

Date of issue: Friday, 5 April 2019

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| <b>MEETING:</b>   | <b>CABINET</b><br>Councillor Swindlehurst<br><br>Councillor Hussain<br><br>Councillor Anderson<br>Councillor Carter<br>Councillor Mann<br><br>Councillor Nazir<br>Councillor Pantelic<br>Councillor Sadiq | Leader of the Council and<br>Cabinet Member for<br>Regeneration & Strategy<br>Deputy Leader of the Council<br>and Cabinet Member for<br>Transformation & Performance<br>Environment & Leisure<br>Planning & Transport<br>Regulation & Consumer<br>Protection<br>Corporate Finance & Housing<br>Health & Social Care<br>Children & Education |
| <b>DATE AND TIME:</b>   | <b>MONDAY, 15TH APRIL, 2019 AT 6.30 PM</b>  |   |
| <b>VENUE:</b>   | <b>VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD,<br/>SLOUGH, BERKSHIRE, SL1 3UF</b>  |   |
| <b>DEMOCRATIC SERVICES<br/>OFFICER:<br/>(for all enquiries)</b> | <b>NICHOLAS PONTONE<br/>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.



**JOSIE WRAGG**  
Chief Executive

**AGENDA**

**PART I**

**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

Apologies for absence.

1. **Declarations of Interest**

*All Members who believe they have a Disclosable Pecuniary or other 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.*

|     |  |                     |         |
|-----|--|---------------------|---------|
| 2.  | Minutes of the Meeting held on 18th March 2019                     | 1 - 10              | All     |
| 3.  | <b>SBC Transformation Programme</b>                                | 11 - 98             | All     |
| 4.  | <b>SUR Partnership Business Plan 2019/20</b>                       | 99 - 248            | All     |
| 5.  | <b>Community Investment Fund 2018/19 Update and 2019/20 Budget</b> | 249 - 262           | All     |
| 6.  | <b>Business Improvement District for Slough Town Centre</b>        | 263 - 304           | Central |
| 7.  | Transport Vision - SMaRT off -peak bus pilot                       | 305 - 308           | All     |
| 8.  | Contracts in Excess of £250,000 in 2019/20                         | 309 - 314           | All     |
| 9.  | References from Overview & Scrutiny                                | To                  | All     |
| 10. | Notification of Forthcoming Decisions                              | Follow<br>315 - 324 | All     |

**Press and Public**

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

**Cabinet – Meeting held on Monday, 18th March, 2019.**

**Present:-** Councillors Swindlehurst (from 6.38pm, Chair from minute 129 onwards), Hussain (from 6.38pm, Vice-Chair), Anderson, Carter, Mann, Nazir, Pantelic (in the Chair for minutes 125-128) and Sadiq (from 7.14pm)

**Apologies for Absence:-** None.

**PART 1**

**125. Declarations of Interest**

No declarations were made.

**126. Election of Chair**

In the absence of the Leader and Deputy Leader at the beginning of the meeting, it was proposed, seconded and agreed that Councillor Pantelic take the chair.

**Resolved –** That Councillor Pantelic be agreed as the chair for the first part of the meeting.

*(Councillor Pantelic in the Chair)*

**127. Minutes of the Meeting held on 4th and the Extraordinary meeting held 25th February 2019**

**Resolved –** That the minutes of the meeting of the Cabinet held on 4<sup>th</sup> February 2019 and the extraordinary meeting held on 25<sup>th</sup> February 2019 be approved as a correct record.

**128. Performance & Projects Report: Quarter 3, 2018/19**

The Performance & Information Manager and the Programme Management Lead gave a presentation on the latest performance information for the third quarter of 2018/19; updated on the progress of key projects; and delivery against manifesto commitments.

Almost half (47%) of the Council's performance indicators were achieving the desired results and were rated 'green' with a further 23% close to target. This was a reduction from 53% in the previous quarter. The following indicators had shown improvements during the quarter:

- adult social care direct payments had now risen to 536;
- the number households in temporary accommodation had fallen to 428 and its status had been moved from 'red' to 'amber'; and

## Cabinet - 18.03.19

- the gap between disadvantaged pupils and others at Key Stage 2 had improved with Slough now in the top quartile nationally for performance.

*(Councillors Swindlehurst and Hussain joined the meeting)*

The Cabinet noted the four 'red' rated indicators – the attainment gap for disadvantaged pupils at Key Stage 4, uptake of targeted healthchecks, crime rates and business rates income. Lead Members asked about the reasons for underperformance in each case and discussed the actions to improve performance. Detailed work was undertaken where required to better understand the underlying reasons for performance, for example why take up of healthchecks was relatively low in Slough. Lead Members agreed that it was important that indicators were regularly reviewed to ensure they were the right ones to measure progress against the Council's key outcomes.

Progress on key projects was reviewed and 83% were rated as either 'green' or 'amber'. Two school expansion projects were 'red' rated, however, it was noted that planning permission had since been secured for the Grove Academy which was a significant milestone. Assurance was provided that the risks and issues for 'red' rated projects were actively tracked and managed. 55 of the 57 manifesto pledges were rated 'green' with 10 delivered during the quarter.

At the conclusion of the discussion, the projects and performance report was noted.

**Resolved** – That the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects and the manifesto commitments be noted.

*(Councillor Swindlehurst in the Chair for the remainder of the meeting)*

### **129. Statutory Equalities Report (including Gender Pay Gap Report) 2018/19**

The Leader of the Council introduced the Equality and Diversity Report which included the 2018 gender pay gap figures. The report was produced in accordance with the Public Sector Equality Duty (Equality Act 2010).

The report demonstrated that the Council continued to make steady progress against its main equality objectives. The independently calculated gender pay gap for 2018 showed that the gap between men and women's average pay at the Council had fallen to 4.7% compared to 12.5% in the previous year. There were still fewer women than men in the most senior roles, but notable female appointments had been made including for the position of Chief Executive. It was recognised that the both pay gap and equality outcomes were influenced by both external factors such as varied educational attainment of different groups and organisational factors such as restructures and service redesign.



The Cabinet reiterated its commitment to closing the gender pay gap and addressing the wide range of equality issues to ensure the Council's workforce was reflective of Slough's population and services met the needs of the diverse communities across the town. Lead Members emphasised the importance of following through on commitments by taking proactive action to further close the pay gap and promote equality. A number of specific projects were planned which would help to encourage women progress in the organisation and Lead Members would discuss with their Directors the steps being taken in their portfolio responsibilities.

The Statutory Equalities Report 2018/19 and gender pay gap figures for 2018 were noted.

**Resolved –**

- (a) That the annual developments and progress with the council's current equality objectives be noted:
  - (i) To have a representative and inclusive workforce
  - (ii) To reduce inequalities in service access and outcomes
  - (iii) To improve equality of opportunity through fair and evidence-based decision-making
  - (iv) To help foster good community relations and community cohesion
  
- (b) That the independently calculated and verified results of the 2018 gender pay gap for Slough Borough Council employees and progress with the associated action plan be noted.

**130. Parental Leave Policy for Councillors**

A report was considered that sought the Cabinet's endorsement for a new policy of parental leave for councillors. The policy had been discussed by the Member Panel on the Constitution and Audit & Corporate Governance Committee prior to a recommendation being made to Council.

There was no legal right to parental leave of any kind for people in elected public office and as at 2017 only 4% of local authorities had such a policy in place. Lead Members commented that they anticipated the policy would encourage a diverse group of councillors and remove some of the barriers that may prevent more people coming forward to serve as members. The draft policy appended to the report covered Members' entitlement to maternity, paternity, shared parental and adoption leave and relevant allowances. It also included special circumstances for perinatal bereavement.

Discussion had been held across the Council about the principle of introducing such a policy and it was hoped that it could be agreed on a cross-party basis. The Cabinet fully supported the principle of the policy and endorsed the proposal.

**Resolved –**

- (a) That the principle of a policy for Parental Leave for Councillors be agreed.
- (b) That the proposed Policy as set out in Appendix A be noted and that the Monitoring Officer report any necessary and consequential amendments to the Constitution to the Member Panel on the Constitution and Audit and Corporate Governance Committee prior to a recommendation to Council.

*(Councillor Sadiq joined the meeting)*

**131. Local Welfare Provision Policy**

The Lead Member for Corporate Finance & Housing introduced a report that sought approval for the revised Council policy for Local Welfare Provision (LWP) in 2019/20.

LWP provided support such as vouchers for food and essential purchases to people when they were experiencing extreme financial difficulties and hardship. Schemes had initially been funded by the Department for Work & Pensions until 2016 but in recent years local authorities had to support them from their own resources if they decided to continue with them. The Cabinet noted recent data from the Centre for Responsible Credit that 26 authorities had scrapped their schemes entirely and many others had reduced funding substantially. It was proposed that Slough's scheme be maintained at the current level of £300,000 for 2019/20 and the details of the scheme were set out in the appendix to the report.

Lead Members reviewed the operation of the scheme in the past year and it was noted that the number of claims had risen slightly since the previous year. A total of 1,662 applications had been received between April 2018 to January 2019 of which 1,232 had been approved. The impact of Universal Credit was discussed and it was reported that there had been an increase in the number of people requesting help with their day to day living costs, primarily as they were waiting for their payment.

Members asked whether the funding available was sufficient to meet the demand for support. The spend for 2018-19 was in line with the budget and the Cabinet had previously agreed a contingency reserve although it had not been necessary to utilise it so far. The level of funding proposed was therefore considered to be sufficient although the position was continually reviewed.

The Cabinet agreed the importance of continuing to support its most vulnerable residents at times of hardship, particularly given the pressures faced by many people from the roll out of Universal Credit. The LWP policy as at Appendix D to the report was agreed.

**Resolved** – That the policy for Local Welfare Provision 2019-20 as set out in Appendix D to the report be approved.

**132. Discretionary Housing Payments Policy 2019-20**

The Lead Member for Corporate Finance & Housing introduced a report that sought approval for the revised Discretionary Housing Payments (DHP) policy 2019-20.

The policy aimed to support local people mainly affected by welfare payments by helping them maintain their home or find cheaper alternative accommodation. The latest figures for 2018-19 showed that there had been 530 applications for support of which 321 had received an award. The Council proposed to maintain spend within the current grant allocation from Government of £650,504. The policy was reviewed annually and the proposed changes for 2019-20 were set out in paragraph 5.17 of the report.

After due consideration, the Cabinet agreed the policy for 2019-20.

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

**133. Proposals for Private Rented Property Licensing**

The Lead Member for Corporate Finance & Housing and the Housing Regulation Manager introduced a report on the Additional and Selective Licensing Schemes for private rented properties. A full consultation had been carried out and it was proposed to introduce Additional Licensing of Houses in Multiple Occupation covering the whole of the borough and a Selective Licensing Scheme covering the majority of the Chalvey and Central wards.

The introduction of such a scheme had been a manifesto commitment since 2014 and detailed work had been done since to design, consult and draft the scheme proposed. The Cabinet took into account the results of the comprehensive consultation that had taken place with residents, landlords and other stakeholders. There had been a consensus to tackle poor housing and the environmental conditions that existed in Chalvey and Central wards. A majority of residents supported the scheme whereas most landlords were against, although it was noted that a significant minority of responsible landlords welcomed the scheme which could raise standards in the sector. It was noted that the proposal had been supported by statutory partners as well as several charities operating in the housing sector.

A 'light touch' approach would be taken towards reputable landlords and the schemes would enable the Council to focus enforcement activity on non-compliant and irresponsible landlords. The Cabinet agreed that the licensing schemes would provide a much needed effective policy framework to properly regulate the private rented sector; protect the most vulnerable tenants; and help tackle anti-social behaviour.

The proposed fees proposed in Table 1 to the report were discussed and it was noted that they had been revised following the consultation. The fee income would be ring-fenced to fund activity to tackle poor housing and anti-social behaviour. After discussion, the Cabinet agreed that the Part A Selective License fee be set at £200. Lead Members requested that there be some flexibility in payment methods, potentially to stagger payments where appropriate and it was noted that this would be taken forward in the payments process for portfolio landlords that would be developed following approval. The Cabinet wanted to work with responsible landlords and agreed that it was important to encourage them to buy in to the scheme. To enable a smooth introduction of the scheme it was agreed that implementation take place from 1<sup>st</sup> October 2019.

After due consideration, the Cabinet welcomed the scheme and agreed the recommendations set out in the report and appendices. It was agreed to receive an update on how the scheme had worked a year after it had been adopted.

**Resolved –**

- (a) That the representations received in response to the consultation on the Additional Houses in Multiple Occupation (HMOs) and Selective Licensing Schemes (as attached at Appendix 4) be considered;
- (b) That it be agreed to introduce Additional Licensing of Houses in Multiple Occupation (HMOs). This will cover the whole of the borough as delineated in the map at Appendix 1a, to be cited as Slough Borough Council's Designation for an Area for Additional Licensing of Houses in Multiple Occupation, No 1, 2019 and that this additional licensing designation shall come into force on 1<sup>st</sup> July 2019;
- (c) That it be agreed to introduce a Selective Licensing Scheme, which covers the majority of Chalvey and Central wards delineated in red on the map at Appendix 1b. This is to be cited as Slough Borough Council's Designation for an Area for Selective Licensing, No 2 2019 and that this selective licensing designation shall come into force on 1<sup>st</sup> July 2019;
- (d) That the schemes be publicised as required by regulation before enforcement starts and deliver a comprehensive publicity campaign, which will begin after this decision;
- (e) That the mandatory license fee be brought into line with the proposed additional license fee and to introduce a per room additional fee for the larger HMOs;
- (f) That delegated authority be given to the Director of Regeneration following consultation with the Portfolio Holder for Corporate Finance and Housing, the authority to agree minor changes to the proposed

implementation and delivery, including administration, fees and conditions where necessary and ensure that all statutory notifications are carried out in the prescribed manner for the licensing designation, noting the Cabinet's view that Part A Selective License fee being set at £200 and that implementation take place from 1<sup>st</sup> October 2019.

(g) That the Cabinet receive an update report in July 2020.

#### **134. Transport for the South East**

The Service Lead Major Infrastructure Projects introduced a report that sought approval for Slough Borough Council's involvement in Transport for the South East (TfSE).

The principal function of TfSE would be to develop a transport strategy for the region and could in time draw down specific powers from central government. The organisation was current operating in shadow form and was in the process of seeking statutory status as a sub-national transport body. It was a requirement to have the consent of its constituent authorities and it was noted that the six Berkshire authorities currently operated collectively through the Berkshire Local Transport Body. It was noted that authorities could decide to take up individual membership at a later stage. TfSE had to potential to support the Council's strategic transport objectives by improving connectivity on major routes, supporting economic growth and addressing cross boundary issues such as air pollution.

A further stage of consultation would take place after the local elections to formulate the transport strategy for the region and it was envisaged that the Cabinet receive a further report in the summer to agree to Council's response. Lead Members commented that authorities with clear transport plans would be well placed to shape the emerging strategy and there was an opportunity to align it to Slough's recently agreed Transport Vision.

At the conclusion of the discussion, the Cabinet agreed the recommendations.

#### **Resolved –**

- (a) That Slough Borough Council join Transport for the South East in the capacity of Local Transport Authority, as a constituent authority.
- (b) That membership be exercised via the existing joint committee (Berkshire Local Transport Body). In this capacity, Slough Borough Council will be a joint and equal member of the Berkshire Local Transport Body (BLTB), which will effectively be treated as a county authority within the TFSE organisation.
- (c) That the establishment of TFSE as a subnational transport body be supported.

(d) That the geographical extents of the TFSE region, and the governance structure of TFSE including membership status, voting rights and responsibilities be noted.

(e) That the importance of TFSE in achieving success in the following ways be noted:

- Increasing transport connectivity across the South East, maximising the benefit of cross-boundary links and regional travel;
- Increasing economic growth across the South East;
- Improving air quality in the South East
- Endorsing and contributing to the subnational transport body's ability and powers to lobby central government and seek increased funding, over and above the opportunities that would otherwise be available to Slough Borough Council as an individual authority;
- Supporting the Slough Borough Council Transport Vision, the SBC Low Emission Strategy, the overall SBC Local Plan and all related core transport and environmental policies.

(f) That it be recognised that the recent and ongoing success of membership of the Berkshire Local Transport Body, within the Thames Valley Local Enterprise Partnership (LEP), with reference to Slough's status as a constituent member of these partner organisations and the resultant success in terms of enhancements to the borough in terms of enhanced infrastructure, transportation, economic growth and all areas of sustainability.

**135. Slough Mass Rapid Transit Phase 2 including A4/Sutton Lane Park and Ride**

The Service Lead Major Infrastructure Projects introduced a report that sought approval to progress the implementation of Phase 2 of the Slough Mass Rapid Transit (SMaRT) scheme and the associated A4/Sutton Lane park and ride facility.

The scheme was a key element of the Council's Transport Vision and the aim was to enhance public transport services and reduce congestion along the A4 corridor. Phase 2 was the section between the town centre and Heathrow. It was an important part of the Local Plan to support the comprehensive redevelopment of the centre of Slough. The outline plans for the proposed park and ride were explained and Lead Members emphasised the importance of ensuring there was a sufficient buffer between the facility and the adjacent housing. This issue would be taken forward in the detailed design stage.

In response to comments made by Lead Members it was confirmed that as well as improving public transport services it included the enhancement of cycling and pedestrian facilities. It was also suggested that bus lanes be made available to electric vehicles and be subject to appropriate enforcement.

## Cabinet - 18.03.19

The Cabinet also requested that the park and ride site be 'future proofed' to provide sufficient capacity for electric charging points.

At the conclusion of the discussion, the Cabinet agreed the recommendations subject to clarification in recommendation (b) that the detailed design should include a buffer to nearby houses and to recommendation (f) to emphasise the importance of actively facilitating walking and cycling as part of the scheme.

### Resolved –

- (a) The offer of the Berkshire Local Transport Body (BLTB) to provide £13.3million from the Business Rates Retention Pilot funding stream towards the cost of Phase 2 of the SMaRT major transport scheme be welcomed;
- (b) The design of the scheme as outlined in paras Section 4, be agreed in principle subject to the development of the designs through the detailed design process including an adequate 'buffer' between the Park & Ride and neighbouring properties;
- (c) The results of the consultation exercise completed on Friday 1st February 2019 are accepted and the installation of the scheme be approved, including the continuation of the Park and Ride element.
- (d) Negotiations be proceeded with, to secure land to the northeast of the A4/Sutton Lane junction, required for installation of the Park and Ride facility (see Section 5.6 for further details);
- (e) The Director of Regeneration be authorised to take all necessary steps, if necessary, to secure the making, submission, confirmation and implementation of the CPO of the third party land required to deliver the Park and Ride facility (following statutory process set down in the Highway Act 1980 and the Acquisition of Land Act 1981, as amended by the Planning and Compulsory Purchase Act 2004.)
- (f) Officers investigate further opportunities, made possible by implementation of the scheme, to work towards the aims of the recently released Transport Vision document; in particular to reduce congestion and improve air quality by promoting cleaner vehicles, proactively facilitating improved pedestrian and cycling facilities and reducing the dominance of the car as a mode of travel.

**136. Disposal of Former Chalvey Youth & Community Centre, Darvills Lane, Chalvey, Slough, SL1 2PH**

The Cabinet agreed to consider an urgent report on the disposal of the former Chalvey Youth & Community Centre on Darvills Lane, Slough.

The Cabinet had agreed in December 2018 to dispose of the property to the Pakistani Welfare Association. However, the completion deadline of 16<sup>th</sup> March 2019 as stated on the Head of Terms had not been achieved and it was recommended that the deadline be extended to 10<sup>th</sup> May 2019. Lead Members asked about the reasons for the delay and the Principal Asset Management Officer stated that officers were confident that completion could be achieved by the new deadline. The extension was agreed.

**Resolved** – That the deadline to complete the disposal of the former Chalvey Youth & Community Centre, Darvills Lane, be extended to 10<sup>th</sup> May 2019.

**137. References from Overview & Scrutiny**

There were no references from Overview & Scrutiny.

**138. Notification of Forthcoming Decisions**

The Cabinet considered and endorsed the Notification of Decisions published on 15<sup>th</sup> February 2019 which set out the key decisions expected to be taken by the Cabinet over the next three months.

**Resolved** – That the published Notification of Key Decisions for the period between March to May 2019 be endorsed.

**139. Exclusion of Press and Public**

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

**140. Part II Minutes - 4th and 25th February 2019**

**Resolved** – That the minutes of the Part II meeting of the Cabinet held on 4<sup>th</sup> February 2019 and the extraordinary meeting held on 25<sup>th</sup> February 2019 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.35 pm and closed at 8.31 pm)



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 15 April 2019

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

**WARD(S):** All

**PORTFOLIO:** Councillor Swindlehurst, Leader of the Council and Cabinet Member for Regeneration and Strategy and Councillor Hussain, Deputy Leader of the Council and Cabinet Member for Transformation and Performance

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

**TRANSFORMATION PROGRAMME BUSINESS CASE**

1. **Purpose of Report**

1.1 To recommend the Cabinet to agree the Transformation Programme business case.

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

2.1.1 The Cabinet is requested to resolve:

- (a) That the business case be agreed for a Transformation Programme to deliver a new Operating Model for the Council as attached as Appendix A including the procurement of a delivery partner to provide external capability and capacity as part of a Transformation Team.
- (b) That a budget of £4.2m be agreed to be made available to fund this programme - this funding will be provided from the Council's Transformation Fund in accordance with its Flexible Capital Receipts Strategy as agreed by Full Council in February 2019.
- (c) That the Chief Executive has delegated authority for delivery and implementation of the Transformation Programme.

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 Transformation Programme will deliver a new Operating Model for the Council and directly support 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

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

The Transformation Programme sets out how we will deliver a new Operating Model which will directly contribute to the delivery of the Five Year Plan priority outcomes for Slough:

- 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 jobs and opportunities for our residents

4 **Other Implications**

(a) Financial - the Business Case requires a budget of up to £4.2m out of the Council’s transformation fund to transform our current Operating Model and systems including significant costs for IT. The Business Case sets out the savings that this investment will realise and details the potential for reinvestment in services.

(b) Risk Management -

| <b>Risk</b>   | <b>Mitigating action</b>   | <b>Opportunities</b>   |
|---|--|--|
| <b>Legal</b>  | No risks identified at this stage.   |  |
| <b>People &amp; Practice</b> - Changes to working practices do not change at required speed to deliver new operating model and efficiencies – impacting on the ability to meet the financial business case. | Initiation of Transformation Project Team.<br><br>Ongoing consultation and corporate buy-in to support required cultural shift, support staff engagement/change management.<br><br>Embrace and roll out top down, taking ownership and push from CMT, Service Leads through to Managers. | Transform the organisations working culture to one that is modern, customer focused and encourages staff to think outside the box when looking at how they can deliver services effectively and efficiently.                               |
| <b>Property</b> – Localities and Customer Experience.<br><br>Possible different interpretations of locality working at this stage may present a risk including the need to accommodate flexible             | A Localities Strategy has recently been approved by Cabinet. The emerging Customer Experience Strategy will be brought before Cabinet in the near future. Close alignment and monitoring of these Strategies is required.  | There is a tremendous opportunity to embed new ways of working and build upon our smart working policies to not only deliver efficiency but allow our customers to interact and work with us and our services in a new and meaningful way. |

| <b>Risk</b>  | <b>Mitigating action</b>   | <b>Opportunities</b>  |
|--|--|---|
| numbers of staff and secure strong partnership working.  | The benefits of these multiple programmes being delivered simultaneously will need to be closely monitored to ensure the benefits are realised and do not conflict. This will be the role and responsibility of the Transformation Programme Team.   |   |
| <b>Finance</b>   | Once allocated, monitoring of expenditure and efficiencies will be required.<br><br>Assess opportunities to utilise transformation fund to further support transition to smarter and digital working.  | There will be choices to be made about how realised 'stretch' savings are re-invested in the future. Additional services, enhanced services and new capital projects could all be considered as part of delivering the 5 Year Plan. |
| <b>Human Rights</b>  | No risks identified  |   |
| <b>Health and Safety</b>   | No risks identified  |   |
| <b>Community Support</b>   | No risks identified  |   |
| <b>Communications</b><br><br>Getting this right especially within a flexible and fast moving programme remains a risk.                             | Communication Strategy being planned from the offset. Representation from Coms has been allocated to the Transformation Board and the Operational project delivery group responsible for the Sub-Groups. Microsite has been set up to inform the business of updates on all transformation boards. | Opportunity to keep all necessary parties informed of progress will encourage commitment from staff, partners, contractors etc.   |
| <b>Timetable for Delivery -</b><br>Fit-out and installation of IT infrastructure - delays in the programme will result in additional holding costs | We have already engaged Early appointment of fit-out based on anticipated specification and budget.<br><br>Effective SBC project Management to manage the programme.   |   |
| <b>Governance</b>  | Governance will be reviewed as part of this programme. Formal  | Clear accountability and responsibility established throughout the  |

| <b>Risk</b>  | <b>Mitigating action</b>   | <b>Opportunities</b>   |
|--|--|--|
|  | processes have been implemented by the existing Boards. Prince 2 methodology being followed. | organisation.  |
| <b>Performance</b><br><br>During change it is not uncommon for performance to dip. | The above mitigations and particularly communications help mitigate these risks.             | The programme, both structural and cultural change, should bring enhanced performance. |

(c) Human Rights Act and Other Legal Implications - There are no direct legal or Human Rights Act Implications.

(d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of the Transformation Programme as required.

## 5 Supporting Information

- 5.1 The Council is embarking on a Transformation Programme to deliver a new Operating Model. This has been a stated priority of the new Chief Executive since her appointment in October 2018.
- 5.2 The Leader, Deputy Leader and Cabinet Member for Planning and Transport have worked with the Chief Executive and Directors as a Transformation Programme Board to set the direction and priorities.
- 5.3 As a Council we have signalled strategic intent to transform our ways of working as a whole system. We have also benefited from two important external assessments of our strategic direction. Following the January-February Ofsted Inspection our children's services were assessed as 'Requires Improvement to be Good'. Also in February the Local Government Association were invited to undertake a Corporate Peer Challenge. This recognised the direction and ambition we have set and that the Transformation Programme was key to delivery. Their initial feedback confirmed the areas for improvement were those that we have already identified as key to success of the Transformation Programme including ICT, governance and culture. A separate report will be brought to Cabinet with an Action Plan to address the LGA findings – we are currently awaiting their final report.
- 5.4 A Transformation programme is necessary because the Council needs a new operating model in a response to:
  - The continued reduction in central government funding
  - Rising demand for its key services specifically in Social Care.
  - An increase in resident expectations around customer services in a digital age
  - A desire to grow resilience and independence in our communities

5.5 Analysis in the business case highlights areas where financial efficiency can be generated. This includes:

- poor online functionality limiting channel shift and customer self-serve;
- old technology infrastructure in need of modernisation,
- multiple systems that don't talk to each other and
- some good systems that need implementing more fully;
- processes that are overcomplicated, paper based and involve multiple handoffs and duplication;
- customer services activity and ethos that lacks investment and is not empowered or enabled.
- Inconsistent approach to commissioning and contract management

5.6 These can be thought of in three basic blocks – Systems, Procedures and ICT. The detailed analysis carried out in formulating the business case largely focusses on these three key areas. Not only do they offer immediate financial efficiencies but transforming them will vastly improve our customer experience.

5.7 The business case also sets out some of the rationale for the second phase that would begin to look more closely at service area alignment and interfaces, where further improvements and efficiencies might be made. Our analysis shows that stretch targets can further increase efficiencies to reinvest in creating a council which is sustainable for the next generation.

5.8 The case for change and vision.

#### **Why we need to change?**

- We want to be a world class organisation. We need quickly to become slick and efficient, freeing up resources for us to invest as we choose. We also need to be agile and able to evolve and respond to future change
- We also want a different relationship with our communities, with services designed and delivered by and with our communities.
- We must create a sustainable cost base.

#### **Our vision**

- People will be proud of Slough as a place to live and work. Residents, businesses and communities will have every opportunity to be independent, successful and to participate in solving local issues. No one will get left behind.
- Our services will be seamless for customers, underpinned by a dynamic organisation driven by data, insight and effective use of technology. We will have capacity and agility to anticipate and respond to future change and demand.
- Our role will be as a place shaper, facilitator and enabler, closely collaborating with residents, businesses, communities and partners.

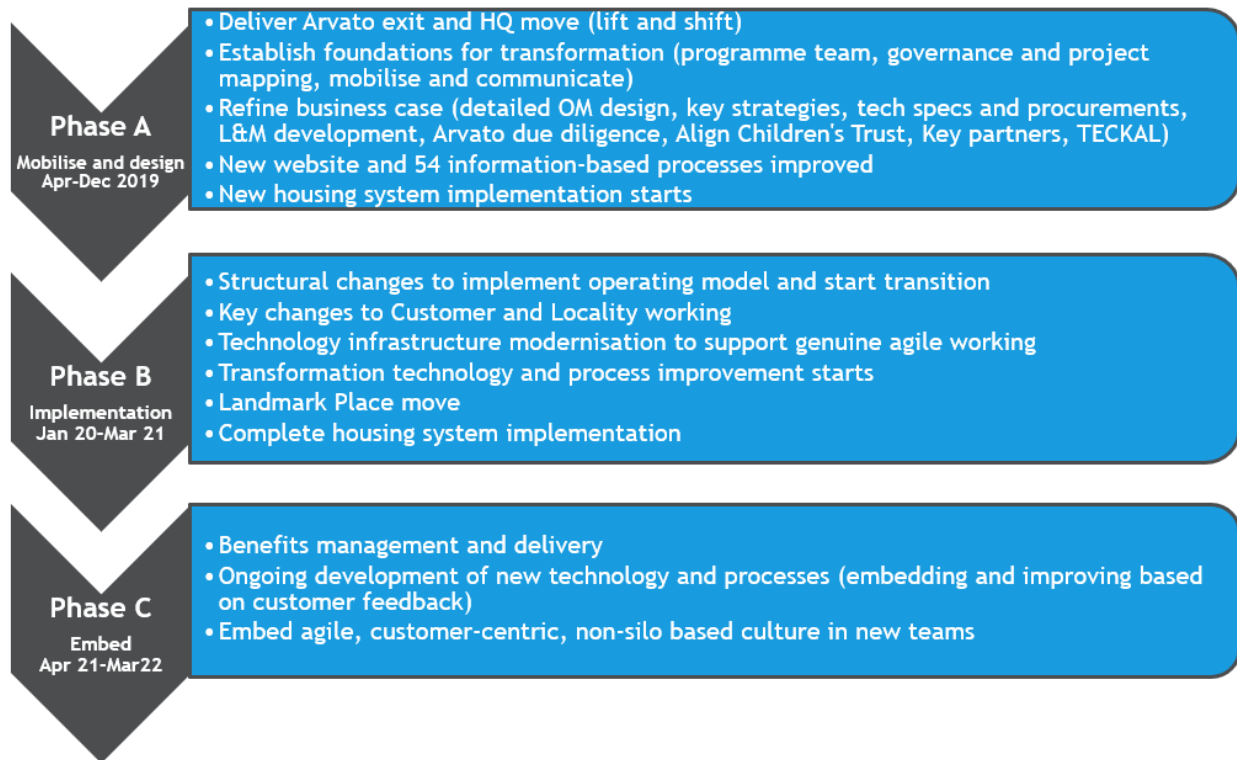
#### **What the change will look like**

- The change will be system-wide, encompassing communities and partners as well as the council. Everything is in scope unless specifically descoped. The changes will recognise and build on the great practice already achieved by our staff making it easier to deliver excellence.

5.9 The Business Case includes costings for a Transformation Team. This will consist of internal staff including secondment opportunities plus external support. We will be going through the required procurement processes to seek a delivery partner to work with us to deliver the programme.

## 6 **Timetable**

6.1 The Transformation Programme will have a phased delivery as follows:



## 7 **Comments of Other Committees**

7.1 The Council's Scrutiny function will challenge and track progress of the Transformation Programme.

## 8 **Conclusion**

8.1 The Transformation Programme will deliver a new Operating Model for the Council to deliver improved outcomes for local people more efficiently and effectively. It will overhaul our systems and processes and realise savings that can be reinvested into service delivery.

## 9 **Appendices Attached**

Appendix A: Transformation Programme Business Case

## 10 **Background Papers**

None.

**Slough Borough Council**

**New operating model blueprint and business case**

2 April 2019

Version 1.4 Final



## Table of Contents

|  |           |
|--|-----------|
| <b>1. Summary</b> .....  | <b>4</b>  |
| <b>2. Introduction</b> .....   | <b>8</b>  |
| a. Background .....  | 8         |
| b. Vision and case for change .....                                      | 9         |
| c. Objectives and scope .....  | 10        |
| d. Operating Model and Organisational Model .....                        | 12        |
| <b>3. Blueprint activity and key outputs</b> .....                       | <b>13</b> |
| a. Approach.....   | 13        |
| b. Maturity assessment.....  | 15        |
| c. Design principles.....  | 16        |
| d. Activity analysis.....  | 16        |
| e. Process data discovery.....   | 18        |
| f. Technology review and investment options.....                         | 19        |
| g. Culture and change.....   | 24        |
| <b>4. New operating model design - outline and scenarios</b> .....       | <b>27</b> |
| a. Overview .....  | 27        |
| b. Customer and community .....  | 29        |
| c. Support services .....  | 34        |
| d. Strategy and commissioning.....                                       | 36        |
| e. Senior management structure .....                                     | 37        |
| <b>5. Programme structure, phases and plan</b> .....                     | <b>40</b> |
| a. Programme length and phasing.....                                     | 40        |
| b. Programme structure and high-level plan.....                          | 42        |
| <b>6. Implementation Costs and Payback</b> .....                         | <b>44</b> |
| a. Implementation team .....   | 44        |
| b. Implementation investment and payback.....                            | 44        |
| <b>7. Appendices</b> .....   | <b>47</b> |
| Appendix A: Maturity Assessment Questionnaire .....                      | 47        |
| Appendix B: Design Principles (full version).....                        | 57        |
| Appendix C: Activity analysis glossary .....                             | 61        |
| Appendix D: Proposed processes for redesign by current directorates..... | 65        |
| Appendix E: Core and Enhanced Technology Capabilities.....               | 71        |
| Appendix F: Current Slough Online Interfaces .....                       | 74        |
| Appendix G: Culture and Change outputs .....                             | 76        |
| Appendix H: Implementation plan.....                                     | 80        |
| Appendix I: Draft Slough Transformation Implementation Team .....        | 82        |



## Table of Figures

|   |    |
|---|----|
| Figure 1: New Operating Model visualisation .....                                     | 4  |
| Figure 2: Estimated additional programme costs .....                                  | 5  |
| Figure 3: MTFs from the new operating model.....                                      | 6  |
| Figure 4: Payback graph showing return on investment .....                            | 6  |
| Figure 5: SBC transformation programme by phase .....                                 | 7  |
| Figure 6: SBC vision and case for change.....   | 9  |
| Figure 7: Staff breakdown by team - scope for transformation.....                     | 11 |
| Figure 8: Operating model components .....  | 12 |
| Figure 9: Components of the blueprint activity .....                                  | 13 |
| Figure 10: Summary of staff engagement during blueprint.....                          | 14 |
| Figure 11: Maturity assessment output .....   | 15 |
| Figure 12: Design Principles (short version).....                                     | 16 |
| Figure 13: Summary of ‘as is’ and ‘to be’ activity, costs and estimated savings ..... | 17 |
| Figure 14: Process Data Discovery - verification and rating .....                     | 18 |
| Figure 15: Number of full and selected processes identified by phase .....            | 19 |
| Figure 16: Service tiers .....  | 20 |
| Figure 17: SBC RAG rating against core technology capabilities.....                   | 21 |
| Figure 18: Explanation of technology RAG ratings by tier .....                        | 22 |
| Figure 19: Summary of technology recommendations by service tier.....                 | 23 |
| Figure 20: Summary of technology options and costs .....                              | 23 |
| Figure 21: Summary of activities on culture and change .....                          | 24 |
| Figure 22: Organisational change readiness scores by stakeholder group .....          | 24 |
| Figure 23: Potential levers to change culture .....                                   | 26 |
| Figure 24: Operating model activity types .....                                       | 28 |
| Figure 25: Proposed operating model elements.....                                     | 28 |
| Figure 26: Proposed operating model elements (detail) .....                           | 29 |
| Figure 27: Customer and community - Pathway approach.....                             | 30 |
| Figure 28: Customer and community - Mix of pathway and functional approach .....      | 34 |
| Figure 29: Scenario 1. Integrated support services approach .....                     | 35 |
| Figure 30: Scenario 2. Integrated support services approach .....                     | 36 |
| Figure 31: Scenario 1. Senior management structure .....                              | 37 |
| Figure 32: Scenario 2. Senior management structure .....                              | 38 |
| Figure 33: Scenario 3. Senior management structure .....                              | 39 |
| Figure 34: SBC transformation programme by phase .....                                | 41 |
| Figure 35: Phase A programme outputs .....  | 41 |
| Figure 36: Phase B programme outputs.....   | 42 |
| Figure 37: Phase C programme outputs .....  | 42 |
| Figure 38: Implementation Plan Extract.....   | 43 |
| Figure 39: Implementation Team Structure.....   | 44 |
| Figure 40: Estimated additional programme costs.....                                  | 45 |
| Figure 41: MTFs savings from the new operating model .....                            | 45 |
| Figure 42: Payback graph showing return on investment .....                           | 46 |

# 1. Summary

This document provides the ‘blueprint’ for the delivery of an ambitious transformation programme for Slough Borough Council (SBC). It includes a refined business case, a high-level organisational design and a costed implementation approach and plan. It builds and draws on all existing projects and work relating to transformation and brings it into a single integrated programme.

