over 10 projects including 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 includes 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.
- More active healthy lifestyles – SUR is delivering the Council's investment in new leisure facilities including Arbour Park CSF, the Ice Arena Leisure Centre, Langley Leisure and Salt Hill Activity Centre.
- 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 and quality 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 development expertise of the Morgan Sindall Group, 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 SUR 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 (land value and share of development profits) that exceeds £50m over the next five years (excluding the TVU site development).

There are three key financial elements contained within the SUR 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 and dependent on SBC taking an equal share of risk and providing additional funding. The PBP shows net profit receivable to the end of 2023, based on the completion of projects set out in the Financial Appraisal. This figure is subject to change over the course of the development process 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 procure through SUR.

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.	SBC has the ability to quickly initiate project delivery through the vehicle based on agreed forms of contract without the need for individual OJEU procurement.
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	A Communications and Community involvement plan is part of the suite of documents that makes up the Partnership Business Plan	SBC has the ability to promote its regeneration agenda and the positive PR of the town through projects delivered by SUR and commercial developments that

approach by the community.		raise the profile of the borough.
Community Safety	n/a	
Financial	See comments above	
Timetable for delivery	n/a	Effective and timely decision making has the ability to deliver an ambitious programme of change through SUR.
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 (“SDP”) or a business plan for each community project known as a Community Project Plan (“CPP”).

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 a 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 SUR was established, SUR has since established a Equality and Diversity Policy. 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”) and was most recently approved by Cabinet in April 2017.

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 formally agreed by both partners. For SBC, Cabinet is the identified decision-making body.

Summary of SUR Performance 2017/18

5.4 The table below highlights actual performance against activities and actions set out in the PBP for 2017/18. As follows:

Planned Activity	SUR Comments	RAG Status
Completing the development of ‘Milestone’, the 73 unit development at Ledgers Road.	SUR’s first residential development of 73 new homes at Milestone was completed in 2017 (50 private for sale and 24 affordable homes). The private units all sold off-plan to homeowners, with 48% sold to local buyers and 88% were first time buyers. Over 80% of purchasers at Milestone used the Government’s Help to Buy initiative.	GREEN
Continuing the development and start the marketing at	Sales and marketing commenced in 2017 at Wexham Green whilst construction progressed on the phased build of 104 new 2, 3 and 4 bed homes. The first section of 18 affordable homes were successfully handed over to SBC in November 2017 and now fully occupied. The second section of 16 affordable homes are due to be complete in	AMBER

'Wexham Green'.	March 18. Sales on the private homes have been slower than forecast; however the first completions were achieved in December/January and reservations were being secured; typically with buyers who have a property to sell.	
Continue the design development for Slough Basin.	At Stoke Wharf, the development partners (SUR and Waterside Places) have secured all the parcels of land and progressed the site clearance whilst revisiting the architectural design and finalising the commercial JV arrangements. Over 250 new high quality homes are planned, to be surrounded by public open space in the reinvigorated park and alongside the canal.	AMBER
Completing the Construction of Arbour Park Community Sports Facility	A phased development of a 1,950 seat stadium and a multi-use floodlit, synthetic sports pitch for community use. With FA accreditation since August 2016, Arbour Park has enabled Slough Town Football Club to return to playing their home matches in the borough. The development also included refurbishment works at the adjacent St Joseph's School, the provision of a new four court sports hall and extensive landscaping. Completed May 2017.	GREEN
Progressing the refurbishment of Slough Ice Arena	The refurbishment and extension of the Montem Ice Arena, together with a new café, climbing wall with clip n climb, gym and changing facilities is now complete.	GREEN
Commence the development of the new leisure centre at Farnham Road.	New community facility including a 25m swimming pool, learner pool, four court sports halls, gym, studios and community café is under construction.	GREEN
Assisting the Council to develop a portfolio of small sites linked to the HRA	Construction of Phase 1 small sites to provide 6 new homes on 5 sites was completed in September 2017. Construction of the second phase of new Council homes began in September 2017 and provide 16 new affordable homes on 6 sites across the Borough. Lydia Court was completed in October 2017 to provide 11 new 1, 2 and 3 bed flats. The third phase of new Council homes achieved Contract Close in March and will provide 25 new affordable home on 6 sites across the Borough. The fourth phase of over 30 new Council homes have progressed through the planning process.	GREEN
Commencing the design and planning for the refurbishment of Salt Hill ten pin bowling centre.	The Conversion of a 10 pin bowling centre to provide a new family activity centre to include soft play, trampolining zone, caving activity, high wires activity, bowling, café and party rooms.	GREEN
Completing the extension of St Mary's, Claycots and James Elliman Primary Schools.	The extension and remodelling at James Elliman Academy was completed in Sept 2017. The main extension at Claycots and St Mary's Primary schools were completed in December 2017 and all external works will be finalised in the Spring.	GREEN
Commencing work on the detailed design and submit a planning application for the construction of 2 hotels, 2 restaurants and residential units	A mixed use development in the town centre to include a 152-room Moxxy Hotel and a 92-room extended-stay Residence Inn, together with 62 one and two bed apartments and retail use at ground level. Planning application submitted December 2017. Subject to planning approval, anticipated site start September 2018	GREEN

on the old library site.		
Assist with the Development Strategy and introduction of Herschel Homes.	Whilst this new company has been incorporated, priority has been given to James Elliman Homes, which will make a contribution to alleviating homelessness. No input has been required from SUR.	RED

- 5.5 Over the past 12 months, one of the most significant achievements for the partnership has been the close working between the Council and SUR to develop proposals for the former Thames Valley University (TVU) following its acquisition by SBC in 2016. Subject to conditions approved by Cabinet in January 2018,, SUR has secured an option to be the Developer to bring forward this major regeneration site; a key part of the Council’s wider plans to transform the town centre. Whilst still in the preliminary stages the indicative masterplan shows the potential for a transformational scheme that will set the benchmark for large-scale developments that will come forward for planning within the next 3-5 years.
- 5.6 A significant planned activity that was omitted from the report to Cabinet in 2017 was Langley Leisure Centre. This major refurbishment to the swimming pool and extension of gym facilities together with landscaping and increased car parking is on site and is scheduled for completion in June 2018.

Future Development Opportunities & Performance Targets 2018/19

Section 4 of the PBP sets out the future development opportunities for SUR. Sections 5.7-5.13 below set out the targets for Commercial, Leisure, Affordable Housing and Education projects for the 12 month period from 1/4/18. As follows:

5.7 Commercial Projects Targets

No.	Project	SUR Description	Performance Target 2018/19
1	Wexham Green	Residential development of 104 aspirational and family sized dwellings - with a mix of detached and semi-detached houses. The development is mixed tenure with 70 houses (67%) for open market sale and an affordable element purchased by the Council of 33 houses and one ‘lifetime home’ bungalow (33%).	Handover to SBC of Section 6 (16 affordable houses) by Spring 2018. Construction completion by the end of 2018. Sales complete by December 2019.
2	Upton Road	10 large (4/5 bedroom houses) high-end properties for sale. See 5.8 below.	Subject to negotiation with SBC, secure planning consent and enter into the S106 Agreement by May 2018.
3	Stoke Wharf	A circa 250 unit development consisting of 1 and 2 bed apartments and 3 bed houses, extensive landscaping, public realm and community use..	Planning application submitted by [date] to allow an anticipated site start by [date]
4	Alpha Street	14 apartments which (subject to planning) will be developed simultaneously with the hotels project to provide affordable housing.	Planning application approved by July 2018. Construction to be in conjunction with 85 High St.

5	85 High Street	The redevelopment of the old library site to provide two Marriot branded hotels, circa 62 residential units and two ground floor restaurants.	Subject to planning application approved by July 2019 and SBC approval of the final business case - site start by October 2019
6	Montem Lane	The redevelopment of the Montem car park and former Leisure Centre site to provide circa 130 new homes. See 5.9 below.	Planning consent secured for the site development prior to SBC providing Vacant Possession to enable construction to commence.
7	Wexham South	Proposed residential development of 24 2 and 3 bedroom homes for private sale adjacent to the Wexham Green development	Planning application submitted by August 2018 to with anticipated site start before 31 March 2019
8	North West Quadrant	A potential mixed-use scheme providing residential, commercial and leisure uses	Commence masterplanning by year end subject to viability and scheme scope as defined in conjunction with SBC as landowner
9	Weekes Drive	Prepare a preliminary planning and concept designs for a circa 90 unit development.	Concept design prepared by [date]
10	Haymill	Prepare a preliminary planning and concept designs for a circa 35 two and three bedroom residential development.	Concept design prepared by year end in conjunction with the Haybrook College extension project.

5.8 The Council granted SUR an option for the Upton Road site (project 2 above) in August 2016, following which SUR secured planning permission for the proposed 10 unit scheme. The Council is reviewing its approach for the delivery of this site in consultation with SUR to maximise the value of its asset and speed of return.

5.9 The SUR description for the scheme at Montem Lane (project 6 above) is based on a feasibility study originally undertaken in 2015. This proposal pre-dated the Planning Authorities condition of disposal for 160 car parking spaces for the Ice Arena and did not take account of a Cabinet decision in 2012 to provide some form of bus route into Chalvey. A revised feasibility and capacity study is being undertaken in 2018, which is likely to affect the scheme layout and impact the development costs.

5.10 In approving the original PBP in 2013, Cabinet granted SUR an option for Weekes Drive (project 9 above). The Council is working with SUR to establish the most appropriate strategic use for this site.

5.11 Leisure Projects Targets

No.	Project	SUR Description	Performance Target 2018/19
11	The Centre	New wet and dry leisure centre – under construction	Completion and handover by February 2019.
12	Montem Ice Arena	The extension and refurbishment contract is under construction.	Completion and handover by 23 March 2018
13	Langley Leisure	The extension and refurbishment contract is	Completion and

	Centre	under construction	handover by end May 2018
14	Salt Hill Activity Centre	The conversion and refurbishment contract is under construction.	Completion and handover by end May 2018

5.12 SBC Small Sites Targets

No.	Project	SUR Description	Performance Target 2018/19
15	Phase 2	16 new affordable homes on 6 sites across the Borough	Anticipated completion by June 2018.
16	Phase 3	Third phase of new Council homes and will provide 25 new homes on 6 sites across the Borough.	On site by April 2018 and completion in May 2019.
17	Phase 4	Fourth phase of new Council homes and will provide circa 30 new homes on 6 sites across the Borough (STPP)	On site by September 2018] and completion by end 2019
18	Rochford Gardens	Residential development of 21 flats on behalf of the Council; planning consent granted.	Construction to commence 2018 - subject to confirmation of SBC funding

5.13 Education Projects Targets

No.	Project	SUR Description	Performance Target 2018/19
19	St. Marys Primary School	Completion of remodelling and external works	Completion and handover by April 2018
20.	Wexham Secondary School	Under construction	Completion and handover by December 2018
21.	Marish School SEN Extension	Primary school SEN extension to include 6 classrooms and a multipurpose hall/dining facility.	Construction to commence April 18 - Subject to confirmation of SBC funding.
22.	Haybrook College	Secondary school new standalone Pupil Referral Unit and extension to the existing school to accommodate circa.70 more children.	PCSA in place by April 2018 – subject to confirmation from SBC

Links to Economic Development

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

5.15 The role of SUR's Community Benefits Employment & Skills Coordinator, has had a positive impact over the last year engaging with the Council and third parties about planning, managing and delivering the community benefits programme. This includes providing opportunities to improve skills and training, attending careers advisory events, managing the supply chain to deliver against the CITB targets, arranging apprenticeships and work experience and overall supporting a series of community & schools events with our projects.

Across the delivery partners and the supply chain, over 25 apprenticeships/training positions have been achieved including trades, administrative and degree/management level positions. SUR also still have 4 existing apprentice/training

positions from 2016 projects. As a result, when SUR received its annual CITB national Skills academy for Construction review it achieved 50% of the 36 month target in the first year alone.

- 5.16 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.

Governance

- 5.17 Delivery of the objectives the PBP is the responsibility of the Partnership Business Board. To ensure the shared governance arrangements of SUR (and deadlock provisions), the Board has equal representation from SBC and MSIL (three members each). The General Manager of SUR is responsible for the day-to-day management of the Partnership's activities.
- 5.18 The Council is currently reviewing its board representation – but will retain two members of staff and one elected member.

6. Comments from other Committees

None

7. Conclusions

- 7.1 SUR has been established since 2013 and 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, introduce training places and maximise opportunities for people in Slough.

8. Appendices

- 8.1 Confidential Appendix One – Extract from Partnership Business Plan

Note: A copy of Section 8 (Financial Appraisals) of the SUR Partnership Business Plan 2018-2023 (which contains commercially sensitive information) can be viewed by Councillors (contact Stephen Gibson 01753- 875852 or stephen.gibson@slough.gov.uk)

- (c) That the HRA Business Plan be updated to include the HRA Asset Management Strategy, and to offer a review of the strategy after the first two years of the RMI contract.

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

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

The HRA Asset Management Strategy follows the purpose of the option appraisal so as to enable the council to identify and develop innovative options for its housing stock that link with the following Slough Joint Wellbeing Strategy priorities:

- Increasing life expectancy by focusing on inequalities - the links between decent housing and health are well documented
- Housing – identification of options that would result in an increase in numbers of affordable homes. In addition the repair, maintenance and investment in the Council's housing assets is funded directly by the HRA

3b. **Five Year Plan Outcomes** (Compulsory Section)

The HRA Asset Management Strategy will help to deliver the following Five Year Plan outcomes:

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

Outcome 4 - Our residents will have access to good quality homes;

Outcome 5 - Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

4. **Other Implications**

(a) **Financial**

The HRA Management Strategy is financially structured so as to be deliverable within the Cabinet's agreed HRA Business Plan.

The HRA Asset Management Strategy has enabled targeted investment of the RMI seven year £100 million contract with OPSL. The first two years of program works have been established through contractual dialogue based upon data that forms the HRA Asset Management strategy and focused investment on priorities such as risk and compliance e.g. fire risk assessment, and works to garage areas and homes.

These were accurately assessed through a stock condition survey and individual tenancy audit where over 95% of the Council's housing were visited. These were assessed to identify the needs of the property and address any safeguarding issues, as the approach was as important to establish the ability of a household to sustain their home and be part of community as well as financial investment required to repair and maintain the property.

The HRA Asset Management strategy is based upon this ethos and allows investment to be structured in such a manner that this structured approach identifies resources required to sustain a property, a community, so as to meet the best use of stock within the financial reassurance of the current viable Housing Revenue Business Plan.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	See 4 c)	
Human Rights	None identified	
<ul style="list-style-type: none"> Health and Safety- Failures to manage Health and Safety compliance could put residents, staff and contractors at risk 	Ensure robust management of H & S compliance in conjunction with the RMI Service Partner	
Employment Issues	None identified	
Equalities Issues	None identified at this stage	
<ul style="list-style-type: none"> Community Support - An incorrect scope or poor quality of stock investment will have a key influence on customer satisfaction 	Development of HRA Asset Management Survey, following commissioning of Stock Condition Survey and Asset Performance Evaluation	Opportunities for evidence based decision making, making the best use of assets and finances available.
Communications	None identified	
Community Safety	None identified	
Financial – <ul style="list-style-type: none"> Poor value for money in asset management 	See 4 a)	Opportunities for evidence based decision making, making the best use of

<p>will have a major impact on our finances as this represents a very large proportion of our HRA business plan</p> <ul style="list-style-type: none"> - Internal and external factors impact on expenditure to make it the element of Slough's landlord operations most vulnerable to increased costs - 		assets and finances available.
Timetable for delivery	N/A	
Project Capacity	TBD	
<ul style="list-style-type: none"> • Other - Failures to meet statutory standards can carry penalties and will damage the organisation's reputation 	Ensure robust compliance with statutory standards in conjunction with the RMI Service Partner and other partners and staff	

(c) Human Rights Act and Other Legal Implications

Whilst there are no direct legal implications itself, implementation of the HRA Asset Management Strategy will be undertaken in consultation with residents and key stakeholders so that specific legal implications arising may be addressed on a case by case basis e.g. access to undertake repair, change of use of land where potential new homes may be developed.

Adoption of the Strategy will mean that the Council will also be complying with its duties under the Housing Act 1985, for example, with its duties under Section 8 to review housing needs in its area periodically. The Council have powers to implement such strategy under Part II of the Housing Act 1985.

(d) Equalities Impact Assessment

Equality Impact Assessments are routinely carried out as part of operational service delivery and reviews.

(f) Property (Please delete if no property implications)

The HRA Asset Management Strategy 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.

5 Supporting Information

5.1 At the meeting of 17th October 2016, and as part of its discussion on the new HRA Business Plan, Cabinet resolved that the Strategic Director, Regeneration, Housing and Resources, following consultation with the Cabinet Member, be authorised to begin planning for the Options Appraisal of the Council's housing stock, with a proposal to be brought back to Cabinet for approval. An interim report was taken to Cabinet on March 20th 2017, further work continued in partnership with residents, Members, subject matter experts and officers and presented to the Tenant & Leaseholder Conference held on 28th October 2017.

The outcome of the options appraisal and feedback from the 'Tenant & Leaseholder Conference' was presented to Cabinet in January 2018 and on considering the report 'Update on Housing Option Appraisal', the Cabinet agreed a series of proactive decisions two of which focused on sustainable investment and making the best use of the Council's existing housing stock:

- The Council develops an Active Asset Management Strategy based on the analysis within the Asset Performance Evaluation - to be updated annually:
- That within the Asset Management Strategy, the Council appraise the options for those assets which are under-performing relative to the rest of the stock with a view to remodelling, redeveloping or re-providing in the context of increasing supply.

5.2 The stock condition survey assessed the need to invest £420 million in our council homes over the next 30 years. The results of the survey have been analysed by Savills, discussed with residents during the options appraisal working groups during the autumn of 2017 and at tenant & leaseholder conference in October in the form of an 'Asset Performance Evaluation' presentation.

5.3 The Asset Performance Evaluation (APE) is a recognised method of excellence utilised through out the housing sector as basis to evaluate and develop a housing asset strategy. Combining the stock condition commissioned by neighbourhood service and Savills APE model the core of an HRA Asset Management Strategy has been developed.

5.4 The core has been developed to become a part of the Council's wider vision, and to demonstrate its contribution to core corporate objectives.

- 5.5 The attachment A is the concluding draft of the HRA asset management strategy. Its fundamental aim is to ensure that expenditure is made to the right stock, at the right time and that it remains affordable.
- 5.6 The strategy prioritises the spend required so logical programs of work can be formed and matched to resources available within the HRA Business Plan. The strategy also recognises that there are properties that are not viable or affordable and has set out a process for options appraisals so that a proactive response is developed and are being developed as part of the next phase of the options appraisal. These include remodelling to differing design, use of the site for new build and using the potential the Council has within its range of housing companies and partnerships.

6 Comments of Other Committees

Neighbourhood Scrutiny Committee was presented with a report on the five year plan priority of making best use of public sector housing stock. The report contained the core data, substantial detail on the stock condition survey & Asset Performance Evaluation. The issues were presented and the discussion at scrutiny informed the concluding draft of the HRA Asset Management strategy presented to Cabinet.

7 Conclusion

- 7.1 The HRA Asset Management Strategy presents a structured approach for investment based on substantiated data, industry accredited research model that enables a model for funding sustainable homes, and highlights assets that, given their value in terms of condition, social need, change of demographic make and rent generation would offer a requirement for further review. This could include potential for sites offering opportunity for new homes, remodelling design as age and population change highlight need for differing property type or consideration of assets becoming part of a number of the housing companies the Council owns to offer housing alternatives for residents of Slough.

8 Appendices

- A - HRA Draft Asset Management Strategy
- B - 16th January 2018 report to Neighbourhood & Communities Scrutiny Panel

Housing Revenue Account Asset Management Strategy

Draft 8



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1. Introduction

1.1. Background

This Housing Revenue Account Asset Management Strategy (HRAAMS) outlines how Slough Borough Council will approach the maintenance and regeneration of its social housing stock, as well as outlining plans for new housing where opportunities exist within the existing asset base.

The strategy drives the department's approach to the provision, maintenance, improvement and redevelopment of the Council's housing portfolio and its environs, contributing to the overarching corporate priorities of the Council.

1.2. Scope

The strategy includes all HRA assets including residential (for permanent and temporary accommodation), commercial, community use, and land. It also includes the management and maintenance responsibilities for non HRA dwellings held in DISH (Development Initiative Slough Housing). The Council also manages three travellers sites with costs, and long term decisions on the use of these sites dealt with outside the HRA.

The strategy should be read in conjunction with

- Housing Revenue Account Business Plan 2017-2047
- The Capital Programme 2018 -20 [Savills to produce]
- SBC Housing Strategy – 2016 – 2021
- The RMI Contract dated June 2017

1.3. Purpose

The strategy recognises that effective asset management includes three key elements

▪ **Stock Investment**

Those activities that will maintain the stock to a standard to meet customer needs and regulatory requirements. This is principally the stock investment programme designed to keep all properties to the agreed investment standard for the full period of the Business Plan.

▪ **Active Asset Management**

Those activities to improve or replace properties that have a poor social, economic or environmental performance, because of low demand or high costs, and either improving them or replacing them with properties which are fit for purpose.

▪ **Supporting wider objectives**

The recognition that our assets are one of a number of factors that enable and sustains a community, being clear where and how asset management is supporting wider objectives, such as new development or supporting wider community activities.

Housing Revenue Account - Asset Management Strategy

The strategy will provide a framework within which investment planning and commitments can be undertaken using a methodology that is supported by comprehensive and consistent data and context.

1.4. National and local context

Central government policy in all areas continues to be focused on economic restraint whilst encouraging new housing supply and access to home ownership. Rent reductions for the period 2016-20 have reduced available resources. The continuation of the Right to Buy means that our stock continues to reduce. We acknowledge the need for councils to use all means to increase housing supply and this is particularly relevant in high demand areas like Slough. Recent events have increased focus on property standards, governance of property management, and residents' voice in these matters, though at the time of writing no new policy imperatives were in place.

In this context it is very important for landlords to ensure that they are managing their assets efficiently and effectively to support delivery of their objectives and to promote good safety and quality of life. This strategy has been drafted in accordance with the Regulator of Social Housing's (RSH) consumer standards under its Regulatory Framework.

In Slough while the Council is able to manage and maintain its existing stock into the long term it is financially constrained in the delivery of new homes at scale. This asset management strategy explores options to use the existing asset base to increase delivery of affordable housing recognising members and residents' priority to ensure that existing council housing does not subsidise the provision of new homes.

1.5. Corporate objectives

Our five year plan 2018/19 – 2022/23 sets out our vision to grow a place of opportunity and ambition. It sets out our priority outcomes for the delivery of this vision, putting people first to achieve the following priority objectives:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.

Our asset management strategy sets out how we will deliver these outcomes, particularly in respect of residents' access to good quality homes. Within our 5 year plan we commit to delivering our priority outcomes in the following ways

- demonstrating community leadership
- enabling people to help themselves
- supporting the most vulnerable
- shaping and managing the changing place

Housing Revenue Account - Asset Management Strategy

The five year plan will be used to:

- drive the decisions made in the medium and long term financial strategy
- focus on delivery of outcomes by prioritising resources
- provide a basis for discussions with partners about the services they provide
- develop a performance framework to which services and staff will be held accountable

We have reflected these commitments in the formulation of this strategy.

1.6. Asset management objectives

Our objectives for asset management reflect our aim to increase the number and quality of our homes and include:

- Invest in our homes, to achieve good quality and environmental standards
- Enhance effective resident engagement
- Ensure that stock secures and strengthens our financial viability
- Deliver Value for Money through targeting investment where it will have the best financial and social return and by delivering work efficiently and effectively
- Carry out options appraisals on stock that does not meet the above criteria, exploring the widest range of alternative options to improve outcomes for residents and for our business plan
- Improve the quality of management information about the nature, condition and sustainability of the stock, including our new homes, to keep this information up to date and to use this information to support decision making
- Understand the markets in which we operate, using the wider HRA asset base to develop opportunities to expand the housing stock to provide the type of housing required to meet the needs of our many diverse neighbourhoods, including the needs of the most vulnerable residents
- Support wider regeneration and economic well being of communities, ensuring investment in the housing stock supports the strategic priorities of the borough.

1.7. Planning requirements and tools

Slough has a range of tools to assist in the process of implementing this strategy. Central to effective asset management is the development of robust and integrated management information systems to enable effective planning based on current business intelligence. The new strategy relies on information in the following areas which will need to be regularly updated to ensure it is fit for purpose:

Housing Revenue Account - Asset Management Strategy

- **Stock condition data**

A comprehensive stock condition survey was completed by Michael Dyson Associates in January 2017. This covered 80% of all internal building components and 100% of external components. This provides information to inform our investment planning.

- **Data and governance to support compliance**

In order to be fully compliant in relation to the health and safety of our properties we have arrangements in place, in partnership with the RMI provider, Osborne Property Services Ltd, which clearly set out the responsibilities of all parts of the Slough group, and its contractors. These documents set out the process to be followed, and how performance is monitored. Detailed policies and procedures are being developed which outline our approach in each area including gas safety, fire risk assessments, legionella, electrical testing, and asbestos. These documents will set out the detail of the regulatory and legislative standards that apply to each area. Our current position statement in respect of compliance is set out in section 3.4

- **Asset Performance Evaluation**

As part of the formulation of this strategy we have carried out an exercise to assess the performance of all our housing stock. This strategy sets out how the results of that exercise will be used to inform future investment plans. Where stock is performing poorly, on either a financial or broader sustainability basis, alternative options will be explored for these areas before investment decisions are made. This approach ensures resources are targeted where they will provide maximum value for Slough and residents, and helps to plan for the replacement or modernisation of properties.

- **Skills and expertise**

Prior to mobilisation of the RMI Contract, the council appointed an interim client team comprising of experienced personnel from Savills. This includes a Client Manager, Contract Compliance Manager, Landlord Compliance Manager, Project Manager and a Voids & Quality Assurance Team. The team will remain in place until permanent recruitment is undertaken with interim staff ensuring effective handover and transition to the permanent client team.

These are the basic tools required to enable us to understand our assets, to make informed decisions about their future, and to deliver the various components of the strategy.

1.8. Standards and regulations

Our compliance policies set out the statutory standards and regulations that we need to maintain to ensure our homes are warm and safe as set out in section 1.7 and 3.4 respectively.

Our investment standard reflects the government's decent homes standard as a minimum.

Self financing provides the Council with the opportunity to review its approach to asset management, to tackle stock which is performing poorly against our objectives and explore options to increase the number and quality of our homes. However the debt cap means that not all of this activity can be carried out within the HRA and we must therefore look at a wide range of structures and funding routes in order to deliver our ambitions.

The Regulator's consumer standards include an expectation of co-regulation which requires landlords and tenants to work more closely together than ever before in scrutinising the delivery of standards and local offers. We have set out our approach to this throughout the document.

Housing Revenue Account - Asset Management Strategy

1.9. Risk management

Asset Management within the housing sector has traditionally been based on the retention of existing housing stock and prioritising investment to meet a defined standard. Looking beyond this, it is important to ensure long-term viability of a stock base which matches the current and future needs of local residents.

This strategy recognises that housing assets can also become liabilities, threatening the organisation's viability as a landlord and significantly impacting on residents' lives.

Asset Management carries risks for Slough:

- Failures to manage Health and Safety compliance could put residents, staff and contractors at risk
- Failures to meet statutory standards can carry penalties and will damage the organisation's reputation
- An incorrect scope or poor quality of stock investment will have a key influence on customer satisfaction
- Poor value for money in asset management will have a major impact on our finances as this represents a very large proportion of our HRA business plan.
- Internal and external factors impact on expenditure to make it the element of Slough's landlord operations most vulnerable to increased costs

A regular process to identify and assess risks (strategic and delivery) is in place and actions agreed to manage risks in order to minimise impact. All asset management related risks including financial and delivery risks are captured on the Council's risk register which is regularly reviewed. Progress is reported through the Neighbourhood & Community Services Scrutiny Panel. Risks relating to the delivery of investment are further managed through the contract monitoring and governance arrangements in place for the new repairs, maintenance and investment (RMI) contract.

2. Housing Strategy, Demand and the Housing Market

2.1. Housing market and demand

Our Housing Strategy sets out our understanding of the local housing market and demand. We expect the population to grow dramatically over the next 20 years. It is predicted to grow by 38% between 2013 and 2036, compared with 22% projected increase in England as a whole. We also have a very young age profile with 9.2% of the population of pre school age and 20.3% at school. We need to provide accommodation for those already here, and those that will come, for example as a result of developments such as Crossrail and the expansion of Heathrow. There is a particular need for homes that are affordable, to rent and to buy.

56% of households own their own home, 24% are in private renting and 20% in social rented homes (housing associations and the Council). We have high levels of overcrowding compared to neighbouring areas. The 2011 census found 21% of households were living in overcrowded conditions, compared to 8.5% in England as a whole.

House prices are rising at one of the highest rates in the country having increased by 40% in the last 3 years, with a 20% increase in the last 12 months alone (to 2016). Average house prices are estimated to be at eleven times average income levels in 2016.

The Joint Strategic Needs Assessment (JSNA) estimates that the number of people over the age of 65 in Slough will increase by 40% in the next 10 years. The Strategic Housing Market Assessment (SHMA) estimates that those over 85 will increase by 120% by 2036, and that the number of people with a long term health problem or a disability will increase by over 50% over the same time period. This means that ensuring our most vulnerable people are provided with good quality accommodation that suits their needs is another key plank of this strategy.

The increase in population will add to existing pressures on the housing market. The high levels of overcrowding and the rapid rise in market prices (and rents) indicate the need for substantially more homes, particularly for family sized accommodation and for the elderly and disabled, and that affordability of these new homes is a key consideration. This pressure on housing supply is indicated in the growth of homeless households in temporary accommodation. There are currently nearly 400 families in temporary accommodation, a significant number given the size of the borough and addressing this is a key priority in this strategy. Land supply is a key constraint for building new homes in Slough and therefore identifying opportunities for new homes (permanent and temporary) within our existing HRA asset base will be important to meet demand.

The SHMA has shown that there is a wide spread of incomes including families who could afford to pay more than social rents, but could not afford market housing. The Council has developed the Slough Living Rent (approximately 70% of market rent) to address the needs of these households and our asset management strategy includes proposals for conversion of some existing properties which do not work particularly well at social rents to Slough Living Rents in order to meet a wide range of needs.

The Council has established two subsidiary companies, Herschel Homes and James Elliman, to allow for intervention in different areas of the market and transfer of HRA properties to these companies will be considered where this provides a good solution for the asset which meets local need.

Housing Revenue Account - Asset Management Strategy

2.2. Housing strategy priorities

The Housing Strategy was developed to reflect the priorities established in the evidence based Joint Strategy Needs Assessment ('JSNA') and sets priorities for 2016 to 2021 under the following five themes:

- Theme 1: New housing supply
Ensuring the right supply and mix of new homes and increasing affordable housing through effective 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 with disabilities

2.3. Meeting future needs

The HRA business plan includes proposals to deliver up to 200 new homes on small sites around the borough over the next 4 – 5 years. This new development will mitigate the impact of Right to Buy sales which are forecast to result in a loss of 20% of the current stock over 30 years. New and replacement build will add 8% back, reducing net stock loss to 12%. The Council is not able to deliver new housing at scale through the HRA due to limits on borrowing imposed by central government. The Council is considering bidding for additional borrowing headroom and/or load funding for remodelling following the most recent budget announcement of funding through Government/Homes England.

The Council is already embracing new models for delivery across a range of housing schemes and tenure types, including Council owned companies (Hersell Homes and James Elliman Homes) and a joint venture (Slough Urban Renewal) to deliver new and different tenures within the local housing market. Slough also has an existing company, the Development initiative for Slough Housing (DISH) established several years ago to enable the development of new social housing outside the HRA, funded by private finance.

The Council has entered a long-term Partnering contract with Osborne Property Services Ltd (OPSL) for repairs, maintenance and investment services. Additional opportunities for the provision of affordable housing are being explored through the establishment of a jointly owned trading company. The trading company will be owned and structured in a way that would allow reinvestment of Right to Buy receipts for one to one replacement of affordable housing in the Borough and offers opportunities for small scale re-development, re-modelling and extending retained homes, construction of sustainable, temporary modular homes and extending these services to the private and social housing sectors locally. .

Housing Revenue Account - Asset Management Strategy

The Council has also identified the option to attract institutional investment (e.g. from Pension companies) to deliver new affordable homes through a sale and leaseback model. One site has already been identified as suitable for this type of investment at Tower and Ashbourne Houses. Initial modelling has explored the feasibility of delivering additional housing on the site, which would then be let at a Slough Living Rent. The Council is keen to explore additional opportunities to increase housing supply through this route.

The asset management strategy will underpin these activities. Options for those assets which are underperforming relative to the rest of the stock will be technically and commercially appraised in order to increase the quality and supply of housing at a range of tenures and price points. We will also explore the transfer of voids into Council subsidiary companies where this brings benefits in terms of provision of additional housing at either market rents or Slough living rents, and where this deals with underperformance of the properties within the HRA.

Where sites are identified where permanent housing is unsuitable or premature relative to plans for future larger scale regeneration; in these cases we are developing plans to provide modular homes to address the needs of households in temporary accommodation. In January 2018 we identified seven former garage sites with potential for sustainable modular system built housing where traditionally constructed housing would be unlikely to be approved or prove commercially viable. Feasibility studies are ongoing to test the short-term viability of the use of these initial seven sites.

