

Date of issue: Friday, 6 July 2018

<b>MEETING:</b>	<b>CABINET</b> Councillor Swindlehurst  Councillor Hussain  Councillor Anderson Councillor Carter Councillor Mann  Councillor Nazir Councillor Pantelic Councillor Sadiq	<b>Leader of the Council and Cabinet Member for Regeneration &amp; Strategy Deputy Leader of the Council and Cabinet Member for Transformation &amp; Performance Environment &amp; Leisure Planning &amp; Transport Regulation &amp; Consumer Protection Corporate Finance &amp; Housing Health &amp; Social Care Children &amp; Education</b>
<b>DATE AND TIME:</b>	<b>MONDAY, 16TH JULY, 2018 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF</b>	
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	<b>NICHOLAS PONTONE  01753 875120</b>	

NOTICE OF MEETING

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



**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 18th June 2018	1 - 8	-
3.	<b>2018-2022 Medium Term Financial Strategy</b>	9 - 32	All
4.	SBC Annual Report 2017/18	33 - 60	All
5.	Creating a Slough Regeneration Campus	61 - 64	All
6.	Slough Borough Council Gender Pay Gap Action Plan	65 - 82	All
7.	Review of the Locally Agreed Religious Education Syllabus	83 - 92	All
8.	<b>Osborne Property Services Ltd Trading Partnership and Commercial Initiatives Update</b>	93 - 108	All
9.	Update on Tower & Ashbourne Houses	109 - 114	Central
10.	<b>Proposed (Tower and Ashbourne) Compulsory Purchase Order 2018</b>	115 - 124	Central
11.	References from Overview & Scrutiny	125 - 128	All
	<ul style="list-style-type: none"><li>• Reference from NCS, 25/06/18 – Cycle Hubs</li></ul>		
12.	Notification of Forthcoming Decisions	129 - 138	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



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financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

**PART II**

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|-----|---|-----------|---------|
| 14. | <b>Proposed Disposal of Land at Upton Road</b>                                    | 139 - 146 | Upton   |
| 15. | <b>Proposed (Tower and Ashbourne) Compulsory Purchase Order 2018 - Appendix B</b> | 147 - 164 | Central |

**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, 18th June, 2018.**

**Present:-** Councillors Swindlehurst (Chair), Hussain (Vice-Chair, arrived 6.36pm), Carter, Mann, Nazir, Pantelic and Sadiq

**Also present under Rule 30:-** Councillors Strutton and Wright

**Apologies for Absence:-** Councillor Anderson

**PART 1**

**8. Declarations of Interest**

No interests were declared.

**9. Minutes of the Meeting held on 16th April 2018 and the Special Meeting held on 29th May 2018**

**Resolved –** That the minutes of the meetings of the Cabinet held on 16<sup>th</sup> April 2018 and 29<sup>th</sup> May 2018 be approved as a correct record.

**10. Statutory Service Plans**

The Lead Member for Regulation & Consumer Protection and the Trading Standards Manager introduced a report and made a presentation on the Statutory Service Plans in relation to the Food Safety Service, Health & Safety Service and Trading Standards Service. The Cabinet was asked to recommend the plans to full Council for endorsement on 24<sup>th</sup> July 2018.

*(Councillor Hussain joined the meeting)*

The work of each of the services in protecting the public and businesses was outlined including activity to tackle doorstep crime and scams which particularly effected vulnerable people; the inspection and improvement process for food premises; and the work to identify and investigate counterfeit products and underage sale of age-related products.

Each of the plans was aligned to the Five Year Plan and the teams worked with a wide range of other agencies to deliver the service. Members were informed of the progress of commercial activity within the service and welcomed the success of the Primary Authority scheme in providing chargeable advice to many large businesses.

Members discussed the health and safety of trampoline facilities following issues raised in last years plan and discussed the action being taken on food traceability, particularly in relation to suspect meat products. Speaking under Rule 30, Councillor Strutton commented on the successful work of the department and asked about the commercialisation of the service and the

enforcement of food safety inspections. It was noted that a risk based system was used in terms of the frequency of food inspections.

The Cabinet commended the teams on their work and agreed that the work undertaken was vital in protecting the community. It was agreed to recommend the three Statutory Service Plans to full Council for endorsement.

**Recommended –** That the Statutory Service Plans in relation to the Food Safety, Health & Safety and Trading Standards work undertaken by the Council be endorsed.

#### **11. Enforcement of Redress Scheme for Letting Agents Etc**

The Lead Member for Regulation & Consumer Protection introduced a report that sought approval to make arrangements for the enforcement of the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014.

The regulations would make it a legal requirement for all letting agents and property management operators to join one of three Government approved schemes and the Cabinet was asked to give delegated authority to trading standards officers to issue fixed penalty notices up to the maximum of £5,000 for non-compliance. The scheme would provide a proper channel for complaints to an independent body about the service they had received.

The Cabinet welcomed the action was being taken given some of the problems in Slough's private rented sector, although it was noted that all Slough letting agents and property management companies currently on the Council's records were members. Enforcement of the Order would provide an additional tool to the Council to support the effective regulation of the sector.

At the conclusion of the discussion, the Cabinet agreed the recommendations to delegate enforcement of the Order to officers.

#### **Resolved –**

- (a) That the implementation and enforcement of The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014 be delegated to trading standards via the Service Lead for Regulatory Services.
- (b) That it be noted that the day to day enforcement of the Order would be undertaken by officers in the Trading Standards Service in accordance with the existing similar authorisations in the Council's constitution.
- (c) That the monetary penalty for non-compliance with the Order be set at the maximum sum of £5,000 in line with the recommendations of the Department of Communities and Local Government (DCLG) guidance.

- (d) That the Service Lead for Regulatory Services be authorised to make amendments to the amount of the monetary penalty, in accordance with the guidance where the enforcement authority is satisfied that there are extenuating circumstances taking into account any representations made by the lettings agent or property manager during the 28 day period, following the authority's notice of intention to issue a fine.

## **12. Ruling Group Manifesto and Reporting**

Further to the decision taken by the Cabinet on 29<sup>th</sup> May 2018 to adopt the Slough Labour Party Manifesto 2018 as Council policy, the Service Lead, Strategy & Performance introduced a report that detailed the reporting arrangements for delivering of the manifesto.

Each manifesto pledge had been assigned to a Lead Member, lead officer and director with specific actions to work towards the commitment that had been made. The pledges had also been cross referenced to the Council's Five Year Plan. It was proposed that the Cabinet receive reports on a quarterly basis alongside performance and project reports, the first of which would be received by the Cabinet in September 2018. It was noted that there was more detail in internal versions such as timescales and costings that sat behind each pledge.

The Cabinet welcomed the detailed work that had been undertaken to set out how the Council would deliver the manifesto pledges and the reporting arrangements were agreed.

### **Resolved –**

- (a) That the template for reporting progress against delivery of the Ruling Group Manifesto attached as Appendix A to the report be agreed.
- (b) That progress be reported on a quarterly basis.

## **13. Performance & Projects Report Q4 2017/18**

The Service Lead, Strategy & Performance and the Programme Management Lead introduced a report that provided the Cabinet with the latest performance information to the end of March 2018 and updated on the status of key Council projects.

There were eighteen performance measures included in the Corporate Balanced Scorecard and the majority were rated 'green'. None of the indicators had shown a deterioration in performance since the last quarter, although two remained 'red' rated – prevalence of children with excess weight at the end of primary school and bus punctuality. There were measures in place to address the issues raised in both of these areas. There had been notable performance improvement in several indicators – provision of 40-74 year olds offered an NHS Health Check; increase in the number of dwellings;

increase in the number of affordable homes; and increase in the Business Rates collection rate. The Cabinet welcomed the progress that was being made in these key areas.

It was noted that 63% of 'Gold' projects were rated 'green'. There were two 'red' rated projects which were the Grove Academy and Haybrook College projects and the Cabinet noted the more recent progress that had been made. A query was raised about the work being done under the new homelessness reduction legislation noted in paragraph 5.4.8 of the report. Further progress had been made and an update would be provided through the Lead Member for Corporate Finance and Housing.

Speaking under Rule 30, Councillor Strutton raised concern about the impact of Slough's performance on children's oral health on the childhood obesity indicators. The Lead Member for Health & Social Care commented that improving children's oral health had been identified as a key priority and there was a substantial amount of work taking place in nursery and early years settings, such as the Healthy Smiles campaigns as well as work in primary schools including a new pilot scheme with NHS England.

At the conclusion of the discussion, the performance and projects 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.

#### **14. Revenue Financial Report - 2017-18 (Provisional Outturn)**

The Service Lead, Finance introduced a report that provided an update on the provisional financial outturn for the Council for the 2017-18 financial year.

There was a provisional underspend of £0.224m on the General Fund budget of £104.376m. This was an improvement of £0.875m on the financial position reported at the end of the third quarter and the key areas of savings and increased revenue were noted. The Leader of the Council indicated that a future budget priority would be to increase the level of reserves to reflect the recently increased level of borrowing to support the capital programme. The Cabinet noted the budget pressures in areas such as the demand on adult social care services, housing benefit and temporary accommodation. All planned savings had been achieved for the year, or replaced with alternative savings if they could not be met.

The Cabinet considered and approved the virements detailed in section 7 of the report and the write off requests in section 8. Approval was sought to begin a tendering process for a new insurance contract as the current one expired on 31<sup>st</sup> March 2019. The new contract would be for three years with a possible two year extension and was likely to include buildings cover for acts of terrorism for the first time. It was agreed to begin the tendering process for the insurance contract.

The Cabinet noted the provisional outturn position and welcomed the fact that the budget had been balanced, with a small underspend, despite the continued pressures on budgets and demand for vital local services.

**Resolved –**

- (a) That the provisional outturn financial position of the council for 2017/18 be noted;
- (b) That the budget virements as listed in paragraph 7 of the report be approved;
- (c) That the write offs as requested in paragraph 8 of the report be approved; and
- (d) That the resolution in paragraph 9.5 of the report in relation to the tender for the Council's insurance contract be approved.

**15. Capital Monitoring Report at 31st March 2018**

The Service Lead, Finance introduced a report that updated on the spend against the capital budgets for the 2017-18 financial year.

The total revised capital budget for the year was £190m and of which £154m had been spent. This was a slippage of 19% which was slightly higher than last year but much improved on historic levels. The budget for schemes that had slipped but would be delivered would be carried forward into 2018-19.

Lead Members discussed the fact that the major investment in the town's leisure facilities was due to be completed and each of the schemes for the ice arena, new leisure centre, Salt Hill Park Activity Centre and Langley Leisure Centre had broadly been delivered on time and budget.

The Cabinet noted the report.

**Resolved –** That the report be noted with Capital Expenditure of £154.0m against an approved budget of £190.4m. This represents slippage on the approved budget of 19%.

**16. Former Thames Valley University Campus and Montem Leisure Centre Demolition**

The Director of Regeneration introduced a report that sought approval for a budget to demolish the buildings on the former Thames Valley University site prior to the transfer to Slough Urban Renewal (SUR) and the Montem Leisure Centre to facilitate the regeneration of both sites.

The existing empty buildings were unsightly and proceeding with the demolition would de-risk the sites and continue the momentum for the future

regeneration. It was noted that the demolition costs would be reimbursed to the Council from SUR out of development sale receipts. The Cabinet agreed the importance of demolition to move forward with the redevelopment of both sites. It was suggested that time lapse photography be used to demonstrate the progress that was being made.

At the conclusion of the discussion, the demolition budget of £4m was agreed.

**Resolved –**

- (a) That a demolition budget of £4m be agreed to cover vacant buildings on the NWQ and the Montem Leisure Centre sites; and
- (b) That delegated authority be given to the Director of Regeneration, following consultation with the Leader of the Council, to agree the final procurement contracts.

**17. Developments at Heathrow Update**

The Director of Regeneration updated the Cabinet on recent developments relating to the expansion of Heathrow Airport and associated issues. The Council was the accountable body for the Heathrow Strategic Planning Group and a significant amount of work was going on to prepare for expansion. It was noted that the House of Commons would carry out a crucial vote on Heathrow expansion on 12<sup>th</sup> July.

The Director summarised some of the current thinking around the skills, education and learning opportunities that would arise from airport expansion as well as the estimated £1bn regeneration in the town. There were expected to be significant skills shortages in construction and the concept of a Slough Regeneration Campus / 'Slough Construction Centre of Excellence' would be explored with the Council working with partners to provide the training opportunities for local people to access employment.

The Cabinet supported the principle of taking proactive steps to put a skills package in place for the full range of career and employment opportunities, including higher level roles. It was agreed that a follow up report would be received by the Cabinet at the next meeting on 16<sup>th</sup> July to set out how the concept could be taken forward.

The Leader of Council updated the Cabinet on some of the discussions and representations he had been making to highlight the Council's support for expansion ahead of the Parliamentary vote, and to secure the best deal for Slough. It was agreed to write to the Member of Parliament for Slough, Tan Dhesi MP, to make him aware of the work the Council was doing to capture the local benefits particularly with regards to the skills agenda.

**Resolved –**

- (a) That the update on the recent developments on the expansion of Heathrow airport be noted.
- (b) That the Cabinet receive a report at the meeting on 16<sup>th</sup> July 2018 to include any decisions required including the work with partners to capture the skills, employment and investment opportunities locally.
- (c) That a letter be sent to Tan Dhesi MP to update him on the Council's position in support of expansion and on the work the Council was doing to seek to maximise the local benefits.

**18. References from Overview & Scrutiny**

There were no references from Overview & Scrutiny.

**19. Notification of Forthcoming Decisions**

The Cabinet considered and endorsed the Notification of Key Decisions published on 11<sup>th</sup> May 2018 which set out the key decisions expected to be taken by the Cabinet over the next three months.

**Resolved –** That the published Notification of Decisions be endorsed.

**20. Exclusion of Press and Public**

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

**21. Part II Minutes - Special Cabinet, 29th May 2018**

**Resolved –** That the Part II minutes of the meeting of the Cabinet held on 29<sup>th</sup> May 2018 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.32 pm and closed at 7.57 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> July 2018

**CONTACT OFFICER:** Neil Wilcox: Director Finance & Resources, Section 151  
Officer  
Barry Stratfull: Service Lead Finance, Deputy Section 151  
Officer

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

**WARD(S):** All

**PORTFOLIO:** Councillor Swindlehurst: Leader of the Council

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

**2018-2022 MEDIUM TERM FINANCIAL STRATEGY****1 Purpose of Report**

The aim of the Medium Term Financial Strategy (MTFS) is to model possible income, expenditure and resource requirements, over a four year period (2018/19 to 2021/22), to inform officer and member discussions regarding the Council's financial position. It sets out the known financial challenges facing the Council, at the current time, and highlights available solutions.

Obviously, the assumptions and figures within the MTFS will change during the course of the year as further information is released by government and detailed work is undertaken by officers. Updates to the MTFS will be submitted to the October 2018 and December 2018 Cabinet meetings.

The MTFS is submitted for approval and, if agreed, will be used to inform the revenue budget building process for 2019/20 and beyond.

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

The Cabinet is requested to resolve that the Council's Medium Term Financial Strategy for 2018-2022 as set out in this report be approved.

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

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of good governance within the Council to ensure that it is efficient, effective and economic in everything it does achieve through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

3b **Five Year Plan Outcomes**

The report helps achieve the Five Year Plan outcomes by contributing to the Council's financial planning and ensuring the five outcomes are adequately resourced.

4 **Other Implications**

(a) Financial

Detailed within the report.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A number of posts may be affected by changes proposed during the revenue budget process 2019/20 to ensure the Council adheres to its Medium Term Financial Plan. If necessary these will be managed through the council's restructure, redundancy and redeployment policy and procedure.	None
Equalities Issues	Equalities Impact Assessments will be undertaken and considered as budget growth and savings options are identified during the course of this financial year.	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery	None	None
Project Capacity	None	None

Other	The MTFS is not a fixed set of numbers and is necessarily based on various financial forecasts and assumptions that will inevitably change during the year. Regular MTFS updates will be provided to Cabinet during the course of 2018/19.	None
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(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings made to address the current funding shortfall currently outlined in the Medium Term Financial Strategy must not undermine the Council's responsibilities to provide minimum levels of provision in key areas.

The Council has a legal duty to set a balanced budget when it agrees its revenue budget 19/20 at the Full Council meeting in February 2019. The Medium Term Financial Strategy assists the Council in making appropriate financial choices to realise this legal duty.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be undertaken and considered as budget growth and savings options are identified during the course of this financial year. The EIA's, for all proposed growth and savings, will be reported as part of the overall revenue budget setting report to be presented at full Council in February 2019.

(e) Workforce

The implications on the overall workforce will be considered as revenue budget proposals are developed during 2018/19.

**5 Supporting Information**

**5.1 Summary**

5.1.1 Local authorities in England are facing unprecedented challenges with regards to financial resilience and ongoing stability. The Local Government Association (LGA) has warned that councils in England face an overall funding gap of £5.8bn by 2020. In addition, local authorities are experiencing substantial pressures on social care and housing services. There is, therefore, a great deal of public concern and scrutiny regarding the financial resilience of all local authorities and Slough BC is most certainly not immune.

- 5.1.2 Unprecedented challenges require robust responses. Ever since the age of public sector austerity was introduced, by central government following the financial crash in 2008, local authorities have been seeking to manage increasing demand for statutory services within ever reducing levels of funding. Going forward, Slough Borough Council must ensure it has both the method and the financial means to continue to serve its local residents and businesses. It must be clearly stated at the outset of this report that this will not be an easy process – the majority of quick financial wins the Council could make were made over the past ten years, and still government funding levels have continued to fall.
- 5.1.3 The Medium Term Financial Strategy sets out the background to the Council's current financial position; estimates its future financial position; and highlights some of the possible solutions to deliver a balanced position over the period of the MTFS (2018/19 to 2021/22). The Council has a legal duty to balance expenditure with estimated income to ensure that the Council has a sustainable financial position. As the financial environment inevitably changes, the MTFS guides the Council's financial plans to ensure resources are available to operate all its services.
- 5.1.4 The Council has made significant investments (approx. £50m) in developing a commercial property portfolio to provide future revenue income streams. If needed, some of these commercial investments could be quickly liquidated in the event that more challenging financial events occur. Obviously this solution, if implemented, would come at a financial cost to the Council as the associated revenue stream would be ended. The MTFS does not propose liquidating any of SBC's commercial property portfolio.
- 5.1.5 Therefore the Council must also maintain an appropriate level of easily accessible financial reserves to protect the Council against future budgetary impacts and the continued financial pressures and constraints that the Council faces. The Council must also manage the risks surrounding its budget estimates to ensure that they are robust and to ensure that the budgets ultimately agreed are managed and delivered in year.
- 5.1.6 It is imperative that the Council's finances are robust and that value for money is secured across all service areas. Financial planning over a 4 year period enables the Council to fully consider the implications of future funding scenarios and prepare appropriate action as necessary.
- 5.1.7 Given the scale of ongoing reductions in central government funding for local authorities and the current restrictions on increasing council tax (whereby any increases over 3% require a local referendum), simply maintaining the current levels and delivery of existing services is not an option open to the Council in the future.
- 5.1.8 It can be seen, in Table 1 below, that the Council is becoming, year-on-year, much less reliant on Government funding. Recognising its crucial dependency on council tax and business rates income, the Council agreed the following key outcomes within its Five Year Plan:

- Outcome 3: Slough will be an attractive place where people choose to live, work and stay
- Outcome 4: Our residents will live in good quality homes
- Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

5.1.9 This Medium Term Financial Strategy requires the Council to take a more commercial approach to its finances and to commence increasing its readily available financial reserves to ensure SBC is financially resilient for the future. The Council can only operate within its financial means. The implications of this approach are set-out, in more detail, later in this report.

5.1.10 Officers and Members believe the Council is well prepared to meet the financial challenges that lie ahead, whilst recognising that the necessary response is not easy and will inevitably require difficult choices to be made. SBC has a strong history of ensuring a balanced budget is delivered each year; has successfully delivered a number of change and transformation projects in recent years; whilst being at the forefront of many local authority innovations, for example setting up James Elliman Homes to start addressing Temporary Accommodation issues and the Council's partnership with Morgan Sindall Investment Limited – Slough Urban Renewal (SUR). At the same time, the Council has maintained investment in its infrastructure through the approval of capital budgets to deliver a variety of programmes, including the substantial enhancement of the borough's leisure facilities.

5.1.11 This Medium Term Financial Strategy (MTFS) sets out the context for the 2019/20 revenue budget. The guiding principles behind the MTFS, going forward, are:

- 1) The Council will immediately commence unwinding its reliance on revenue receipts from Slough Urban Renewal (SUR), our joint venture partnership with Morgan Sindall Investments Limited to fund the revenue budget.
- 2) The Council will seek to increase its financial reserves (excluding schools) towards £30m over the next four years.
- 3) From 2021/22, SUR revenue receipts will only be used to increase general reserves or reinvest in commercially focussed invest to save schemes.

## 5.2 Available Resources

**Table 1: Funding summary associated with the MTFS 2018 to 2022**

	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Business Rates	43.3	32.8	30.4	31.0
Revenue Support Grant	-	6.1	5.5	4.9
New Homes Bonus	2.8	2.7	2.2	2.0
Other Core Spending Power Grants	0.3	-	-	-
Council Tax	55.8	58.7	61.8	65.0
Collection Fund	-	-	-	-
<b>Total Resources</b>	<b>102.2</b>	<b>100.3</b>	<b>99.9</b>	<b>102.8</b>

5.2.1 Each year, the Council receives the following main sources of funding:

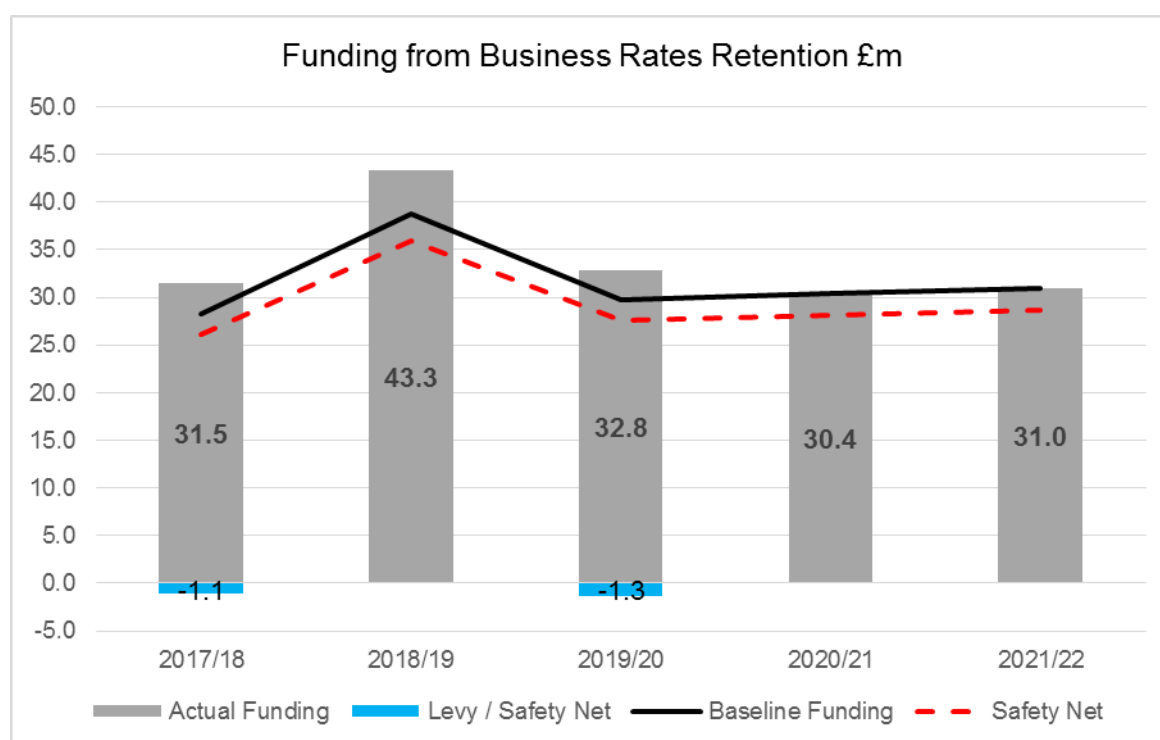
### NNDR (Business Rates)

5.2.2 The amount of retained Business Rates is determined as the Council's best estimates of the amount it will receive from businesses for the year ahead. These estimates are formally submitted to central government.

5.2.3 For 2018/19 the government has agreed that the six Berkshire authorities can form a Business Rates pilot scheme within Berkshire. This means, for 2018/19, all Business Rate income will be retained within Berkshire. However, as part of the deal, the six authorities will not receive any Revenue Support Grant funding from Government. The pilot scheme allows the Council to retain 30% of any business rate gains in the year, with a minimum gain of £1m for each Berkshire authority. 70% of the gains will be provided to the Thames Valley Berkshire LEP to provide a 'strategic fund' to specifically invest around £25m in the Slough Transit Network and Reading Mass Rapid Transit Network.