The new Chief Executive and Corporate Management Team (CMT) have set out a clearly defined vision and case for change for SBC to address the challenges faced and stretch its ambition to become a modern world class organisation. A revised operating model for the council has been developed. This new operating model focuses on delivering the optimum organisational shape for achieving SBC’s transformation journey.

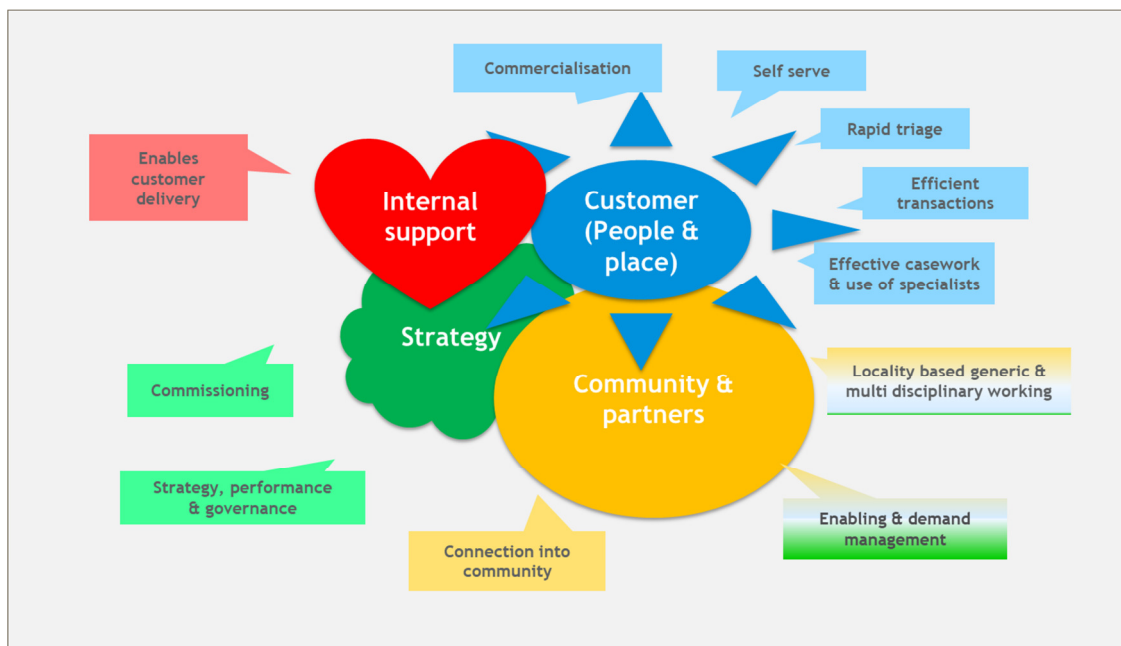


Figure 1: New Operating Model visualisation

Over the period of January to March 2019 Ignite has worked with CMT and service leads, using its methodology, to provide an evidence-based approach to baselining the current organisation and identifying areas of opportunity for improvement and efficiency to inform the business case.

Using this proven methodology and a significant amount of data collection, the following activities were undertaken to inform this business case:

- Detailed activity analysis of all 1479 full time equivalent (FTE) of work performed by staff (costing £54.7M)
- Creation of a clear vision and case for change including well-articulated design principles
- Design of a new operating model including testing and validation
- Design for a reorganised top tier of management
- Assessment of the maturity of the council’s current operating model
- Assessment of readiness for change

- Assessment of the council’s current and desired culture
- Summary assessment of the ~800 processes currently performed in the Council
- Review of the technology and systems that enable the council.

This analysis highlights some areas where improvements and efficiencies can be generated, for example, poor online functionality is limiting channel shift and customer self-serve; old technology infrastructure is in need of modernisation, there are multiple systems that don’t talk to each other and some good systems that need implementing more fully; processes are overcomplicated, paper based and involve multiple handoffs and duplication; and customer services activity and ethos lack investment and profile.

The business case identifies a range of opportunities to improve effectiveness above and beyond the financial efficiencies required. These benefits are summarised below:

- Improve customer service and experience while achieving genuine channel shift
- Develop a very different relationship with residents, their networks and communities, that creates a new culture of community collaboration in Slough by empowering communities to have greater control over resources. This will be achieved by having a remodelled council that focuses on prevention, partnership working and communities.
- Support new flexible ways of working to ensure the council is as modern and efficient as possible.

SBC has a Medium-Term Financial Strategy (MTFS) that requires a further £20m savings to be delivered by 2022. £4m of these savings are to be delivered directly by the transformation programme. Using the approach and methodology detailed in this business case a clear rationale is set out for achieving these savings in addition to the non-financial benefits described above. In the next phase further work will be carried out to identify additional non staff efficiencies. The tables below set out the additional costs, over and above existing budgets, required to deliver this significant change programme.

These costs are shown in Figure 2 below:

| Costs               | Forecast costs    |                   |                 |           |           | 5 YEAR TOTAL      |
|---------------------|-------------------|-------------------|-----------------|-----------|-----------|-------------------|
|                     | 2019 - 20         | 2020 - 21         | 2021 - 22       | 2022 - 23 | 2023 - 24 |                   |
| Implementation team | £1,600,000        | £2,100,000        | £500,000        | £0        | £0        | <b>£4,200,000</b> |
| Redundancy          | £450,000          | £900,000          | £450,000        | £0        | £0        | <b>£1,800,000</b> |
| <b>Total</b>        | <b>£2,050,000</b> | <b>£3,000,000</b> | <b>£950,000</b> | <b>£0</b> | <b>£0</b> | <b>£6,000,000</b> |

Figure 2: Estimated additional programme costs

Options for funding the programme include using the Council’s Flexible use of Capital Receipts Strategy (The Transformation Fund). Government guidance clearly sets out that capital receipts may be used to fund expenditure on:

- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation; and
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible

The estimated efficiency savings, currently assumed in the MTFS over a five-year, period are shown in Figure 3 below. The total five-year gross saving amounts to £15.5m of cashable savings. No assumptions are included regarding the non-cashable savings (e.g. increased customer satisfaction).

|   | Revenue Savings by Year |             |             |             |             | 5 YEAR TOTAL        |
|---|-------------------------|-------------|-------------|-------------|-------------|---------------------|
|   | 2019 - 2020             | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 |                     |
| Assumed operating model savings in the MTFS | -£1,000,000             | -£1,500,000 | -£1,500,000 | £0          | £0          |                     |
| Cumulative cash savings                     | -£1,000,000             | -£2,500,000 | -£4,000,000 | -£4,000,000 | -£4,000,000 | <b>-£15,500,000</b> |

Figure 3: MTFS savings from the new operating model

This profile of revenue costs and savings enables the council to meet the MTFS target and, as shown in Figure 4 below, means a return on investment within 2 -3 years. The profile, as opposed to gross savings over 5 years, may shift following detailed work in phase A, and this will be kept under constant review by CMT. In addition, our analysis shows that further stretch target savings are likely which can be secured for reinvestment in the Council’s long-term sustainability through further work within the programme.

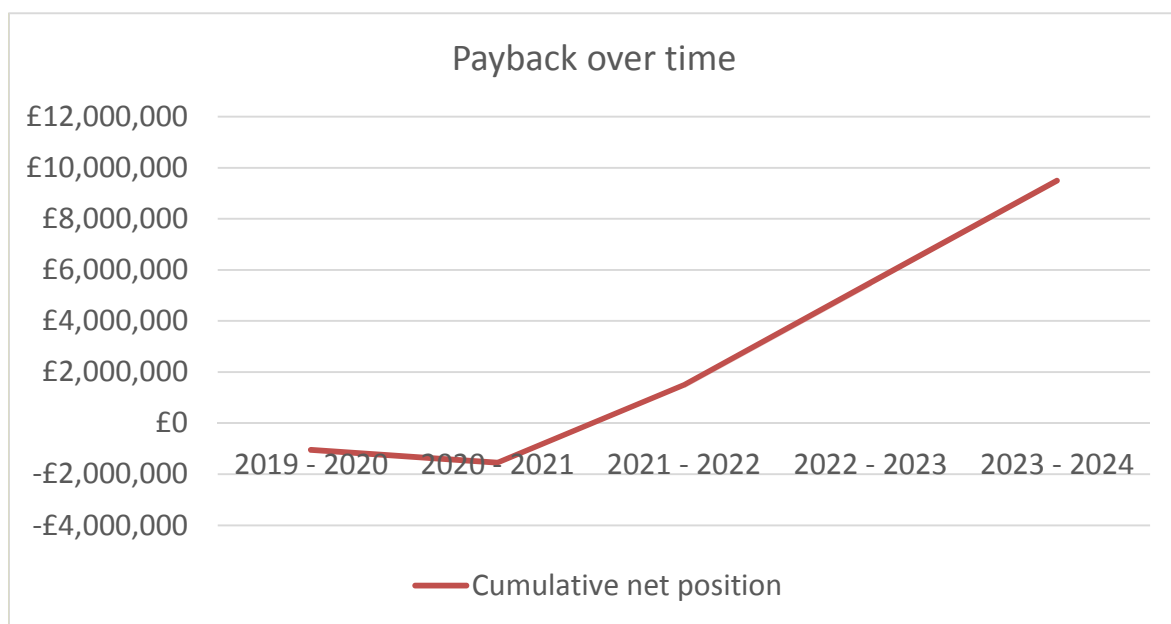


Figure 4: Payback graph showing return on investment

Naturally change of this scale will take time to deliver and embed. To maximise momentum and secure programme delivery we propose the programme is run over three phases. These are described at a high level in the Figure 5 below.

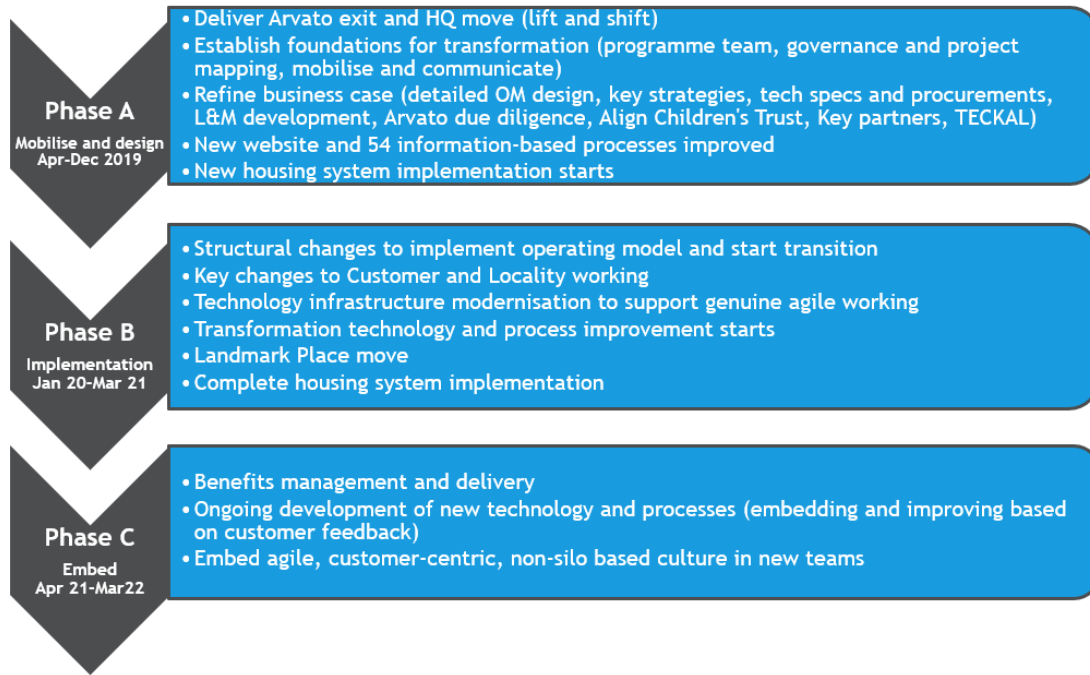


Figure 5: SBC transformation programme by phase

## 2. Introduction

### a. Background

During the last 10 years, the public sector has gone through unprecedented change following the global financial crisis and the subsequent introduction of a fiscal austerity programme by the UK Government in 2010. Local authorities have been at the centre of the austerity programme, bearing a greater share of financial savings than any other part of the public sector. At the same time, public expectations of council services and how they are accessed have similarly changed beyond recognition. This has left councils with difficult choices about reducing levels of service, changing or reducing the ambitions they have for local communities or attempting to innovate and change how services are delivered.

The population of Slough is around 145,000 and it is young, growing and dynamic. The council wants to ensure their future from an early age through education, local employment opportunities and availability of housing to meet their needs. People are living longer, and this adds pressure to local services such as adult social care to meet more complex needs while enabling people to live independently for as long as possible. 70% of the council's budget is spent on social care and supporting the most vulnerable members of the community. There are inequalities across Slough's population including household income, living conditions, wellbeing and health.

Given these pressures in the current financial climate, 2019/20 is set to be another difficult year financially for the council, as well as an increased demand for council services. SBC has always sought to protect council services whilst ensuring the budget is sufficient for the next financial year to deliver its key outcomes. The Medium-Term Financial Strategy (MTFS) shows a balanced budget but needs to deliver savings of £20 million by 2022 with £4 million directly related to this transformation business case.

The council recognises it needs to change to meet these challenges whilst also keeping an absolute focus on its statutory responsibilities. The council also knows it can no longer provide services in the way it has in the past - it will not be able to provide everyone with everything. SBC's challenge is to rethink and change what it does and how it does it. It is the brave decisions the council makes now that will sustain its ability to provide services in the future. The council believes it can do more to close gaps and reduce inequalities by enabling people to take more responsibility for their own lives.

To build on the strengths of communities and partnerships and work as 'One Slough', wherever possible, the council will also look to manage future demand for services through targeted intervention and prevention, always ensuring the most vulnerable know how to get the support they need.

To rise to these challenges SBC has consciously chosen to innovate, seek radical change and fundamentally redesign its organisation. Continuing with a version of business as usual will not future proof the organisation or deliver desired outcomes for the residents of Slough.

At the heart of this ambition is a drive towards building a very different relationship with residents, their networks and communities. This ambition requires a reorganised council that creates a new culture of community collaboration in Slough by empowering communities to have greater control over resources.

The council is looking to achieve this by embarking on a transformation programme to deliver improvements to customer service and efficiencies by focusing on key drivers of benefit:

- Prevention and demand management
- Partnership working
- Locality working
- Efficiency and automation
- Channel shift
- Remodelling and culture change.

Many councils will focus on only one or two of these, leaving many of the benefits and savings untapped. This business case delivers a blueprint for a new operating model focussing on all these drivers and identifies savings and benefits profiled across the life of the programme to effect this radical change.

## **b. Vision and case for change**

In January, CMT worked with Ignite, building on existing transformation work to come up with a clear and concise future vision and case for change for the council. This is stated below.

### **Why we need to change**

We want to be a world class organisation. We need quickly to become slick and efficient, freeing up resources for us to invest as we choose. We also need to be agile and able to evolve and respond to future change

We also want a different relationship with our communities, with services designed and delivered by and with our communities

We must create a sustainable cost base.

### **Our vision**

People will be proud of Slough as a place to live and work. Residents, businesses and communities will have every opportunity to be independent, successful and to participate in solving local issues. No one will get left behind

Our services will be seamless for customers, underpinned by a dynamic organisation driven by data, insight and effective use of technology. We will have capacity and agility to anticipate and respond to future change and demand

Our role will be as a place shaper, facilitator and enabler, closely collaborating with residents, businesses, communities and partners

### **What the change will look like**

The change will be system-wide, encompassing communities and partners as well as the council. Everything is in scope unless specifically descoped. The changes will recognise and build on the great practice already achieved by our staff making it easier to deliver excellence.

**Figure 6: SBC vision and case for change**



With this challenge for the future clearly articulated, officers from SBC have worked with Ignite over the last two months to analyse and understand:

- The design of a new operating model
- How activity will be organised within it
- In which areas of service there are greatest scope for process efficiency
- Technology opportunities and improvements
- The scope and design of a new culture and new ways of working.

This work has identified many opportunities for investment and improvement. Service leads and their representatives were engaged through a series of workshops and data gathering exercises focussing on how staff time is spent on different types of work (activity analysis), business processes (process data discovery) and ICT systems in use (technology review).

The purpose of staff involvement is to ensure the business case is informed by and based on the views and knowledge of people working for the council, and to allow them to influence the shape of the new operating model. This document details the output of this work, responds to Slough's challenges and draws this together into a coherent business case and plan.

### c. Objectives and scope

SBC is set to embark on a significant transformation programme, changing the way it internally organises work, how it works with its partners and communities and driving different ways of working. The agreed objectives of the business case are:

To create an investment case and implementation plan to enable the key outcomes for SBC so that it can:

- Become a world class organisation - quickly becoming slick and efficient, freeing up resources to invest as it chooses; also becoming agile and able to evolve and respond to future change.
- Have a different relationship with communities, with services designed and delivered by and with Slough's communities.
- Have a sustainable cost base.

This is to be achieved by:

- Designing a new operating model looking at the organisational model, customer journeys and processes, technology, people, strategy, governance, culture and ways of working.

The business case scope includes the FTE shown in Figure 7 below. This includes the activity and budget currently associated with the contract between SBC and Arvato which will come to an end on 1<sup>st</sup> November 2019.



| As Is Teams                     | AsIs FTEs     |
|---------------------------------|---------------|
| Access & inclusion              | 11.5          |
| Adult social care commissioning | 26.9          |
| Adult social care operations    | 189.3         |
| Arvato (Estimated)              | 192.6         |
| Building management             | 43.2          |
| Chief Executive & Directors     | 11.3          |
| Communities & leisure           | 121.5         |
| Customer & communications       | 18.0          |
| Digital & strategic IT          | 17.0          |
| Early Years                     | 130.1         |
| Economic development            | 3.0           |
| Environmental Services          | 185.1         |
| Finance                         | 38.2          |
| Governance                      | 25.5          |
| Housing (people) services       | 124.6         |
| Housing development & contracts | 21.5          |
| Major infrastructure projects   | 44.1          |
| Mental Health                   | 18.6          |
| People                          | 23.9          |
| Planning & Transport            | 58.0          |
| Public health                   | 6.8           |
| Regeneration delivery           | 12.0          |
| Regeneration development        | 8.0           |
| Regulatory Services             | 76.4          |
| School Effectiveness            | 43.1          |
| SEND                            | 9.7           |
| Strategy & Performance          | 19.0          |
| <b>Totals</b>                   | <b>1478.7</b> |

Figure 7: Staff breakdown by team - scope for transformation

The following areas are out of scope for this business case in terms of the activity analysis, process and technology improvement opportunities. They will, however, be drawn into and aligned to the wider transformation programme at an early stage in order to ensure full benefits of the new operating model are realised and applied to these areas where appropriate.

- Osbornes Contract
- Slough Urban Renewal

In phase A of the programme we will explore the alignment and interface of children's social care with the new operating model. Areas of focus are likely to be:

- Technology improvements to provide a robust technology foundation and enable more digital working

- Process and pathway improvements that connect children’s social care and other areas of council service (e.g. early help) and achieve smoother customer journeys.

#### d. Operating Model and Organisational Model

An **operating model** is the ‘whole system’ of all the components and layers of an organisation including structure, roles, culture, strategy, performance and governance, technology and processes. Every organisation has an operating model which enables it to deliver goods or services to customers. The operating model concept is important because of the need to design and develop component parts in a way that reflects interdependencies and delivers the benefits. This is depicted in Figure 8 below:

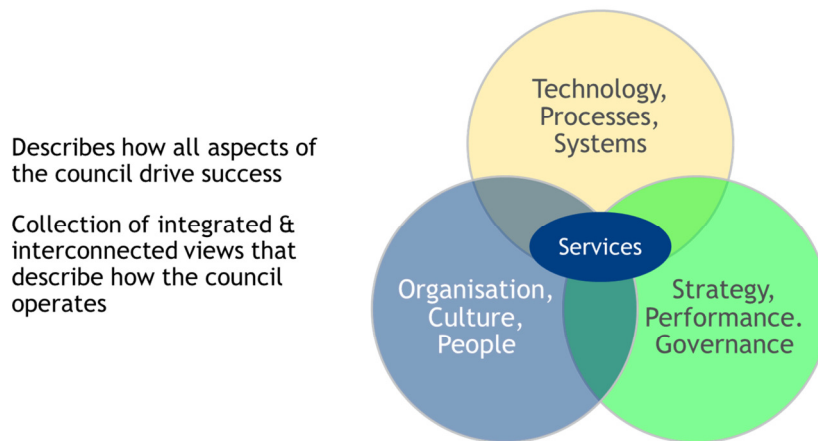


Figure 8: Operating model components

Ignite has working with CMT and Service Leads to design a new operating model for the council. This work has provided an initial view on the numbers (FTE and FTE cost) for each component of the new operating model. This has been achieved through detailed activity analysis and the application of benefit drivers (demand management, channel shift, process efficiency and automation, and remodelling) to each activity type and service, to generate a detailed picture of potential efficiencies.

The **organisational model** provides an internal framework for how the council organises itself to deliver the operating model. The organisational model sets out broadly where the work gets done, and by how many of each role. This drives considerations on spans of control, levels of seniority within role families and management structures required. The work on the operating model provides a high-level organisation design. Designing detailed organisational structures will be done as part of the next phase of work.

To transform to the new operating model the council will need to focus on:

- Organisational re-design
- Governance
- New ways of working, culture change, and learning and development
- Process re-design
- Technology and systems upgrade
- Developing or refining key component strategies.

A coherent transformation programme across all these aspects is essential to release the full potential benefits of the new operating model approach.

### 3. Blueprint activity and key outputs

#### a. Approach

The approach to developing this business case, supported and co-ordinated by Ignite, was to engage and involve staff. This means that the business case is deeply informed by staff knowledge and views with the aim of securing buy in and giving a kick start to implementation and change management activity. Figure 9 below illustrates the key activities that were undertaken during our engagement, which took place over a 12-week period:

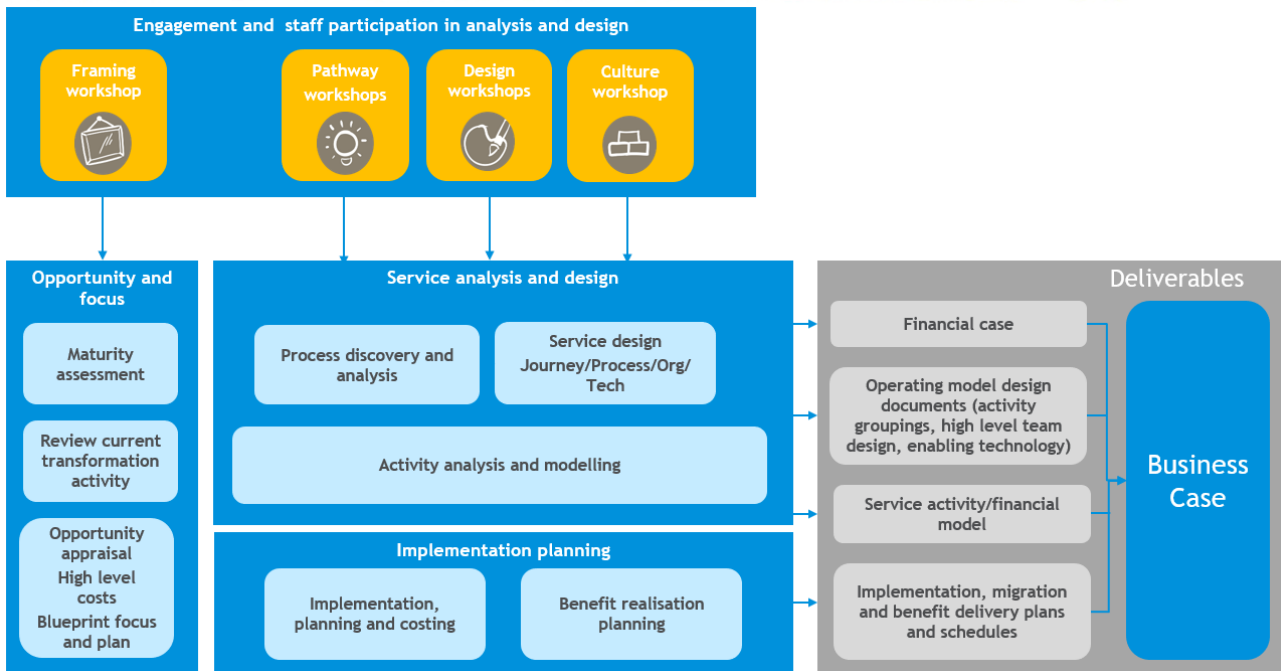


Figure 9: Components of the blueprint activity

The first stage of the work was to undertake an **opportunity assessment** to quickly assess the potential costs and savings of implementing a new operating model. This was largely done through meetings with CMT and some high-level analysis of existing structures and systems. Outputs from this stage included a draft vision and case for change, design principles, a CMT maturity assessment and some initial work on change readiness and culture.

The **blueprint** built on this work through wider engagement with the organisation, as well as regular weekly meetings with CMT, to test assumptions and start to build a future operating model design.

Our methodology, focusing on current organisational maturity, technology use, processes, culture and change readiness, provides a clear evidence base on which to identify improvements, judge efficiency and scale the amount of resource and time needed to deliver the change.

Figure 10 below summarises the key activities undertaken to develop the business case and highlights the degree of involvement from SBC staff:

| Activity                         | SBC Staff Involved   | Purpose and outputs  |
|----------------------------------|--|--|
| Vision and case for change       | CMT<br>Service Leads   | To develop a clearly stated vision and case for change to support communications about the transformation, and as the basis for developing a more detailed picture of transformation outcomes and benefits |
| Maturity assessment              | CMT<br>Service Leads   | To seek a view of the council's current maturity against a range of benefit drivers, to inform assumptions on efficiency and improvement   |
| Design Principles                | CMT<br>Service Leads   | To guide development of the operating model - and its components   |
| Activity analysis                | Service Leads and delegated managers, team leaders and key officers                              | To build a detailed picture of all activity currently undertaken so that it can be analysed and form the basis of design discussions on the new operating model  |
| Process data discovery           | Service Leads and delegated managers, team leaders and key officers                              | To understand the scope of business processes undertaken at SBC and identify those with the greatest opportunity for improvement through transformation  |
| Technology review                | ICT client team<br>Service Leads and key system leads  | To understand the costs, strengths, weaknesses and potential gaps in SBC's currently ICT architecture to inform cost estimates for the business case   |
| Pathway workshops x 3            | Mixture of service leads and subject matter experts in housing, adult social care and early help | To explore current and possible future pathways for three complex customer journeys in housing, adult social care and children's services to inform the future operating model design                      |
| Design workshops x 4             | Mixture of service leads and subject matter experts drawn from all parts of the organisation     | To explore design options for parts of the future operating model i.e. customer services, locality teams, support services and specialists   |
| Culture and change workshops x 2 | Service leads and change champions   | To gather staff views on the council's culture and readiness for change to inform operating model design and implementation planning   |

Figure 10: Summary of staff engagement during blueprint

## b. Maturity assessment

To understand the scale of change needed to achieve the vision, and the opportunity this provides, a maturity assessment of the council was carried out. Ignite worked with CMT and service leads to gather their perceptions of current maturity against seven key drivers of change and benefit:

- Demand management
- Channel shift and customer self-serve
- Technology and process efficiency
- Council organisation and management
- Strategy, performance and governance
- Commercial approach
- Commissioning.

CMT and service leads were asked to complete a questionnaire made up of 28 questions, clustered around the seven benefit drivers, rating the council's maturity in these areas on a scale of 1 (low maturity) to 6 (high maturity).

The score for both groups of staff followed a similar pattern with service leads generally scoring a little below CMT. The highest scores were for the council's commercial approach and aspects of strategy, performance and governance. Lowest scores were for channel shift / customer self-serve, technology and process efficiency, having an empowered and enabled customer services team, and the value for money of commissioned spend.

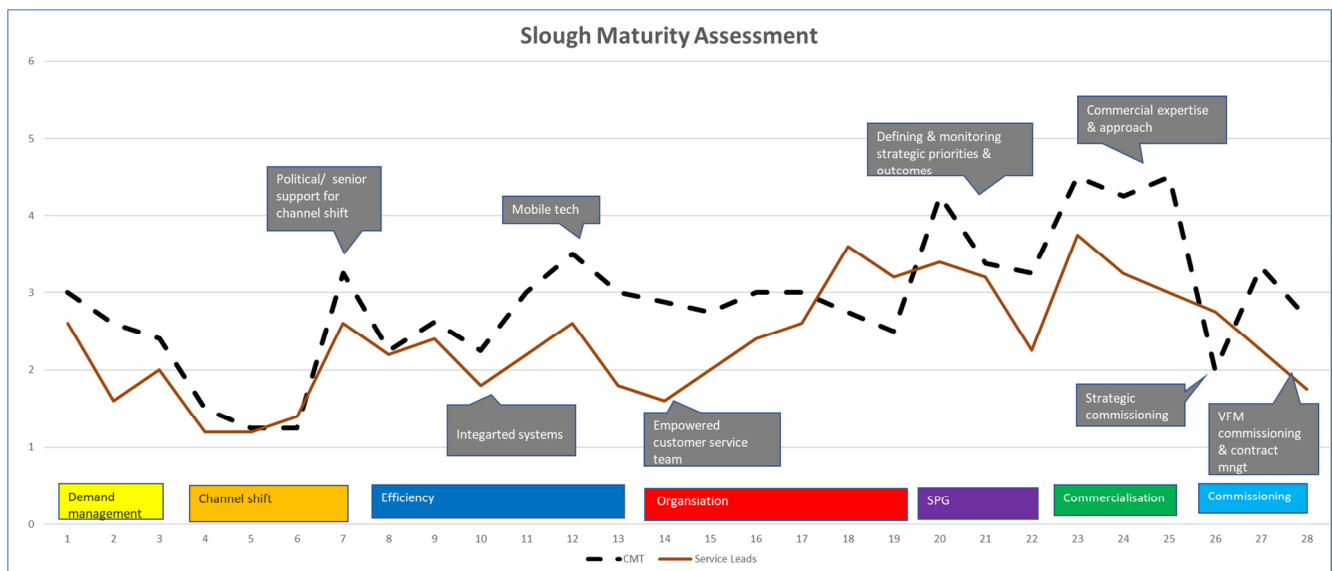


Figure 11: Maturity assessment output

The findings from the maturity assessment are one of the inputs to activity data modelling and the amount of financial benefit that can be derived.

A full-length version of the questionnaire is included in [Appendix A](#).

### c. Design principles

Ignite worked with CMT to refine and develop existing transformation design principles. The purpose of design principles is to guide design of the operating model and its components e.g. process redesign, technology, organisation design. They help with consistency and assist decision making. The draft design principles developed with CMT were further tested and validated during blueprint workshops.

The final set of agreed design principles (short version) is shown below. The longer version which provides more explanation for each design principle is in [Appendix B](#). These will be used throughout the transformation programme to inform and guide key decisions.

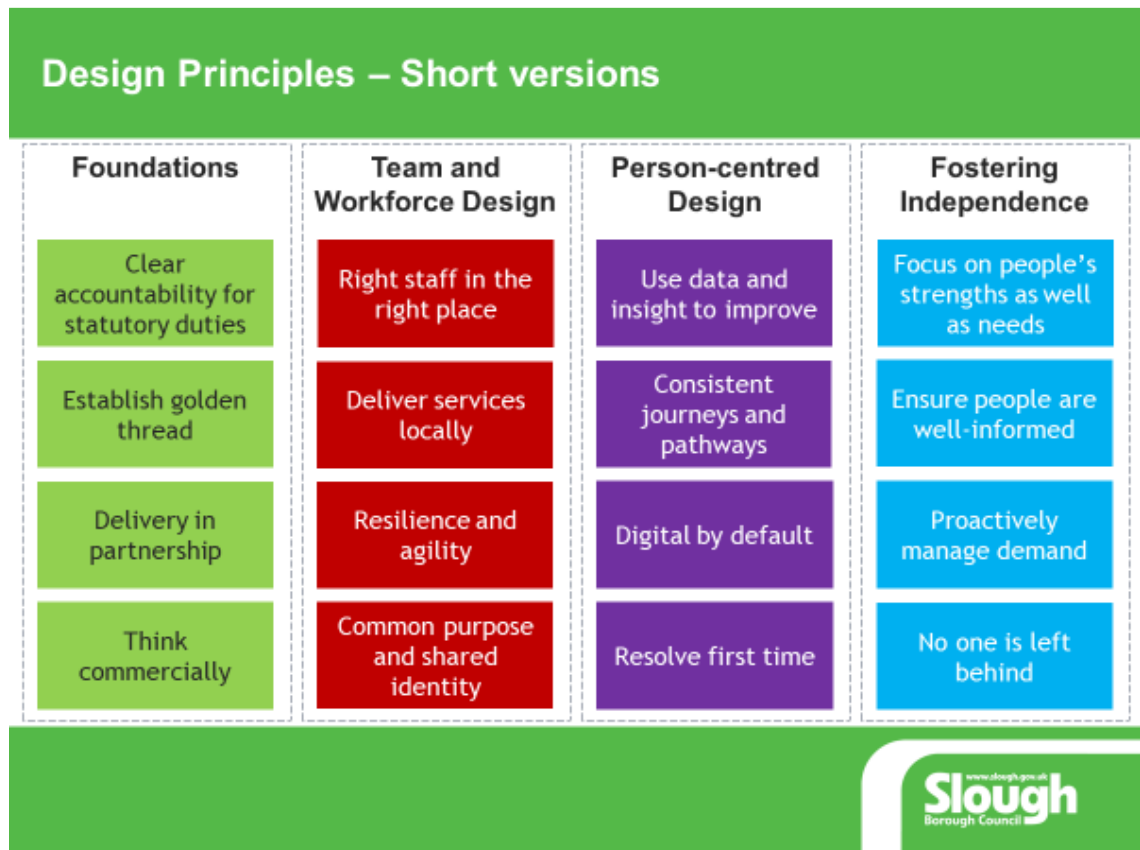


Figure 12: Design Principles (short version)

### d. Activity analysis

Service representatives completed a detailed activity analysis during the blueprint. All activity across the council has been mapped, identifying the roles and level of cost involved. This activity analysis describes activity types and the cost to deliver services to customers. A total of 1479 FTEs were identified as being in scope at a cost of £54.7M.

Ignite asked service representatives to gather the activity information for each role in the council and associate that activity with a standard ‘to be activity’ option. There are 21 standard activity types and a glossary of definitions was provided to service representatives to support the completion of this document. The glossary for Slough is included in [Appendix C](#).

We have made assumptions in relation to Arvato so that this activity and cost can be included in the modelling. We have assumed 70% of the costs are staffing costs and have estimated the activity profile for each team. These assumptions will be update once the detail is available as part of the contract exit project.

We applied a number of benefit drivers (channel shift, technology and process efficiency, and organisation and management) to current activity and costs (the ‘as is’) to arrive at a profile of activity and costs for the new operating model (the ‘to be’). The benefit drivers applied are based on a range of evidence including the maturity assessment, process data discovery, technology review and workshop outputs and discussion, as well as our experience at other councils.

The application of benefit drivers suggests a potential ‘to be’ FTE cost of £48.9M (1324 FTE), which, if proved, could generate up to an estimated maximum saving of £5.8M (155 FTE), which is 10.7% of the baseline staff cost. This is a desk- based calculation and further work will need to be undertaken (including an assessment of all current SBC functions and structures) before a quantifiable savings amount can be confirmed. Most roles in the Council encompass several of the current activities. It is therefore not a simple matter of deleting posts. However, this exercise does indicate that the savings identified in the MTFs are appropriate and achievable.