2.4. Community Sustainability

A key priority of our asset management strategy is that it is aligned to the strategic objectives of the Council so as to maximise the local impact through a range of initiatives that support social and economic regeneration, as well as supporting opportunities for local procurement, employment and training, in Slough.

The process of evaluating the performance of assets has included a sustainability analysis which takes into account the socio-economic performance of the neighbourhoods in which the assets are located. We have collected data across a range of measures to enable performance to be scored and ranked. This will support neighbourhood planning activities and asset management. The measures are described more in section 4 and link to key aspects which impact on housing management including income/affordability, demand and housing management.

The sustainability scores will highlight areas at particular risk of decline by virtue of (for example) low income, weak demand or dissatisfaction with services. This will provide a robust and objective basis to target neighbourhood interventions around (for example) welfare reform, development, regeneration or community capacity building projects. Combined with an evaluation of financial performance across the stock, this can also be used to support asset management decision making. There will be different strategies for business improvement and asset management depending on whether an asset group exhibits weak net-present values, weak sustainability or both.

The Council values and respects the wide variety of people from diverse backgrounds, cultures, beliefs and lifestyles who are part of the community we serve. As such, we are constantly trying to improve our knowledge and understanding of the demographic profile of our residents to ensure that new and existing services reflect the needs of our diverse community. We will endeavour to ensure our policies, procedures and working practices reflect this commitment and will maintain and develop our customer profile which now covers 75% of our tenants. The five year plan will be subject to an Equalities Impact Assessment to ensure that no groups are disadvantaged.

Housing Revenue Account - Asset Management Strategy

2.5. Resident priorities

A key objective of our strategy is to improve resident engagement and we plan to do this as part of the process for planning improvements at a neighbourhood level, to ensure improvement programmes will have an impact on social and environmental factors which are important to residents.

A range of open data is used as the basis for understanding residents' priorities and their experience of living in their homes and their neighbourhoods, including:

- ONS data sets
- analysis of complaints and compliments
- annual resident satisfaction survey
- Housing Register
- feedback from the Neighbourhood Teams, estate inspections and tenancy verification visits etc.
- data recorded on the Capita Housing and Flare IT systems

A range of methods are then used to gain a better, more in depth understanding of the outcomes residents expect us to achieve, including:

- journey mapping
- consultation and surveys
- discussions with Neighbourhood Forums
- performance reports
- conferences, workshops and focus groups

Delivery of the Regulatory Framework is underpinned by the principles of co-regulation and resident led scrutiny. The Resident Board are responsible for carrying out these roles for Neighbourhood Services and validating resident feedback to inform the decision making process. Going forwards the neighbourhood forums will be used to test resident priorities on a regular basis and feedback from those forums will influence the delivery of this strategy.

Residents were consulted on their priorities at a Tenant and Leaseholder Conference held in October 2017. The outcome of the conference established that residents supported the development of new homes by the Council and its approach to asset management provided that new homes:

- were genuinely affordable
- built to a high quality with generous space standards
- are for Slough people

Housing Revenue Account - Asset Management Strategy

- consideration was given to the needs of older and vulnerable people when new homes are designed
- met the needs of Slough people

Feedback from the conference is reflected in this strategy.

Work with the RCG established for the purposes of reviewing options for delivery of affordable housing in Slough demonstrated residents priorities for security of tenure and affordable rents and service charges.

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3. Our Homes

3.1. Portfolio summary

We currently own some 6,100 units in the HRA. We are the freeholder for a further 1,116 leasehold units situated within our housing blocks and schemes.

The HRA provides housing management to a small portfolio of 10 properties 'owned' by the general fund through other council departments.

There are 54 properties owned by DISH (Development Initiative Slough Housing) and decisions will be made about their future at the end of their lease in 2019. The HRA acts as managing agent for the DISH and is responsible for providing all letting, management and maintenance services to the properties.

Our rented stock comprises 47% flats/maisonettes, 45% houses and 8% bungalows. 41% of our stock is either studio or one bedroom accommodation, 29% two bedrooms and 27% three bedrooms. A small proportion (3%) is 4 bedroom or larger. This profile is out of line with our housing need which is predominantly for family sized accommodation.

3.2. Investment standard

There is no single answer to the investment required to the stock either now or in the future. The amount of investment is totally dependent on the standards that are set.

We have developed an investment standard as part of our recent stock condition survey which reflects essential compliance and landlord obligations including Decent Homes. Our aim is to replace key components when their condition requires it, moving beyond solely an age based approach, taking a holistic approach by neighbourhood, informed by local market factors. In setting our investment standards, we need to consider the needs of our diverse population, including the elderly.

A key objective in our housing strategy is to make the best use of existing social housing for this age group. To this end we are targeting additional resources in the short term to improve the attractiveness of our housing for older people which is de-designated from sheltered housing and now operates as age restricted accommodation. This initial investment is made pending the development of a long term strategy for this stock which is set out more fully in section 4.

The cost of investment to this standard has been considered in the context of business plan affordability and the extent to which resident priorities can be met.

We have reviewed our lifecycles and unit rates to ensure we are maintaining quality within the constraints of what our business plan can afford. Details of lifecycles and unit rates are included in the stock condition survey report. We want to ensure that we are investing to a quality suitable for each property.

3.3. Stock condition

Our stock condition survey covered 6,200 dwellings and 648 blocks and reported in January 2017. The survey found clear evidence of regular investment in the stock although there remain a number of properties which have components approaching the end of their useable life and are due for replacement over the coming years. Overall the survey found 12% of the stock required work to meet decent homes standards.

Housing Revenue Account - Asset Management Strategy

The greatest component liability is kitchens and component replacement costs for this element represent over 21% of total planned maintenance costs. Heating, boilers and heating distribution also represent a significant cost at just under 16% of the overall planned maintenance budget.

The total costs from the survey for catch up, planned and decent homes failures totals £160m over the next 30 years, which increases to £194m after allowances for on costs. The cost profile over 30 years is illustrated below:

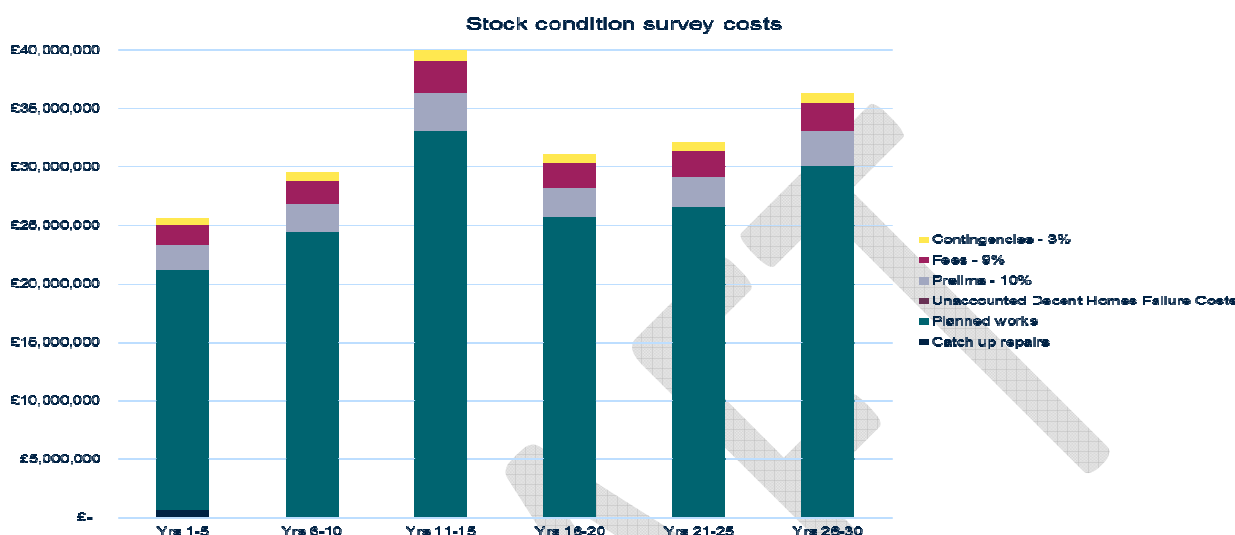


Figure 1: 30 year stock condition cost profile

In addition there are further costs required for day to day responsive void and maintenance, gas safety and cyclical maintenance, disabled adaptations, related assets, asbestos, FRA, compliance and estates services and cleaning.

In total this provides for an average of £65,000 per unit totalling £420m over 30 years. This provides for £140m over the next 10 years and is reflected in our RMI budget of £100m over the next 7 years.

3.4. Compliance

Slough Borough Council is adopting new policies and management plans and process maps in the following compliance areas:

- Domestic Gas and Carbon Monoxide
- Asbestos
- Fire Risk Assessments
- Electrical systems
- Lifts
- Water

Housing Revenue Account - Asset Management Strategy

These policies are currently being produced and the first policy to go live is domestic gas and carbon monoxide which was approved on the 12th February 2018.

We have undertaken surveys for the presence of materials containing asbestos and results are held on our asbestos register. Where asbestos may be disturbed by proposed works, our service partner is required to manage its removal or management.

Both Water and Asbestos policies have been drafted and issued to the Council for approval and work has commenced on the Domestic Gas and Carbon Monoxide management plans and process maps with the first draft issued to OPSL in January 2018 for their input. The remaining policies, management plans and process maps are being developed in accordance with the Savills' mobilisation project plan.

3.5. Energy efficiency

We are working with our service partner, Osborne, to develop an energy strategy that aims to target a reduction in fuel poverty and to plan practical and effective works as part of each year's capital investment programme to address those targets.

Our stock condition survey has included Rd SAP surveys and EPCs are in place for 30% of the stock. The overall SAP rating for the stock is 69.10 which is "respectable" for such a varied range of properties. This compares favourably with the reported average SAP at Housemark which shows a UK average of 66.9. The lowest SAP ratings are found in studio flats for the over 60s, with the highest ratings in High Rise flats. We also have a number of homes with solid walls that cannot easily be insulated and are expensive to heat and need significant resources to improve their energy efficiency.

The objective is to achieve an average EPC rating of C by 2020 with no stock having an EPC of less than D. The commercial justification for fulfilling this aspiration needs to be fully assessed relative to the aims of the corporate carbon reduction strategy which is being produced to sit alongside the asset management strategy. We will also consider water economy measures.

Works to properties that have a SAP score below 65 will be prioritised, subject to confirmation of the financial viability of the work. Where works are not financially viable, alternative options for the property will be explored excluding disposal where this could deliver improved outcomes for residents who would be offered accommodation of a higher standard and with improved energy efficiency.

3.6. Non residential assets

We own 1905 garages and 178 former garage bases that are available for rent. These are available to both council tenants and leaseholders and other non-council residents.

These assets are located across 166 garage 'sites'. A site is defined as a location of 2/3 grouped assets within a definable space where the council holds additional maintenance or management responsibility.

Despite the redevelopment of four garage sites since 2014, leading to the construction of 51 brand new, larger garages, the overall condition of the garage stock is below standard. In 2015, the council approved a garage strategy which will target resources and investment towards revitalising garage sites.

Housing Revenue Account - Asset Management Strategy

Each site has now been assessed for its potential suitability for a number of redevelopment possibilities. These include demolition and provision of new permanent or temporary housing; demolition and provision of secure, open surface parking areas; demolition and re-use for other purposes to benefit the local community; or retention and redevelopment of the sites with new garages similar to the four locations already completed.

The initial outcome of the review of garages sites is therefore proposing that;

- 5 sites already included in the council's small sites programme for new housing
- 39 sites identified for the provision of new housing
- 54 sites identified for demolition of existing garages and provision of secure, open surface parking
- 52 sites identified for retention and reinvestment in garage stock
- 13 sites with potential for disposal or re-use as community facilities

In addition to the garage sites the HRA owns a number of commercial units and pockets of land/verge/car parking facilities and play area sites along with various paths and alleyways on this land. HRA is expected to contribute towards the upkeep of these sites and is recharged through internal mechanisms. Commercial units are managed by a corporate team, however the HRA retains responsibility for long term decisions on these assets and they are regularly reviewed in the context of plans for adjacent and adjoining properties.

The HRA is no longer the sole landlord of many estates. 'Housing land' is shared by a host of other users and it is necessary to review the appropriateness of tenants paying for the upkeep of assets that are not for their sole use, through the rents and service charges which are the primary source of income to the HRA. In some areas the HRA is responsible for car parking⁴ and roads where there may be none or few tenants served by the facilities.

3.7. Disabled adaptations

One of the ways in which we will meet the changing needs of our current and potential customers is through the adaptation of our existing stock through the Disabled Adaptations Policy. Where appropriate we will adapt and modify properties and fit equipment to help tenants with disabilities to continue to live in their homes. To ensure effective use of HRA housing stock where aids and adaptations have already been undertaken, void properties will be reviewed against the Housing Register to identify suitable applicants who require the adaptations already in place. Properties without current adaptation will be reviewed for suitability for adaptation works to meet the specific needs of high priority Housing Register applicants e.g. elderly, vulnerable and disabled applicants.

Where the existing adaptations are not suitable for any applicant on the Housing Register, a decision will be taken on whether to leave the adaptation in place or recycle. Where existing tenants are identified as requiring adaptations, an assessment will be undertaken by an occupational therapist to decide whether they can be sustained in their current property by installing suitable aids and adaptations or whether an alternative property is required, in which case their needs will be reviewed against void properties.

4. Active Asset Management

4.1. Analysis of financial performance

Our properties have a potential vacant possession value of £1.5bn. For the purposes of asset management it is important for us to understand their value in our business plan in their existing use as social housing.

As part of the development of this strategy we have commissioned Savills to model the financial performance of all our residential rented stock, alongside other measures of broader neighbourhood sustainability linked to Slough's social objectives. Stock has been analysed at a very local level, with properties organised into asset groups of properties that share characteristics.

The modelling provides a framework for investment decisions to inform an investment strategy based on an active asset management approach where Slough seeks to make investment decisions based on the financial and social performance of the stock, in a way that strengthens the business plan and contributes to meeting the organisation's policy objectives.

The financial analysis is based on a 30 year net present value (NPV) of operating cash flows, modelled at an individual asset level. The results show an overall NPV of £117.8m, equivalent to an average of £19,234 per unit.

This compares with benchmark figures provided by Savills from their work with 58 social landlords across the country. This shows an average NPV of £31,500 in the South East. Slough's NPVs are lower due to lower rents and higher day to day operating costs. Our low rents reflect our position as a local authority landlord. We hope to reduce our day to day operating costs from efficiency savings, particularly as a result of the new repairs and maintenance partnership with Osborne.

There is a range of results across the portfolio which presents several challenges for our asset management strategy. A small percentage of our stock (2.74%, 168 units) is forecast to have a negative NPV over 30 years. There are a further 32% (1,957 units) with a marginal NPV below £15,000 per unit. This is illustrated below.

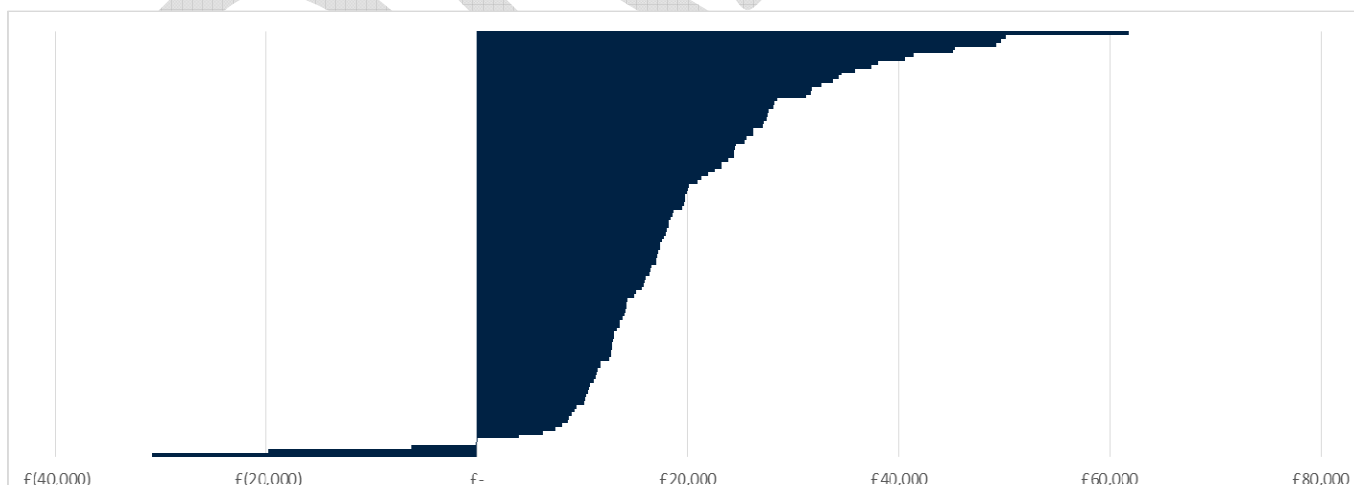


Figure 2: NPV by unit from Asset Performance Evaluation model

The table below shows the number of properties in asset groups where the average NPV is within each performance band.

Housing Revenue Account - Asset Management Strategy

Performance Table*	NPV Range		No. Units	% Units	Total NPV	NPV Per Unit
	Min	Max				
Poor	£ (29,788)	£ 1	168	2.74%	£ (1,726,057)	£ (10,274)
Marginal	£ 1	£ 15,000	1,957	31.95%	£ 22,652,740	£ 11,575
Good	£ 15,000	£ 49,281	4,001	65.31%	£ 96,899,007	£ 24,219
Total			6,126	100.00%	£ 117,825,690	£ 19,234

Table 1: NPV performance bands

Overall the value of the cash flows is forecast to decline over the next 15 years as illustrated below. The decline in performance is driven by the fact that the business plan assumes that costs rise faster than income, and this is reflected in the asset modelling. This position is reversed if costs are assumed to be contained within the same rates of inflation as income. This would result in an increase in NPV to £151.9m (average £24,798) with an average growth in NPV of 1.45% per annum over the next 15 years.

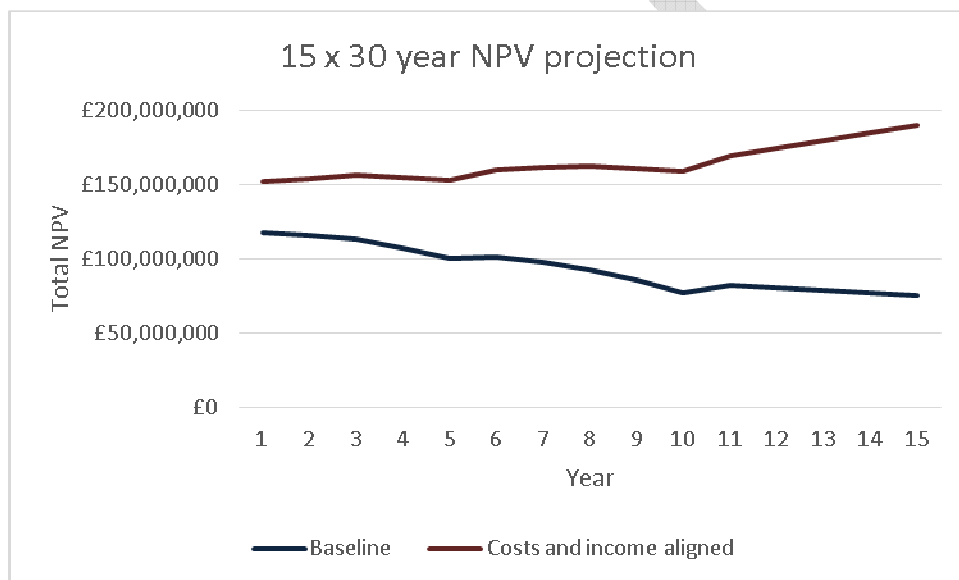


Figure 3: 15 x 30 year NPV projections for the portfolio

Even with costs and income aligned, there remain 77 properties (1.26% of the stock) with a negative NPV, and 606 properties (9.89%) with a marginal NPV. Poor performance is driven by negative NPVs at Poplar and Broom House, as a result of the costs of recladding, as well as negative and weak NPVs in bedsit bungalows, driven by low rents, higher than average voids and also high investment need.

The weakest financial performance is concentrated in the Upton and Town Centre areas. The neighbourhood with the weakest financial performance is Kederminster with 50% of homes showing poor or marginal financial performance. The stock in the South generally performs less well than stock in the North of the borough. Weak financial performance is also found in age restricted blocks driven by low rents and high voids and steps to establish a future strategy for all our housing for older people is set out further below.

Housing Revenue Account - Asset Management Strategy

4.2. Analysis of social performance

The analysis has included an evaluation of performance against the Council's social housing objectives, looking at measures linked to income/affordability (including fuel poverty), demand (including resident satisfaction) and housing management (including rates of anti social behaviour (ASB)). This enables Slough to identify areas where social sustainability is weak and to take action through neighbourhood planning and through asset management to improve the extent to which the Council is meeting its social housing objectives across its stock holding.

Where assets score well against social objectives, this is driven by high levels of employment and educational achievement, good affordability and low levels of ASB. These represent sustainable locations which in theory continue to be in demand from prospective occupiers in the future. Poor performance is driven by low educational achievement and employment, as well as multiple offers before properties are let, and high rates of ASB. These represent areas where our asset management and community investment strategies need to target social issues, to meet our corporate objectives to grow a place of opportunity and ambition. We also need to look at investment and regeneration of our existing assets to improve places from a resident's perspective.

The combination of financial and social performance assessment is useful as a comprehensive assessment of overall performance. Priority in terms of action, and potential solutions, will differ depending on whether stock that performs poorly on a financial basis is located within an area where there are also social issues to be addressed. Therefore, actions (in terms of options appraisals) will be considered in respect of poorly performing stock and options will be assessed by the extent to which they can tackle social as well as financial issues. Where financial performance is strong, but social scores are low we will target our housing management and community investment strategies in order to address issues beyond bricks and mortar to improve outcomes for local residents and protect asset value.

A map of how performance varies across our areas of operation is included at Appendix 1.

4.3. Market context

The Government has put on hold its proposals to require Councils to pay a levy from the sale of high value assets. However our asset performance evaluation has included a comparison of open market values and market rents with the performance of asset in their existing use in order to explore the extent to which policies for disposal or tenure conversion can deliver improved outcomes for residents and for our business plan.

A comparison of NPV and open market value is set out below. Each blue circle is a group of assets with the size driven by the number of properties in each group. Properties in the upper left had quadrant have high open market values, but poor net present value in their existing use.

Housing Revenue Account - Asset Management Strategy

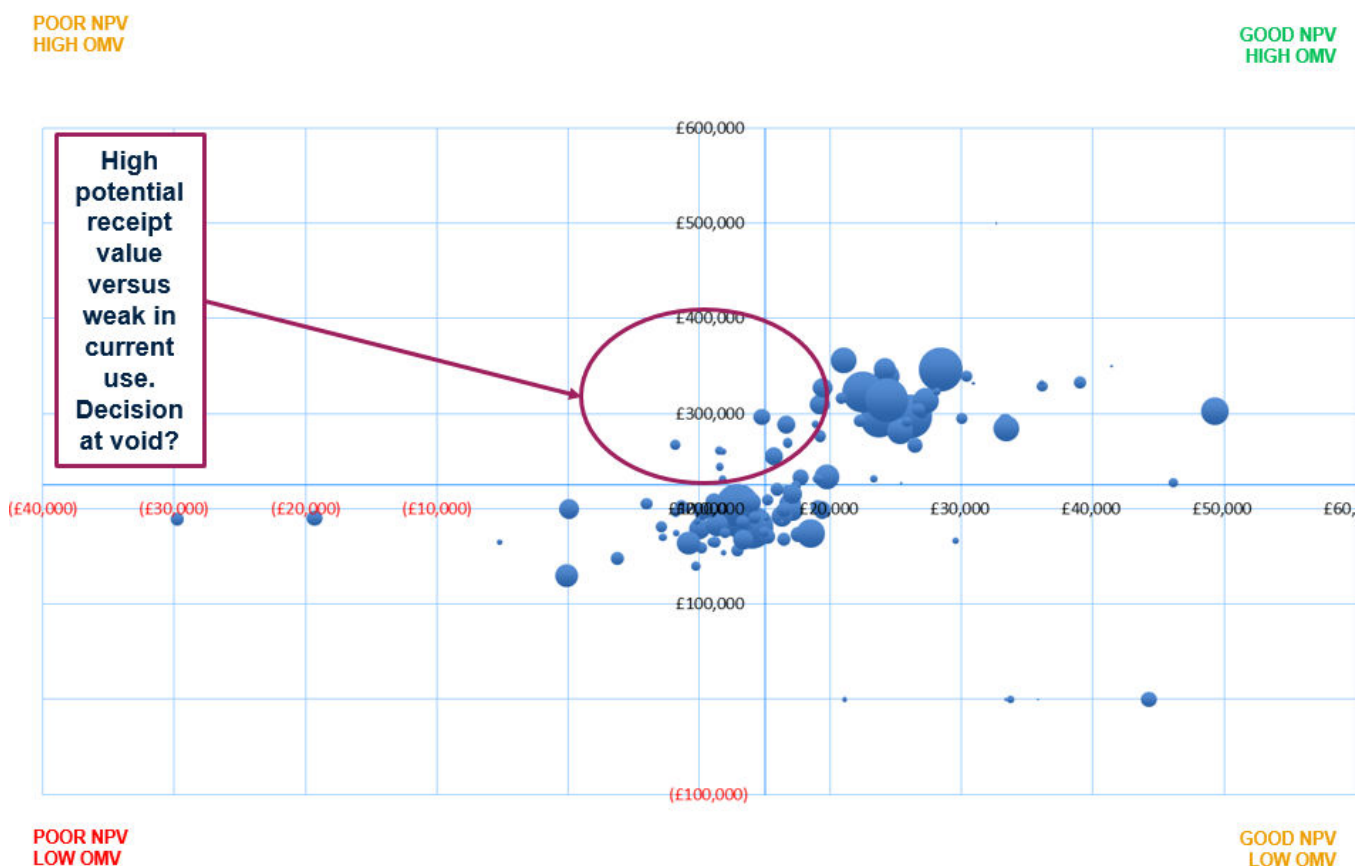


Figure 4 Open market value v net present value

4.4. Using the results to inform strategy

The results from this asset and sustainability analysis will be used in the development of this asset management strategy including

- Establishing a 5-year investment strategy for the stock, based on a transparent investment standard which prioritises investment decisions based on the performance of the assets and business plan affordability
- The production of a 30-year investment profile that manages critical points in the business plan cash flow
- Identification of candidate asset groups for more detailed options appraisal
- The establishment of neighbourhood plans which link the performance of the assets, regeneration and redevelopment potential in order to identify resources and opportunities to support future new homes

Our aim over time is to replace poor performing stock with new housing of higher quality and to introduce new stock at a range of different tenures. This will improve the satisfaction with residents with homes that are better suited to current aspirations, demand and household size. It will also mean that over time our average NPV will improve, and NPV growth will be stronger in future.

Housing Revenue Account - Asset Management Strategy

4.5. Options appraisals

Where our analysis identifies assets that are performing poorly, either on a financial or social basis, a more detailed options appraisal will be carried out and all options for improvement will be explored. We will consult residents and other stakeholders during this appraisal process.

Triggers for options appraisal will be

- Properties with poor financial performance measured by negative net present value
- Properties with marginal financial performance where this is forecast to decline in future

In addition to poor performance we have mapped possible opportunities where there may be vacant land/garage sites where there may be opportunities to build new homes.

We have reviewed all assets which hit these triggers, using the assumption that we can keep costs in line with income. As a result our appraisal programme includes

- 77 properties with a negative NPV
- 331 properties with a marginal NPV below £15,000 per unit, where NPVs are forecast to decline in future

Our review has included consideration of adjacent properties and other adjacent non residential assets so that we can take a whole neighbourhood approach to improvements. Options appraisals will include a review of performance against social objectives, and options to improve this, where required, will be included in the options appraisal. Appraisals will include consideration of the broader neighbourhood in which the assets are located, bringing in garage sites, the quality of open space, other non residential assets and adjacent landholdings.

Key potential options for stock could include:

- Management initiatives – for example, efficiencies in management costs or reductions in underlying maintenance or repair expenditure, reduction of voids, increases in income subject to our policies on rents and service charges.
- Other management initiatives to improve financial performance such as change of use to sub-market renting and potentially market renting and shared ownership (subject to regulatory requirements) and in line with our diversification objectives.
- Relocate to Slough subsidiary housing companies for use as market, intermediate or temporary housing where this use is better suited to the asset.
- Sale as new starter homes of properties that do not meet social need to release latent value for investment in affordable housing that will better meet the needs of communities in our core area
- Decommissioning and disposal for redevelopment, again to release latent value for reinvestment
- Increase density by building on top of blocks where feasible, using large gardens and combining with adjacent land where this provides opportunity for additional affordable housing.

Housing Revenue Account - Asset Management Strategy

The sites identified for appraisal are as follows:

- Broom and Poplar House where an initial appraisal had identified limited development potential and decisions have been taken to continue to invest in these properties in order to protect the health and safety of residents.
- 170 bedsit bungalows where the appraisal will focus on a review of the potential to extend existing homes or redevelop sites when properties are empty in order to provide additional affordable housing
- 167 further properties with marginal financial performance where performance is declining.

Other appraisals are carried out on high cost voids as they arise. A decision tree for a typical options appraisal process is illustrated at Appendix 2.

Initial appraisals will be carried out on a desk top basis considering a range of options, focussed on the Council's objectives to increase the quality and supply of affordable housing. Where this appears viable, plans for the areas would be developed in more detail with full input and consultation of residents. The results of these appraisals will be available within 12 months and proposals brought back to members for decision before moving to any more detailed master planning and consultation.

In order to release resources to support new development we will explore a disposal strategy to transfer voids to Slough subsidiary companies where this may present opportunities for use as rent (at market or Slough living rent) or shared ownership. We will agree criteria for which voids may be suitable for transfer – this will depend on the performance in current use, the open market value and the viability of the asset at Slough Living Rent or Shared ownership. Target populations of properties will be identified which fit these criteria. Disposals will be limited to regulatory constraints which limit 5 disposals a year to a company controlled by the Council.

4.6. Results of options appraisals

4.6.1. Tower and Ashbourne

Tower House and Ashbourne House are two blocks with a total of 120 flats, 104 of which were social rent homes within the HRA and 16 were leaseholder flats. The towers have suffered a range of issues including anti social behaviour, poor quality public realm and high cost to the HRA. They were not included in the asset performance evaluation as the two blocks are now largely vacant pending redevelopment. There is potential to redevelop the site to provide a total of 195 homes. The report to Cabinet on 22nd January 2018 focused on the use of institutional finance for social housing. Any new vehicle would need to be enabled by the investment of Right to Buy receipts in order to assist in the financing of replacement social housing, and the potential to offer new homes at the Slough Living Rent through a leaseback scheme funded from institutional investment.

4.6.2. Broom and Poplar

Broom and Poplar house were identified to have a significantly negative NPV in the financial modelling of minus £1.4m. This is due in part to the investment needs of the blocks to improve fire safety. Social scores indicate issues of high turnover and high rates of ASB.

Housing Revenue Account - Asset Management Strategy

A review of development potential has been carried out of both blocks and the surrounding area. Two options have been reviewed which include refurbishment of existing towers with new build on adjacent surplus land, and demolition of the two blocks and redevelopment of the whole site for affordable housing. The option of refurbishment with additional build of new homes on adjacent land showed the most favourable outcome in the financial appraisal. It also reduces the disruption to existing residents. This is to be investigated further with capacity studies to confirm the number of new homes that could be achieved. A final decision would also consider wider issues beyond the initial financial appraisal. Therefore the current plan is that the HRA capital programme will need to meet the investment needs of the blocks.

4.7. Strategy for older people’s housing

4.7.1. De designated blocks

The Council owns 203 dwellings in nine blocks which were formerly sheltered housing with a warden service but have subsequently been “de-designated” and now operate as age restricted housing, although many blocks retain some element of communal facilities such as lounge and laundry. Residents that require support are connected to the Council’s emergency alarm system. No warden support is provided.

These properties perform relatively poorly in the financial evaluation, with low NPVs driven by low rents. The NPV per block, compared with the average for the whole stock is illustrated below.

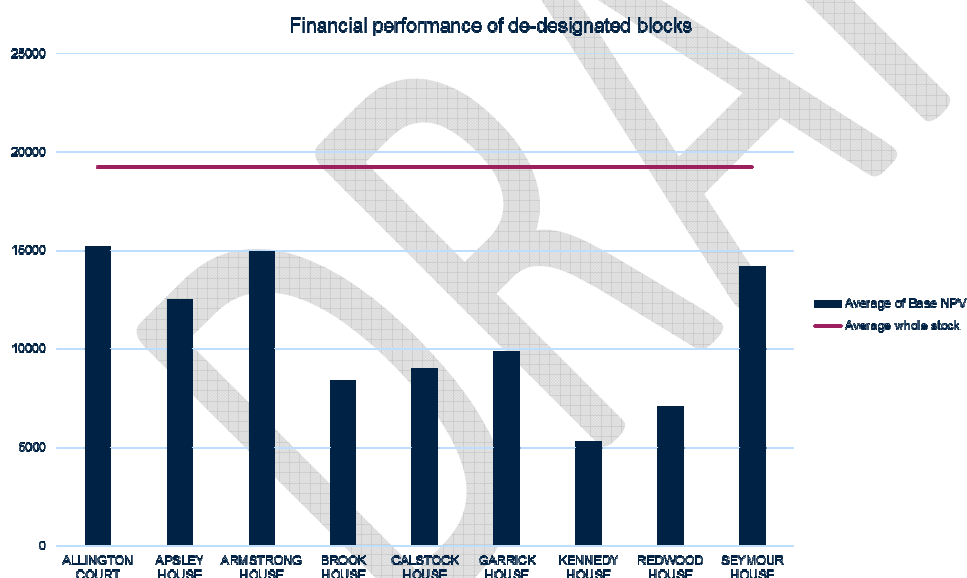


Figure 5: Financial performance of de-designated blocks

The future investment need identified in the stock condition survey is not large, with average future 30 year investment requirements of between £15,400 and £23,300 per property. However these properties need investment beyond component replacement in order to ensure they remain fit for purpose for modern aspirations and meet the needs of current and future residents. In the short term resources of £50,000 - £60,000 per block are earmarked for improvements to fire safety and water hygiene. This additional investment will reduce the NPVs further and a long term strategy for the blocks needs to be developed to determine their long term future.