5.2.4 Officers anticipate an additional £1.4m will be received during 2018/19 compared to what the Council would have received under the current local government funding regime. The model, in Table 2 below, assumes a full reset of the business rates system in 2020/21, with business rates income equal to the NNDR Baseline and a change to Baseline Need. The funding from business rates retention and the assumptions built into the modelling are shown, in more detail, below.

**Figure 1: Funding from Business Rates Retention**



**Table 2: Business rates assumptions**

National Assumptions	2017/18	2018/19	2019/20	2020/21	2021/22
RPI - Multiplier Increase	2.0%	3.0%	2.2%	2.0%	2.0%
NDR Multiplier	0.46600	0.4800	0.491	0.500	0.510
Baseline safety net	-7.5%	-7.5%	-7.5%	-7.5%	-7.5%
Levy rate	39.5%	0.0%	39.4%	0.0%	0.0%

### Revenue Support Grant (RSG)

- 5.2.5 The Council ordinarily receives Revenue Support Grant (RSG) direct from central government. The level of RSG a local authority receives is based on government's determination of local authorities 'needs' balanced against the government's deficit reduction plans.
- 5.2.6 It can be seen that the level of government funding for Slough Borough Council has reduced by 53.8% between 2017/18 and 2019/20. As stated in 5.2.3 above, for 2018/19, the Council's RSG will be included as part of the increase in SBC's business rate receipts due to our participation in the Berkshire Pilot Business Rates Pooling Scheme.
- 5.2.7 As the Pilot is currently only established for one financial year it is assumed that RSG will be paid from 2019/20 onwards. The level of RSG funding for local government is set in the government's Comprehensive Spending Review (CSR). The last CSR was published in 2015 and covered 2016/17 to 2019/20. Therefore, local authorities have no current information regarding the level of

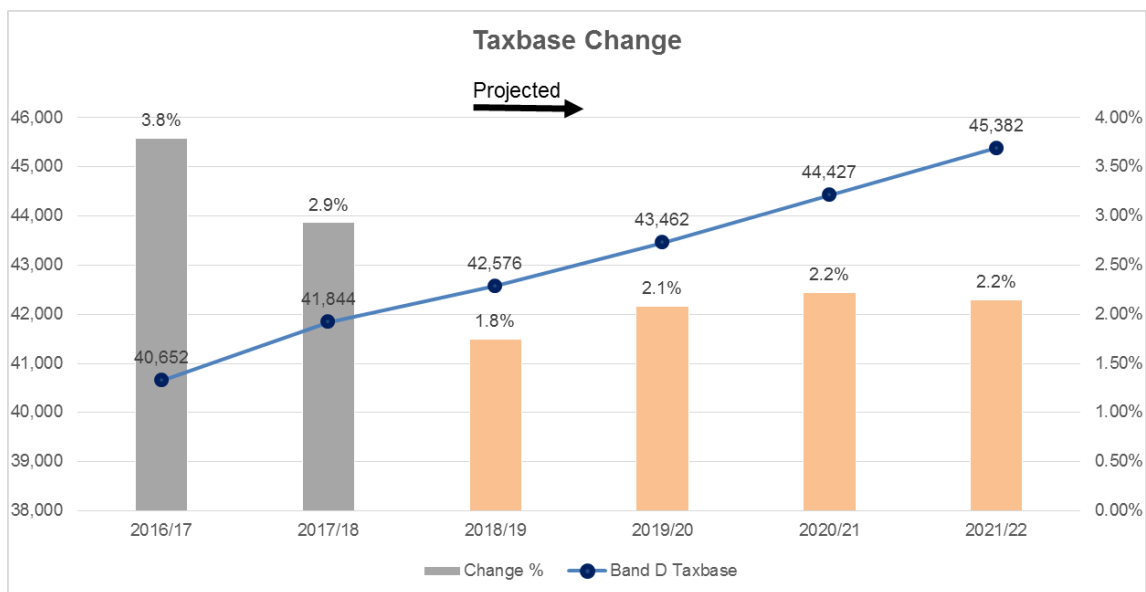
government funding they can expect to receive from 2020/21 and beyond. The next CSR is anticipated to be published in Spring 2019 and should cover the period 2020/21 to 2023/24. Until the government publishes the next CSR, which would allow officers to update the model's assumptions, it is assumed that RSG will reduce in line with the expected NNDR baseline funding decreases.

### Council Tax

5.2.8 Another main source of funding is derived from council tax receipts. The overall amount raised is based on the council taxbase (i.e. the number of properties in the borough) multiplied by the average band D Council Tax amount. For 2018/19 the overall council tax for Slough Borough Council increased by 4.5%. 3% of this increase was due to the government's Adult Social Care precept and only 1.5% for the Council to fund all other services.

5.2.9 The council taxbase is assumed to increase annually by the average increase in the preceding two years across the MTFs. This is shown in Figure 2 below:

**Figure 2: Council Taxbase changes**

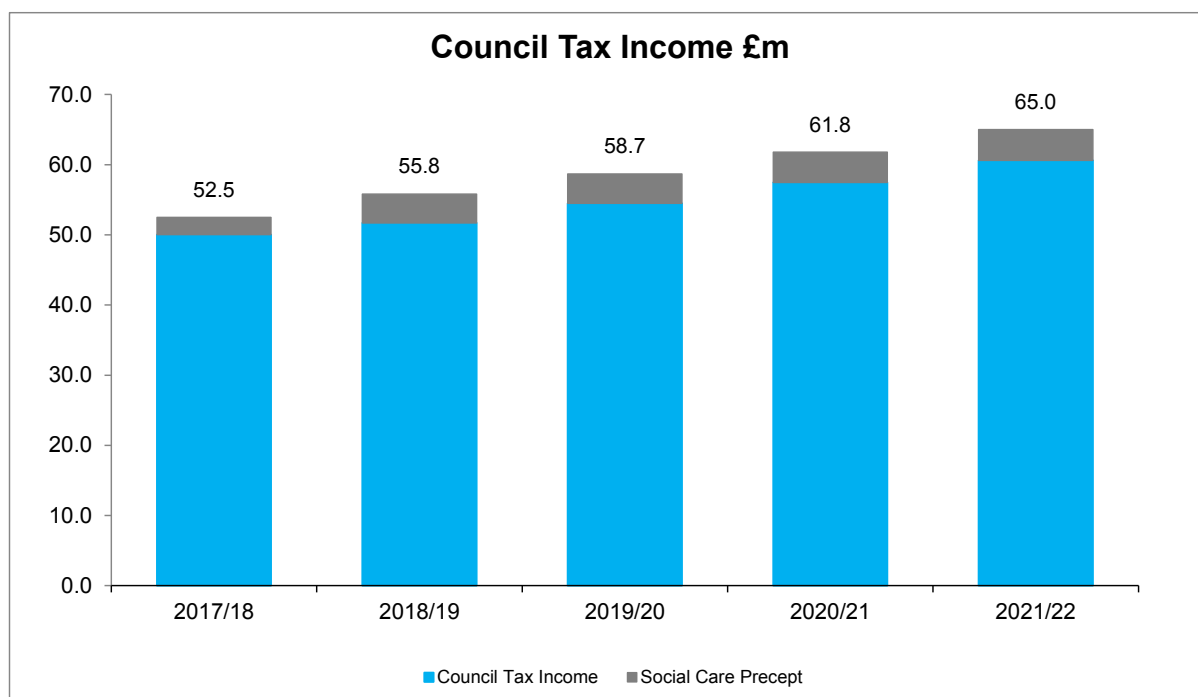


5.2.10 The MTFs allows for an annual increase in council tax up the government's maximum allowed (2.99%) under the current rules. Anticipated council tax receipts (including the Adult Social Care levy) are shown in Figure 3 below.

5.2.11 Full council agrees, in February each year, the level of council tax required for the forthcoming financial year. A 1% reduction in the MTFs's assumed council tax increase would require compensatory savings of £558k to be found. The level of council tax to be set will be considered during the revenue budget 2019/20 discussions.



**Figure 3: Projected Council Tax Income**



### Specific Grants

5.2.12 The Council also receives funding via specific government grants.

5.2.13 Specific grant income streams are generally announced at the Local Government Finance Settlement. The main specific grant that impacts on the Council's net revenue budget, relates to the New Homes Bonus.

5.2.14 The New Homes Bonus is a grant paid by central government to local councils to reflect and incentivise housing growth in their areas. It is based on the amount of extra council tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use.

5.2.15 Significant changes were made to the New Homes Bonus scheme in 2018/19 (e.g. from 2018-19 the government decided to withhold payments from authorities not supporting housing growth and also agreed a reduction in the number of years local authorities could benefit from the scheme). However it is still anticipated that New Homes Bonus payments will continue to be paid during the life of the MTFs.

## 5.3 Expenditure

**Table 3: Anticipated Expenditure 2018/19 to 2021/22**

	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Base Position	100.475	101.002	100.309	99.898
Base Budget Changes	3.694	3.694	3.694	3.694
Directorate Growth	2.845	0.925	0.725	0.725
Estimated Pressures	0.000	3.200	1.000	1.000
Revenue Impact of Capital Investment	0.250	1.321	0.711	0.656
SUR Income	(4.239)	(1.500)	(0.750)	0.000
SUR Income previous year	4.758	4.239	1.500	0.750
Savings Identified	(4.541)	(2.081)	(0.445)	(0.200)
Transformation Fund Savings	(2.240)	(7.650)	(4.600)	(3.100)
<b>Total Forecast Expenditure</b>	<b>101.002</b>	<b>103.150</b>	<b>102.144</b>	<b>103.423</b>
Expected Funding Receipts	101.002	100.309	99.898	102.824
<b>Current Funding Gap to be bridged</b>	<b>0.000</b>	<b>2.841</b>	<b>2.246</b>	<b>0.599</b>

5.3.1 The Council's base budget for 2018/19 was set at £101.002m and it is against this figure that all adjustments are completed. The adjustments include:

- a) Base budget changes: increases due to non-pay and pay pressures across the Council.
- b) Directorate growth: these items were identified in the Revenue Budget Report 2018/19 presented at Full Council in February 2018. They are detailed in Appendix A below. All growth assumptions will be reviewed as part of the revenue budget setting process 2019/20.
- c) Estimated pressures: this represents the financial impact of the currently estimated pressures officers report are likely to require resolution during the revenue budget process. They have not been agreed and will need to be verified throughout the revenue budget process. They are included to ensure their possibility is taken into account within the current financial model. The estimated pressures for 2019/20 represent:
  - £1,000k – Temporary Accommodation and Homelessness
  - £800k – Additional funding required to meet the Council's contractual 'affordability gap' for the Schools PFI
  - £1,400k – Increased demographics relating to Children's Services

Thereafter £1m, as yet unknown, pressures are assumed per annum.

If it is found that the Council does not need to fund any of these pressures, the level of required savings will reduce.

- d) Revenue impact of capital investment: the amount of revenue funding required to meet the Council's capital borrowing requirements in line with its capital strategy.
- e) SUR Income: In 2018/19, revenue receipts generated from Slough's partnership with Morgan Sindall Investments Limited – Slough Urban Renewal (SUR) - were used to fund the Council's revenue budget. The Council forecasts over £30m in revenue receipts will be generated from this partnership between 2019 and 2025.
- f) SUR Income Previous Year: As noted earlier in this report, the guiding principles behind the MTFS, going forward, include: "The Council will immediately commence unwinding its reliance on revenue receipts from Slough Urban Renewal (SUR), our joint venture partnership with Morgan Sindall Investments Limited to fund the revenue budget" and "from 2021/22, SUR revenue receipts will only be used to increase general reserves or reinvest in commercially focussed invest to save schemes". It is recognised that this departure from the previous MTFS will take two years to unwind.
- g) Savings identified: the current savings already identified as part of the revenue budget process 2018/19 are outlined in Appendix B below. These savings will be reviewed during the revenue budget setting process 2019/20.
- h) Transformation fund savings: In December 2017, the Secretary of State announced, alongside the provisional local government finance settlement, the continuation of the capital receipts flexibility programme for a further three years. This programme provides local authorities the continued freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings. A total of £19.5m has been planned to be spent in accordance with this direction over the period 2016/17 to 2018/19, resulting in total net benefits of £24.8m by the end of 2021/22. A full list of the current projects and their expected benefits can be found at Appendix C. These projects will be fundamentally reviewed during the revenue budget setting process 2019/20.
- i) Savings to be identified : The remaining savings that will need to be found, each year, to ensure the Council is able to fulfil its legal duty and set a balanced budget. The Medium Term financial plan assumes that each year's budget gap is closed, so that the Council's budget requirement is contained within the available funding.

## **5.4 The Budget Challenge**

- 5.4.1 Table 4, below, highlights the scale of the financial challenge facing the Council in implementing this MTFS.

**Table 4: The Budget Challenge**

	2019/20	2020/21	2021/22
	£m	£m	£m
Savings Identified	2.081	0.445	0.200
Transformation Fund Savings	7.650	4.600	3.100
Current Funding Gap	2.841	2.246	0.599
	<b>12.572</b>	<b>7.291</b>	<b>3.899</b>

5.4.2 It can be seen that the Council will be seeking to reduce its expenditure by £23.762m over the course of the MTFs, with £12.572m to be realised in 2019/20.

5.4.3 It is only right the MTFs clearly highlights the risks associated with this challenge:

- 1) Delivery: In order to set a balanced budget the Council must ensure that the savings set out in the MTFs are delivered. As part of the revenue budget process 2019/20 all service areas will be required to prepare robust savings proposals which will then be subject to scrutiny and challenge by Senior Officers, Members and Independent advisors.
- 2) Timing: If savings were to slip into proceeding years the financial gap would not be closed. That is why the Council is starting the revenue budget process now, to ensure all savings proposals are able to be implemented at the start of the financial year or even earlier where possible.
- 3) Availability of resources: The Council has various uncontrollable costs (i.e contractual payments to the Slough Children's Trust amount to over £24m per annum) which will not be able to be reduced over the course of the MTFs. Therefore the Council will need to examine all elements of its overall income and expenditure to find the level of savings required. As noted previously in this report, this will not be an easy process.

## 5.5. Sensitivity Analysis

5.5.1 Officers have undertaken a sensitivity analysis considering the main financial risks and sensitivities within the proposed Medium Term Financial Strategy. The factors deemed to be 'High Risk' are highlighted in Table 4 below. The full analysis is at Appendix D.

**Table 4: High Risk – Sensitivity Analysis**

Factor	Controllable by SBC	Base Assumptions	Key Risks	Likelihood of different outcome	Opportunities	Financial Implications	Controls
Transformation Fund	Yes	Transformation Fund projects will realise substantial savings.	Savings will not be achieved	High	Additional invest to save projects can be pump-primed across the MTFS.	£7.065m for 19/20. Slippage on forecast savings plans will result in additional savings required to be found.	\$151 to ensure Transformation Fund operating in line with MHLG Guidance. Half-year update provided to Council showing progress against savings targets.
Closing the Financial Gap	Yes	The remaining funding gap will be closed by February 2019.	Savings will not be achieved	High		£2.841m	Fundamental root & branch review of Council's Gross Income & Expenditure. Production of detailed budget statements for all Service Areas to inform Star Chamber Budget Challenge Sessions in September. Regular reports to Cabinet

## 5.6 Reserves Strategy

5.6.1 Compared to many local authorities, Slough Borough Council has relatively low levels of financial reserves. Table 5, below, clearly shows how reserves set aside for specific purposes have decreased while general reserves have slightly increased. The Schools' Reserve has decreased due to the Academisation of many Slough Schools over the past four years, e.g. Schools take their reserves with them when they turn into Academies.

**Table 5: Change in Reserves 2014/15 to 2017/18**

	£'000	£'000	£'000	£'000
	2014-15	2015-16	2016-17	2017-18
Earmarked Reserves	11,009	8,289	4,898	4,575
General Fund Balance	8,143	8,101	8,123	8,712
	<b>19,152</b>	<b>16,390</b>	<b>13,021</b>	<b>13,287</b>
Schools Reserve	7,827	7,857	2,258	1,292

5.6.2 The majority of Berkshire authorities are in a similar position to Slough following the disaggregation of the former County, and have similarly low levels of reserves. Slough Borough Council does, however, hold over £100m of investments across a range of categories as can be seen in Table 6 below. These investments provide substantial income to the Council which is used to offset borrowing and other revenue costs. Officers have assessed these investments as either Red, Amber or Green depending on how quickly the

Council could realise the investments as cash. Obviously, if these investments were used to address short term funding pressures there would be a consequential negative impact on the amount of income the Council would receive. It is for this reason that the MTF5 does not propose liquidating investments to increase the Council's financial reserves.

**Table 6: Investments Held**

	£m	
Wexham Nursery Loan Note	10	Red - Could realise in over 3 months
James Elliman Homes	10	Amber/Red - No member appetite to realise
SAB - Commercial Property	50	Amber - Could realise in less than 3 months
Business Reserves	18	Green - Could realise in less than 1 month
Instant Access Cash	14	Green - Could realise in less than 1 week
	<b>102</b>	

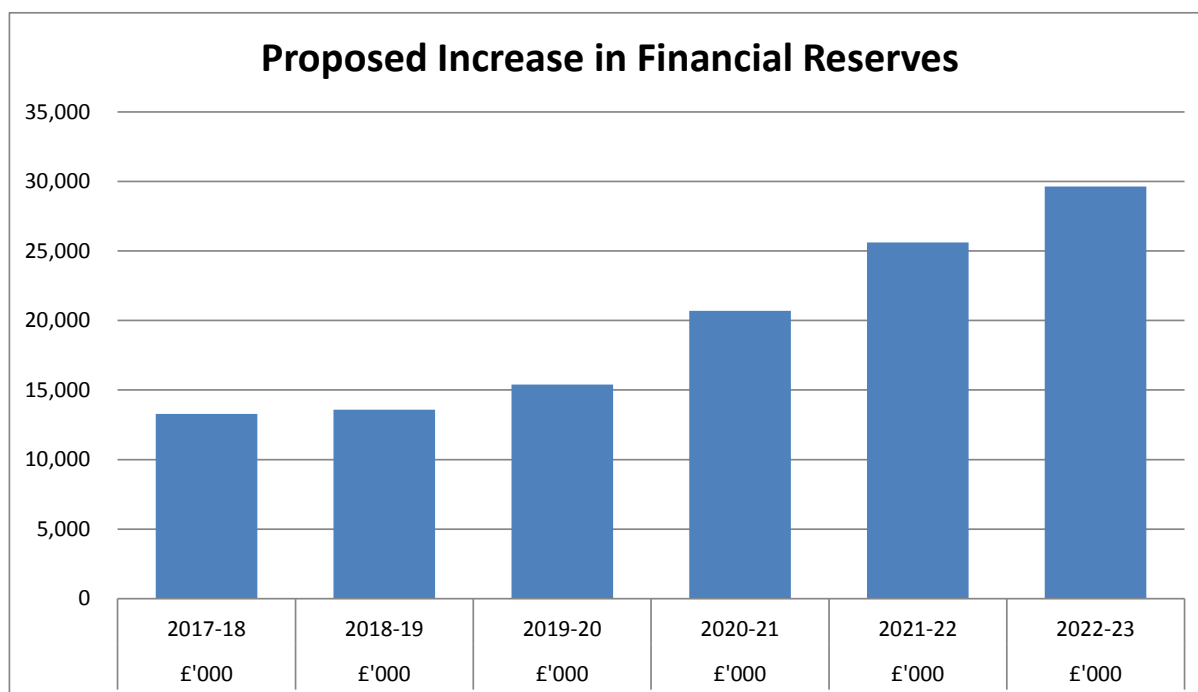
5.6.3 The Council is fortunate that it entered into a partnership with Morgan Sindall Investments Limited to create Slough Urban Renewal (SUR). This partnership allows the council to receive a 50% share of 'profits' from private house sales built on previously owned council land. As noted earlier in this report, the current financial profile indicates the Council can expect to receive over £30m in revenue receipts from its SUR partnership between 2019 and 2025.

5.6.4 There is undoubtedly significant uncertainty with regard to the future macro-economic climate. The impact of Brexit on businesses, house prices, central government tax receipts etc. is a particular unknown. Therefore, to provide significant future financial resilience for the borough and to avoid the remote possibility of having to liquidate profitable investments in case of emergency the Medium Term Financial Strategy proposes using SUR's expected revenue receipts only to increase the Council's financial reserves and to fund one-off growth initiatives.

5.6.5 Following financial planning discussions between senior officers and Lead Members, it was agreed that the Council should, going forward, seek to increase its financial reserves to avoid the possibility that commercial investments may need liquidating. Subsequent discussions, including with officials from the Ministry of Housing and Local Government (MHLG) and the Local Government Association (LGA), have defined an appropriate benchmark to aim for, across the MTF5, as approximately 30% reserves as a proportion of Net Revenue Expenditure. For Slough this equates to approximately £30m.

5.6.6 Figure 4, below, highlights the impact of adopting this strategy on the Council's financial reserves.

**Figure 4:**



## **5.7 The Revenue Budget Setting Process**

- 5.7.1 The publication of this MTFS signals the start of the revenue budget setting process for 2019/20 and beyond. The Finance Team have commenced a detailed analysis of the Council's current revenue budget by service area with a view to the Council holding its first Budget Challenge Sessions in September 2018.
- 5.7.2 An updated MTFS containing all new information - including the result of the Budget Challenge Sessions - and any change in assumptions, will be presented to Cabinet in October 2018.

## **6 Comments of Other Committees**

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

## **7 Conclusion**

- 7.1 The MTFS is intended to ensure the Council is on a sound financial footing for the future. The Cabinet is asked to approve the MTFS detailed above

## **8. Background Papers**

- 8.1 Working papers held within the Finance Department.