The table below describes the theoretical ‘as is’ and ‘to be’ FTE and FTE costs for each activity type and consequently the potential savings if an appropriate structure could be developed to effect this transition.

| ToBe Activity                                       | As Is FTEs    | Potential To Be FTEs | AsIs FTE Costs     | Potential To Be FTE Costs | Estimated Maximum Saving |
|---|---------------|----------------------|--------------------|---------------------------|--------------------------|
| Leadership, management & supervision                | 104.6         | 85.7                 | £5,272,425         | £4,323,389                | £949,037                 |
| Strategy & policy                                   | 42.9          | 40.7                 | £2,823,790         | £2,682,600                | £141,189                 |
| Corporate performance management                    | 11.6          | 11.0                 | £513,164           | £487,506                  | £25,658                  |
| Corporate governance & compliance                   | 6.1           | 5.8                  | £326,756           | £310,419                  | £16,338                  |
| Strategic/corporate programme delivery              | 43.2          | 40.6                 | £1,916,552         | £1,801,559                | £114,993                 |
| Commissioning, clienting & contract management      | 55.4          | 52.7                 | £2,435,077         | £2,313,323                | £121,754                 |
| Communications, marketing & engagement              | 13.3          | 12.7                 | £494,739           | £470,002                  | £24,737                  |
| Democratic support & elections                      | 10.1          | 9.5                  | £419,079           | £393,934                  | £25,145                  |
| Community/customer enabling                         | 24.1          | 22.9                 | £743,002           | £705,852                  | £37,150                  |
| Triage  | 132.2         | 89.5                 | £4,378,774         | £2,963,554                | £1,415,220               |
| Specialist triage                                   | 37.7          | 34.4                 | £1,301,856         | £1,188,414                | £113,442                 |
| Mobile/locality working                             | 24.3          | 20.8                 | £888,286           | £762,075                  | £126,211                 |
| Specialist locality working                         | 44.1          | 42.8                 | £1,561,105         | £1,514,272                | £46,833                  |
| Service processing (transactional/admin)            | 147.5         | 123.8                | £4,823,693         | £4,049,104                | £774,589                 |
| Rule-based cases, accounts & assessments            | 92.6          | 85.3                 | £2,831,994         | £2,591,451                | £240,543                 |
| Complex casework                                    | 68.0          | 65.9                 | £2,942,337         | £2,854,066                | £88,270                  |
| Specialist advice                                   | 129.9         | 122.2                | £5,593,573         | £5,262,993                | £330,580                 |
| Internal triage                                     | 14.0          | 11.2                 | £640,262           | £514,233                  | £126,029                 |
| Internal service processing                         | 77.2          | 62.1                 | £3,020,977         | £2,429,663                | £591,314                 |
| Internal specialist                                 | 65.5          | 59.2                 | £3,198,073         | £2,886,843                | £311,230                 |
| Service delivery                                    | 334.5         | 325.2                | £8,564,268         | £8,347,700                | £216,568                 |
| <b>Totals</b>                                       | <b>1478.7</b> | <b>1323.8</b>        | <b>£54,689,780</b> | <b>£48,852,951</b>        | <b>£5,836,829</b>        |
| Adjusted savings total (missing on costs and roles) |               |                      |                    |                           | £6,521,624               |

Figure 13: Summary of ‘as is’ and ‘to be’ activity, costs and estimated savings



## e. Process data discovery

Ignite’s methodology for process re-design begins with a data discovery exercise. This uses a ‘master’ list of approximately 1300 local authority processes. Process data discovery uses the list as a starting point to identify how many of these processes are undertaken by SBC and where opportunities for improvement can be found. We use this information to structure the process re-design phasing throughout implementation prioritising key high volume and/or high opportunity areas.

The process data discovery spreadsheet was validated, edited and completed by SBC staff. In addition to checking the relevance of processes, staff representatives from each service area were also asked to provide volume data, channel data (i.e. how demand is managed on the phone, online, face to face etc) and a view of efficiency opportunity based on nine questions.

Figure 14 shows an extract of a process list for verification and an example initial process rating.

| LGA ID | LGA Label                          | LGA description   | Tab in Activity Analysis - Functional area | Customer Journeys & Processes                    | Relevant to Guildford? | Criteria for prioritisation |                 |                        |
|--------|------------------------------------|---|--|--|------------------------|-----------------------------|-----------------|------------------------|
|        |                                    |   |  |  |                        | Annual Volumes              | Customer Impact | Efficiency Opportunity |
| 34     | Business rates annual notification | Providing local business with information on who is required to pay business rates, how business rates are calculated for a property (valuation), how to pay business rates.  | Exchequer Svcs                             | Annual Billing of Business Rates (& Council Tax) | Yes                    | High                        | Low             | Low                    |
| 35     | Business rate relief               | Business owners may be eligible for reductions in their business rates. Examples of reductions are transitional relief, empty properties, charity relief, rural rate relief and hardship relief. The council provides advice on eligibility for rate reductions and will provide application forms and process applications for reductions. | Exchequer Svcs                             | Apply for an NDR exemption                       | Yes                    | Low                         | Low             | Low                    |
| 36     | Business rates account enquiries   | Local businesses can apply to the council for information about their own business rates such as a statement of their account, details of their property valuation etc. New businesses must apply to the council for a valuation of their property and to set up a new business rate account.   | Exchequer Svcs                             | Enquiries about Non-Domestic Rates               | Yes                    | Medium                      | Low             | Low                    |

Figure 14: Process Data Discovery - verification and rating

The nine efficiency questions are centred around the use of paper, technology and ways of working. This information enabled processes to be prioritised in the order which will release maximum benefit and capacity to staff.

We then used a combination of volume, efficiency and channel data to identify a suggested priority list of 251 processes, out of a total of 804, to redesign in the transformation programme. These have been allocated to different programme phases and priorities based on the following criteria:

- Phase A - enquiry and information-based processes which can be improved largely through the website redesign and content review, without major technology implications
- Phase B (priority one) - the highest volume and/or impact processes, based on the information provided.
- Phase B (priority two) - medium volume and/or impact processes.

Figure 15 summarises the processes identified by directorate and phase. [Appendix D](#) has the breakdown list of all the processes recommended for redesign by current directorates. The number of processes for Children, Learning and Skills is lower than might be expected because the Children’s Trust was out of scope of the data discovery exercise. We have split Finance and Resources into internal and external facing services, because all the Arvato services were treated



as belonging to this directorate and we felt it was important to be clear how many internal support services were being recommended for redesign as opposed to the public facing services.

| Directorate                                 | Total number of processes | Total in scope | Number of Phase A Processes (Enquiry-based) | Number of priority one processes in Phase B | Number of priority two processes in Phase B |
|---|---------------------------|----------------|---|---|---|
| Adults and Communities                      | 220                       | 56             | 13  | 21  | 22  |
| Children, Learning & Skills (excludes SCST) | 81                        | 27             | 11  | 11  | 5   |
| Environmental Services                      | 58                        | 14             | 1   | 6   | 7   |
| Regeneration                                | 267                       | 74             | 17  | 22  | 35  |
| Finance and Resources (Internal)            | 114                       | 38             | 3   | 25  | 10  |
| Finance and Resources (External)            | 64                        | 42             | 9   | 25  | 8   |
| <b>Grand Total</b>                          | <b>804</b>                | <b>251</b>     | <b>54</b>                                   | <b>110</b>                                  | <b>87</b>                                   |

Figure 15: Number of full and selected processes identified by phase

## f. Technology review and investment options

Technology is key to the delivery of transformation because it enables many of the benefits of new ways of working, channel shift and efficiency to be realised. Technology changes need to be made as part of an integrated implementation programme so that they are aligned with organisation and process design, and with culture and change. To achieve the full benefits of the new operating model a significant commitment to investing in and making best use of technology will be required.

One of the key ways in which SBC can seek to deliver efficiencies through a new operating model is by visualising service delivery as a series of tiers, as illustrated in Figure 16 below, and seeking to shift as much work as possible closer to the customer into Tiers 0 and 1. These tiers work both internally and externally, i.e. customers can mean staff requiring support services (e.g. ICT, finance, HR) or citizens accessing public services.

This approach aligns with the council’s vision, outlined in section 2b above, to foster independence amongst customers and communities.

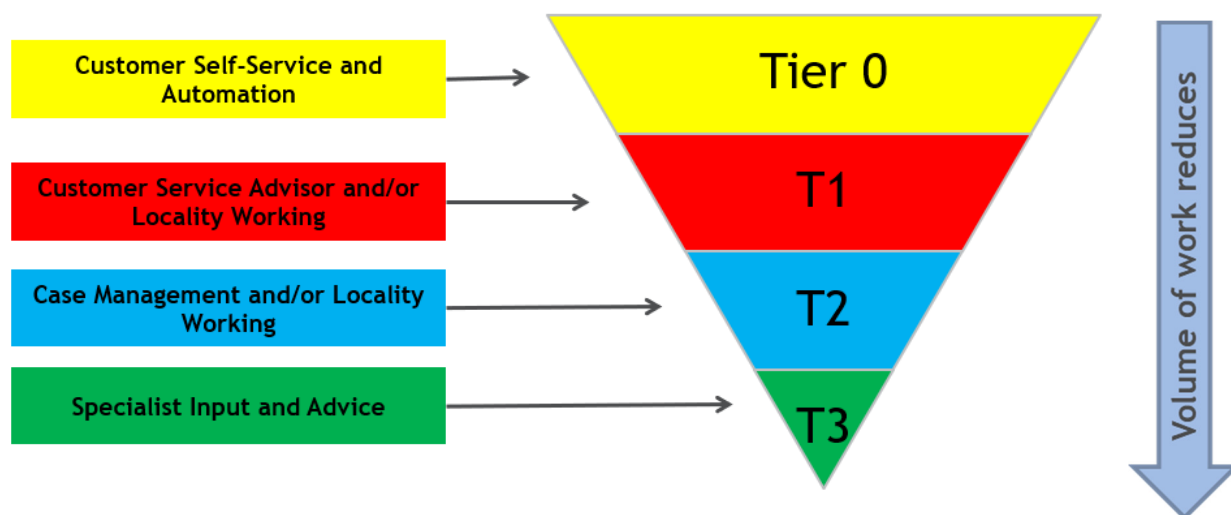


Figure 16: Service tiers

Ignite has developed a core and an enhanced set of technology capabilities required to deliver transformation in local authorities. These are detailed in [Appendix E](#).

During the opportunity assessment, we worked with the Service Lead for Digital and Strategic IT and other colleagues to conduct a review of the state of the council's existing ICT infrastructure and business systems and assess them against the core capabilities.

The draft ICT and Digital strategy for SBC highlights a range of significant technology challenges facing the council, including:

- Out of date, non-compliant servers
- Inflexible Citrix-based desktop architecture
- Complex remote access arrangements
- End-of-life telephony system
- Mixed estate of mobile devices with significant dependence on end-of-life Blackberry tools.

These are significant obstacles that need to be overcome to lay the foundations for transformation. SBC'S ICT team is engaging with Arvato to make progress on these issues. It is crucial that these projects are progressed and the foundations for transformation put in place.

A survey was undertaken with services across the council to deepen the understanding of how technology is used currently, and why. Although there are still some gaps in the understanding and questions to be answered, we were able to develop a good picture of the state of key council systems and assigned a Red/Amber/Green (RAG) status to systems aligned to each tier (Figure 17):

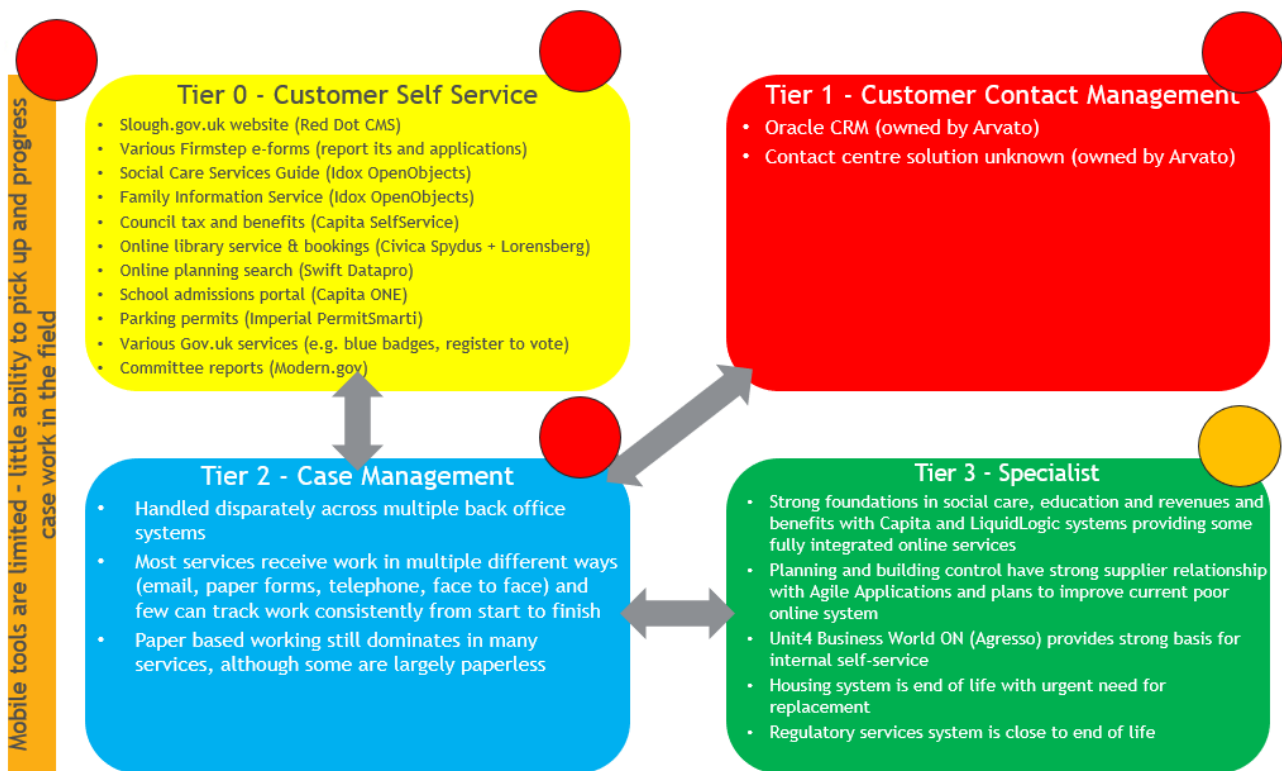



Figure 17: SBC RAG rating against core technology capabilities

The detailed reasons for the RAG ratings are provided in Figure 18 below. Headlines are:

1. The online offer is inconsistent and very poorly designed and written, which is likely to drive demand towards more expensive, traditional channels.
2. Departments have been free to select and implement their own systems resulting in inconsistent ways of working across the council. No-one has ownership of the customer experience online.
3. There are significant gaps in the online offer, with widespread use of PDF and Word forms which are little better than paper forms. There are no fully integrated online forms for many services.
4. Little evidence of mobile working was found beyond use of email on smartphones and Citrix sessions on laptops, and we know that the underlying infrastructure in these areas is poor.
5. Rekeying, double-handling and paper-based processes are commonplace.

| RAG   | Explanation   |
|---|---|
| Tier 0 - Customer Self-Serve<br> | <ul style="list-style-type: none"> <li>• The main Slough website needs to be completely redesigned - the look and feel is outdated, (fixed width, logos in header lack 'clean' edges, font is quite small by modern standards), the home page is very busy with a lot of links, search box is small and easy to miss, there is far too much content and pages are often too long and complex.</li> <li>• Customers can access a range of services online BUT customer self-service is a patchwork quilt of point solutions with at least six registration and login systems (see <a href="#">Appendix F</a>) and 8-9 varying user interfaces.</li> <li>• There are also significant gaps in what services customers can request or do online e.g. apply for housing, licensing or environmental health services, pay for some services, apply or renew bus passes.</li> <li>• Customers cannot track or update cases online.</li> </ul> |





|   |   |
|---|---|
| Tier 1 - Customer Contact Management<br> | <ul style="list-style-type: none"> <li>The Oracle CRM is outdated and was supposed to be replaced some years ago. It is used in a very basic transactional way to log and categorise interactions and is not integrated with wider council systems.</li> <li>The contact centre management solution is owned by Arvato and is thought to be basic and close to end of life.</li> </ul>  |
| Tier 2 - Case Management<br>             | <ul style="list-style-type: none"> <li>Civica W360 is used by some but not all services.</li> <li>Many services store documents directly in back office systems and/or on file servers</li> <li>Some services still rely significantly on paper files.</li> <li>There is no strategy for managing documents electronically across the council</li> <li>Although some back-office systems contain elements of workflow, there is no consistent approach and many services lack a live view of work volumes and stages across services.</li> </ul>  |
| Tier 3 - Specialist<br>                  | <ul style="list-style-type: none"> <li>Some areas of integration into back office systems to save re-keying e.g. Capita revenues and benefits portal, school admissions portal</li> <li>There are plans to launch more integrated self-service features in adult social care</li> <li>Planning and building control are in the process of upgrading the APAS system which should improve online service delivery and provide improved mobile functionality</li> <li>Most Firmstep forms simply generate emails/PDFs which are re-keyed and/or printed rather than updating line of business systems</li> <li>The housing and regulatory services systems are approaching end of life</li> </ul> |
| Mobile<br>                               | <ul style="list-style-type: none"> <li>There are 270 Blackberries running on an end of life Blackberry Enterprise Server</li> <li>No replacement mobile device management solution has been selected</li> <li>No evidence of ability to send work live to mobile teams and for them to progress in the field</li> </ul>   |

Figure 18: Explanation of technology RAG ratings by tier

Following the review existing systems were mapped to the core technology capabilities, and we identified weaknesses and gaps and created a set of recommended actions covering the products and solutions that would need to be retained, replaced or purchased to fill a gap. These are shown in Figure 19 below.

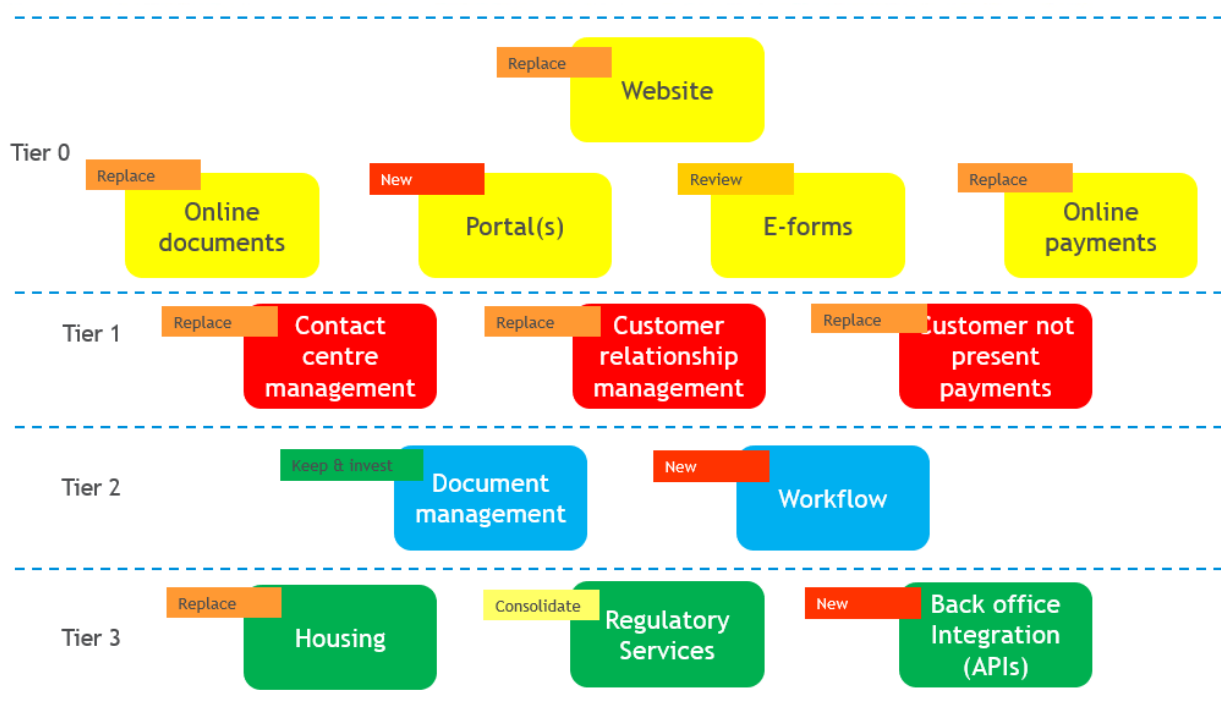


Figure 19: Summary of technology recommendations by service tier

These recommendations were used as the basis for creating estimates for the level of technology investment required. It is important to emphasise that the estimates were for technology to specifically address the areas highlighted in Figure 18, not to address the legacy issues with servers, telephony etc mentioned above or the costs associated with bringing the ICT service back in house from Arvato. It is assumed that the technology budget associated with the HQ move will be sufficient to address these issues and indeed it is of vital importance that this work is completed in the early stages of transformation.

Initially two models for technology investment were worked up. Option One was heavily based on investment in Microsoft cloud technologies and had significant revenue implications. Option Two was less ambitious and relied more on on-premise solutions. Following discussions with the Director of Finance and Resources, we worked up a third option which was a blend of the two, is the recommended approach and fits within the provisions already made in council budgets for transformation and is therefore excluded from the cost/benefit analysis in section six.

It should be made clear that using certain assumptions around specific suppliers and systems does not in any way imply that these will be the solutions that will eventually be chosen, nor should they compromise the integrity of any future procurement exercise.

| Description  | One Off/Capital | Recurring/Revenue | Five Year Cost |
|--|-----------------|-------------------|----------------|
| Option 1 - Cloud based digital platform based on Microsoft Dynamics, E5 licensing for Skype telephony, two major system migrations (housing and regulatory), Servers hosted in Azure, integrations, Windows 10 migration and major laptop investment | £3,734,500      | £1,908,500        | £13,277,000    |
| Option 2 - Cloud based digital platform based on Firmstep, on-premise telephony, one major system migration (housing), core servers only hosted in Azure, integrations, Windows 10 migration and major laptop investment                             | £3,531,000      | £678,700          | £6,924,500     |
| Option 3 (Recommended) - Assumes Microsoft Dynamics based digital platform and two system migrations but on-premise telephony, core servers only hosted in Azure, integrations, Windows 10 migration and major laptop investment                     | £3,154,800      | £919,600          | £7,752,800     |

Figure 20: Summary of technology options and costs

### g. Culture and change

As part of the new operating model, the council’s culture and ways of working will need to change significantly. The following activities were delivered as part of the Blueprint to assess the current culture and ways of working and identify areas of strength and development in managing change.

| Activity                                   | SBC staff involved                       | Purpose and outputs   |
|--|--|---|
| Organisational change readiness assessment | CMT<br>Service Leads<br>Change Champions | To assess how ready the organisation is for taking on change of this magnitude  |
| Culture workshop                           | CMT<br>Service Leads<br>Change champions | To start to define the target culture required to deliver the new operating model, assess as-is culture, and develop an action plan to shift from as-is to target culture |

Figure 21: Summary of activities on culture and change

### Organisational change readiness

A questionnaire made up of seven questions assessing aspects of readiness on a scale of 1 (low readiness) to 6 (high readiness) helped us explore how ready the council is for change by assessing how well it has managed change previously, and by understanding how well-informed staff feel they are about the programme.

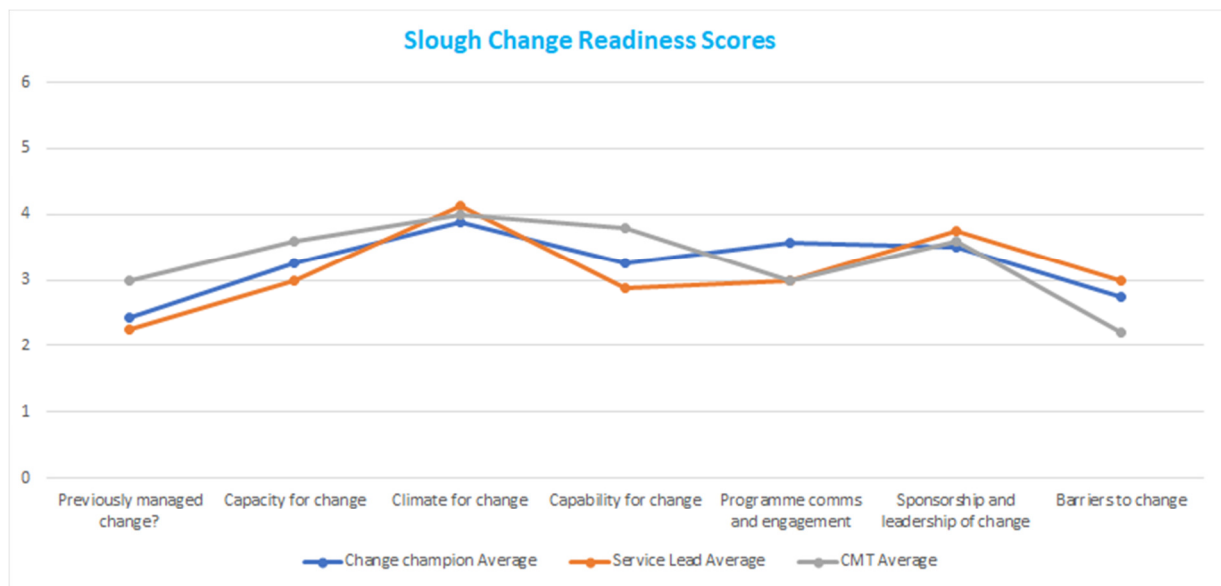


Figure 22: Organisational change readiness scores by stakeholder group

Scores indicate that the climate for change across the council is relatively high despite the general view that any previous change could have been managed better. This creates a solid foundation for change. We did pick up that in some parts of the business, change fatigue was beginning to show and this is something that should be monitored closely.

Clear communications and engagement about the programme are also a critical part of readying the organisation for change. Whilst there were some higher scores in this area and a verbal acknowledgement from staff that communications were an area where they have seen improvement recently, staff attending workshops felt that communications could be brought to

life more. It was also reflected that the degree of engagement and the opportunity to engage could be a potential opportunity to work on.

A consistent score across the organisation can be seen for sponsorship and leadership of change. Although relatively high, the low score seen regarding previously managed change suggests that work could still be done to improve readiness in this area.

The scores indicate that capacity for change is average. People told us there may be more capacity for change if the organisation started working a bit smarter, including the proposed IT and locality changes. In addition, in some areas staff raised that they are experiencing resource challenges due to recent reorganisation and staff loss.

Capability for change is the area where scores are most spread suggesting there is likely to be large variance across the organisation in the degree to which there are skills in place to manage the change.

The change readiness questionnaire and detailed feedback can be found in [Appendix G](#).

## Culture

Ignite uses an approach to defining target culture which looks at the behaviours, symbols, and systems, which are underpinned by values/beliefs, that make up an organisation's culture, or 'the way we do things around here'.

We facilitated culture workshops with CMT, service leads and change champions. These focused on:

- Defining 'must have' characteristics of a future culture
- Clustering these around cultural archetypes
- Understanding current enablers and blockers
- Gathering ideas on actions SBC could take on key levers for cultural change.

There was a wide range of ideas on what the target culture should be including discussion on how the archetypes in their current state didn't fully reflect what staff envisioned for the target culture, and in many cases they wanted to blend aspects of a couple together. The priority order of cultural archetypes for the council's target culture selected by each group are shown in [Appendix G](#)

Key emerging themes include:

- A focus on prevention and the changing relationship with communities more than the transactional relationship with customers. This was reflected in discussions about the balance required between the 'greater good' and 'customer centric' archetypes
- A move towards a more 'achievement-based' culture within the council - moving towards a culture where performance is more openly discussed driving accountability and ownership at all levels
- Innovation was recognised as important to all staff, but it was more of an enabler in supporting the other archetypes
- During pathway and design workshops there was discussion about the need for stronger collaboration across teams, a need to work beyond a single team and a sense of being 'one

council'. This is reflected in the 'one team' cultural archetype, and requires further exploration in the next phase of work

- The degree to which change will be embraced will vary across service areas. This requires further exploration to understand the 'cultures within cultures' that exist across the council to ensure that a culture development plan is targeted in the right way.



Figure 23: Potential levers to change culture

Service leads and change champions completed an exercise to generate ideas to shift culture using each of the nine levers for change shown in Figure 23 above. The groups produced a combined list of potential actions, plotted on an impact v do-ability matrix for each lever, which will be developed and built on during implementation to form the basis of a comprehensive culture change plan.

Areas of focus identified were:

- Behaviours - embed behaviour framework in job descriptions and recruitment
- Performance - establish clearer golden thread of performance in 121's and service plans
- External relationships - involve partners in co-production
- Communication - run more face to face workshops about the programme and describe the future in tangible ways
- Workforce development - role specific training, grow apprenticeship academy, formal sharing of knowledge across teams.

In the next phase we propose working with CMT and service leads to build and develop thinking so far to define the Slough culture in a more detailed and nuanced way and create a plan for achieving this.



## 4. New operating model design - outline and scenarios

### a. Overview

Ignite has worked with CMT and service leads to use learning so far and define elements of a new operating model that will help the council respond to its challenges and take steps towards meeting the vision and case for change.

Several themes which are important in developing the model have emerged. These are set out below:

- The importance and relevance of all design principles and embedding these
- Getting the right component strategies in place e.g. locality/ prevention
- Scope for more collaborative and integrated working, creating a 'one council' team
- Building capacity and capability for prevention i.e. the work that happens pre referral; working in partnership with communities
- Better use and organisation of our early help resource across all ages
- Maximising the opportunity from bringing Arvato in-house, including streamlining the first point of contact
- Creating a better website
- Recognising the importance of technology and process improvement, including online and automated processes
- Well managed matrix working (or belonging to more than one team) - can help with consistency and collaboration
- Good resource management is needed to underpin this and other more flexible ways of working.
- Retaining professional line of sight is also essential if we increase matrix management
- We need a fundamental shift in how we value customer service.

Aspects of the new operating model have already been described in sections on process, technology and culture.

Figure 24 below shows an activity-based view of the operating model.

There are four broad activity types:

- Blue - all activity that directly provides value for customers and communities (the breath that brings the organisation to life)
- Red - all activity that enables and supports customer-facing activity (the heart)
- Orange - all activity that involves working with partners and with the community to better deliver value for customers and communities
- Green - all activity that steers the blue, red and orange areas - horizon scanning and ensuring the direction is clear and maintained (the brain).

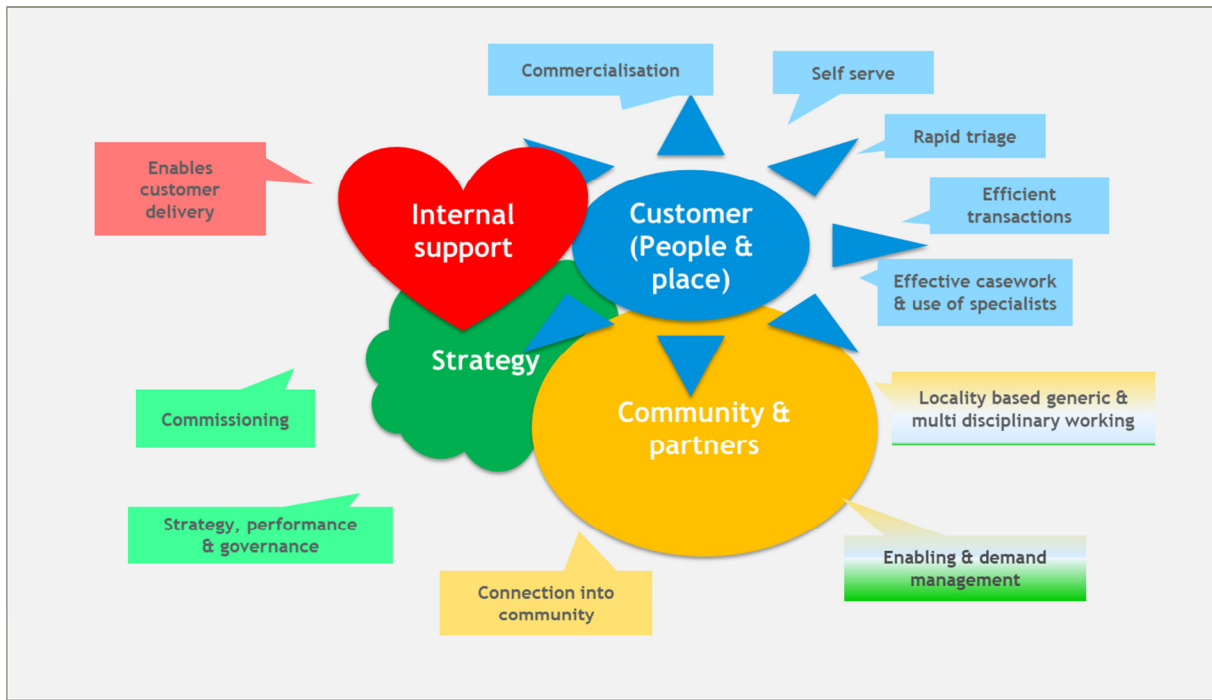


Figure 24: Operating model activity types

Within each area of activity there are several elements, and these are shown below (using the appropriate colour), with estimated future FTE. Figure 25 shows all the elements, and Figure 26 shows a further breakdown for three key areas

## Proposed operating model elements

|  |   |  |   |
|--|---|--|---|
| Corporate management<br>(86 FTE)                     | Strategy and commissioning<br>(106 FTE)             | Performance and governance<br>(26 FTE)                                   | Major corporate projects<br>(41 FTE)      |
| Customer contact/<br>triage<br>(124 FTE)             | Transactional and rules based cases<br>(209 FTE)    | Core locality working<br>(44 FTE)  | Specialist<br>(231 FTE)                   |
| Community delivery units e.g. libraries<br>(144 FTE) | Commercial delivery units (e.g. waste)<br>(181 FTE) | Corporate services triage & transactional/ rules based cases<br>(73 FTE) | Corporate services specialist<br>(59 FTE) |

Figure 25: Proposed operating model elements

## Proposed operating model elements (detail)

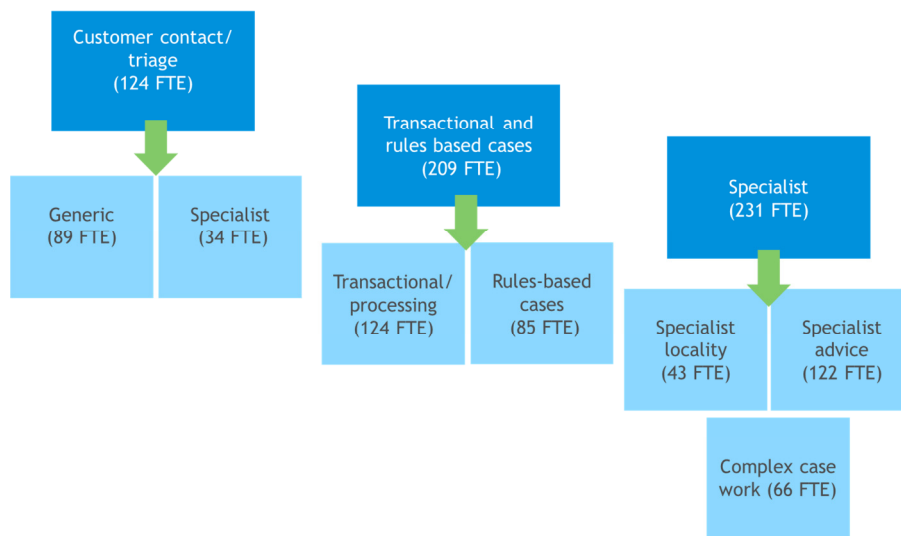


Figure 26: Proposed operating model elements (detail)

For the business case we have focused mainly on development of scenarios for the customer and community elements of activity (blue and orange). This reflects their importance to the council's vision and the impact and benefits the council is seeking to achieve. We have completed some initial work to look at support services (red). The approach to strategy and commissioning (green) will be developed further in the next phase of work, - we have included a description of scope at this stage.

### b. Customer and community

We developed and reviewed several scenarios for the customer and community areas with CMT. The proposal is to move towards the pathway model described below.

#### Pathway model

The model is illustrated in Figure 27, and shows the configuration of the main types of customer and community facing activity:

- Customer contact
- Transactional/rules-based cases
- Locality
- Specialist.