Housing Revenue Account - Asset Management Strategy

The social scores for these blocks show a varied picture driven in part by issues in the wider area. For example rates of satisfaction vary but this is based on satisfaction by ward and is not specific to the block. Where the data relates specifically to the blocks the scores indicate issues of anti-social behaviour in some blocks (Allington Court, Kennedy House and Brook House) which is perhaps an indication of the lack of support currently available to residents. Some blocks also have lower SAP ratings indicating a risk of fuel poverty (Allington Court, Kennedy House, Garrick House and Seymour House).

4.7.2. Age restricted housing

There are a further 1,155 properties which have age restrictions on their lettings policies. 170 of these are the bedsit bungalows which have already been identified for review, with an average NPV which is negative over 30 years (from minus £5,175 in some cases, to marginally positive at £83 per unit). Each site is being ranked for its development potential to provide additional affordable housing in the borough, either through comprehensive redevelopment, or from extensions and loft conversions to provide guest or live-in carer accommodation. Detailed development appraisals are proposed to test the viability of development on 7 sites. The remaining age restricted properties also have a low NPV with an average of just under £12,000 per unit compared with £19,234 for the whole stock. Options for bedsit bungalows and other age restricted housing will be reviewed to consider broader options to improve performance in the context of Slough's future strategy for older persons housing.

4.7.3. Future strategy for older person's housing

Longer term we need to understand the specific demand from older people now and in the future, and how this compares to supply in the local area. This may point to the need for additional housing with care and support for older people across a range of different tenures, from social to market rent, shared ownership and outright sale. The Council has ambitions to develop at least one Extra Care scheme and the demand for this would be tested through the same route.

Key steps to develop our strategy further will include

- Research to understand supply and demand for older people's housing across a range of tenures and support needs
- The establishment of a "fit for the future" older persons' housing standard, and appraisal of each scheme against this
- Stress testing of NPVs to reflect the cost of investment to bring properties up to this standard
- Options appraisals on stock which cannot be brought up to these standards and/or where there may be opportunities to redevelop sites to provide accommodation better suited to future needs

The aim would be to develop an overall portfolio strategy that sets out the Council's vision for its older persons housing in the future, and the practical steps that will be taken to deliver this vision. The strategy would demonstrate the extent to which a self-financing regeneration approach to the portfolio is possible, through the decommissioning and disposal of the poorest performing to generate receipts for investment in the remaining schemes. Where this is not possible, there may be a need for additional funding and options can be explored as to how this might be met.

Housing Revenue Account - Asset Management Strategy

4.8. Benefits of active asset management

The benefits of this active asset management approach are that it would enable us to:

- Strengthen our business plan
- Make more efficient use of capital resources available, releasing resources for new investment
- Consider long-term planning for obsolescence, putting in place short and medium term investment strategies for assets identified with limited financial viability in the longer term.
- Optimise new build, remodelling & stock investment
- Test alternative strategies
- Enable balanced investment decisions and support difficult decision making
- Improve asset led value for money, delivering a good return on social housing assets, where investment delivers an increase in value over time
- Address regeneration needs to improve the sustainability of neighbourhoods.
- Communicate reasons for difficult decision to members, staff and residents, working with stakeholders to deliver improved outcomes.
- Assist us in delivering our social and housing objectives

Results from options appraisals leading to alternative proposals for assets will be reported to the RMI Strategic Management Board (SMB) for reporting on to Cabinet.

Major investment decisions in properties identified for appraisal will be deferred until options appraisals are complete. An interim investment plan will be established to ensure essential health and safety requirements are maintained. The principles of this are set out Appendix 3. Appraisals will be prioritised based on those with the most immediate investment need first, in order to minimise the time that properties need interim investment plans before long term decisions are made.

5. Investment planning

5.1. Business plan affordability

Our repairs and maintenance budget is £100m over 7 years. This broadly matches the liabilities identified in the stock condition survey, along with other day to day expenditure required in the stock. So investment is affordable, but in order to ensure future costs can be managed within budgets it will be very important to prioritise investment, and to ensure we are investing in our long term sustainable stock, exploring alternative options for uneconomic stock.

Regeneration and new development will require additional resources. Some of this can be met by further borrowing within the limits of the headroom available under the current HRA debt cap. However additional sources and funding structures will be required to expand activity at scale. This is being explored as part of the broader HRA options appraisal.

5.2. Investment priorities

In order to ensure that the standard of investment that has been delivered to the stock is maintained, the investment programme will prioritise works to the long term sustainable stock within available budgets under agreed criteria including

- Priority 1: Works required to meet statutory or health and safety obligations including fire risk, compliance and other changes due to government regulation
- Priority 2: Works to bring properties up to the “Slough Standard” and to maintain them at this standard.
- Priority 3: Works that impact on high responsive repair costs e.g. roof repairs, internal electrical and plumbing, DPC, repointing, and Member expectations
- Priority 4: External works including leasehold obligations and communal area redecorations to keep the fabric of the building in good repair
- Priority 5: Other works to common areas including mechanical and electrical installations which residents believe are important for the quality of life in particular blocks
- Priority 6: Estate improvements and management of environmental areas, trees, footpaths and open spaces, enhancements to overall appeal and letting potential of the stock, parking and security reflecting the priorities identified in our garage strategy.

Overlaid on these priorities will be other factors including

- Information on the future sustainability of the stock, based on the asset performance evaluation set out in section 4 of this strategy, as well as information on future demand, housing needs and aspirations of current and future residents.
- The allocation of planned maintenance budgets within the business plan.

Housing Revenue Account - Asset Management Strategy

- The development of approaches to investment which make positive contributions to the local economy, local employment and training, energy efficiency, household security and community safety in line with the Council's corporate strategy.

5.3. Investment planning

Whilst it is apparent that most dwellings will require some work, not every home will require all elements. In order to deliver a programme that is both affordable and meets our business plan, it is necessary to apply a clear set of investment rules and principles to decide when each element will be replaced.

The investment rules and principles that affect the delivery of the Asset Management Strategy and the criteria to be used in generating the investment plan have been identified and prioritised on the following basis:

1. Ensuring the stock remains compliant with statutory regulations including:
 - Rectification of works identified through fire risk assessments, electrical testing regime and the gas maintenance programme.
 - Installation of modern smoke alarms and CO2 detectors where applicable.
 - Heating upgrades and high efficiency boiler replacements wherever applicable to address fuel poverty and cost of energy.
2. Identifying means to address foreseen or unforeseen issues which are to the detriment of the building or the health and safety of the resident. This will be assisted by focusing investment on known elemental failure hot spots within the stock profile and in turn help mitigate disrepair claims.
3. Ensuring investment aligns with corporate objectives including:
 - Maximising social impact in accordance with the social objectives incorporated in the Asset Performance Evaluation model and the overarching Group's social objectives.
 - Conformity with Asset Management strategic objectives as detailed in section one
 - Maintaining conformity to the Decent Home Standard and improving asset value.
 - Ensuring timely leasehold consultation protocols are followed to enable associated income recovery.
4. Ensuring planned works remain on a yearly basis within the constraints of the business plan.
5. Ensuring the investment planning process takes in to account stock sustainability by giving consideration of the Asset Performance Evaluation model and requirement for option appraisal work.
6. Driving efficiency through programme delivery and procurement including:
 - Dividing the stock in to geographical areas to enable compliance works to be targeted and maintained, works to be programmed on an equitable basis, works to be efficiently programmed over the five year period and addressing sustainability issues.

Housing Revenue Account - Asset Management Strategy

- Developing work packages which incorporate associated replacement elements (e.g. chimneys with roof replacements) in order to maximise economic delivery, limit number of site visits and minimise disruption to customers.

Devising the five year investment plan by using the priorities and principles detailed above ensures that investment is undertaken to sustainable stock in a cost effective manner and ensures stock compliance is maintained. The five year capital programme that has been developed with these rules is set out below¹:

PROGRAMME	Year 1	Year 2	Year 3	Year 4	Year 5	Programme Total
Internal	£1,482,470	£1,610,190	£1,840,120	£1,871,130	£1,709,470	£8,513,380
Dwelling external	£1,336,230	£1,830,975	£1,418,145	£1,317,565	£1,137,595	£7,040,510
Blocks	£0	£0	£1,113,265	£1,117,120	£1,090,803	£3,321,188
Garages	£0	£7,100	£12,375	£22,850	£14,750	£57,075
Block Door Entry	£0	£0	£23,250	£26,500	£10,500	£60,250
Negative NPV	£0	£0	£0	£0	£324,475	£324,475
Programme Total	£2,818,700	£3,448,265	£4,407,155	£4,355,165	£4,287,593	£19,316,878

FRA Works (Broom & Poplar)	£2,500,000	£0	£0	£0	£0	£2,500,000
FRA Works (Year 1)	£500,000	£0	£0	£0	£0	£500,000
Environmental	£500,000	£500,000	£500,000	£500,000	£500,000	£2,500,000
Garage Sites	£1,100,000	£1,100,000	£0	£0	£0	£2,200,000
Preliminaries & 10%	£641,870	£454,827	£440,716	£435,517	£428,759	£2,401,688
Fees & 8%	£513,496	£363,861	£352,572	£348,413	£343,007	£1,921,350
Contingencies @ 3%	£192,561	£136,448	£132,215	£130,655	£128,628	£720,506

Grand Total	£8,766,627	£6,003,401	£5,832,658	£5,769,750	£6,012,463	£32,384,897
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Business Plan	£8,800,000	£5,800,000	£5,800,000	£5,800,000	£5,800,000	£32,000,000
Variance to Business Plan	-£33,373	£203,401	£32,658	-£30,250	£212,463	£384,897

Table 2: Five year investment programme

Year one addresses critical fire safety works at Broom and Poplar Houses plus additional fire safety works in low rise buildings which we anticipate arising from fire risk assessments targeted in these blocks in April. We have also included for investment in garage sites where no development potential is identified, in order to sustain their future and maximise future income. A provision for environmental work acts as a contingency, for example for works to the de designated blocks recently identified, and where additional works fire safety requirements are identified.

¹ Year 1 & 2 are agreed programme, Years 3 – 5 proposed

Housing Revenue Account - Asset Management Strategy

In order to deliver the works, the Council has procured and entered into a contract with Osborne for an initial period of 7 years with options for the Council to extend the Term for a further 3 years, subject to satisfactory performance against agreed Key Performance Indicators. The Programme will be awarded in annual Orders setting out the works required.

5.4. Value for money

The asset management strategy is underpinned by the successful procurement of the RMI contract which will deliver value for money across all aspects of asset management related activity.

DRAFT

6. Review and monitoring

6.1. Performance monitoring

Investment plans and the results from options appraisals leading to alternative proposals for assets will be reported to the RMI Strategic Management Board (SMB) for reporting on to Cabinet. Reports will include financial and quality out turns against plans. We will measure our success through a range of Key Performance Indicators (KPIs) developed specifically for Slough which include:

- Effective resident engagement
- Overall growth in NPV across our portfolio
- Option appraisal within 12 months for all properties which meet the triggers established
- To achieve an average SAP rating of 71 by 2020 with an aspiration of having no stock with a SAP of less than 65, with alternative options explored where this is not feasible
- Number and quality of kitchen, bathrooms, windows and doors replaced as part of planned works programme
- Adherence to planned works budget and timescales
- Compliance with all health and safety, regulatory and statutory standards

6.2. Governance

The accountability for key aspects of this strategy is set out below.

Tasks	Executive Role	Member Role
Drafting, maintaining and updating the HRA Asset Management Strategy	Prepares draft HRAAMS for member decision Maintains HRAAMS Provides annual update of HRAAMS Provides full periodic reviews of HRAAMS	Approves draft HRAAMS and has overall responsibility for ownership of asset management strategy Approves annual updated HRAAMS and periodic reviews.
Implementing stock options appraisals and managing outcomes	Conducts stock options appraisals and makes recommendations to members. Implements member decisions Annual report to members on outcomes including use of proceeds/land	Considers recommendations and takes decisions on implementation Agrees a level of delegated authority for action based on agreed principles
Managing progress against delivery of five year investment plans	Reporting and consideration of progress / corrective action via management – quarterly SMB	Receives and approves reports. Takes/approves corrective action where

Housing Revenue Account - Asset Management Strategy

Tasks	Executive Role	Member Role
		required. Regular monitoring
Updating stock condition survey information	Update to stock condition survey data as work is completed, and regular 5 year survey to refresh. Outcomes used to inform annual revisions to the HRAAMS and to the APE model	Results reported to members for information and via annually updated investment plan and approval of revised HRAAMS
Updating asset performance evaluation model	Model will be owned and managed to support decision making and it will be updated on a regular basis in response to changes in the stock portfolio (additions, disposals, transfers, investment etc) and updated stock condition information.	Model outputs reported to members at least annually to demonstrate progress in active asset management to improve value.

The main internal controls are in the following areas:

Stock Condition Surveys

The lifecycles and costs used in the SCS will be reviewed regularly to ensure they are consistent with sector benchmarks and that a process is in place to ensure they will be updated on a systematic basis based on actual prices obtained for works done and planned.

Updates to the SCS as captured by the asset management databases as the Investment Programme is implemented. SCS updates will form part of the annual investment planning verification process.

Investment Plans

There is a planned investment programme in place with clear and robust contract management arrangements.

There are performance measures in place and there is effective and regular monitoring and management of actual delivery performance against these plans by the asset management team. Demand analysis and customer feedback from response repairs programmes is used to inform and update the planned investment programmes.

The Neighbourhood Forums will have a review and monitoring function over delivery. Investment programmes have been designed with regard to the diversity and disability needs of our customers. Regular satisfaction and feedback obtained and used to inform ongoing investment plans.

Repairs and maintenance, including gas servicing, delivery programmes are all in place and there is effective monitoring and management of outcomes.

Procurement & Staffing

There will be effective and efficient procurement plans and processes in place with value for money confirmed through benchmarking and external validation exercises.

Housing Revenue Account - Asset Management Strategy

There are management systems in place to recruit, select, train and appraise staff with the skills to deliver the strategy.

Response Repairs

There are detailed contract controls and performance measures in place for the service. Service outcomes and measures are used to inform forward planning of both responsive and planned repairs.

There are good levels of customer satisfaction with the service and this is routinely tested as part of the service

Asset Performance Evaluation

The asset performance evaluation model developed by Savills will be further developed by the assets team, with input from the Finance and Housing teams. The model will be owned by the Neighbourhood Services Client function and will serve to ensure that it forms an integral starting point for investment planning and active asset management. The model will be regularly updated, informed by new information including updated stock condition data following delivery of investment plans, response repairs spend, changes in management costs, changes in void rates, local option appraisal outcomes, new homes coming into management etc.

Asset Management Strategy

The Neighbourhood Services Asset Management Strategy will be updated as a key part of the annual capacity modelling and corporate planning process and outcomes from this exercise will inform the business planning & capacity modelling

Business Planning & Capacity Modelling

The annual business plan review process will explicitly evidence a golden thread from the business plan through the asset management strategy, cash flow models, investment & procurement programmes and stock condition surveys etc.

Internal Audit & Risk Management Arrangements

Aspects of asset management, property disposals and response repairs are longstanding items on the Council's Risk Register with regular reporting on management of the risks. Internal audit arrangements are in place and will include a triennial verification and review of the golden thread from asset model to stock condition survey and all of the key links in between. This work and recommendations arising will be reported through the Neighbourhood & Community Services Scrutiny Panel to Cabinet. This will support a formal continuous improvement culture in the asset management and repairs services

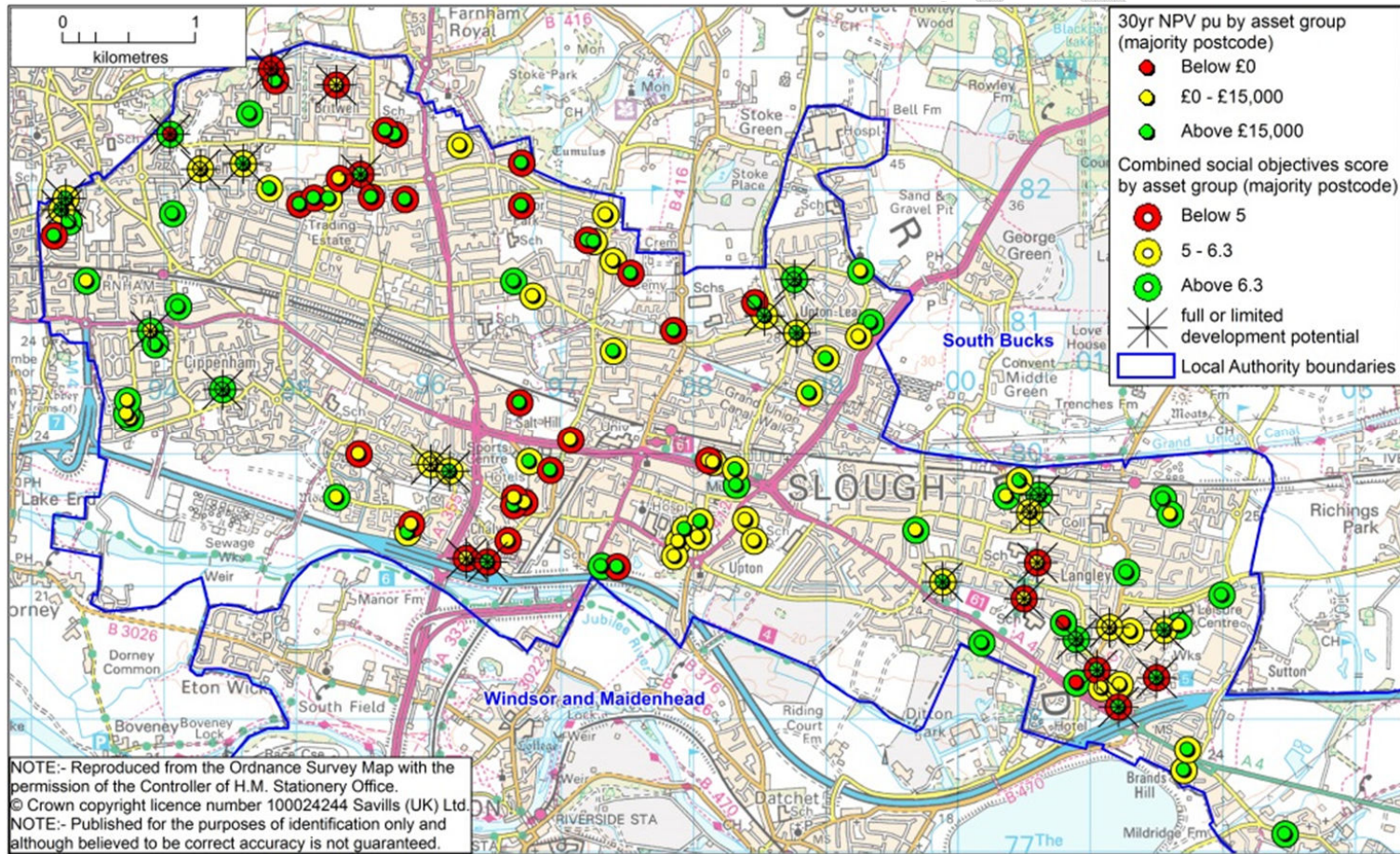
6.3. Review

The strategy covers a five year period from 2018 – 2023. Investment plans will be reviewed annually. The strategy will be reviewed in annually.

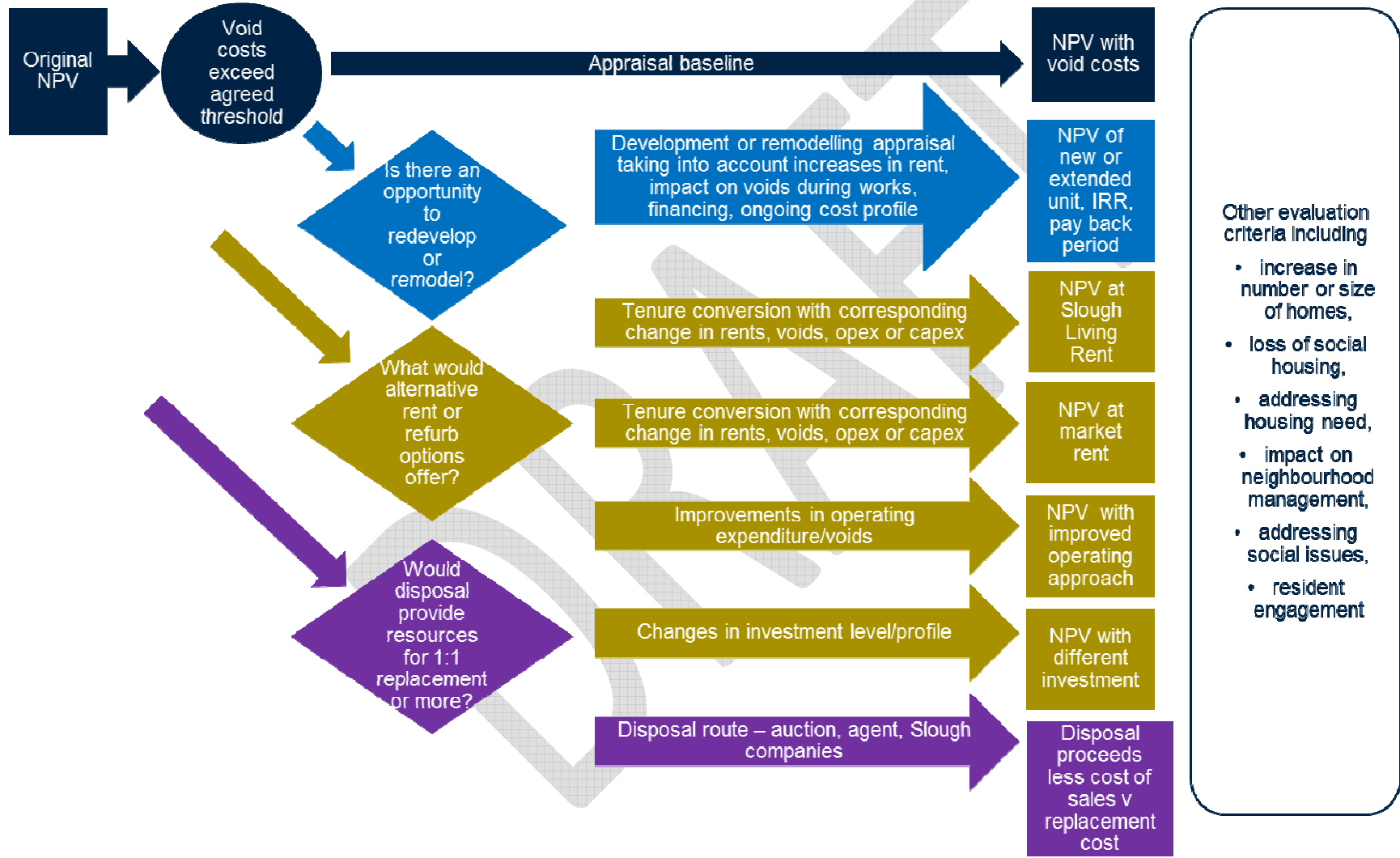
6.4. Authority and control information

Responsibility for strategy is with the Neighbourhood Services Lead

Appendix 1: Financial and social performance map and development potential of adjacent garage sites



Appendix 2: Options Appraisal Decision Making



Appendix 3: Sustainability matrix for investment planning

Having concluded estate based sustainability evaluations, the following business rules will be applied when considering investment.

Classification	Sustainable Category	Capital Investment Approach	Repairs and Planned Programmes Approach	Housing Management Approach
Category 1	30 Year Sustainable Life - Stock that has a 30 year life and meets the client/customer requirements and in the future	Full investment as outlined within the SCS and Business Plan	Full repairs service and cyclical/planned works to property. Maximise quality of service and customer satisfaction levels	Moderate level of void property investment. Moderate level of estate management cost for general need and sheltered stock. Moderate to high level of estate management cost for low rise and high rise accommodation.
Category 2	10-15 Year Sustainable Life - Stock that meets current client/customer requirements but not future needs due to condition, location, house type or specific client group needs	Investment to provide 10 – 15 year life (based on business plan affordability). Works will be prioritised to reflect client/customer priorities and meeting the terms of tenancy.	Full repairs service and potential increase in cyclical and planned works. Programme to be developed and cost applied for remaining life of property.	High level of void property investment. High level of estate management cost for general need, sheltered, leasehold, low rise and high rise accommodation.
Category 3	Property is performing below average and has raised concerns regarding the future (e.g. Marginal with value decline forecast over next 5 years). An option appraisal will be carried within 24 months	No investment unless breaches tenancy agreement until appraisal process discloses future sustainable life	Full repairs service applied. Future cyclical and planned works reduced to a minimum until future sustainable life is known. Maximum period 9 months	High level of void property investment. High level of estate management cost for general need, sheltered, leasehold, low rise and high rise accommodation.
Category 4	Stock is deemed to have outlived the customer needs is beyond economic recovery (e.g. negative NPV). Option appraisal will be carried out within 12 months	Option appraisal to be carried out to maximise future value to the asset base testing all options for regeneration and redevelopment. . Where disposal identified, determine disposal date and cash flow required to achieve receipt.	Full repairs service applied and health and safety issues identified during closure process. Investment and cyclical/planned works require approval	Low level of void property investment. Intensive level of estate management cost for general need, sheltered, leasehold, low rise and high rise accommodation.
Category 5	Opportunities to release land or value through disposal	Generate priority by development opportunity and carry out budget and funding assessment.	Asses impact on business	Limited level of void property investment. Limited level of estate management cost

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhood & Communities Scrutiny Panel

DATE: 16th January 2018

CONTACT OFFICER: John Griffiths, Service Lead Neighbourhoods
(For all Enquiries) (01753) 875436

WARD(S): All

PART I

FOR COMMENT & CONSIDERATION

FIVE YEAR PLAN – PRIORITY 5 MAKE BEST USE OF EXISTING PUBLIC SECTOR HOUSING STOCK

1. **Purpose of Report**

To update the Panel on action undertaken in respect of Outcome 4: Priority 5 – Our residents will have access to good quality homes: Make best use of existing public sector housing stock.

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

- The Panel is requested to note this report

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

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

In making the best use of its existing housing stock, the council will ensure that investment decisions will be made at the right time and for the right reasons. In doing so this deliver against the priority for Housing.

3b. **Five Year Plan Outcomes**

Making the best use of its existing housing stock is one of the priorities for:

- Our residents will have access to good quality homes.

4. **Other Implications**

(a) **Financial**

The recent stock condition survey has indicated the need to invest £420m over the next 30 years in maintaining the existing HRA housing stock. Every year, the HRA's scope to fund the day to day and major repairs and maintenance of its

stock is updated for changes to the rental income, stock changes, inflation, service demands, policy changes and the impact of Government changes. The 30 year HRA Financial Business Plan is being updated but there are currently no indications that the HRA cannot continue to meet its day to day and major maintenance obligations and the funding of the £420m required to achieve that over the next 30 years.

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
The Panel is requested to note this report	There are none	There are none

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights Act implications for this report

(d) Equalities Impact Assessment

There are none

5. **Supporting Information**

5.1 **Summary**

5.1.1 In conjunction with the re-procurement of the Repairs, Maintenance & Investment ('RMI') Contract, the Service Lead – Neighbourhoods commissioned a Stock Condition Survey. This was undertaken by specialist surveyors Michael Dyson Associates and was completed in February 2017.

5.1.2 Subsequently and as part of the Housing Options Appraisal, an Investment Plan and Asset Performance Evaluation of the housing stock has also been undertaken.

5.1.3 The results of the survey have been analysed by Savills, who have been engaged by the Council to develop the first two years of the Capital Investment Programme of the RMI contract.

5.1.4 The information now available to the Council about its housing stock will enable evidence based decision making in respect of strategic options for:

- Re-modelling of individual assets / sites;
- The extent of capital investment to make, when and where;
- Undertaking option and / or development appraisals;
- Disposals; and,
- Building new homes for both temporary accommodation and permanent housing.

5.1.5 This report sets out the steps taken since the Stock Condition Survey was completed leading to preparation of the Council's Asset Management Strategy.

5.2 The Stock Condition Survey

- 5.2.1 The survey results have set out the level of investment required to maintain the housing stock to a decent standard over the next 30 years. Circa 80% of the stock had an internal survey completed and all properties were surveyed externally that provides a reliable data set.
- 5.2.2 Savills were subsequently asked to review the stock condition survey results and to assist in converting them into detailed programmes of refurbishment work for the first 2 to 3 years of the RMI Contract; then to carry out some investment planning and asset performance evaluation that together will inform a new asset management strategy.
- 5.2.2 As reported previously, the survey showed the Council will need to invest circa £420m into maintaining the stock over the next 30 years, equivalent to circa £68k per unit. Savills' view is that is typical of stock in reasonably good condition.
- 5.2.3 In the context of the new 10 year RMI Contract, the £420m investment over 30 years divided equally into 3, 10 year tranches comes in at £140m. The current RMI budget is £100m over the first 7 years that means the investment required is affordable but it is clear there is little room for manoeuvre.
- 5.2.4 That means the capital programme will need to be carefully managed to contain spend within available budgets. Nothing new for the Council in that regard but it is evident the RMI budget is tight and will be unable to fund anything other than maintaining the stock to its current standard.

5.3 The Investment Plan

- 5.3.1 The underlying data from the stock condition survey was broken down into the investment needed into two, five year tranches over the next ten years against priorities for technical need, R&M spend, asset performance and available budgets. The aims of the Investment Plan are to ensure spend is made to the right stock, at the right time and it remains affordable.
- 5.3.2 The investment plans have prioritised the spend required and clustered works by internal and external component so logical programmes of work can be formed and matched to available budgets. The works by component have been plotted onto maps using Ordnance Survey tiles that illustrates the spread of work across the Borough by year over the first 5 years of the RMI Programme. The mapping tool also serves as a useful aid to resident consultation.

5.3.3 The investment plans will be discussed with Osborne Property Services Ltd (the RMI 'Service Partner') so they can prepare detailed programmes of work for the first years of the Contract starting from April. The programmes will include details of the quantum and scope of work that can then be validated by the Service Partner during the pre-commencement stage. Once the scope is firmed up, pricing can be confirmed and s.20 Notices issued to leaseholders with price certainty.

5.4 **Asset Performance Evaluation**

5.4.1 The next piece of work was a detailed analysis of the performance of the stock to provide a tool for managers to use in prioritising investment decisions as part of the investment plan and overall asset management strategy.

5.4.2 Asset Performance Evaluation includes:

- Utilisation of a modelling tool to generate cash flows and to measure worth to the housing business plan;
- Provision of an objective baseline on which to make investment decisions;
- An approach to the measurement of the long term performance of all HRA assets;
- Help to optimise planning for replacement or modernisation of assets;
- Generating a 'candidate list' for option appraisal;
- Providing a key component of business planning.

5.4.3 The benefits of this approach are that it enables the Council to:

- Strengthen its business plan and manage risks associated with required rent reductions;
- Make more efficient use of capital resources available;
- Consider long-term planning for obsolescence;
- Understand issues of future demand and where the greatest risks and opportunities exist to manage this;
- Obtain a balance between new build, remodelling & stock investment;
- Test alternative strategies;
- Enable balanced investment decisions and support difficult decision making;
- Demonstrate active asset management to meet the Council's value for money objectives; and,
- Communicate reasons for investment decisions to members, staff and residents.

5.4.4 **Phase 1: Financial sustainability**

In order to give an objective overview of the performance of the Council's housing portfolio, the model was built using existing data drawn from the housing management system, supplemented with work from the Investment Plan as outlined above.

Significantly, the model was built up from an individual property level. This enables an analysis of Net Present Values and cashflows in any combination. The model is based on a series of recognisable asset groups the Council can use to analyse groups of stock with similar characteristics.

The data was then incorporated into a model setting out operating cashflows at individual property and asset group level and assessment of Net Present Value and future projections of worth to the Council's business plan.

The model can now be used to reflect a range of different scenarios in terms of investment, rent, tenure, management and void levels etc. Inputs can be flexed over time as the Asset Management Strategy develops.

The model gives the Council objective financial data to identify poorly performing assets that would be the target of more detailed local options appraisal. For example, those properties with a low NPV may not be programmed until later to allow time for an options appraisal to be carried out.

5.4.5 Phase 2: Non financial sustainability

The next step was to incorporate a non-financial measure of sustainability – or Social Return on Investment. Financial results were correlated with non-financial data to enable an analysis of other factors relevant to decision making, linked to the Council's own social housing objectives.

Those measures were sourced from a variety of open/public reports on deprivation indices, stock churn, void rates, tenancy acceptances, crime rates, and the like.

The Net Present Values produced through the asset model were then correlated with the non-financial sustainability factors in order to 'traffic light' each asset group. There will be different strategies for business improvement depending on whether an asset group exhibits weak values, weak sustainability or both.