SLOUGH BOROUGH COUNCIL

GROWTH

2019 - 2022

Ref	Directorate	Service	Service Lead	Latest Position			Growth Bid Title
				19/20 £'000	20/21 £'000	21/22 £'000	
1	Adults and Communities	Learning & Community	PW	150			Library Staff Harmonisation
2	Adults and Communities	Adults and Communities	A Sinclair	700	700	700	Demographic growth
3	Adults and Communities	Adults and Communities	A Sinclair	25	25	25	Care Act 2014 - additional statutory responsibilities
4	Children Learning and Skills	Various	P Wright / S Hall / R Dcosta / K Gandhi	50			Developing and implementing a model to increase employment opportunities for Slough residents, focusing on those most vulnerable
				<b>925</b>	<b>725</b>	<b>725</b>	



## SLOUGH BOROUGH COUNCIL

## SAVINGS PROPOSALS

2019 - 2022

Item	Directorate	Service	Cost Centre	Service Lead	Latest Position			Savings Item	Service Delivery	R A G Rating
					19/20	20/21	21/22			
					£'000	£'000	£'000			
Adult and Communities	Adult and Communities	Adult Social Care - Commissioning		C Brewin	0	150	200	Extra Care Housing	Delivery of new extra care housing service in 2020/21 will deliver new ways of meeting needs at reduced costs compared to care home and people living in own home. Capital investment of £1m in the capital programme.	GREEN
Adult and Communities	Adult and Communities	Communities and Leisure		K Gandhi	1,321	(155)		Leisure Services - leisure contract management savings	Following the re-letting of the leisure contract to a new provider - Everyone Active (SLM) the council has negotiated a favourable financial situation over the next 10 years of the contract. At present the savings put forward have taken into account ongoing business rates payments for buildings still to be occupied. Ongoing discussions with the valuation team may be more favourable but at this stage cannot be confirmed. In addition there could still be pressures on the revenue budget from ongoing legal disputes with the incumbent provider SCL. There are also small savings from contract negotiations on the TVAC contract	GREEN
Adult and Communities	Adult and Communities	Communities and Leisure		PW	88	0		£300k cost neutral for the Curve + service efficiencies (@10%) -		AMBER
Below the Line	Below the Line	Below the Line		NW	50	0		Increased Treasury Management Returns	Through amendments to the TM Strategy. Deliverable so long as the capital programme remains constrained for General Fund schemes as these will quickly erode the overall Treasury Management portfolio.	GREEN
Place and Development	Place and Development	Planning and Transport		SD	8	0		At least a 35% reduction in subsidy through additional income from decretionary work, expected increase in application numbers off the back of local plan review/growth agenda and review of fees and charges.		AMBER
Place and Development	Place and Development	Planning and Transport		SD	11	0		Reduction in subsidy through additional income from pre-application and increased planning application numbers off the back of the local plan review/growth agenda.		GREEN
Place and Development	Place and Development	Building Management		CD	10	0		Additional income - Maximise Use of Office Space	Embed flexible and mobile working to get better use of office space. Develop commercial approach to floor space at SMP through external lettings. Range of options being considered.	GREEN
Place and Development	Place and Development	Building Management		CD	5	0		FM Contracts Review	Review all FM Contracts to establish if savings can be made.	GREEN

## Appendix B (Cont.)

Item	Directorate	Service	Cost Centre	Service Lead	Latest Position			Savings Item	Service Delivery	R A G Rating
					19/20	20/21	21/22			
					£'000	£'000	£'000			
Finance and Resources	Finance and Resources	Finance		NW	35			Audit fee reductions		AMBER
Place and Development	Place and Development	Planning and Transport		SD	3			Re-negotiate landfill monitoring contract		GREEN
Regeneration	Regeneration	Regeneration delivery		JC	200	100		Income Generation		AMBER
Place and Development	Place and Development	Environmental Services		RW	250	350		Self Services to other local authorities		AMBER
Regeneration	Regeneration			JC	100			Sponsorship of Town Centre assets		AMBER
<b>Total Savings</b>					<b>2,081</b>	<b>445</b>	<b>200</b>			

## TRANSFORMATION FUND PROJECTS

Transformation Fund	Expenditure			2017/18		2018/19		2019/20		2020/21		2021/22		Total		Total
	16/17	17/18	18/19	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Benefit
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care Reform	1.046				2.000		2.000		1.000					0.000	5.000	3.954
Recommissioning of major contracts	0.703	0.317						0.250	0.200	0.300	0.200	0.300	0.200	0.850	0.600	0.430
Slough Children's Trust	2.469	2.299	0.500		2.000		2.000		2.000		2.000		2.000	0.000	10.000	4.732
Slough Children's Trust - Agility	0.654				0.299		0.299		0.299		0.299		0.299	0.000	1.495	0.841
Development of income generation proposals from capital asset:	0.060			1.000		1.000		0.750						2.750	0.000	2.690
Development of Housing Company	0.055	0.045			0.200		0.200	0.200						0.200	0.400	0.500
Head of Customer and Digital/Business Analysts	0.126													0.000	0.000	(0.126)
Council Tax and NNDR Collection	0.270		0.060			0.600		0.600		0.600		0.600		2.400	0.000	2.070
Housing Regulations Team - Business Development Manager	0.076							0.100		0.050		0.050		0.200	0.000	0.124
Insourcing Environmental Services	0.130	0.720					1.000							0.000	1.000	0.150
Local Plan		0.135	0.110											0.000	0.000	(0.245)
Homelessness Prevention Strategy		0.100	0.513				0.200		0.200		0.200		0.200	0.000	0.800	0.187
Counter-Fraud Invest to Save		0.042					0.400	0.100		0.500				0.600	0.400	0.958
Senior Management Restructure		0.300				0.640								0.640	0.000	0.340
Landlords Registration/HMO Licensing		0.078					0.100		0.100		0.050			0.000	0.250	0.172
Private Sector Acquisition Team (Housing)		0.406					0.200	0.100	0.200	0.100	0.100			0.200	0.500	0.294
Economic Development		0.025			0.080									0.000	0.080	0.055
Capita Transformation Project			0.121											0.000	0.000	(0.121)
Children Learning & Skills			1.500							0.500			0.500	0.500	0.500	(0.500)
Bus Lane Cameras			0.790					0.350	0.440					0.350	0.440	0.000
Resident Consultations			0.420					0.200	0.500					0.200	0.500	0.280
Customer & Accommodation			2.000					1.500		1.500		1.500		4.500	0.000	2.500
Electric Vehicle Initiatives			0.750					0.500		0.500		0.500		1.500	0.000	0.750
Town Centre Growth Bid			0.475						1.000		1.000			0.000	2.000	1.525
3rd & 4th Tier Restructures			1.000					2.000						2.000	0.000	1.000
Slough Academy - Reduce Agency Spend			0.750					0.500		0.750		0.750		2.000	0.000	1.250
Waste & Environment Insourcing (Pump Prime Sales)			0.500					0.500		0.500		0.500		1.500	0.000	1.000
	5.589	4.467	9.489	1.000	4.579	2.240	6.399	7.650	5.939	5.300	3.849	4.200	3.199	20.390	23.965	24.810
			19.545													

Factor	Controllable by SBC	Base Assumptions	Key Risks	Likelihood of different outcome	Opportunities	Financial Implications	Controls
Funding - Business Rates	No	£32.8m in 2019/20	Businesses leave Slough or do not pay NNDR	Medium	Possibility of Business Rates Pilot extending into 2019/20 - Council would realise approx £1m benefit.	1% change in Business Rates equates to £330k	Obtain independent external analysis of future trends and undertake investigative work and legal proceedings against non-payers
Funding - Council Tax	Partial	£58.7m in 2019/20. The Council agrees a council tax level at the maximum currently allowed by Government; and historic growth levels in taxbase.	Taxbase growth levels are not realised	Low		A 1% change in taxbase or council tax increase assumptions would result in a £558k negative impact on the MTFS	Work being undertaken to investigate properties deemed to be empty. Taxbase agreed in December each year.
Funding - Specific Grants	No	£2.8m assumed for 2019/20	Government makes further changes to New Homes Bonus Scheme	Low - Government unlikely to make further revisions as only introduced recent changes for 2018/19	Government under significant pressure relating to Adults Social Care and Children's Services - may result in additional specific grant	£2.8m assumed for 2019/20	Briefings from Financial Networks

**Sensitivity Analysis**

**Appendix D**

<b>Factor</b>	<b>Controllable by SBC</b>	<b>Base Assumptions</b>	<b>Key Risks</b>	<b>Likelihood of different outcome</b>	<b>Opportunities</b>	<b>Financial Implications</b>	<b>Controls</b>
Base Budget Changes - Inflation	Partial	2% increase per annum in pay; contractual prices funded	National Pay Schemes are agreed at higher levels. Contractual inflation when linked to inflation	Medium	N/A	1% change in pay inflation equates to approx £500k	Detailed analysis undertaken by Finance Staff each year
Directorate Growth	Yes	£0.925m - mainly for Adult Social Care	Demographic Growth means more funding is needed.	Medium	Social Care Green Paper in Autumn 2019.	Unknown	Regular budget monitoring.
Estimated Pressures	Partial	£3.2m built in for 2019/20	Additional pressures are identified	Medium	Pressures may not arise	Any reduction in the estimated pressures would result in less savings being required.	Regular budget monitoring. Q3 Monitoring report will be used to inform pressures for proceeding revenue budget.
Revenue Impact of Capital Investment	Yes	£1.75m for 2019/20 to provide for prudential borrowing impact on revenue budget	Impact on revenue of capital programme	Medium	Capital programme can be reduced as necessary	Unknown	Statutory duty for Council to receive report and agree prudential indicators.

Sensitivity Analysis

Appendix D

Factor	Controllable by SBC	Base Assumptions	Key Risks	Likelihood of different outcome	Opportunities	Financial Implications	Controls
SUR Income	Partial	£0 revenue receipts used to fund revenue budget from 2021/22 onwards	House sales stall	Low	House prices may increase above expected profits	Significant reduction in usage within revenue budget, therefore any potential slippage on forecasted receipts are unlikely to impact on MTFS	Regular discussions with SUR regarding expected revenue receipts
Savings Identified	Yes	Savings previously agreed will be delivered.	Savings will not be achieved	Low		£2.081m in 19/20	The majority of savings relate to a contractual payment owed to the Council by a supplier
Transformation Fund	Yes	Transformation Fund projects will realise substantial savings.	Savings will not be achieved	High	Additional invest to save projects can be pump-primed across the MTFS.	£7.065m for 19/20. Slippage on forecast savings plans will result in additional savings required to be found.	S151 to ensure Transformation Fund operating in line with MHLG Guidance. Half-year update provided to Council showing progress against savings targets.

**Sensitivity Analysis**

**Appendix D**

<b>Factor</b>	<b>Controllable by SBC</b>	<b>Base Assumptions</b>	<b>Key Risks</b>	<b>Likelihood of different outcome</b>	<b>Opportunities</b>	<b>Financial Implications</b>	<b>Controls</b>
Closing the Financial Gap	Yes	The remaining funding gap will be closed by February 2019.	Savings will not be achieved	High		£2.841m	Fundamental root & branch review of Council's Gross Income & Expenditure. Production of detailed budget statements for all Service Areas to inform Star Chamber Budget Challenge Sessions in September. Regular reports to Cabinet
Reserves Strategy	Yes	SUR revenue receipts will be used to increase reserves to approx £30m	SUR revenue receipts are lower than expected	Low	SUR revenue receipts are higher than expected.	Council reserves are increased at a slower than anticipated rate.	Regular monitoring of expected revenue receipts

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> July 2018

**CONTACT OFFICER:** Dean Tyler, Service Lead – Strategy and Performance  
(For all enquiries) (01753) 875847

**WARD(S):** All

**PORTFOLIO:** Councillor Hussain – Transformation & Performance

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

**SBC ANNUAL REPORT 2017-18**

**1. Purpose of Report**

1.1 To provide the Cabinet with an Annual Report of the Council’s progress and achievements against the Five Year Plan for 2017-18.

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

2.1 The Cabinet is requested to resolve that the Council’s Annual Report for 2017-18 be agreed.

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

**3a. Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy’s priorities as set out below:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

The Five Year Plan has been developed using the evidence base of the Joint Strategic Needs Assessment and the Slough Story.

**3b. Council’s Five Year Plan Outcomes**

The Annual Report sets out achievements against the five outcomes in the Five Year Plan 2017-2021:

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes

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

#### **4. Other Implications**

- (a) **Financial** – The Annual Report includes a summary of the budget for 2017-18.
- (b) **Risk Management** – There are no identified risks associated with the proposed actions.
- (c) **Human Rights Act and Other Legal Implications** – There are no direct legal or Human Rights Act implications.
- (d) **Equalities Impact Assessment (EIA)** – There is no requirement to complete an EIA in relation to this report.

#### **5. Supporting Information**

- 5.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.
- 5.2 The Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with our communities and putting people first in everything we do.
- 5.3 The Plan is updated every year and we also produce an Annual Report so that we can check progress. While there is no requirement for local authorities to produce an Annual Report it is widely regarded as good practice. We have taken the view that it is important to do this to demonstrate progress against the Five Year Plan.
- 5.4 The Annual Report includes case studies and performance indicators setting out how we are delivering our priority outcomes.
- 5.5 The final version will be designed and formatted and will include photographs to sit alongside the highlights and case studies for publication on the Council's website with a limited print run of hard copies.

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

- 6.1 We have worked with the Leader and all Cabinet Members to ensure that the priority outcomes in the Five Year Plan reflect the political priorities of the Administration. The Council's Scrutiny function receives regular progress reports against the outcomes.

#### **7. Conclusion**

- 7.1 The Annual Report is an opportunity to reflect on progress and achievements against the commitments in the Five Year Plan.

#### **8. Appendices Attached**

'A' Annual Report 2017/18

## SBC Annual Report 2017/18

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

This annual report summarises key achievements during 2017/18 and how we are 'growing a place of opportunity and ambition'.

2017/18 was a year of great change for the Council. I became Leader of the Council in November and appointed a new cabinet to drive the Council forward and make good on our promises to residents.

My election as leader was closely followed by a new interim Chief Executive, appointed to stabilise the Council after all the changes at the top and to back the team of directors in making the commitments in our Five Year Plan a reality.

The purpose of the Five Year Plan is to set the direction for the Council and the key outcomes against which our resources will be allocated.

It sets out our vision for Slough as a place of opportunity and ambition and lays out our priorities for the year ahead. It is more important than ever, at a time of squeezed budgets and government cuts we are focused on the right things for our residents, businesses and visitors.

This annual report summarises our key achievements during 2017/18 with a series of case studies and key statistics demonstrating work against the priorities of the Five Year Plan.

As always our success is down to the hard work and commitment of our staff and I thank them all for the service they provide to Slough every day.

[Photo]

Councillor James Swindlehurst  
Leader of the Council

## **2. Introduction - Interim Chief Executive**

I am pleased to be able to introduce this Annual Report of the council's performance and proud of the successes our staff have worked so hard to achieve.

The Five Year Plan sets the overall direction for the council and the priority outcomes against which our resources are allocated.

Since the first Five Year Plan in 2015 we have seen many changes in Slough. We refresh the plan every year to keep it live and ensure it is not a document that sits on a shelf gathering dust.

The Annual Report is important because it captures evidence of the progress we have made in the past year to deliver our priorities.

Slough as a place has huge potential, with regeneration as a result of Crossrail and Heathrow already driving benefits across all sectors. It also has a strong and diverse community which makes it such a vibrant place to be.

As a council our staff are focused on putting people first - whether residents, customers, service users, businesses, clients, contractors or partners. It is our communities that make Slough and it is our responsibility as a council to continually check what we are doing and how we are doing it so that we can be confident we are adding value by enabling better outcomes.

I am also pleased to have seen an extensive piece of work to embed our values across the organisation so that our staff and Members are clear about the way in which they can expect to be treated, how they treat each other and how we treat our customers. This has involved a series of interactive learning sessions entitled 'Actions Speak Louder' and our next steps will be to further develop our appraisal and recruitment processes so that these fully reflect our SBC values.

I am proud of the work of the Council and would echo the Leader in thanking staff for their dedication.

[Photo]

Nigel Pallace  
Interim Chief Executive

### 3. Progress against priority outcomes – putting people first

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

Our **early years'** provision is, for the first time ever, above average for securing a 'good level of development'. Slough's children scored 71.2 percent, while nationally children's attainment levels stand at 70.7 per cent. This is a significant achievement for all Slough children and a real acknowledgment of the excellent partnerships that exist across the sector.

The Cabinet approved a plan to increase the number of **early years' places** it provides for some of the youngest children in the borough. The plan will use money from section 106 agreements to pump-prime new provision to be run by private, voluntary and independent sector providers.

Every child that applied for a primary **school place** last year was successful; despite a continued high number of applicants. 84 per cent of Slough applicants were offered their first choice at primary level and 94 percent at secondary level.

The Council approved £18.75 million to fund a new **school places strategy** for the borough, which will include more **special educational needs** and pupil referral unit places, to keep pace with the needs of Slough's growing population.

Slough's **standards and effectiveness of schools** Key Performance Indicators within the main "Key Stages" shows clear improving performance in the following areas:

- **KS2:** Slough has improved by moving up 8 places since 2016, and is now ranked 55<sup>th</sup> against all other local authorities for pupils achieving the expected standards in Reading, Writing and Maths (RWM) combined. KS2 Disadvantaged Pupils are also performing well, achieving above national average grades in RWM.
- **KS4:** Slough is ranked 14<sup>th</sup> for progress 8 (which measure performance across 8 qualifications, capturing the progress a pupil makes from the end of primary school to the end of secondary school) against all other local authorities nationally, improving our position by two places from 2016/17. This also applies to KS4 Disadvantaged Pupils, who are doing significantly better than national average.
- **KS5:** There has been good improvement in Key Stage 5 in Slough. We are now ranked 50<sup>th</sup> for average point score entry per A-Level and 96<sup>th</sup> for average point score per Applied General Entry. This represents a rise of 15 and 42 places (nationally) respectively.
- Slough is doing well in General Certificate of Secondary Education (GCSE) results in English and Maths at grades A\* to C, where we come ninth nationally with 56.1% of our pupils gaining the required grade five, 13.5 percentage points above the national average of 42.6%.

The profile of **safeguarding in schools** has been raised significantly through the appointment of an education safeguarding officer. This has allowed us to complete all Section 175 Safeguarding in Education audits for all schools in Slough. We also launched safeguarding policy guidance for all schools and a schools guidance for children absconding from school

The Special Educational Needs and Disabilities (SEND) team and the Family Information Service (FIS) came back to the Council last year. Through FIS we are able to provide information about the services that are available to families like childcare, school admissions services, children's centres, benefits advice and identify a family's needs and create an action plan to meet those needs.

We launched our first **Multi-Agency Early Help Strategy** for Children, Young People and their Families in the autumn of 2017. The service will help children living in difficult family circumstances, for example those affected by parental drug and alcohol dependency, domestic abuse and poor mental health.

We have improved the outcomes for **immunising** our primary school pupils with 5,516 given the Flu vaccination (75% increase in the number of vaccines given in 2017/18 as compared to 2016/17). 91% of 13 to 14 year old girls in Slough schools received the human papilloma virus (HPV) vaccination. This is better than 84.3% in SE and 83.1% in England.

Our **Youth Parliament** broke the record for the highest voter turnout in the country (80 per cent) as 9,368 young people voted in the Make Your Mark ballot.

### **Slough Children's Services Trust**

Slough Children's Services Trust is continuing to make strong progress in improving services provided to support the most vulnerable children and young people in the borough. This was evidenced in the latest **Ofsted Monitoring Visit** which found there to be definite signs of improvement as leaders, social workers and managers continue to demonstrate a commitment to improving outcomes for children in Slough. This will be the last visit before the next full inspection later this year.

As the year began the Trust welcomed its **new Chairman of the Board**, Robert Tapsfield, a trained social worker who had previously been the Chief Executive of two national children's and family focussed charities. As the year closed the Trust welcomed a new **Interim Chief Executive** – Andrew Bunyan – following the retirement of Nicola Clemo.

The Trust's belief in the richness and the value of partnership working has been steadfast. The development of **a multi-agency hub** with professionals ranging from police and midwives to family therapists, clinicians and teachers, has shown what can be achieved by such an approach. It has meant that fewer children have crossed the threshold into statutory care but instead have remained as the Trust's motto intends – **safe, secure and successful**. Additionally, the Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC) has been strengthened to ensure young people are not at risk of sexual exploitation.

The number of **permanent staff has increased** and, as a result, the number of agency workers has been reduced by half. This has not only meant greater stability

in the workforce, increasing the efficiency of operations on the frontline, it has the added benefit of reducing the extra costs associated with agency staff.

More children have been placed in – or very close to – Slough than ever before, almost three-quarters, and the number of **in-house foster carers** has increased by 40%, when many local authorities are losing carers.

The **Breakaway respite unit** has been expanded and is now open seven days a week so able to service more young people. **The Mallards residential unit** is being utilised to greater effect. Mallards was at one point considered for closure on the basis that it was a costly service with little utilisation, however the unit is now full with the expectation of expansion.

All **Care leavers** now have an allocated worker and pathway plan. The support available to care leavers makes it much easier for them to make their own way in life.

The Trust has built and maintained a strong and clearly **identifiable ‘brand’** and is now beginning to be noticed for all the right reasons. None of this would be possible without the **dedication of its workforce** and the commitment and strength shown by the leadership team.

#### **Case study – Slough Local School Improvement Fund**

Slough Local School Improvement Fund was set up to facilitate closer collaboration and support between schools within the borough. The fund also facilitates more partnership working between primary schools and Slough Borough Council. The improvement fund is from £150,000 (underspend) centrally held funds to support local school improvement initiatives. This was topped up with an additional £79,500 within the last two years (making the total fund £229,500) for specific primary school projects.

Schools are able to ‘bid’ for funding for school to school support or to work on collaborative projects, linked to local priorities. The funds are held by Slough Teaching School Alliance on behalf of the Slough schools communities and can be accessed through a simple application and assessment process.

As of April 2018, 75% of schools in the borough were involved in projects and £79,875 has been spent. One primary school project involves the collaboration of 11 schools.

#### **Year in numbers**

4,187 babies registered

6,413 children registered at our Children’s Centres

54,701 meals cooked in Children’s Centres

10 Children Centres received gold accreditation as part of healthy smiles programme

3,696 Lbs of play dough made and played with in our Children’s Centres

3,454 people attended family learning programmes

3,061 one to one hours with young people

964 children received bikeability training

264,695 hits on our Family Information Service (FIS) website



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

**Adult Social Care**

Our **adult social care (ASC) team** is responding to the changing landscape in the way it provides its services with much emphasis on wellbeing and prevention, with services being dependent on service users and their carers, families and personal support networks being properly equipped and supported to arrange and manage more of their care with less reliance on direct support from the Council.

Over the past year, the team embed a “**Strengths Based Conversation**” model within its operational teams. Locality network events were organised in order to link adult social care service users to their local communities, maximise independence and reduce the need for long term care or hospital admissions.

We have improved the outcomes for our **adults with a learning disability** by providing ‘stable and appropriate’ accommodation. The nature of accommodation for those with learning disability has a strong impact on both their safety and overall quality of life, and the risk of social exclusion. Slough’s value of 84.5% places us in the top quartile, and this is an improvement from the previous year (81.6%). This is also better than the all-England position (76.2%) of learning disability service users living in their own, or their family, home.

**Reablement** is an effective way of providing short-term support to people in crisis to enable them to regain their independence (wholly or substantially) and therefore minimise their need for ongoing support and dependence on public services. Slough has for several years performed very highly on this measure, within the upper quartile. At 87.4%, this places us within the upper end of the second quartile, above the all-England position of 82.5%.

Working with our partners, we put together a **Memorandum of Understanding (MOU)**, which involved a commitment from local health and social care partners within the third and statutory sectors, as well an integrated approach to identifying and assessing carer’s health and wellbeing’ needs. Within the last year, adopting this strength based approach for carers has resulted in:

- 510 carers registered
- 169 supported Tier 1 conversations/wellbeing plans
- A successful carers’ week – 114 carers taking part in the activities
- Re-launching the Council’s carers identification /discount card (with 21 businesses signing up)

The Council’s **Drugs and Alcohol Team (DAAT)** has over the last year focused on working with its service users to equip them to manage their own care needs. According to Public Health England (PHE) indicators, the proportion of Slough’s service users in treatment who have successfully completed treatment and did not re-present within 6 months was 18 percent for opiates (compared to 6.7 per cent nationally), 48 per cent for non opiates (37 per cent nationally) and 66 per cent for alcohol (39 per cent nationally). Our performance on sustainable recovery is therefore better than the national average and no one who is referred to the DAAT has to wait longer than three weeks for their treatment to start.

Our service users who use **direct payments** are now enjoying the flexibility and choice, which is giving them greater self esteem and confidence. We had 251 ongoing direct payments in place. Of the recipients, 173 were using their payments to employ their own Personal Assistant (PA), 63 were using to purchase support from a CQC registered agency and 15 were using a mixture of PA and agency.

This has resulted in an increase in Direct Payments. The percentage of the budget spent on supporting people at home increased from 31 percent to 35 percent.

### **Case study – Direct Payments**

KB is blind, of Spanish origin and does not have a good command of English. KB was finding it difficult to have replacement care at home through a personal assistant, which she preferred rather than being in residential care. KB had expressed interest in a Direct Payment arrangement as this best suited her fluctuating needs. When Direct Payment was set up, it allowed KB to employ a Spanish speaking personal assistant, which was personal centred to her, providing consistency and familiarity to her needs and therefore reducing her anxiety. Direct Payment gave KB more flexibility and control over her budget. Her carer was able to provide the required support that would not have been possible from a residential home. This also meant that KB did not use all the hours allocated to her to spend with her carer. These hours could then be banked to allow the carer to spend more time out in the community when required

The Council's **Commissioning Team**, who developed DAAT service, won Procurement Innovation of the Year 2017/18 in the GO National Excellence in Public Procurement Awards. The team was also finalist for Outstanding Procurement Initiative of the Year 2018 in the CIPFA/Public Finance Innovation Awards.

Adult social care commissioning won an award for 'Transformation through Support Services' at the 2017 Improvement and Efficiency Social Enterprise (IESE) Awards.

Our mental health team won the Slough Voluntary Sector Partnership Award 2017

### **Public Health**

The Council's **Public Health** service continues to provide essential services to protect and improve the health and wellbeing of our residents. Over the last year, this has included work to improve the lives of: children and young people with physically and emotionally healthy lives; targeting those individuals most at risk of poor health and wellbeing outcomes to take up health checks; and, developing preventative approaches to enable our residents to become more able to support themselves.

Throughout the year, the Public Health team has worked with partners to run a number of successful campaigns to reduce the prevalence of a number of preventable diseases, improve the detection rate for certain conditions and reduce local health inequalities. This included:

- Working with the Change4Life public health campaign team to raise awareness of the importance of good **dental health**. So far more than 160 hours of

information sessions have been held, with 4,000 'top tips for terrific teeth' leaflets distributed. All 10 of Slough's Children's Centres have also now achieved gold accreditation, for reaching high standards in oral health advice and promotion.

- Commissioning "**The Daily Mile**" project to get children, young people and their families more active, more often. This project has led to in excess of 5,000 primary school children now walking, jogging and running for 15 minutes a day.
- Supporting the launch of the Slough Wellbeing Board's **#Be Realistic** (obesity) social media campaign, to encourage local people, staff and Councillors to make small changes to their diet and lifestyle to become healthier.

### **Public Health nursing:**

New born babies continue to receive good care in Slough, with 94% of births receiving a face to face New Birth Visit (NBV) within 14 days by a Health Visitor, as compared to 85.6% in the South East and 88.45% in England. Better still, 100% of infants received a 6-8 week review by the time they were 8 weeks (88.1% in SE, 86.1% in England)

Working with our partners, we set up a new Children's Health and Wellbeing Board. The board will be looking at opportunities for collaborative working and how we can jointly commission services for children's health and wellbeing. This would include services for SEND and Child and Adolescent Mental Health Services (CAMHS) transformation fund.

### **Year in numbers**

5,515 primary schools children receive a flu jab  
8 schools participating in Active Movement pilot  
5,000 primary pupils running a mile a day  
3,500 hours of Active Slough sessions delivered  
1.3 million steps completed by participants on Active Slough Healthy Walks  
211 kg of weight shed in first 8 weeks of Active Slough's man v fat football project  
23,667 care alarm activations answered  
10,842 health visitor visits carried out  
1,284 blue badges issued – and all within 10 days of application  
702 responder service call outs dealing with 393 Careline client falls of which only 15 required an ambulance therefore saving 687 ambulance call-outs  
246 adult social care clients managing their own care and support

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

Slough won recognition as the best **place to live and work in the UK** beating Manchester and Cambridge into second and third place. We were also awarded **Town of the Year** at the Thames Valley property awards, beating Bracknell and Oxford. The awards recognised the incredible investment that has been made, and continues to be made, in our town; the new homes and offices, the infrastructure improvements, the new and improved school buildings, The Curve, Arbour Park, the leisure facilities and open spaces and innovative and forward thinking partnerships.