# Customer & community - Pathway model

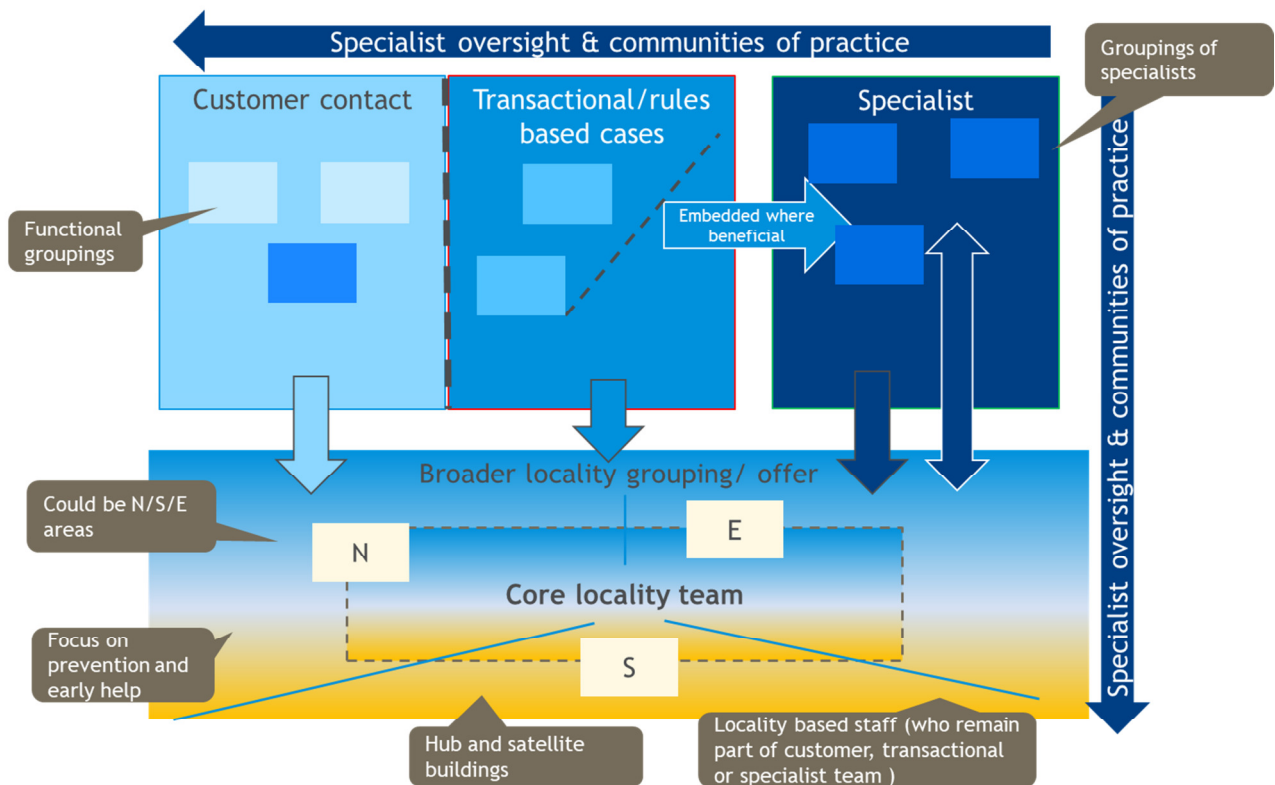


Figure 27: Customer and community - Pathway model

Set out below is a description of the purpose and key characteristics of each of the activity types for the model.

## Customer contact and transactional/rules-based cases (universal services)

### Purpose

- Make it easy for people to contact us and receive consistent, accurate, timely advice and guidance, that addresses and resolves their enquiries and requests, across the full range of council services.
- Encourage people to use their own support networks and make best use of personal resource to support their own independence.
- Manage routine administration, processes, accounts, applications and assessments as efficiently and effectively as possible, providing a continuously improving and responsive service for people
- Adopt a prevention and early help mindset, looking out for signs of wider issues that could escalate.

### Characteristics

- A single customer contact/ triage team with the right mix of staff to have the right first contact and conversation

- CRM and workflow to allow visibility of customer interactions (with appropriate permissions)
- This team would include specialist staff to enable customer contact for people services to operate in this environment, including with partners (e.g. health)
- A single team to handle transactional, processing, and rules-based cases. This would include a wide range of work e.g. revenues and benefits cases, minor planning and licensing applications, housing applications, school admissions
- This team could be combined with the customer contact team to create a single ‘customer’ team
- Both teams would have access to specialists and specialist oversight and there would be a balance of multi skilling, and service champions and/or groupings
- Empowered roles, customer centric culture, and a prevention and early help mindset
- Teams would be operationally managed. Specialist oversight and mentoring would also be designed in to ensure effective end to end customer journeys and processes. This could be achieved through a community of practice approach with a lead specialist matrix managing staff working on their functional or professional area
- In practice there are likely to be some areas the council would choose to treat differently. This would start to move the council towards a model that mixes pathway and functions. Examples of where the council might choose to treat a service or an element of service differently are:
  - Customer contact of a very specialist nature and/or that is delivered in partnership
  - Customer contact that is better embedded in a delivery unit (e.g. teckal, reception activity in a service building e.g. a children’s centre).
  - Some admin or processing activity where the work is better embedded in specialist teams e.g. mental health.

### Locality

The work we carried out in this area highlighted the wide range of council (and partner) activity and services in localities and the range of buildings (existing and planned) that support this e.g.

- Services that are delivered and available at local level across Slough e.g. schools, waste, libraries, leisure centres, registrars
- Services that have local ‘branches’ e.g. adult social care teams north, south and east teams, and customer contact staff based at various locations across Slough
- Services that are ‘outreach’ or ‘mobile’ from a more central service some of which make use of local buildings e.g. family workers, youth workers, housing staff, community wardens
- Services that are in localities on a ‘peripatetic basis e.g. equipment demos, smoking cessation session
- Multi agency or integrated services at a local level e.g. troubled families, multi- agency working in children’s centres

Each of these has its own professional management, accommodation and technology requirements.

These discussions underpin the purpose and characteristics set out below.

## Purpose

- Proactively plan and coordinate activity and services in localities with a focus on prevention and a community-led approach
- Where local people need, enable them to access services where they live
- Develop a deep understanding of current and future needs of local people and use this to shape local services.

## Characteristics

- Locality working seen as an activity not a building
- A 'locality offer' supported by both a 'core' locality team and a broader grouping of staff who primarily align to a service or function but have a secondary alignment to a locality
- **Core** locality team characteristics:
  - A single Slough team operating across three areas localities (e.g. North, East and South)
  - The team would build insight and intelligence about each locality and use this to help shape bespoke services
  - Focus on prevention, community enabling & capacity building, and monitoring & enforcement to local standards. The aim would be to reduce demand for services and interventions by the Council, across both people and place services
  - Roles are likely to be multi-functional e.g. community development roles, or multi-skilled e.g. neighbourhood support role
  - The team would provide an element of operational management and co-ordination for the council's broader presence and services in the locality
  - Further work is needed to define the boundaries between this team and others e.g. would locally-based customer contact staff form part of the customer contact team or the locality team
- A **broader locality staff grouping** would form part of the locality offer (e.g. area adult social care teams). These staff would primarily align to a service or function. The locality would be their 'second' or 'extended' family with a matrix management approach
- A detailed accommodation strategy and plan needs to be developed to define and describe
  - which teams and staff are locality based and in which buildings (hub, satellite etc),
  - what are the high priority 'co locations' for Slough teams and partner teams
  - which staff are mobile (rather than locality based) with a requirement for 'touch down' office facilities?

## Specialist

### Purpose

- Provide high quality specialist advice and casework to people and business through professional and technical excellence, innovation and collaboration, successfully implementing statutory requirements and strategic aspirations of the council

### Characteristics

- Specialists working in a more flexible way, organised along service/ functional lines or in some areas work in new groupings e.g. aligned to strategic priorities

- Focus on collaborative working across functional areas and with partners to support prevention, early help and seamless journeys for people and business
- A matrix management approach where specialists have oversight and lead communities of practice to ensure quality and outcomes of end to end customer journeys across locality, customer contact and transactional/ rules-based teams
- Locality based specialists also part of broader locality team (as part of a matrix approach).

#### Commercial and community delivery, major corporate projects, property portfolio

Decisions about where commercial and community delivery (e.g. waste, libraries), major corporate projects and management of property fit and connect with the model will be explored as part of the next stage of work.

#### **Mix of pathway model and functional approach**

The pathway model will be a radical change for the council and represents the aspirational end state. We've described below a model that mixes a pathway and a functional approach. This could represent a stage or interim position on the journey.

The purpose for each area of the mixed model remains the same as for the pathway model.

In terms of characteristics:

#### Customer contact

- In addition to a single generic customer contact team, there would be several additional specialist customer contact teams e.g. adults, bereavement. Non-specialist areas would be handled in the more generic team
- Customer contact might also be embedded in delivery areas e.g. DSO, registrars
- A customer 'community of practice' would operate across the separate customer contact teams to support consistency of approach and standards.

#### Transactional and rules-based cases

- The transactional/ rules-based case team would have a more limited scope e.g. handing validation of planning applications rather than minor applications.

#### Locality and specialist

- Locality and specialist teams would be as for the pathway model.

## Customer and community - mix of pathway and functional

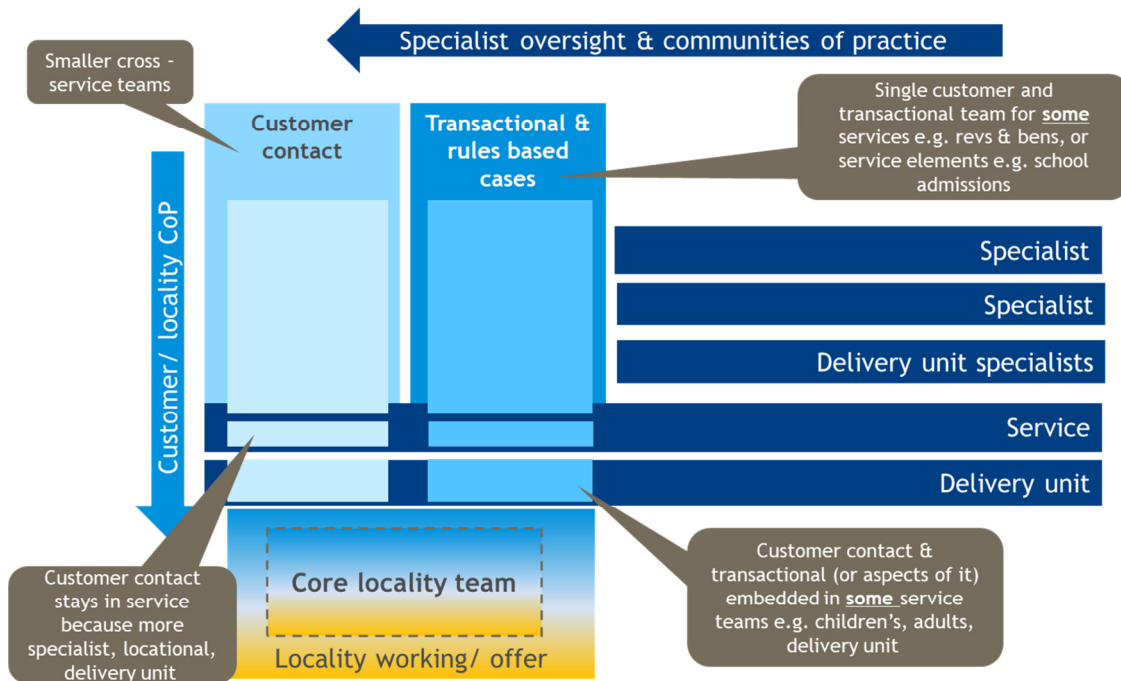


Figure 28: Customer and community - Mix of pathway and functional approach

### Benefits and risks

There is a risk is that without full commitment to moving to the new operating model, the council will only get part way there, and benefits will only be partially achieved, including financial benefits.

In addition to an efficient approach, the high-level of organisational change associated with the pathway model will facilitate the cultural change that is needed. It will also structure the council for collaboration and cross service working, supporting the council's aspirations for changing its relationships with customers and communities.

### c. Support services

Two scenarios are currently being considered - an integrated support service approach, and an improved 'as is'. Further design work to confirm the optimal approach will be part of the next phase of work.

Scenarios 1 and 2 are described below.

#### Scenario 1 - Integrated support services approach

This scenario is illustrated in Figure 29, which shows the configuration of the main types of support services activity:



- Customer contact and transactional
- Specialist activity

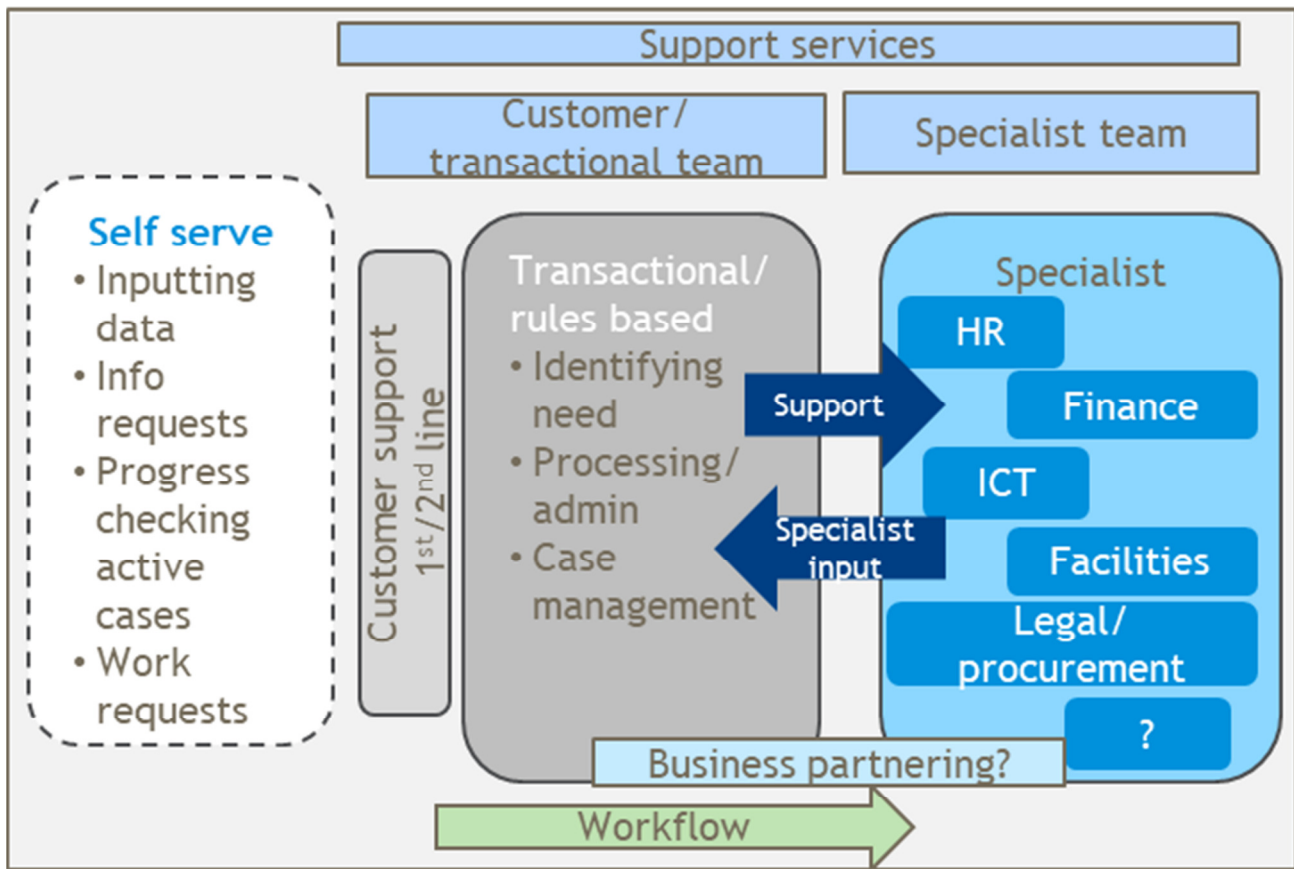


Figure 29: Scenario 1. Integrated support services approach

#### Purpose

To provide timely, consistent, efficient and high- quality support services; ensuring compliance and enabling the organisation to achieve its strategic priorities and deliver for its customers.

#### Characteristics

- Promote and encourage our (internal) customers to be independent and to self-serve on appropriate elements of service
- Collaborative across support services and with customer facing services

#### Customer and transactional teams

- A single integrated customer contact and transactional team with the right mix and levels of staff
- A service desk approach providing visibility of all customer interactions
- Resolution of internal customer queries by phone, face-to-face, web or email and dealing with straightforward service requests
- Directing internal customers to self-service channels via the intranet or portals
- End-to-end handling of straightforward internal customer cases

- Chasing stakeholders for further information/documentation
- Case administration and updating back office accounts e.g. processing applications, requests, reports, payments, permissions and inspections

Specialist team

- Management of complex or contentious internal customer cases that require professional expertise to make a judgement or decision
- Working in functional groupings to provide specialist or expert input and advice to customers, colleagues, members and partners
- Professional oversight and QA of how ‘technical’ work is delivered in support areas

A business partner or relationship manager approach located within either team would also be designed in.

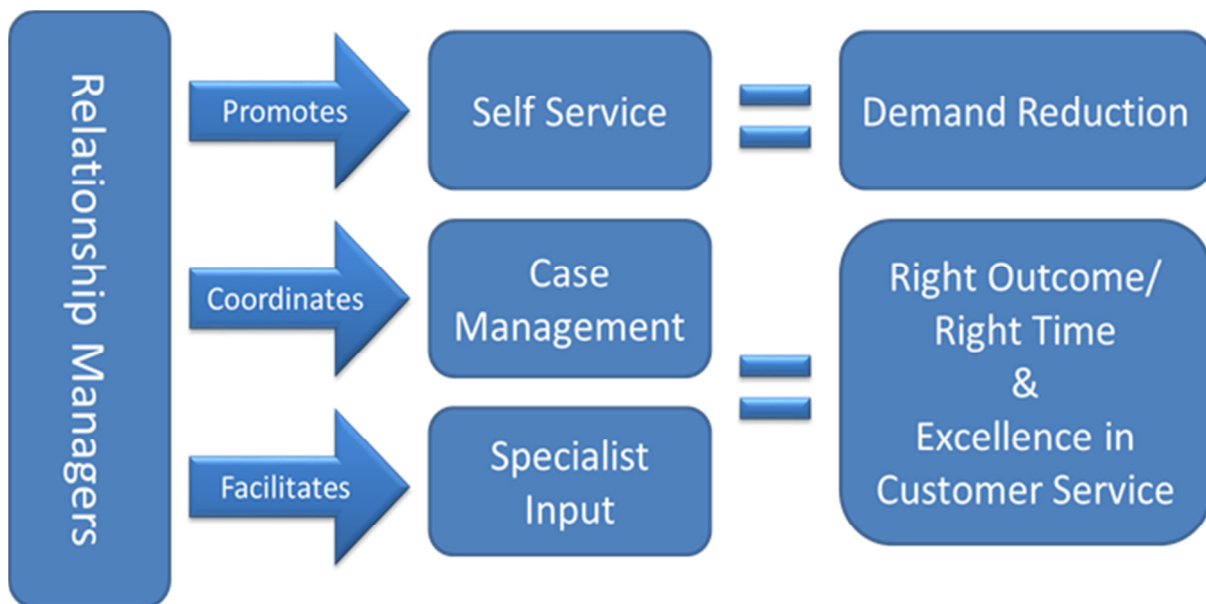


Figure 30: Scenario 1. Integrated support services approach

**Scenario 2 - Improved ‘as is’.**

This scenario would seek to build on initial work exploring current strengths and weaknesses of support service arrangements.

Emerging themes include:

- The need for stronger collaborative working between customer facing and support services
- Scope for more streamlined processes including automated and online.

**d. Strategy and commissioning**

This part of the operating model will broadly include the following activity types. Decisions will need to be made about the best location for some activity e.g. the customer strategy and customer insight and data might fit better with the customer contact area; aspects of procurement and contract management might fit better with specialists and/ or support services

- Strategy
  - Commissioning activity for services across the organisation, where support services will support the procurement aspects of the commissioning cycle
  - Delivery of the Local Plan
  - Strategy & policy work across the organisation (policy frameworks, annual strategic cycle, insight and data, translating political will)
  - Commercial strategy
  - Customer strategy
  - Communications, marketing and events from across the organisation
  - Acquiring, divesting and disposing assets; making decisions to ensure the asset base best meets the commercial (financial) and strategic priorities of the council
- Performance & governance
  - Democratic support and elections
  - Corporate performance (performance cycle and internal projects on service reviews and business improvement)
  - Activity that ensures that the organisation is running effectively and in accordance with council rules and policies
  - Setting programme governance and providing programme support

### e. Senior management structure

Detailed organisational structures for the council will be designed as part of the next phase of work. Optimal structures will emerge as the operating model design is explored in more detail.

As part of the work so far there are a number of emerging scenarios for the senior management structure, some of which are described below. This thinking will be further developed early in phase A. There are interdependencies between this and wider organisation structures. Parts of the organisation are in different places and we need to be mindful of this and any potential risks as we move forward. The scenarios reflect emerging themes so far:

- Providing strategy, support services and customer/ community facing services with the right focus and priority whilst ensuring they are integrated rather than operating as silos
- The emphasis within the council’s vision and case for change on changing the relationship with customers and the community.

### Scenario 1

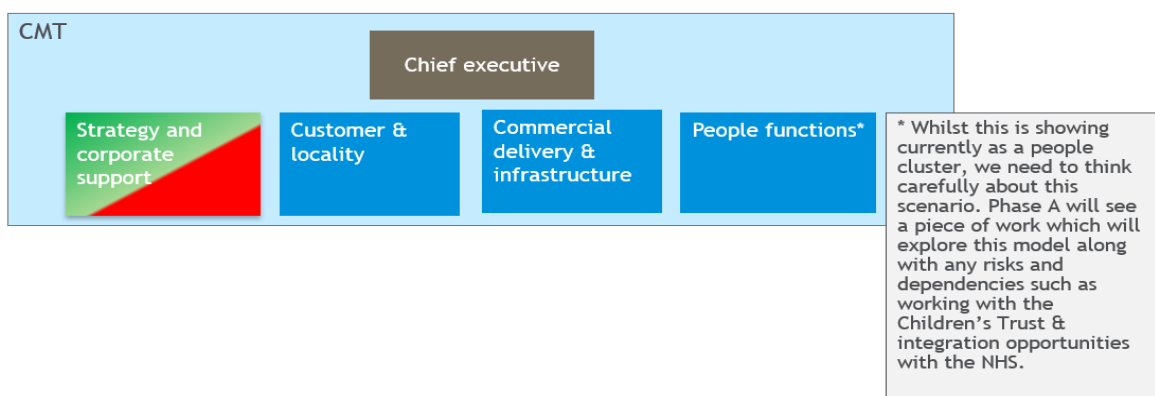


Figure 31: Scenario 1. Senior management structure

In this scenario there is a focus on Customer and Locality raising the profile of customer contact, transactional /processing and locality-based working including prevention. The area of Commercial Delivery & Infrastructure would focus on commercial delivery, infrastructure, regeneration, and day to day (specialist) services e.g. regulatory and planning. The People area could combine DAS and DCS functions and focus on services for adults, children’s, housing, and all-age early help.

Benefits of this approach include the profile given to new customer and locality areas, dedicated customer facing roles for three services; and a new ‘people’ services role that covers all ages.

Risks include that the customer & locality areas could become separated from the delivery of services under the other two customer facing service areas. The combination of support and strategy in a single role also combines different skills and accountabilities.

Questions that need to be resolved include how SCST will fit.

## Scenario 2

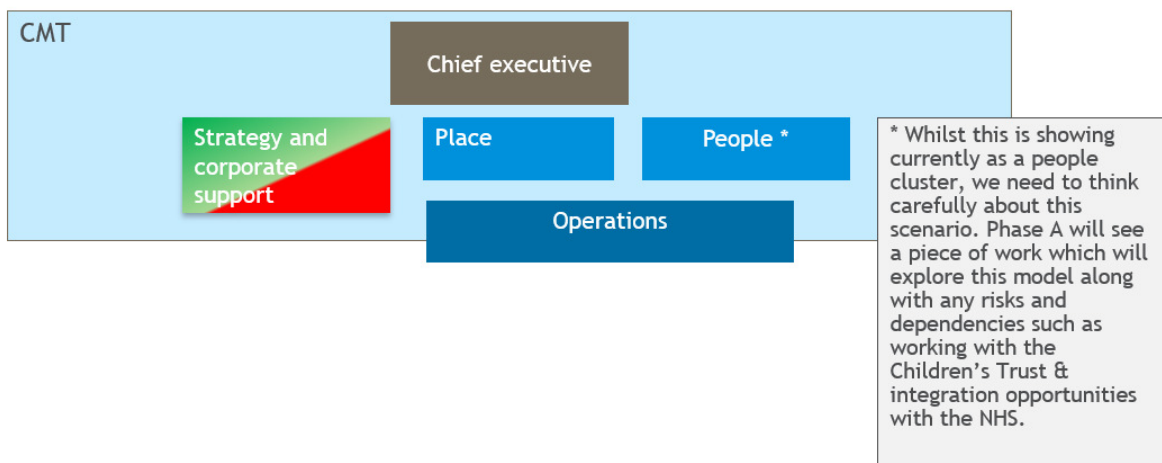


Figure 32: Scenario 2. Senior management structure

The main difference in this scenario is that an Operations responsibility would sit at a level below the customer facing areas of Place and People, taking day to day responsibility for managing the operations of customer and locality teams and allowing more capacity for Place and People to focus on their strategic role.

Benefits of this approach include additional operational management capacity to driver delivery across customer, transactional and locality teams, and the potential for close connection and ownership across all of customer facing service delivery.

Risks include that this may not give new customer and locality areas of delivery the right profile.

### Scenario 3

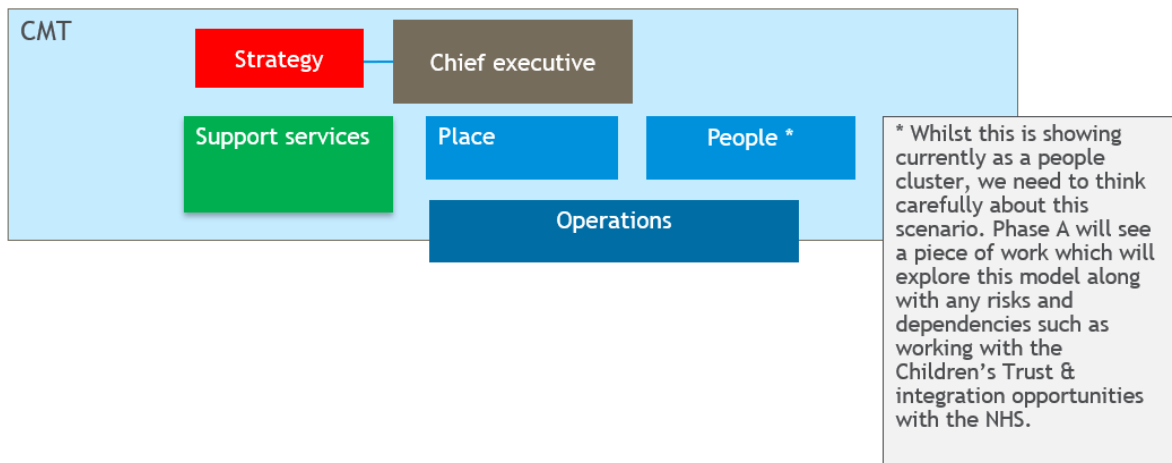


Figure 33: Scenario 3. Senior management structure

In this scenario support services and strategy are separated - with strategy reporting to the Chief Executive. The strategy area would be supported by the additional strategic capacity in People and Place enabled by the lead role in Operations.

## 5. Programme structure, phases and plan

### a. Programme length and phasing

The length and phasing of the programme is informed by the outputs from the blueprint, the MTFS targets and the wider context of SBC's transformation. Factors we have considered include:

- The organisational design and the best sequence for restructure activity
- Technology procurement and implementation timescales
- Programme team recruitment and mobilisation
- Process redesign priorities, groupings and duration
- Current culture and change readiness
- Other important transformation activity, such as:
  - the HQ move to Windsor Road
  - Arvato contract exit and Landmark Place lease end
  - ICT modernisation
  - Build of community hub buildings
- The need for the programme to deliver £2.5m revenue savings by financial year 2020/21 and an additional £1.5m revenue savings in 2021/22 as identified in the MTFS

Section 3f highlighted a significant investment in technology is required to achieve the full benefits of the new operating model. The technology benefits are critically dependent on the delivery of key supporting technology projects to address the legacy infrastructure issues at SBC. The transformation of the council will require sound foundations in terms of server infrastructure, unified communications (telephony), Windows 10 and mobility. It is fundamental that these projects deliver on time and are resourced to do so if the transformation programme is to deliver to plan.

At its highest level the implementation plan has three phases:

- **Phase A (May 2019 to Dec 2020)**  
Establish the machinery of the programme, design in detail how all teams are going to work, allow time for key supporting projects to deliver, have a focus on improving change readiness and culture as well as establishing some quick wins to gain momentum (e.g. new website).
- **Phase B (January 2020 to March 2021)**  
The main body of the change which will involve moving to the new operating model. New structures, processes and technologies implemented as well as some of the new locality buildings coming into use. This phase will see a large proportion of the programme benefit delivered.
- **Phase C (April 2021 to March 2022)**  
Ensure enough capacity is still available in the organisation to successfully embed the change and make improvements where required. Phase C is particularly important to drive out the outcomes desired from transformation. A common mistake is to allow insufficient time and attention after go-live to make the change stick. This is the essence of phase C.

Figure 34 below summarises key activity in these phases:

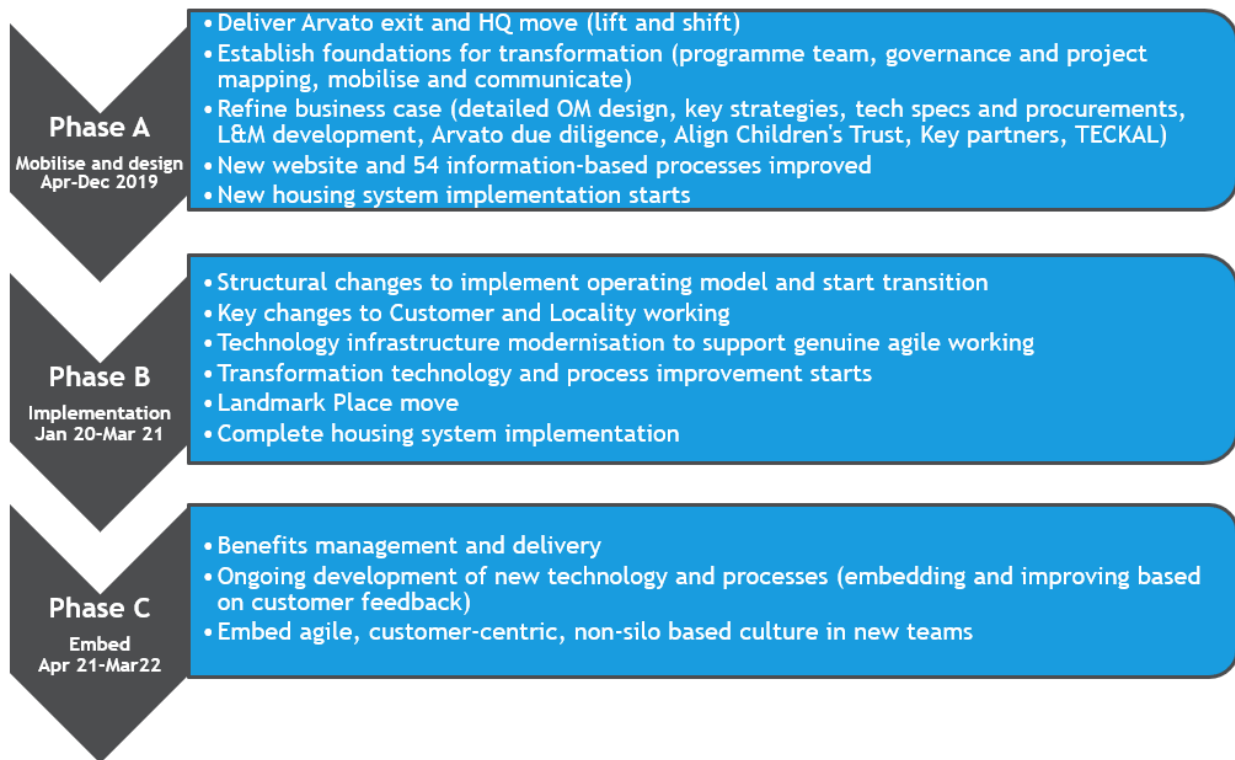


Figure 34: SBC transformation programme by phase

The following diagrams give a more detailed view of the specific activity and outputs from each phase.

### Phase A

|   |  |  |   |   |
|---|--|--|---|---|
| Transformation team and governance in place align all projects aligned  | Exit Arvato contract (1 Nov)                               | Operating model detailed design complete   | Children's Service Trust delivery and operating model confirmed | Leaders and managers Culture/change intensive work and design of plan   |
| Community/locality strategy written and early alignment of as-is teams  | ICT strategy and delivery partners known                   | Customer/digital strategy and tech solution confirmed and early alignment              | New housing system procured and implementation started          | HQ move complete and Accommodation Strategy and plan complete           |
| Process improvement approach in place and target 54 web based processes | New website live   | Customer Insight and coproduction of new Council design engage key partners e.g Health | Intensive Communication of Transformation                       | Review all key component strategies and align                           |
| Design Support Services including Admin                                 | Refine non financial Benefits and set targets and measures | Design Strategy, Commissioning and Procurement   | CMT restructure   | Identify detailed investment plan for benefit realised by the programme |

Figure 35: Phase A programme outputs

## Phase B



Figure 36: Phase B programme outputs

## Phase C

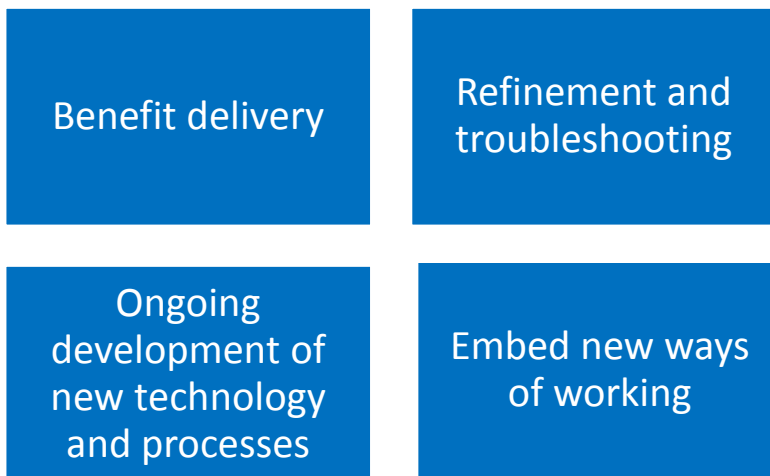


Figure 37: Phase C programme outputs

### b. Programme structure and high-level plan

We have proposed a programme with seven workstreams that continue through all the phases. Each workstream will require implementation resources which are modelled in Section 6. The workstreams are:

- **Programme management** - ownership of the overall programme plan; management of dependencies between workstreams; risk management; programme communications and governance.



- **Accommodation** - Managing all aspects of accommodation build, design and moves.
- **Operating model and benefits management** - vision; high-level and detailed design; organisational structures; alignment of other workstreams to operating model assumptions and design principles; benefits mapping and tracking.
- **People** - HR policies; job descriptions and person specifications; consultation pack and process; recruitment process; managing redundancies.
- **Customer Experience and Process Redesign** - engage customers in redesigning services and processes; establish standards for the online customer experience; develop and manage process redesign sprint plan; specify business analysis approach; deliver new process maps; configure and build new forms and processes with support from technology; collaborate with Culture and Change on transition and ways of working changes.
- **Technology** - specify, procure & implement technology; system and data migration; system integrations; technical input and support of process redesign and build.
- **Culture and Change** - develop target culture and change plan; set up change network; lead culture change activities; lead transition planning.