All reports have been mapped on GIS to illustrate the distribution of results at neighbourhood level, and to make sure the outputs can easily be extracted from the model and loaded into the Council's current GIS systems for future reporting.

5.4.6 Phase 3 - Appraisal of poorly performing assets

The APE analysis identified a total of 331 assets with marginal financial performance, which decline in value in the short term even after assumptions are adjusted to control costs in line with income. These assets require further appraisal that is currently underway.

A workshop with key staff has been held recently that agreed the number and scope of appraisals required both in terms of the properties to be included, and the range of options that might be feasible on each site.

Following the workshop, Savills are preparing a programme to complete the appraisals, a framework for how they will be carried out and the outputs required to support decisions on these properties.

5.5 HRA Management Strategy

- 5.5.1 The Council now needs to establish a HRA Asset Management Strategy (HRA AMS) linked to the objectives that it wants to achieve and rooted in a sound understanding of its housing assets and the market in which it operates (both in terms of value and demand).
- 5.5.2 Savills were appointed in December and have made a start on the strategy that will include:
- Introduction, background and strategic context
 - Asset management objectives
 - Demand and sustainability – including residents' priorities
 - Stock profile and condition, including standards, compliance and energy performance
 - Approach to active asset management – asset performance, tools for assessment and how understanding of this is used to support investment and value improvement; plus alternative strategies including disposals, demolition, regeneration and development and the outcomes from the appraisal process.
 - Approach to investment planning – including principles for how plans are put together and priorities agreed at neighbourhood level as well as business plan affordability
 - Proposals for internal controls and ongoing review and monitoring.
- 5.5.3 Initial scoping meetings have been held with a small project group to understand the Council's strategic priorities, the challenges it faces, the appetite for active asset management, future objectives, the needs and aspirations of current and future residents, including the needs of the most vulnerable, and the current approach to repairs and investment planning. The last of those workshops will complete in February that will give Savills the objectives and structure for the strategy.
- 5.5.4 The aim is to develop the strategy in a collaborative way ensuring it is not an off the shelf document, but a true reflection of Slough's ambitions for the future, and a robust framework to support delivery. The results of the options appraisals will be brought to those meetings so an overarching strategy can be developed for the whole stock.
- 5.5.5 An outline strategy document will be in place by the end of February with a fully worked up HRA AMS using the results of the option appraisals ready over the next 6 to 9 months.
- 5.5.6 The document will be a strategic one and Savills do not envisage any statutory consultation requirements at this stage. However, the action plan may well include projects for which statutory consultation and or formal consents might be required that may require the support of the Council's legal team where this might be necessary.

5.6 **Additional Investment**

- 5.6.1 The analysis, options appraisals and the HRA Asset Management Strategy will provide the Council with a raft of reliable information and modelling on which to make decisions on where and when to invest.
- 5.6.2 Whilst the HRA AMS focusses on investing wisely to maintain the stock to a decent standard over the next 30 years, the Council has aspirations to build more homes and re-model the existing stock to increase capacity. Funding for that activity will come from a variety of alternative sources outside the HRA and RMI budgets including use of retained 141 Right to Buy receipts, possible Public Works loans or other forms of institutional investment.
- 5.6.3 Proposals currently in development are to provide modular housing for Temporary Accommodation on existing dis-used garage sites. Subject to approval and planning, the first pilot schemes could get underway from May. The works include opportunities for local investment and employment through establishing a factory in Slough to construct the timber frames and roof trusses off site. Site preparation and construction is likely to be carried out by the RMI Service Partner
- 5.6.3 Once the proposals, costings and funding streams have been established and agreed in principle by Officers, Cabinet approval will be sought to proceed and this Committee briefed on progress.
- 5.6.4 In addition, there is expected to be capacity to build additional stories of housing onto existing low rise blocks. Known as 'top-hatting', the practice is becoming increasingly popular with social landlords but does require careful consideration, not only in respect of structural surveys to assess the technical requirements, but in resident consultation and the impact any additional housing may have on the existing infrastructure and community.
- 5.6.5 These are all considerations the Service Lead for Neighbourhoods is looking to develop over the short to medium term and will be discussed further with this Committee.

6. **Comments of Other Committees**

There are none

7. **Conclusion**

This report provides Panel with an update on actions in relation to Outcome 4: Priority 5 of the 5 Year Pan. From the information provided through the Stock Condition Survey, Asset Performance Evaluation, and the development of the HRA Asset Management Strategy the council will be able to make the best use of existing public sector housing stock. This will result in improved void turnaround times and increased under occupation moves.

8. **Background Papers**

There are none

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Neighbourhood & Communities Scrutiny Committee

HRA Asset Management Strategy

Stock Condition Survey result

SCS shows investment required of £68k per unit
6,200 units = £420m over 30 years

or **£140m** over 10 years

RMI budget over 7 years = £100m

RMI budget over 10 years = **£140m**

Affordable but only just..



So what now?

- Investment Plan – what to spend, where and when
- Asset Performance Evaluation – avoid investing in poorly performing assets
- Inform Stock Options Appraisal – investment need now clear
- Produce accurate investment plans and capital programmes
- Keep the data updated and robust

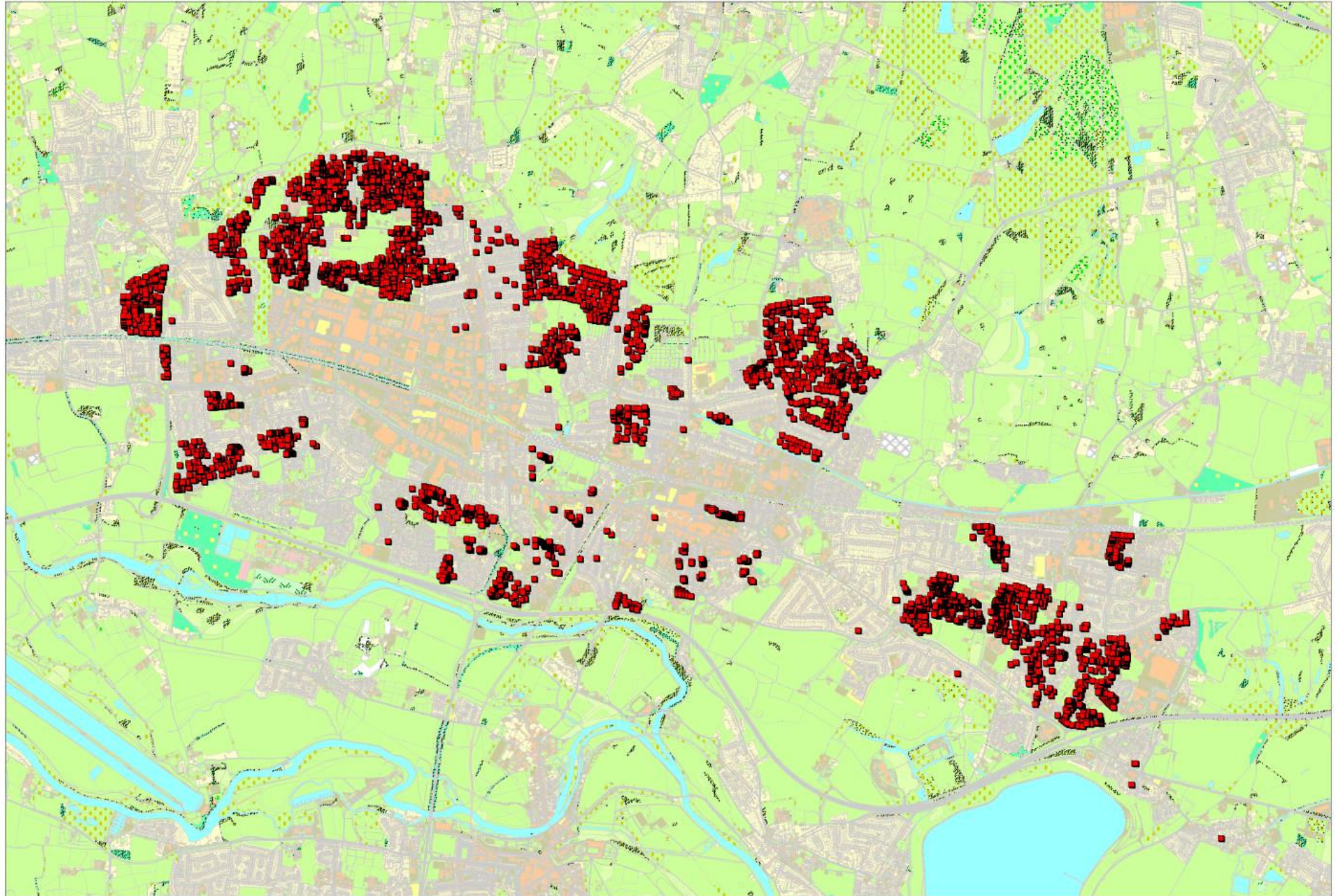


If it's not robust, don't use it

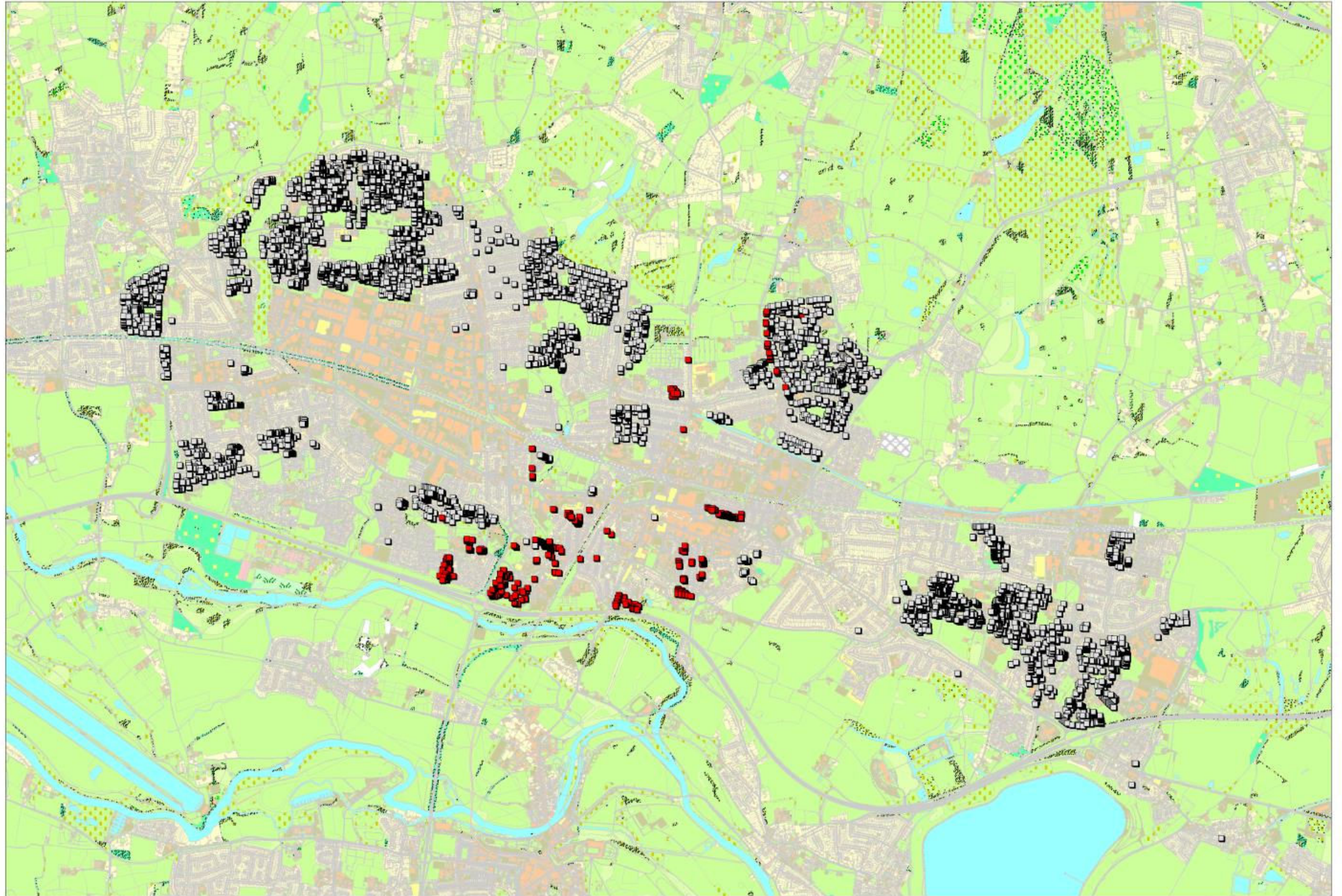
- You can't afford gold taps!
- SCS results broken down into investment need
- Prioritised by technical need, R&M spend, budgets
- Ensures investment made at the right time and remains affordable
- Mapped to show spread of work