Slough was also voted **most productive place in the UK** last year by Centre for Cities, beating London into second place. The Centre for Cities report lists Slough as top for productivity with £82,100 of output per worker compared to London with £73,700 and Reading with £68,900.

### **Leisure**

Our Leisure Service opened the town's exciting new ice and leisure complex at **Slough Ice Arena** in March 2018. The multi-million pound rebuild includes a new climbing wall and clip 'n' climb feature and a new gym area.

Slough saw six new **free green gyms** spring up in Slough's parks. There are now a total of 18 green gyms across Slough, catering for the whole community regardless of fitness levels.

### **A safer town**

The Council's Children and Adult Social Cares services combined to establish a **Joint children and adult safeguarding** business unit to bring together expertise from adults' and children's services. The business unit works closely with staff from Slough Children's Services Trust to improve the range of services provided for vulnerable people in the borough.

Slough's Community Safety Partnership organised an East Berkshire **Against Violence and Exploitation** conference held at Copthorne Hotel on 22 November 2017. The conference was attended by more than 250 professionals from across the country, who are taking a stand against violence and exploitation. We have also joined forces with Thames Valley Police under the '**Hidden Harms**' campaign to focus on a number of different abuse-related crimes including modern slavery, child abuse, honour based abuse, forced marriage, female genital mutilation, domestic abuse and hate crime. The team has recruited a new Risk & Exploitation co-ordinator to raise the profile of **modern slavery** across the borough and understand local need.

Our **Community Safety Partnership Manager** won a Local Police Area (LPA) Commanders Award for continued support and contribution to the work of the town's Safer Slough Partnership.

Our Superintendent Registrar won a High Sheriff award for her service to the community.

## **Environmental services**

Our **environmental services** were brought back in house to provide a **First Class Service**. These include: bin collection, street cleaning, the Chalvey waste and recycling centre, grounds maintenance and highway maintenance.

We have installed a fleet of new solar powered smart bins, known as **Bigbelly Bins**, throughout the High Street and outside the train and bus stations to improve the cleanliness of the town centre. The bins 'phone home' when full – meaning they only need to be emptied when full and our street cleaners can spend more time on other street cleaning operations.

## **Parks and Open Spaces**

Our parks have been recognised as some of the best in the country, with **Herschel and Salt Hill Parks** scooping the international prestigious **Green flag award** for the sixth and seventh year running respectively. The Green Flag award, now in its third decade, is a sign to the public that our parks boast the highest possible environmental standards, are beautifully maintained with excellent visitor facilities.

We completed a £2 million refurbishment project to **Slough Crematorium**. This gives users a better experience to our residents during a difficult time and helps create a smoother transition between ceremonies. Improvements were made to the chapel and shelters. The cremators were replaced to make them more environmentally friendly and conform to air quality standards.

## **Transport**

In partnership with Buckinghamshire County council, we completed a **new cycle route** running along the north side of the A4 between Burnham Lane and the Huntercombe Lane crossroads. This provides a safer route for commuters and leisure cyclists travelling between Slough and Taplow. The route is wide enough to accommodate both cyclists and pedestrians and connects with other cycle routes in the area along the A4 to the Bath Road Retail Park.

We installed **two new cycle docking stations** at Kennedy Parade, Britwell and High Street Chalvey. The scheme is helping to get people out of their cars and on to two wheels for less than the cost of a bus journey. Bikes can now be hired from [13] docking stations across the borough and can be returned to any of the [13] docking stations.

The council purchased three Renault ZOE **electric cars** and six new **electric bikes** (e-bikes) for staff to use when travelling around the borough on business.

## **Year in numbers**

213,809 calls, 8145 emails and 46,522 visits to My Council

1,600 pot holes filled

527 miles ridden on our electric bikes

25 shops visited on underage sales stings

72 new refuse collection vehicles purchased

474 people attended Child sexual exploitation (CSE) and gang awareness training  
3,669 number reports of Anti Social Behaviour (ASB) dealt with - including 905 fly tips, 551 vehicle nuisances and 111 rat infestations.

65 domestic abuse reduction champions trained

91 pieces of green gym equipment and machines installed in 13 parks

113 homes visited to offer advice and protection for scam victims

Case study:

**Arbour Park wins** two prestigious building excellence awards - The council's community sports facility, Arbour Park, has won two major titles at the Local Authority Building Control (LABC) central region building excellence awards. Arbour Park scooped the best public service building and best inclusive building. Members of the council's building control team, councillors and officers along with the builders attended the central region awards in Milton Keynes. Regional winners in each category are automatically shortlisted for the LABC national awards which are being held in London in November. The £8.4 million Arbour Park facility is one of a series of projects developed through Slough Urban Renewal (SUR) – a partnership between the council and Morgan Sindall Investments Ltd, which is driving regeneration across the town.

Arbour Park is a state-of-the-art 1,950-person capacity community sports stadium and home of Slough Town Football Club, which has a 3G artificial full size pitch, two covered stands, covered terraces, changing facilities and a large venue as part of the grandstand, bar, onsite catering, training areas and more. Arbour Park's flood-lit 3G artificial pitch is one of only 28 in the country and has been awarded the prestigious Fédération Internationale de Football Association (FIFA) Quality Pro certificate.

In 2017 Arbour Park was awarded the Non-League stadium of the Year by Groundtastic – the magazine for football grounds



**Outcome 4: Our residents will have access to good quality homes**

One of the major achievements for the Housing Supply Team included successful delivery of the Council's housing strategy in regard to building new Council houses, securing affordable housing through Section 106 planning requirements, and securing properties for homeless families in the private rented sector as part of the Local Plan.

The Housing Supply Team is developing a new **Local Plan** for Slough that will set out how new developments in Slough can guide development in the borough to 2036. The plan will contain policies to support high quality development in appropriate locations that continues to meet the needs of Slough's growing business and residential communities up to 2036.

Slough's Local Plan partly depends on factors outside of the Council's control such as proposals for expansion at Heathrow (part of the third runway would be within the east of the Borough). However this does not affect our ability to continue to deliver housing, employment and other regeneration schemes in the short term. Under the Plan, 200 new Council homes are being built in the town with the provision of a further 927 new housing units each year through working with private and public sector partners.

We have been working with landlords to create new spaces for the town's homeless people to live and opened our first **emergency housing facility** in more than 40 years providing 12 double bedrooms.

We established two subsidiary housing companies, **James Elliman** and **Herschel Homes**, to give us more controls over the local housing market whilst developing a rental portfolio. James Elliman Homes purchased **20 street properties** to provide affordable accommodation for a range of vulnerable groups in Slough, including homeless households, key workers and young people leaving care. We secured £18 million for James Elliman Homes to acquire a further 50 temporary accommodation street properties/units in 2018/19. We also completed the **Milestone** development which includes 23 new council homes.

We now have extended new powers under the **Homeless Reduction Act 2018**. Under the Act, we have a duty to assist families and single people who are at risk of becoming homeless. The Act has increased the ways in which we provide advice and assistance to **prevent and relieve homelessness** at an earlier stage than previously.

To help with the implementation of the new Homeless Reduction Act, we recruited a dedicated **Tenancy Sustainment Officer**, specialising in homelessness to help sustain individuals in their own homes and meet their wider needs, as part of the Council's forthcoming **Homelessness Prevention Strategy**.

We launched the Slough **home = work and learning club** to assist homeless workless households back into paid employment and into a settled home. Households who are not in employment, 'agreed' homeless by the Council and living in temporary accommodation are eligible to join.

The council developed a new **Affordable Housing policy** and introduced **Slough Living Rent** based on average local incomes. Slough Living Rent sits alongside a Slough Affordable Rent, akin to existing target rents in social housing. We are also expanding our existing affordable housing policies to encompass the development of models of intermediate housing so that they can be applied locally.

18 **new council homes** were built at Foxglove Close and 11 at Lydia Court in partnership with Slough Urban Renewal (SUR), a joint venture between the Council and Morgan Sindall Investments Ltd. We also saw 25 small sites (including redundant garages, empty ground and an old doctor's surgery) redeveloped under phase three of our **small sites development programme**, to create 130 new Council homes for people on the housing waiting list. These properties will be available for tenants by the summer of 2019.

The Council now has an established new **key worker policy** to provide Council accommodation for key workers (teachers and Social Workers dealing with vulnerable adults and children) who want to live in the borough.

The Housing Supply Team started a new seven year repairs contract, worth £100 million, with **Repairs, Maintenance and Investment (RMI) Osborne** to maintain and repair more than 7,000 council properties across Slough. This programme will ensure that works are prioritised and the council's housing stock is maintained in accordance with legislative and regulatory requirements and beyond. Under this contract we also plan to establish a trading partnership to offer quality repairs to the private sector.

Our **neighborhood services team** was co-located with Osborne at **Hawker House** in Langley for collaborative working and place the partnership at the heart of the community it serves. Slough residents will further benefit from Osborne's commitment to investing locally for the long term through a contract designed to create job opportunities, skills and local supply chains, as well as re-investment and income opportunities for the borough.

Using the findings from our recent **stock condition survey**, we have started to improve the quality of our housing stock. We are using the survey result to inform our maintenance and investment programme with Osbornes on how our services would be delivered over the next five years.

To meet our housing needs, we have been holding formal meetings with neighbouring Councils under the '**Duty to Cooperate**' to discuss the potential of a northern expansion of Slough and identify opportunities to work together to meet each other's housing needs.

We undertook a full Building Research Establishment (BRE) study of the town's **private rented sector** and started to develop a plan for the implementation of new legislation that will allow for the licencing of Houses in Multiple Occupation (HMO) properties.



Working with **private landlords** and their tenants, we are improving the quality and thermal efficiency of private rented accommodation across the town. This is a key factor in tackling fuel poverty and health inequality.

Our Housing Demand Team worked alongside The London and Slough Run who provide Slough's rough sleepers with a safe place to stay in the winter by operating the **Slough Winter Night Shelter**. The night shelter opened on 29<sup>th</sup> December with the last night being 1st April. 42 people used the shelter for at least one night with the average being approximately 15 per night. 15 people moved on to accommodation with the help of the Council and London and Slough Soup Run (LASR).

### **Year in numbers**

917 tenancy verification visits carried out

76 HMOs registered

1200 Housing applications assessed

400 residents housed off register

1,500 planning applications approved

95 people with learning disabilities supported to live in their own homes

£608k spent on housing Aids & Adaptations/HIA

48 Rough sleepers accommodated

42 Units for temporary accommodation acquired

## Case study

Following the tragic fire at Grenfell Tower, much work has been undertaken to assess **fire safety in all Council owned blocks of flats** but, more particularly, our four tower blocks. Based on fire safety grounds, the decision had previously been made to decant and demolish Tower and Ashbourne Houses, however a small number of leasehold tenants remain in residence. Testing at Broom and Poplar Houses revealed a programme of works to be completed to address fire safety risks and interim arrangements were put in place to ensure residents' safety pending the completion of these works.

During this process, a six-storey, privately owned, block in the centre of Slough was identified as having the same cladding as Grenfell Tower, as well as a range of design and building faults arising from its conversion from office to residential accommodation.

The Council took immediate action to protect residents' safety, including the 24 hour on site presence of a fire appliance.

In March 2017 the Council successfully completed the purchase of the block from Ground Rents Estates 5 Ltd (GRE5) which owned the freehold of **Nova House** and works will commence to address fire safety issues shortly.

The Council announced its intention to purchase this company, which owned the town centre block, last year. Since that announcement the Council has been undertaking due diligence on the purchase with the acquisition now complete.

The Council has appointed four directors to the board of GRE5, to drive forward the improvements so desperately needed, liaise with the leaseholders and, most of all, protect the safety of residents in the short and longer terms.

All four directors have a great deal of experience in housing, regeneration, finance and managing assets and will be drawing on the expertise of external companies, Council officers and Royal Berkshire Fire and Rescue.

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

As Slough continues to grow, we are investing in the town to make it an attractive place for businesses create opportunities for our residents. We acquired a major development site in the heart of Slough which will net the town £550 million of investment. The former **Thames Valley University** (TVU) site, on the corner of Wellington Street and Stoke Road in the centre of Slough is now set to be transformed with new homes, new offices, shops and leisure facilities. The massive regeneration project, the largest single local authority regeneration project outside of London, is expected to create more than 1,400 homes, 45,000 square feet of retail and leisure space and 250,000 square feet of office space. Negotiations with a development partner are expected to be complete by July 2018.

The Curve, the Council's iconic flagship library and cultural centre, was shortlisted in the 'Best public service building' category in the Local Authority Building Control (LABC) building excellence awards 2017 and named '**Best public service building**' at a central region awards ceremony. The £22 million cultural hub houses Slough's new central library, community learning rooms, the registrar services including a wedding room, a 280-seater performance and multi-use space, café and garden area.

We also held our **first property investor** days to demonstrate our economic strengths.

The council saw a record number of **apprentices** celebrate their graduation from a programme run in partnership with Arvato last year: 24 apprentices, aged between 16-18, spent the last year training towards qualifications in business administration, customer service and youth work. Almost two-thirds went on the secure permanent roles with both the Council and Arvato.

We secured funding from the Big Lottery Fund and European Social Fund for the **Building Better Opportunities** project to support those furthest from the labour market back into work. Over the next three years this project will identify and address barriers to participation and deliver activities including confidence building, skills development (basic and business), work experience and job trials - all leading to education and employment.

We launched a **new sustainable transport scheme** to enable and encourage the town's workplaces, schools and the wider community to use more environmentally-friendly forms of transport, including public transport, cycling and walking routes last year. The initiative will additionally help boost the local economy by enhancing access to jobs, skills, training and education and improve the health and wellbeing of residents.

We secured a **Memorandum of Understanding** framing our partnership with Heathrow.

**Year in numbers**

7,500 of our 12,000 streetlights were upgraded to energy efficient Light Emitting Diode (LED) lights

£3.5 million generated to balanced our budget with no frontline service cuts  
87,000 jobs available in the borough  
Number 1 best place to work in the UK  
25,000 employees and 15,000 pupils benefit from improved transport connectivity

### Case study

Council attends influential international property conference to show case the opportunities Slough has to offer

More than 26,000 real estate, city and political leaders, influential international property players from the office, residential, retail, healthcare, sport, logistics and industrial sectors, including 5,400 investors, from more than 100 countries came together in Cannes, France, in March 2017 at the Marché International des Professionnels d'Immobilier (**MIPIM**), the world's leading international real estate business, conference and networking event.

The leader of the council, James Swindlehurst, attended the four day event alongside the council's director of regeneration and the economic growth and our enterprise manager.

Whilst there, they met with investors, developers, agents and architects and spoke at a round-table session on our engagement with Heathrow and what it offers, staffing a shared stand with other Heathrow authorities; whilst all the time showcasing Slough as the best location for new business and investment.

The team also hosted a breakfast session for developers and future stakeholders to discuss all the opportunities Slough has to offer. Among the key talking points at the conference, was the growth in real estate investment opportunities expected this year, urban development, the move to target cities rather than countries in investment strategies and how tech is now being more fully embraced by real estate companies, all of which are key issues for Slough, if we are to achieve our economic growth ambitions. The trip was funded by external sponsorship.

## 4. Budget

**[Update after 2017/18 'account' closed - early June 2018]**

The Council's base budget for 2017/18 stood at [£xxx]. The sources of income available to the Council are set out in the chart below.

[Insert chart].

By the end of 2017/18 we had generated a surplus of £3.5 million which balanced our budget for 2018/19 without having to make reductions to front line services.

To insert chart setting out where our money was spent

DRAFT

## Medium Term Financial Strategy (METS)

[Update after 2017/18 'account' closed – early June 2018]

This is holding text until updated after close of accounts

The MTFs seeks to set out the background to the Council's current financial position, and estimate its future financial position, and highlight some of the key strands to deliver a balanced position over the period of the MTFs.

Given the scale of the ongoing reductions in central government spend, the Council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the Council in the future.

The Council is well prepared to meet the financial challenges of the coming years. It has a history of ensuring a balanced budget is delivered, as well as over recent years increasing general reserves to a sustainable level to meet the future financial challenges.

The Council has successfully delivered a number of change projects in recent years, with a number of the Council's services being delivered by private sector partners. At the same time, the Council has maintained investment in its infrastructure through the approval of capital budgets to deliver a variety of programmes. The Capital Strategy going forward will be even more focused on delivering revenue savings through the effective use of infrastructure investment.

The relative importance of Council tax and retained business rates will grow over the period of the MTFs from 75 per cent to almost 100 per cent of the Council's income. The Council will by the end of the MTFs be much less reliant upon government funding.

To reflect this, the Council has made retaining existing businesses and attracting new businesses, as well as ensuring a strong supply of housing two of the key outcomes within the Five Year Plan.

2018/19 is set to be another difficult year financially for the Council, with a continued reduction in government funding, as well as an increased demand for Council services. The Council has managed to, wherever possible; protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver its key outcomes.

There remain difficult years ahead for the Council due to the financial pressures that it faces, but the budget for 2018/19 ensures that the Council's finances are based on solid footings for the future.]

No.	2017/18	Funding	2018/19
1	52.48	Council tax	
2	30.30	Retained business rates	
3	13.18	Revenue support grant	
4	0.26	Education services grant	

5	3.30	New homes bonus	
6	1.36	Other non-ring fenced grants	
7	-0.30	Collection fund	
<b>8</b>	<b>100.48</b>	<b>Total budgeted income</b>	
9	103.73	Prior year baseline (adj.)	
10	2.70	Base budget changes	
11	2.90	Directorate pressures	
12	0.33	Revenue impact of capital investment	
13	3.23	Other adjustments	
14	-12.42	Savings identified	
<b>15</b>	<b>100.48</b>	<b>Net expenditure</b>	

DRAFT

**5. Performance Scorecard: latest available data**

Five Year Plan outcome	Performance measure	Date of latest available data	Outcome	Actions
1 Our children and young people will have the best start in life and opportunities to give them positive lives	Increase percent pupils achieving a good level of development across the Early Years Foundation Stage	Oct-17	Increased to 71.2%	The Council will continue to work with individual schools and families to provide a targeted system of educational support, challenged and assistance.
	Reduce prevalence of children with excess weight at start and end of primary school	Oct-17	Childhood prevalence of excess weight increased locally	The Council, working with the Slough Wellbeing Board, schools and families and the National Health Service (NHS), will continue to contribute to efforts to increase physical activity and support healthy diets.
	Safeguarding measure	May-18	38.9 children subject to a child protection plan (CP) per 10,000 local child population	The number of plans is rising. However, the number of children subject to a CP fluctuates depending on the personal needs of children known at any moment, but this measure gives an overall measure of success (or otherwise) of all agencies in providing and environment within Slough for families to prosper. The Council will continue to lead efforts with agencies and partners to ensure families are enabled and supported to provide their children with safe and healthy lives, whilst Slough's Children Trust will step in on behalf of the Council to ensure children are protected where needed.
	Reduce levels of those "Not in Education, Employment or Training" (NEETs)	Oct-17	Latest national data not yet released by national government	Slough's 2016 combined NEETs rate was 3.7%, which exceeds the target of 5%. This consists of 2.8% NEET rate and 0.9% for 'activity not known'. The Council will continue to work with local schools; colleges, businesses and neighbouring local authorities to ensure a range of education, employment and training opportunities are available for all our young people.



2 Our people will become healthier and will manage their own health, care and support needs	Increase number of people starting a smoking cessation course/ percent of those who successfully quit smoking	Apr-18	Q4 data update not available yet  Slough saw a higher rate of take up AND a better success rate of certified quitters	Slough continues to perform above the region and England in terms of numbers of people who set a quit date and go on to quit for 4 weeks and longer.
	Increase number of adults managing their care and support via a direct payment	Apr-18	Increased by 4% (from 31 percent in 2016/17 to 35 percent in 2017/18) thus 397 clients and carers  [241 clients + 156 carers]	The number of service users and carers supported through a Direct Payments continues to rise. We have implemented a new system of prepayment cards which is making Direct Payments easier to manage and use and issued guidance to staff to support as the default position when providing service. We are contracting with Enham Trust to provide a personal assistant matching and Employment Support Service
	Increase the uptake of health checks	Feb-18	Q4 data update not available yet Increased to 17.85% (at end of Q3 - was 9.75% in Q4 in 2016/17) Health check rates among Slough residents are increasing and for the first time are higher than those seen elsewhere.	The Council will work with the local Clinical Commissioning Group to increase the offer of health checks to targeted individuals alongside the new Cardiowellness4 Slough programme which was launched in January 2017.
3 Slough will be an attractive place where people choose to live, work and visit	Increase levels of street cleanliness	May-18	Improving	The Council has reviewed its street cleaning services New contractor appointed in December 2017 Clear expectations for delivery have been set

	Reduce crime rates per 1,000 population	May-18	Q4 data update not available yet  Crime rate increased [slightly] though less than comparator (i.e. most similar group) areas	Whilst Slough's crime rate (based on rolling year to date) increased by 0.66%, this is significantly less than the 2.7% increase seen nationally. Slough is currently positioned 8 <sup>th</sup> out of 15 towns in our Most Similar Group (MSG) and in the Thames Valley; we have a lower crime rate than both Reading and Oxford. Police and Council services will continue to monitor intelligence relating to criminal activity and respond, in partnership, to new and ongoing challenges.
4 Our residents will have access to good quality homes	Increase in number of dwellings	May-18	846 net completions of new homes	The number of planning permissions granted during 2017/18 is 30% higher than the average over the last three years. There are currently 193 new dwellings under construction. Planning services continue to work with private developers to maximise the potential of developments across Slough.
	Increase number of affordable homes	May-18	37 affordable homes delivered in 2016/17 and 114 on 2017/18	The Council continues to work with private partners to ensure affordable homes are included in development plans. A further 41 new build dwellings are underway, with more developments planned and in the pipeline for delivery.
	Increase number of planning applications approved	May-18	1,112 planning applications approved in 2016/17 and 1,324 in 2017/18	The Council will continue to encourage businesses and residents to make suitable planning applications for house building and home improvement, whilst maintaining standards for those applications.
5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	Increase business rate collection/increase in business rate base	Apr-18	In year collection rate increased to 97.63%	The collection rate at the end of March 2018 was above target for the year. We will continue efforts in the future to ensure easy payments methods are available and that late payments are targeted.

	Reduce unemployment rate	May-18	Slough's claimant rate remains constant at 1.4%	Whilst Slough's rate is in line with previous years, it is still lower (better) than the GB average of 2.1%. The Council has expanded its work with partners, broadening its range of activities in order to reflect businesses needs and local priorities. We will continue efforts with our partners to increase employment opportunities and improve skills locally to secure reductions in overall unemployment.
	Reduce journey time	Dec-17	Department of Transport estimates of bus punctuality fell to 76%	The Council has carried a number of junction improvements to help reduce congestions and improve journey times and influence punctuality. We will continue to implement traffic management schemes to decrease congestion and increase the use of dedicated bus land, including highway improvements, and the use of smart technology such as intelligent traffic light systems.
Enabling	Increase Council tax in year collection rate	Apr-18	Slough's collection rate remains constant at 96.8%	The Council will continue efforts to ensure future easy payment methods are available and that late or non payments are targeted.
	Increase proportion of Council tax payments by direct debit	Apr-18	Increased to 58%	At March 2018 the percentage of accounts paying by direct debit increased to 58%; efforts will continue to encourage more Council Tax payers switch to this payment method
	Increase proportion of residents signed up for self service.	Apr-18	By year end, almost 26% of households had signed up for self service	Self Service gives Council Tax and Business Rate account holders, benefit applicants and landlords the ability to access certain information digitally at their convenience instead of need to telephone or come into SBC offices.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> July 2018

**CONTACT OFFICER:** Simon Hall (Economic Growth & Enterprise)  
(For all enquiries) 07801466679

**WARD(S):** All

**PORTFOLIO:** Cllr Swindlehurst, Leader and Regeneration & Strategy  
Cllr Sadiq, Children & Education

**PART**  
**NON-KEY DECISION****CREATING A SLOUGH REGENERATION CAMPUS****1. Purpose of Report**

Further to the Cabinet decision of 18<sup>th</sup> June 2018 to support the principle for the concept of a Slough Regeneration Campus (SRC), this report sets out a practical way forward to progress the initiative.