A high-level plan has been developed reflecting the phasing, structure and resources described in this business case. An extract from the plan is shown below with the full version available at [Appendix H](#).

| High Level Implementation Plan    |   | Phase A |     |     |     |     |     |     |     |     |     |  |  |
|-----------------------------------|---|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
|                                   |   | 2019    |     |     |     |     |     |     |     |     |     |  |  |
| Workstream                        | Activity  | May     | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |  |  |
| Programme management              | Programme launch and staff communications                             |         |     |     |     |     |     |     |     |     |     |  |  |
| Programme management              | Detailed programme planning and refine overall budget                 |         |     |     |     |     |     |     |     |     |     |  |  |
| Programme management              | Governance, performance measures and reporting framework              |         |     |     |     |     |     |     |     |     |     |  |  |
| Programme management              | Recruit and mobilise programme team inc key implementation roles      |         |     |     |     |     |     |     |     |     |     |  |  |
| Programme management              | Arvato exit process   |         |     |     |     |     |     |     |     |     |     |  |  |
| Programme management              | Monthly governance cycle  |         |     |     |     |     |     |     |     |     |     |  |  |
| Accommodation                     | Deliver council locality hubs   |         |     |     |     |     |     |     |     |     |     |  |  |
| Accommodation                     | Windsor Road HQ relocation  |         |     |     |     |     |     |     |     |     |     |  |  |
| Accommodation                     | Landmark Place exit   |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Review all key component strategies and develop/align                 |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Engage partners in new council design                                 |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Refine non financial benefits and set targets and measures            |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Design Children's Service Trust delivery and operating model          |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Design customer, locality and community                               |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Design support services including admin                               |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Design strategy, commissioning and procurement                        |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Design commercial, delivery units and major projects                  |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Identify opportunities for early locality benefits                    |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Review non-staff spend / identify additional efficiency opportunities |         |     |     |     |     |     |     |     |     |     |  |  |
| OM design and benefits management | Develop team purpose, role and vision and role families/descriptions  |         |     |     |     |     |     |     |     |     |     |  |  |
| People                            | HR policy and process review in preparation for restructure           |         |     |     |     |     |     |     |     |     |     |  |  |

Figure 38: Implementation Plan Extract

## 6. Implementation Costs and Payback

### a. Implementation team

Any organisation embarking on a significant transformation will require a range of additional resource for implementation. An initial assessment of what SBC needs is described below. The implementation team will be drawn from a mixture of:

- existing staff who are seconded
- some contract roles on fixed term salaries or day rates to add capacity and fill skills gaps
- expert transformation consultancy in key roles to support the delivery of the model and benefits
- specialist roles from IT suppliers as part of the costs described in WP4.

It is important to note that forming, mobilising and governing a transformation team of this size will be a significant change for the organisation, and attention will be needed in phase A to ensure the team is successfully set up.

Some roles will be required through all phases of the programme, whilst others will be specific to a phase. Figure 39 below shows the structure of the proposed implementation team with a larger version at [Appendix I](#).



Figure 39: Implementation Team Structure

### b. Implementation investment and payback

Implementing a full council change will involve a significant investment. The technology costs, both one-off new software purchase and implementation costs and recurring costs of hosting, licensing and supporting new software are already included in existing SBC budget provisions and planning and are therefore not included below. The other costs are:

- Implementation team - one off costs of the implementation team shown above, including additional fixed term resources, consultancy support and backfill for seconded roles.
- Redundancy - an estimate of one-off redundancy costs. The figure included is cautious and the actual figure could be lower.

These costs are shown in Figure 40 below.

| Costs               | Forecast costs    |                   |                 |           |           | 5 YEAR TOTAL      |
|---------------------|-------------------|-------------------|-----------------|-----------|-----------|-------------------|
|                     | 2019 - 20         | 2020 - 21         | 2021 - 22       | 2022 - 23 | 2023 - 24 |                   |
| Implementation team | £1,600,000        | £2,100,000        | £500,000        | £0        | £0        | <b>£4,200,000</b> |
| Redundancy          | £450,000          | £900,000          | £450,000        | £0        | £0        | <b>£1,800,000</b> |
| <b>Total</b>        | <b>£2,050,000</b> | <b>£3,000,000</b> | <b>£950,000</b> | <b>£0</b> | <b>£0</b> | <b>£6,000,000</b> |

Figure 40: Estimated additional programme costs

The gross efficiency savings over a five-year period are shown in Figure 41 below. The total five-year gross saving amounts to of £15.5m of cashable savings. No assumptions are included regarding the non-cashable savings (e.g. increased customer satisfaction).

|   | Revenue Savings by Year |             |             |             |             | 5 YEAR TOTAL        |
|---|-------------------------|-------------|-------------|-------------|-------------|---------------------|
|   | 2019 - 2020             | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 |                     |
| Assumed operating model savings in the MTFS | -£1,000,000             | -£1,500,000 | -£1,500,000 | £0          | £0          |                     |
| Cumulative cash savings                     | -£1,000,000             | -£2,500,000 | -£4,000,000 | -£4,000,000 | -£4,000,000 | <b>-£15,500,000</b> |

Figure 41: MTFS savings from the new operating model

The profile of the revenue costs and savings enables the council to meet its MTFS target and, as shown in Figure 43 below, means a return on investment within 2-3 years. In addition, our analysis shows that further stretch target savings are likely which can be secured for reinvestment in the Council's long-term sustainability through further work within the programme.

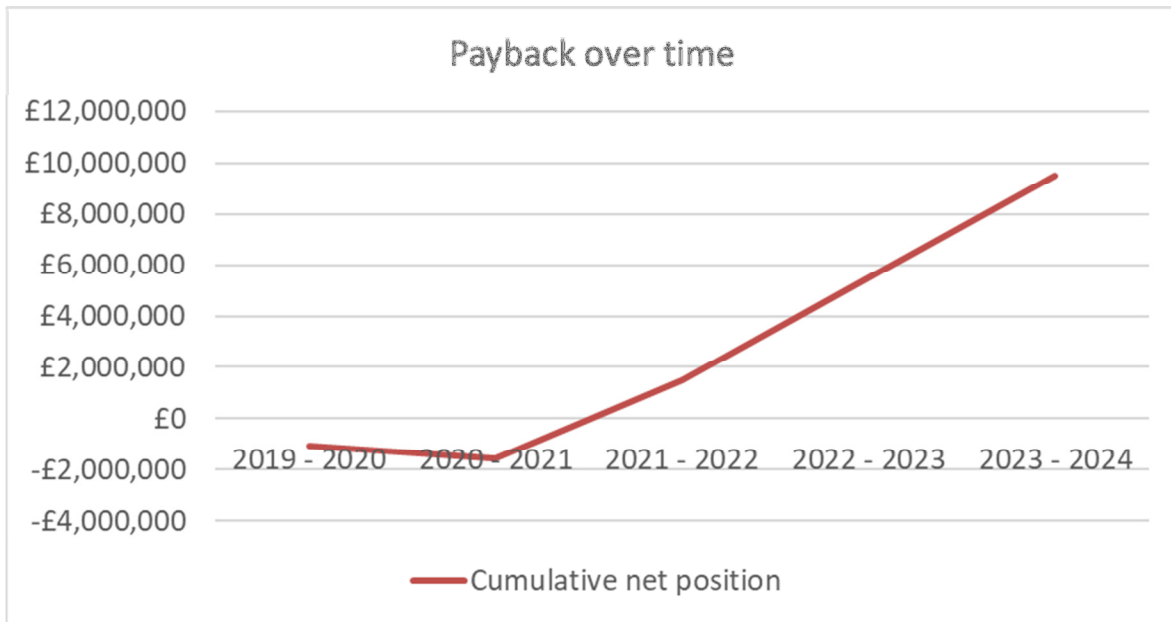


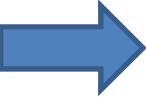
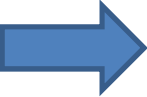





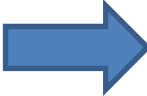




Figure 42: Payback graph showing return on investment



## 7. Appendices

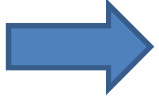
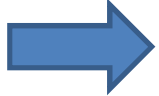


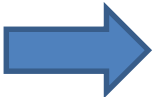

### Appendix A: Maturity Assessment Questionnaire

| Theme   | Low Maturity   |   |   |   |   | High Maturity                                     |   |
|---|--|---|---|---|---|---|---|
|   | 1  | 2   | 3   | 4   | 5 | 6   |   |
| Demand management   | <b>1. Is priority given to understanding and tackling the causes of high service demand, for example by root cause analysis, early intervention and prevention work, campaigns to change behaviour or enabling communities to help themselves?</b> |   |   |   |   |   |   |
|   |  |   |   |   |   |   |   |
|   | This work is unimportant and members perceive it negatively as an attempt to get customers to do our work. There are no roles doing this.  |    | There are pockets of good practice around the organisation but they are not driven by strong central strategy and lack impact. There are roles that do a bit of this work, but it is not their main focus.  |    |   |   | This work is given a high priority, is part of service planning and we have roles that really focus on this. It is coordinated, aligned, and monitored to maximise impact.      |
|   | <b>2. Is there excellent, joined-up planning and communication across all services to shape demand?</b>  |   |   |   |   |   |   |
|   |  |   |   |   |   |   |   |
|   | There is no joined-up planning and we create problems through poor communication e.g. customer services are the last to know what other services are doing and have to deal with the fallout.  |  | We are good at communicating about major service changes but this is left to the services to lead without any central co-ordination. Attempts to shape demand are ad hoc rather than strategically planned. |  |   |   | Yes - services work closely together, and with customer services, strategy and comms teams and partners, to co-ordinate activity and manage demand in line with agreed targets. |
| <b>3. Is written communication (web, leaflets, letters, emails) clear, concise and relevant to customers' needs, enabling them to answer their own questions and understand what they need to do?</b> |  |   |   |   |   |   |   |
|   |  |   |   |   |   |   |   |
| Customers often can't find or understand the information  |   | There is a corporate commitment to Plain English but there is little training or    |    |   |   | We always follow best practice writing guidelines |   |


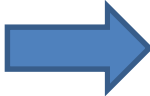


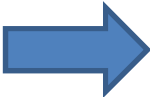
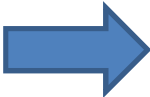
|  |   |  |  |
|--|---|--|--|
|  | they need to and then call or visit us. We produce poor, inconsistent written communications. | enforcement. Attempts to simplify web pages, letters etc have been ignored by some services and lacked impact. | and work with customers, e.g. via focus groups, to understand their needs and check comms with them. |
|--|---|--|--|







| Theme  | Low Maturity  |   |  |  |  | High Maturity  |
|--|---|---|--|--|--|--|
|  | 1   | 2   | 3  | 4  | 5  | 6  |
| Channel shift  | <b>4. Is it easy for customers to find and complete the highest volume transactions online, with a simple and consistent user experience?</b>                             |   |  |  |  |  |
|  |   |   |  |  |  |  |
|  | The website is cluttered and top tasks are hard to find by searching or browsing. Customers have a very inconsistent online experience with multiple websites and logins. |    | The website has been simplified in recent times and top tasks are easy to find via searching or browsing. There is some inconsistency of look and feel across multiple websites/portals. |   |  | All digital services are informed by customer testing / feedback and have a consistent, simple look and feel, directed by corporate standards. Authentication is easy and the same for all services. |
|  | <b>5. Can customers do everything they need to online, e.g. checking accounts/balances, reporting, applying, paying, booking?</b>   |   |  |  |  |  |
|  |   |   |  |  |  |  |
|  | No - there are significant gaps in our online services and customers often have to phone, visit or send something by post.  |   | Most simple transactions can be done online but some gaps exist, e.g. some services only offer PDF forms, some accounts cannot be viewed, direct debits cannot be set up.                |  |  | Customers can access and do all they need to online without asking for help. We send them progress updates by text/email if they want.   |
|  | <b>6. Is every opportunity taken to encourage customers to self-serve?</b>  |   |  |  |  |  |
|  |   |   |  |  |  |  |
| Most customers call or visit us and rely on paper applications and requests. We don't encourage self-service much. |    | Some services have run campaigns but we miss opportunities to encourage self-service e.g. nudges when customers are waiting on the phone or encouraging them to go online when we talk to them. |   |  | We run campaigns to promote digital channels, customers using other channels are always prompted to go online and we provide mediated self-service where needed. |  |
| <b>7. Is there political/senior support to actively incentivise or require customers to self-serve?</b>            |   |   |  |  |  |  |

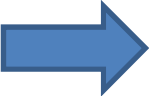
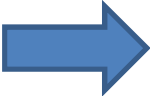




| Theme | Low Maturity  |   |  |   |   | High Maturity   |
|-------|---|---|--|---|---|---|
|       | 1   | 2   | 3  | 4   | 5 | 6   |
|       | <p>It is unacceptable to make some services online only. Answering the phone is considered more important than channel shift. Automation (e.g. voice recognition) is unpopular.</p> |  | <p>Channel shift is monitored and measured. Some services are online only but many still have paper forms. Automation is acceptable but members like a human option to always be easily available.</p> |  |   | <p>We have strong political support to incentivise customers to go online, e.g. by lower fees or reducing availability of traditional channels. We have entirely automated some services.</p> |

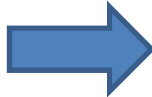

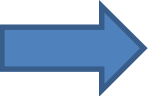



| Theme      | Low Maturity   |   |   |   |   | High Maturity   |  |
|------------|--|---|---|---|---|---|--|
|            | 1  | 2 | 3   | 4   | 5 | 6   |  |
| Efficiency | <b>8. Can customer service teams handle most incoming enquiries and requests for all services, supported by modern technology?</b>   |   |   |   |   |   |  |
|            |  |   |   |   |   |   |  |
|            | No - they have little or no data on the customer and poor access to service information, resulting in many enquiries being transferred to specialists.                                     |   |    | Yes, but the information and technology is limited so some calls get passed on unnecessarily. Service information is in different places and formats. There is a basic CRM system but it is not linked to data held in back office systems. |   |    | Yes, they have a single, searchable, comprehensive source of service knowledge and a single view of the customer pulling in key data from many back office systems.                            |
|            | <b>9. Is electronic workflow used to send all new cases and tasks to teams, enable managers to track the progress of all work from start to finish and generate live performance data?</b> |   |   |   |   |   |  |
|            |  |   |   |   |   |   |  |
|            | Teams and individuals receive and move work about in different ways. Managers have no single view of progress and performance across their team.   |   |    | Some teams use workflow to receive, allocate and track work. Many teams have not adopted workflow and some that have it have not fully embraced it.   |   |    | There is a single corporate workflow system to manage all tasks and casework. Managers can track progress in real time, see overdue work and reallocate it if people are absent or overloaded. |
|            | <b>10. Are systems well integrated to support slick flow of work across the organisation and to eliminate physical handoffs, rekeying?</b>   |   |   |   |   |   |  |
|            |  |   |   |   |   |   |  |
|            | No - requests from customer services and online mostly come via email and are rekeyed into back office systems.  |   |  | Some requests can be processed without copying data from elsewhere but rekeying from emails and copying data between systems still happens.   |   |  | There is a high level of system integration allowing a smooth flow of work and minimal rekeying of information.  |
|            | <b>11. Is electronic document management well-adopted throughout the business, so staff use only electronic case files?</b>  |   |   |   |   |   |  |
|            |  |   |   |   |   |   |  |











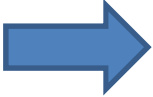
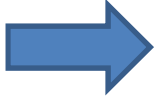


| Theme | Low Maturity  |   |  |   |   | High Maturity  |
|-------|---|---|--|---|---|--|
|       | 1   | 2   | 3  | 4   | 5 | 6  |
|       | No - we rely on paper case files which get passed around between staff. Post is physically delivered and most staff have to come into the office every day. |  | Some teams fully embrace electronic document management and have no paper files; some mix electronic and paper and others rely fully on paper. Some post is scanned but not all. Some staff can work from home most of the time. |  |   | Yes, this is part of the established culture. Case files are electronic, the digital mailroom scans most post and information is available irrespective of location. |
|       | <b>12. Can staff pick up and complete tasks on site/out in the field using mobile technology, without visiting or calling the office?</b>                   |   |  |   |   |  |
|       |   |   |  |   |   |  |
|       | No - staff must either come to the office or phone to pick up, update or close tasks.   |  | Yes, but it's limited, e.g. mobile access to email and calendars via smartphones is possible but access to case data, documents or customers is not.   |  |   | Yes - we can access most of the data using mobile tools in the field that we can in the office.  |
|       | <b>13. Are business processes simple, efficient and easy with as few steps as possible and automated wherever possible?</b>                                 |   |  |   |   |  |
|       |   |   |  |   |   |  |
|       | There is scope to significantly simplify and automate our processes. We have done things the same way for many years.                                       |  | Some processes have been reviewed and improved in recent years (e.g. lean reviews) but this has not been done for all services and levels of automation are low.   |  |   | Processes are as simple as possible and we use advanced robotic and workflow automation to minimise manual tasks.  |

| Theme  | Low Maturity   |   |  |   |  | High Maturity  |
|--|--|---|--|---|--|--|
|  | 1  | 2   | 3  | 4   | 5  | 6  |
| Organisation   | <b>14. Is there a highly regarded and empowered customer services team acting as the first point of contact for all services?</b>                                      |   |  |   |  |  |
|  |  |   |  |   |  |  |
|  | Customer service staff are seen as low skill and they are not entrusted or empowered to handle contact for much of the business.                                       |    | There is a central customer services team that can deal with most calls for some services, but just act as a switchboard for others. Some services do not trust the team to support their customers.   |  |  | Yes - we value and reward this team. We invest in their development and trust and empower them to manage contact and make appropriate decisions for all services.            |
|  | <b>15. Do specialist team members deal with only the most complex cases, supporting less-specialist roles to pick up routine cases &amp; transactions?</b>             |   |  |   |  |  |
|  |  |   |  |   |  |  |
|  | Specialist staff seek to hold onto all work for both simple and complex cases, including routine calls, basic checks, fact-finding and applying simple business rules. |    | Specialist staff selectively allow less specialist case work to be carried out by others, depending on personal preference and workload. They will offer limited support and mentoring where required. |  |  | Specialist staff try to focus only on high skill and knowledge-based work requiring their judgement, mentoring other roles to pick up as much routine case work as possible. |
| <b>16. Is the organisation flexible and resilient with a multi-skilled workforce?</b>  |  |   |  |   |  |  |
|  |  |   |  |   |  |  |
| Single points of failure are common and we struggle to cover work when key people are away. We lack flexibility and do not share skills. |   | There is some multi-skilling e.g. in customer services but this is limited to just a few teams. Most job roles are quite specific and narrowly defined. |   |   | Most job roles are broadly-defined to create a flexible workforce. We build resilience by sharing knowledge and skills widely. |  |
| <b>17. Are staff able to work from a range of locations (hot desks, partner offices, home) without losing efficiency?</b>                |  |   |  |   |  |  |
|  |  |   |  |   |  |  |

| Theme  | Low Maturity  |  |   |  |   | High Maturity   |
|--|---|--|---|--|---|---|
|  | 1   | 2  | 3   | 4  | 5 | 6   |
|  | Staff are mostly office-based at fixed desks, using PCs. Few people work from home due to a lack of trust and/or technology.  |   | Home working is common, but some managers lack trust and discourage it. Remote working technology is reliable. Most staff have a fixed desk in the office.    |   |   | Remote working is common and part of our flexible, trusting culture. Most staff hot desk in the office and we manage by output, not attendance.                                     |
| <b>18. Does the organisation structure minimise the layers of management and empower staff?</b>          |   |  |   |  |   |   |
|  |   |  |   |  |   |   |
|  | There are many layers of management and senior managers seem distant. Poor communication and micro-management is common. Staff rarely feel empowered to make decisions.       |   | Some teams have many management layers, other are flat. Some managers are great at communication and empowering staff but others much less so.                |   |   | There are few management layers, staff feel trusted and empowered and communication is good. The senior team are accessible and well-connected with all levels of the organisation. |
| <b>19. Do management appointments prioritise excellence at managing people, performance and budgets?</b> |   |  |   |  |   |   |
|  |   |  |   |  |   |   |
|  | Managers are usually the most technically experienced in their service and lack management skills. Managing performance isn't prioritised and 121s and appraisals are missed. |  | Most managers have attended internal or external management courses and track team performance but individual performance management is often poor or absent. |  |   | We employ management experts in dedicated roles that focus on managing people, performance and budgets. Good management skills are recognised and rewarded.                         |

| Theme  | Low Maturity   |   |  |   |   | High Maturity |  |
|--|--|---|--|---|---|---------------|--|
|  | 1  | 2   | 3  | 4   | 5   | 6             |  |
| Strategy, performance and governance   | <b>20. How well does the Council Plan define clear strategic priorities and relevant outcomes which are linked to team and individual plans?</b>   |   |  |   |   |               |  |
|  |  |   |  |   |   |               |  |
|  | The Council Plan fails to define priorities, outcomes and targets for success. There is no 'golden thread' through team and individual plans; staff cannot see how their work supports council priorities. |    | The Council Plan establishes outcomes and targets but these are more relevant to some services than others and do not always follow from clear strategic priorities. The performance management framework fails to create a 'golden thread' for all. |    | The Council Plan sets out clear priorities linked to specific targets and outcomes. These run through to service and individual plans. People understand the value of their work and how it contributes to our overall target outcomes. |               |  |
|  | <b>21. How well are individual and service plans monitored to ensure that performance is improving in line with strategic priorities and outcomes?</b>   |   |  |   |   |               |  |
|  |  |   |  |   |   |               |  |
|  | We do not consistently produce or refer to individual and service plans and we seem unable to understand or improve poor performance in many areas.  |    | We monitor key targets and indicators and performance is improving in most priority areas, but there are pockets of poor performance that we consistently struggle to deal with.   |    | We closely track progress and performance against our priorities and plans, adjusting them to stay on track and we are improving in line with all our targets.  |               |  |
| <b>22. Do members review priorities and performance regularly through a strong corporate governance cycle, making clear strategic decisions, including decisions to reduce or stop services?</b> |  |   |  |   |   |               |  |
|  |  |   |  |   |   |               |  |
| The governance cycle does not give members the information needed to drive timely decision making. Difficult decisions are not made, due to lack of information or lack of will.                 |   | We monitor financial and service performance regularly through the cabinet/committee cycle, but some strategic decisions are made based on poor information or short-term thinking. |   | Members are engaged through a strong governance cycle, they receive good information at the right time and use it to review performance and make strategic decisions, including decisions to reduce or stop services. |   |               |  |

| Theme  | Low Maturity  |  |  |   |   | High Maturity  |  |
|--|---|--|--|---|---|--|--|
|  | 1   | 2  | 3  | 4   | 5 | 6  |  |
| Commercialisation  | <b>23. What is the organisation's view about adopting a commercial approach?</b>  |  |  |   |   |  |  |
|  |   |  |  |   |   |  |  |
|  | We don't think of ourselves as commercial; we are here to deliver public services, not make money. We are unwilling to take risks on commercial ventures. |   | We would like to increase revenue but are cautious about risk and reputation. The business case would need to be strong with little risk of adverse publicity. |  |   |  | Our commercial culture and outlook is reflected in our strategy and how we manage costs and income. Members will take financial risks if the business case is sound. |
|  | <b>24. How well does the organisation understand the scope, options and opportunities for commercial activities?</b>                                      |  |  |   |   |  |  |
|  |   |  |  |   |   |  |  |
|  | This is not an area to which we have dedicated time, effort or investment to date.  |   | Pockets of commercial activity have evolved despite no real commercial strategy.   |  |   |  | We fully understand our commercial opportunities, having sought input from staff and members and looked at practice from elsewhere.                                  |
| <b>25. Have you been successful in recruiting and retaining commercial expertise and delivering a range of commercial projects and services?</b> |   |  |  |   |   |  |  |
|  |   |  |  |   |   |  |  |
| We have no commercial expertise or track record and would struggle to recruit commercial talent from the private sector.                         |   | Our commercial ventures have been modest and delivered through traditional council teams and roles. Our rigid public-sector pay and grading regime is a barrier to recruiting commercial talent. |    |   |   | Our flexible pay and grading scheme responds to market forces. We can recruit people with commercial skills and experience who help us generate significant income by developing new products and services and identifying investment opportunities. |  |

| Theme   | Low Maturity  |  |  |   |   | High Maturity  |   |
|---|---|--|--|---|---|--|---|
|   | 1   | 2  | 3  | 4   | 5 | 6  |   |
| Commissioning   | <b>26. How strategic is your approach to commissioning services?</b>  |  |  |   |   |  |   |
|   |   |  |  |   |   |  |   |
|   | Commissioning is not a corporate priority. We don't understand or monitor external spending closely. Contracts are often renewed without proper market testing. |   | We know our key external contracts, have a forward plan of procurements and service managers lead this activity. The number and type of contracts rarely change. |  |   |  | Our strategic approach uses category management and a close understanding of the market to identify opportunities to save or improve.                               |
|   | <b>27. How strong is your track record of effective and, where appropriate, innovative commissioning to deliver strategic outcomes?</b>                         |  |  |   |   |  |   |
|   |   |  |  |   |   |  |   |
|   | We rarely commission services, and external contracts often fail to deliver the expected benefits.  |   | We are good at commissioning services that are commonly delivered externally (e.g. waste, repairs, maintenance) but rarely try anything new.                     |  |   |  | We confidently combine commissioned and in-house delivery, using special purpose vehicles, trading companies and contracts as needed to deliver outcomes and value. |
| <b>28. Are you getting value for money from your commissioning and contract management activity?</b>  |   |  |  |   |   |  |   |
|   |   |  |  |   |   |  |   |
| Contracts are often poorly managed and we pay more than we should, especially where external spend is spread across departments or fluctuates in respond to demand. |    | Most contract managers do a good job of holding contractors to account. But we micro-manage some areas of spend and fail to realise savings opportunities in others. |   |   |   | Our contracts perform well and evolve to meet changing needs. We empower frontline staff to spend money to meet customer needs now if it will save money in the longer term. We achieve savings even in spend that is spread across departments. |   |

## Design Principles - foundations

### Clear accountability for statutory duties

Ensure there is clear accountability for our statutory duties and for keeping people safe, that is understood by staff, members and the public

### Establish golden thread

Ensure that there is a golden thread from the council's strategic objectives, through to service plans and the delivery of services where everyone understands how what they're doing contributes to the council strategy

### Delivery in partnership

Build strong partnerships and use co-production approaches to enable a system-wide approach to service delivery

### Take a commercial approach

Take a value for money and commercial approach when designing services to maximise both efficiency and opportunities to increase income and add value

## Design Principles – team and workforce design

### **Right staff in the right place**

Align teams and roles to the core pathways so that they make sense to people and enable high-quality and consistent service delivery by the right staff, in the right place at the right time.

### **Deliver services locally**

Embed service delivery in the community through a locality approach that means people can access services where they live and services are shaped by a deep understanding of local needs

### **Resilience and agility**

Build a resilient and flexible workforce that can adapt to changing circumstances, working wherever it best suits the customer and organisation

### **Common purpose and shared identity**

Embed a common purpose and shared identity across the council focused on realising the vision and case for change



## Design Principles – person-centred design

### Use data and insight to improve

Use customer data and feedback to drive insight, service design and improvement.

### Consistent journeys and pathways

Redesign processes with the people at the centre, standardising key elements, simplifying and automating stages where it adds value, creating consistent processes across the council.

### Digital by default

Design digital services that make it easy for people to do it online, providing support and alternative access options for those that need it.

### Resolve first time

Address issues at first point of contact through well-informed customer-facing staff and a 'Tell Us Once' approach where we collect information only once.

## Design Principles – fostering independence

**Focus on people’s strengths and experience as well as their needs**

**Ensure people are well informed**  
Tell people what they are entitled to, what to expect, how we use their data and keep them informed about progress using up front information, advice and checks and sending automatic updates based on their preferences

**Proactively manage demand**

Shape service demand by designing effective and coherent early help and prevention into the system

**No one is left behind**

Design services that improve equality and fairness, so that no one is left behind

## Appendix C: Activity analysis glossary

The table below details each of the To Be activities used in the activity analysis. The descriptions are not exhaustive but offers examples and insight to each activity type.

| To Be Activity  | Description  |
|---|--|
| <b>Leadership, management &amp; supervision</b>           | <ul style="list-style-type: none"> <li>Leading, managing, team leading or supervising staff activity</li> </ul>  |
| <b>Strategy &amp; policy</b>                              | <ul style="list-style-type: none"> <li>Development of the corporate plan and target outcomes</li> <li>Developing or inputting to strategies based on political aims &amp; council/community need</li> <li>Writing strategy and high-level policy</li> <li>Input of functional/professional knowledge into development or changes to policies</li> <li>Customer and community engagement strategy development</li> </ul>                        |
| <b>Corporate performance management</b>                   | <ul style="list-style-type: none"> <li>Designing, developing and supporting the council's overall performance framework including the service and financial planning process</li> <li>Designing KPIs and useful measurements</li> <li>Internal, industry and external benchmarking</li> <li>Gathering/analysing/presenting information on corporate targets</li> <li>Designing interventions and initiatives to improve performance</li> </ul> |
| <b>Corporate governance &amp; compliance</b>              | <ul style="list-style-type: none"> <li>Activity that ensures that the organisation is running effectively and in accordance with council rules and policies</li> <li>Analysis of risk, resources and roles, monitoring council processes and decision making; how rules and actions are achieved and held to account throughout the process</li> </ul>   |
| <b>Strategic/corporate programme delivery</b>             | <ul style="list-style-type: none"> <li>Managing or supporting corporate programmes &amp; projects that sit outside of 'business as usual' to deliver specific council targets e.g. construction of a leisure centre to achieve a health-related target</li> <li>Project management and PMO activity on corporate programmes</li> </ul>   |
| <b>Commissioning, clienting &amp; contract management</b> | <ul style="list-style-type: none"> <li>Designing and commissioning the delivery of services either internally or externally</li> <li>Procurement of services through tendering or competitive bidding</li> <li>Implementing frameworks through which services can be procured</li> <li>Creating, executing and managing performance of corporate contracts</li> </ul>  |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Clienting services delivered by external organisations; using expertise to ensure standards are appropriately maintained</li> </ul>  |
| <b>Communications, marketing &amp; engagement</b> | <ul style="list-style-type: none"> <li>• Providing communications, marketing, social media or media work to internal and external customers</li> <li>• Designing initiatives to engage with customers and gather insight</li> <li>• Liaising with PR companies</li> <li>• Strategic marketing, brand promotion, communications plans, campaigns aligning messages and themes</li> </ul>   |
| <b>Democratic support &amp; elections</b>         | <ul style="list-style-type: none"> <li>• Managing the running of elections and the democratic processes</li> <li>• Planning the strategy for elections, including resourcing and logistics</li> <li>• Providing member training</li> <li>• Supporting members, committees and hearings</li> </ul>   |
| <b>Community/customer enabling</b>                | <ul style="list-style-type: none"> <li>• Preventative activity</li> <li>• Delivering initiatives that empower communities to take control of their own issues and create solutions - resulting in reduced or reshaped demand for public services. For example: training/education for licence holders to prevent future breaches; activity to strengthen communities and reduce local environmental and social problems</li> <li>• Advising, supporting, educating or intervening earlier in the lifecycle of a potential problem</li> <li>• Community engagement activities</li> </ul> |
| <b>Triage</b>                                     | <ul style="list-style-type: none"> <li>• Dealing with customer requests that are quick to resolve (i.e. take less than 15 minutes)</li> <li>• Resolving other straightforward customer queries by phone, face-to-face, web or email</li> <li>• Forwarding more complex cases to relevant officers or passing calls to other departments</li> <li>• Directing customers to self-service channels (e.g. Online)</li> <li>• Assisting customers with self-serve options (e.g. a mediated approach)</li> </ul>  |
| <b>Specialist triage</b>                          | <ul style="list-style-type: none"> <li>• More complex triage in 'people' services.</li> <li>• Requires degree of judgement and ability to assess risk and determine which of pathways or next steps is most appropriate.</li> </ul>   |
| <b>Mobile/locality working</b>                    | <ul style="list-style-type: none"> <li>• Day-to-day activity that is based out in the community or a locality e.g. resolving problems on the ground, monitoring standards, compliance, enforcement, enabling, prevention and site visits</li> <li>• 'In field' support to teams back at the office</li> </ul>   |
| <b>Specialist locality</b>                        | <ul style="list-style-type: none"> <li>• Case work in people services where there is a good reason for being</li> </ul>   |

|   |   |
|---|---|
| <b>working</b>                                      | locality based e.g. to be closer to the customer and community or to facilitate multi-disciplinary and/ or multi- agency working  |
| <b>Service processing (transactional/ admin)</b>    | <ul style="list-style-type: none"> <li>• Generic non-service specific administrative and support activities e.g. payments, invoicing, confirming appointments</li> <li>• Chasing customers for further information/documentation</li> <li>• Case administration, updating back office accounts</li> </ul>   |
| <b>Rule-based cases, accounts &amp; assessments</b> | <ul style="list-style-type: none"> <li>• Case or account work that requires service specific knowledge but is mainly rules-based e.g. straightforward applications for planning, benefits, financial assessment</li> <li>• Maybe handled by drawing on the expertise of a specialist/ complex case worker (as opposed to handing the case over to a specialist)</li> <li>• This activity usually includes following a set of rules to guide through the processing</li> </ul> |
| <b>Complex casework</b>                             | <ul style="list-style-type: none"> <li>• Management of complex or contentious customer that require significant professional expertise to make a judgement or decision</li> </ul>   |
| <b>Specialist advice</b>                            | <ul style="list-style-type: none"> <li>• Providing expert input/advice to help customers, colleagues, members and partners</li> <li>• Professional oversight and QA of how ‘technical’ work is delivered across the council</li> </ul>  |
| <b>Internal triage</b>                              | <ul style="list-style-type: none"> <li>• Resolving internal customer queries by phone, face-to-face, web or email and dealing with straightforward service requests</li> <li>• Forwarding more complex casework to relevant officers</li> <li>• Directing internal customers to self-service channels via the intranet or portals</li> </ul>  |
| <b>Internal service processing</b>                  | <ul style="list-style-type: none"> <li>• End-to-end handling of straightforward internal customer cases</li> <li>• Chasing stakeholders for further information/documentation</li> <li>• Case administration and updating back office accounts e.g. processing applications, requests, reports, payments, permissions and inspections</li> <li>• This activity usually includes following a set of rules to guide through the processing</li> </ul>                           |
| <b>Internal specialist</b>                          | <ul style="list-style-type: none"> <li>• Management of complex or contentious internal customer cases that require professional expertise to make a judgement or decision</li> <li>• Providing specialist or expert input and advice to customers, colleagues, members and partners</li> <li>• Professional oversight and QA of how ‘technical’ work is delivered in support areas of the council (e.g. HR, finance, legal etc)</li> </ul>                                    |
| <b>Service delivery</b>                             | <ul style="list-style-type: none"> <li>• Delivery of core services out in the community e.g. collecting refuse,</li> </ul>  |

sweeping streets, leisure centres, museums, art galleries, domiciliary care, schools

- Any office-based administrative work that supports delivery of these core services is better defined by one of the above options e.g. collecting a missed bin would be service delivery, but the processing of the missed bin phone call and passing to operatives would usually be triage
- These services are typically dealing with a high volume of customers in a less personalised way i.e. collecting all the bins on a round as opposed to handling an individual customer's housing application

## Appendix D: Proposed processes for redesign by current directorates

### Adults and Communities: 56 out of 211 processes prioritised

#### Enquiry / Information Based (Phase A)

- Find care providers in the area
- Enquiries about libraries and library services
- Find occupational health services
- Enquiries about specialist equipment for disabled people
- Find social activities for excluded or vulnerable people
- Enquiries about care needs assessments
- Enquiries about social care payments
- + 6 others (13 in total)

#### High Volume and/or High Opportunity (Phase B)

- Apply for adult social care and support (2)
- Registering births, deaths and marriages (4)
- Taxi licensing applications and renewals (9)
- Arranging a burial or cremation (3)
- Trading standards advice and concerns (3)

21 in total

#### Other processes

- Food business registration, safety and enforcement (4)
- Personal and premises licensing (15)
- Book a library computer
- Request (and pay for) food, health & safety advice
- Apply for a blue badge

22 in total

#### Number of processes not being redesigned

155

## Children, Learning & Skills: 27 out of 80 processes prioritised

### Enquiry / Information Based (Phase A)

- Enquiries about primary school places
  - Enquiries about secondary school places
  - Enquiries about school exclusions
  - Enquiries about school attendance
  - Enquiries about school transport
  - Enquiries about childcare costs and funding
  - Enquiries about children's centre activities and places
  - Enquiries about SEND support
- + 3 others (11 in total)

### High Volume and/or High Opportunity (Phase B)

- Request an education, health and care assessment
- Apply for free school transport (2)
- Report a child missing school (2)
- Apply for funded childcare
- Book and pay for music classes (3)
- Request a SEND assessment
- Log a Capita ONE system service request