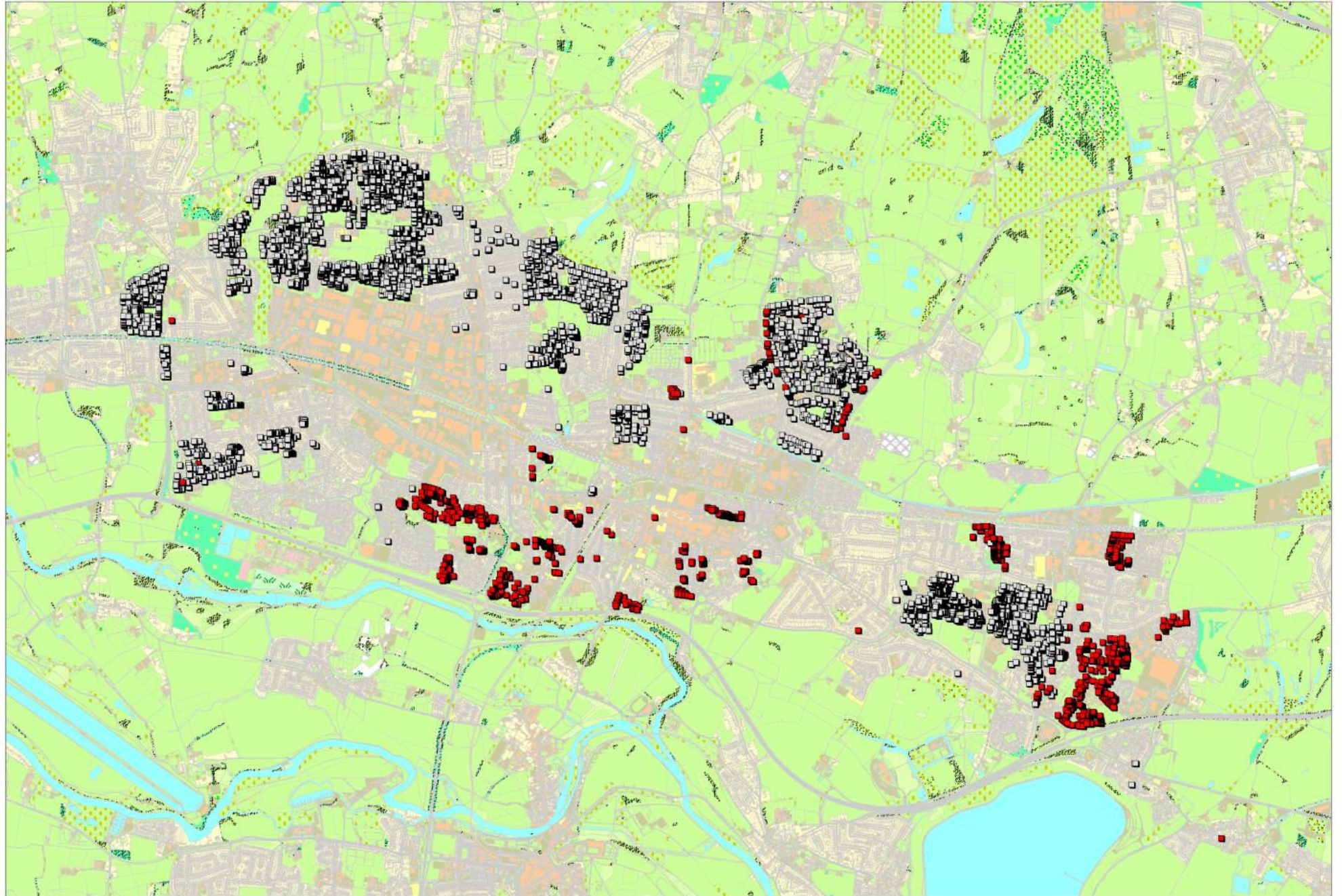
Slough - Stock Distribution



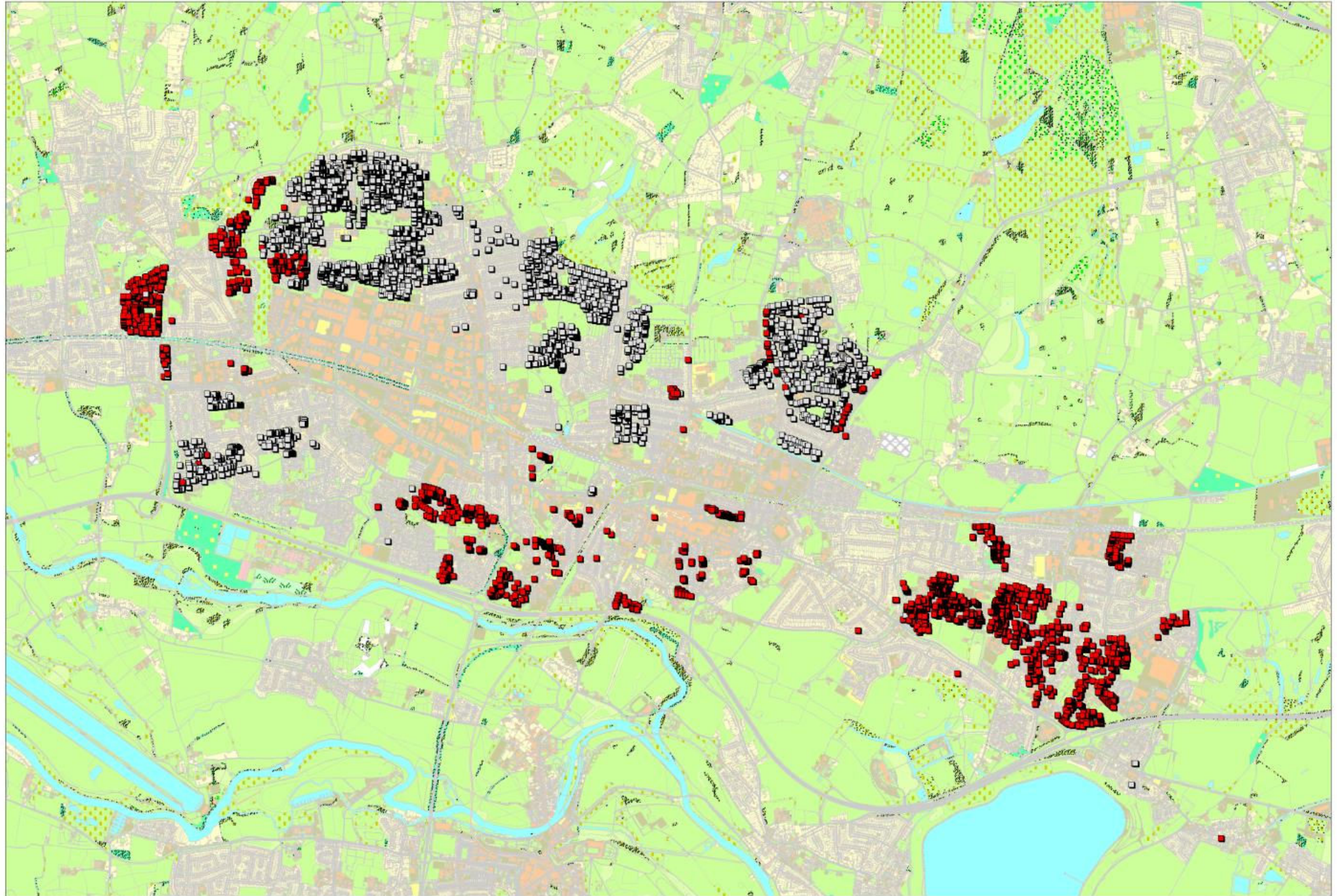
Slough - Internals - Year 1



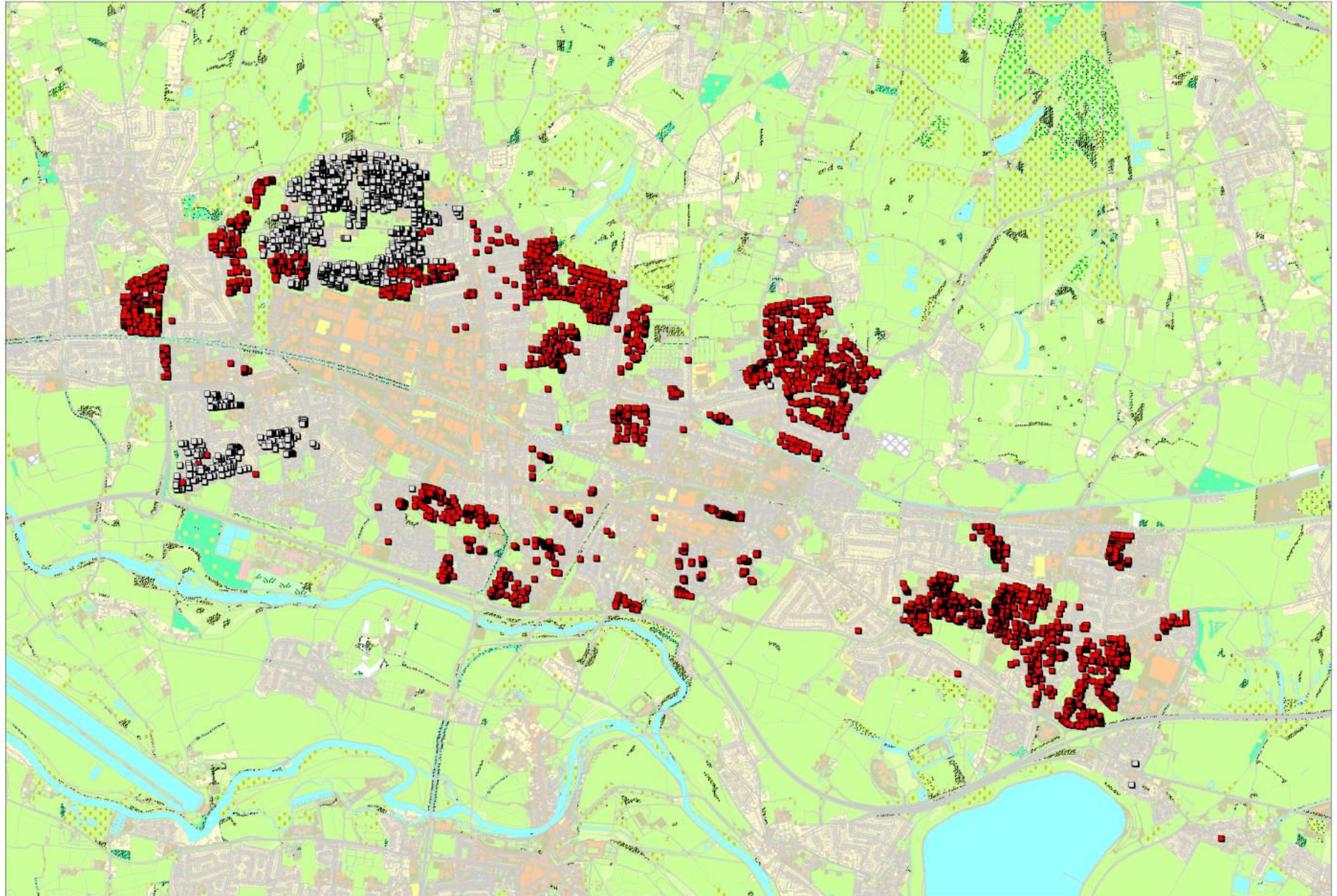
Slough - Internals - Year 2



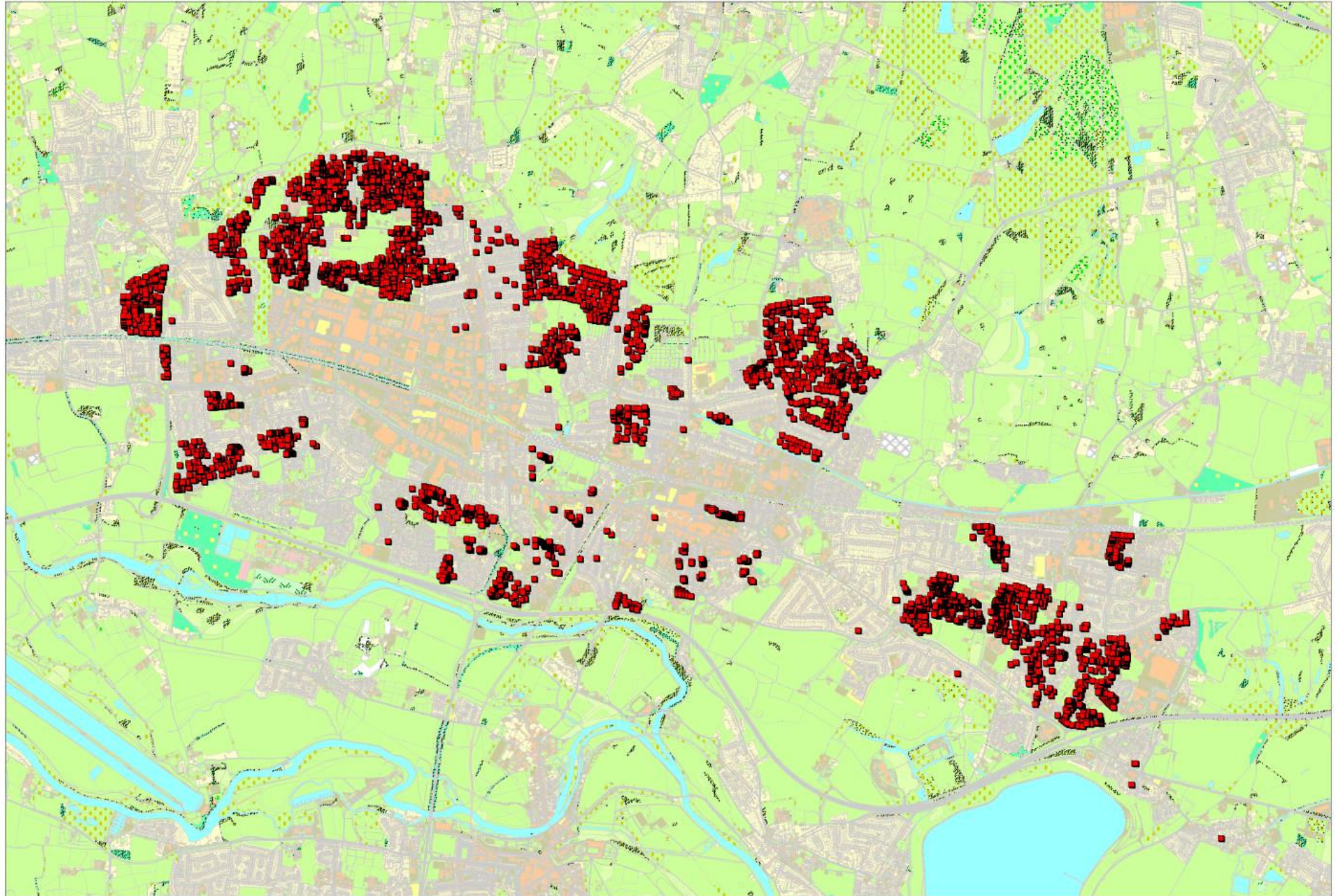
Slough - Internals - Year 3



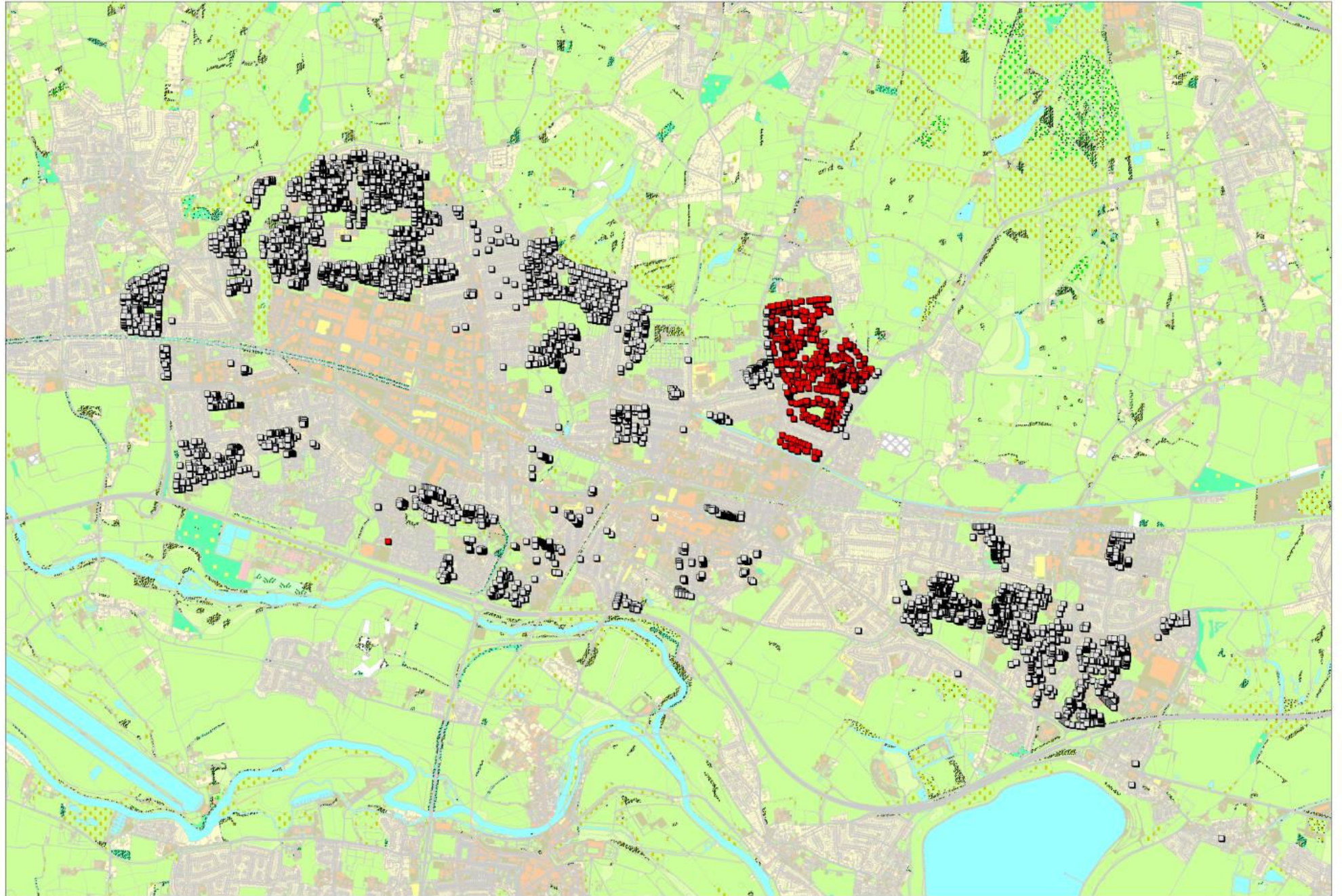
Slough - Internals - Year 4



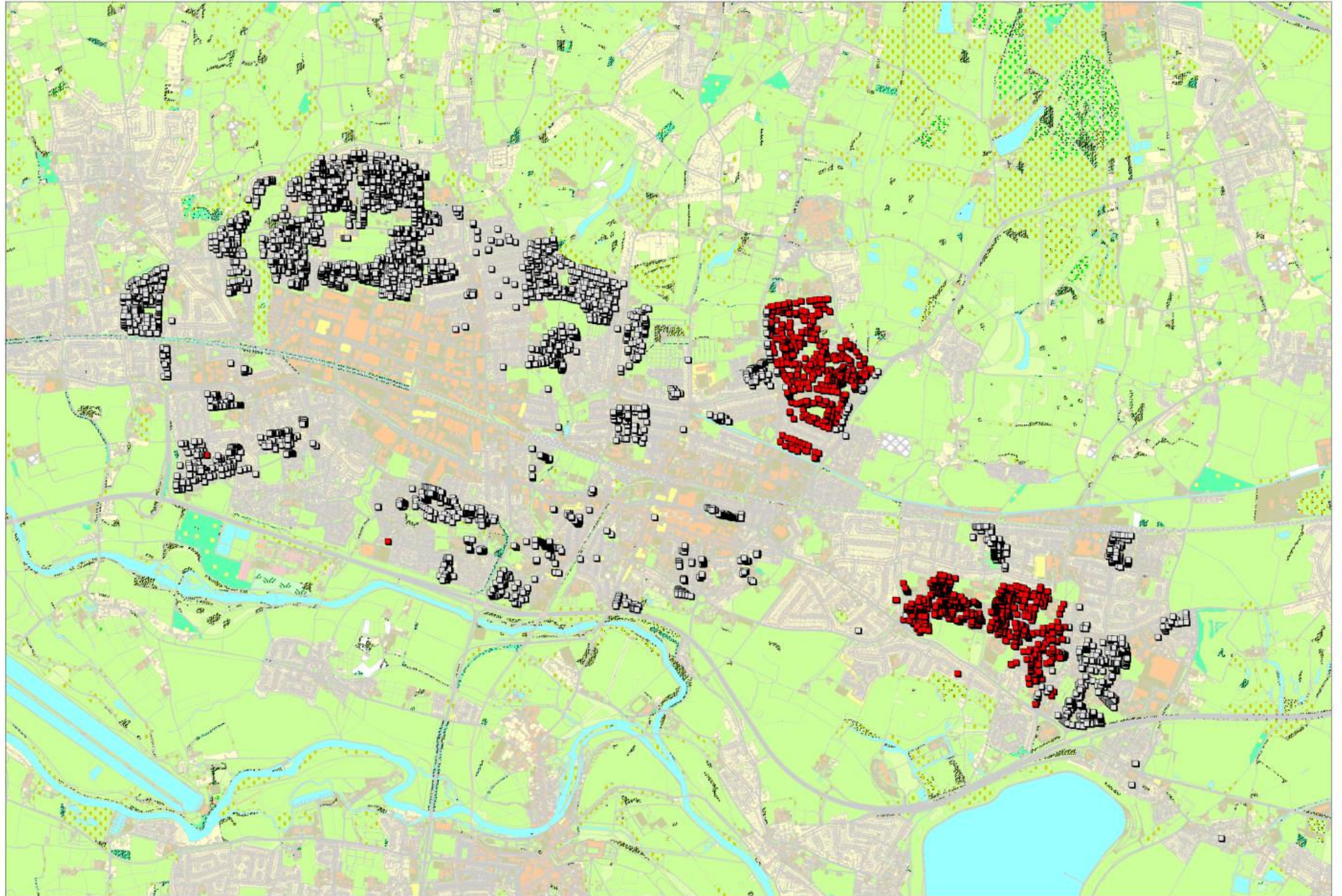
Slough - Internals - Year 5



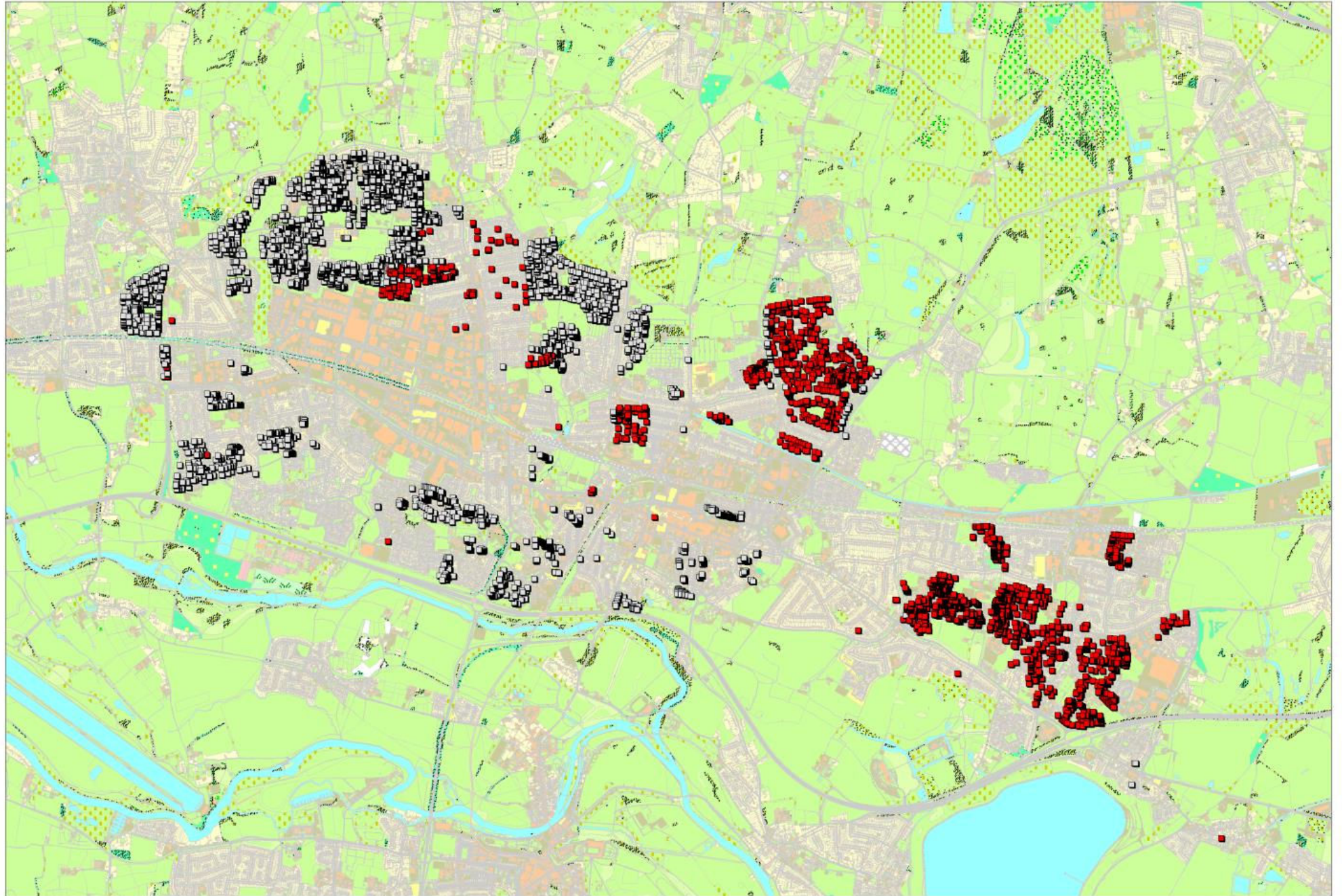
Slough - Externals - Year 1



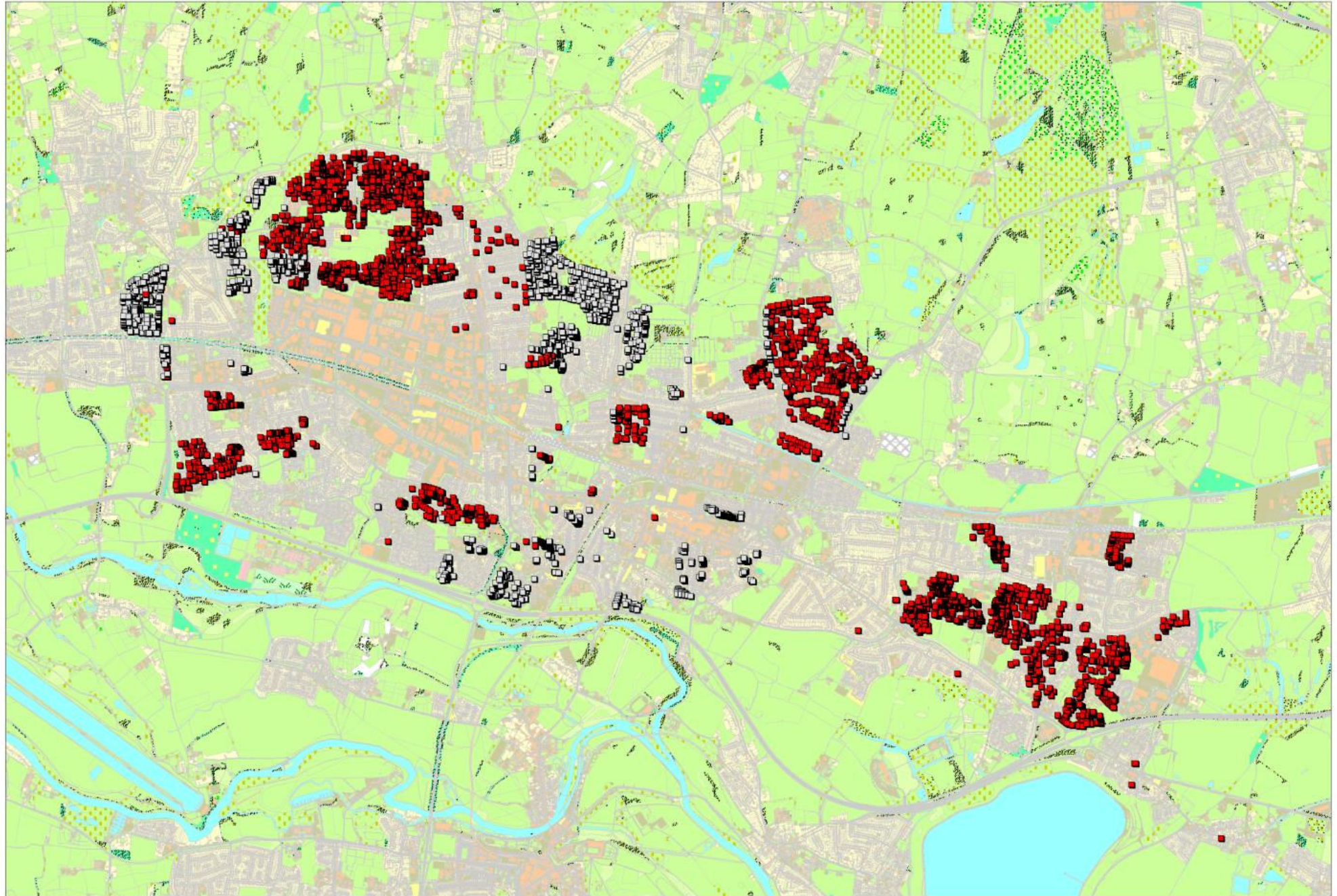
Slough - Externals - Year 2



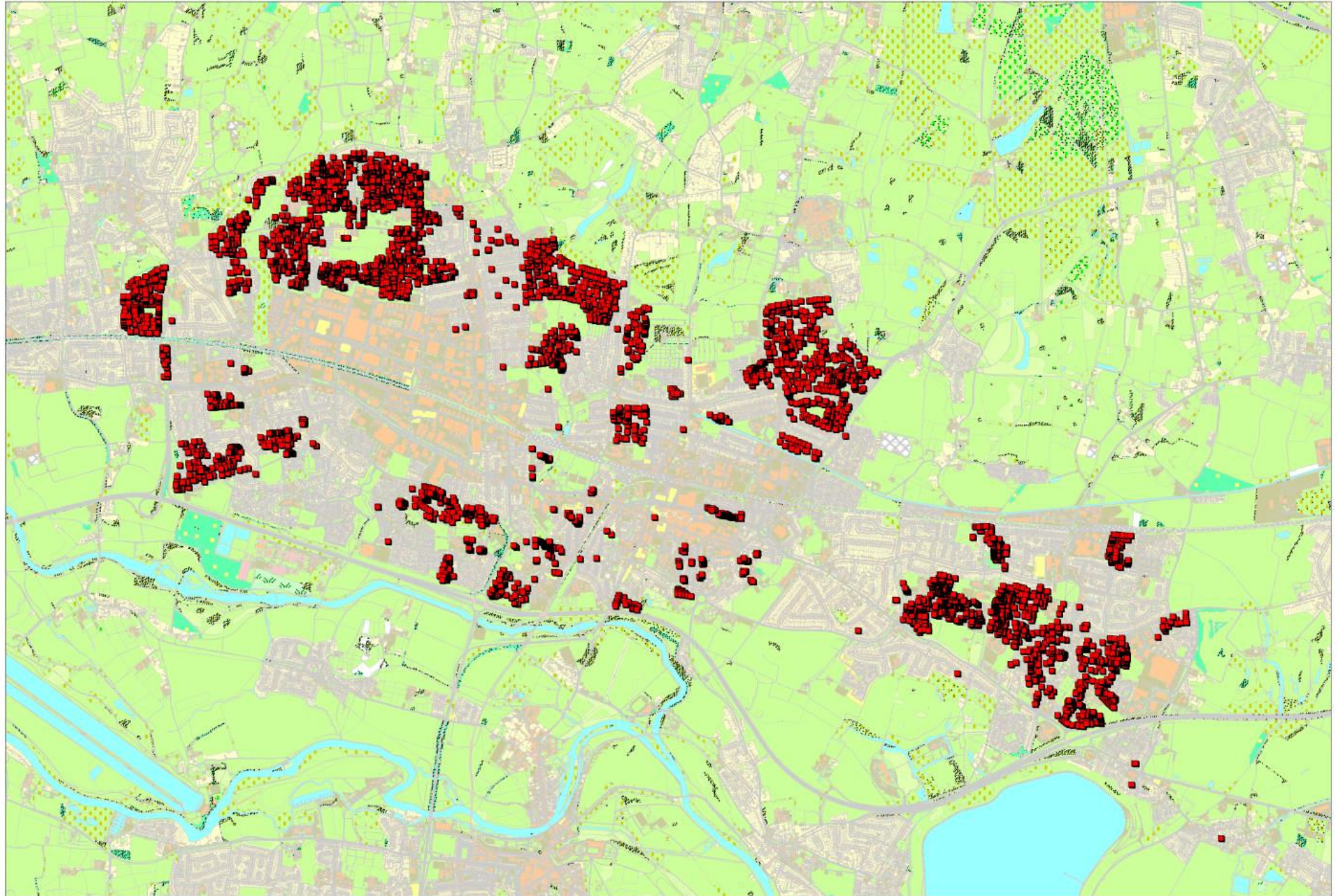
Slough - Externals - Year 3



Slough - Externals - Year 4



Slough - Externals - Year 5

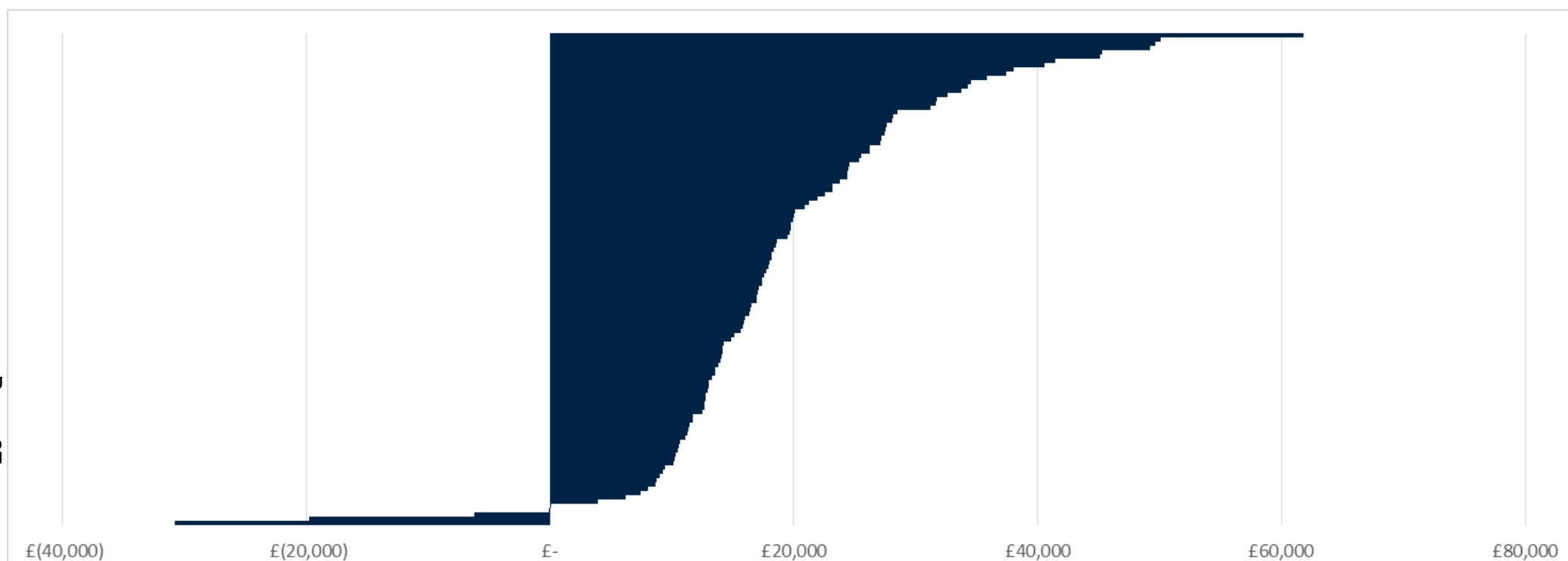


The Asset Performance Evaluation

- Measures the long term performance of your property portfolio
- Total stock modelled 6,126 units
- Includes a measurement of performance against social objectives
- Financial and non financial performance alongside development potential from garage review exercise
- Provides an objective baseline on which to make investment decisions
- Generates candidate list for option appraisal to support an active asset management strategy
- Reliant on good data



NPV Range – Overall Performance



Performance Table*

	NPV Range		No. Units	% Units	Total NPV	NPV Per Unit
	Min	Max				
Poor	£ (29,788)	£ 1	168	2.74%	£ (1,726,057)	£ (10,274)
Marginal	£ 1	£ 15,000	1,957	31.95%	£ 22,652,740	£ 11,575
Good	£ 15,000	£ 49,281	4,001	65.31%	£ 96,899,007	£ 24,219
Total			6,126	100.00%	£ 117,825,690	£ 19,234

*Performance table shows number of units in asset groups where average NPV is within performance band

30Yr NPV vs Social Objectives

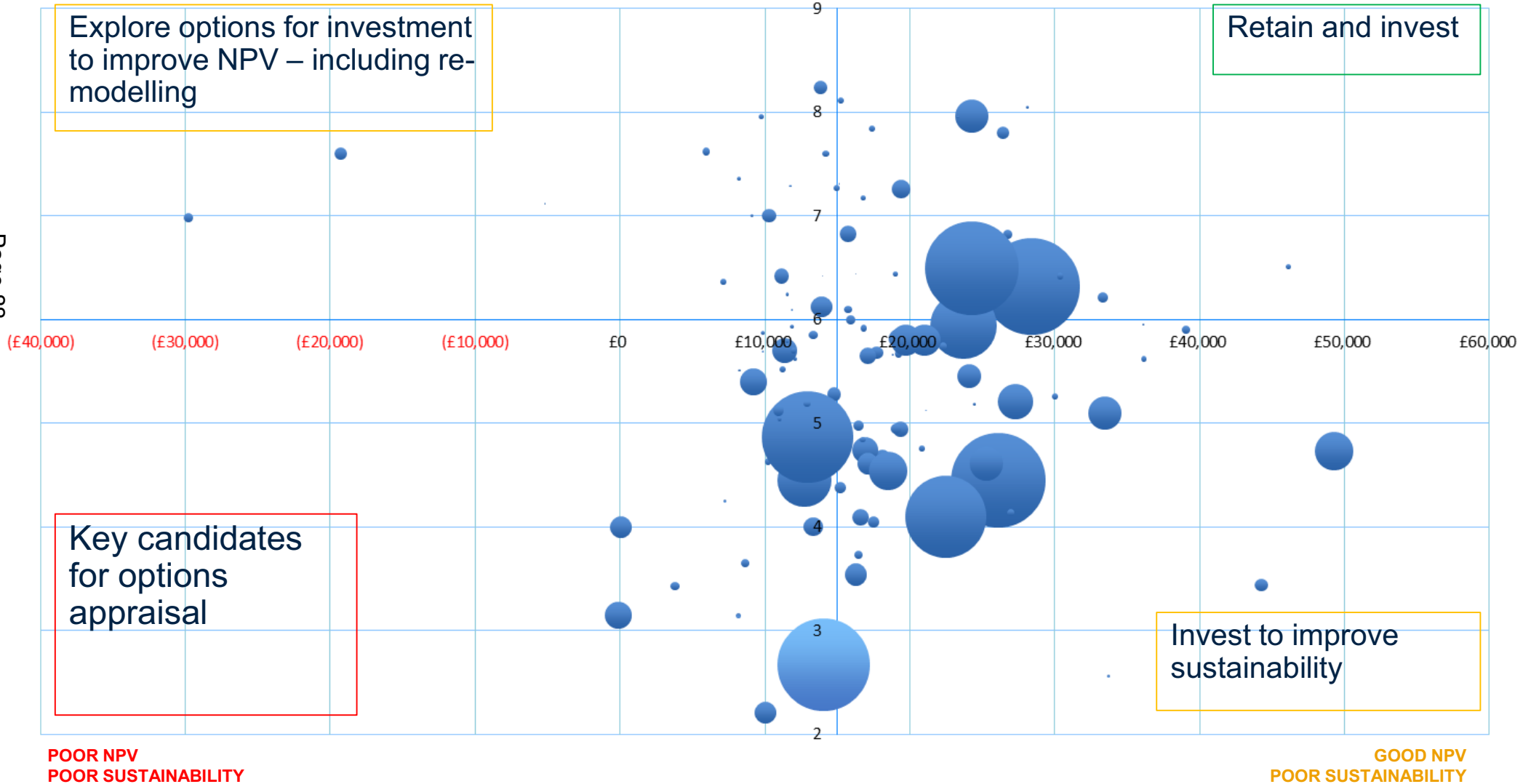
NPV per Unit by Social Objectives Score

(Bubble Size = No. of Units)

POOR NPV
GOOD SUSTAINABILITY

GOOD NPV
GOOD SUSTAINABILITY

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Key APE Conclusions

- **Poor performance**
 - Broom & Polar driven by re-cladding
 - Costs rising faster than rents
 - Supported by others showing good performance
- **Options appraisals to improve performance**
 - Poplar and Broom House - complete
 - Bedsit bungalows
 - Specific areas of marginal financial performance forecast to decline in future
 - Age restricted blocks
 - Appraisals to consider the wider estate where appropriate and the widest range of options
 - Resident consultation
 - Decisions on future to be brought back to members after appraisal modelling and consultation



HRA Asset Management Strategy

To be developed with support from Savills working collaboratively with the Council

Key principles prepared Spring 2018

Overall strategy, including results of appraisals over the course of the year

Key elements

Page 90

- Objectives – linked to Slough’s vision for affordable housing
- Achieving a balanced housing market reflecting local demand, and Slough’s development ambitions
 - Understanding of stock condition, investment standard, compliance requirements and energy targets
 - Using the results of asset performance evaluation to inform investment decisions
 - Setting clear plans for future investment with agreed priorities
 - Delivering value for money
 - Performance monitored with agreed key performance indicators
 - Clear accountability and responsibility



3b **Five Year Plan Outcomes**

Outcome 4 of the Five Year Plan states: “Our residents will have access to good quality homes”. This outcome recognises the critical links between improved health and wellbeing and affordable good quality housing.

3c **Housing Strategy**

Slough's Housing Strategy sets out the council's shared vision and priorities to provide sufficient, good quality, affordable housing. Theme 4 of the strategy commits to “The Scheme of Allocation for social housing will be reviewed to look at the priority homeless people and vulnerable groups receive”.

4 **Other Implications**

(a) **Financial**

There are no direct financial implications arising from this report.

(b) **Risk Management**

There are no risk management implications arising from this report

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

There are no Human Rights or other Legal Implications arising from this report.

(d) **Equalities Impact Assessment**

The Council has a public sector duty under the Equalities Act 2010 to eliminate discrimination, harassment and victimisation and to promote equality of opportunity to all persons and to those who share a protected characteristic under the legislation. A full EIA was undertaken in preparation for a review of the scheme and this is still valid. However, this will be refreshed on the anniversary of the new scheme going live.

(e) **Workforce**

There are no workforce implications arising from this report.

5 **Supporting Information**

5.1 The Housing Act 1996, 166A is the primary legislation which sets out statutory reasonable preference categories: -

- (a) people who are homeless (within the meaning of Housing Act 1996 Part 7);
- (b) people who are owed a duty by any local housing authority under Housing Act 1996 section 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by any such authority under section 192(3);
- (c) people occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions;
- (d) people who need to move on medical or welfare grounds (including any grounds relating to a disability); and

(e) people who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others).

5.2 The introduction of the Localism Act 2011 enabled local authorities to make local decisions on who should be given priority for an allocation of social housing. The Council changed its housing allocation scheme in January 2014 after a consultation with residents and stakeholders. The adopted scheme prioritised applicants:

- Living in Slough for a continuous period of 5 years
- Working/volunteering/being in work related training
- Fostering or adopting
- Having served in the Armed Forces
- Looked after Children
- Social housing tenants under occupying their home
- The right to move – (regulations 2015)

There are no plans to change these priority groups.

5.3 On the 7th September 2017 the Neighborhood & Community Services Scrutiny Panel were asked to comment on proposed changes to the existing scheme, which are outlined below. This was followed with a dedicated Members' Seminar on the 27th February 2018. A final consideration was presented at the Overview & Scrutiny Committee on 15th March 2018.

5.4 In February 2018 a short consultation was launched. All those on the Housing Register (2,498), internal and external partners and the Tenants' Board were asked for comments on the main proposals of change to the existing scheme:

- Reducing the community contribution qualification period from 12 months to six months
 - The current scheme requires those with a community contribution to have been in employment, volunteering or work related training for a continuous period of 12 months. It is also proposed that any person working in a school or college is not penalised by this criteria during holiday periods.
- Re-prioritise agreed homeless cases to meet the urgent needs for new households requiring temporary accommodation.
 - The current scheme awards an additional preference to agreed homeless households who meet the community contribution criteria. It is well documented that due to external influences (welfare reform, higher private rental costs, migration from London boroughs) there has been a significant rise in the number of households in temporary accommodation. Such placements are costly and place an additional burden upon the General Fund.
 - Homeless households not meeting the community contribution criteria are unlikely to receive an offer of accommodation from the register. This is also because a number of homeless households do not meet the residence criteria of 5 years living in Slough.

- Reducing the number of offers of accommodation to one offer only with some discretion towards under occupiers. This will be a reasonable offer and if refused will still be able to be reviewed as set out in legislation.
 - The current scheme enables two offers of social housing to be made. In the last year 123 offers of council property were refused. In some cases newly built properties were refused because there was no Right to Buy or Right to Acquire. A legal review process is in place to deal with the suitability of all offers and the same will apply in the new scheme.
 - Exceptions will be made for those under occupying homes, however, applicants may re-apply to the register after a period of 24 months after an unreasonable refusal of a suitable offer.
- Awarding households with a proven severe medical need or disability a Band B placement
 - Applicants assessed as having some need to move on medical/welfare grounds are placed in band C. As at the end of March 2017 there were 69 applicants meeting this requirement. It is unlikely that those placed in band C on medical priority (unless in need of older persons accommodation) would ever receive an offer of social housing due to the large demand from band B.
- Assisting Key Workers
 - It is proposed that key workers (Teachers and Social Workers dealing with vulnerable adults and children) are given reasonable preference when joining the Housing Register in relation to the specific pilot scheme being adopted in 2018/19.
 - There is a commitment in the Housing Strategy to provide accommodation for key workers dealing with vulnerable adults and children.

5.5 At the close of the consultation period the council received 21 written responses (note that responses are multi-faceted).

	AGREE	DISAGREE
COMMUNITY CONTRIBUTION – 6 MONTHS	10	5
HOMELESS RE PRIORITISE	12	1
OFFERS – ONE	3	13
MEDICAL – BAND B	16	1
KEY WORKERS	10	3

5.6 The current scheme disqualifies owner – occupiers from joining the housing register. There are, on rare occasions, that under the exceptional circumstances clause officers may treat an older owner-occupier having an exceptional need for older persons designated accommodation.

6. **Conclusion**

Social Housing is a scarce resource and supply always outstrips demand. The proposed changes to the policy will enable the council to target those in the most housing need, dealing with the increased demand for temporary accommodation, whilst retaining awarding additional preference to those vulnerable groups and helping those making a community contribution.

7 **Appendices Attached (if any)**

'A' Housing Allocations Scheme

'B' EIA

8 **Background Papers**

None

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Slough Borough Council
Housing Allocation Scheme
2018–2022

DRAFT

Contents

- Section 1. Equality & Diversity
- Section 2. The Housing Register
- Section 3. Eligibility
- Section 4. Who qualifies for the Register
- Section 5. Who does not qualify for the Register
- Section 6. Offers of Accommodation
- Section 7. Administration of the Register

Section 1

Equality & Diversity

Slough Borough Council has a long commitment to progressing the equalities agenda; our track record in delivering culturally sensitive, equitable services to an increasingly diverse community is strong. The council seeks to foster an environment in which a person has an equal entitlement to high quality services, employment and opportunities for personal development, regardless of ethnic or racial origin, religion or belief, disability, age, gender, gender reassignment, sexual orientation or family circumstance.

Section 2

The Housing Register

Slough Borough Council will operate a managed Housing Register and will accept onto the Housing Register only those applicants who are over 16 and:-

- Who meet the eligibility criteria
- Who qualify by meeting the Reasonable Preference criteria
- Do not fall into an ineligible non-qualifying category

Applicants who meet these criteria and are accepted onto the Housing Register will be placed into one of three bands.

The band they will be placed in will be determined by their circumstances. Additional Preference will be awarded to applicants who meet the criteria set out within this scheme.

Applicants who are aged 16/17 year old will not normally qualify for an allocation until reaching the age of 18.

Applicants must be able to demonstrate their ability to meet any rental costs associated with an offer of social housing.

It should be noted that the Allocations Scheme cannot cover every eventuality. In special cases where there are exceptional circumstances, the Service Lead for Strategic Housing Services has discretionary power to award exceptional priority and approve offers of housing, taking into consideration all factors relevant to housing and social needs. Where this document refers to rules and criteria for determining priority and eligibility for housing, subject to any legal constraints, discretionary powers may be used to deal with special cases which may need to be treated as exceptional.

To make sure the allocations scheme is operating fairly and within the law, the Director of Place and Development, in consultation with the Cabinet Member for Housing, will be able to approve any minor amendments to the Scheme.

Our policy on choice

When making an application to join the Housing Register, qualifying applicants and members of their household, will be making an application to be housed:-

- a. Anywhere within the borough of Slough
- b. In any tenure or tenancy type which meets their needs, whether council managed accommodation or a registered provider, normally a Housing Association
- c. In any size and type of property which meets the needs of the qualifying applicant and their household, as determined in this Allocation Scheme

Where more than one eligible applicant wishes to have a shared application, they will be joint applicants. Where applicants are applying jointly, both applicants must meet the qualification criteria.

All eligible and qualifying applicants will be placed on the Register but when the Council comes to decide what size or type of property the applicant is to be considered for, it will take account of whether other members of the applicant's household are eligible or qualifying persons. The Council will also take into account a number of factors in making a decision on allocation.

For the purpose of the scheme, the following persons may be considered on the application:-

- A Care Worker – where there is an identified need for a resident full time carer
- Dependant Adult – where a relative requiring care normally resides with the applicant and there are no other housing options to consider
- Husband/Wife/Partner/Civil Partner
- Dependant Children - this means the main applicant provides for the child and is in receipt or would normally qualify for Child Benefit and/or Tax Credits or other welfare benefits that include an element of provision for the dependent child

The Council will not accept the same children on more than one application and will not accept children who are housed elsewhere. A divorced or separated parent, who has staying access with a child or children, may not include them on his or her application. In the case of children, the test of normal residence as a member of the family will require residence as opposed to “staying” or “staying contact”, even in cases of joint custody or joint residence or similar orders.

If the applicant's household includes only eligible and qualifying members, due to the high demand for large properties, the council may not include

certain members of the household, such as non-dependant adult children, other adult relatives, non-relatives or lodgers, when determining what size or type of accommodation the applicant will be considered for in this Scheme. Adult non-dependants are strongly advised to make an application in their own right. The Council will take into consideration any non-dependant who is part of a statutory homeless family, only if no other solution can be offered.

In the case of large households, which may therefore not be accommodated together under this Scheme, the council may discuss with the applicant how best the other members of the household may obtain accommodation, whether from the council or otherwise.

Section 3

Eligibility

Eligibility to join the Housing Register is determined nationally by law. The categories that are not eligible are set out in the Housing Act 1996 Part 6 section 160ZA (as amended) and in regulations made under that section. Applicants covered by those categories below will not be registered.

Section 160ZA reads:-

Allocation only to eligible and qualifying persons: England

- (1) A local housing authority in England shall not allocate housing accommodation —
 - a. to a person from abroad who is ineligible for an allocation of housing accommodation by virtue of subsection (2) or (4), or
 - b. to two or more persons jointly if any of them is a person mentioned in paragraph (a)
- (2) A person subject to immigration control within the meaning of the Asylum and Immigration Act 1996 is ineligible for an allocation of housing accommodation by a local housing authority in England unless he is of a class prescribed by regulations made by the Secretary of State
- (3) No person who is excluded from entitlement to housing benefit by section 115 of the Immigration and Asylum Act 1999 (exclusion from benefits) shall be included in any class prescribed under subsection (2)
- (4) The Secretary of State may by regulations prescribe other classes of persons from abroad who are ineligible to be allocated housing accommodation by local housing authorities in England

Persons who fall into these categories will not be considered by the Council to be part of the household of an applicant, even if the applicant is themselves eligible.

If a person who has been admitted to the Register ceases to be eligible, applying the above criteria, he or she will be removed from the Register.

Section 4

Who Qualifies for the Register

Eligible applicants on the Register will be those who (either by themselves or by the inclusion of a household member on their application form) fall within the persons accorded a statutory reasonable preference category. For these purposes, the Council will apply the national categories of Reasonable Preference set out in the legislation. Those categories are:-

(see Housing Act 1996, 166A (3))

- a. People who are homeless (within the meaning of Housing Act 1996 Part 7)
- b. People who are owed a duty by any local housing authority under Housing Act 1996 section 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by any such authority under section 192(3)
- c. People occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions
- d. People who need to move on medical or welfare grounds (including any grounds relating to a disability)
- e. People who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others)

Section 5

Who does not qualify for the Register

Even if an applicant is eligible and would have satisfied the Reasonable Preference criteria, they will not be admitted to the Housing Register (and therefore will not qualify for an allocation) if they come within one of the following class of person, which the Council has decided are classes of non-qualifying persons for the purposes of this Scheme.