The Cabinet is requested to agree to commission a study to explore the feasibility of creating an SRC. The role of the campus is to consider how the Council develops a skills offer designed to meet and build on the delivery needs of a forward thinking dynamic authority. Delivery of an SRC would directly contribute to the following manifesto commitments:

1. Work to bring a higher education facility back to Slough
2. Spread the benefit of regeneration from central Slough to local neighbourhoods
3. Make significant improvements to digital services
4. Work with employers to expand apprenticeships for local young people
5. Support business to start grow and locate in Slough
6. Support the expansion of Heathrow and local businesses to maximize the training employment and travel opportunities
7. Ensure Slough benefits from cross rail and Heathrow's expansion and its investment in our transport infrastructure
8. Create a fit for purpose town centre delivering the quality jobs to match the ambitions of our young people

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

The Cabinet is requested to resolve:

- (a) That a programme of work be established and a feasibility study of a Slough Regeneration Campus (SRC) be commissioned.
- (b) That, subject to the outcome of the feasibility study, the Cabinet agrees the development of the Slough Regeneration Campus.

- (c) That the authority to progress the above recommendations is delegated to the Director of Regeneration and the Director of Children, Learning and Skills following consultation cabinet members for Regeneration and Education and Skills.

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

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

The Slough Regeneration Campus will meet the priorities of the wellbeing strategy priorities in the following ways;

Priorities:

1. Protecting vulnerable children - Vulnerable children and their carers will benefit by being able to access pathways and opportunities to progress into work through the creation of the offer from the SRC
2. Increasing life expectancy by focusing on inequalities- addressing inequalities and providing pathways, work opportunities and skills development will increase the quality of life and the expectancy of that life
3. Improving mental health and wellbeing- evidence shows that mental health issues are made worse through worklessness. This programme is designed to deliver better pathways and opportunities for residents in and out of work
4. Housing - this programme is designed to support the development and delivery of housing

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

Explain which of the Five Year Plan's outcomes the proposal or action will help to deliver. The outcomes are:

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

The SRC will assist in the delivery of outcomes 3,4&5 through delivering high quality places ,good quality homes and attracting and retaining business. All these will be achieved through a shared vision with funders and partners addressing current challenges such as a lack of staff and skills in key areas.

### 4 **Other Implications**

#### (a) Financial

Current feasibility proposals are deliverable through existing budgets. Subsequent proposals will require additional resources. These additional resources could be offset from blended funding streams

#### (b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
1. That the Cabinet is requested to recommend the establishment of programme of work designed to deliver a feasibility study of a Slough Regeneration Campus.(SRC)	The Feasibility study will set out a clear level and scope to identify the cost benefits as well as social impact for the SRC	Standard local authority risk Management	Low	Subject to feasibility
2. That the Cabinet subject to the outcome of the feasibility study recommends the development of the Slough Regeneration Campus	The risks and mitigation will be set out by the outcomes of the feasibility study aligned with the creation of a business plan	Effective programme management	Low	Effective programme management

(c) Human Rights Act and Other Legal Implications – none identified.

(d) Equalities Impact Assessment – none identified

**5 Supporting Information**

5.1 The decision to explore the delivery and development of the SRC are based on the following factors.

5.2 Firstly, the requirement to maximise the opportunities provided by the expansion of Heathrow airport and a third runway has enormous economic benefits for Slough.. In order to grasp those opportunities fully and to ensure adequate skilled and qualified staff to deliver the Slough based regeneration projects the requirement for a Slough based campus becomes compelling.(Manifesto commitment 2,4,5,6,7,8)

5.3 Secondly there is a shortage in the construction industry at all levels of expertise whether its at the most basic levels of simple laboring through carpentry, dry lining onto quantity surveyors, architects planners and other technical skills. At present this is and will hamper delivery of schemes going forward. And their absence will impact on completion milestones as well as driving costs of schemes up ( 45678).

5.4 Thirdly there a range of local issues in terms of Apprenticeship take up, quality of training provided, a site focused approach by developers to regeneration missing larger opportunities to share risk and manage costs. The opportunities of bringing

all these challenges together to be addressed by the SRC are possible and enormously beneficial.4,6,7,8

- 5.5 We have a 20 year pipeline of regeneration work in Slough that could be beneficial to our young people linking schools and careers to work in 10 - 15 years time. Giving parents and business certainty of career options and providing a trained and proven work force ready to face the challenges of a changing work force. We already understand that there are shortages in the digital sectors working with organisations such as Amazon, Telefonica, ZTE we can embed those careers in a regeneration context.2,4,6,7,8
- 5.6 Also crucially and the final tranche is including the cultural opportunity within creative industries linking all of the above together focusing on the opportunities creative and cultural roles and the associate industries that are played out in a regeneration, setting (4,6,7,8)
- 5.7 Finally the opportunity to create a SRC will further enhance Slough as a destination delivering the following added value to local residents, young people and people furthest from work. The opportunities presented by a career in regeneration are immense with a wide skill set, qualifications and careers. In establishing the whole of Slough as a regeneration campus, both physical and virtual, we will be setting a standard across a set of skills including digital, creative, artistic planning, asset management, project management.( all)
- 5.8 The resources necessary to deliver this which is seen as a new venture by the council include appropriate onsite training opportunities linked to real work, training premises to support theoretical learning and places where pilot works and training can be combined e.g. passivehaus or other modular methods of construction (AI).
- 5.9 Funding can be blended through various approaches including Skills Funding Agency funding, Local Enterprise Funding local growth funding ,construction and development partners, section 106 contributions as well as many other partner contributions in kind.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7. **Conclusion**

The feasibility and development of an SRC could provide not only for Slough but for the whole of the regeneration industry an innovative solution. Setting a high quality provision of trained experienced staff to deliver regeneration in the Borough with an innovative vision of career development to meet our young peoples aspirations.

## 8. **Background Papers**

None.



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> July 2018

**CONTACT OFFICER:** Surjit Nagra, Service Lead -People  
**(For all enquiries)** Christine Ford, Equality and Diversity Manager, (01753) 875069

**WARD(S):** All

**PORTFOLIO:** Regeneration and Strategy, Cllr James Swindlehurst

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

**SLOUGH BOROUGH COUNCIL GENDER PAY GAP ACTION PLAN**

**1 Purpose of Report**

To present Cabinet with the Gender Pay Gap Action Plan (GPGAP), which details interventions aimed at understanding the causes of the gap at SBC and closing it in future years.

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

The Cabinet is requested to resolve:

- (a) That the Council's commitment to improving gender equality within the workforce and reduce the gender pay gap in the future be endorsed.
- (b) That it be noted that the plan will be implemented by the People service area, with oversight from the Diversity and Inclusion Steering Group (chaired by Cate Duffy, Director of Children, Learning and Skills).

**3 (a) The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

Reducing inequalities and promoting improved outcomes for all groups relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

- 1. Protecting vulnerable children
- 2. Increasing life expectancy by focusing on inequalities
- 3. Improving mental health and wellbeing
- 4. Housing

Improving equality of opportunity for all and attracting and retaining the best staff is essential if we are to meet our ambitions for the town. Ensuring that the council remains an attractive place for women to work, thrive and reach their maximum potential is a key element of this plan.

**(b) Five Year Plan Outcomes**

A committed and highly skilled workforce underpins delivery of the Five Year Plan.

4 **Other Implications**

(a) Financial

It is anticipated that most of the actions of the GPGAP will be met within existing budgets; however there may be a need to access additional resources to develop and run specific projects, such as a Women’s Leadership Programme.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Endorsement of Gender Pay Gap Action Plan	<p>Legal challenge of non-compliance with Public Sector Equality Duty</p> <p>Unavoidable structural changes in workforce can positively or negatively affect pay gap figure</p> <p>Inequality in the workforce can affect recruitment and retention of talent</p> <p>Failure to be seen to addressing the gender pay gap can cause reputational damage</p> <p>Can help identify any potential areas of indirect discrimination</p>	<p>Reporting requirements met</p> <p>Regular monitoring and narratives around structural changes</p> <p>Regular monitoring of workforce</p> <p>Published action plan in place</p>		<p>Statutory requirement for Gender Pay Gap to be reported annually - public scrutiny of whether we have reduced this over years</p>

(c) Human Rights Act and Other Legal Implications

Slough Borough Council has a statutory duty to eliminate discrimination and promote equality of opportunity for all members of its workforce (Public Sector Equality Duty, Equality Act 2010). It is a statutory duty for the council to publish its gender pay gap annually from March 2018.

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. The equality impacts will need to be updated as the project is progressed. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) *Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- (a) *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) *Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

*The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

*Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- (a) *Tackle prejudice, and*
- (b) *Promote understanding.*

*Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:*

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

(d) Equalities Impact Assessment

An EIA initial screening has been completed. The Gender Pay Gap specifically identifies differences in average pay between men and women within an organisation's workforce. This has identified that men earn more on average than women as employees at Slough Borough Council. Whilst the plan aims primarily to reduce the pay gap between men and women employees, it is likely that many of the actions will have a positive impact on other under-represented equality groups in the organisation as women have more than one equality characteristic. This is especially the case around the identification of workplace barriers together with better analysis of the workforce lifecycle, including recruitment processes. The council is not proposing any positive action initiatives at this time and any interventions designed to support women will assist the whole work force. Policies such as Flexible and Smart Working are promoted to all and work force surveys will include the whole work force.

(e) Workforce

The council is committed to being an inclusive employer, attracting and retaining a talented and committed workforce from all backgrounds. It is also committed to promoting gender equality and reducing the gender pay gap wherever possible.

## 5 Supporting Information

- 5.1 All organisations employing more than 250 people are now required to publish their gender pay gap results annually under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. In March 2018 the council reported its first gender pay gap of 12.5%. This is better than the national average of 18.4% and around average for public sector organisations. Whilst the gender pay gap of any organisation remains fluid and sensitive to structural changes to the workforce, it should be noted that nationally across the vast majority of organisations, men earn on average more than women. Whilst there is no legal requirement to produce and publish an action plan, there is increased public scrutiny of the actions that organisations are taking to help reduce these gaps wherever possible. Cabinet requested sight of an action plan following the March meeting.
- 5.2 The GPGAP looks at both immediate and longer term interventions that will help reduce the gap at SBC. The People Service commissioned support from RSM HR (who produced and audited the pay gap figures in March), who identified some early actions and recommendations based on available data. These have been substantially reviewed and refined by Christine Ford and Surjit Nagra, as well as comments received on the draft by the Diversity and Inclusion Steering Group.
- 5.3 Local government has always tended to employ larger numbers of women than men. SBC follows this trend with a gender breakdown of approximately 60% women to 40% men. In 2017, women made up 60% of all applicants for positions at the council.
- 5.4 Women are generally well represented and in the majority across the pay grades, up to Salary Level 10 (up to c. £55,000 pa.) However, in keeping with many organisations, women dominate the lowest pay grades and make up the majority of

the part-time work-force. This position is reversed for the most senior positions (over £65,000 pa.) where men outnumber women. Recent female appointments at Service Lead level are to be welcomed and the council still has a number of senior positions vacant. However, it should be noted that these appointments will not be reflected in the pay gap figures until the March 2019 snapshot date which is reported in 2020.

- 5.5 Whilst the action plan has a specific focus on improving representation in senior positions (looking at recruitment and progression), it is very important that we continue to ensure that all women thrive at the council, whatever their position or career aspiration. Ensuring that flexible and smart working are fully embedded into the organisation, and addressing some of the occupational segregation that exists in some roles will be long-term aims that will reduce the gender pay gap and ensure that SBC is an employer of choice and retains talent in the future.
- 5.6 It is important to appreciate the fluid nature of the gender pay gap and the limitations of any specific actions to reduce reported figures. The pay gap can be both positively and negatively influenced by structural changes to an organisation's workforce. We believe that the next reported figure (snap shot date 31 March 2018, reporting date 31 March 2019), will be impacted by 2 key changes in the workforce: the senior management restructure of October 2017 and the transfer back in-house of the Direct Services Organisation ( Environmental Services) DSO, which took place in December 2017.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusion**

The promotion of equal opportunities in the workforce is a statutory requirement and essential for the attraction and retention of a high quality workforce. The gender pay gap action plan demonstrates the councils' commitment to improving gender equality throughout the organisation.

## 8 **Appendices Attached**

'A' - Slough Borough Council Gender Pay Gap Action Plan

## 9 **Background Papers**

*Slough Borough Council Annual Equality and Diversity Report 2018.*

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# SLOUGH BOROUGH COUNCIL

Gender Pay Gap action plan for the future

June 2018



## EXECUTIVE SUMMARY

Slough Borough Council (SBC) engaged with RSM to undertake its first set of gender pay gap calculations (published in March 2018) to ensure an independent verification of the figures was achieved from its auditors. This was undertaken as part of SBC's wider RSM audit. RSM then assisted with a review of the background data and advised on the gender pay action plan in partnership with Christine Ford, Equality and Diversity Manager and Surgit Nagra, Service Lead, People Services.



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# FINDINGS AND COMMENTARY

**“At Slough we are continuously striving for greater diversity and gender balance across our whole workforce. Research\* shows these teams outperform others as well as better serving the communities we work for” Surjit Nagra, Service Lead, People Services.**

\*[McKinsey&Company, “Delivering through Diversity”, January 2018.]

Slough Borough Council’s (SBC) reported pay gap in March 2018 was 12.5%. This is better than the national average gender pay gap of 18.4% and around average for the public sector. However, the pay gap is not fixed in any organisation. It remains fluid and several actions since the actual snapshot date of 31 March 2017 have occurred that will have impacted on our figures further. Notably, these are the Senior Management Restructure of October 2017, which affected positions at Service Lead level (£65K per annum) and above, and the transfer back in house of around 120 employees working in a previously outsourced function; the majority of these employees are men.

Local government as a sector employs more women than men. SBC follows this trend, with women making up more than 60% of the workforce. 60% of job applicants in 2017 were women and the council strives to be an employer that is committed to equal opportunity, where women at all levels and positions can thrive. The council has a range of policies to support work life balance including Smart and Flexible working and offers enhanced maternity and paternity pay. An inclusive work culture is promoted through staff training and Dignity at Work policies. All council jobs are externally evaluated for pay grading and there are clearly defined pay structures at all levels, which are published on the council web site. The council does not pay performance related bonuses.

Generally, like many organisations the overall generic causes of the gender pay gap at SBC are:

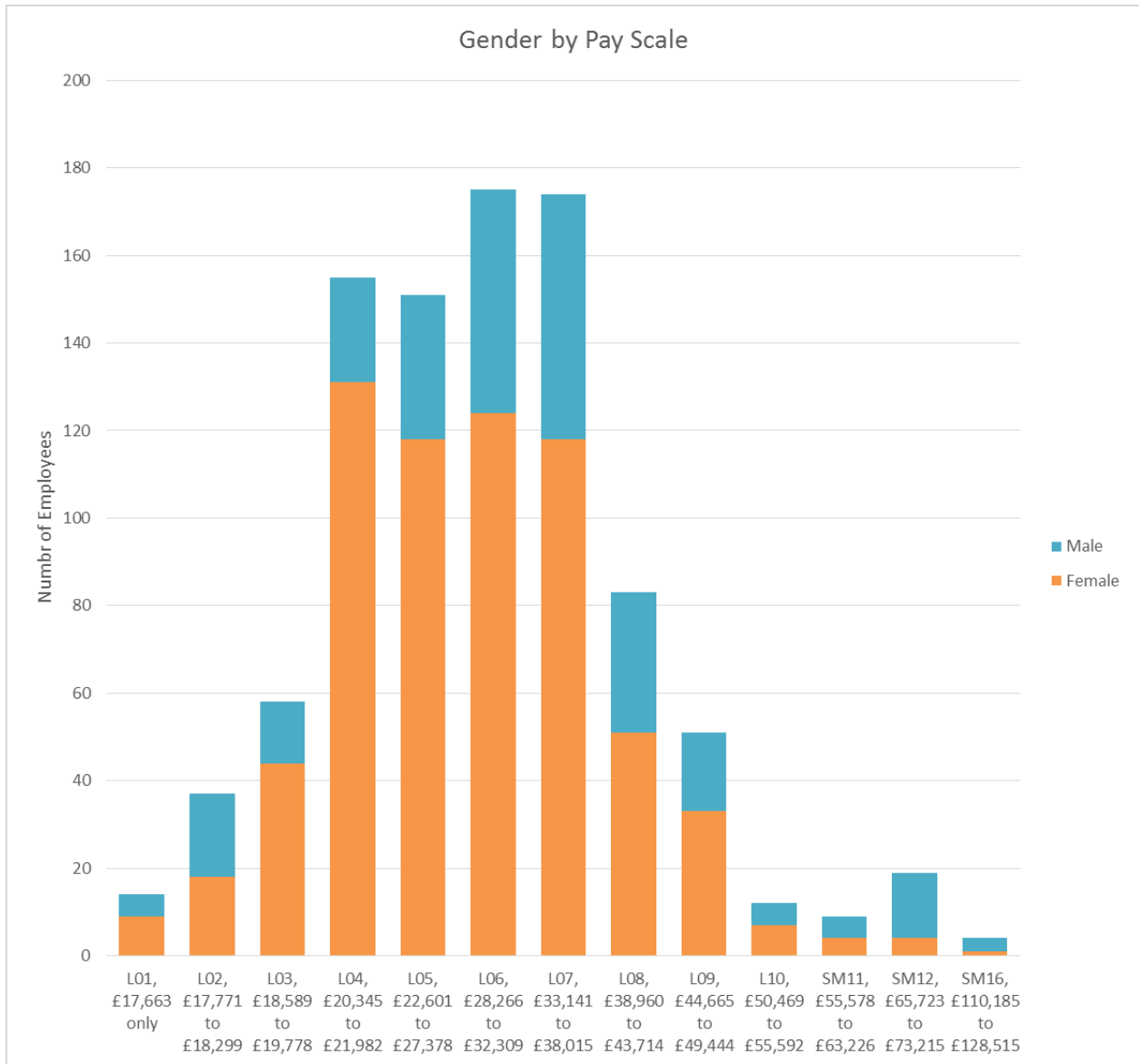
- The predominance of women in lower paid roles, many of whom are working part-time;
- Pockets of gender occupational segregation, with female-dominated sectors such as administration and care being lower-paid and male-dominated sectors (planning, transport etc) tending to be higher paid, qualified professional positions;
- Men occupying the most senior positions in the organisations.

Since the reporting of the pay gap figures in March, initial workforce analysis has already commenced. In April 2018, the council conducted a detailed analysis of pay grade by gender. The following graph shows the gender breakdown of employees in each of the main salary grades within the council. Although there are some other pay scales that fall outside these main SL grades, the majority of SBC staff are employed on these terms:

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*Analysis of main pay grades by gender, April 2018. These figures only include directly employed staff. SBC has a separate Chief Executive pay grade but this post is currently being recruited to on a permanent basis and is being covered by an interim. This data does not include the DSO service who are still under separate terms and conditions following the recent TUPE transfer.*

This analysis shows that women tend to be well-represented and indeed in the majority up to pay grade SL 10 (£55,000 pa). However, there is a significant inverse in these at the most senior management grades, where men occupy the majority of positions. The challenge for us moving forward is to better understand *why* women are generally so well represented across the majority of the organisation and in middle management grades, but this has not translated into better representation at the most senior levels.



## ACTION PLAN

The action plan will therefore focus on the following areas, looking at *recruitment, progression and culture*.

SBC's three-point action plan towards greater gender diversity:

Action Point	How	Approach	When	Measurable Outcome
1. A clear understanding of the workforce dynamics and issues affecting women in the organisation.	Systematic analysis into the workforce life cycle (recruitment and progression) and its interaction with gender, looking at qualitative and quantitative data.	A further analysis of the Agresso Human Resources data  Gathering views of colleagues about gender equality at SBC via a series of focus groups / workshops.  SBC will ask staff to contribute their views via the annual engagement survey.	June 18 -March 2019	The identification of any barriers to attraction, retention and progression in relation to female employment at SBC
2. A review of the recruitment process at SBC, with a particular focus on recruitment into senior management positions.	A review of the various recruitment channels/media being used at SBC to ensure a diverse range of candidates apply.  A review of job packs and adverts to ensure "gender neutral"	Desk top review and interviewing	Sept 18-Jan 19	To identify specific barriers to attracting female candidates in the application process for senior roles

	language and consistency of message re. diversity and inclusion			
	A review of the recruitment panel make-up and a commitment to balanced panels.	Desk top review and interviewing	Sept 18-Jan 19	Monitoring report of recruitment panels for positions SL10 and above and identification of any barriers to gender balanced panels
	To undertake a series of best practice recruitment training including coverage of unconscious bias	Workshop based training; covering the legal obligations recruiting managers need to be aware of, as well as specific training on how to eliminate discrimination and unconscious bias from the recruitment process	Sept 18-Mar 19	To ensure that all recruitment managers are aware of what unconscious bias is and the affect it can have on the recruitment process
	SBC will improve scrutiny of shortlisting for all senior management roles	SBC will monitor candidate progression and shortlists for all positions above SL10	On-going	To improve gender diversity at senior management levels.
<b>3. Enhancing Progression for</b>	SBC to launch a mentoring,	There is a council wide		To reduce occupational

<b>Women at SBC</b>	career advisory intervention aimed at women in the organisation	initiative in relation to mentoring which SBC will roll out in 2018/2019 and gender diversity aims will be built into this programme	Jan 19	segregation  To improve gender diversity at senior management levels.
		Establish a Women's Network	Jan19	
		Investigate options for a dedicated Women's Leadership programme	Nov 18	
	SBC to consider the application and impact of internal progression across the organisation e.g. career moves sideways into different departments and internal secondments	SBC to use the Slough Academy initiative to encourage mentoring and skill enhancement across the council departments	Nov 18 and onwards	To reduce occupational segregation  To improve gender diversity at across all levels



## FINAL COMMENT

This action plan will be implemented by the People Service, SBC, with oversight from the Diversity and Inclusion Steering Group.

The SBC senior leadership will review and monitor these steps a minimum of every six months to ensure gender equality remains high on its agenda.



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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16th July, 2018

**CONTACT OFFICER:** Catherine Meek, Head of Democratic Services  
(For all Enquiries) 01753 875013

**WARD(S):** All

**PORTFOLIO:** Children and Education, Cllr Shabnum Sadiq

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

**REVIEW OF THE LOCALLY AGREED SYLLABUS FOR RELIGIOUS EDUCATION**1. **Purpose of Report**

This report seeks the approval of the Cabinet to the draft revised Slough Agreed Syllabus for Religious Education as recommended by the Agreed Syllabus Conference at its meeting on 27 June 2018 for adoption as the Agreed Syllabus for Religious Education in Slough schools, with effect from 1<sup>st</sup> September, 2018 for a period of five years.

2. **Recommendation**

The Cabinet is requested to resolve that the draft revised Locally Agreed Syllabus for Religious Education as now submitted be adopted as the Agreed Syllabus for use in Slough Community and Foundation schools for a period of five years from 1<sup>st</sup> September, 2018.

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

The Agreed RE Syllabus primarily contributes to the following Five Year Plan outcomes:

- Slough children will grow up to be happy, healthy and successful

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

The cost of printing, publishing and circulating the revised Syllabus will be met from the existing budget. In addition, there will be costs in respect of launching the new Syllabus into schools. These costs will also be met through existing budgets.

(b) **Risk Management**

There are no risk management implications arising from this report.

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

Section 375 and Schedule 31 of the Education Act 1996 requires a Local Authority to review its Agreed Syllabus for Religious Education every five years. For this purpose, the Local Authority is required to establish an Agreed Syllabus Conference which reviews the Syllabus and formally recommends a revised Syllabus to the Local Authority for adoption.

There are no Human Rights Act implications arising from this report.

#### 5. Supporting Information

- 5.1 Religious Education in community schools and foundation schools not of a religious character should be taught in accordance with the Locally Agreed Syllabus recommended by the Agreed Syllabus Conference to the Local Authority.
- 5.2 The Locally Agreed Syllabus for Religious Education must be reviewed every five years. The current Syllabus was reviewed during the 2011/2012 Academic Year and introduced from September 2012.
- 5.3 Section 375 and Schedule 31 of the Education Act 1996 requires the establishment of an Agreed Syllabus Conference to oversee the Syllabus review. Membership of the Conference in Slough comprises the members of the Standing Advisory Council on Religious Education (SACRE) which includes representatives of local faith groups, the Church of England, teacher representatives and elected Members. The review formally began at the first meeting of the Agreed Syllabus Conference on 8<sup>th</sup> November 2017. At this meeting, the Conference agreed that all six Berkshire Authorities should work together on the review.
- 5.4 The draft revised Syllabus has been agreed across the six Berkshire Authorities and teachers and representatives from faith groups have been fully involved in its composition. The revised Syllabus aims to help pupils studying RE learn about religion and learn from religion. It has been structured around the themes “Believing, Behaving and Belonging”, which correspond to a set of questions teachers and pupils will use to explore different faiths.
- 5.5 The final draft of the new Syllabus was submitted to the Agreed Syllabus Conference on 27<sup>th</sup> June, 2018 when it was agreed to recommend the Syllabus to the Cabinet for formal adoption. The new Syllabus will be formally launched at a joint training day with RE staff from Slough on 12<sup>th</sup> July 2018.

#### 6. Conclusion

Cabinet is now asked to formally approve the draft revised Agreed Syllabus for Religious Education for introduction into Slough’s schools from 1<sup>st</sup> September, 2018.

#### 7. Appendices

Appendix A - The Pan-Berkshire Agreed Syllabus for Religious Education 2018 - 2023



# The Pan-Berkshire Agreed Syllabus for Religious Education 2018 - 2023

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## Foreword

At Slough SACRE it has taken some time but I now feel that we have developed a great core of people who are good at working together, they keep connected and are in contact between meetings too - to me that's a sign of a good committee!