11 in total

### Other processes

- Apply for free school meals (2)
- Book children's centre rooms and activities (3)

5 in total

Number of processes not being redesigned

53



## Environmental Services: 14 out of 41 processes prioritised

### Enquiry / Information Based (Phase A)

- Enquire about waste and recycling collections

1 in total

### High Volume and/or High Opportunity (Phase B)

- Report a missed Collection - Refuse / Recycling or Green
- Book (and pay) for a bulky item collection
- Report flytipping and other street scene problems (4)

6 in total

### Other processes

- Commercial waste collection (apply, missed, one off) (4)
- Apply (and pay) for Household garden waste collection
- Report damage to a waste container
- Book a clinical waste collection

7 in total

Number of processes not being redesigned

27

## Regeneration: 74 out of 234 processes prioritised

### Enquiry / Information Based (Phase A)

- View my rent account balance
- Enquiries about the housing register
- Enquiries on Right-to-Buy
- Enquiries about nuisance - noise/smell/light/smoke
- Enquiries about pest control
- Enquiries about disabled facilities grants
- Enquiries about leasehold service charges
- Enquiries about building control
- Enquire about planning applications and permission
- + 8 others (17 in total)

### High Volume and/or High Opportunity (Phase B)

- Apply for council housing
- Report a housing repair
- Housing options and homelessness (2)
- Report flytipping and similar (3)
- Pay rent, manage arrears (5)
- Start, change or end a tenancy (3)
- Tenancy management and advice (3)
- Request advice as a private landlord
- Book (and pay) for a pest control visit
- Report a private sector housing problem
- Report anti-social behavior

22 in total

### Other processes

- Report noise, animal or other nuisance (11)
  - Highways issues, licences and applications (10)
  - Planning and building control applications (9)
  - Report an issue with a commercially leased building
  - Apply for a land charges search
  - Apply to rent a garage
  - Apply for a DFG
  - Apply to purchase under RTB
- 35 in total

### Number of processes not being redesigned

160

## Finance and Resources (External): 42 out of 64 processes prioritised

### Enquiry / Information Based (Phase A)

- Enquiries about business rates
  - Enquiries about council tax
  - Enquiries about reminders and summonses
  - Enquiries about overpayments and balances
  - Enquiries about benefits and entitlement
  - Enquiries about Universal Credit
  - Enquiries about voting and elections
  - View benefits account online
  - View my Council Tax/NNDR bill and information on line
- 9 in total

### High Volume and/or High Opportunity (Phase B)

- Report a move into, out of or within the area
  - Apply for housing benefit/CTR
  - Apply for (or renew/replace) bus passes (2)
  - Housing benefit overpayments (3)
  - Bill, pay and collect council tax and business rates (3)
  - Report a change of circumstances (3)
  - Apply for discretionary housing payment (2)
  - Register to vote (3)
  - Manage the electoral role (7)
- 25 in total

### Other processes

- Apply for council tax exemption or relief (3)
- Apply for business rates exemption or relief (4)
- Register a new business for business rates and other services

8 in total

### Number of processes not being redesigned

22

## Finance and Resources (Internal): 38 out of 110 processes prioritised

### Enquiry / Information Based (Phase A)

- Enquiries about finance issues
- Enquiries about payroll issues
- Enquiries about ICT issues

3 in total

### High Volume and/or High Opportunity (Phase B)

- Recruitment process (from VCF to selection) (5)
- Report a change to an existing role (2)
- Report/request and manage leave, absence and time (3)
- Book & manage training (2)
- Request ICT support, hardware or software (5)
- Manage sundry debt (2)
- Purchase to pay process
- Request travel warrant/book train tickets
- Request a virement or journal transfer
- Manage new starters
- Manage staff leavers
- Manage ICT quotations and ordering

25 in total

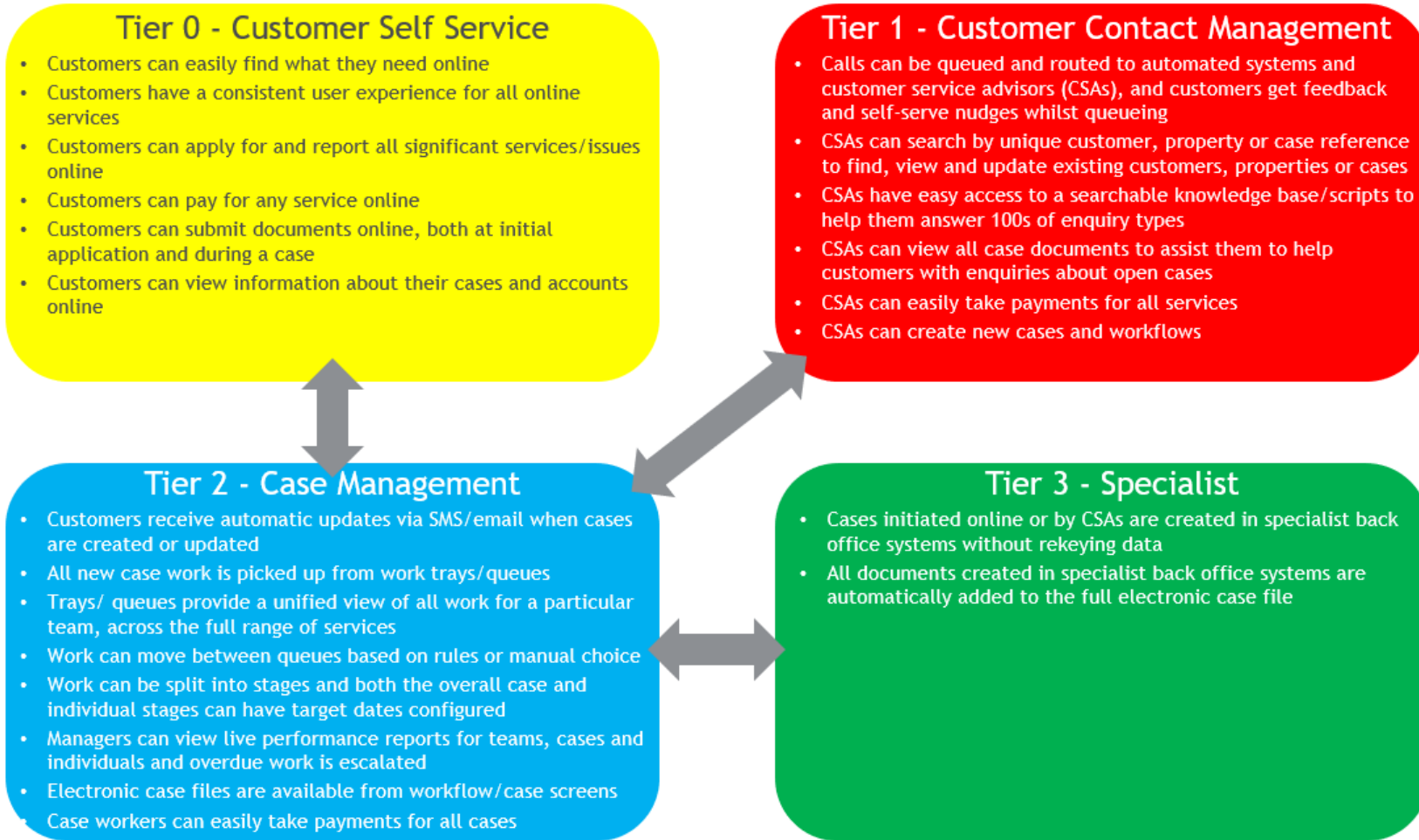
### Other processes

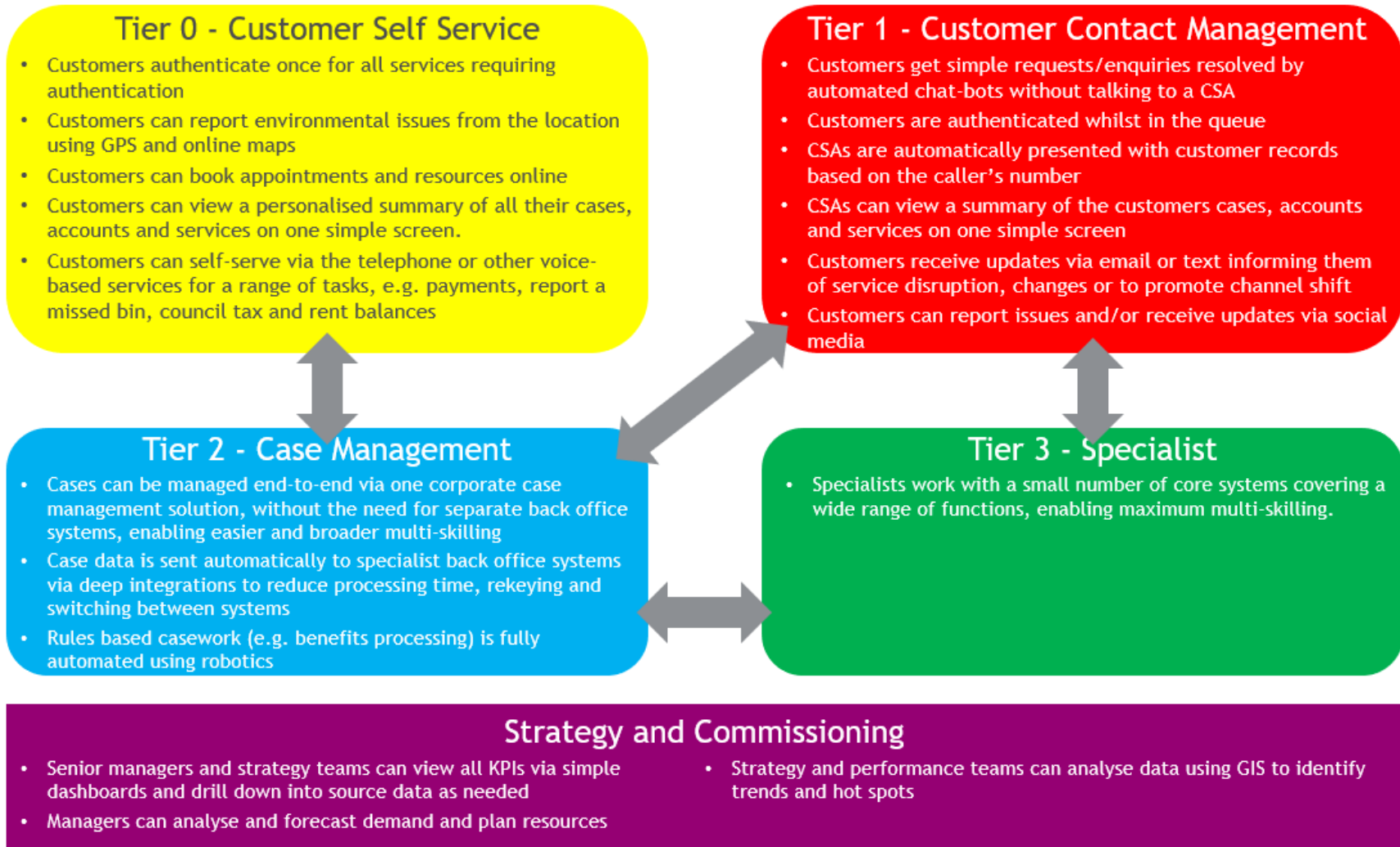
- Request information under FOI
  - Report accident, incident, near miss
  - Make a compliment or complaint about council services
  - Request a press release
  - Manage petty cash
  - Report and track a missing payment
  - Apply for flexible working
  - Investigate bullying, harassment or other grievance
  - Manage probation period
  - Request legal advice
- 10 in total

### Number of processes not being redesigned

72

## Appendix E: Core and Enhanced Technology Capabilities







# Appendix F: Current Slough Online Interfaces

Accessibility Cookies Help [www.slough.gov.uk](http://www.slough.gov.uk)

Resident Business About the Council

**Council Tax**  
**Single Person Discount**  
If you've received a Single Person Discount review form please complete it and return back to us. Or you can complete the Single Person Discount Review form online.  
Please note this form needs to be returned/submitted by 30 April 2019.

**BRIGHT FUTURES**  
START IN EARLY YEARS  
**Slough Early Years Service**  
Register now to take up your free early education place for 2,3 and 4 year olds.  
Text info and your name to 01753  
[www.slough.gov.uk/earlyyears](http://www.slough.gov.uk/earlyyears)  
[earlyyears@slough.gov.uk](mailto:earlyyears@slough.gov.uk)  
01753 476554

**Self service**  
**Pay it**  
Report it Benefits Services in Slough  
Pay it Council tax Parking fine Other council invoice  
Report it Housing rent Set up direct debit Fixed Penalty Notice (FPN)

**News**  
15 March 2019  
**Slough Gift With Love Appeal**  
Slough pupils, students and businesses are supporting people experiencing domestic violence, modern slavery and mental health issues and those trying to get back into the world of work with the...

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Committee: All  
Between dates: Start date and End date (e.g. 24/03/2019)  
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**A TO Z OF SERVICES**

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Page shortcuts  
Payment Entry Payment Review

**COUNCIL TAX Payment**  
Please note - information on this page will time-out after 15 minutes of inactivity  
\* = Mandatory Field

**Payment Type** **Payment Entry**  
**COUNCIL TAX** Please enter the reference of the account you wish to pay  
Reference \*  
**BUSINESS RATES**  
**HOUSING RATES**  
**RECHARGEABLE REP**  
**SUPPORT PAYMENTS** Amount (£) \*  
**INVOICES**  
**HOUSING BENEFITS**  
**VENUE HIRE**  
**PITCHES HIRE** Add to List Cancel Back to Top  
**MUSIC SERVICE**  
**SCHOOL ATTENDANCE**

**Payment Review**  
To modify a payment click the Modify link. To remove a payment click the Delete link  
To make a payment, click Pay. You will be redirected to a holding page while your request is processed. You will then be directed to the next step in the payment process

| Account Type | Amount (£) | Description | Reference | VAT |
|--------------|------------|-------------|-----------|-----|
|              |            |             |           |     |

Pay Back to Top

[www.slough.gov.uk](http://www.slough.gov.uk) Slough online payments

[www.slough.gov.uk](http://www.slough.gov.uk)

Borrower ID PIN

**My Library**  
Login  
Forgotten Your PIN?  
Join Online  
Renew

**Search Our Catalogues**  
Full Catalogue  
Online Resources

**About Us**  
Locations & Hours  
Contact Us  
Library Fees and Charges  
Library Services

**Help**  
FAQs  
How To...

**What's New**  
Titles  
Adult Titles  
Children's Titles  
Coming Soon

**Parenting Books**  
Show All (76)

**Researching your Family**  
Show All (42)

**SELMS**

[www.slough.gov.uk](http://www.slough.gov.uk) Slough Libraries Online

[www.slough.gov.uk](http://www.slough.gov.uk)

Data Last Refreshed - Unknown

**Web APAS - Planning Application - Search Criteria**

Home > Search Criteria  
To search by a specific address, please enter quotation marks around the address: for example, "123 High Road"

**General Detail Search Fields**

Please use \* to be able to retrieve searches using partial application reference names (e.g. "PA", "PA", "PA")

Planning Reference:   
Location:   
Proposal Description:   
Location and Proposal:   
Surname:

**Date Range Search Fields**

Date Registered From:  To:   
Decision Date From:  To:   
Final Grant Date From:  To:   
Appeal Lodged Date From:  To:   
Appeal Decision Date From:  To:

**Area Selection Search Fields**

Area:   
Ward:   
Parish:

Swift Desktop Software Limited © 2011  
IT'S NUMBER 100 AND GETTING THERE EASIER!  
Logical ID: V0PFA9PCCRITERIA

[www.slough.gov.uk](http://www.slough.gov.uk) Slough Planning Online

[www.slough.gov.uk](http://www.slough.gov.uk)

**Citizen Portal**

Home Login Register English/Cymraeg

Don't have an account? Please register

**Email Address**

**Password**

Login  
Forgotten your password?

Welcome to the Slough Citizen Portal

[www.slough.gov.uk](http://www.slough.gov.uk) School Admissions



Slough Borough Council

Slough Borough Council  
www.slough.gov.uk  
Slough Borough Council

Home Services

### Council tax single person discount review form

Section 1

Please note: you will only need to complete this single person discount (SPD) review form if you have received a letter from us titled 'Single Person Discount - Review'.

Please confirm if you have received a letter from us titled 'Single Person Discount - Review' \*

Select...

Cancel Submit

Please view our [Terms and privacy policy](#). This site is powered by [Self](#).

Example Firmstep E-Form

www.slough.gov.uk

Slough Borough Council

Self Service Home Page Welcome Guest! Sign In / Register

### Sign In

Username

Enter the Sixth and Eighth characters from your password

Sign in

[I forgot my username](#)  
[I forgot my password](#)

### Register

Register an account in a few simple steps

Register Now

### Reasons to register an account

Registering an account will enable you to access information or make payments for local authority services such as:

- Council Tax
- Housing Benefit and Council Tax Support
- Landlord
- Business Rates

Revenues and Benefits Portal

GOV.UK

Search

Departments Worldwilde How government works Get Involved  
Publications Consultations Statistics News and communications

Home > Business and Industry > Business regulation > Alcohol licensing

### Alcohol licensing: personal licences

Documents relating to personal alcohol licences.

Published 26 March 2013  
Last updated 1 December 2014 — [see all updates](#)  
From: [Home Office](#)

For general enquires on personal-licences you should contact your Local Licensing Authority.

Forms and guidance to make a postal application for a personal licence. You can also read the [full guidance on alcohol licensing](#)

### Documents

[Application for a personal licence to sell alcohol](#)  
28 January 2019 Form

Some services refer out to Gov.uk

Slough Family Information Service  
01753 476589

www.slough.gov.uk  
Slough Borough Council

Home Directory Local Offer What's On Feedback Sign in / register My Favourites

Keyword(s) Place name or postcode Search Help with search

Home / Sign in

### Sign In

Email address (required)

Password (required)

Forgot your password?

Sign in

We respect your privacy and will not share your details. For more information please view our [Privacy Policy & Cookies](#) or [Contact us](#)

New user? [Create an account](#)

Contact Us | About Us | Accessibility | Privacy Policy & Cookies | Disclaimer

© Slough Borough Council. All Rights Reserved.

### Information

New User? [Create an account](#) on the Slough Family Service website if you are:

- A service provider and want to add your details to the site. This will allow you to maintain the information about your service and keep it up to date.
- A parent/carer of a disabled child and want to register their details on Slough Children's Disability Register

Sign in to your account to update details

Slough Family Information Service

www.slough.gov.uk  
Slough Borough Council

### My permit account

Email :

Password :

Create a new account Sign in to my account  
[I've forgotten my password](#)

© 2019 - Imperial Civil Enforcement Solutions

Parking Permits

www.slough.gov.uk  
Slough Borough Council

Current time: 14:25 Not logged on

Input login information

### Login

Please read the instructions to the right (under the 'Instructions' title).

Card number:

Pin code (password):

Extend login time to web interface from 20 to 200 minutes.

Login

### Instructions

Welcome to netloan reservation system. Please enter your card no and phcode. If you don't have a card no or don't remember your pincode please contact someone who knows.







**Extend login expiration time**  
Once you are logged on you will be automatically logged off after twenty minutes of inactivity. You can extend the login time to ten times the normal time by enabling "Extend login time".  
[Back to main content](#)

Library Reservations

## Appendix G: Culture and Change outputs

### Change readiness questionnaire and feedback

| Theme  | Low Maturity  | 2   | 3   | 4                                      | 5   | High Maturity |  |
|--|---|---|---|--|---|---------------|--|
|  | 1   | 2   | 3   | 4                                      | 5   | 6             |  |
| Our readiness for this type of change                                | <b>How well have we previously managed change?</b>  |   |   |  |   |               |  |
|  |   |   |   |  |   |               |  |
|  | Management of change has been non-existent. Either a) we fail to plan effectively, changes are ad hoc and uncoordinated, we fail to consider the wider impact of change and we do not achieve our target outcomes or b) nothing has changed in years. |   | We have had some success with organisation-wide changes. We do try to plan carefully but something big usually gets missed and we sometimes fall short of our objectives. |  | We lead the way with managing change and have lots of examples of doing it well. We plan holistically, considering all areas that the change will impact. |               |  |
|  | <b>Our capacity for change</b>  |   |   |  |   |               |  |
|  |   |   |   |  |   |               |  |
|  | We have no capacity left for this. We're already doing more than we can manage well.  |   | It will be difficult to find the capacity but it can be done.   |  | We can definitely do this – we have the capacity and can flex to accommodate what we need to do   |               |  |
|  | <b>Our climate for change</b>   |   |   |  |   |               |  |
|  |   |   |   |  |   |               |  |
| We are weary of change – it has been constant and painful for years. |   | There will always be some staff that don't want change but a significant proportion of staff are up for it. |   | Most staff are up for this – let's go! |   |               |  |
| <b>Our capability for change</b>                                     |   |   |   |  |   |               |  |
|  |   |   |   |  |   |               |  |
| We are weak in this area, we don't                                   |   | It's a mixed bag – some aspects of change we do   |   | We have all the change and project     |   |               |  |

| Theme   | Low Maturity   |   |  |   |   | High Maturity   |
|---|--|---|--|---|---|---|
|   | 1  | 2   | 3  | 4   | 5 | 6   |
|   | have the skills and experience we need to manage change well.  |   | really well but others just don't happen.  |   |   | management skills we need to make this a great success  |
| <b>Our communication and engagement in this programme</b> |  |   |  |   |   |   |
|   |  |   |  |   |   |   |
|   | Change project. What change project? It's hard for people to find out what's going on, to get involved and participate and the rumour mill is the main source of information.                                  |    | Communication is prioritised at key moments e.g. when a project launches or when a restructure is about to start, but it is patchy and/or often too based on written communication e.g. email. |    |   | We are set up so that everyone understands and is engaged with change, and people already know this blueprint stage is in progress.                   |
| <b>Sponsorship and leadership of change</b>               |  |   |  |   |   |   |
|   |  |   |  |   |   |   |
|   | We are not effective in this area at all. There is a lack of consistency in what our leaders say we need, the future vision is absent or unclear and some managers openly criticise the leadership.            |    | There is a vision and the leadership seem to be united behind it, but it is unclear how they are going to achieve it, and don't always walk the talk.  |    |   | Our leadership of change is world class – our leaders are inspiring about the vision and they visibly support the need to make changes to how we work |
| <b>Foundations for change</b>                             |  |   |  |   |   |   |
|   |  |   |  |   |   |   |
|   | There are too many problems and barriers we have to deal with before we can change e.g. basic IT fails regularly, our systems and policies are out of date and/or we don't have the money to invest in change. |  | Most aspects of the organisation are fairly stable, with a few key barriers to overcome or areas to invest in before making major changes.   |  |   | We've got solid foundations in terms of technology, policies and people. There are no barriers we can't easily overcome                               |

# Change readiness feedback



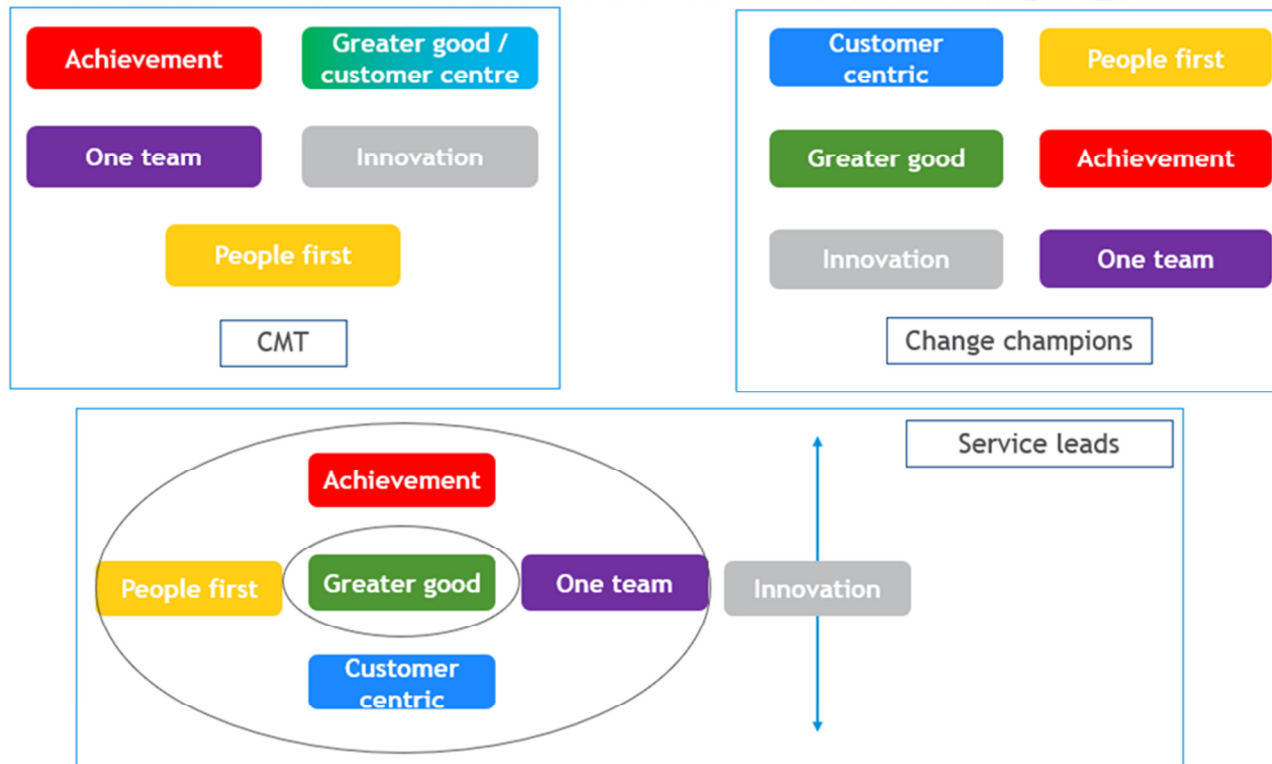
| How well have we previously managed change?  | Our capacity for change   | Our climate for change   |
|--|---|--|
| <ul style="list-style-type: none"><li>• Been through a lot of change that hasn't been managed well</li><li>• Lack of resources to do change</li><li>• Did change in isolation and couldn't go further as didn't work for the whole organisation</li><li>• Negative attitude to change in longer serving people</li><li>• Top down approach to change</li><li>• Often do good consultation and workshops but comments rarely seen reflected in end result</li><li>• Often fall behind on deadlines (dragging feeling)</li><li>• Everyone bought through the change at different rates</li></ul> | <ul style="list-style-type: none"><li>• Have capacity but maybe not using it in the right way - need for smarter working</li><li>• Already been some staff loss but no other change - resources are stretched</li><li>• New IT will relieve some capacity</li><li>• Mix across the organisation</li><li>• Examples: New HQ, smart working</li></ul> | <ul style="list-style-type: none"><li>• There has been a lot of upfront communication about the changes to come</li><li>• One element progressing fast but without the change in IT and infrastructure to support it</li><li>• Some change fatigue</li><li>• Always a different story to the change - no golden thread</li><li>• Lack in honest communication</li><li>• Good engagement but not enough time to settle before next change</li><li>• Too many restructures</li></ul> |

# Change readiness feedback



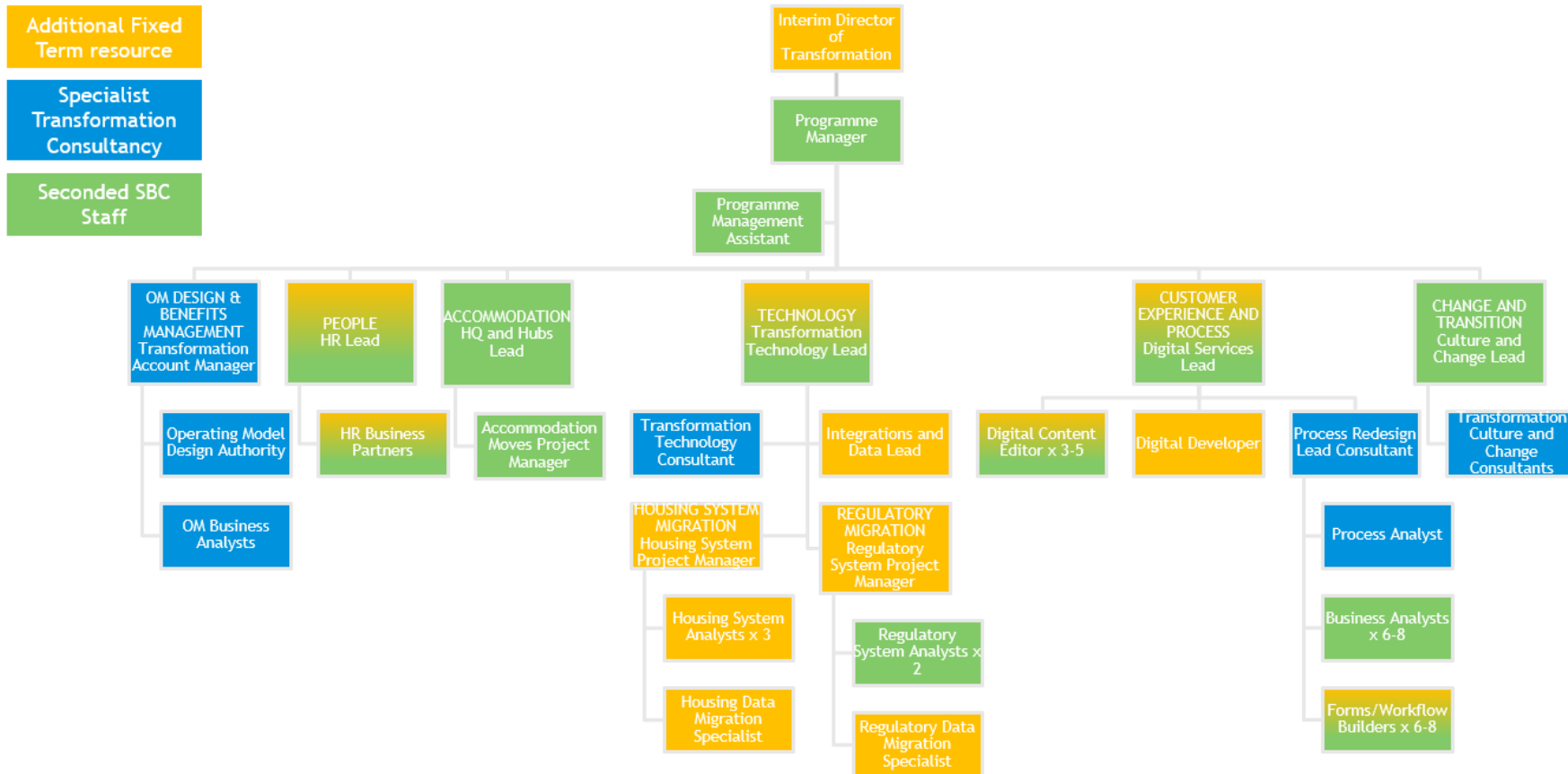
| Our capability for change   | Our communication and engagement in this programme  | Sponsorship and leadership of change   | Barriers to change  |
|---|---|--|---|
| <ul style="list-style-type: none"> <li>• Difference in IT capability</li> <li>• Work with a lot of consultancies which suggests a lack of capability</li> <li>• Built knowledge and resilience over time</li> <li>• Mixed bag across the organisation - not using good knowledge to max. potential</li> <li>• Some of the resistance may suggest lack of understanding</li> </ul> | <ul style="list-style-type: none"> <li>• Josie has shifted comms to be better</li> <li>• Introduction of change champions as a vehicle for comms is positive</li> <li>• Some service leads don't communicate messages - lack of consistency</li> <li>• Degree of engagement needs to be worked on</li> <li>• A lot of information sat with senior staff - needs to come down</li> <li>• Need to bring messages to life</li> </ul> | <ul style="list-style-type: none"> <li>• Inconsistent</li> <li>• Are officer / politician leadership on the same page?</li> <li>• Members of CMT not on the same page</li> </ul> | <ul style="list-style-type: none"> <li>• Timing of IT</li> <li>• Fear of change</li> <li>• Parking issue</li> <li>• Disconnect between timeline and implementation</li> <li>• Making different decisions</li> <li>• Culture</li> <li>• Those questions in this survey which scored low</li> </ul> |

Target culture by stakeholder group





## Appendix I: Draft Slough Transformation Implementation Team





**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 April 2019

**CONTACT OFFICER:** Kassandra Polyzoides - Service Lead Regeneration  
(For all enquiries) (01753) 85852

**WARD(S):** All

**PORTFOLIO:** Cllr Swindlehurst - Leader

**PART I**  
**KEY DECISION****SLOUGH URBAN RENEWAL – PARTNERSHIP BUSINESS PLAN 2019-2024****1 Purpose of Report**

- 1.1 The purpose of this report is to update Cabinet on the progress of Slough Urban Renewal (“SUR”). Whilst the report summarises the content of the Partnership Business Plan (“PBP”) for the five-year period from April 2019 to March 2024, it focusses on performance over the past 12 months and highlights Key Performance Indicators for 2019/20.

**2. Recommendation**

Cabinet is requested to resolve:

- (a) That the performance of SUR as set out in Section 5.4 be noted;
- (b) That the performance targets for SUR for 2019/20 as set out in Section 5 be agreed;
- (c) That subject to (b), to agree the Partnership Business Plan for the period to December 2024 subject to the amendment described in paragraph 5.26.
- (d) That it be noted that the SBC board representatives for SUR will be subject to review.

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

SUR delivers on the following priorities:

- Regeneration and environment – SUR is a limited liability partnership (LLP) that will help deliver a range of regeneration projects and improvement to the environment across the town.
- Housing – Upon completion of Wexham Green, SUR will deliver over 200 new houses and flats from the first two sites developed and subject to the Council signing an option in favour of SUR and subsequently approving the masterplan for the North West Quadrant, over 2,000 new homes within 10 years.
- Economy and skills – the completion of a range of Community Projects, including Centre Leisure and the development of identified sites for housing will bring direct benefit to the local economy and skills base from a concerted

effort to engage local businesses in the supply chain and integrating training opportunities for people employed in the construction process. Evidence has already highlighted how the Curve, Arbour Park and other SUR projects has given confidence to investors and developers that Slough is a place to do business.

- The actions of SUR is contributing to improving the image of the town. Having completed over 15 projects including the Curve, Arbour Park, the Ice Rink and approved proposals to build new hotels on the old library site, the Council has demonstrated ongoing commitment to the regeneration of the Heart of Slough through substantial public investment in the town centre and through a considered and innovative approach to design of new developments on key sites.
- Value for money – SUR is expected to achieve a higher rate of return when assets are disposed of than comparable traditional routes for disposal together with being a streamlined route for procurement.

### 3a. Slough Joint Wellbeing Strategy Priorities

SUR will contribute as follows:

- Increasing life expectancy by focusing on inequalities – The range of projects being delivered by SUR includes integrated community facilities that combine community, health care and commercial services. This is closely linked to One Public Estate Services that seek to improve services to local people.
- More active healthy lifestyles – SUR has delivered the Council's investment in new leisure facilities including Arbour Park CSF, the Ice Arena, Langley Leisure, Centre leisure and Salt Hill Activity Centre.
- Housing – Via SUR, the Council has the potential to build over 2,000 new homes within 10 years providing a mix of house types and tenures to meet the growing demand for people to live and stay in Slough.

### 3b. Five Year Plan Outcomes

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

## 4 Other Implications

### a) Financial

The SUR Business Plan has a significant financial implication for the timing of major capital schemes and receipts to the Council. The PBP indicates that the Council will receive capital receipts (land value and share of development profits) that exceeds £27.4m over the next five years (please note this projection excludes the redevelopment of the former TVU site).

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

- 1) Residual Land Value: indicative figures from the latest PBP have been included within the capital strategy; however, the Council will need to ensure that these reflect best value at the time of disposal. These numbers will be likely to change over the course of the development process dependent on factors including specific site conditions and planning/affordable housing obligations.
- 2) A share of the development profit which is returned to the Council at the completion of each individual site. Whilst this is typically 50% of net profits, this is subject to variation for larger schemes and dependent on SBC taking an equal share of risk and providing additional funding. The PBP shows net profit receivable to the end of 2024, based on the completion of projects set out in the Financial Appraisal. This figure is subject to change over the course of the development process.
- 3) The scale of the capital development of the Council's infrastructure that it decides to procure through SUR.