1. Applicants or those who can reasonably be expected to reside as part of their household, who have been convicted of housing or welfare benefit related fraud, where that conviction is unspent under the Rehabilitation of Offenders Act 1974. Any person may re-apply once this conviction is spent.
2. Applicant(s) who have a joint gross household income exceeding £55,000.
3. Applicants or members of their household that have over £20,000 in savings, investments or equity. Monies that are gifted or transferred to another will be taken into consideration when assessing assets.

4. Applicants or members of their household who have been guilty of unacceptable behaviour, which makes them unsuitable to be a tenant. Includes but is not limited to:-
 - a. Persistent failure to pay rent and/or service charges
 - b. Anti social behaviour perpetrated by the applicant or a member of his or her household which has caused a nuisance
 - c. Illegal or nuisance behaviour that has required Police or legal intervention
 - d. Threats of and/or actual violence to any persons or members of their household
 - e. Racial harassment or hate crime
 - f. Obtaining a tenancy by deception and/or attempting to obtain a tenancy by fraud or deception

When making decisions regarding unacceptable behaviour, the Council will consider when the unacceptable behaviour took place. Consideration will be given to the length of time that has elapsed and whether there has been a change in circumstances or behaviour.

5. Applicants who have been made one suitable offer of a secure (or introductory/starter) or assured tenancy anywhere within the borough of Slough, who have failed to accept the offer. Applicants and members of their household who have failed to accept a suitable and reasonable offer will be cancelled from the Register for a period of no less than 24 months.
6. Applicants who have accepted a suitable offer of a secure (or introductory/starter) or assured tenancy anywhere within the borough of Slough and have then terminated their tenancy within a 24 month period of the tenancy starting.
7. Applicants who have refused a suitable offer of an Assured Shorthold Tenancy made through the Council's Social Lettings Agency or Rent Deposit Scheme.
8. Applicants or members of their household that have any housing related debt, including rent arrears or mortgage arrears, in respect of their current property or previous accommodation (This may be waived if agreement has been reached to clear the debt through a payment plan and this has been adhered to for a reasonable period). The Council will consider a period of up to 10 years prior to applying to the Register and consideration will be given to applicants with mitigating circumstances. In the case of private accommodation, references may be sought from previous landlords/lenders.
9. Tenants who have failed to maintain their homes, have caused damage to their home or have breached the terms of their tenancy, either by their own behaviour or that of a member of their household.
10. Applicants who reside in Slough but have been placed in:-

- a. Temporary accommodation or assured shorthold accommodation by another Council or Housing Association or agents, acting on their behalf
 - b. Institutional or residential accommodation by any other local authority, housing provider, health service or specialist provider
11. Any applicant who has committed acts of violence and/or aggression against any employee of the Council. Any person using threats (verbal or other) or actual violence towards council staff will be removed from the register or will not be allowed to join the register.
12. Applicants or any members of their household who have previously purchased their home through right to buy/acquire (in the last 10 years), will also not be allowed to join the Register.
13. Applicants or any member of their household who own property in this Country or abroad. This includes and is not limited to:-
- a. Those who are acquiring or have an interest in a freehold or leasehold residential property, including any property purchased under the right to buy/acquire/shared ownership/equity scheme
 - b. Those who may have gifted a residential property or equity to another within the last 10 years
 - c. Those who own or part own a houseboat or a fixed site mobile home
 - d. Those who have a financial interest in any such property where there are unresolved legal or financial issues
14. Secure, assured, flexible or fixed term tenants, holding a joint tenancy, where one tenant is absent.
15. Applicants who have continuously lived in Slough for less than five years up to and including the date of their application or the date on which a decision is made on their application whichever is the later.

The requirement of five year continuous residence may not apply where the applicant or any member of the applicant's household, falls into one of the following:-

- a. Forces applicants meeting additional preference
- b. A person who:-
 - i. Is already a secure or introductory tenant of the Council or of any other local housing authority in England, or who is already an assured tenant of housing accommodation held by a private register provider of social housing in England and
 - ii. Works in the district of the Council or has been offered work in the Council's district and the Council is satisfied that he or she has a genuine intention of taking up the offer of work

- (work or an offer of work which is short-term or marginal, ancillary to work in another district or voluntary work will not be considered as “work” for these purposes) and
- iii. Has a need to move to a particular locality in the Council’s district because of (ii) above.
 - c. Victims of domestic abuse escaping violence from another area and currently living in a charitable registered refuge in Slough
 - d. A person with a custodial sentence who would otherwise meet the residence criteria
 - e. A young person immediately taking a higher education course after leaving secondary education and who would otherwise meet the residence criteria
 - f. Households who have been awarded Reasonable Preference under the Housing Act 1996 Part VII s.193(2)
 - g. Relevant and looked after children residing in Slough
 - h. Key workers

Priority on the Register

Applications will be placed into one of three bands, as per assessment by the allocations officer.

The three bands are:-

Band A	Urgent or exceptional need to move
Band B	Need to move due to Reasonable Preference AND Additional Preference
Band C	Need to move due to Reasonable Preference

Band A –Urgent need

The Council will consider whether a person has a need to move due to an urgent circumstance:-

1. Where an applicant, or any member of his or her household, has a life-threatening illness or disability and the accommodation occupied poses an immediate and exceptional risk of serious harm
2. Where an applicant is in severely overcrowded accommodation which poses a serious health hazard and that housing need cannot be met by other options, such as renting in the private sector. The property occupied must be insufficient by at least three bedrooms, as per the standard the council uses to allocate property. The council will consider if severe overcrowding has been brought about intentionally to gain any advantage
3. Where an applicant or any member of his or her household requires urgent re-housing on welfare grounds as a result of violence or threats of violence, including intimidated witnesses and those escaping serious anti-social behaviour or domestic violence

4. Where the local authority have served a demolition or prohibition order under the Housing Health and Safety Rating system where category 1 hazards exist and cannot be rectified and continuing to occupy the accommodation will pose a significant and immediate risk to the applicant's health or any member of his or her household
5. Where a Slough Borough Council tenant has succeeded to a tenancy and the property is too large for their needs
6. Slough Borough Council tenants who are required to move due to the redevelopment of their homes or where major works are required
7. Agreed statutory homeless cases in temporary accommodation where there is an urgent need to free up accommodation
8. Where the Service Lead has agreed an exceptional case

The Housing Needs Panel will make decisions concerning the award of urgent needs. The Allocation Manager in conjunction with the temporary accommodation team will prioritise the need to move an agreed homeless household.

Access to the Housing Needs Panel is made on a strict referral basis. For Slough Borough Council tenants, Neighbourhood Housing Officers will refer those experiencing urgent management problems. All other cases will be referred by the Allocations Officer.

The panel is made up of at least three of the following core representatives:-

Housing Allocations Manager or equivalent (Chair)
 Neighbourhood Housing Manager
 Community Mental Health - Housing Representative
 Specialist Health Visitor
 Senior Occupational Therapist

In the case of a split decision, the Chair will have the final decision.

If required qualified medical opinion will be sought from the Council's independent medical advisor (IMA).

Additional Preference – Band B

The Scheme allows the Council to give additional preference to particular descriptions of people who are already within the reasonable preference categories. Taking into account local priorities and circumstances, the Council have identified the following descriptions of people to give additional preference.

1. Applicants making a community contribution, as defined below:-
 - a. Working Households - Applicants where at least one applicant is in employment. For the purposes of this scheme 'employment' means:-
 - Single applicants working 16 hours or more per week

- Joint applicants working 24 hours or more per week

Employment must be in the UK and for a continuous period of 6 months up to the point of application and the same at the point of offer. The council will disregard a period of up to three months whereby an applicant ends employment and becomes a job seeker and finds other employment within this timeframe. Workers employed in educational establishments will not be penalised for unpaid holiday closures.

b. Training and Education - Applicants where at least one applicant is in training or education. For the purpose of this scheme studying or training means:-

- Single applicants studying or training 16 hours or more per week
- Joint applicants studying or training 24 hours or more per week

Studying or training must be in the UK and for a continuous period of 6 months up to the point of application and the same at the point of offer. It must also be work related and lead to a recognised qualification. It may also be supplementary to any requirement by an employer.

c. Volunteering - Applicants where at least one applicant is volunteering. For the purpose of this scheme, volunteering means:-

- Single applicants volunteering 16 hours or more per week
- Joint applicants volunteering 24 hours or more per week

Volunteering must be for a continuous period of at least 6 months up to the point of application and the same at point of offer. Volunteering must be on a formal basis and for an organisation accredited by the Slough Council for Voluntary Services.

2. Young people aged 16 to 21 (or up to 24 if in further/higher education), who have housing, or support needs and who have left or are due to leave the care of Slough Borough Council.
3. Single applicants leaving residential care.
4. Applicants who have been approved by Slough Borough Council to foster or adopt and have an existing track record of fostering or adopting for not less than 2 years.
5. Armed forces applicants with urgent housing needs who fall within the criteria for additional preference set out in section 166A(3) of the Housing Act 1996 as amended. This is applicable to a person who:-
 - a. Is serving in the regular forces and is suffering from a serious injury, illness or disability which is attributable (wholly or partly) to the person's service
 - b. Formerly served in the regular armed forces

- c. Has recently ceased, or will cease to be entitled, to reside in accommodation provided by the Ministry of Defence following the death of that person's spouse or civil partner where the spouse or civil partner who has served in the regular forces; and whose death was attributable (wholly or partly) to that service; or
 - d. Is serving or has served in the reserve forces and who is suffering from a serious injury, illness or disability which is attributable (wholly or partly) to the person's service
6. Households who have actively and positively engaged with the Council's Troubled Families programme and have shown real progression within the programme.
 7. Social Housing tenants who are under occupying a secure or assured tenancy that require a move to smaller accommodation. Private Registered Providers must agree that the resulting vacancy is given to the council as a nomination for another household in need on the councils housing register.
 8. The Right to Move - Local housing authorities are required by law to give additional priority to applicants who meet the criteria as set out within the Allocation of Housing (Qualification Criteria for Right to Move) (England) Regulations 2015.

The Council will take into consideration:-

- The distance and/or time taken to travel between work and home
- The availability and affordability of transport, taking into account level of income
- The nature of the work and whether similar opportunities are available closer to home
- Single applicants must be contracted to work 16 hours or more per week and joint applicants for 24 hours or more per week
- Other personal factors, such as medical conditions and child care, which would be affected if the tenant could not move

When a tenant has been offered a job and needs to move to take it up, they must be able to demonstrate a genuine intention to take up an offer of work. The Council will need to verify evidence that confirms the intention, which could include a contract of employment or a formal offer letter. The Council may contact the employer to verify an application at the point of joining the Housing Register and also when considering an offer of a property.

9. Households assessed with a need to move on medical grounds where the current housing conditions are having an adverse impact on the medical condition of the applicant or a member of the applicant's household. The condition or disability will be severe and remaining in the current home will contribute to deterioration in health. Such needs may relate to:

- A mental illness or disorder
- A physical or learning disability
- Chronic or progressive medical conditions (e.g. MS, HIV/AIDS)
- Infirmity due to old age

If required qualified medical opinion will be sought from the Council's independent medical advisor (IMA).

10. Households who and have been awarded Reasonable Preference under the Housing Act 1996 Part VII s.193(2) and meet the qualification criteria for the scheme
11. Key worker - The council is aware that there are some vital services, for example in education and social care, which are being hampered in their recruitment of key staff because of the difficulty of securing suitable and affordable accommodation.
The council plans to adopt a scheme for assisting key workers who may not be able to afford to buy a home or to pay market rents. Key workers can also be prioritised for other re housing opportunities including shared ownership schemes with our housing partners and affordable rented homes through the Council's subsidiary housing company.
The scheme will only apply to those with an identified recruitment and retention need.

Reasonable Preference – Band C

The Council will apply the national categories of Reasonable Preference set out in the legislation.

1. Households who and have been awarded Reasonable Preference under the Housing Act 1996 Part VII s.193(2) and do not meet the qualification criteria for the scheme
2. People who are owed a duty by any local housing authority under Housing Act 1996 section 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by any such authority under section 192(3)
3. Households occupying overcrowded housing. Overcrowding means the property is insufficient by one bedroom of the standard the council uses to allocate property. Where a property has two separate living/reception rooms, the second and any subsequent living room will be counted as a bedroom for the purpose of assessing overcrowding. Applicants who choose to sublet may not meet this criteria
4. Households occupying insanitary housing conditions and lack or share kitchen, bathroom and toilet facilities with a separate household. Applicants who choose to sublet may not meet this criteria

5. Households who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others)
6. People living in supported hostel accommodation

If a person who has been admitted to the Register ceases to qualify applying the above criteria, he or she will be removed from the Register.

Section 6

Offers of Accommodation

Properties becoming available for allocation under this Scheme will normally be treated as available for letting to qualifying applicants in a particular band or bands. Such a property will be allocated to the applicant who has waited longest in the relevant band, unless there are circumstances that support the objective of effectively matching available housing stock. Such exceptions are:-

- When a property becomes available which is suitable for an individual applicant who has specific needs, in particular relating to a disability or medical condition or for extra care accommodation
- When dealing with under-occupation or assisting a transfer chain
- When decanting tenants whose homes are to be included in regeneration programmes or have major works
- Where there are a defined permitted number of persons allowed to occupy a property
- Where a sensitive let is required
- Where there is an exceptional circumstance
- Key worker

In these or similar circumstances, a senior officer will need to agree that the applicant may be allocated the property ahead of applicants who have waited longer.

Size, Type and Suitability of Housing Offers

Those accepted onto the Housing Register will be given one offer of suitable accommodation.

If a Council or Housing Association tenant is prepared to move to a property with fewer bedrooms then it is in the Council's interest to ensure that a move is facilitated as quickly as possible. The number of direct offers made will be at the discretion of the Allocations Team.

All other applicants who have failed to accept one suitable offer of accommodation will be removed from the housing register.

The council are unable to consider pet ownership when allocating property, unless it is a registered assistance animal such as a guide dog. Any refusal of an offer of accommodation on these grounds will be considered as unreasonable.

Due to the limited supply of accommodation in the borough, we are unable to consider the personal parking requirements of applicants.

The property size that will be allocated for a particular household will be assessed according to the following guidelines and will be based only on the actual household composition. The council uses the Government's bedroom standard for housing benefit. In some cases the council will count any second living room as a bedroom for allocation purposes.

Applicants are normally entitled to a bedroom each for the following groups:-

- Single or co-habiting couple
- Any child over the age of 16 years
- Any two children of the same sex under the age of 16 years
- Any two children any sex aged under the age of 10
- A disabled child who cannot share a bedroom with another child
- A resident Care Worker

Applicants offered property due to the redevelopment of their homes or where major works are required will be entitled to the bedroom number on a like for like basis of their current home.

The Council will discharge any duty owed under s.193 (2) where one offer of accommodation is refused. The offer will constitute the final offer for the purposes of s.193(7).

Each year the Council will publish the number of lets made to each band by bedroom size. Consideration will always be given to applicants in higher priority bands. Applicants in Band A will always be considered first followed by those with an additional preference, Band B and then a reasonable preference, Band C.

Transfer Chains

In order to maximise the use of our stock and meet the needs of as many applicants as possible, the process of establishing transfer chains will be supported. Transfer chains may also be used to enable a particular type, size or location of property to be made available for a specific priority housing need. A transfer chain is created when an identified 'chain' of social housing tenants is waiting to move into the next property in the chain. To ease this process, the council will consider offering a suitable vacancy to the tenants at the head of the chain, enabling everyone in the chain to move.

Older Persons Accommodation

In order to qualify for older person's accommodation, all applicants must meet the qualifying criteria as set out in the Scheme.

In addition the applicant(s) must meet the following qualifying criteria:

1. Be a minimum age of 50

Extra Care housing for the over 55's will be considered on the basis of care and support needs.

Local Lettings Plans

New affordable and social housing developments (both housing association and Council and through an agreed partnering arrangement) and some existing estates or communities, may be subject to a local lettings policy adopted by the Council.

A local lettings policy will set criteria for nominations or allocations (including transfers, beneficial transfers and moves due to best use of stock) to homes in the relevant area, aimed at achieving or maintaining balanced and sustainable communities or to address or prevent management problems and/or antisocial behaviour.

Priority will also be given in a local lettings policy to households opting to downsize.

Section 166A(6)(b) of the Housing Act 1996 enables local housing authorities to allocate a particular accommodation to people of a particular description, whether or not they fall into the reasonable preference category. This section enables the council to set aside homes on a particular estate or certain types of properties across the housing stock, for applicants who meet specific criteria, as set out in a Local Lettings Plan applicable to those properties.

Section 7

Administration of the Scheme

The guide 'How the scheme works' will outline all the procedural elements for the Scheme.

Following receipt and processing of an application, applicants will be informed in writing as to whether or not:-

1. They have met the Eligibility criteria
2. They have met the Reasonable Preference criteria
3. They are in a Non-Qualifying class

4. They have been registered on the Housing Register (if so, with the date of registration)
5. Any Additional Preference has been awarded

If requested by applicants, the council will provide in writing:-

- Information relating to decisions taken based upon the facts of the case which determine whether or not to allocate particular housing
- Information providing, and as far as is possible, the predicted waiting time until accommodation is likely to become available. The time period an applicant on the Housing Register is likely to have to wait is difficult to predict due to the unpredictable availability of suitable properties and varying volume of applications

Requesting a Review

1. An applicant may request a review of the decision within 21 days of the original decision:-
 - a. Whether or not the offer made to them is suitable
 - b. That they are ineligible to join the Housing Register for an allocation due to them being subject to immigration control (160ZA (2))
 - c. That they are not a person qualifying to join the Housing Register
 - d. That any particular facts are or are not going to be taken into account in considering whether to allocate them accommodation
2. The applicant shall be notified in writing of the decision of the review and the grounds for that decision. The Council aims to respond to review requests within 56 days.
3. An applicant found not eligible or to be non-qualifying may make a fresh application if they feel that they should be treated as an eligible or qualifying applicant. A new application will only be considered should there be a material change in circumstances, which would reverse the original decision.

There is no further right to a review of a decision. If an applicant remains dissatisfied, they may seek independent legal advice. Applicants may also pursue a complaint through the council's formal complaints procedure. If they remain dissatisfied, having done so, they may then take their case to the Housing Ombudsman.

Fraud Prevention

Housing Act 1996 Section 171 makes it an offence for anyone seeking assistance from a housing authority under Part 6 of the 1996 Act to:-

- Knowingly or recklessly give false information
- Knowingly withhold information which the housing authority has reasonably required the applicant to give

Ground 5 in Schedule 2 of the Housing Act 1985 (as amended by section 146 of the 1996 Act) enables a housing authority to seek possession of a tenancy granted as a result of a false statement by the tenants or a person acting as the tenant's instigation. The same test applies to assured tenants of private registered providers of social housing (Ground 17, Schedule 2, Housing Act 1988).

It is important for Slough Borough Council to protect scarce housing resources. Any applicant seeking to obtain housing by making a false or misleading statement, failing to inform the Council of a material fact relevant to the outcome of their application or of a change in circumstances, will have their application immediately cancelled.

The Council will not hesitate to prosecute any applicant(s) who have either been allocated a home or applied for a home by using false or *fraudulent* information.

Deliberate worsening of circumstances

Where appropriate, a decision may be made to exclude the applicant from the Housing Register, where an applicant or member of the household has deliberately worsened their circumstances in order to gain priority.

Members of the Council, Staff Members and their Relations

In order to ensure that the Council is seen to be treating all applicants fairly, any application for housing or re-housing from Members of the Council or employees of the Council or associated persons, must be disclosed.

These applications will be assessed in the normal way but any allocation of housing will require specific approval by the Service Lead for Strategic Housing Services.

Failure to disclose such matters as set out above, will lead to the necessary disciplinary actions being taken, as set out in the Council's Governance and Policies.

Equality Impact Assessment

Directorate: Housing & Environment
Service: Place Shaping
Name of Officer/s completing assessment: Abyan Sharma
Date of Assessment: January 2017
Name of service/function or policy being assessed: Allocations Policy
<p>1. What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>Under the Housing Act 1996 all local housing authorities are required to have a Housing Allocation Scheme (HAS) which governs how social housing is allocated to people that are eligible. The HAS sets the criteria against which housing applications are assessed for inclusion on the Housing Register and to determine which, if any, priority an application is given. The current HAS was introduced on 1st January 2014 and updated on 1st April 2016 with the intention of rewarding residents who have made a positive contribution to their community through employment, voluntary work, being part of the fostering/adoption programme or having served in the Armed Forces.</p> <p>Social housing plays a vital role in meeting housing need in Slough with 20% of all homes in the borough being social rented (13% Council and 7% other social landlords). The council's most valuable asset is its 7400 tenanted and leasehold homes. These homes are already an essential resource to many vulnerable groups, with the changes to the scheme aiming to reward people who live and work in Slough by increasing their chance of being housed in affordable homes. Therefore, the effective use of social housing is essential to improving equality in Slough by providing housing to people with the greatest need.</p> <p>In 2015/16 46 applicants on the Housing Register were in Band A, of which 91 were allocated an affordable home. Applicants in Band B are deemed to have a need to move due to a reasonable preference and an 'additional preference'. In 2015/16 958 applicants on the housing register were in Band B, however just 335 were allocated an affordable home. In the same year 1,041 applicants on the housing register were in Band C, however only 35 were allocated an affordable home. This clearly demonstrates that Slough is facing increasing demand for affordable homes and short supply within a buoyant private rented sector with rising rent levels.</p> <p>It is difficult to explain the impact of the changes to the HAS without appreciating the many external variables affecting the housing market both locally and nationally. The housing situation in Slough reflects the national housing crisis in that people in the borough are being priced out of the private housing market (both home ownership and the private rented market) and as such further pressure is being placed on social housing to provide homes that are truly affordable to low income households. This pressure is especially prevalent in Slough due to its proximity to London and competition from London boroughs to source affordable homes close to the capital. The</p>

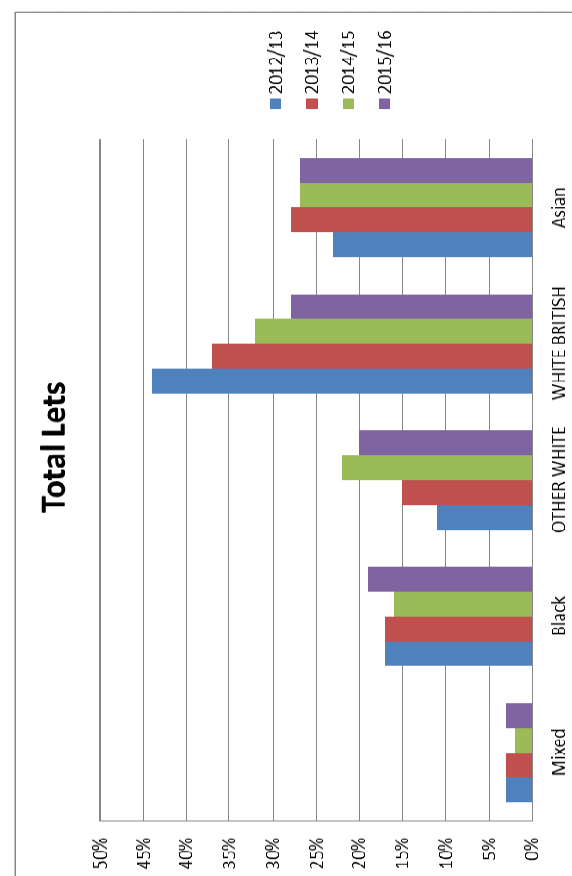
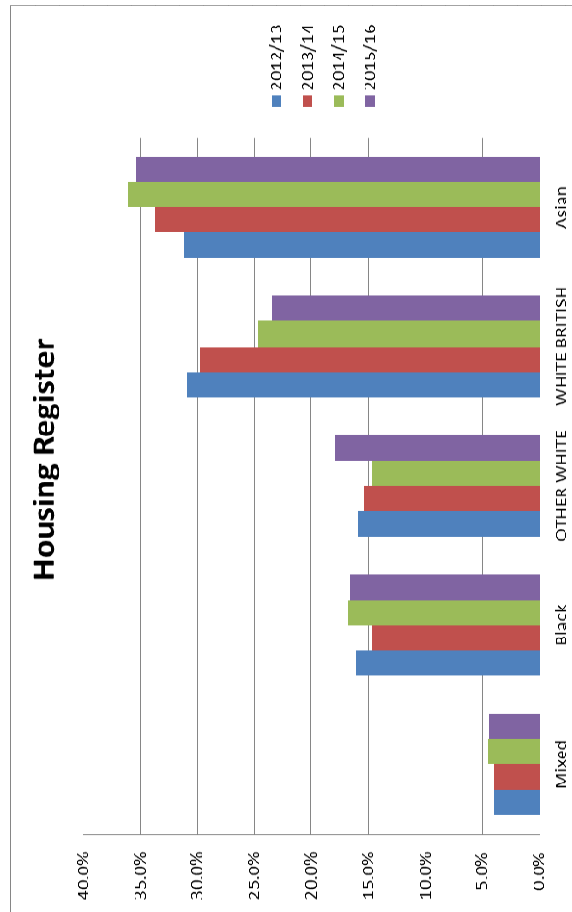
	<p>increasing rents and changes to Local Housing Allowance rates have contributed to the Council struggling to attract private landlords. This problem has been further exasperated by London authorities placing more and more people in Slough's private rented sector as they are readily able to pay the higher market rents plus an incentive to private landlords. As of the end of 31st March 2015 there were 2,045 applicants on the Housing Register compared to 1,780 the year before with over 200 households currently placed in temporary accommodation. In the same year the Council also let homes to 545 people. This disparity between supply and demand means that the average waiting time for social housing in the borough is 3.7 years, with a wait for a 1 bedroom property averaging 2.7 years. As such, the increasing demand for social housing and reduced availability of private rented accommodation has forced us to source homes outside of the borough in order to try and alleviate the problem.</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The Allocations Policy is jointly implemented by the Housing Demand Manager (collection of applications) and the Allocations Manager who is responsible for assessing applications, maintaining the Housing Register and managing the allocation of homes as they become available.</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 Pregnancy and maternity: Yes Race: Yes Religion and Belief: Yes Sex: Yes Sexual orientation: Yes Other:</p> <p>The Allocations Policy will impact all equality strands as demonstrated above. However, those who have low incomes, or rely on benefits</p>

	<p>are most impacted by any change to Housing Allocations Scheme. In Slough this disproportionately affects those with disabilities, women (who are more likely to be lone parents) and some ethnic groups. 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 income between 20k and 40K per annum.</p> <p>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.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>The Council recognises that there are large segments of people in Slough who make a positive contribution to the borough but yet find it difficult to find affordable housing, for a variety of reasons. Therefore, the changes to the Housing Allocations Scheme introduced in April 2014, sought to recognise and encourage the positive contributions to communities by giving applicants an additional preference on the housing register and increasing the likelihood of them being offered a property.</p> <p>Disability The exact number of Slough's disabled population is unknown and is a gap in the Councils 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. A total of 5.9% (395) of people on the Housing Register and 4.2% (37) of people placed in temporary accommodation (including household members) have a disability/medical condition.</p> <p>An unintended positive consequence in the year following the changes to the HAS has been an increase in the number of applicants with a medical condition being housed. Before the change to the HAS in 2013/14 17 applicants in Band B (with a medical condition) were housed, whereas this number increased to 34 Band C applicants with a medical condition in 2014/15 even though there were 69 less lets in the year. However the number of lets to Band C applicants with a medical condition in 2015/16 dropped to 18, which is 1 more than in 2013/14. The Council will carry out further analysis to determine why there was a sudden spike in the number of lets to disabled applicants in 2014/15, why it dropped the following year and what can be expected in the years thereafter.</p> <p>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</p>

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 due to in-migration). 40% of residents declared as Asian or Asian British and 9% declaring as Black or Black British.

It is clear that there is some overrepresentation from particular groups. At least 58% of housing register applicants (when looking at the lead tenants only) are from BME backgrounds, with 13.5% declaring as “white other”, 35% as Asian and Asian British, and 17% as Black or Black other. The Pakistani cohort are the largest single group on the housing register with a total of 25.4%, compared to 23% white British.

The changes to the HAS have positively impacted BME groups as demonstrated by the increase in their representation on the housing register. However, this has only resulted in a slight increase in the total number of properties let to applicants from these groups. Since the changes to the HAS the most dramatic changes have been to the White British cohort who have decreased in number both in terms of the total percentage on the housing register and the total properties let to this cohort. Whereas, on the other hand the percentage of Asian applicants on the housing register has increased (in line with trends prior to the changes), yet the percentage of lets to this cohort slightly decreased and levelled off.



	<p>Pregnancy & Maternity / Marriage & Civil Partnership / Religion & Belief / Sexual Orientation / Gender Reassignment There is insufficient data to assess the impact of the changes to the HAS on these protected characteristics, 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 changes to the Housing Allocations Scheme have not had a significant impact on the council's equality duties to date. However, there are some areas where due care needs to be taken in order to ensure that the changes do not negatively impact any specific group more than any other in the future. In order to mitigate any potentially adverse impact, the Council may consider using its discretion (following the changes to the schemes in April 2016) in exceptional circumstances where appropriate.</p> <p>Age</p> <p>An area of concern which may have a negative impact on age in Slough is the introduction of the additional preference. Young people make up a significantly larger proportion of Slough's 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 and the changes to housing benefits disproportionately targeting younger people the changes to the HAS may negatively impact younger people in Slough as they are less likely to be in employment and meet the additional preference requirement. However, Appendix C (a breakdown by age of all lets) shows that there was an increase from 14% in 2013 to 19% in 2016 in the number of properties let to 18-30 year olds.</p> <p>A key group which the changes to the HAS may have negatively impacted is the 2.3% (153) older applicants on the housing register that are aged 60+. This is because older people are generally more disadvantaged in the job market, therefore, more likely to be trumped by applicants who are in working households, but who have a lower priority band. Appendix C shows a slight decline in the number of lets to applicants aged 61+ in the 2 years after the changes (6%), however, in 2016 it increased backed to the same levels as prior to the changes. Also, applicants seeking 50+ accommodation have a notably shorter waiting time (49 weeks) than any other group on the waiting list as a result of higher levels of suitable stock for older people in Slough.</p> <p>Disability</p> <p>Even though more applicants with a disability were housed following the changes to the HAS (see section 4 above), the changes may still have negatively impacted applicants with a disability. This is because some disabled applicants are more generally disadvantaged in the job market and as such would not meet the additional preference criteria due to their disability not allowing them to make the type of positive contribution to their community that would give them an additional preference, for example, by working, attending training or</p>

<p>volunteering. These applicants have been placed in Band C making the chance of them being housed very unlikely (unless seeking over 50 accommodation) when compared with those applicants prior to the changes in 2014 who where being placed in Band B and as such much more likely to be housed.</p> <p>Race Official statistics by the Department for Work and Pensions show that BME groups are generally more disadvantaged in the job market by 11.1 percentage points. As such it can be deduced that they are less likely to meet the additional preference criteria introduced in 2014. However, as identified above in section 4, BME groups have in fact not been negatively impacted overall.</p> <p>Gender 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. Lone parent women who are over-represented in homeless acceptances and temporary accommodation are likely to be affected adversely by the requirement to work as they are typically less likely to be able to work due to childcare responsibilities and the high cost of childcare locally</p> <p>These changes may negatively impact women who are unable to meet the additional preference as a result of being less able to secure employment due to being a lone parent with dependent children. Women in Slough according to data from the Office for National Statistics shows that only 67.2% (less than both South East and national averages) of women are economically active compared to 85.9% for men. An explanation for this may be due to women being significantly more likely to head up lone parent households with dependent children, coupled with a large proportion of young, pre-school age children on the Housing Register. Also as demonstrated by the same data 44.9% of people who are economically inactive in Slough is as a result of looking after a family member/home. The data since the changes to the allocations scheme shows that lone parent women may have been negatively affected. Appendix C shows that lets to women prior to the changes to the HAS in 2013 made up 60% of all lets and following the changes to the scheme this dropped to 52% in 2014. Although in the two years after this increased to 54% in 2015 and 57% in 2016 it was still below the levels prior to the changes.</p> <p>Pregnancy & Maternity / Marriage & Civil Partnership / Religion & Belief / Sexual Orientation / Gender Reassignment There is insufficient data to assess the impact of the changes to the HAS on these protected characteristic, however, there is no significant reason to believe that it will impact people based on any of these characteristics.</p>	<p>6. Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state</p>
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	<p>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 <p>Data sets are included as Appendix A and B and C.</p> <p>There is insufficient data for housing register applicants 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 and incorrect entries.</p> <p>There is a considerable margin of error when looking at the data sets which include all household members as many characteristics are only captured for the lead tenants. For example, in the ethnicity data sets for Applicants on the Housing Register and Temporary Accommodation Tenants, with up to 20% "unknown" (Appendix A). However, when only looking at the lead tenant this reduces considerably to 4.6%. Therefore, the data includes a breakdown of the two groups side by side.</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>There has been no specific consultation for this equality impact assessment. However, there was extensive consultation for when the original equality impact assessment was completed in August 2013.</p> <p>The consultation consisted of the following.</p>

	<ul style="list-style-type: none"> • As well as the online and paper questionnaire which received around 400 responses, three drop in sessions were held which attracted around a dozen attendees. • The Customer Senate and Area Panels were both consulted. • The scheme was sent to registered providers of social housing in the borough, and housing advocacy groups in the borough. • Awareness of the methods of consultation was raised through the council's usual communication channels including press releases, Twitter messages, information on the website, articles in the Citizen magazine distributed to 46,500 households and Streets Ahead magazine which is distributed to all Slough Borough Council tenants and residents. • A letter was also sent to all applicants on the waiting list. <p>Feedback was positive by a large majority, with around 70-90% in support of the majority of the proposals. The proposals with the lowest level of supportive feedback were proposed for amendment to members. The respondents to the consultation showed a close correlation to the resident profile, for example 47% of respondents were white British, while 45.7% of the borough's population identify as white British. 19% of respondents identified as Asian/British Asian compared with 39.7% of the borough's population. 84% of respondents were on the waiting list, representing the greater interest from this group. Over 50% of respondents lived in the private rented sector, compared with 24% of the general population, however this accounted for the overrepresentation of those on the waiting list, who are more likely to be living in the private rented sector.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Allocations Policies, by their very nature, have an impact on community relations. When supply of affordable housing is outstripped by demand, it is essential that the allocation of social housing is seen to be fair and consistently applied. The impact of poor allocations policies where lots of the most vulnerable members of society are housed in the same block is evident – or a single problem family are moved into a street.</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>The Housing Allocations Scheme will undergo a review in the first quarter of 2017 and will be amended accordingly.</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 Allocations Scheme will undergo a review in the first quarter of 2017 and will be amended accordingly. Also, a performance management monitoring process will be established to identify the outcomes of the scheme. Performance targets have been set up and the Housing team will monitor 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	
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
Carry out a full review and assessment of the Allocations Scheme and, in particular, the eligibility criteria for accessing the Housing Register	All	Mike England				
Carry out further analysis to determine why there was a sudden spike in the number of lets to	Disabled applicants					

disabled applicants in 2014/15, why it dropped the following year and what can be expected in the years thereafter.										
Introduce measures to ensure that in the future the Council collates specific data on the age/gender of the applicants it lets its properties to in order to determine the impact of any changes to the scheme.	Young people, older people and women									
A review how the Council collects housing equalities data	All									
Develop performance monitoring framework for the key equalities groups identified above.	All									
Name: Abyan Sharmake(Person completing the EIA)										
Signed:(Policy Lead if not same as above)										
Name:										
Signed:										
Date:										

4 **Other Implications**

(a) **Financial**

There are no financial implications of proposed action

(b) **Risk Management**

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That the reviewed and updated Contaminated Land Strategy 2018-2023 is approved.	The existing 2001 Strategy is out of date and not fully aligned with the current Legislation. Thus, it cannot be actively used by planning officers, applicants, developers and consultants to help when dealing with planning consultations on land potentially contaminated. Also, the fact that the Strategy hasn't been revised in 17 years, is clearly going against the Regulations recommending at least a review every 5/6 years.	The Environmental Quality Team has active discussions with the interested parties regarding changes in legislation and how that affects development. Also, the team responds to numerous Environmental Enquiries disclosing some of the procedures and practices employed by the Council when dealing with land contamination.		Continue to work closely with the planning officers, applicants, developers and consultants, and respond to planning consultations and environmental enquiries, advising on matter relating to land contamination according to the latest regulations.