While we all too often see issues around 'religion' in negative headlines, there is so much good going on too, and schools can and should be well-connected to that.

A great example of this is one I have discovered recently, some fantastic partnership work developing between a local Muslim girls' school and a newly built Sikh gurdwara. They have used the fact that they are neighbours to their advantage and it is working really well.

Developing some good practice and shared resources across the six Berkshire SACREs has been a great initiative and one I hope we can build on and develop further.

The statutory aspects of the revised syllabus are succinctly collated in this short document, with support materials due to accompany this revised syllabus being developed over the coming year/s, full of useful and practical ideas and links to resources for teachers, as well as a clear and easy to understand breakdown for teaching each faith, building on what has worked in the past, simplifying where necessary and generally making it as accessible to teachers as it can be.

We are very aware that often teachers who are asked to lead RE are not given the training or support they would like. We can help plug some of that gap.

It is my pleasure to present this syllabus to you and we look forward to working with our schools, linking them to communities and supporting where we can.

Please do get in touch and let's work together on this.

Thank you to everyone involved in the Slough SACRE for their work and dedication to this important cause.

Julie Siddiqi

Chair, Slough SACRE

## Introduction

### WHAT IS THE PURPOSE OF THE AGREED SYLLABUS?

The locally agreed syllabus forms the foundation of Religious Education in maintained schools without a religious character and maintained voluntary controlled schools. Academies without a religious character must follow an Agreed Syllabus for RE, though they are free to choose which Agreed Syllabus they follow.

The agreed syllabus should satisfy two key requirements:

- the law (as set out in the Education Act 1996)
- the aims of RE as defined by the local Agreed Syllabus Conference.

At teachers' requests, the statutory requirements of the Pan-Berkshire agreed syllabus are contained in this succinct document.

Further guidance on the Key Questions for each religion/ belief system required to be studied, implementation and delivery is offered in accompanying online support documents.

## ALL schools have the statutory obligation to teach Religious Education to ALL pupils.

**RE should be taught to all pupils in full-time education in schools, except for those withdrawn at the written request of their parents.**

(REFERENCE 'EDUCATION ACT' 1944, 'RE IN ENGLISH SCHOOLS: NON-STATUTORY GUIDANCE 2010, DCSF).

### WHAT IS THE PURPOSE AND AIM OF RE IN SCHOOLS?

The purpose of RE is to promote religious literacy. Religious literacy requires pupils to gain knowledge and understanding of a range of religions and worldviews and to use that knowledge to engage in informed and balanced conversations about religions and beliefs. In addition to learning about religions and worldviews, Religious Education offers students the chance to develop spiritually, morally, socially and culturally and to reflect on their own beliefs, being able to be discerning about the many attitudes and opinions they will encounter.

The non-statutory 2013 National Curriculum Framework for RE states that pupils should:

- Know about and understand a range of religions and worldviews
- Express ideas and insights about the nature, significance and impact of religions and worldviews
- Gain and deploy the skills needed to engage seriously with religions and worldviews.

To achieve these aims, Religious Education provokes challenging questions about meaning, purpose, beliefs about God, issues of right and wrong and what it means to be human.

RE plays an important role in preparing pupils for life in the modern world, and should enable them to flourish as citizens in a pluralistic, global society.

### HOW WILL THIS SYLLABUS HELP YOUNG PEOPLE ACROSS BERKSHIRE TO ACHIEVE THESE AIMS?

The Pan-Berkshire syllabus (2018-2023) is based on similar "big questions" to those found in the 2012-17 version of the syllabus; the links between the three strands of "Belonging, Believing and Behaving" are made more explicit and there are now expected outcomes to replace the Attainment Levels. The links between "learning about" and "learning from" are made more explicit and integrated into the expected outcomes: the questions and expected outcomes combine the need to demonstrate knowledge with an understanding of the impact, necessitating the deployment of specific skills. It is intended that progression in learning will be assessed by the school and will probably reflect Bloom's or SOLO Taxonomy.

The supplementary guidance material that supports this syllabus will explore this further and give information regarding these suggested taxonomies.

This syllabus builds on the previous one by demanding that a slightly wider range of religions and belief systems are taught as statutory requirements, bringing Islam into the Primary Phase and specifying the study of a non-religious worldview, probably Humanism, in Key Stage 3. However, more flexibility is also built in. Schools are free to add additional religions and belief systems as relevant to their school community.

**WHICH RELIGIONS/BELIEF SYSTEMS ARE STATUTORY IN THIS SYLLABUS?**

EARLY YEARS FOUNDATION STAGE (EYFS, ages 3-4)

RE is only statutory for EYFS children registered on the school roll i.e. from their Reception Year, not for those in nursery classes in maintained schools or in other early years settings. Where it is statutory, the RE should be aligned to the most recent EYFS framework.

**During the Reception Year** (ages 4-5), pupils **MUST** encounter Christianity **PLUS** at least one other religion from Hinduism, Islam, Judaism and Sikhism.

It is expected that learning will be experiential and thematic during the EYFS.

PRIMARY PHASE (Years 1- 6, ages 5-11)

By the end of Key Stage 2 (Year 6, age 11), pupils **MUST** have:

studied Christianity in every year group **PLUS** Hinduism, Islam, Judaism and Sikhism, by exploring the Key Questions for the relevant Key Stage. They must have achieved the expected outcomes identified in the syllabus.

LOWER SECONDARY PHASE (Years 7- 9, ages 12-14)

By the end of Key Stage 3 (Year 9, age 14), pupils **MUST** have:

studied Christianity in every year group **PLUS** Buddhism, Islam and a non-religious worldview e.g. Humanism, by exploring the Key Questions for Key Stage 3. They must have achieved the expected outcomes identified in the syllabus.

*These requirements apply to ALL pupils in Key Stage 3, even those undertaking early-entry GCSE courses starting in Year 9.*

UPPER SECONDARY PHASE (Years 10-13, ages 15-18)

By the end of Key Stage 4 (Year 11, age 16), pupils **MUST** have:

studied Christianity and at least one other religion or non-religious worldview.

All pupils must receive Religious Education and should follow an externally accredited course for Religious Studies e.g. GCSE, or an alternative, well-structured and challenging programme of Religious Education. Schools are encouraged to facilitate examination entry for as many students as possible.

POST-16

All students **MUST** receive Religious Education. Students should have the opportunity to follow a course, or modules, which lead to external accreditation e.g. A level Religious Studies. Suggested modules are set out in the supporting guidance material.

Reception Year and Key Stage 1 (ages 4-7)

**Reception Year**

**Which religions?**

Children’s Reception Year (age 5), is part of the Early Years Foundation Stage. During this year they should encounter Christianity and at least one of the other principal religions required by the end of Key Stage 2, and their learning should be aligned to the most recent national EYFS Framework. Learning is expected to be experiential and thematic.

**Key Stage 1**

**Which religions?**

Christianity plus one other religion from Hinduism, Islam, Judaism or Sikhism, must be studied in each year group in Key Stage 1. Whole Primary Phase planning must ensure coverage of the required religions by the end of Key Stage 2.

**Expected Outcomes for Key Stage 1**

By the end of Key Stage 1 (Year 2, age 7), pupils are expected to achieve the following **four outcomes** in their study of **Christianity** and to achieve **at least two** of these outcomes for each of the other religion/s studied, mindful of the holistic learning needed by the end of the Primary Phase.

Key Stage 1 Expected outcomes - Enquiry and Impact	
Exp.A	Recognise and give simple accounts of the core beliefs.
Exp.B	Retell a range of religious stories and explain how they link to the core beliefs and practices.
Exp.C	Describe some festivals, celebrations and practices and say how they reflect the core beliefs.
Exp.D	Recognise the roles of religious leaders and sacred texts.

These outcomes should be achieved through exploration of the following **Key Questions**:

Key Stage 1 - Key Questions		
Qu.1	How do some religions demonstrate that everyone is special?	(Believing/Belonging)
Qu.2	Why are religious celebrations important to some people but not to others?	(Believing/Belonging/Behaving)
Qu.3	Does everyone believe the same things about God?	(Believing)
Qu.4	Why do symbols and stories play important roles in religions?	(Believing/Belonging/Behaving)
Qu.5	Why do some people follow religious leaders and teachings?	(Believing/Behaving)
Qu.6	How do some people’s religious beliefs encourage them to care for the world?	(Believing/Behaving)

**Which questions and how many at Key Stage 1?**

**All 6** Key Questions must be explored in the study of Christianity by the end of Key Stage 1. For each of the other religions studied, **at least two** of the questions should be addressed.

*These questions can be adapted, combined or wording changed providing that the content and strands are retained and the outcomes are achieved.*

RECOMMENDATIONS AND NOTES (NOT statutory)

**Primary Phase (Key Stage 1)**

- It is recommended that just ONE of the mandatory religions is studied alongside Christianity in each year group (Reception to Year 6) during the Primary Phase.
- When the Primary Phase is split across schools, schools should liaise to ensure the full range of religions is covered and progression and continuity are considered.
- Schools should also liaise with the secondary schools they feed to ensure continuity and progression.
- Sufficient teaching time, training and resources should be allocated to enable effective leadership and delivery.

**Minimum teaching time:**

Key Stage 1: 36 hours per year

Other principal religions and worldviews of local significance e.g. the Baha’i Faith, may be studied in addition to the required statutory religions, at the school’s discretion.

- The underpinning themes of Believing, Behaving and Belonging need to be integrated in RE planning.
- Parents have the right to withdraw their children from RE.



Key Stage 2 (Years 3-6, ages 8-11)

**Which religions?**

**Christianity, Hinduism, Islam, Judaism and Sikhism by the end of Key Stage 2**

Christianity plus one other religion from Hinduism, Islam, Judaism or Sikhism, must be studied in each year group, ensuring coverage of the required religions by the end of Key Stage2, and building on the learning achieved in Key Stage 1.

**Expected Outcomes for Lower and Upper Key Stage 2**

By the end of LOWER Key Stage 2 (Year 4, age 9), pupils are expected achieve the following **four outcomes** in their study of **Christianity** and to achieve **at least two** of these outcomes for each of the other religion/s studied. The choice of outcomes needs to ensure as holistic an understanding of each of the religions studied (especially the core beliefs and their application) as possible and take account of progress through the whole key stage.

Lower Key Stage 2 Expected outcomes - Enquiry and Impact	
Exp.A	Explain the significance of religious leaders and sacred texts.
Exp.B	Describe a range of ways that believers express their core beliefs and make the links between belief and expression.
Exp.C	Identify how core beliefs can guide lifestyle choices.
Exp.D	Recognise how religious identity can be shaped by family, community and practice.

By the end of UPPER Key Stage 2 (Year 6, age 11) pupils are expected to achieve the following **four outcomes** in their study of **Christianity** and to achieve **at least two** of these outcomes for each of the other religion/s studied. The choice of outcomes needs to ensure as holistic an understanding of each of the religions studied (especially the core beliefs and their application) as possible and take account of progress through the whole key stage.

Upper Key Stage 2 Expected outcomes - Enquiry and Impact	
Exp.A	Describe and explain what motivates and inspires believers and how this can be reflected in actions/practice.
Exp.B	Explain and demonstrate how and why believers show courage and commitment.
Exp.C	Explain how beliefs, practices and community can support or determine responses to matters of life and death.
Exp.D	Give examples of how core beliefs can be interpreted in different ways leading to diverse expression and behaviour.

These outcomes should be achieved through exploration of the following **Key Questions**:

Key Stage 2 - Key Questions		
Qu.1	To what extent does participating in worship and/or prayer generate a sense of belonging?	(Believing/Belonging)
Qu.2	Do Rites of Passage always help a believer to feel connected to God and/or community?	(Believing/Belonging/Behaving)
Qu.3	How can music and the arts help express and communicate religious beliefs?	(Believing/Belonging)
Qu.4	To what extent do religious beliefs influence and encourage 'good' behaviour?	(Believing/Behaving)
Qu.5	How do religious leaders and sacred texts contribute to believers' understanding of their faith?	(Believing)
Qu.6	How well does faith help people cope with matters of life and death?	(Believing/Behaving)
Qu.7	What difference might it make to believe in God as Creator?	(Believing/Behaving)
Qu.8	How might beliefs and community shape a person's identity?	(Believing/Belonging)

**Which questions and how many at Key Stage 2?**

**All 8** Key Questions must be explored in the study of Christianity across Key Stage 2.

For the other principal religions studied in the Primary Phase (Hinduism, Islam, Judaism and Sikhism) it will not be possible to explore all 8 Key Questions for each religion. Therefore, schools are asked to select Key Questions (**at least 2** for each religion) to enable depth of study into each religion and breadth of study across the religions studied in the Primary Phase, building on the foundation learning achieved in Key Stage 1.

*These questions can be adapted, combined or wording changed providing that the content and strands are retained and the outcomes are achieved.*

RECOMMENDATIONS AND NOTES (NOT statutory)

**Primary Phase**

- It is recommended that just ONE of the mandatory religions is studied alongside Christianity in each year group (Reception to Year 6) during the Primary Phase.
- When the Primary Phase is split across schools, schools should liaise to ensure the full range of religions is covered and progression and continuity are considered.
- Schools should also liaise with the secondary schools they feed to ensure transition, continuity and progression.
- Sufficient teaching time, training and resources should be allocated to enable effective leadership and delivery.

**Minimum teaching time:**

Key Stage 2: 45 hours per year

- Other principal religions and worldviews of local significance e.g. the Baha'i Faith, may be studied in addition to the required statutory religions, at the school's discretion.
- The underpinning themes of Believing, Behaving and Belonging need to be integrated in RE planning.
- Parents have the right to withdraw their children from RE.

Key Stage 3 (Years 7-9, ages 12-14)

**Which religions/belief systems?**

**Christianity, Buddhism, Islam and a non-religious worldview e.g. Humanism, by the end of Key Stage 3**

Christianity plus one other religion/belief system from Buddhism, Islam and a non-religious worldview e.g. Humanism, must be studied in each year group, ensuring coverage of the required religions/worldview by the end of Key Stage3, building on the Primary Phase learning.

Additional religions e.g. the Baha'i Faith, may be included to allow a range of beliefs to be studied in relation to a specific key question.

Other non-religious worldviews may also be included and may include Agnostic, Atheist, Freethinker, Humanist, Materialist, Rationalist, Secularist, Skeptic.

Guidance and support materials will be available on line.

**Expected Outcomes for Key Stage 3**

By the end of Key Stage 3 (Year 9, age 14), pupils are expected to achieve the following **four** outcomes in relation to **Christianity** and to achieve **at least two** of these outcomes for each of the other religions/belief systems studied.

Over the course of this phase pupils must acquire as holistic an understanding of all the religions/belief systems studied (especially the core beliefs and their application) as possible.

*These requirements apply to ALL pupils in Key Stage 3, even those undertaking early-entry GCSE courses starting in Year 9.*

Key Stage 3 Expected Outcomes - Enquiry and Impact	
Exp.A	Identify the nature of spiritual experience and its influence on believers' lives, sense of purpose and religious practice.
Exp.B	Evaluate how far concepts of truth, right and wrong generated by different belief systems, are used to justify behaviour.
Exp.C	Explain and evaluate how beliefs about God determine responses to personal, social and global issues.
Exp.D	Evaluate the 'sacredness' of texts and the impact of divergent interpretations.

These outcomes should be achieved through exploration of the following **Key Questions**:

Key Stage 3 - Key Questions		
Qu.1	Is there more than one way to be spiritual?	(Believing/Behaving/Belonging)
Qu.2	How far does a person's understanding of God influence their sense of purpose?	(Believing/Belonging/Behaving)
Qu.3	How might beliefs shape concepts of truth, right and wrong?	(Believing/Behaving)
Qu.4	In what ways do science, belief and religion interact and what difference might this make?	(Believing/Behaving)
Qu.5	To what extent should people from different belief systems manage their differences and co-operate for the common good?	(Believing/Behaving/Belonging)
Qu.6	To what extent do religious or non-religious beliefs affect personal relationships?	(Believing/Behaving)
Qu.7	Why might it matter that sacred texts are often open to interpretation?	(Believing/Behaving)
Qu.8	How might belief affect people's responses towards social and global issues?	(Believing/Behaving)

**Which questions and how many at Key Stage 3?**

**All 8** Key Questions must be explored in the study of Christianity across Key Stage 3.

For the other principal religions/ belief systems studied in Key Stage3, (Buddhism, Islam and Humanism/ non-religious world-views) it will not be possible to explore all 8 Key Questions for each. Therefore, schools are asked to select Key Questions (**at least 2** for each religion/belief system) to enable depth of study into each and breadth of study across them in the Key Stage 3.

*These questions can be adapted, combined or wording changed providing that the content and strands are retained and the outcomes are achieved.*

RECOMMENDATIONS AND NOTES (NOT statutory)

**Secondary Phase**

- Schools should liaise with their feeder schools to ensure progression and continuity through the transition into the Secondary Phase.
- Sufficient teaching time, training and resources, should be allocated to enable effective leadership and delivery

**Minimum teaching time:**

Key Stage 3: 45 hours per year

Key Stage 4: 40 hours per year

Post-16: 10 hours per year

- Other principal religions and worldviews of local significance e.g. the Baha'i Faith, may also be studied at the school's discretion
- Schools are encouraged to facilitate external-examination entry for as many pupils as possible.
- The underpinning themes of Believing, Behaving and Belonging need to be integrated in RE planning.
- Parents have the right to withdraw their children from RE before they reach 18.



### Rationale and Acknowledgements

Much thought, consideration and time has been devoted to this 2018-23 agreed syllabus for Religious Education, in order to bring clarity to the requirements and expectations of RE, whilst ensuring the excellent RE practice in schools across Berkshire is maintained and not disrupted by a new syllabus.

All 6 Berkshire SACREs (Standing Advisory Councils on Religious Education) worked together to produce the syllabus, using the Pan-Berkshire SACRE Hub as the conduit for consultation, and invited consultation with teachers and faith and belief communities to ensure the revisions made move RE in Berkshire forward.

Mindful of the ever-present pressures competing for teacher-time, the statutory aspects of the syllabus have been condensed and collated on just a few pages, each Key Stage being seen in its own right whilst always understanding that planning should be undertaken across the Key Stages to ensure as comprehensive and holistic an RE learning journey as possible for every pupil.

The aims are:

- to clarify and make concise the statutory aspects of the syllabus,
- to retain the enquiry-approach,
- to simplify the layout of the Key Questions, making the wording more 'open' and encompassing both Attainment Targets 1 and 2 (learning about and from religion and belief systems) within each question,
- to keep the underpinning Believing, Belonging, Behaving structure to ensure the focus on core beliefs and their application
- to make the expectation as to what is taught in the given RE curriculum time as realistic as possible
- to set out the expected learning outcomes for each Key Stage to enable the planning process to start with clear aims for pupils' RE learning

Thanks go to all those who have dedicated time and expertise to the revision of the Pan-Berkshire agreed syllabus for RE, including:

All 6 SACREs, chairs, vice-chairs, clerks, members and advisers

Headteachers and teachers of RE

Leaders and members of faith and belief communities





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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> July 2018

**CONTACT OFFICER:** John Griffiths, Service Lead Neighbourhoods, (01753) 875436

**WARD(S):** All

**PORTFOLIO:** Cabinet Member for Corporate Finance & Housing, Cllr Nazir

**PART I**  
**KEY DECISION****TRADING PARTNERSHIP WITH OSBORNE PROPERTY SERVICES LIMITED UPDATE AND COMMERCIAL INITIATIVE OPPORTUNITIES****1 Purpose of Report**

- 1.1 To update Cabinet with progress on the establishment of the Trading Partnership between the council and Osborne Property Services Limited (Osborne) further to the report of 5<sup>th</sup> February 2018 and to provide an update on the work undertaken since February 2018 and to outline achievable outcomes before the end of the year.
- 1.2 To present a new potential commercial opportunity to establish an Asset Management Services framework through the RMI and trading partnership which compliments the existing OJEU-procured framework agreement entered into with LB Hounslow and Wokingham DC.

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

- 2.1 The Cabinet is requested to resolve:
  - (a) That it be noted that the Service Lead Governance, following consultation with the Cabinet Member for Corporate Finance and Housing and Leader of the Council, have progressed the Articles of Association and Shareholder Agreement to a position of readiness for Osborne to approve or provide the council with enhanced provisions that would add value and benefit to the trading partnership.
  - (b) That significant progress had been made with the initial 7 sites identified for the provision of modular homes, and for Cabinet to approve the further 17 sites (listed at 5.1.5) for evaluation for future presentation and proposal to Cabinet.
  - (c) That the Service Lead Governance and Service Lead – Neighbourhoods, following consultation with the Cabinet Member for Corporate Finance and Housing and Leader of the Council, be authorised to pursue the opportunity to develop, OJEU procure and launch an Asset Management Services Framework through the RMI as set out in item 5.2 with supporting briefing paper at Appendix A.
  - (d) That it be noted that in advance of the launch of a repairs and maintenance service to the private rented sector through the trading partnership, the RMI has already responded to requests from the private sector to requests to carry out work, generating early additional income and which arose from the publicity

surrounding the launch of the new contract. This is being used to test the potential the trading partnership has in offering the repairs service to the private sector.

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

#### 3.1 **Slough Joint Wellbeing Strategy Priorities/JSNA**

The establishment of the Trading Partnership will help improve the quality and standards of housing within the borough, through delivering repairs, maintenance and investment services to the private sector with the potential in the future to move to small scale development, remodelling of existing housing assets and the provision of modular housing for the private and public sector. The profit share will generate income that can be reinvested in services and initiatives primarily through the general fund.

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

Establishing a trading partnership with OPSL will contribute to the following 5 Year Plan outcomes:

- 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.

It is well established that having a stable, attractive home has a significant impact on a person's health and well-being. Establishing a trading partnership will offer an opportunity to increase the quality and quantity of housing for Slough's residents.

The development of the Asset Management Services framework will also give access to a range of asset management and managing agent services to other bodies, which will benefit and improve the delivery of housing-related activities to residents of the borough. The potential membership of the framework could include all local authorities, housing and RMI-related organisations, thereby promoting the council's commercial and innovation reputation.

### 4 **Other Implications**

#### (a) **Financial**

The formation and operation of the Asset Management Framework, operated by the trading partnership, is to be a self-funding activity and will further enhance the partnership's profit, which is to be spent on supporting community initiatives in the borough.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>2.1.1 That Cabinet is requested to note the following progress that has been made in respect of the trading partnership</p>	<p>Risk - The trading partnership founding agreements are not agreed and the TP is not incorporated.</p>	<p>TP is a contractual offer by OPSL  Governance measures in place as part of RMI</p>	<p>6 (Management inc contractual risk – Marginal impact, Low probability</p>	<p>TP operational set up meetings now in place to prepare for operational launch.</p>
<p>2.1.2 To note the significant progress made with the initial 7 sites identified for the provision of modular homes, and for Cabinet to approve the further 17 sites (listed at ) for evaluation for future presentation and proposal to Cabinet</p>	<p>Opportunity – The council has the potential to expand the modular housing offer, making alternative us of additional redundant council garage sites..</p>	<p>The framework will places only an administrative function within the RMI/trading partnership</p>		
<p>2.1.3 That the Service Lead Governance and Service Lead - Neighbourhoods, in consultation with the Cabinet Member for Corporate Finance and Housing and Leader of the Council, be authorised to pursue the opportunity to develop, OJEU procure and</p>	<p>Risk - The framework will places only an administrative function within the RMI/trading partnership with no liability for services delivered and it will be entirely self-funded with no capital or set-up requirement from the Council.</p>		<p>2 Management / contractual Probability – very low.</p>	<p>Procurement of the framework will provide for contractual relationships between the service provider and its clients.</p>

<p>launch an Asset Management Services Framework through the RMI as set out in item 5.2 with supporting briefing paper at Appendix A</p>	<p>Opportunity - The services and reputation of/and scope of the RMI/trading partnership will be enhanced by the provision of a wide nature of services.</p>			
<p>2.1.4 To note that in advance of the launch of a repairs and maintenance service to the private rented sector through the trading partnership, the RMI has already responded to requests from the private sector to requests to carry out work, generating early additional income and which arose from the publicity surrounding the launch of the new contract. This is being used to test the potential the trading partnership has, in offering the repairs service to the private sector.</p>	<p>Opportunity – The council is able to test appetite and practicality of a private sector repairs service and create additional income to the RMI.</p>			

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act or Legal Implications.

The Asset Management Services framework will exist as an administrative/functional activity within the trading partnership/RMI. Services provided through the framework will be provided by the successful service provider and all contractual liabilities for services delivered will be vested with the service provider.



(d) Equalities Impact Assessment

There are none.

5 **Supporting Information**

5.1 Modular Homes

The modular homes initiative forms a key part of the first 12 months' work programme for the trading partnership. There has been significant progress by Osborne and the Council on the initial 7 sites.