### b) Risk Management

| <b>Risk</b>   | <b>Mitigating action</b>  | <b>Opportunities</b>   |
|---|---|--|
| Legal - Some detailed legal issues have arisen as SUR has gained momentum and the complex legal framework that supports it has been tested.   | Legal advice is sought in all cases to ensure the interests of the council are protected.   | SBC has the ability to quickly initiate project delivery through the vehicle based on agreed forms of contract without the need for individual OJEU procurement. There is now a tried and tested suite of legal documents enabling rapid project initiation. |
| Property – the council entered into SUR in order to maximise the financial benefits from asset ownership and disposal. The risk is that the costs of the agreement are not outweighed by the benefits | Active participation in SUR and effective challenge of the development appraisals submitted by SUR on a site by site basis by informed staff. | The opportunity to maximise the financial benefits to Slough of effective management of the Council's asset base; unlocking new sites and enabling development through complex interdependent schemes.   |
| Human Rights  | n/a   |  |
| Health and Safety   | n/a   |  |
| Employment Issues   | n/a   | The appendices to the PBP includes a Community Benefits Plan, which sets out the SUR approach to creating  |

|   |   |   |
|---|---|---|
|   |   | opportunities for employment, skills and training as well as collaborative working with local enterprises and FE colleges.  |
| Equalities Issues   | n/a   | A separate SUR Equality and Diversity Policy is in place.   |
| Community Support   | n/a   |   |
| Communications – ineffective or inadequate communication about the benefits of SUR to Slough leading to negative approach by the community. | A Communications and Community involvement plan is part of the suite of documents that makes up the Partnership Business Plan and approved by SBC.  | SBC has the ability to promote its regeneration agenda and the positive PR of the town through projects delivered by SUR and commercial developments that raise the profile of the borough. SUR continues to build its PR profile and attracts considerable interest across Local Government and the property sector. |
| Community Safety  | n/a   |   |
| Financial   | See comments above  |   |
| Project Capacity – inability for Council to manage growing SUR pipeline.  | The Council is exploring options to increase internal resources to manage the growing SUR portfolio and the anticipated increase in workload associated with key regeneration initiatives that will arise within the next 10 years. | SUR is utilising MS Group development expertise and resources to progress major regeneration schemes including bringing MUSE into the DM team.  |
| Other   | n/a   |   |

c) Human Rights Act and Other Legal Implications

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

The Agreement also provides for there to be in place a business plan in respect of each site being redeveloped under the Agreement known as a Site Development Plan (“SDP”) or a business plan for each community project known as a Community Project Plan (“CPP”).

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

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

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

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

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

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

d) Equalities Impact

An Equalities Impact Assessment was completed at the point at which SUR was established, SUR has since established an Equality and Diversity Policy. The approval of the PBP does not require a separate EIA.

e) Property

See section 5 below.

**5. Supporting Information**

**Background**

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

**The Partnership Business Plan**

- 5.2 The first Partnership Business Plan (“PBP”) was adopted by Cabinet in March 2013 at the time of entering the joint venture with Morgan Sindall Investment Limited (“MSIL”) and was most recently approved by Cabinet in April 2018.
- 5.3 The PBP is a core document for SUR, which covers the strategic, operational and governance framework for the joint venture company. It sets out the strategic direction of the Partnership, with governance arrangements, operational business arrangements and provides a rolling 5-year plan of activities. The Partnership Agreement requires that the PBP is updated annually and formally agreed by both partners. For SBC, Cabinet is the identified decision-making body.

## Summary of SUR Performance 2018/2019

5.4 In approving the PBP in April 2018, Cabinet agreed a set of performance indicators for each project. The table below highlights actual performance against these agreed targets, as follows:

| No. | Project                               | Description   | Agreed Performance Target 2018/19  | RAG Status                                       |
|-----|---------------------------------------|---|--|--|
| 1   | Wexham Green                          | Residential development of 104 aspirational and family sized dwellings - with a mix of detached and semi-detached houses. The development is mixed tenure with 70 houses (67%) for open market sale and an affordable element purchased by the Council of 33 houses and one 'lifetime home' bungalow (33%). | Handover to SBC of Section 6 (16 affordable houses) by Spring 2018. Construction completion by the end of 2018. Sales complete by December 2019. | <b>GREEN</b>                                     |
| 2   | Upton Road                            | 10 large (4/5 bedroom houses) high-end properties for sale. See 5.8 below.  | Subject to negotiation with SBC, secure planning consent and enter into the S106 Agreement by May 2018.  | <b>N/A, see 5.5 below</b>                        |
| 3   | Stoke Wharf                           | A circa 250 unit development consisting of 1 and 2 bed apartments and 3 bed houses, extensive landscaping, public realm and community use.  | Planning application submitted   | <b>RED</b><br><br><b>See 5.6 below</b>           |
| 4   | Alpha Street                          | 14 apartments which (subject to planning) will be developed simultaneously with the hotels project to provide affordable housing.   | Planning application approved by July 2018. Construction to be in conjunction with 85 High St.   | <b>GREEN</b>                                     |
| 5   | 85 High Street – Hotels Project       | The redevelopment of the old library site to provide two Marriot branded hotels, circa 62 residential units and two ground floor restaurants.   | Subject to planning application approved by July 2018 and SBC approval of the final business case - site start by October 2018                   | <b>AMBER</b><br><br><b>See section 5.7 below</b> |
| 6   | Montem Lane                           | The redevelopment of the Montem car park and former Leisure Centre site to provide circa 130 new homes.   | Planning consent secured for the site development prior to SBC providing vacant possession to enable construction to commence.                   | <b>RED</b><br><br><b>See 5.8 below</b>           |
| 7   | Wexham South                          | Proposed residential development of 24 two and three bedroom homes for private sale adjacent to the Wexham Green development  | Planning application submitted by August 2018 to with anticipated site start before 31 March 2019  | <b>Amber</b><br><br><b>See 5.9 below</b>         |
| 8   | North West Quadrant (former TVU site) | A potential mixed-use scheme providing residential, commercial and leisure uses   | Commence master planning by year end subject to viability and scheme scope as defined in conjunction with SBC as landowner                       | <b>N/A</b><br><br><b>See 5.10 below</b>          |
| 9   | Weekes Drive                          | Prepare a preliminary planning and concept designs for a circa 90 unit development.   | Concept design prepared  | <b>N/A</b><br><br><b>See 5.11 below</b>          |
| 10  | Haymill                               | Prepare a preliminary planning and concept designs for a circa 35 two   | Concept design prepared by year end in conjunction with the Haybrook College extension project.  | <b>N/A</b>                                       |

|    |                             |  |   |                                |
|----|-----------------------------|--|---|--------------------------------|
|    |                             | and three bedroom residential development.   |   |                                |
| 11 | The Centre                  | New wet and dry leisure centre – under construction  | Completion and handover by February 2019.   | <b>GREEN</b><br>See 5.12 below |
| 12 | Montem Ice Arena            | Refurbishment and Extension contract   | Completion and handover by 23 March 2018  | <b>GREEN</b>                   |
| 13 | Langley Leisure Centre      | The extension and refurbishment contract   | Completion and handover by end May 2018   | <b>GREEN</b>                   |
| 14 | Salt Hill Activity          | Conversion and refurbishment contract  | Completion and handover by end May 2018   | <b>GREEN</b>                   |
| 15 | Small Sites Phase 2         | 16 new affordable homes on 6 sites across the Borough  | Completed and handed over by June 2018  | <b>GREEN</b>                   |
| 16 | Small Sites Phase 3         | Third phase of new Council homes and will provide 25 new homes on 6 sites across the Borough                                   | On site by April 2018 and completion in May 2019. Under construction – now due for completion in July 2019. | <b>AMBER</b>                   |
| 17 | Small Sites Phase 4         | Fourth phase of new Council homes and will provide circa 30 new homes on 6 sites across the Borough (STPP)                     | On site by September 2018 and completion by end 2019 On site in Jan 19 and due for completion in Feb 20.    | <b>AMBER</b>                   |
| 18 | Rochford Gardens            | Residential development of 21 flats on behalf of the Council; planning consent granted.  | Construction to commence 2018 - subject to confirmation of SBC funding                                      | N/A<br>See 5.14 below          |
| 19 | St. Marys Primary School    | Completion of remodelling and expansion works  | Completion and handover by April 2018   | <b>GREEN</b>                   |
| 20 | Wexham Secondary School     | New large annexe.  | Completion and handover by December 2018  | <b>AMBER</b><br>See 5.15 below |
| 21 | Marish School SEN Extension | Primary school SEND extension to include 6 classrooms and a multipurpose hall/dining facility.                                 | Subject to confirmation of SBC funding, construction to commence in April 2018                              | <b>RED</b><br>See 5.14 below   |
| 22 | Haybrook College            | Secondary school new standalone Pupil Referral Unit and extension to the existing school to accommodate circa.70 more children | Subject to approval by SBC, PCSA in place by April 2018   | N/A<br>See 5.14 below          |

5.5 Following negotiations with SUR, the option for the site at Upton Road was released in 2018. The Council subsequently disposed of the site via an open tender process.

5.6 Stoke Wharf is a hybrid SUR project that involves a partnership with Waterside Places, which in itself is a joint venture between the Canal & Riverside Trust and Muse (a company within the Morgan Sindall Group). The revised business case was approved by SBC in October 2018 and both JV's have since approved the Partnership Agreement.. As a consequence, no progress was made in preparing the design and submitting a planning application; now due in November 2019. The project is therefore 12 months behind schedule.

5.7 SUR secured a satisfactory planning permission for the mixed-use project that includes two hotels, 64 apartments and ground floor restaurant in November 2018,

with Cabinet signing-off the financial business case in in December 2018. Subject to achieving financial close, work will commence on-site in April 2019. The project has therefore been delayed by 6-7 months.

- 5.8 The opening of the new Leisure Centre at Farnham Road is now taking place in March 2019, with Practical Completion in June 2019. This will enable the Montem Leisure Centre to be decommissioned in April 2019 and demolished by July 2019. With SUR confirming that the planning application for the Montem site will not be submitted until November 2019, it could reasonably be stated that this project is one year behind the target set in 2018.
- 5.9 SUR submitted a planning application for the 24 unit scheme at Wexham South within agreed timescales, however the anticipated site start is now June 2019, therefore the project has been delayed by circa 3 months.
- 5.10 SBC has not granted an option in favour of SUR to redevelop the former TVU site, therefore master planning has not commenced. SUR is ready to progress the scheme, if/when the option is signed and executed.
- 5.11 Weekes Drive is one of the sites that were optioned to SUR at the inception of the partnership. Negotiations have been ongoing in 2018/19 for this option to be released to allow SBC to promote an SBC Housing-led development.
- 5.12 Having secured planning permission for a specialist supported housing scheme at Rochford Gardens, the Council decided that it would not proceed. This was on the basis that it wished to review the design and layout to reduce capital costs and maximise efficiency to improve long-term viability. No decision has been made about appointing SUR to develop the future scheme.
- 5.13 The Wexham School expansion project was completed on schedule and the building is being enjoyed by the pupils. However, due to the phased nature of the project and additional s278 works, the completion of the whole project was delayed by 1 month. There are significant snagging issues still to be resolved.
- 5.14 Although the Marish project was initially awarded to SUR and groundworks had started on site under a Pre-Contract Service Agreement (“PCSA”), due to cost increases, it was decided to tender the project to the market. A successful contractor through this market tender was announced early-April 2019. A decision was taken to use the Marish tender as a market testing exercise to determine how best to procure future school projects. The outcome of this market testing will determine whether the Arbour Vale and Haybrook expansions will be awarded to the SUR or tendered to the market.

### **Future Development Opportunities & Performance Targets 2019/20**

- 5.15 Section 4 of the PBP sets out the future development opportunities for SUR. Sections 5.16 - 5.20 below set out the targets for Commercial, Leisure and Affordable Housing projects for the 12 month period from 1/4/19. As follows:



## 5.16 Commercial (Residential) Projects Targets

| No. | Project                         | SUR Description   | Performance Target 2019/20  |
|-----|---------------------------------|---|---|
| 1   | Wexham Green                    | Residential development of 104 aspirational and family sized dwellings - with a mix of detached and semi-detached houses. The development is mixed tenure with 70 houses (67%) for open market sale and an affordable element purchased by the Council of 33 houses and one 'lifetime home' bungalow (33%). | Construction completion by the end of March 2019. Sales complete by September 2019.   |
| 2   | Stoke Wharf                     | A circa 250 unit development consisting of 1 and 2 bed apartments and 3 bed houses, extensive landscaping, public realm and community use.  | Execution of the JV agreement and Planning application submitted by November 2019.  |
| 3   | Alpha Street                    | 14 apartments which (subject to planning) will be developed simultaneously with the hotels project to provide affordable housing.   | Development Agreement with SBC to be executed and construction to commence in 2019.   |
| 4   | 85 High Street – Hotels Project | The redevelopment of the old library site to provide two Marriot branded hotels, circa 62 residential units and two ground floor restaurants.   | Subject to SBC approval of the final business case - site start by June 2019  |
| 5   | Montem Lane                     | The redevelopment of the Montem car park and former Leisure Centre site to provide circa 160 new homes.   | Approval of the DI SDP, design and development to enable the submission of a planning application by November 2019.   |
| 6   | Wexham South                    | Proposed residential development of 24 2 and 3 bedroom homes for private sale adjacent to the Wexham Green development  | Achieve Contract Close and commence construction in by June 2019.   |
| 7   | North West Quadrant (TVU site)  | A potential mixed-use scheme providing residential, commercial and leisure uses   | Subject to SBC approval, execution of the Option Agreement and progression of the master planning in accordance with same.  |
| 8   | Haymill                         | Prepare a preliminary planning and concept designs for a circa 35 two and three bedroom residential development.  | Subject to SBC discharging the 'Haymill condition' for the satisfactory disposal of the site - DI SDP approval and subsequent design and development to enable a planning submission in 2019. |

5.17 The SUR description for the scheme at Montem Lane (Section 5.4, project 6) in 2018 was based on a feasibility study originally undertaken in 2015. This proposal pre-dated the Planning Authority's condition of disposal for 160 car parking spaces for the Ice Arena and did not take account of a Cabinet decision in 2012 to provide some form of bus route into Chalvey. Despite this, a revised feasibility and capacity study has been undertaken that show the potential for a scheme with 30 additional units.

Accordingly the Draft Indicative Site Development Plan (“DI SDP), the scheme layout and development costs are being revisited.

5.18 In approving the original PBP in 2013, Cabinet granted SUR an option for Weekes Drive (Section 5.4, project 9). Following the Cabinet approval in October 2018, officers are working with SUR to seek the release of this option to facilitate an SBC housing-led project that could provide circa 110 social and affordable homes.

#### 5.19 Leisure Projects Targets

| No. | Project    | SUR Description                                   | Performance Target 2019/20   |
|-----|------------|---|--|
| 9   | The Centre | New wet and dry leisure centre under construction | Due to contract variations, the Centre will be completed in March and external areas in June 2019. |

#### 5.20 SBC Small Sites Targets

| No. | Project | SUR Description  | Performance Target 2018/19                                       |
|-----|---------|--|--|
| 10  | Phase 3 | Third phase of new Council homes will provide 25 new homes on 6 sites across the Borough.              | Under construction due for completion in July 2019.              |
| 11  | Phase 4 | Fourth phase of new Council homes will provide circa 30 new homes on 6 sites across the Borough (STPP) | On site in January 2019 and due for completion in February 2020. |

### Links to Economic Development

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

5.22 The role of SUR’s Community Benefits Employment & Skills Coordinator, has had a positive impact over the last year engaging with the Council and third parties about planning, managing and delivering the community benefits programme. This includes providing opportunities to improve skills and training, attending careers advisory events, managing the supply chain to deliver against the CITB targets, arranging apprenticeships and work experience and overall supporting a series of community & schools events engaging with over 2000 students.

Across the delivery partners and the supply chain, over 25 apprenticeships/training positions have been achieved including trades, administrative and degree/management level positions. SUR also supported the successful completion of 4 apprentice/training positions. As a result, when SUR received its annual CITB national Skills academy for Construction review it achieved 50% of the 36 month target in the first year alone.

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

## **Governance**

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

## **Amendment**

- 5.26 Paragraph 1 of the *SBC Education key messages* section on page 6 of the *Communications Strategy and Plan – 2019* will be amended to read “Since 2007 Slough has increased the capacity of the school estate by more than 50%. While there is further growth projected in the secondary and SEND sector, it is anticipated that projects already agreed by Slough will provide the majority of the capacity needed in the long term.”

## **6. Comments from other Committees**

None

## **7. Conclusions**

- 7.1 Having been introduced in 2013, SUR is now an established vehicle delivering a series of regenerative, social, economic and financial benefits for Slough. This PBP indicates how SUR will evolve over the next 5 years. However before doing so, Cabinet should also consider actual against planned performance over the past 12 months.
- 7.2 Looking at the table in section 5.4 and excluding the 5 projects that were either removed or not initiated, SUR achieved the KPI set for 9 of the remaining 17 projects (53%), with a further 5 (29%) being Amber. This leaves a balance of 3 projects (18%) that are deemed to be Red. Looking into the detail of these projects, two of them (Montem and Stoke Wharf) are significant commercial housing projects that are in the concept/feasibility stage and are each circa 12 months behind schedule. Marish School (section 5.4, project 21) was initiated and subsequently retendered due to concerns expressed about the overall project cost being presented by SUR.
- 7.3 Working on the presumption that the hotels-led redevelopment of the former central library site will proceed in April 2019, the most important decision to be made by the Council in 2019/20 is whether or not to grant the option in favour of the SUR to redevelop the former TVU site.
- 7.4 Importantly, the plan balances property and financial-led objectives with strong commitment on how SUR will create jobs, introduce training places and maximise opportunities for people in Slough. SUR has delivered over 15 projects in the last six years, of which a significant number have been Community Projects. Concurrently it has been progressing Site Developments and is now entering a period where it will

significantly progress its residential and commercial developments as part of a series of key regeneration sites.

## 8. **Appendices**

### 8.1 Appendix One – Partnership Business Plan

*Note: A copy of Section 8 (Financial Appraisals) of the SUR Partnership Business Plan 2019-2024 (which contains commercially sensitive information) can be viewed by Councillors (contact Cassandra Polyzoides - 01753 - 875852 or [kassandra.polyzoides@slough.gov.uk](mailto:kassandra.polyzoides@slough.gov.uk)).*

# Thinking. Forward.

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**PARTNERSHIP BUSINESS PLAN 2019 - 2024**

**MARCH 2019 UPDATE**

Status – Approved by SUR LLP Business Board 22 Mar 2019

Version Issued – Draft V3 22.03.19

## TABLE OF CONTENTS

|   |    |
|---|----|
| FOREWORD.....   | 3  |
| SUR achievements in 2018 .....  | 5  |
| 1. Introduction and Definitions.....  | 8  |
| 2. Partnership Objectives .....   | 9  |
| 2.1 Developing the Business.....  | 10 |
| 3. Approach to Partnering .....   | 11 |
| 3.1 Strategy & Engagement .....   | 11 |
| 3.2 Continuous improvement .....  | 12 |
| 3.3 Communication, local engagement and consultation.....                     | 14 |
| 3.4 Collaboration to provide local economic and social benefits.....          | 15 |
| 4. Development Opportunities.....   | 16 |
| 4.1 Sites for SUR Delivery.....   | 16 |
| 4.2 Site Developments .....   | 16 |
| 4.3 Community Projects .....  | 17 |
| 4.4 Timetable for Delivery .....  | 17 |
| 5. Site Development Plans & Community Project Plans .....                     | 18 |
| 5.1 Business Plan Status .....  | 18 |
| 5.2 Planning and Environmental Issues .....                                   | 19 |
| 5.3 Third Party Land.....   | 20 |
| 5.4 Valuation of Sites .....  | 20 |
| 5.5 Design and Quality strategy .....   | 20 |
| 6. Supply Chain Management.....   | 22 |
| 7. Resourcing of the LLP.....   | 23 |
| 7.1 Structure and required management support.....                            | 23 |
| 7.2 What the PSP will provide under the development management agreement .... | 24 |
| 7.3 Responsibility for delivery of the Partnership Business Plan.....         | 25 |
| 8. Financial appraisal for the LLP .....                                      | 27 |
| 9. Risk appraisal.....  | 27 |
| 10. Policies and procedures of the LLP .....                                  | 28 |
| 11. Quality Management and Quality Assurance .....                            | 29 |
| 12. Health & Safety Management .....  | 29 |

## FOREWORD

### Context

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

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

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

For development sites, SUR will take the construction, programme, delivery and demand risk (for example receipts from selling houses on the open market or from commercial lettings) and typically, having paid the Council the Market Value of the site where it is the landowner, the development proceeds will be split between the Council and MSIL (as JV Partners of SUR). The detailed commercial and financial arrangements of each Site Development is captured with the business case (SDP).

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

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

### **Planned activity 2019/20**

In 2019, SUR has a number of new projects, which are set to enhance the town for the benefit of its residents and visitors alike. Based upon the SUR strategy, defined by the Business Board in March and November 2018, the business will prioritise the progress of commercial development within its existing pipeline.

SUR will continue to support the Council's Housing strategy with the delivery of new homes for local people. This will be through delivering open market homes for sale, creating investment opportunities, the sale of affordable housing to SBC as part of S106 requirements and direct housing delivery under the Council's small sites portfolio.

In 2019, SUR will continue the sales and marketing of new family homes at Wexham Green; over 60% have been sold and all the affordable homes have been handed over to SBC. It will take the Wexham South scheme into construction for twenty four 2 and 3 bed new homes on Norway Drive together with the enhancement of adjacent public open space.

SUR together with the Council, Cycas and Marriott will advance the redevelopment of the Old Library Site to deliver two Marriott International branded hotels, 64 high quality apartments and ground floor retail at the western end of the high street. Associated with this it will commence the Alpha Street development into construction.

In 2019, SUR will commence the masterplan phase for the strategic TVU site in the Heart of Slough and bring forward a major commercial mixed use project. It will also progress the Stoke Wharf scheme together with partners, Waterside Places, for a high quality residential development of c.280 new homes adjacent to the canal. SUR will commence other residential developments including the Haymill site through the design and planning phase.

SUR will conclude the delivery of the Council's £45m investment in its leisure facilities with the construction of The Centre a new wet and dry leisure centre on Farnham Road. SUR will also conclude the delivery of new high quality teaching facilities on behalf of the Council by completing the construction of a major extension at Wexham Secondary School. SUR will support the Council in appraising redevelopment opportunities across the Borough including feasibility studies and development of business cases for further Community Projects.

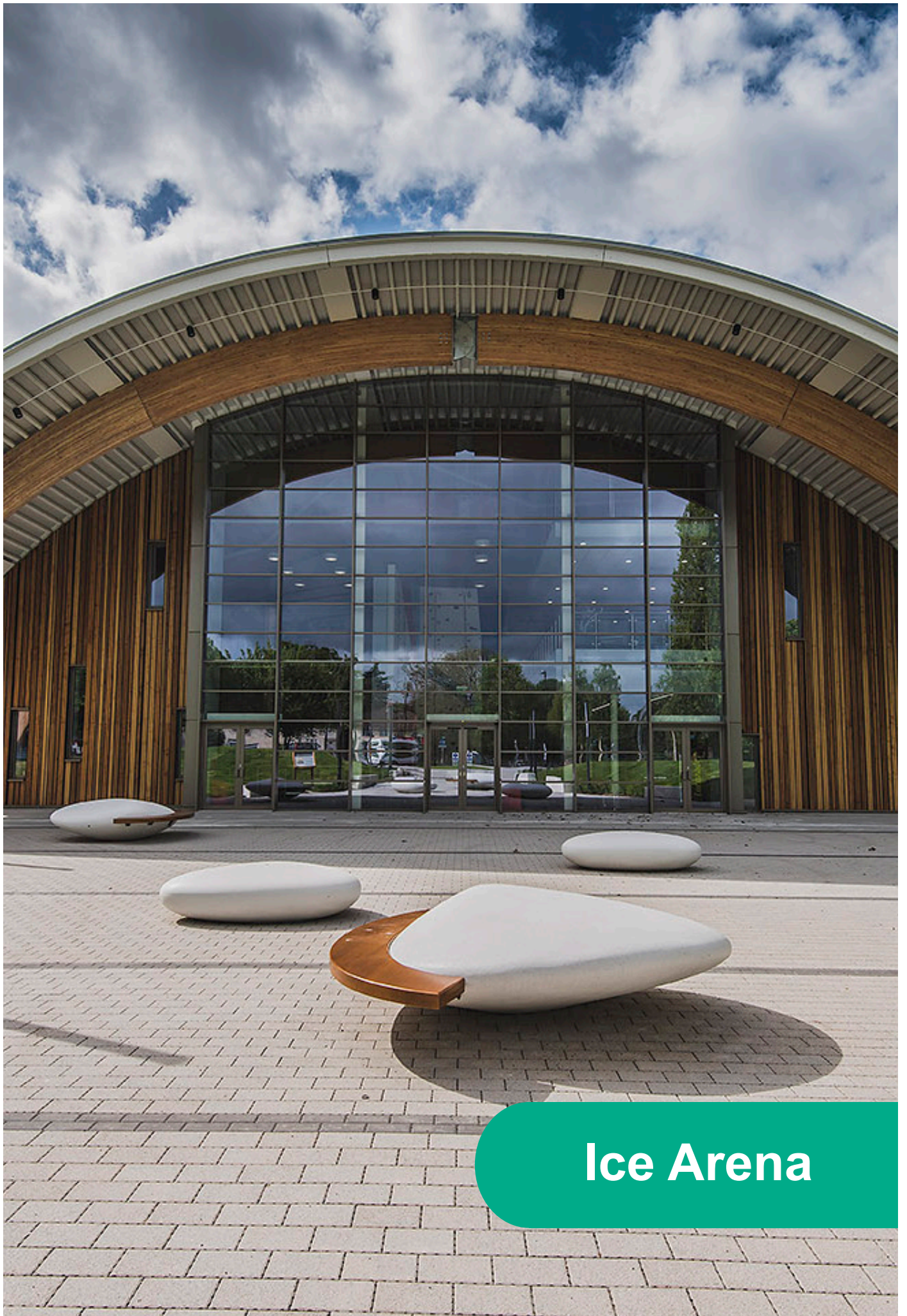
### **Wider partnership working**

SUR will play a full and active part in assisting the Council with developing its vision for the town centre maximising the use of its assets and in developing its agenda for regeneration in all its forms. In doing so it will operate within the contractual arrangements established through the Partnership Agreement and will aim to be flexible in its approach and proportionate in its operating model.

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

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





**Ice Arena**

## **SUR ACHIEVEMENTS IN 2018**

In 2018 Slough has celebrated being named the best place to work in the UK for a second year running (Glassdoor 25 Best UK Towns & Cities to Work In). Slough Urban Renewal (SUR) has significantly contributed to delivering regeneration and changing the town.

In 2018 alone, SUR has delivered some major projects worth over £85m. From enhancing a number of the town's schools to delivering impressive leisure facilities, and much needed housing for Slough's residents, there has been a lot of positive change.

### **Creating more school places for Slough's children**

Over the last year, SUR has delivered some significant improvements across four local schools, increasing their capacity and improving their facilities – works at Claycots Primary School, St Mary's Primary School, Priory SEN and Wexham Secondary School were all completed in 2018. These improvements have provided the schools with modern new facilities, but also allowed them to offer more places to more children. Claycots has gone from a two-form entry to a four-form entry school, while the project at Wexham Secondary School will enable it to increase its current 5.5 form entry (FE) to an eight-form entry - significantly increasing the number of school places available and providing better places to learn.

Over the four projects, 65 new classrooms have been created in addition to new sports halls, study areas and staff accommodation. Along with a standalone single storey SEN resource base at the Priory, the school has benefitted from a new sensory room, meeting rooms and an external play space, while Wexham Secondary School and its pupils are now enjoying a new three-storey teaching block, with 6th form centre and library. All of this has been delivered through SUR and forms part of the Council's multi-million-pound investment in primary and secondary school buildings to provide enough places for Slough's current and future young people.

### **Getting more people, more active, more often**

Slough's leisure offering has been greatly enhanced. In 2018, SUR delivered the major extension and refurbishment of the Ice Arena (which opened to the public in April), the Salt Hill Activity Centre (which opened in May) and the Langley Leisure Centre (which opened in July). New facilities at the Ice Arena include a fully refurbished ice rink, café, climbing wall, gym, party zone and changing facilities. While works at Salt Hill Park have seen the building transformed from a bowling alley into a state-of-the-art indoor activity centre. New facilities here include a six-lane ten-pin bowling alley, trampoline park, soft play, indoor high ropes and caving centre. In addition, Langley Leisure Centre is now able to offer visitors access to a significantly larger, 100-station fitness suite and renovated group exercise studios, in addition to a newly tiled swimming pool and regenerated spa area, with steam room and spa pool. All these new leisure facilities have been proving popular among residents, as well as attracting visitors from further afield.

### **Helping Slough to meet the need for more homes**

SUR has also made significant headway in the delivery of new homes within the town. Wexham Green, SUR's second residential development of 104 family homes is now nearing completion and has been selling well, with the final few homes to be released for sale in early in 2019. Its 'combined sites' initiative, which is designed to directly meet the Council's need for more housing within the borough continues apace. Through a portfolio of small



sites, SUR will build over 130 homes across 25 sites, transforming a series of disused, small sites into new council housing. In 2018 alone, phase two reached completion, having delivered 16 new dwellings, phase three (25 homes) is now well underway and works on phase four have just commenced for another 36 homes.

### **Commercial development**

Significant milestones have been achieved in 2018 to progress commercial development across the portfolio. SUR secured two planning consents i) to deliver a mixed-use development on the former site of the town's central library, including 62 private apartments and two hotels to be constructed by Construction & Infrastructure and ii) to deliver a private housing development of twenty four 2 and 3 bed homes to be constructed by Lovell.

Commercial terms have been agreed to progress the redevelopment of major sites including the mixed use redevelopment of the TVU site in the Heart of Slough and a JV with Waterside Places to deliver Stoke Wharf; a residential development of c.280 new homes surrounded by public open space in the reinvigorated park and alongside the canal.

### **Award winning schemes for Slough**

As recognition for some of the projects SUR has already delivered for the town, the partnership has secured some notable awards. In 2018 SUR's Milestone – its first ever residential development, was shortlisted for a Thames Valley Property Award. Arbour Park, the new community sports facility, was a double Regional winner at the Local Authority Building Control building excellence awards and SUR won the new RESI Joint Victories Award – which aims to celebrate the very best in joint venture schemes.

However, at SUR the focus is not just on delivering great projects but about giving back and having a positive impact in the communities, where it operates. As such, it aims to make a difference to Slough residents by supporting community initiatives and events and providing additional employment and training opportunities. The role of SUR's Community Benefits Employment & Skills Coordinator, has had a positive impact over the last year engaging with the Council and third parties about planning, managing and delivering the community benefits programme. This includes providing opportunities to improve skills and training, attending careers advisory events, managing the supply chain to deliver against the CITB targets, arranging apprenticeships and work experience and overall supporting a series of community & schools events with our projects. Over the last year alone, SUR has created 25 apprenticeships, provided over 800 local school pupils with 'Build up your Business' days and reached over 1,000 pupils via its numerous Career Information, Advice and Guidance initiatives.

What's more, other Local Authorities are looking to emulate the partnership model, which has been achieved by Slough Borough Council and Morgan Sindall Investments Limited. In 2018, SUR hosted 11 visits from other Local Authorities, keen to see The Curve, Ice Arena and new schools and homes, while exploring the benefits of strategic property partnerships.

**Andy Howell, General Manager at Slough Urban Renewal (SUR), said:** "There is no doubt that 2018 has been a great year for both SUR and for the town. The new and improved leisure offerings give residents access to superb new facilities, encouraging more active and healthy lifestyles while making Slough a leisure destination in its own right. As we work alongside the Council to address the current housing shortage, we have continued to deliver more new homes (both private and affordable), as well as significantly enhancing a

number of the schools, enabling them to offer more places to local children. At SUR, we are closely aligned with the Council's strategic regeneration objectives and as we move into 2019, with many exciting commercial projects in the pipeline, our focus remains very clear, to encourage people to live, work and stay in Slough."

**Leader of the council, Cllr James Swindlehurst, added:** "This is a fantastic list of achievements and confirms SUR as one of, if not the, most effective local development partnerships in the country. Whether it's building homes for our residents, improving and expanding school facilities for our children or regenerating Slough by transforming sites with iconic buildings SUR sits at the heart of our plans to move the town forward."



# Old Library Site

## 1. INTRODUCTION AND DEFINITIONS

The Partnership Business Plan (“PBP”) was originally prepared and adopted in 2013 by Slough Urban Renewal LLP (“SUR” and previously known as the Slough Regeneration Partnership, SRP). The PBP has been updated in March 2017 and 2018 and adopted by SUR. This update covers the five year period from March 2019 to December 2024 based on information available in January 2019.

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

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

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

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

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

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





# Wexham Secondary Topping Out



## 2. PARTNERSHIP OBJECTIVES

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

*'Its purpose is to help transform the borough for all who live and work here by delivering investment, development and regeneration projects, which are grounded in local needs, opportunities and priorities.'*

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

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

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

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



- at all times carrying out its duties with due regard to the need for those in a public service environment to observe the reasonable standards of efficiency, economy, probity, courtesy, consideration and hygiene.

SUR benefits from and applies an established framework of systems and procedures to achieve best value, by way of market testing, benchmarking and independent advisory services; this is encapsulated in the SUR Procurement Policy. The business management processes and systems are based on best practice. The DM adopts the IMS established by MSIL. In 2018 SUR achieved accreditation for ISO 180001 - Health & Safety, ISO 9001 - Quality Management Systems and 14001 - Environmental Management Systems.

## 2.1 Developing the Business

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

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

The Partnership will apply a framework approach for strategic site selection, comprising analysis of site specific conditions, but also wider market-driven determinants. It will utilise five key criteria:

- Regeneration outcomes
- Viability
- Profitability
- Deliverability
- Innovation

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



# RESI

## Joint Victories

W I N N E R

**Award Winning**

### 3. APPROACH TO PARTNERING

The following narrative sets out the approach to partnership working between the JV Partners and wider stakeholders through active engagement and consultation.

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

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

#### 3.1 Strategy & Engagement

SUR will continue to take an active role, through the General Manager, to be engaged and involved in events that seek to shape regeneration in Slough. This includes forums such as SBC strategy boards, the business and economic business partnership, the Slough Wellbeing forum, Slough Social, Slough Developers Forum and the Thames Valley Chamber of Commerce.

The SUR DM team continues to work closely with the Asset management team and the Property Services team through regular meetings and workshops to further align development delivery and continuous improvement in accordance with the Partnership objectives. The DM team will engage through the PATHE Group, Housing Delivery Group, Leisure Strategy Board and further forums as and when they are established.

SUR Strategy days serve as an annual forum to identify and prioritise the delivery of the partnership objectives and to help to define areas of improvement for collaborative working. A strategy workshop took place in February and also November 2018 with representation from the SUR Business Board and the JV Members. During both events the discussion identified a range of issues and in particular explored key aspects of the business that SUR should explore and continue to strategically review as detailed below:

- Ongoing business planning/review of SUR activity to deliver against the partnership objectives and within the GDV parameters.
- Prioritisation of SUR's major commercial development schemes over the next 3 years.
- The potential for strategic land purchases or to undertake further land assembly adjacent to SUR sites either by the LLP Members or as SUR.
- The opportunity for SUR to deliver projects in JV or on behalf of third parties in Slough and outside the Borough.
- The opportunity for SUR to commercially tender for projects or services.

- The potential for SUR to support/contribute to the Council's aspiration to shape, design and control the redevelopment of the town centre.
- The need to continue stakeholder engagement within SBC and maintain the positive PR campaign of SUR.
- Maximise the portfolio approach to development and effective programme management to maintain momentum.
- Maintain the ability to deliver social value and local community benefits from SUR developments and continue to review local needs regarding employment supply, construction training/ re-skilling etc.
- Consider the ability to use wider resources that may be available to SUR from the Council and PSP.
- The need for SUR to be aware of major projects, such as the Northern Expansion and the Heathrow third runway, to contribute to the Council's investment campaign and its own engagement with key stakeholders as well as the potential impact on the capacity of the construction sector.
- Consider the long term pipeline of opportunities and what happens towards the end of the original 15 year partnership (recognising the ability to extend it for a further 10 years).

### 3.2 Continuous improvement

The Business Board is committed to achieving and demonstrating, continuous improvement and value for money across the business' performance, striving to deliver best in class projects for the benefit of Slough. The Partnership recognises and understands that when an organisation has a long-term relationship with a public sector body that includes exclusivity provisions, it is essential that the mechanisms intended to secure enduring value for money work effectively. Part of this approach is found in the Partnership's Procurement Policy.