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

There are no Human Rights Act implications as a result of this report.

(d) **Equalities Impact Assessment**

There are no equalities implications as a result of this report.

5 **Supporting Information**

The supporting Information to this Report is The Contaminated Land Strategy 2018-2023, copy provided and available online:

<http://www.slough.gov.uk/business/environmental-health/contaminated-land-strategy-2018-2023.aspx>.

6 **Comments of Other Committees**

There are no comments from other Committees about this specific consultation.

7 Conclusion

It is the Council's duty to prepare, maintain and regularly review its Contaminated Land Strategy every five years. Only land where unacceptable risks are clearly identified will meet the Part 2A definition of contaminated land. The Statutory Guidance advises the Council to use its judgement to reach a balance between the risks raised by contamination, and the potential burdens of regulation intervention on people affected, including cost, health and property blight.

Since the government funds ran dry a few years back, the Council's main mechanism for dealing with land affected by contamination is through the planning system. Thus, ensuring that the land proposed for any development is fit for purpose. This is considered the most cost-effective and sustainable way forward, unless urgent action is required for any site brought to the Council's attention.

8 Appendices Attached

A Draft Contaminated Land Strategy

9 Background Papers

Strategy for the Inspection of Contaminated Land – May 2001

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Contaminated Land Strategy 2018-2023

Review of the Council's
“Strategy for the Inspection of Contaminated Land”
May 2001

February 2018

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Executive Summary

Slough Borough is situated in the Thames Valley, on the north-eastern boundary of Berkshire, and has a geographical area of just 32.5 km². Slough is largely built up area with small areas of countryside along the southern and northern flanks, plus more extensive areas to the east in the Colnbrook and Poyle area. Without exception, all of these areas of countryside are designated as Metropolitan Green Belt.

Slough was historically a farming hamlet, but brickmaking and horticulture soon became even more significant. In 1882 the construction of the Slough Arm of the Grand Union Canal provided a cheaper means of transportation for the brickmaking industry. This meant that the area of the Borough subject to sand, gravel and, in the past, brick earth extraction activities, became subsequent subject to infilling with waste and other unknown materials.

Urban development was, and remains, predominantly residential, but there were also significant areas developed for commercial purposes, ranging from substantial factory sites, to small workshops, and yards. Many of these have been extensively redeveloped over the years, both to meet commercial development needs and in some cases for residential use.

Part 2A of the Environmental Protection Act 1990 places a duty on the Council to review land in the Borough that has been historically contaminated. Its main purpose is to provide an improved system for the identification of land that is posing unacceptable risks to health or the environment given the current use and circumstances of the land, and for securing remediation where such risks cannot be controlled by other means. Land contamination will also be addressed when land is redeveloped under the planning system, during the building control process, or where action is taken independently by landowners.

Slough Borough Council published its first Contaminated Land Inspection Strategy in 2001. The document outlined how Slough Borough Council was planning to carry out its statutory duties of collating and reviewing information on land which may have been affected by contamination, in order to identify contaminated land in the borough that meets the statutory definition.

The Council has now undertaken a review of the strategy with the aim of bringing the original strategy document up to date by:

- Reporting on updates and amendments to legislation and statutory guidance, since 2001;
- Reviewing the progress made with the implementation of the 2001 Strategy;
- Updating the Risk Prioritisation Procedure, the Developers' Guide, and other achievements since the adoption of the original document; and
- Revising the review mechanisms.

Only land where unacceptable risks are clearly identified will meet the Part 2A definition of contaminated land. The statutory definition of Contaminated Land requires that there must be **a significant possibility of significant harm to human health or non-human receptors, or significant possibility of significant pollution of controlled waters.**

The Council also has the duty prepare and maintain a register of all regulatory action taken in respect to remediation of land determined as Contaminated Land under Part 2A of the Environmental Protection Act. This information is readily available to the public and to those interested in land in the

borough. The register is not a list of sites that are or might be contaminated. The register includes specified details about the condition of the land, and the remediation actions carried out.

The Council plans to review its inspection strategy every five years, or on receipt of new guidance or advice from the Environment Agency or the Department for Environment, Food and Rural Affairs (Defra). The next review should take place in 2023.

The Statutory Guidance advises the Council to use its judgement to reach a balance between the risks raised by contamination, and the potential burdens of regulation intervention on people affected, including cost, health and property blight.

The Council's current principal mechanism for dealing with land affected by contamination is to ensure that land is fit for purpose, when being redeveloped under the planning system. This is considered the most cost-effective and sustainable way forward, unless urgent action is required for any site brought to the Council's attention.

This document also highlights the importance of working together with other Departments in the Council in order to achieve the aims of the strategy, primarily by sharing information.

Chapter 1. Regulatory Context

1.1. Introduction to Part IIA

Part 2A of the Environmental Protection Act (EPA) 1990 came into force in England in April 2000 (inserted by section 57 of the Environment Act 1995). Under Part 2A, each local authority in England has a duty to identify land within its area where contamination is causing unacceptable risks to human health or the wider environment using a strategic approach. Slough Borough Council (SBC) published its first Inspection Strategy (The Strategy) in May 2001.

On 6 April 2012, new Statutory Guidance was published by the Department for Environment Food and Rural Affairs (Defra), which required all local authorities to update or replace their existing Inspection Strategies in accordance with this Guidance. This document is the first review and sets out the way in which the Council proposes to implement its inspection duties under Part 2A in accordance with the revised Statutory Guidance. It provides a review of the progress that has been made to implement the Strategy and also sets out the Council's revised proposals for the identification and assessment of contaminated land within the Borough.

The Strategy outlines the approach used by SBC in order to meet its statutory duties of dealing with potentially contaminated land in the borough. The legal and scientific methods and practices behind the Slough Borough Council Strategy are compliant with the **Contaminated Land Statutory Guidance**, April 2012 (DEFRA).

The Strategy also represents a review and update of the previous **“Strategy for the Inspection of Contaminated Land”**, document produced by the Council in May 2001, as a result of the **New Contaminated Land Regime**, which came into force in England in April 2000.

Reference is also made to supplementary planning guidance which details the Council's expectations of how contaminated land issues will be addressed by developers submitting new planning applications. This additional documentation can be found in the Appendices.

1.2. Legal Framework

1.2.1. National context

The overarching objectives of the Government's policy on contaminated land and the Part 2A regime are:

- (a) To identify and remove unacceptable risks to human health and the environment.
- (b) To seek to ensure that contaminated land is made suitable for its current use.
- (c) To ensure that the burdens faced by individuals, companies and society as a whole are proportionate, manageable and compatible with the principles of sustainable development.

The government considers that the most effective way of delivering these objectives is via the 'suitable for use' approach. It also places a strong emphasis on voluntary action.

The main element of the 'suitable for use' approach is to ensure that where unacceptable risks to human health, or the environment are identified; that the remedial requirements are targeted to the risk, as it relates to the current circumstances and use of the land. The Part 2A regime cannot be used to deliver site betterment beyond addressing actual harm.

The government requires that a balance is achieved between the precautionary approaches to dealing with contaminated land and empowering local authorities to make proportionate, clear and accountable decisions; ensuring that any intervention achieves a net benefit.

1.2.2. Local context

The current document is designed to dovetail with the **Core Policy 8 (Sustainability and The Environment)** of the Core Strategy 2006-2026.

According to the Core Policy 8:

“Development shall not:

- a) Give rise to unacceptable levels of pollution including air pollution, dust, odour, artificial lighting or noise;*
- b) Cause contamination or a deterioration in land, soil or water quality; and*
- c) Be located on polluted land, areas affected by air pollution or in noisy environments unless the development incorporates appropriate mitigation measures to limit the adverse effects on occupiers and other appropriate receptors.”*

The current Strategy also links to Outcome 4 of **the 5 Year Plan 2017-2021**:

“Our residents will have access to good quality homes.”

In order to achieve this outcome SBC is dedicated to complete some key actions, among which the one relevant to this document requires:

Key Action 1: Build healthy lifetime homes that can be easily adapted to take account of changing conditions.

Key Action 6: Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need.

Key Action 7: Make better use of land and existing housing within the borough, including using opportunities for new high quality, family and high density residential developments.

1.3. The Contaminated Land Regime

Part 2A of the Environmental Protection Act (EPA) 1990 ('Part 2A') came into force in England in April 2000 (inserted by section 57 of the Environment Act 1995). This established a new regulatory system for the identification and remediation of land contamination which was introduced in DETR Circular 02/2000. This Statutory Guidance contained advice to regulators on how Part 2A should be implemented, in line with the Contaminated Land Regulations 2000.

Since this initial guidance was published, various changes have been made to the Statutory Guidance and Regulations. In April 2012, the Secretary of State for Defra published revised Statutory Guidance in accordance with section 78YA of the Environmental Protection Act 1990. Section 2 of this Statutory Guidance requires local authorities to take a “strategic approach” to inspecting their areas and to describe and publish this within a written Strategy.

The Statutory Guidance requires each local authority to take a strategic approach when compiling and implementing its Strategy in order that it reflects the principles of risk assessment (section 78B(1)). It must, therefore, be:

- a) be rational, ordered and efficient;
- b) proportionate to the seriousness of any actual or potential risk;
- c) seek to ensure that the most pressing and serious problems are located first;
- d) ensure that resources are concentrated on investigating areas where the Authority is most likely to identify contaminated land; and
- e) ensure that the local authority efficiently identifies requirements for the detailed inspection of particular areas of land.

The Statutory Guidance and the Contaminated Land (England) Regulations 2006 provide a framework for delivering the objectives of the contaminated land regime. The Statutory Guidance sets out the approach to be taken in determining the degree of risk, the identification of any interested parties and level of remediation required. It clearly highlights the need to promote voluntary action before taking enforcement action and to maintain a transparent system through the maintenance of a public register.

1.4. Interaction with Other Legislation

1.4.1. Planning and Development Control

The provisions of Town and Country Planning legislation will continue to be the major resource to influence the clean-up of contaminated sites. Land contamination is a material planning consideration, which means that the impact of land contamination must be taken into account in the determination of all planning applications. The National Planning Policy Framework (NPPF) sets out that the planning system is central to bringing land affected by contamination back into use, and puts the responsibility for ensuring safe developments onto the developer and/or landowner.

Paragraph 109 of the National Planning Policy Framework (NPPF) states that:

“The planning system should contribute to and enhance the natural and local environment by:

- *Preventing both new and existing development from contributing to or being put at unacceptable risk from, or being adversely affected by unacceptable levels of soil, air, water or noise pollution or land instability; and*
- *Remediating and mitigating despoiled, degraded, derelict, contaminated and unstable land, where appropriate.”*

The most relevant section of the NPPF, paragraph 121, states that, as a minimum, land remediated through the planning process should not be capable of being determined as contaminated land under Part 2A of the Environmental Protection Act 1990. In addition, the guidance acknowledges that local policies and decisions should ensure that the site is suitable for its new use, and that adequate site assessment information is recorded and scrutinized accordingly.

Slough Borough Council works with developers and their consultants to ensure that land is properly assessed and remediated in line with legal requirements, and up to date guidance.

The Web-based resource Planning Practice Guidance expands on the relationship between planning and Part IIA (last updated in 2017).

1.4.2. Building Regulations

The Building Regulations 2010 Part C, C1. (2), and Approved Document C, Site Preparation and Resistance to Contaminants and Moisture (Amended 2013), contain specific requirements regarding land contamination. The regulations outline the necessary precautions required to protect new buildings, and their future occupants, from the effects of contamination, including hazardous ground gases. At Slough Borough Council, Building Control regularly consults the Contaminated Land Officer for advice on Building Control Applications, if they are located in area of potential contamination. This cooperation ensures that any new building and future occupants are protected from the effects of potential contamination.

1.4.3. Water Resources Act (WRA)

Under the Water Resources Act 1991 (Amendment) (England and Wales) Regulations 2009, the Environment Agency retains the powers to deal with any harm to controlled waters being caused by contaminated land. Consequently, there is great potential for overlap between the two regimes. Therefore, guidance has been provided on how the two regimes will operate in tandem. The Council will normally use Part 2A enforcement procedure for land identified as contaminated land, rather than the works notice system used by the Environment Agency under the Water Resources Act 1991.

1.4.4. Environmental Permitting

The Environmental Permitting Regulations 2016 (EPR) requires the operators of industrial sites involving particular processes to obtain a 'permit' from the Environment Agency or the Local Authority (depending on the nature and scale of the process). In general, processes regulated under the EPR are likely to be 'more polluting' than those that are not. However, this covers all forms of pollution and does not necessarily mean that EPR sites are more likely to cause land contamination. The EPR replaced the Pollution Prevention and Control (PPC) and Waste Management Licensing regimes.

All waste disposal and processing sites are subject to licencing under Part 2 of the Environmental Protection Act (as amended by the EPR). Contamination causing significant harm or pollution of controlled waters should be dealt with as a breach of a condition of the licence or permit rather than through Part 2A. Where a site has remained unlicensed, or where a waste licence has been surrendered, it could potentially meet the definition of 'contaminated land' and would therefore, be dealt with under the Part 2A regime.

The EPR (as amended) are designed to minimise the impact from potentially polluting activities. Many industrial installations fall under the Environmental Permitting regime. This regime is enforced by the Environment Agency for A1 activities, and by the Council for A2 (LA-IPPC) and Part B (LAPPC) activities. Any facility regulated under the EPR, where there may be a significant risk to land or groundwater [including where one is necessary to satisfy requirements of the Industrial Emissions Directive (IED)], is required to carry out a site condition report to ascertain the baseline condition of the land prior to being granted a permit. If an operator causes contamination of the site or land by breaching conditions of the permit, they are required to remediate the land so that it is returned to its original baseline condition.

1.4.5. Health and Wellbeing Strategy

The Strategy is focussed on four key priorities to improve the health and wellbeing of the people in Slough:

- Protecting vulnerable children
- Increasing life expectancy by focusing on inequalities
- Improving mental health and wellbeing
- Housing

1.4.6. Environmental Damage Regulations 2009

The Environmental Damage (Prevention and Remediation) Regulations 2009 provide additional enforcement powers for the prevention and regulation of land contamination. The regulations only apply to damage which has taken place after 1 March 2009, and are usually applied to allow a rapid reactive resolution to land contamination caused by a pollution incident.

These regulations define environmental damage as damage to:

- a) Protected species or natural habitats, or a site of special scientific interest, or
- b) Surface water or groundwater with the deterioration in the water's status, or
- c) Contamination of land that results in a significant risk of adverse effects on human health.

The Environment Agency, Natural England, local authorities and the Secretary of State are the enforcing authorities responsible for administering and enforcing the regulations in England and Wales, depending on the type of damage involved. The enforcing authority must establish whether the damage cause can be classified as 'environmental damage', and identify a responsible operator in order to serve a remediation notice.

1.4.7. Statutory Nuisance

The Part 2A regime replaces the Statutory Nuisance provisions of the Environmental Protection Act 1990 for dealing with nuisance that consists of, or is caused by, "land in a contaminated state". That refers to all land where there are substances in, on or under the land which are causing harm, or where there is a possibility of harm being caused. However, where land is causing offence to human senses, for example odours, the Statutory Nuisance regime will still apply.

1.5. The Role of the Enforcing Authority

The Enforcing Authorities are the Local Authority (i.e. Slough Borough Council), and the Environment Agency. Local Authorities have been given the primary regulatory role under the Part 2A regime and therefore for most sites Slough Borough Council will be the lead regulator.

The Enforcing Authorities have four main tasks:

- to establish who should bear responsibility for the remediation of land;
- to decide, after consultation, what remediation is required and ensure that such remediation takes place either through agreement or by serving a remediation notice. In certain circumstances the local authority may need to undertake the remediation;
- where a remediation notice is served or the authority carries out the work, to determine who should bear what proportion of the costs for the work; and
- to record certain prescribed information regarding regulatory actions on a public register.

Enforcing Authorities should seek to use Part 2A only where no other appropriate solution exists.

1.5.1. The Role of the Local Authority

The primary regulatory role under Part 2A rests with the Local Authorities, reflecting existing functions under the statutory nuisance regime and complementing their role as the Local Planning Authority. The statutory duties of the local authority under the Part 2A regime are:

- to prepare a strategy for inspection of their area;
- to inspect the Borough where possible to identify contaminated land;

- to determining whether any land meets the definition of Contaminated Land under Part 2A of the Environmental Protection Act 1990;
- to establish whether sites should be designated as “Special Sites” and thus become the responsibility of the Environment Agency;
- where the Agency carries out an inspection on behalf of the Council, the inspection duty and the decision as to whether land is Contaminated Land, remain the sole responsibility of the Council;
- to consult the Environment Agency on sites where there is pollution of controlled waters and where the Local Authority considers that land meets the definition of a Special Site;
- to act as enforcing authority for all contaminated land which is not designated as a “Special Site”, for which the Environment Agency will be the enforcing authority;
- to maintain a public register of sites for which a remediation notice has been served, or where a remediation statement or declaration has been published;

1.5.2. The Role of the Environment Agency

The Environment Agency has a key supporting role to Local Authorities, involving provision of information and advice, and a number of specific regulatory functions. Thus, the Environment Agency has the following roles with respect to contaminated land under Part 2A:

- custodians of data (website) and provision of information in response to specific requests;
- to assist local authorities in identifying contaminated land, particularly in cases of water pollution;
- to provide site specific guidance to local authorities on contaminated land with specific reference to water pollution;
- to undertake inspections of Potential Special Sites at request and on a priority basis;
- to act as enforcing authority for any land designated as a Special Site;
- to maintain a register of Special Sites remediation;
- to publish periodic reports on the State of Contaminated Land.

1.6. Development of the Strategy

Within Slough Borough Council, the Environmental Quality Team in the Planning and Transport Department is responsible for the implementation of Part IIA EPA 1990. A Senior Scientific Officer has been appointed as the lead officer on Contaminated Land, reporting to the Manager of the Environmental Quality Team and the Head of the Regenerations Directorate. The officer’s role is to develop, implement and review the strategy, and assume the day-to-day obligations of its upkeep. The strategy has been prepared with reference to DEFRA’s “Environmental Protection Act 1990: Part 2A Contaminated Land Statutory Guidance”. The Head of Environmental Protection will be responsible for recommending service of remediation notices, to the Development and Consumer Protection Chief Officer and the Council’s Cabinet Committee.

The Council will make the draft document available to the external and internal consultees. Any comments are to be directed to:

Senior Scientific Officer for Contaminated Land
 Environmental Quality Team
 St. Martins Place, 51 Bath Road
 Slough, SL1 3UF

Or email EnvironmentalQuality@slough.gov.uk.

Chapter 2. Aims and Objectives of the Strategy

2.1. Aim of the Strategy

Slough Borough Council has the following overall aims in implementing its Contaminated Land Inspection Policy in order to fulfil the requirements of Part IIA and the statutory guidance:

- To protect human health;
- To contribute to environmental improvement and sustainability in the borough;
- To adopt a strategic risk based approach to the periodic inspection of the Borough for the purposes of identifying land which presents unacceptable risks to human health or the wider environment;
- To promote and achieve remedial actions that are reasonable, practicable, effective and durable;
- Encourage the regeneration and voluntary action by polluters or other appropriate persons, in order to facilitate the re-use of brownfield sites;
- To communicate effectively the authority's intentions;
- To support the Council in meeting the local housing needs, by providing guide to developers, when dealing with brownfield sites;
- Quantify the Council's liabilities, if any.

2.2. Objectives of the Strategy

The Council's objectives of the strategy are:

- To follow the overarching objectives of the Contaminated Land Statutory Guidance (April 2012);
- To risk assess, prioritise and inspect land within the borough, in accordance with the Contaminated Land Statutory Guidance (April 2012);
- To ensure that any proposed development within the Borough is dealt with accordingly via the planning process in a manner that ensure the land is suitable for its intended use (thus cannot be subsequently determined as Contaminated Land under the Part 2A regime);
- To ensure that the Strategy is compatible with the Council's Corporate Plan and Policies;
- To share information internally and externally in order to effectively deal with land contamination issues during the policy making and planning process;
- To avoid any unnecessary blight of land within the Borough.

2.3. Vision of the Strategy

Slough Borough Council (SBC) vision is that of a council that can continue to adapt to and lead change, through new ways of working.

The council is committed to working with, and on behalf of, the people of Slough to provide sustainable improvements to the quality of life for all. Thus, the main priority of the development and implementation of the Strategy will be to safeguard of citizens, and the natural environment.

Chapter 3. Appraisal of performance delivering Part 2A

3.1. Review of Achievements

Since 2001, when the original Inspection Strategy was published, the Council has undertaken a series of tasks, and the following outcomes were achieved:

- Over 1000 of sites were inspected, risk assessed and prioritised as Potentially Contaminated Land sites, and classified as high, medium or low risk;
- A Prioritisation Procedure was developed and implemented in order to categorise the risk ranking of each Potentially Contaminated Land site;
- Three sites in the borough were determined as Contaminated Land under Part 2A;
- Funding was secured to facilitated the remediation of the three determined Contaminated Land sites;
- Approximately 130 sites were assessment and re-prioritised, namely landfills, including the review of Planning information, preparation of a desk study/PRA and site walkover; approximately 30 of these sites have been reprioritised as low risk.
- the investigation and detailed inspection of a number of sites under Part 2A
- the review of over 100 Site Investigation and Remediation Reports per annum, as part of the Planning Regime;
- Over 100 sites were remediated via Planning and Development Control; many of these sites are large residential schemes accounting for approximately 240 hectares of land.

3.1.1. The Risk Prioritisation Register

Since the publication of the original Strategy document in May 2001, under Part 2A of the Environmental Protection Act 1990, Slough Borough Council (SBC) has used its statutory duty to identify, investigate and remediate areas of Contaminated Land within their boundaries. In preparation for the publication of the original Strategy 2001, SBC had previously undertaken the task of reviewing maps and other information sources to identify potential contaminative historical and current land uses in order to assess the risk of contamination of land within the Borough and rank the sites in order to prioritise them for inspection. SBC identified an initial Register of 987 sites with a potentially contaminative land use, and ranked them by scoring them according to the potential source, pathway and receptor as shown in their original Risk Prioritisation Strategy.

The Prioritisation Register was then continuously reviewed and updated by the Contaminated Land Officer when new information became available through the planning system, or when sites were independently revisited in more detail, up to 2006. After that time, it was not until 2009, when SBC asked Atkins to undertake a full review of the existing, and new information which had become available since that time, and produce an updated Register.

Between 2008 and 2009, Atkins had undertaken the work required to update the Register, and the main results were:

- The existing **Risk Prioritisation Strategy** was revised to include any recent changes in legislation, and it was deemed to be in line with the current legislation, at the time;
- Revision of the information available through Planning and updating the risk scores accordingly;

- Assessment of all the Allotments in Slough was undertaken, and only Cowper Road Allotments is still considered a priority site for further investigation, due to its proximity to a potentially contaminated site;
- Additional assessment of the top eight priority sites was undertaken and, where necessary, ranking scores were modified accordingly;
- Atkins produced the "**Part 2A Risk Prioritisation Register Update**", July 2009 (Ref. 5064580);

3.1.2. Part 2A Determination and Remediation to date

In September 2012, Slough Borough Council issued a statement confirming that the Remediation at Upton Court Park was successfully completed by Atkins. The project value (gross) was £580k (GBP), and it was carried out between September 2011 and May 2012. The contamination was identified within the soils of the park, which historically was known to have been used as a landfill site.

Atkins Ltd. was appointed by the Council to undertake sampling in order to delineate the areas of contamination requiring remediation. Following the initial investigation, a remediation methodology was developed proposing remedial options such as: dense planting zones and fencing to restrict access and exposure, and creation of a clean cover system, acting as a barrier between the site users and any residual contamination. During the works Atkins acted as the Supervisor and Project Manager, ensuring that the Specification for the Works was delivered on time and budget. On completion of the proposed works, Atkins also prepared the Validation Report in accordance with the Environment Agency Guidance.

3.2. Ongoing Responsibilities

It is still the duty of the Contaminated Land Officer to update and maintain the Register, by ensuring the following tasks are undertaken periodically:

- Reviewing and updating the information coming in through the Planning system, regarding remedial actions and site investigations carried out at the sites on the Priority list;
- Maintaining the databases: public register, GIS and GeoEnviron, etc.;
- Update the website regularly, to reflect any changes to the Register;
- Respond to Environmental Enquiries;

Chapter 4. Implementation of the Contaminated Land Inspection Strategy 2001

4.1. Revised Risk Prioritisation Procedure

There is currently no evidence of contamination causing actual harm in the Borough. There are, however, several sites of which the Council is aware that there is the possibility or significant possibility of the potential for harm to arise. These sites have been identified through the collation and review of information already undertaken in preparation for the introduction of the Contaminated Land Regime. The main outline of the process followed is presented below.

In 1998, Slough Borough Council (SBC) began the process of reviewing the available historical and contemporary mapping of the land within its borough for the purpose of identifying potentially contaminative land uses. In a second phase of the project from April 1999, SBC undertook the task of carrying out Preliminary Risk Assessments on the previously identified sites in order to prioritise for further work. In anticipation of the new regulations, an evaluation audit of information, held by different departments of the Council, was completed in August 2000. The first version of the Contaminated Land Strategy was published in May 2001, followed by the development of the Prioritisation Procedure, which resulted in a Priority list of sited requiring further investigation and risk assessment.

Following a significant change in legislation in 2006, Atkins was seconded to undertake a considerable review of the sites and update the existing Register at the time.

Subsequently, over the years, the records have been updated somewhat, to include some site investigations and remedial works carried out, but nothing close to the scale of the work carried out in 2006. Following that work, between 2009 and 2010, three sites were determined as Contaminated Land and they were placed on the Public Register.

The Prioritisation Procedure has been revised for the purpose of the current Strategy Review, and it is based upon an assessment of risk from any land that may be contaminated. There are two principal aspects to the implementation of the Strategy:

- A. Strategic Inspection (Risk Prioritisation):** broad assessment and preliminary screening of land within the borough, in order to identify priority land for more detailed consideration; this will involve collation and assessment of desk-based information to identify any potential contaminant linkages.
- B. Detailed Inspection:** an in depth appraisal of sites that have been assigned a high priority ranking, involving intrusive investigation and risk assessment, required in order to support Part 2A decisions.

A. Strategic Inspection

A.1. Stage 1: Preliminary Screening and Prioritisation

Previous work commenced with a systematic review of the available historical and contemporary mapping of the Borough. The initial stage of the Risk Prioritisation Procedure was based on the types of land/industrial uses the site had been subjected to (i.e. the source of contamination), and the sensitivity of potential receptor(s). For the purpose of the current review, no further datasets or historical mapping, were interrogated, thus no additional sites were added to the priority list. At this stage, the previously identified sites, plotted as point locations on the GIS, were explored in more detail in order to identify the correct boundary of the sites where these potential sources of contamination were initially identified. As a result, the initial 1013 point locations on the priority sites list were converted to polygons, by reviewing the historical mapping and aerial photography from the relevant epochs.

The previously developed risk prioritisation model within the GeoEnviron database for the purposes of the Strategy will be used again in order to enable the update of the preliminary prioritisation and revise the site scores. The methodology is outlined in the appendices, and the existing priority list obtained by using the site 'risk scores' will be reviewed and updated as a result of this new Strategy. Different from the previous document, the current Strategy will not consider the sites with the highest scores (>100) for further assessment and investigation, but will be dealt with via the Planning Regime. However, if the situation arises, special cases will be assessed and considered for pro-active investigation.

A.2. Stage 2: Re-prioritisation of Planning Sites

This stage will involve the reprioritisation of sites subject to development under the planning regime. Any information relating to planning will be reviewed to determine whether the site has been remediated prior to or during development. Historically sites may have been redeveloped, but not subject to full planning control for identifying and managing contamination. These sites may require further investigation to determine whether they are suitable for use, or whether they require additional remedial measures. As stated previously any sites that were developed prior to 1990 will be given a higher priority; as they are less likely to have benefited from a formalised risk assessment. For sites that have been subject to a planning application/approval post 1990, following the introduction of the Part 2A regime and the Town and Country Planning Act 1990 a 'Position Statement' will be produced. This statement will be shared with the planning enforcement team for possible consideration. However, further action may be required under Part 2A, which will require progress to Stage 3.

A.3. Stage 3: Preliminary Risk Assessment (PRA)

Sites carried forward from Stage 2 will be subject to an initial assessment of risk. This will take the form of a PRA or 'desk study' including a site walkover. The purpose of a desk study is to gain more information about the potential contaminant linkages identified during Stage 1. This involves finding out specific information about contamination pathways and receptors to enable a greater understanding of site conditions, including details of site boundaries, and a site visit. The desk study will involve a review of all the information/data already held by the Council; this may be in electronic format, on GIS or in hard copy/paper form. If the Council identifies any gaps in existing information which prevent decision-making, further documentary data will be sought and obtained from appropriate sources such as the Environment Agency, other statutory bodies or stakeholders. A site visit will often be limited to a visual inspection of the site carried out as a walkover exercise, or viewing the site from its boundary. A standard checklist will be developed for this purpose, which will enable a consistent approach to carrying out desk-based research. This will then be used to develop a Conceptual Site Model, which will be used to inform whether further inspection is required or not.

A.4. Stage 4: Selection of Sites for Detailed Inspection

At this stage, an official Review Panel, made up of officers of the relevant parties in the Council (including the Legal Department), will determine the status of the site and any future actions. This decision will be made on the basis of the information gathered during the desk study, site walkover/visit and any sampling. Each member of the panel will have undertaken a review of the desk study so that they are familiar with the site. The decision as to what course of action to take for each site should be based upon a consensus of opinion from all officers.

Following the review panel meeting a Part 2A Position Statement will be produced, which will include a summary of the information within the desk study and the decision making process. If during Stage 3 more than one site is identified as requiring detailed inspection a decision will be taken, based on a case by case risk assessment, as to which is completed first. If during this stage a site is identified that appears to pose a significant or imminent risk to human health or the environment, then a decision should/will be taken as to whether the site should immediately undergo detailed inspection or remediation action. The decision will be

taken in accordance with the Council's constitution and scheme of delegation to ensure suitable governance arrangements are in place.

A.5. Revising and Reviewing the Priority List

There might be occasions during the inspection process when information may come to light which leads to a site being reprioritised, or the inspection process being placed on hold for a specific period of time. This may occur for a number of reasons, for example a site visit may show the absence of a specific receptor or contaminant, or the introduction of a pathway. Alternatively, a site may already be undergoing investigation and subsequent remediation via a different regulatory regime.

The rationale behind any reprioritisation or postponement of inspection will be recorded and the site readdressed in accordance with the adopted process. For example, inspection of a site which is currently undergoing development may be placed on hold until the development is complete. The site will then be re-examined to ensure that the appropriate level of remediation has taken place and the site is now 'suitable for use'. Therefore the status of specific sites will need to be constantly reviewed in order that any new information source can be taken into consideration and the risk amended accordingly.