The progress to date includes:

5.1.1 In consultation with Cabinet Member for Corporate Finance and Housing, the submission of two pre-planning applications for two sites, offering:

- i) Potential of 12 homes at Quantock Close, Langley
- ii) Potential of 12 homes at Broom House/Churchill Road, Langley

5.1.2 The site Garages 173-190 Weekes Drive is now to be incorporated within the masterplan being prepared for Weekes Drive.

5.1.3 The following 3 sites from the initial 7 sites identified are currently with architects and in preparation for consultation with the Cabinet Member for Corporate Finance and Housing for submission for pre-planning application:

- iii) Garages 421-470 High Street, Langley
- iv) Garages 33-63 Borderside, Wexham
- v) Garages 64-110 Borderside, Wexham

5.1.4 The final site at 64-80 Goldsworthy Way has been reviewed and removed from the list of potential sites.

5.1.5 As the delivery of the garages strategy progresses, opportunity has arisen for Osborne to evaluate a further previously unidentified 17 sites with the potential to deliver new homes.

These sites are currently with architects and in preparation for consultation with the Cabinet Member for Corporate Finance and Housing for submission for pre-planning application:

- Garages 155-174 Monksfield Way / 145-174 Hawkshill Road
- Garages 582-589 Pemberton Road, Britwell
- Garages 370-391 Rokesby Road, Britwell
- Garage bases 1-28 Keel Drive, Cippenham
- Former garages at Greenside, Britwell
- Garages 587-611 Churchill Road, Langley
- Garages 309-321 Meadow Road, Kedermister
- Garages 322-337 Paget Road, Kedermister

- Garages 266-281 Stile Road, Kedermister
- Garages 102-135 Trelawney Avenue, Langley
- Garages 401-409 High Street, Langley
- Garages 10-21 Hampden Road, Kedermister
- Garages 35-48 Maryside, Langley
- Garages 1-41 Minster Way, Langley
- Garages 101-135 Minster Way, Langley
- Garages and bases The Cherries, Wexham
- Garages 1-21 The Coftards, Wexham

## 5.2 Asset Management Services Framework

This is an opportunity for the RMI/trading partnership to operate a commercial activity whereby a range of asset management and managing agent services will be provided by a service provider selected through an OJEU procurement process.

The RMI/trading partnership will operate and administer membership of the framework, which will create income through a percentage based commission from the services delivered directly to third party organisations by the successful service provider.

The key benefit afforded by this opportunity is to provide a significant income that will be channelled back into the community through the RMI's social return on investment themes through the profit-share agreement to be in place with the trading partnership. Profit from the framework will be allocated to community schemes and initiatives on a project-by-project basis as approved by the RMI and trading partnership boards.

The service partner to the framework will be selected through a competitive OJEU procurement process. The successful partner, as part of the bid, will be required to forward fund the activities of the framework for the first 18 months (to the approximate value of £100,000), which are to cover the frameworks set up, marketing and operational costs and potentially provide an initial profit return.

Organisations wishing to join the framework will then be able to evidence that they are procuring services through a competitively tendered framework that meets public procurement and contracting rules. This is particularly attractive for those organisations who cannot commit the resources to full scale procurement processes, or wish simply to have access to a framework for occasional specialist services or those where they do not have the resources themselves.

The framework will effectively work as a membership and introduction scheme with access to a service provider who will deliver the service directly to the membership organisation. Contractual and professional liability for the services provided will sit between the service provider and each member organisation through the agreement to purchase those services. There will be no liability or contractual risk for any of the service provider's activities placed upon the RMI/trading partnership as the framework owner.

During the initial 18 month period, the initial financial commitment made by the service provider will incentivise it to ensure the success of the framework through marketing, promoting membership of the framework and the generation of income through the provision of services.

There will be additional benefits in that the relationships gained through the framework will offer other opportunities for networking, joint-working and best practice and knowledge sharing with member organisations providing property management and investment services. The framework will enable the RMI and trading partnership to expand its operational and business contacts and further develop its commercial business acumen.

The responsibility for administration of the framework would be set out between the RMI/trading partnership and the service provider during the bid process and will be funded as an overhead from the frameworks generated income.

An additional outline briefing paper on the Asset Management Services framework opportunity is attached at Appendix A.

## 6 **Comments of Other Committees**

None

## 7 **Conclusion**

- 7.1 The recommendations in this report seek to update Cabinet on progress with the inception/activities relating to the trading partnership with Osborne Property Services Limited. It also presents a new opportunity to create a professional framework, at minimum risk to the council, to provide access to RMI-related and managing agent services to third party organisations.

## 8. **Appendices**

Appendix A: Discussion Paper on the creation of a Professional Services Framework.

## 9. **Background Papers**

None

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# **Discussion Paper**

## **RMI Commercial Extension – Asset Management Services Framework**

### **May 2018**

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2.0	COMMERCIAL APPROACH	1
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4.0	RISK	3
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7.0	ILLUSTRATION OF POTENTIAL SERVICES	6



## **1.0 INTRODUCTION**

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- 1.1 The purpose of this paper is to outline the opportunity to create an Asset Management Services Framework as part of SROI/RMI+ to enhance the future success of the RMI and build commercial acumen and partnerships with the private sector.
- 1.2 The focus for this proposal is to provide a range of commercial asset management and managing agent based services complimenting those services the RMI can offer.

## **2.0 COMMERCIAL APPROACH**

- 2.1 High level research has been carried out looking at frameworks that already exist and the type of service offered.
- 2.2 Places for People and lately Harlow Council among others provide a range of commercial based one-stop services to the housing sector to registered landlords and Councils.
- 2.3 The success of these offerings is to provide a one-shop approach, competitively tendered, for a range of services selected to reflect the needs of the sector. The range of services to be provided would be determined by the RMI+ to maximise the opportunity of working in partnership with a competitively selected partner with a quality track record. The framework would be open to local authorities, registered providers and other stock holding organisations to join.
- 2.4 Linking a commercially based Asset Management Services one-stop approach to the RMI service would enhance its overall offering and benefit to the deliver of services to the wider housing sector in the borough. By having a wider geographical operational area, the framework could offer national access to its services and benefit the overall needs of the housing sector across the country.

- 2.5 This allows the RMI+ to build relations with a range of housing providers/members of the framework to expand the service offering, build commercial acumen within the RMI and RMI+ activities and enhance working in partnership with the private sector.
- 2.6 The framework would be fully OJEU compliant and meet both the governance requirements of member organisations and value for money on the basis the service provider has competitively won through open competition.
- 2.7 The joining process would be simple and the member organisation would have direct access to a one-stop service for a period of 4 years without the cost of procurement, time delays involved in acquiring service and the opportunity to build commercial partnerships via the RMI venture.

### **3.0 COST**

- 3.1 The initial cost to the Council would be time associated with drafting documents and the OJEU procurement of the Commercial and Asset Management Services Framework.
- 3.2 The management cost of the framework would come from the fees generated from member organisations at no cost to the Council. It is intended to build in a set up cost paid for by the service provider for the first year to eighteen months. This is an incentive to ensure the service provider in partnership with the RMI promote the framework and drive its success in order to recover a minimum guaranteed management fee payable to the Council/RMI, in this instance circa £100,000 pa. and provide separate marketing expenditure dedicated to maximise fee potential.
- 3.3 This would be sufficient to cover the first year set up cost of procurement and administration, hopefully leaving a surplus contribution.



- 3.4 Each year during the 4 year duration of the framework, the management fee would be linked to membership usage and fees generated. For example a 2% admin charge would be paid by the service provider to the RMI based on turnover value relating to the services paid for by the members of the framework.
- 3.5 The service provider will be responsible for the majority of the administration cost and the provision of information to the RMI in relation to the admin charges involved. The RMI commitment is estimated at FTE post who would be responsible for administrating the framework, seeking commercial opportunities for additional income and undertaking relevant administration of the RMI Trading Partnership. Based on a successful framework operating via an incentivised service provider the staff cost would be recovered from the administration fee with the residual income being true profit.

#### **4.0 RISK**

- 4.1 The framework is based on members joining and using the range of Asset Management Services provided as and when required over the 4 year period. The contractual relationship will be between the service provider and the framework member organisation.
- 4.2 The service provider will not have a commitment or secured work flow, the incentive is for them to build the client base and work in partnership with the RMI to make it a success. This is based on the initial incentive paid by them to the RMI for administration and the desire to recover the cost, and their commitment of identified expenditure they shall commit to marketing.
- 4.3 All liabilities will sit with the service provider and full professional indemnities will be required that covers the member service provided, and which protects the RMI should a service failure occur. In short the liabilities sit with the service provider based on them having high level indemnity cover and that there is no risk of transfer to the RMI.

4.4 The risks are simple to manage based on the one-stop service provided as no third party liability would be in place to complicate the process.

## **5.0 BENEFITS**

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- 5.1 The framework would expand the offering under the current RMI+ approach
- 5.2 Framework members would receive the benefit of professional one-stop services under the banner of the RMI+.
- 5.3 The RMI+ will further enhance its commercial acumen, access and influence within the housing sector.
- 5.4 On the basis that the most appropriate and economically advantageous service provider is selected, the RMI+ would gain access to their client base further broadening its position in the sector and driving forward the benefits of the RMI.
- 5.5 Potential for the RMI to create additional income based on a successful framework and robust membership.
- 5.6 Liabilities sit with the service provider.
- 5.7 The set up cost and administration risk is predominately with the service provider.
- 5.8 The set up cost will be a driver for the service provider to grow the frame work membership in order to generate a return on their investment in the project.
- 5.9 It may be more attractive for external organisations to use RMI+ service via a model of this type

## **6.0 CONCLUSION**

- 6.1 The paper is designed to generate discussion to further enhance the RMI+ commercial offering and seek to achieve approval to move forward further building on the benefits of the RMI and its impact locally and now potentially nationally.
  
- 6.2 For information a schedule of services is attached to give an indication of what can be achieved and assist in successfully promoting the further use of the RMI in partnership with a commercial asset management service provider.

SCHEDULE OF ASSET MANAGEMENT SERVICES			
A1	Stock Condition Surveys	A1.1	Stock Condition Survey including an assessment against any relevant standard e.g. WHQS, SHQS, Decent Homes etc. provision of future investment need and projected cost over 30 year period.
		A1.2	Detailed scoping survey of whole property to establish the overall investment need prior to Constructors commencing design / work including full photographic records, production of programmes of work and affordability analysis.
A2	Asbestos Surveys	A2.1	Asbestos surveys in accordance with HSG264, Management Surveys
		A2.2	Asbestos surveys in accordance with HSG264, Refurbishment and Demolition Surveys
		A2.3	Asbestos surveys to communal blocks in accordance with HSG264, Management Survey
A3	Fire Risk Assessments	A3.1	Fire risk surveys to communal areas of properties including identification of cost and risk management plan in accordance with Regulatory Reform Order
A4	RD SAP	A4.1	Energy certification in accordance with RDSAP's compliant with EU Energy Performance Directive
A5	Hard wire electrical testing carried out as a single programme of work	A5.1	Hard wire electrical testing provision of certified results and priorities and minor defects corrected
A2.1.7.1	Day Rates to be used to form the basis of agreeing additional works ie data base management, training, validation or where the service required is not identified in the items listed above (rates to exclude expenses)	i*	Director
		ii*	Associate Director
		iii*	Associate
		iv*	Surveyors
		v*	Staff
B1	Sales and Marketing Services	B1.1	Outright Sales Programme - Agency service to sell outright sales properties in open market excluding marketing budgets
		B1.2	Low Cost Home Ownership - Agency service to sell LCHO properties excluding marketing budgets
		B1.3	Individual Properties - Agency services to sell individual properties excluding marketing budgets
		B1.4	Stock Rationalisation - production of a stock rationalisation strategy
		B1.5	Stock Rationalisation - Disposal of stock portfolio to RSLs excluding marketing budgets
B2	Property Valuation Services	B2.1	Provision of Loan Security Valuations for funders for mix of general needs rented, support and sheltered housing and shared ownership properties.
		B2.2	Provision of valuation for stock transfer purposes (LSVT)
		B2.3	Provision of valuation of PFI / Keyworker / Student scheme
C2	Asset Management Strategy and Planning Services	C2.1	Prepare holistic asset management strategy and implementation plan including guidance, training and presentations. Bidders should note that this work will involve out of normal working hours information gathering and presentations.
		C2.2	Carry out Investment Planning and option appraisals and reporting as detailed in scope to include investment planning model, packaging programme and strategy to include short medium and longer term aims.
		C2.3	Internal Workforce/Partner Contractor/Service Provider Health Checks and Service Reviews
		C2.4	Provide and Service Improvement and Best Value Plan
		C2.5	Undertake Resource Planning - Service Structure Review and prepare resource plan
		C2.6	Undertake benchmarking of services
D2	Procurement, Project Management and Partnering Advisor Duties	D2.1	Procurement Services - Provide Procurement Services for Major Works programmes including full level of procurement, consultation and final sign off on tender report.
		D2.2	Programme Management - Provide Management Services for the efficient running of programmes and one off projects
D2.3	Partnering Advisor Services	D2.3	Undertake Partnering Advisor Duties as per brief.
E2	Technical & Professional Consultants Resource		
E2.1	Architectural and Building Surveying Services price percentage for work phases as detailed in brief.		
E2.2	Mech and Elec. Eng. Services		
E2.3	Undertake CDM advisor duties as per brief.		
E2.4	Structural Engineering Services		
E2.5	Cost Consultant/Quantity Surveyor		
E2.6	Employers Agent		
E2.7	Environmental Design & Landscaping		
F	Managing Agent Services	F.1	property management inc acquisition, refurbishment, void and housing management
		F.2	leasehold services inclusive of management of freehold
		F.3	estate management
		F.4	tenancy management
		F.5	housing company set up and business planning
		F.6	housing company housing manage services inc of ASB debt recovery and void management
		F.7	client consultation and procurement of repairs, program maintenance and capital works
		F.7	cross tenure Anti-Social Behaviour services inc of animal welfare guidance and prosecution
		F.8	intergarting third sector the private/contractors and public sector into JV
		F.9	social prescription -public health, third sector, GP, primary health, wellbeing and housing
		F.10	social return on investment inc commercial income generating trading partnerships/JVs
F.11	business continuity services and out-of-hours service		

**SLOUGH BOROUGH COUNCIL**

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

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

**WARD(S):** Central

**PORTFOLIO:** Cabinet Member for Corporate Finance & Housing, Cllr Nazir

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

**UPDATE ON TOWER & ASHBOURNE HOUSES****1 Purpose of Report**

Further to the report to Cabinet on 22nd January 2018, this is to update Cabinet in respect of Tower House & Ashbourne House regarding:

- Progression to Planning Application stage
- Progress in identifying potential sources of institutional finance

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

The Cabinet is requested to resolve that the update report be noted.

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

The provision and maintenance of good quality and affordable family housing can reduce housing need for local households and contribute to the identified priorities of the JSNA by increasing the availability of good quality accommodation. This initiative will provide an opportunity re remodel and improve the safety, health and well being of families in the Town Centre.

**3b Five Year Plan Outcomes**

It is well established that having a stable, attractive home has a significant impact on a person's health and well-being. Demolition of the two tower blocks and remodelling of the site to provide 195 units of housing close to the town centre will contribute to the following 5 Year Plan outcomes: :

- Our children and young people will have the best start in life and opportunities to give them positive lives.
- Our people will become healthier and will manage their own health, care and support needs.
- Slough will be an attractive place where people choose to live, work and visit.
- Our residents will have access to good quality homes.

#### 4 **Other Implications**

(a) Financial

There are none at this stage

(b) Risk Management

There are none at this stage

(c) Human Rights Act and Other Legal Implications

There are none at this stage

(d) Equalities Impact Assessment

There are none at this stage

(f) Property

The Housing Revenue Account currently carries the burden for loss of accommodation that due to its condition is not available for social housing. This is a loss of rental revenue and a burden upon other rent payers as security and utility cost are on going. The report presents an update on measures to demolish, remodel and rejuvenate the site by taking design and financial options that enable not only replacement but additional affordable housing on the site.

#### 5 **Supporting Information**

##### 5.1 **Progress to Planning Application**

5.1.1 Savills were appointed formally on 24 April 2018 to project manage the planning application on behalf of the Council for the remodelling of Tower House and Ashbourne House and HTA architects were also appointed to continue the work undertaken to date on the feasibility studies and progress the design to RIBA stage 3 in preparation for planning application submission.

5.1.2 As a reminder, the current proposal assumes the redevelopment of the two towers, to provide 195 homes in total, with 74 one bed homes, 109 two bed homes and 12 three bed homes. This may change depending on housing needs identified. The Council's proposal is that there are is no net loss of social rented homes on the site. As such, the proposal assumes 104 homes for social rent with the balance 91 homes to be provided as intermediate tenures. The proposals also include the provision of a small café/commercial unit and an office for Housing Management staff.

### 5.1.3 Programme

The headline milestones in the current programme are set out below:

All key surveys and investigations appointed	22 June
Commence formal pre-application discussions	Mid July
Design development	Ongoing
Public Consultation event no.1	17 July
Public consultation event no.2	Mid September
Design Freeze	Beginning October
Submit planning application	Beginning December
Planning Determination	End March 2019
Planning Decision Notice	April 2019

### 5.1.4 Professional Team appointments

The following site surveys, investigations and support throughout the planning application have been commissioned:

- Tree assessment
- Transport assessment
- Ecology Phase 1 study
- Ground conditions survey
- Noise impact assessment

These initial surveys are being undertaken currently, and due to be completed, with initial reports returned within the next four weeks. The following surveys are in the process of being appointed and will be commissioned within the next two weeks. Following appointment, their services will be ongoing, feeding into the design development of the scheme:

- Daylight/sunlight assessment
- Townscape & visual assessment
- Sustainability and energy assessment
- Air quality assessment
- Flood risk assessment and drainage strategy
- Utilities assessment
- Fire risk strategy

### 5.1.5 Meetings with Planning Authority

The project team met with colleagues from planning and transport, to refresh everyone of the initial concept and discuss taking it to full application the application. The meeting was positive and built on the areas agreed with Planners at previous meetings around the height, scale and massing of the proposed scheme. Transport, car parking and consultation requirements were also discussed. A Planning Performance Agreement (PPA) has been circulated to the team, with terms to be agreed around timescales for future formal pre-application advice.

### 5.1.6 Consultation Events

There are a number of issues with the redevelopment that are likely to be of significant interest to the local community and stakeholders, such as car parking and public realm. Therefore, public consultation on the proposals will be important, to ensure the project gets the support of the local community, in order to reduce objections to the application and lower the planning risk to the Council as applicant. The Chalvey Community Forum has been identified as an important stakeholder, and as such, the project team is keen to meet with them at an early stage of the project to garner their thoughts on the proposals and allow them the opportunity to feed into the development of the designs. To this end, the project team will be meeting with the Forum on 20<sup>th</sup> June, to present the proposals to date.

The consultation strategy has been discussed and the first general public consultation event is scheduled for Tuesday 17<sup>th</sup> July from 3pm to 7pm. The venue has not been confirmed but it likely to be held in The Curve building in Slough. A subsequent public consultation event is planned for later in the programme, around mid-September, where the project team will be able to demonstrate how initial feedback from the local community has been taken on board in the design development. Finally, a briefing to the Planning Committee members is anticipated to take place in September as part of the milestones agreed in the PPA.

### 5.1.7 Land assembly

The Council continues to negotiate to acquire properties from the three remaining leaseholders and telecoms providers. Please refer to the separate agenda item 'Proposed (Tower and Ashbourne) Compulsory Purchase Order 2018'.

## 5.2 Private finance and institutional investment

5.2.1 In order to create a competitive approach to securing the best deal for Slough, a total of nine investors have been identified as having a particular interest and objectives around investing in new affordable rented and shared ownership housing. The investors range from pension funds, institutions managing insurance and private pension funds, together with ethical investors operating funds with a social purpose.

5.2.2 These investors have been approached with a "teaser" inviting investment into the proposed Tower and Ashbourne redevelopment scheme for 195 new homes with an estimated cost of between £30-35million. The investors are being invited to discuss terms for the provision for both Development Funding (to ensure that the scheme can be built) and Investment Funding - long-term finance for the scheme. investors have responded very positively to date and all nine have entered into Non-Disclosure Agreements with Savills within a matter of days of the scheme being presented to them.

5.2.3 The Project Plan is aimed to achieve Planning Submission towards the end of 2018 with a decision before the spring of 2019 – this timeframe should allow all planning issues to be covered in the submission. It is felt important that the investment partner is able to influence design and delivery in the context of the pre-planning process – hence be on board for more detailed development of the scheme in time for the autumn.

5.2.4 The outline timeframe to reach a position for preferred partner is therefore:



- June – initial and informal discussions with potential investors to be completed with details of potential terms to be developed
- July – selection of preferred partner to take discussions forward
- August-October – working up preferred solution for planning; agreement of financial terms to put funding in place (subject to planning)
- November/December – planning submission
- February/March 2019 – planning outcome

5.2.5 Depending on the outcome of the initial discussions, the Council may wish to take detailed discussions forward with more than one potential partner in order to maintain some degree of competition throughout.

5.2.6 A further report on progress will be made in the autumn with a recommendation for a preferred investor partner.

5.2.7 Investors are being alerted to the potential for more investment opportunities in Slough - many will be looking to invest considerably more than £30m and this provide a good opportunity for the Council to obtain competitive terms.

## 6 **Comments of Other Committees**

None

## 7 **Conclusion**

7.1 The report updates Cabinet on progress in respect of progress on a planning application and identifying an institutional finance partner, that will enable not only replacement but significant additional social housing on the site.

## 8 **Background Papers**

None

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**SLOUGH BOROUGH COUNCIL**

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

**CONTACT OFFICER:** Colin Moone, Service Lead Strategic Housing Services  
(For all enquiries) (01753) 474057

**WARD(S):** Central

**PORTFOLIO:** Cllr Nazir, Cabinet Member for Corporate Finance & Housing

**PART I**  
**KEY DECISION****PROPOSED (TOWER AND ASHBOURNE) COMPULSORY PURCHASE ORDER 2018****1 Purpose of Report**

To pass a resolution that the Council agrees, in principle, to use its compulsory purchase powers for the acquisition of land necessary for the delivery of the proposed redevelopment of Tower House and Ashbourne House (the Site).

**2 Recommendations**

Cabinet is requested to resolve:

- (a) That it be agreed in principle to make a Compulsory Purchase Order (a CPO) for the acquisition of land and rights within the area edged red on the draft plan entitled "Area to be referenced for Proposed (Tower and Ashbourne) Compulsory Purchase Order 2018";
- (b) That authority be given to the Director, Regeneration, following consultation with the Cabinet member for Corporate Finance & Housing to authorise officers to begin preparatory work to use its compulsory purchase powers, including serving requisitions on landowners and appointing land referencing agents to thoroughly investigate all land interests, the preparation of a Statement of Reasons and all other necessary documentation;
- (c) That a further report would come forward to the Cabinet recommending the making of a CPO, if necessary, in relation to specific land;
- (d) That it be noted that a scheme for the comprehensive redevelopment of the Site to deliver in the region of 195 units (the Scheme) will continue to be designed with the intention of full planning permission being applied for later in 2018;
- (e) That the CPO stages set out at section 6 be noted..

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

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

The provision and maintenance of good quality and affordable family housing can reduce housing need for local households and contribute to the identified priorities of the JSNA by increasing the availability of good quality accommodation. This initiative will provide an opportunity to improve the safety, health and wellbeing of families in the town centre by providing new and fit for purpose housing stock. Proceeding with the proposed CPO is crucial to the delivery of the Scheme which may otherwise fail to be deliverable.

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

It is well established that having a stable, attractive home has a significant impact on a person's health and wellbeing. A CPO of the Site is currently considered crucial for the delivery of the Scheme which will ensure:

- (a) our children and young people have the best start in life and opportunities to give themselves positive lives;
- (b) our people become healthier and will manage their own health, care and support needs;
- (c) Slough will be an attractive place where people choose to live, work and visit; and
- (d) our residents will have access to good quality homes.

### 4. **Other Implications**

#### (a) **Financial**

At this stage, the Council is being asked to only make an 'in principle' decision to use its powers. A full detailed assessment of the financial implications and costs of making the CPO will be prepared and presented to Cabinet in a further report (the Full CPO Report) should a CPO actually be required.

The work required to prepare for the use of CPO powers, including all work needed to support the making of such an order will be managed and coordinated by Council officers. The Council would continue to employ the services of Trowers & Hamblins LLP as legal advisors – these costs will be met from the £3.9m in this year's capital programme. The Council has appointed a land referencing agent (Land Referencing Services LLP) to carry out a detailed examination of the all the legal interests within the area to be CPO'd as shown on the CPO Map. Land Referencing Services will also serve requisition for information notices under section 16 of the Local Government Act (Miscellaneous Provisions) Act 1976 on the interest holders in order to determine the nature of their legal interests in the land, should the Cabinet pass this resolution.

Work that is required before making a CPO includes serving the aforementioned 'requisition' notices on land owners to gather information

about their land interests on the Council's behalf, preparing the Statement of Reasons to support the making of the Order and drafting the Order itself. At this stage funding required for this work will be limited to professional fees.