B. Detailed Inspection

Following the Strategic Inspection, and initial Prioritisation Procedure, the Council will look to carry out in-depth appraisal of each site that has been classed as high risk, depending capacity and resources. A scientific and technical assessment will be undertaken to determine whether, on the balance of probabilities, the land is statutory contaminated in accordance with the Statutory Guidance.

The assessment will have regard to any information and advice received from external organisations. The determination will also be made on the basis of any relevant guidance or standards and/or the ability of any existing management regime to prevent harm. The main objectives of the detailed inspection will, therefore, be:

- To enable an accurate and reasoned determination to be made;
- To identify any special sites;
- To engage any interested parties prior to determination whenever possible;

An Intrusive Investigation will only be considered when a significant pollutant linkage is likely, and there is no immediate plan for the site to be redeveloped, and thus the issues addressed via the Planning Application Process. If the Intrusive Site Investigation is planned to go ahead, the Council shall notify all the interested parties, and a specification of the intrusive investigation works will be prepared and presented to the Environment Agency. The Council will also consider any risk to the environment or sites of interest, arising from the proposed works. Where necessary, the Council will consult the appropriate organisations prior to any intrusive site investigation. The Council will also consider whether any compensation is payable under Paragraph 6 of Schedule 18 of the Environment Act 1995. Any party with a right to compensation will be notified accordingly. If the Council considers that a detailed inspection of a site is necessary, then it will have regard to the following issues:

a. Requirement for any consents/licences

Statutory undertakers and the Environment Agency will be consulted, following the liaison procedures, on the need for any consents and/or licenses.

b. Authorisation of inspections

The Authority will ensure that appropriate persons are authorised to carry out inspections in accordance with Section 108 on the Environment Act 1995. The Authority will liaise fully with any neighbouring authority prior to any investigation of land within their area (section 78X (2)).

c. Health and safety requirements

The land- owner will be consulted regarding any specific health and safety requirements in relation to their site. The Authority will follow its own health and safety protocol, which shall include a health and safety risk assessment for any site investigation work. Contractors will be expected to comply with the Construction Design Management Regulations 1994.

d. Rights of Access

The Authority will endeavour to agree any access arrangements with the appropriate person wherever possible. It will ensure that it gives the occupiers/owners of residential properties at least seven days' notice. If access arrangements cannot be agreed then The Authority will seek to obtain a warrant under Section 108(6) Schedule 18 of the Environment Act 1995.

B.1. Intrusive Site Investigation and Risk Assessment

When deciding to carry out intrusive investigation and risk assessment (or 'Generic Quantitative Risk Assessment' (GQRA) and 'Detailed Quantitative Risk Assessment' (DQRA)), the Council will prepare the relevant documents based on well-established and industry adopted good practice techniques. These techniques are well documented in various authoritative publications listed in the Reference section of this Strategy. Site investigation and risk assessments will be carried out in accordance with the guidance, good practice, technical procedures and relevant standards/criteria available at the time of the planned works. The purpose of an intrusive investigation is to collect sufficient information to better characterise actual or potential contaminant linkages at the site.

The intrusive site investigation may involve the excavation of trial pits, the drilling of boreholes and the installation of monitoring wells in order to allow sampling and subsequent chemical analysis of soils, water and gas/vapours. The level of investigation required will be decided on a site specific basis and will be dictated by issues such as the number and nature of potential contaminant linkages at the site, local environmental sensitivities, the level of confidence required, the practicalities of investigation and cost implications.

Currently, there is no intention to actively carry out any intrusive investigations, as detailed above, but most of the prioritised sites will be dealt with via the Planning Application Procedure. However, if there are any urgent cases identified as part of the Priority List review, the Council may employ the services of an environmental consultant to carry out the work on their behalf. Any consultant would be selected following a procurement process in line with the Council financial regulations.

B.2. Risk Summaries & Site Categorisation

Following the outcome of the site investigation and risk assessment process the Council will assign all sites one of four categories if there are human health or controlled water receptors. This is in line with the Statutory Guidance. For assigning a risk category the following will be used:

- a. **Human Health:** the Prioritisation Procedure for Human Health will be used in order to produce a Risk Summary for all sites. The procedure document is available for viewing in the Appendices of the Strategy or downloading on the Council website.
- b. **Controlled Waters:** this is referenced in paragraphs 4.46 of the Statutory Guidance. The Prioritisation Procedure sets out how the Council will determine whether or not land is considered contaminated on grounds of 'significant possibility of significant harm to human health' or 'SPOSH'. This procedure/process ensures that the decision-making process is consistent, transparent and robust.

The table below shows the categories that sites may be allocated and the action likely to be taken by the council. These categories are derived from Contaminated Land Research Report No 6 (CLR Report No 6), and the Sites will be put into these categories based upon the information known about it. This will begin at the initial prioritisation and if necessary continue through to the remediation of the site. A site could move between categories as more information is found about it and risk assessments revised.

CATEGORY 1:	Site probably or certainly not suitable for present use and environmental setting. Contaminants probably or certainly present and likely to have unacceptable impact on key receptors. Urgent action needed in the short term.
CATEGORY 2:	Site may not be suitable for present use and environmental setting. Contaminants probably or certainly present and likely to have unacceptable impact on key receptors. Action may be needed in the medium term.
CATEGORY 3:	Site considered suitable for present use and environmental setting. Contaminants may be present but are unlikely to have unacceptable impact on key receptors. Action unlikely to be needed while the site remains in present use or otherwise remains undisturbed.
CATEGORY 4	Site considered suitable for present use and environmental setting. Contaminants may be present but are very unlikely to have unacceptable impact on key targets. No action likely to be needed while the site remains in present use or otherwise remains undisturbed.

B.3. Further inspection

The collation of information is an iterative process, and each stage of detailed inspection may result in the need to acquire further information. This could be in the form of further desk-based research or a second stage of intrusive site investigation. If the Council is unable to obtain sufficient information within a reasonable time period then it will consider whether further investigation is necessary. In making this decision it will have regard to whether there is reasonable possibility of a contaminant linkage and whether the site is likely to be a special site.

C. Determination

Once the Council is satisfied that it has sufficient information on a site to fulfil the criteria of the definition of contaminated land, it will make a determination in the form of a written record. This will be done in accordance with the Statutory Guidance. The determination will be recorded and it shall include the information prescribed in Section 5, 5.17-5.19 of the Statutory Guidance.

Prior to determination of land the Council will inform the interested parties including owner/occupiers of the land and any other person who appears to be liable to pay for remediation. Any legal determination of land will be postponed if the problem is dealt with on a voluntary basis, within appropriate standards and timescales.

Enforcing authorities have four main tasks in the event that Contaminated Land is determined:

1. Establish who should bear responsibility for the remediation of the land (the "appropriate person" or persons);
2. Decide, after consultation, what remediation is required in any individual case and to ensure that such remediation takes place. This can precede either through agreement with the appropriate person, or by serving a remediation notice on the appropriate person, if agreement is not possible. There are also certain circumstances, when the Council could carry out the work.

3. Where the remediation notice is served, or the Authority itself carries out the work, to Council needs to determine who should bear what proportion of the liability for meeting the costs of the work.
4. Record certain prescribed information about their regulatory actions on a Public Register. If the Council determines land as contaminated land, a Notification of Determination will be issued to the Environment Agency, and the owner/occupier and any appropriate persons. The Public Register should include the following information:
 - A description of the particular significant pollutant linkage, identifying all three components of pollutant, pathway and receptor;
 - A summary of the evidence upon which the determination is based;
 - A summary of the relevant assessment of this evidence;
 - A summary of the way in which the Authority considers that the requirements of the Regulations and accompanying guidance have been satisfied.

Chapter 5. Timescales and Review Mechanisms

5.1. Priorities

Within the legislation and guidance, to which the Council will be adhering, there is an emphasis on the prioritisation of effort and resources towards sites representing the greatest risk.

The Council's aims for dealing with contaminated land are to:

- Protect human health
- Protect controlled waters
- Protect designated ecosystems
- Prevent and protect against damage to property
- Prevent further contamination of land
- Manage future liabilities on council owned land
- Encourage and promote voluntary remediation
- Encourage and promote the reuse of existing brownfield sites

For other councils it could be possible to prioritise its program based on one or more of these issues. For Slough, however, most of the Borough is of an urban nature and almost the entire Borough is classified as a major aquifer with high groundwater vulnerability. In addition, with exception of some land at Langley and the Colne Valley settlements in the east of the Borough, the Borough is within the SPZs of several abstractions. Therefore, in the absence of being able to prioritise actions based on human health or controlled waters alone, procedures for the categorisation and scoring of sites against contamination potential, site sensitivity, geology, groundwater and surface water characteristics encompassing source, pathway and receptor issues was developed and will be implemented accordingly.

5.2. Programme of action

5.2.1. Work Programme and Timescales for 2018 to 2023

The work programme and anticipated timescales for implementation of the revised Contaminated Land Strategy is outlined as follows:

No.	TASK	SCHEDULED
1	Review of all the existing information received via Planning since the last Prioritisation List review, regarding the 1023 sites on the list	2018
2	Carry out site walkover for the sites where this is necessary	2018
3	Re-calculate each site scoring and update the GIS database	2019
4	Produce an updated risk rating for each of the site remaining on the list	2019
5	If relevant, re-assess the sites with a high risk rating, and recommend for further investigation	2019

Where necessary, new sites, previously not considered will be considered, if and when the situation will highlighted to the Environmental Quality Team, either by an external party, or via the Planning system.

5.3. Review mechanisms

The Part IIA legislation places a duty on local authorities to inspect their areas 'from time to time' for the purpose of identifying contaminated land. However, such inspections are not currently proposed as an activity part of the Contaminated Land Strategy. The present approach, due to limited funding opportunities, is to address any such sites under the Planning procedure. Thus, the majority of the investigation will take place retroactively, as and when a planning application is submitted, for the purpose of developing a site on the current list of Priority Sites, or if any relevant new sites are exposed during re-development. These sites will be the responsibility of the developer to be addressed, under the guidance of the Contaminated Land Officer.

There is also a need for review of the strategy itself to ensure that it remains effective and up-to-date.

5.3.1. Triggers for undertaking additional inspections

Currently, the Council has no schedule of carrying out site inspections in addition to those already completed between 2002 and 2004. However, the Council reserves its right to carry out or recommend such inspections if needed, under the following scenarios:

- **Unforeseen events:** which cannot be addressed by other environmental legislation and may include localised flooding, landslides, accidents, fires and spillages;
- **Introduction of new receptors:** such as the designation of a new protected ecosystem or housing development neighbouring or nearby the site;
- **Unplanned changes in land use:** where there is persistent unauthorised use of land by children or travellers, creating human receptors on a site which otherwise does not have a receptor to complete the pollutant linkage;
- **Identification of localised health effects:** where it becomes apparent that human health is being affected by a particular piece of land;
- **In response to new information:** which could come from other statutory bodies, from owners/occupiers or appropriate persons, or other interested parties;
- **Supporting voluntary remediation:** where a potentially liable party wishes to undertake remedial action prior to inspection by the LA;
- **Re-development:** where a planning application is submitted, concerning a priority site or a site located within 250m of a potentially significant source of contamination previously identified.

5.3.2. Triggers for reviewing inspection decisions

There will be circumstances where changes in the condition or character of the site or surrounding land will prompt the Council to review the conclusions of a previous inspection. This would include situations as outlined in Section 9.4.1, but also where there were:

- Significant changes in legislation;
- Establishment of significant case law or other precedent; and
- Revision of guideline values for exposure assessment.

Transparent and consistent recording of decision-making will be ensured to allow for efficient review.

5.3.3. Review of the Strategy

The Council has a duty under Part 2A to keep the Strategy under periodic review to determine whether the objectives/priorities are being achieved, to revise and improve procedures, to take into account any changes in

legislations and guidance, to consider the establishment of significant case law or precedent and to reflect changes in Council policies and strategies. It is the advices of the general guidance on Land Contamination to review the strategy approximately every five years, thus the next review is scheduled for no later than the end on 2023. This deadline shall be changed should relevant legislation or/and guidance be released, requiring and early review. If relevant information will require the update of any section of this Strategy, it is possible that suitable addendums will be incorporated into the document, without the need for a full review.

The review will be carried out by the relevant officer in the Environmental Quality Team, in consultation with other services across the Council as well as external organisations and neighbouring authorities where necessary. The Environment Agency, as part of their statutory duty under Part 2A, has to assess the Inspection Strategy and its effectiveness in their 'State of Contaminated Land in England report. Any suggested changes to the Strategy will then be reported, for approval to the Council. Details of all significant proposed changes will be sent to the various statutory consultees. Following the consultation period, the Strategy document will be revised. The changes to the Strategy will then be adopted and implemented.

Chapter 6. Communication and Information Management

6.1. General Liaison and Communication

6.1.1. External consultation partners

While the Council is the primary regulator for the implementation of Part IIA legislation, the Environment Agency (EA) also has a role as an enforcing authority. Therefore, in addition to being a statutory consultee for the development of the strategy, the EA has responsibilities to assist the Council. Close collaboration between the Council and the EA will be essential to align the duties of the two enforcing authorities.

In addition, the Part IIA legislation makes specific provision in certain defined cases for Local Authorities to consult with other statutory bodies that have a particular regulatory function and body of expertise relevant to contaminated land. For Slough Borough, these include:

- Natural England
- Public Health England
- Health and Safety Executive
- National House Building Council

6.1.2. Internal communications

The current Strategy Review will not require elaborate internal review by any specific Department. However, the following will be permitted to comment should they wish to do so:

- Development Control
- Planning Policy
- Assets Management
- Legal Services

Following the adoption of the revised Strategy, any further communication and liaison will be carried out via email and the Council's Webpage.

6.1.3. Communicating with the wider community

Under Part IIA legislation, the Council is obliged to make provision for responding to information or complaints from members of the public, businesses and voluntary organisations. To facilitate general public participation the strategy will be made available for download from the Council's website. The Council may consider it appropriate to utilise one or more of its existing communication practices where communicating with large numbers of people instead of writing letters. This could include using the local newspaper, the local radio, the Press Office, presentations or exhibitions, Sector Forums, Parish Council meetings, public meetings and the Council's website. Specialist advice will need to be sought, should it be necessary, to communicate complex matters with members of the community whose first language may not be English.

The Council is aware of the need to avoid alarm and potential blight due to the creation of unnecessarily high perceptions of risks when communicating with the public about land contamination issues. The Council's statutory duties and the reasons for requiring further information will be clearly explained and all communication will be made in line with the guidance presented in the SNIFFER publication 'Communication Understanding of Contaminated Land Risks (2010)'. The Council recognises, however, that land use plays an important role in the community and that peoples' perceptions about the quality of the land may affect their

ability to enjoy their local environment. Effective communication is, therefore, essential in order to address any misconceptions and to ensure that people are fully informed. The expertise of the Council's communication team will be used to ensure that an effective and transparent communication process is adopted; Public Health England will also be contacted where appropriate along with the Environment Agency.

6.2. Information Management

Information management comprises of collection, evaluation, maintenance and review of data gathered as part of the Site Prioritisation Procedure. This is required should there ever be a need for the Council may need to defend its decisions and determinations of contaminated land. Thus, all the information arising from the investigation of potentially contaminated land was carefully logged and stored. The investigations produce a sizeable volume of information that required careful stewarding and management.

As part of this process, the Council has a duty to record and maintain some types of information, including complaints, voluntary information provision and the public register.

6.2.1. Data Collection (Geographical Information System)

Following the publication of the initial Contaminated Land Inspection Strategy in 2001, a considerable amount of information was collected and processed, using software provided by STM Environmental. The initial list of prioritised sites was processed using GeoEnviron, the database software provided by STM Environmental, and mapped using MapEagle, the Geographical Information System (GIS) software interlinked with the database. The information collected during the Strategic Inspection was used to identify all potential sources of contamination within the Borough based on any features identified on historical maps including mid-1800s, pre-war and post-war epochs. The information captured by this survey was digitised onto the GIS and a layer was created, named 'Potentially Contaminated Land sites (PCLs)' layer. Since its creation this layer has been continually updated and amended. In order to assist in the information management process, each site on the PCL layer has been allocated an individual site reference number (i.e. PCL0001).

The information held by the Council on individual sites typically varies from a single polygon on the PCL layer around an historical feature, to detailed site investigation reports and risk assessments that provide in-depth information on the characteristics of the site. Wherever information was available on each site it was used during the Prioritisation Process to assist in assigning the site an appropriate level of risk. All relevant information was logged within the GeoEnviron database, which is updated on a regular basis. The database is also supported by an electronic filing system, which holds all reporting as well as pertinent correspondence relating to planning consultations and Part 2A inspection.

6.2.2. The Public Register

Under the Part IIA regulations, the Council is required to maintain a Public Contaminated Land Register. This is not a register of all the information and documentation used in the investigation of potentially contaminated land. The regulations clearly specify the information that must be recorded in the register:

- A copy of the remediation notice;
- Details of appeals against remediation notices (including the decision judgements on them);
- Copies of remediation declarations, remediation statements and notifications of claimed remediation;
- Details of any appeals lodged against charging notices;
- Details of any land designated as a special site;
- Details of any convictions;

Therefore, entries into the Register will only be made where a remediation notice has been served as a result of implementation of the Part IIA legislation, or where voluntary remediation has been secured and a

Remediation Statement produced. Hence, remedial actions resultant from planning controls will not be entered in the Register. The Public Register is available on the Councils website.

6.2.3. Public Access to Information

The Council acts in accordance with the requirements of the following statutes and regulations in making environmental information accessible to the public:

- Local Government (Access to Information) Act 1985
- Data Protection Act 1998
- Human Rights Act 1998
- Freedom of Information Act 2000
- Environmental Information Regulations 2004

For the majority of the above legislation, there are common exceptions to the right to access information. These generally refer to issues relating to national security, legal proceedings, breaches of statutory provision, confidentiality, work in the course of completion, personal information or issues which could following disclosure increase the likelihood of damage to the environment. In compliance with the above and also the requirements of the Contaminated Land (England) (Amendment) Regulations 2012, information held on the public register will be accessible by the public. These requirements will also be adhered to when carrying out Part 2A duties, which require disclosure of site specific information. The data collected and logged within the GeoEnviron database is mainly incomplete or unverified and therefore certain site-specific information obtained during detailed inspection, will be treated as confidential. Part 3 12(4) (d) of the Environmental Information Regulations 2004 provides an exemption for incomplete data.

6.2.4. Environmental Searches

The Council routinely responds to requests for Environmental Searches from residents, solicitors and other interested parties, for information pertaining to property sales or development. There will be a minimum charge for requests, outside of general enquiries and enquiries concerning the Register. Additional fees in the form of an hourly rate will be imposed where collation of information is excessive. Where charges are to be levied, the person(s) or company making the enquiry will be informed of the likely cost prior to the commencement of work. The Council endeavours to respond to all requests within ten working days.

All Environmental Searches are recorded within the GeoEnviron database, and are processed using the reporting tool within MapEagle. Responses issued will be based upon historical data and documentation available to the Environmental Quality Team. No guarantees are supplied as to the completeness or accuracy of the data provided. As a matter of course, the client is reminded that a response revealing no historical potentially contaminative uses equally does not guarantee that the land is free from contamination. The client will be advised to make further enquiries in this respect to the EA, public Records Offices, and environmental consultants, for example.

All requests for information under the Environmental Information Regulations (2004) will be dealt with within the statutory timescale for response of 20 working days.

6.2.5. Local Land Charges

Under section 1 of the Land Charges Act 1972, the Local Land Charges keeps the following registers:

- a register of land charges;
- a register of pending actions and pending actions in bankruptcy;
- a register of writs and orders affecting land and writs and orders in bankruptcy;
- a register of deeds of arrangement affecting land;
- a register of annuities;

The Council responds to corporate contaminated land enquiries under Condition 29 (CON29) of the Environmental Information (Amendment) Regulations. Information pertaining to the actual determination of a site will not be released, until the Council is satisfied as to its status under Part 2A. It is hoped that this approach will avoid any unnecessary concerns about a site that may ultimately not be considered as being statutory contaminated land. Following the implementation of Part 2A and the requirement for each local authority to keep a public register of its regulatory activity, a question (3.12) referring to contaminated land has been added to the Form CON29 Enquiries of Local Authorities. The questions on this form are answered by the Local Land Charges team as part of the search carried out every time a property transaction takes place. Local Land Charges base their response to 3.12 on information provided by the Public Protection Service.

6.2.6. Complaints

In this context complaints refers to a member of the public, business, or community group protesting about the condition of a piece of land or water feature. This objection may be made in relation to land or water with which they have a direct or indirect connection.

All complainants may expect:

- Their complaint to be logged and recorded;
- The complaint to be acknowledged within 3 working days and investigated within 5 working days;
- To be kept informed of progress with the complaint towards a resolution;

Complaints regarding contaminated land will be dealt with through the Council's existing procedures. Investigating officers will undertake appropriate actions and enquiries considered necessary to resolve any complaint having regard to departmental procedures, statutory requirements and professional judgement. The appropriate level and nature of further investigation will be determined on a case by case basis and will be dependent on a number of factors including; the nature of the complaint, the initial findings and the amount of information already available and an assessment in the context of the overall inspection programme.

Anonymous complaints or information provided anonymously will be evaluated by an investigating officer. Appropriate action will be taken on the basis of the merits of the information received.

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Environment Agency (2004). **CLR11: Model Procedures for the Management of Land Contamination.** Environment Agency, Bristol.

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Environmental Protection UK, March 2011. **Assessment and remediation of land contamination through the planning system.** Prepared on behalf of DEFRA. Ref Sp1005.
<http://randd.defra.gov.uk/Document.aspx?Document=DefraSP1005Report.pdf>

The Contaminated Land (England) (Amendment) Regulations 2012. Statutory Instrument (SI 2012/263).

The Contaminated Land (England) Regulations 2006. Statutory Instrument (SI 2006/1380).

The Environmental Damage (Prevention and Remediation) Regulations 2009. Statutory Instrument (SI 2009/153).

Water Resources Act 1991 (Amendment) (England and Wales) Regulations 2009. Statutory Instrument (SI 2009/3104).

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th April 2018

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

WARD(S): All

PORTFOLIO: Lead Member for Corporate Finance & Housing – Councillor Nazir

PART I
NON-KEY DECISION

CONTRACTS IN EXCESS OF £250,000 IN 2018-19**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 2018/19 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 2018/19 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 2018/19 financial year and any exemptions to competitive tendering that have been granted.

9 Appendices Attached

'A' - List of contracts to be let in 2018/19 in excess of £250,000.

LIST OF CONTRACTS TO BE LET IN 2018/19 IN EXCESS OF £250,000

	Contract Title	Description
1.	Capita Sims	Management information systems used to maintain data on pupil, staff and the schools. This is a statutory requirement.
2.	Occupational Health, Employee Assistance programme and Mediation	For Slough staff Calling off from Crown Commercial Services Framework.
3.	Stray Dog service	Statutory requirement to prevent a feral population of dogs occurring and to ensure public safety with regards to stray dogs.
4.	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.
5.	Professional Services Contract	Replacement of current Atkins contract for Highways and Transport, Planning and other construction services.
6.	Minor Works and surfacing Contract	Retender highway resurfacing contract.
7.	Community Transport fleet/DSO fleet	Procure new light vehicle/commercial fleet for the Community Transport team and new DSO.
8.	Utilities –Gas	Gas contract for our corporate and Housing sites.
9.	Utilities – Electric	Electricity Contract for Street Lighting.
10.	Pendeen Court	Internal & External Refurbishment.
11.	Cemetery Expansion – Phase 2	To create additional burial ground.
12.	School Modernisation Programme	Continuation of modernisation programme to various Schools across the Borough.
13.	School Expansion Programme	Bulge classes to accommodate School places across the Borough.
14.	Phoenix House and Priors Day Service	Refurbishment Works.
15.	Temporary Agency Staffing	Agency/Consultancy Staff Contract
16.	Montem Sports Centre	Demolition
17.	Stock Condition Corporate Assets	M&E Works

18.	Cippenham Community Centre	Refurbishment and Expansion
19.	Professional Services Contract	Architects etc.
20.	Home to School Transport	Home to School Transport
21.	Agreement for the Licence, Supply and Maintenance of a One System	The purpose of the contract is to provide CLS with a pupil database which is fully integrated across all teams within CLS and with schools. The system will be hosted externally allowing upgrades and maintenance to take place outside office hours, reducing downtime and disruption for all users.
22.	Emergency responder service	Responding to urgent incidents relating to people in receipt of care at home.
23.	Mental Health	Supported accommodation step down service for people with Mental Health problems
24.	Berkshire East 'Integrated Sexual Health Service'	An integrated sexual health service" describes a service that provides Sexual and Reproductive Health (SRH) and Genitourinary Medicine (GUM) services to patients in an integrated way, often within a single attendance. The nature of SHS is such that any individual can access Sexual Health Services (SHS) from any location and any provider nationwide. This service is provided across Berkshire East but is individually signed by each local authority.
25.	SaLT (Speech and Language Therapy) service	The council has a statutory obligation to provide a SaLT service to local mainstream schools. The SaLT Service works individually with those children who have a statement of special educational needs and identified SaLT needs. Speech and language therapists (SLTs) are allied health professionals and work with parents, carers and other professionals, such as teachers, nurses, occupational therapists and doctors. SBC is looking to jointly commission SaLT with other Berkshire authorities, including Bracknell Forest Council.
26.	IT services	Access & Inclusion

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th April 2018

CONTACT OFFICER: Dave Gordon (Scrutiny Officer)
(For all enquiries) (01753) 875411

WARD(S): All

PORTFOLIO: Cllr Pantelic –
Cabinet Member for Health and Social Care

PART I
NON-KEY DECISION

**REFERENCES FROM OVERVIEW AND SCRUTINY –
DISABILITY IN SLOUGH**

1. Purpose of Report

The purpose of this report is to ask Cabinet to consider the recommendation of the Health Scrutiny Panel (26th March 2018).

2. Matters for resolution from Cabinet

The Health Scrutiny Panel made the following recommendation at its meeting on 26th March 2018:

- That a recommendation be made to the Cabinet to seek its commitment in principle to take further action to make Slough a 'disability friendly town'.

3 The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

3a Slough Joint Wellbeing Strategy (SJWS) Priorities

- Increasing life expectancy by focusing on inequalities: Ensuring that Slough is a 'disability friendly town' will bolster services for our most vulnerable residents. The Health Scrutiny Panel have also expressed an interest in forming a Task & Finish Group on the matter.
- Improving mental health and wellbeing: This commitment will have a positive impact on the mental health and wellbeing of residents with physical disabilities or barriers to learning.

3b Five Year Plan Outcomes

- Our people will be healthier and manage their own care needs: By supporting local residents with disabilities, Slough Borough Council (SBC) will remove some of the present concerns of those affected and allow them to focus on managing their own care needs.

4 Other Implications

(a) Financial

The initial commitment to such a policy has no immediate financial aspect. Any such implications will be reported in full as specific proposals are made.

(b) Risk Management

Risk/Threat/Opportunity	Mitigation(s)	Recommendation
Service provision in Slough to be improved to ensure maximum opportunity for disabled residents	Cabinet and scrutiny function to consider the matter in depth	Cabinet recommended to commit in principle to take further action to make Slough a 'disability friendly town'

(c) Human Rights Act and Other Legal Implications

Provision of services and amenities needs to be in line with the Equality Act 2010.

(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 26th March 2018, the Health Scrutiny Panel took an item on the reconfiguration of SBC's activities for people with learning disabilities. This item reported on a range of matters, such as:

- **A survey of users** – this provided positive feedback, with a majority of respondents stating that the new provision had led to them seeing more of their peers and developing new skills.
- **The Priors and Phoenix day centres and the Britwell Hub** – this also demonstrated the effectiveness of service provision. Recent focus group sessions had outlined satisfaction with the activities available at these centres (especially cooking, music, computing and exercise classes). Whilst bowling was being missed by many respondents, a weekly event at one of the centres was allowing friendship groups to be maintained.
- **Transport** – this was the main area of concern noted by both officers and members. Whilst the activities offer has attracted praise, users and relatives were concerned that the options for transport were limiting opportunities to use them. Whilst the mobility component of payments from the Department for Work and Pensions is intended to be used for this, SBC would continue to work with the Transport Team to ensure that access was as wide as possible.

- 5.2 The discussion of the last of the above points widened out. Some members of the Panel had recently undertaken site visits of bus stops in Slough; the full findings of this will be reported back to the Panel on 28th June 2018. However, there were concerns that the facilities for users with disabilities could be inconsistent, and thus were an issue when it came to using the provision on offer.
- 5.3 Given the above matters, the Panel have requested to arrange visits to the Phoenix Day Centre and the Priors Day Centre (once its refurbishment has been completed). The findings of these visits will also be reported back to the Panel at the appropriate time and used to shape its future work. The Panel will also be drawing on the views of representatives from the local community at its meeting on 28th June 2018, and may also consider the most appropriate methods of working alongside a Co-Production Board which will be established by SBC in the near future.
- 5.4 However, the Panel has asked that its desire to see Cabinet commitment to these efforts be registered. Should this be the case, it will then seek to work with Cabinet and SBC officers to bolster a holistic approach to service provision for disabled residents. As part of this, it has asked to receive a report on 28th June 2018 which will scope out the most suitable areas for a Task & Finish Group; this is with a view to commissioning such a review. This review would then undertake a range of relevant activities (e.g. site visits, discussions with service users and officers) and seek to make recommendations. These would then be reported back to Cabinet as appropriate.

6 **Comments of Other Committees**

The report on the reconfiguration of the Borough's activities for people with learning disabilities had not been taken by any other committees. It is publically available in the agenda papers for the Health Scrutiny Panel's meeting on 26th March 2018 (item 7).

7 **Conclusion**

The Cabinet is requested to decide upon the recommendation outlined in section 2 and discussed in sections 5.1 – 5.4 of this report.

8 **Appendices**

None

9 **Background Papers**

'1' - Agenda papers and minutes, Health Scrutiny Panel (26th March 2018)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th April 2018

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

WARD(S): All

PORTFOLIO: Leader, Regeneration & Strategy – Councillor Swindlehurst

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 16th March 2018.

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 APRIL 2018 TO 30 JUNE 2018

Date of Publication: 16th March 2018

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

Page 168
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 - Regeneration & Strategy | Councillor Swindlehurst |
| • | Deputy Leader - Transformation & Performance | Councillor Hussain |
| • | Environment & Leisure | Councillor Anderson |
| • | Planning & Transport | Councillor Carter |
| • | Regulation and Consumer Protection | Councillor Mann |
| • | Corporate Finance & Housing | Councillor Nazir |
| • | Health & Social Care | Councillor Pantelic |
| • | Children & Education | Councillor Sadiq |

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

Are there exceptions to the above arrangements?

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

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

Cabinet - 16th April 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Housing Revenue Account Business Plan 2018-48</u></p> <p>To consider the Housing Revenue Account (HRA) Business Plan 2018-48 for approval setting out the financial commitments and spend priorities for the following 30 years.</p>	F&H	All	Housing	Mike England, Interim Director of Place & Development Tel: 01753 875301	-	None		
<p><u>Housing Allocations Scheme 2013-18</u></p> <p>To consider the recommendations from the review of the Council's Housing Allocations Scheme 2013-18.</p>	F&H	All	All	Colin Moone, Head of Strategic Housing Tel: 01753 474057	O&S, 15/3/18	None	√	
<p><u>Slough Urban Renewal Partnership Business Plan</u></p> <p>To consider approval of the Slough Urban Renewal Partnership Business Plan for the next year.</p>	R&S	All	All	Joe Carter, Director of Regeneration Tel: (01753) 875653	-	None	√	Yes, p3 LGA
<p><u>Contaminated Land Strategy</u></p> <p>To consider the Council's updated draft Contaminated Land Strategy in accordance with the Contaminated Land Regulations (Part 2A Environmental Protection Act 1990).</p>	E&L	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None		

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Contracts in Excess of £250,000 in 2018-19</u> To report those contracts in excess of £250k likely to be awarded in 2018-19.	T&P, F&H	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.</i>	T&P	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>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Cabinet - 18th June 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Ruling Group Manifesto</u> To note the manifesto of the Ruling Group following the Borough election being held on 3 rd May 2018 and consider adopting as Council policy.	R&S	All	All	-	-	None	√	
<u>Cabinet portfolios and responsibilities</u> To receive a report confirming the Cabinet portfolios for 2018/19 and the responsible Members.	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Provisional Financial Outturn 2017/18</u> To consider the financial outturn for the 2017-18 financial year.	F&H	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<u>Performance & Projects Report Q4 2017/18</u> To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2017-18.	T&P	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<u>Statutory Service Plans</u> To recommend to Council the Statutory Services Plans (SSPs) in relation to Food Safety Service; Health & Safety Service; and Trading Standards Service in accordance with the requirements laid down by external agencies.	R&C	All	All	Ginny de Haan, Service Lead Regulatory Services Tel: 01753 477912	-	None	√	
<u>Low Emission Strategy 2018-25 and Transport Strategy</u> To consider approval of the Low Emission Strategy and the related Transport Strategy following consideration of the feedback from the recent public consultation.	E&L	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None	√	
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	T&P	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	

Portfolio Key – R&S = Regeneration and Strategy, T&P = Transformation & Performance, E & L = Environment and Leisure, C&E = Children & Education, P & T = Planning & Transport, R & C = Regulation and Consumer Protection, H & S = Health and Social Care, F&H = Corporate Finance & Housing

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	
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AGENDA ITEM 14

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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