In basic summary, under a CPO, property or rights are acquired at open market value but disregarding any increase (or decrease) in value attributable to the 'scheme' for which the land is acquired. Affected parties may also be entitled to other compensation for loss payments and disturbance depending on circumstances. The Council will be responsible for paying all compensation to landowners, whether payable by purchases through voluntary negotiation or through the CPO process.

Looking beyond an 'in principle' agreement, a prerequisite to any resolution of the Council to acquire land by CPO, will be satisfying itself that if the CPO is confirmed the Scheme is likely to be delivered. Further to the Council's Housing Option Appraisal resolution of 22 January 2018 the Council via the Director for Finance & Resources, Neighbourhood Services Lead and Cabinet Member for Corporate Finance and Housing, will pursue opportunities to raise private finance through pension funds or institutional investment to deliver the Scheme.

The funding for delivery of the Scheme will be reported on in more detail in the Full CPO Report.

(b) Risk Management

**The Table below must be completed fully for each recommendation from Section 2**

<b>Recommendation from section 2 above</b>	<b>Risks/Threats/ Opportunities</b>	<b>Current Controls</b>	<b>Risk Management Matrix Score the risk</b>	<b>Future Controls</b>
To agree in principle to make a Compulsory Purchase Order (a CPO) for the acquisition of land and rights within the area edged red on the draft plan entitled "Area to be referenced for Proposed (Tower and Ashbourne) Compulsory Purchase Order 2018"	Best method to ensure vacant possession of the Site can be secured.  The application for a CPO may be refused although advisors consider this unlikely	Trowers & Hamblins providing legal advice in conjunction with Savills advising on property matters	6  (Economic/Financial, Political and Legal Regulatory. Low probability)	Further report being prepared on use of CPO powers to be prepared and presented to Cabinet in due course
To authorise that the Director, Regeneration, in consultation with the Cabinet	Crucial in order to progress the CPO process.  Consultant	Current costs known and being closely	6  (Economic/Financial. Low probability)	Fees to be approved in advance of being incurred

<p>member for Corporate Finance &amp; Housing authorises officers to begin preparatory work to use compulsory purchase powers, including serving requisitions on landowners and appointing land referencing agents to thoroughly investigate all land interests, the preparation of a Statement of Reasons and all other necessary documentation</p>	<p>fees will be incurred although CPO may not prove crucial</p>	<p>monitored</p>		<p>and likelihood of agreement by private treaty to be closely monitored</p>
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(c) Human Rights Act and Other Legal Implications

Legal implications

The Council is empowered under section 226(1)(a) of the Town and Country Planning Act 1990 as amended (the 1990 Act), to acquire any land in its area if it is satisfied that the proposed purchase will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. The Council may make a compulsory acquisition under section 226 of the 1990 Act (a) if it thinks the acquisition will facilitate the carrying out of development or redevelopment or improvement on or in relation to the land or (b) which is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated. In order to make an acquisition under (a), the Council must also consider that the development, redevelopment or improvement will contribute to the promotion or improvement of the economic social or environmental well-being of its area.

The Acquisition of Land Act 1981 governs the procedures which apply to such an acquisition. The Compulsory Purchase Act 1965 governs post-confirmation procedures and the Land Compensation Act 1961 governs the amount and assessment of compensation.

Further implications relating to requirements of the statutory guidance are as set out in the supporting information section of this report and would need to be considered by Officers and Cabinet in detail at the time of making a CPO. The Human Rights and equalities aspects of a CPO are set out below.

Detailed legal implications would need to be assessed when consideration is given to making a CPO.

Equalities Impact Assessment

Section 149 of the Equalities Act 2010 created the public sector equality duty. Section 149 states that a public authority must, in the exercise of its functions have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

As part of the CPO preparation work an Equalities Impact Assessment will be undertaken on the potential impact of the proposal and any necessary mitigation strategy. The result of any assessment would be presented to Cabinet as part of the Full CPO Report.

#### Human Rights and the Case for Compulsory Acquisition

The Human Rights Act 1998 places direct obligations on public bodies such as the Council to demonstrate that the use of compulsory purchase powers is in the public interest and that the use of such powers is proportionate to the ends being pursued.

If the Council decides to make a CPO, the Council will need to be sure that the purpose for which the land is required sufficiently justifies (or can be sufficiently justified in due course) interfering with the human rights of those with an interest in the land affected. It is acknowledged that the compulsory acquisition of the Site may amount to an interference with the human rights of those with an interest in the land. These include rights under Article 1 of the First Protocol of the European Convention on Human Rights (ECHR) (which provides that every natural or legal person is entitled to peaceful enjoyment of his possessions) and Article 8 of the ECHR (which provides that everyone has the right to respect for his private and family life, his home and his correspondence).

When preparing the CPO, Officers will keep in mind and in due course advise the Council about the need to balance the public interest and the individual's rights and that any interference with these rights will be necessary and proportionate. "Proportionate" in this context means that the interference must be no more than is necessary to achieve the identified legitimate aim. As part of the investigations that will be undertaken ahead of making any CPO, there will be an investigation into the effect on landowners and leaseholders of the CPO, and this will be fully taken into account before a final decision is made as to whether or not to put forward a resolution for the making of a CPO.

#### (d) Property

The Scheme is recognised to support the Council's ambition to maintain and invest in its current housing assets and deliver new, affordable homes in Slough.

## 5 Supporting Information

- 5.1 The use of CPO powers requires a compelling case in the public interest. Therefore, this report will explain the context and justification for recommending that the Cabinet, recommend to the Council 'in principle' to use such powers in this case.
- 5.2 In order to compulsorily acquire land the Council must have a relevant statutory power that authorises such acquisition. In addition the Council must use the most specific and appropriate power available to it. In the case of a CPO in connection with the Scheme the Council's planning powers under planning powers, that is, under section 226 of the 1990 Act are the most appropriate. At the time of making a CPO it would need to be ensured that the proposal meets with the requirements of the statutory power.
- 5.3 Detailed advice to acquiring authorities on the use of compulsory purchase powers is set out in the guidance published by the Department for Communities and Local Government in October 2015 entitled "Compulsory Purchase and the Crichel Down Rules" (the Guidance). The Guidance provides helpful information on the matters which the Secretary of State will take into account when considering whether or not to confirm a CPO, so should be fully considered by Cabinet now in relation to 'in principle' use of a CPO and later with reference to any specific CPO that may be considered in the future. These matters as they relate to the Scheme are considered below.
- 5.4 The Guidance states that in considering whether or not to confirm a CPO, the Secretary of State will have regard to the extent to which the purpose for which the land is being acquired fits with the adopted Local Plan for the area or, where no such up to date Local Plan exists, with the draft Local Plan and National Planning Policy Framework. This is to be considered in more detail as part of the development of the Scheme and will be reported on as part of the Full CPO Report.
- 5.5 The Guidance states that the Council must demonstrate a '*compelling case in the public interest*', and that the public benefits that will arise from the purpose for which the land is to be acquired (i.e. the Scheme) outweigh the impact on those affected. The Council must demonstrate both the need for the Scheme in principle and in general and the need to acquire each and every parcel of land included in the CPO. On the basis of the legal advice and the Guidance, Council Officers are of the view that such a compelling case can be demonstrated from the desirability of implementing the Scheme – in particular from the substantial wider benefits resulting from it.
- 5.6 The Scheme is not yet in final form but is expected to provide 195 units, of which 104 would be to replace the existing number of social housing units. Private funding options to deliver the Scheme are being considered following the recommendations of the Housing Options Appraisal project.
- 5.7 As a result of increasing obsolescence, the lack of DDA and other compliance, and a high rate of anti-social behaviour at the Site since 2015, social housing tenants have been rehoused to alternative accommodation by the Council and negotiations undertaken with leaseholders to compensate them for their properties accordingly. There are only three residential units owned and rented out by leaseholders at the Site which remain in occupation.
- 5.8 Part of the justification for obtaining confirmation of a CPO would involve demonstrating that compulsory purchase powers are necessary because the land



required cannot be acquired voluntarily. Compulsory purchase is seen as a last resort and an authority must be able to show that it has made genuine attempts to acquire the land by negotiation. The Council has made significant efforts to acquire all interest by voluntary agreement. As it stands only three residential interests remain at the Site in addition to the interests of two main telecommunications providers. A summary of the remaining interests and the efforts made to acquire these to date are set out in the Part II Appendix [B]. The Guidance expects the Council to continue its efforts to acquire the remaining interests by private treaty and the Secretary of State will seek evidence of those further efforts prior to making a CPO.

- 5.9 The Council must also demonstrate that there are no other impediments to proceeding with the Scheme (for example the need for planning permission, other consents or physical constraints). While planning permission for development of the Scheme has not yet been applied for the principle of redevelopment of the Site was agreed by the Cabinet on 22 January 2018 as part of the Housing Option Appraisal. Savills are instructed to develop the Scheme with a view to planning permission being applied for in December 2018. Officers propose to report again on the progress of the Scheme in advance of approval for a CPO being sought. In the event that planning permissions and consents have not been obtained by the time the CPO is made, it would have to be demonstrated that there is no reason to have serious doubts that they would be granted or overcome.
- 5.10 The Council would have to demonstrate that it has, or at least will obtain, the resources necessary not only to pay compensation for the land but also to implement the Scheme. The reason for this requirement is to avoid a situation in which private land has been acquired compulsorily for a purpose which, in the event, cannot be achieved for lack of funds. Further consideration as to how all aspects of the CPO arising out of the Scheme will be met will also be reported on to Cabinet in advance of a further resolution for a CPO being sought.

## 6 Procedures for CPO

The basic steps are as follows:

- a) **In principle resolution** - Cabinet resolves to make CPO in principle.
- b) **Referencing** – Identify who owns, rents and leases properties and communicate with all qualifying people.
- c) **Formulation** – the Council obtains information about legal interests in the land, including serving requisitions for information.
- d) **Scheme** – the Scheme is determined and application documents are prepared.
- e) **Delivery** – determine how the Scheme will be delivered in terms of funding and identify the developer. Council to approve. .
- f) **Resolution** - Cabinet resolves to make CPO.
- g) **Making the Order** – The order is made by affixing the Council's Seal, advertising and serving formal notices on qualifying persons. This triggers a 28 day objection period.

h) **Notification and Publicity** – Advertise the CPO and advise qualifying persons (an owner, tenant or leaseholder) how to object and to whom.

i) **If objections are received** –The Secretary of State will direct a CPO Inquiry, on a timescale directed by the Secretary of State, into whether the CPO should be awarded or not. Once the inquiry is completed, the Inspector will put a report before the Secretary of State who will decide whether or not to confirm the CPO as submitted, modify it, or reject it.

j) **If no objections are received** – The Secretary of State or the Council will confirm the CPO.

k) **Confirmation** - Once confirmed, the Council can seek to take possession of the land via either a General Vesting Declaration or a Notice to Treat.

l) **Pay Compensation** – Compensation is calculated by reference to the national regime or if disputed determined by the Upper Tribunal.

## 7 **Conclusion**

As previously stated the current status of the Site is not acceptable in terms of its delivery of housing to local people and is not economically viable long term.

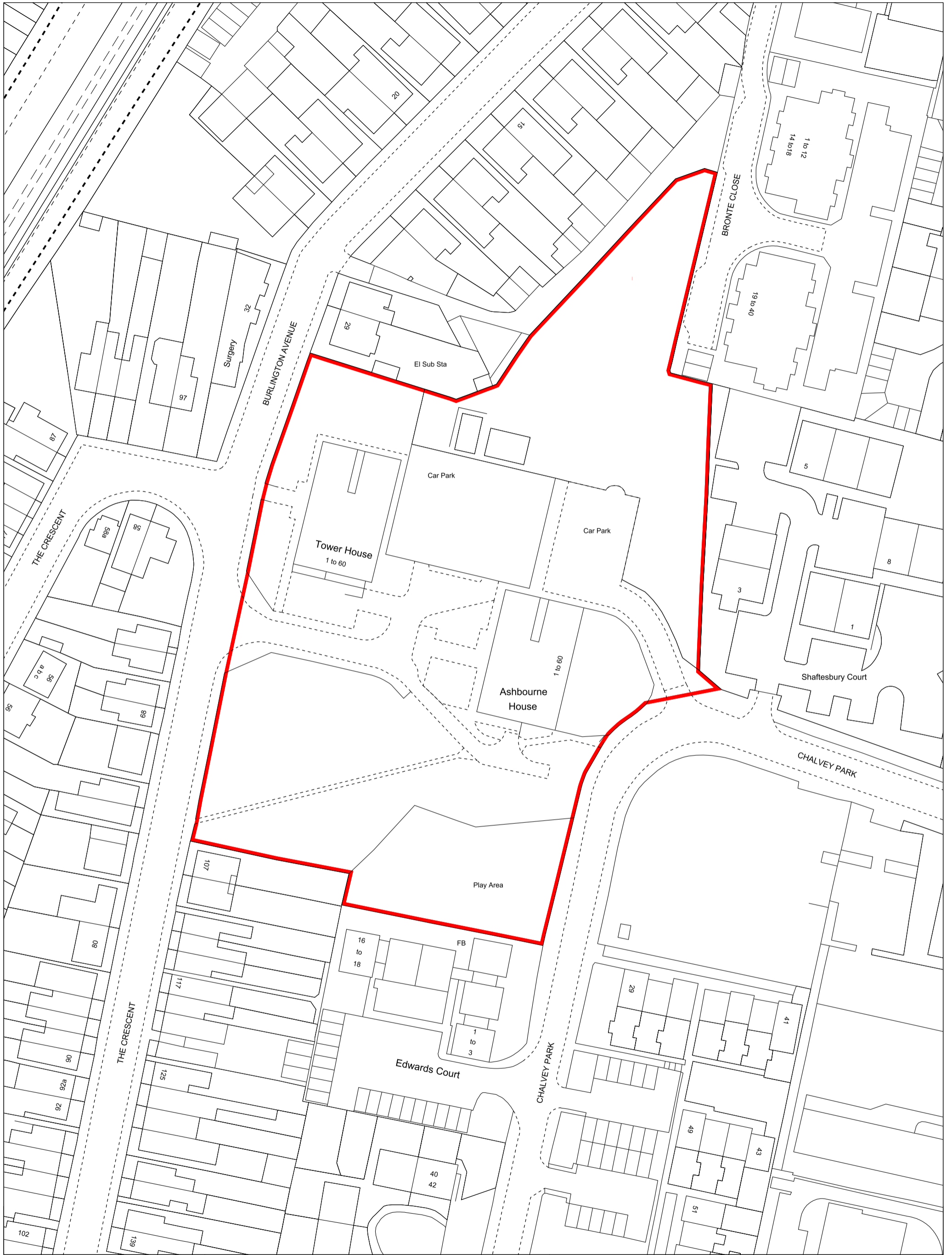
Having used best endeavours to reach a negotiated settlement with the various remaining interest holders the option of pursuing a CPO provides the highest degree of certainty that the Scheme will proceed within a realistic timescale and allows the Council to deliver the considerable benefits identified by the redevelopment of the Site. Negotiations will continue to try and reach an agreement between the parties without the need to resort to CPO powers.

## 8 **Appendices Attached**

‘A’ CPO Map labelled Area to be referenced for Proposed (Tower and Ashbourne) Compulsory Purchase Order 2018

‘B’ (Part II) Summary of negotiations with remaining leaseholders to date – contains exempt information

TOWER HOUSE AND ASHBOURNE HOUSE - SLOUGH BOROUGH COUNCIL



Key



Land subject to our research



Scale: 1:750@A3

Date: 11/04/2017

Version: 1

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> July 2018

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

**WARD(S):** All

**PORTFOLIO:** Cllr Carter –  
Cabinet Member for Planning and Transport

**PART I**  
**NON-KEY DECISION****REFERENCES FROM OVERVIEW AND SCRUTINY –  
CYCLE HUBS****1. Purpose of Report**

The purpose of this report is to ask Cabinet to consider the recommendation of the Neighbourhoods and Community Services Scrutiny Panel (25<sup>th</sup> June 2018).

**2. Matters for resolution from Cabinet**

The Neighbourhoods and Community Services Scrutiny Panel made the following recommendation at its meeting on 25<sup>th</sup> June 2018:

- That a recommendation be made to the Cabinet to make a decision on the long term viability of the Cycle Hubs scheme.

**3 The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan****3a Slough Joint Wellbeing Strategy (SJWS) Priorities**

The provision of the Cycle Hub and the resulting increased use of bicycles as opposed to private transport supports the following priority of the Slough Joint Wellbeing Strategy:

- Improving mental health and wellbeing.

**3b Five Year Plan Outcomes**

The provision of the Cycle Hub also supports the following Five Year Plan outcome:

- Our people will be healthier and manage their own care needs.

#### 4 Other Implications

(a) Financial

The capital costs of the Cycle Hire and Hub service were paid up front by the Local Sustainable Transport Fund in the period between 2012 – 16. However, the original plans to fund the operation and maintenance of the service through sponsorship have not been realised. As a result, the provider of this aspect (Groundworks) have been focused on maintenance rather than the promotion of the service. Funding has subsequently been secured from the Department for Transport promote the scheme; this funding will end in 2020.

(b) Risk Management

Risk/Threat/Opportunity	Mitigation(s)	Recommendation
The Cycle Hub service continues to be operated in a manner lacking long term viability	Department for Transport funding to promote the service secured until 2020	Cabinet asked to make a decision on the long term viability of the Cycle Hub service

(c) Human Rights Act and Other Legal Implications

There are no legal implications to the content of this report.

(d) Equalities Impact Assessment

It is not necessary to undertake an Equalities Impact Assessment at this stage. Any future changes to the provision of the service may require an assessment as appropriate at the time.

#### 5 Supporting Information

5.1 At its meeting on 25<sup>th</sup> June 2018, the Neighbourhoods and Community Services Scrutiny Panel took an item on the Cycle Hire and Hub service. The information provided to the Panel, and matters considered, included:

- **The present level of usage** – the figures for the financial year 2017 – 18 were as follows:
  - 126 bicycles used from the Cycle Hire service
  - 125 bicycles used from the Cycle Hub service

These levels of usage led to concerns over the plans for the future of the service.

- **The history of the service** – this focused on the financial situation discussed in section 4a and the impact the limited user base has had on the funding of the service.
- **The present situation** – this outlined the current facilities available in Slough. As reported to the Panel, these consisted of the following:
  - 11 docking stations
  - 172 docking points
  - 51 bicycles
  - 80 secure spaces for bicycles in the hub.
- **The future of the service** – this highlighted the impact of the current operating costs and the possibility of returning operations in house. The issues which could drastically improve the present situation were as follows:
  - Sponsorship – this could increase in attractiveness as the planned development and growth of the Borough continued.
  - Planned pilot schemes – these could increase usage by the young, unemployed or community groups. However, whilst this could increase the impact of the service it would be unlikely to generate revenue.
  - The future model – a ‘point to point’ model of cycle hire could be used to replicate systems in operation in Berlin and Amsterdam (amongst other cities).

5.2 The discussion of the above points expressed concern over the operation of the service. Given the fact that, combined, the level of usage was said to be 251 bicycles hired over a one year period, the Panel expressed the view that either the scheme itself was inoperable or was viable but not being used properly.

5.3 Given this, the Panel also raised questions regarding the future plans. Whilst creating a future model similar to those in major European cities may be a proposal with some merit, members questioned the infrastructure of Slough and the degree to which this made that ambition deliverable. The Panel was also not convinced that the plans to raise sponsorship in the future were based on sufficient evidence. As a result, it was not possible to make any future plans on the basis they would be realised.

5.4 Given this, the NCS Scrutiny Panel has requested that Cabinet take a view as to the future viability of the service. Whilst this is not a call for the service to be ended or mothballed, the Panel did not feel that the present state of affairs was tenable and that the proposals for the future lacked detail.

#### Officer’s Response

5.5 The information provided to the Panel on 25<sup>th</sup> June 2018 contained a number of inaccuracies which understated the use of the Cycle Hire and Hub schemes. The Cabinet is requested to note that:

- In total there were 406 registered Cycle Hire users since November 2013. This figure has gone up and down since the launch with some members leaving, possibly due to leaving the borough or changing workplace etc. and there are now 330 users.
- In terms of the hub, there are 282 registered users.

5.6 The historic and present levels of usage are significant higher than stated to the Panel and increased year on year. The position is as follows:

Year	Number of Hires	Total Minutes	New sign ups
Nov 2013-14	70	9432	-
2014-15	1074	126218	-
2015-16	2259	322183	-
2016-17	2256	572331	34
2017-18	3042	287582	63
Apr 18 - 17th June 2018	699	68395	40

5.7 In terms of the facilities available in the Cycle Hire scheme, there are:

- 11 docking stations – with a further 6 stations coming forward in this year making it 17 docking stations.
- 172 docking points – this will increase to around 220 docking points this year.
- 100 bicycles – plus potentially a further 20 bikes to come.
- 80 secure spaces for bicycles in the hub.

5.8 The Cabinet is requested to note the updated usage and registration figures to those provided to the NCS Scrutiny Panel, and consider any further measures to promote the scheme to Council staff, local residents and businesses to increase both the registered users and the usage of the scheme.

## 6 **Comments of Other Committees**

The report on the Cycle Hub and Hire service had not been taken by any other committees at SBC. It is publically available in the agenda papers for the Neighbourhoods and Community Services Scrutiny Panel's meeting on 25<sup>th</sup> March 2018 (item 12).

## 7 **Conclusion**

The Cabinet is requested to decide upon the recommendation outlined in section 2 and discussed in sections 5.1 – 5.8 of this report.

## 8 **Appendices**

None.



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> July 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 15<sup>th</sup> June 2018.

## **7. Background Papers**

None.

# NOTIFICATION OF DECISIONS

1 JULY 2018 TO 30 SEPTEMBER 2018

Date of Publication: 15<sup>th</sup> June 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.

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

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

#### **What will you find in the Notice?**

For each decision, the plan will give:

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

## **What is a Key Decision?**

An executive decision which is likely either:

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

## **Who will make the Decision?**

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

The members of the Cabinet are as follows:

- |   |   |                         |
|---|---|-------------------------|
| • | Leader of the Council - 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](mailto:catherine.meek@slough.gov.uk). Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

## **How can you have your say on Cabinet reports?**

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

### **What about the Papers considered when the decision is made?**

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

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

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

### **When will the decision come into force?**

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

### **What about key decisions taken by officers?**

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

### **Are there exceptions to the above arrangements?**

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

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

For further information, contact Democratic Services on 01753 875120.

## Cabinet - 16th July 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>Medium Term Financial Strategy Update</u></b> To receive an update on the latest position regarding the Council's medium term financial planning.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<b><u>SBC Annual Report 2017/18</u></b> To provide a report on the Council's progress against the outcomes in the Five Year Plan for 2017/18.	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<b><u>School Places Plan 2018-23</u></b> To approve the School Places Plan 2018-23.	C&E	All	All	Cate Duffy, Director of Children, Learning and Skills Services Tel: 01753 875751	-	None	√	
<b><u>Gender Pay Gap Action Plan</u></b> To consider Gender Pay Gap Action Plan for approval.	R&S	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None		
<b><u>Agreed Religious Education Syllabus</u></b> To consider the recommendation from the Agreed Syllabus Conference to approve the Religious Education Syllabus.	C&E	All	All	Nadia Williams, Democratic Services Officer Tel: (01753) 875015	SACRE	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

<p><b><u>Osborne Property Services Ltd Trading Partnership and Commercial Initiatives Update</u></b></p> <p>Further to previous Cabinet decisions, to receive an update on the trading partnership with Osborne Property Services Ltd.</p>	F&H	All	Housing	John Griffiths, Service Lead Neighbourhood Services Tel: (01753) 875436	-	None		Yes, p3 LGA
<p><b><u>Tower and Ashbourne Houses Update and CPO</u></b></p> <p>To receive an update and take any further decisions on the proposed redevelopment plans for the Tower and Ashbourne Houses site, including any proposals for Compulsory Purchase Orders.</p>	F&H	All	Housing	John Griffiths, Service Lead Neighbourhood Services Tel: (01753) 875436	-	None		Yes, P3 LGA
<p><b><u>Proposed Disposal of Land at Upton Road</u></b></p> <p>To consider a proposal for the disposal of land at Upton Road, Slough.</p>	R&S	Upton	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, P3 LGA
<p><b><u>References from Overview &amp; Scrutiny</u></b></p> <p><i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i></p>	T&P	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<p><b><u>Notification of Forthcoming Decisions</u></b></p> <p><i>To endorse the published Notification of Decisions.</i></p>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report



## Cabinet - 17th September 2018

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Quarterly Financial Update - Quarter 1 2018/19</u></b></p> <p>To receive an update on the latest revenue and capital position; and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	F&H	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<p><b><u>Performance &amp; Projects Report Q1 2018/19</u></b></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2018-19.</p>	T&P	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None	√	
<p><b><u>Treasury Management Strategy Update</u></b></p> <p>To receive an update on the performance against the Treasury Management Strategy, as approved by Council in February 2018.</p>	F&H	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<p><b><u>Low Emission Strategy 2018-25</u></b></p> <p>To consider approval of the Low Emission Strategy following consideration of the feedback from the recent public consultation.</p>	E&L	All	All	Jason Newman, Environmental Quality Team Manager Tel: 01753 875219	-	None		

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**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

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

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