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

#### Partnership Continuous Improvement Framework

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

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

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

- **Project initiation and mobilisation:** During the early stages of projects the development and delivery team will actively seek out the lessons learned from similar projects both within the partnership and the wider Morgan Sindall Group for the maximum benefit of SUR. In the event that issues are identified on SUR projects we will share this across the programme and seek to prevent further challenges being encountered elsewhere including joint workshops and site visits.
- **Lessons learnt sessions:** following key milestones on each and every project, involving the Development Manager, the Partnership's Business Board, the consultant team and key supply chain members. These collaborative sessions will identify project successes and shortcomings and identify how they can be either replicated or avoided respectively on future projects.
- **Benchmarking:** using data and information from projects procured and delivered by the Partnership, the PSP, the Council, the supply chain and the Partnership's consultant team to identify 'what good looks like'. The Partnership will then seek to understand how these industry leading projects that meet or exceed the benchmarks can be delivered in Slough.
- **The Development Management team:** ensuring that the Development Management team is resourced fully and equipped with the latest knowledge and skills in project delivery, keeping pace with technological progress and developing their expertise to the benefit of the Partnership.
- **Continuity of personnel:** the provision of the Development Management services by the PSP will mean that the Partnership's corporate memory is maintained. In this way, individuals learn from previous projects in Slough and can deliver improvements on future schemes.
- **Integrated continuous improvement:** the Business Board and General Manager will ensure that continuous improvement is fully considered in every aspect of Partnership business through its inclusion as an agenda item at project meetings, Business Board meetings as well as in Development Management reports to the Partnership. Its inclusion in the Partnership reporting structures and forums will ensure that continuous improvement and a proactive ethos will be engrained in the working culture.
- **Programme approach:** with a series of interlinked projects/sites that may create further development opportunities, SUR will manage the programme and align projects to generate maximum benefits that may be financial/commercial to the shareholders or from a regenerative perspective to the Borough.

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

### 3.3 Communication, local engagement and consultation

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

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

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

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

Each Site Development Plan will include;

- An indication of how the consultation is planned to involve local community groups and whether this will include, for example, a managed event, media coverage and / or a website.
- a “Statement of Local Economic Benefit Appraisal and Community Involvement”, the content of which will vary on a scheme by scheme basis.

In addition, the Partnership will engage with the key stakeholders and land owners of the Heart of Slough in pursuit of the Partnership Objectives to facilitate the regeneration of Slough “Centre of Town” to become a thriving sub-regional hub for public transport, retail, culture and living.

SUR will liaise with existing and new investors in the town centre including those developing the high-street and the Heart of Slough to complement and co-ordinate our efforts all in keeping with the Council’s Town Centre strategy.

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

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

### 3.4 Collaboration to provide local economic and social benefits

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

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

- SUR will engage through Council led forums to co-ordinate the community benefits of development activity in a managed approach with the Council, local colleges, CICs, third party providers and other private companies.
- SUR will be part of 'Urban Renewal' one of the Priority Delivery Groups (PDGs) responsible for delivering one or more elements of the Council's Joint Wellbeing Strategy.
- SUR will establish Employment Skills Plans (ESPs) based on each project including targets as per the National Skills Academy for Construction (NSAFC) definitions on benchmarks which SUR are using (following successful application to use CITB's Client Based Approach at the end of 2015). From 2017, the ESP targets were combined in a SUR programme ESP using the regeneration £90m criteria. The ESP targets will continue to be embedded in the supply chain contracts and include for example:
  - On-site vocational training apprenticeships
  - School work experience placements
  - Work placements and sponsored educational training
- The project performance will be monitored regularly and a final case study produced of the relevant achievements and detailed information.
- SUR will fund a part time Training and Skills Co-ordinator, Ged Humphries. In this role she will engage with the Council and third parties about planning and managing the programme. This includes appraising the CITB targets, arranging apprenticeships and a series of CCIAG events with our projects and raising skills in the local area.
- SUR will work with the Council and other community stakeholders to alert local businesses of any opportunities as part of its construction works to become part of the supply chain and 'keep the pound local'.
- SUR will continue the investment in CB activities committed to during 2018 and seek to support local community initiatives linked to our projects.
- SUR will invest in activities and sponsorship opportunities; any capital spend will be subject to further funding contributions to the community benefits fund.

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





**Wexham Green**



## 4. DEVELOPMENT OPPORTUNITIES

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

SUR has contemplated opportunities to deliver over the next five years of the life of the partnership which are outlined below. It is recognised that there are likely to be more opportunities and new sites considered both from within the Council's overall portfolio of sites and third party opportunities which will be discussed and agreed with the SUR Business Board as the development pipeline progresses.

The principle process for bringing forward Site Developments is defined in the Partnership Agreement (Cl 6.2.2) and enables commercial projects to be managed on a business case basis and follows best practice reflecting incremental development stages.

### 4.1 Sites for SUR Delivery

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

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

### 4.2 Site Developments

For 2019 - 2020, it has been agreed by the SUR Business Board that it will primarily focus its attention on developing the following sites:

- Wexham Green (site 37) – 104 homes 2,3,4 bed houses
- Wexham South – 24 homes 2 and 3 bed houses (adjacent to Wexham Green)
- 85 High St, The Old Library (Site 22) – mixed use development; two Marriott hotels, 64 residential apartments, retail and restaurants on ground floor
- Alpha Street – 14 apartments (donor site for OLS development)
- Stoke Wharf (site 28) – c.280 units residential development
- Montem Lane (Site 20) – c.150 units residential development
- NW Quadrant of the Heart of Slough (former TVU site) – potential mixed use scheme (c.1400 units residential, c.270,000 sq ft commercial and c.40,000 sq ft leisure/retail)
- Haymill (Site 8) – c.35 houses residential development

SUR will appraise further the opportunity of development in conjunction with the Council on further sites as they are identified (where it does not currently have an Option Agreement) including Network Rail land adjacent to the TVU site and those agreed by the JV Partners.

It is noted that in September 2018 the Council formally requested that SUR relinquish the Option over the Weekes Drive site; this is the subject of further discussion and negotiation.

#### 4.3 Community Projects

For 2019 - 2020, it has been agreed by the SUR Business Board that it will primarily focus its attention on delivering the following Community Projects:

- Leisure projects:
  - The Centre (Site 30) new wet and dry leisure centre – under construction
- SBC Housing - Small Sites portfolio:
  - Phase 3 – under construction
  - Phase 4 – under construction
- Education projects:
  - Wexham Secondary School extension – under construction

SUR will also support the potential delivery of further Community Projects as requested by the Council and approved by the Business Board.

#### 4.4 Timetable for Delivery

An Indicative master programme is attached at **Appendix D**, providing an overview of the proposed projects for the next five years. The master programme includes both the preparation and delivery of the Partnership's Site Developments and Community Projects. In addition, the Partnership will actively facilitate and assist the Council in identifying regeneration opportunities with potential to unlock value from its assets.



The Centre

## 5. SITE DEVELOPMENT PLANS & COMMUNITY PROJECT PLANS

Delivery and completion of Site Development Plans (SDPs) and Community Project Plans (CPPs) on behalf of the Partnership is the responsibility of the Development Manager in accordance with Clause 6.2 and Schedule 9 of the PA. The bi-monthly Development Managers Progress report includes a project governance tracker for the Business Board to monitor the progress and approvals of all plans. It is the responsibility of the LLP Members to ensure they provide the appropriate approvals in a timely manner (as defined by the Member).

### 5.1 Business Plan Status

At the date of this update to the Partnership Business Plan the Site Development Plans and Community Project Plans have been approved as follows:

| SITE DEVELOPMENTS                            |  |   |                    |
|--|--|---|--------------------|
| Site Name (Number)                           | Proposed use                                   | SUR BUSINESS PLAN STATUS  |                    |
|  |  | Indicative SDP  | Formal/Adopted SDP |
| <b>Wexham Green (37)</b>                     | Residential                                    | Approved Aug 2014   | Approved May 2016  |
| <b>Wexham South</b>                          | Residential                                    | Approved Feb 2018   |                    |
| <b>Alpha Street</b>                          | Residential                                    | Approved Mar 2017 with PBP and updated Jan 2019                   |                    |
| <b>Stoke Wharf - Slough Basin (28)</b>       | Residential                                    | Update approved December 2018                                     |                    |
| <b>85 High Street - The Old Library (22)</b> | Mixed use; Hotel and Residential               | Approved July 2017 (with AFL) and updated Jan 2019                |                    |
| <b>NWQ - Heart of Slough Former TVU site</b> | Mixed use; commercial, residential and leisure | Approved Nov 2016* [conditional for DD and indicative masterplan] |                    |
| <b>Montem Lane Recreation Ground (20)</b>    | Residential                                    | Approved at original PBP in 2013**                                |                    |
| <b>Haymill (8)</b>                           | Residential                                    | Approved at original PBP in 2013**                                |                    |

NOTE: \* Indicative SDP requires updates in accordance with the Option Agreement.

\*\* Indicative SDP; requires updating prior to design and planning phase commencing.

| COMMUNITY PROJECTS                  |           |                                      |
|-------------------------------------|-----------|--------------------------------------|
| Community Project                   | SBC Use   | BUSINESS PLAN STATUS                 |
| <b>Centre Leisure</b>               | Leisure   | Approved Formal CPP – under contract |
| <b>Wexham Secondary school</b>      | Education | Approved Formal CPP – under contract |
| <b>Small sites combined phase 3</b> | Housing   | Approved Formal CPP – under contract |
| <b>Small sites combined phase 4</b> | Housing   | Approved Formal CPP – under contract |

## 5.2 Planning and Environmental Issues

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

The Development Manager, on behalf of the Partnership, will implement a pre-planning consultation and a community consultation where required during the planning stage. This might include exhibitions, workshops, use of social media networks and / or a website. Community consultation and engagement will be at the centre of the Partnership's approach, which reflects the Government's intention to empower local people in planning decision making under the Localism Act. The Partnership will ensure that all sections of the community, including various ethnic groups and hard to reach groups, young people and young families have the opportunity to express their needs and views, respecting the requirement to submit a Statement of Community Involvement.

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

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

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



### 5.3 Third Party Land

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

### 5.4 Valuation of Sites

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

Indicative land values and forecast on assumptions is detailed in each Site Development Plan further information is provided in the **Financial Appendix E**. By their very nature they are indicative at the DI SDP phase and will be determined through the development process by the project scope, costs and value together with the appropriate affordable housing provision and wider developers contributions.

### 5.5 Design and Quality strategy

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

- Establish the best design and technical team for each project through a considered selection process.
- Understanding the site by undertaking surveys and analysis of the characteristics of each site. This analysis will inform the design and cost plans of the project.
- Establish the project brief/scope and budget through engagement with the Partnership team, stakeholders and the wider users. It will establish a clear budget and programme for the works and draw up target cost plans for the works in tandem with Concept designs.
- Design reviews including planning, risk, value engineering, commercial, buildability, modern methods of construction and innovation reviews will be held during the project's development to ensure the optimal design is achieved (whilst maximising value).
- Construction cost assumptions are established to ensure that a high quality scheme is built and this is reflected in the building elevations, public realm spaces and environment.
- Sales values assumptions and sales & marketing budgets are established on the basis that a high quality development will be delivered and this is

- intrinsically required in order to a. attract investors b. market a high quality scheme c. sell private residential units d. achieve maximum sales values.
- Establishing long term estate and building management arrangements to ensure that new developments are well cared for in the future.



# Small Sites Portfolio



## 6. SUPPLY CHAIN MANAGEMENT

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

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

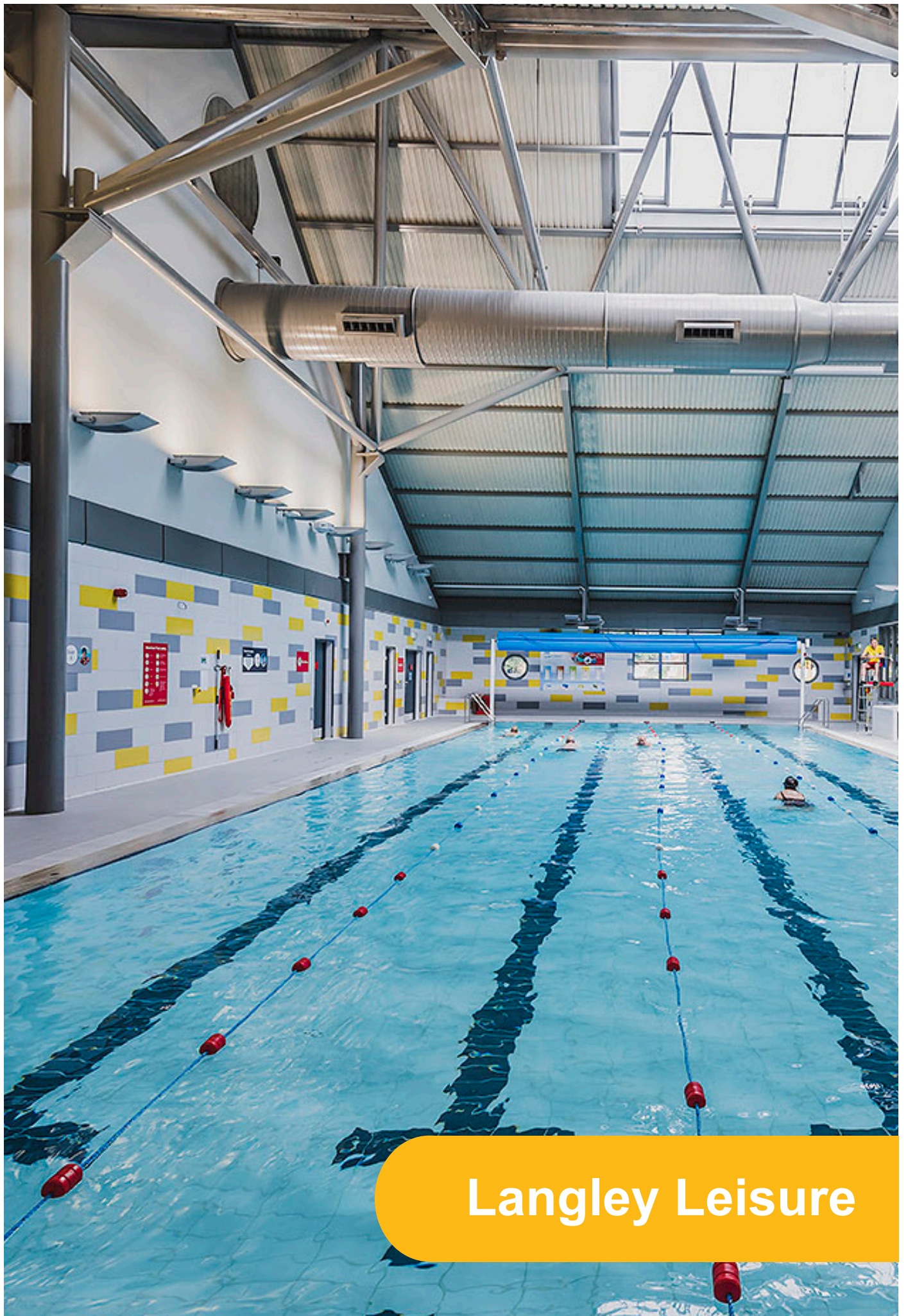
- Financial targets are met within budgetary periods.
- Value for money reduces overall costs and improves overall value.
- Speed of delivery and reduced pre-development programmes (compared to SBC tendering every main contract).
- Accurate benchmarking, a defined project scope and fixed price contracts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

Morgan Sindall plc and Lovell Partnerships are each very experienced in successfully delivering the types of buildings envisaged for the sites. This experience will continue to be harnessed by engaging the construction businesses with the design/technical teams at an early stage to ensure that technical and procurement advice is given, so that buildability and value for money is embedded in the designs for each site from the start.

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

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

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



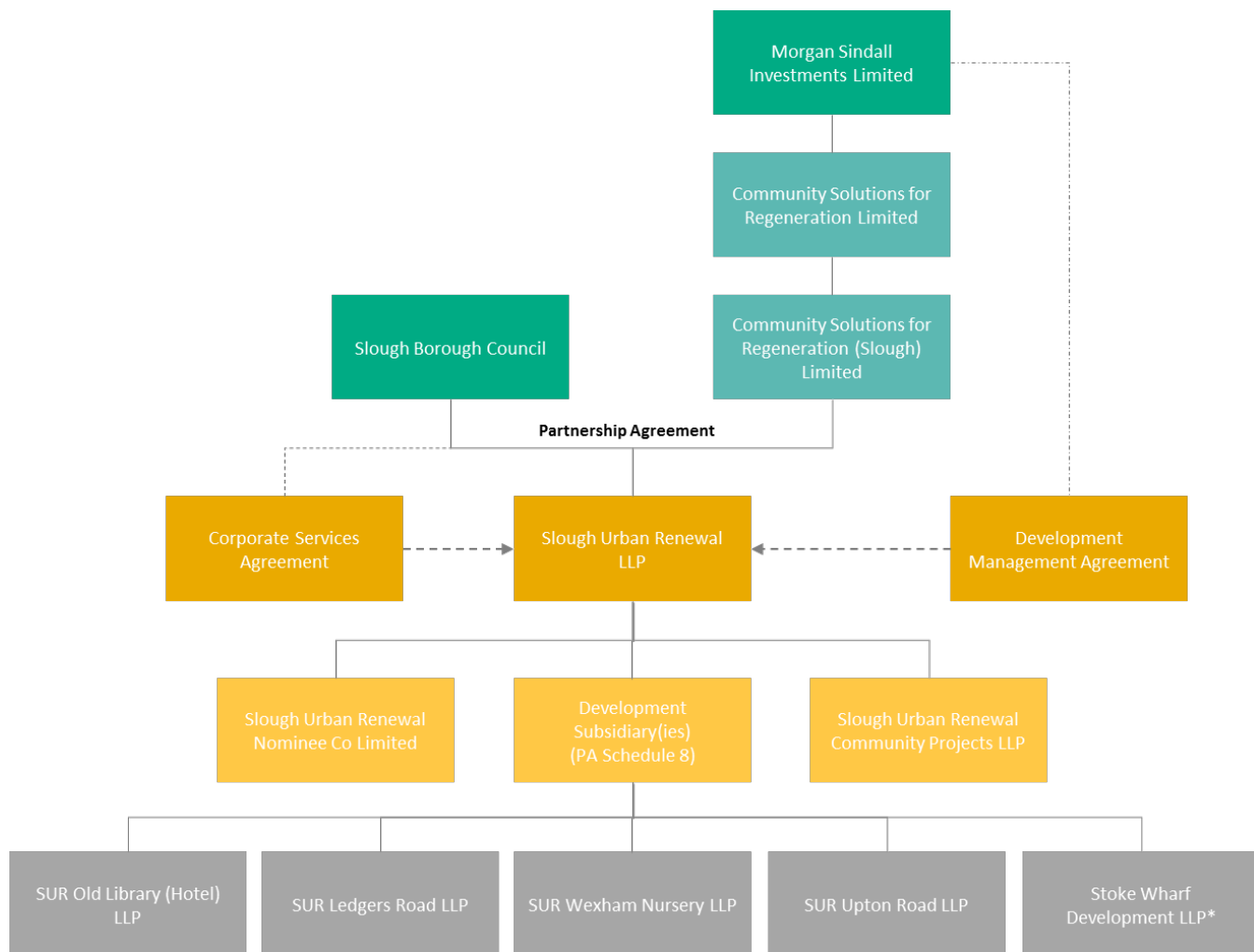
# Langley Leisure



## 7. RESOURCING OF THE LLP

### 7.1 Structure and required management support

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



\* 50/50 LLP with Waterside Places

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

## 7.2 What the PSP will provide under the development management agreement

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

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

| Role                                      | Remuneration  | Personnel   |
|---|---|---|
| JV Partner Representatives                | No Charge   | Joe Carter (SBC)<br>Lisa Scenna (MSIL)  |
| PSP Representatives                       | No Charge   | Wes Erlam<br>Adrian Turner<br>Neil O’Cuinneagain (SUR CP only)  |
| SBC Representatives                       | No Charge   | Currently the Representatives are:<br>Cllr Sabah, Joe Carter and Mike England.                        |
| General Manager                           | Basic Fee   | Andy Howell   |
| SUR Business Administrator                | Basic Fee   | Stacey Wilkinson  |
| Development Managers                      | Additional DM Fees as agreed by the Members on each SDP*.<br>Community Project DM fees. | Jonathan Edwards<br>David Freer<br>Lyndsay Rotherforth<br>Paul Aubrey<br>Rebecca Harral<br>Ben Weller |
| Training and Skills Coordinator           | Additional Basic Fee [funded by Community benefits fund]                                | Ged Humphries   |
| Legal & Commercial Managers               | Additional DM Fees/<br>Community Project DM Fees  | Allister Wood   |
| Finance and Modelling                     | Additional DM Fees set out as annual operational costs                                  | Joe Everett<br>Dmitri Staicov   |
| Company Secretarial                       | No Charge   | Morgan Sindall Group  |
| Finance and accounting Services           | Separate Managed Service Agreement – annual fee   | Morgan Sindall Group<br>Joe Everett<br>Manjinder Kudhail  |
| Residential Development Supply Chain Lead | Main Contractor Prelims   | Nick Gregory<br>Lovell Partnerships   |
| Community Project Supply Chain Lead       | Main Contractor Prelims   | James York<br>Morgan Sindall plc  |

\* NOTE: For clarity the Old Library Site project is the only site development where Additional DM fees have been agreed to recognise the DM resource and expertise that has been required to create the opportunity and to deliver the hotel scheme.

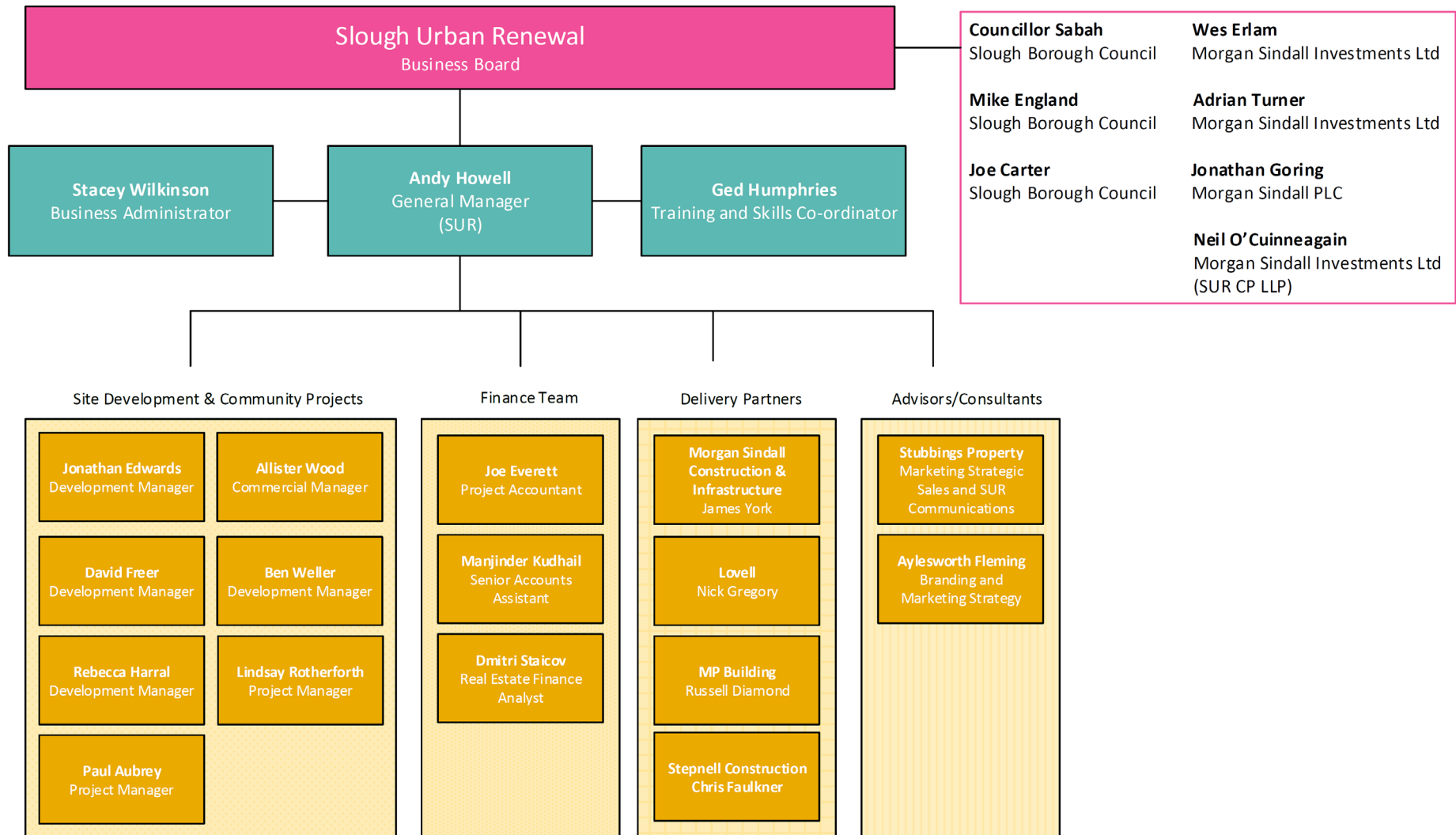
The roles of the PSP Representatives, General Manager and Community Project Managers will accord with the requirements of the Partnership Agreement and the Development Management Agreement.

### 7.3 Responsibility for delivery of the Partnership Business Plan

The Business Board will be responsible for delivering the Partnership Business Plan. To ensure the shared governance arrangements of SUR (and deadlock provisions) the SUR LLP Business Board has three Representatives from each LLP Member (SBC and MSIL). The SUR Community Projects LLP Business Board also has three Representatives from each LLP Member (SBC and MSIL).

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

The Development Management team and its strategic advisors illustrated below will be managed by the GM:







# Salt Hill Activity Centre

## 8. FINANCIAL APPRAISAL FOR THE LLP

The financial section is **Commercial in Confidence** and provided with the financial appraisal for SUR LLP at **Appendix E**.

## 9. RISK APPRAISAL

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

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

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

The Board is responsible for the strategic management and direction of the Partnership and will be accountable to the JV Partners in accordance with the Partnership Agreement. The Board will adopt and implement best practise in the form of corporate governance and risk management. As an integral part of risk management, the Partnership shall comply with its obligations under the Project Agreements in respect of insurance.





# Wexham Secondary

## 10. POLICIES AND PROCEDURES OF THE LLP

The corporate policies and procedures of the Partnership cover each element of the works and services including, but not limited to, Health & Safety, Quality Management, Anti Bribery, Equal Opportunities, and Environmental.

Enclosed at **Appendix H** are the SUR policies approved by the Business Board other than the Procurement Policy which is contained in the Partnership Agreement. As part of the PSP providing Development Management Services the DM, and by association SUR, adopts the ISO accredited management systems and best practice of Morgan Sindall Group.





## The Centre Time Capsule

## 11. QUALITY MANAGEMENT AND QUALITY ASSURANCE

The Partnership's approach to Quality Management and Assurance will be one of continuous improvement. The Development Manager will be covered by the ISO accreditation of the PSP and benefit from a fully comprehensive quality policy and manual that is updated online on a regular basis. The policy will cover all areas of the Development Manager's work and include quality control, assurance and management. The following Supply Chain members are BS:EN ISO 9001 certified:

- Morgan Sindall Construction & Infrastructure – Non-Residential Design and Build
- Lovell Partnerships Ltd – Residential Design and Build

## 12. HEALTH & SAFETY MANAGEMENT

SUR places the utmost importance on Health & Safety. The Partnership will provide a safe and secure environment for staff to work in and apply a robust culture of Health & Safety throughout the Business. The Business Board will have a named Health and Safety member who will be responsible for review of all Health and Safety matters arising and will have received appropriate training. The current named member is Adrian Turner.

Equally, implementation of a Health and Safety ethos and work practices will be encouraged with each appointment of supply chain partners as is the case for existing architects, consultants and key sub-contractors. Each understand the importance of providing safe and secure workplaces and design, and each have implanted similar philosophies and policies in their processes and work practices of service delivery. All SUR sites will be audited for H&S at least once during the construction period by the SUR Competent person.

Further details of the H&S arrangements are provided in **Appendix H2.1 and H2.2.**





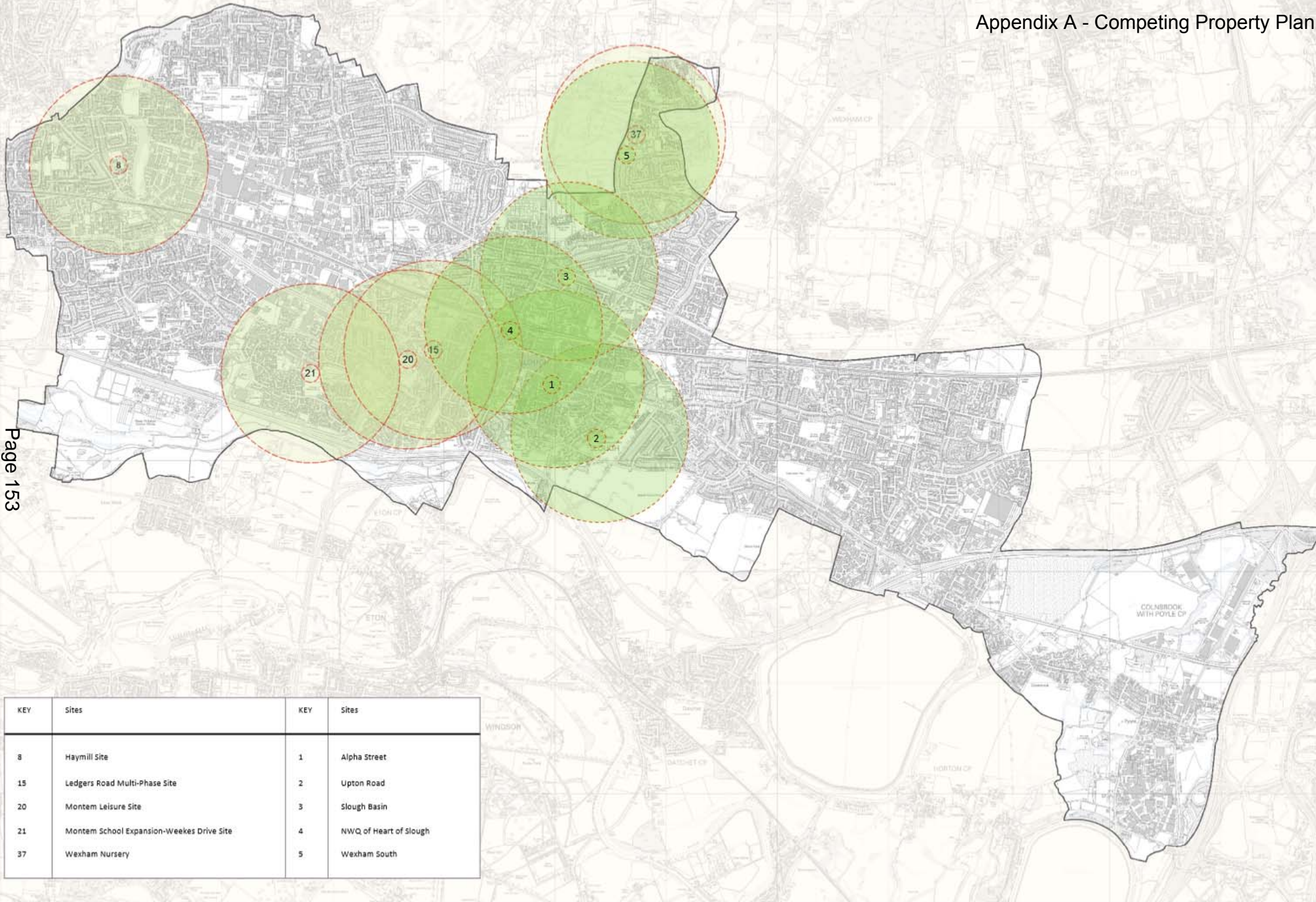
**Priory SEN**





# Steel Signing Events





| KEY | Sites                                     | KEY | Sites                  |
|-----|---|-----|------------------------|
| 8   | Haymill Site                              | 1   | Alpha Street           |
| 15  | Ledgers Road Multi-Phase Site             | 2   | Upton Road             |
| 20  | Montem Leisure Site                       | 3   | Slough Basin           |
| 21  | Montem School Expansion-Weekes Drive Site | 4   | NWQ of Heart of Slough |
| 37  | Wexham Nursery                            | 5   | Wexham South           |





# Thinking. Forward.

[slough-thinkingforward.co.uk](http://slough-thinkingforward.co.uk)

## COMMUNICATIONS STRATEGY AND PLAN - 2019

Version Issued (1.0): January 2019

## TABLE OF CONTENTS

|  |    |
|--|----|
| INTRODUCTION .....   | 3  |
| 1. PART A: SUR COMMUNICATIONS STRATEGY .....                                 | 4  |
| 1.1 Overview.....  | 4  |
| 1.2 SUR Partnership Objectives .....   | 4  |
| 1.3 Communication opportunities .....  | 5  |
| 1.4 Key communication messages .....   | 5  |
| 1.5 Specific communication objectives – key sector messages .....            | 6  |
| 1.6 Measuring Success .....  | 7  |
| 1.7 SUR branding .....   | 7  |
| 2. PART B: SUR COMMUNICATIONS PLAN .....                                     | 9  |
| 2.1 Stakeholder management .....   | 9  |
| 2.2 Stakeholder engagement .....   | 9  |
| 2.3 SUR stakeholders.....  | 9  |
| 2.4 Public Relations and Communication routes .....                          | 12 |
| 2.5 Communication team resources .....                                       | 15 |
| 2.6 SUR General Communications .....   | 15 |
| 2.7 Development sites: public consultation .....                             | 16 |
| 2.8 SUR Community benefits – media releases .....                            | 16 |
| 2.9 SUR Communication Plans: Commercial projects - Development sites.....    | 17 |
| 2.10 Specialist media – Commercial projects - Development sites .....        | 17 |
| 2.11 SUR Communication Plans: Community Projects.....                        | 17 |
| 2.12 Specialist media – Community projects.....                              | 18 |
| 2.13 SUR Reactive Communications .....                                       | 18 |
| 2.14 FOI/EIRA Requests .....   | 18 |
| 3. APPENDICES.....   | 20 |
| Appendix A – SUR annual communications plan.....                             | 20 |
| Appendix B – Site development – PR plan example.....                         | 20 |
| Appendix C – Community Project - Communication Activities Plan example ..... | 22 |
| Appendix D – SUR FOI Protocol .....  | 23 |
| Appendix E – SUR Brand Guidelines.....                                       | 23 |

## INTRODUCTION

The purpose of this plan is to confirm how SUR's marketing and communications will demonstrate how the partnership objectives are being achieved. The communication strategy and plan is to be reviewed periodically in accordance with the SUR Partnership Business Plan.

While the primary focus of the Partnership is focused on development and the physical regeneration as well as social economic change, much of the success of this work will be related to how well the partnership communicates with key stakeholders in the town and beyond. It is SUR and its Members responsibility to ensure that all parties comply with this strategy and plan and in particular that our supply chain are made fully aware of the communication protocols in place about media handling and the use of social media.

A key objective for the Council's regeneration strategy is 'to improve the image of Slough to a status that fully recognises the strategic importance and benefits offered by the town as a sub-regional gateway to and from London.' Communications will play an important role in delivering this objective, in particular communicating with a wide audience of opinion formers and influencers in local communities, the business world, the property, development and investment sectors, and with the local, national and international media.

For SUR's key activity of planning and implementing development plans, effective communications and meaningful consultation and engagement with Slough's communities and other local stakeholders is an essential step if the Partnership is to deliver successful development that is welcomed and embraced by local people.

This document sets out a framework communications strategy for the Partnership and should be read in conjunction with the appended plans and protocols that have been produced by the DM team to ensure effective partnership working and planning for communications and community involvement.

## 1. PART A: SUR COMMUNICATIONS STRATEGY

### 1.1 Overview

The principle objective of the SUR communications strategy is to demonstrate how SUR is delivering the partnership objectives and therefore the Council's Strategic Regeneration of Slough.

Key aspects of the strategy are as follows:

- **Business Sustainability**
  - Maintain and enhance the pipeline of SUR projects
  - Identify areas of risk and plan to limit or mitigate reputational damage
- **Brand:** Align key messages, documents and presentation materials to build the brand and deliver brand continuity. Assess over time whether it is fulfilling its potential.
- **Communication Channels:** Continue to strengthen the SUR profile by ensuring communications reach target audiences through the most appropriate channels.
  - Maintain SUR's online presence
  - Continue good working relationships with local press and other media
  - Develop relationships with industry and national press
- **Community Benefits:** Work jointly with SBC and other stakeholders on PR aspects of projects which are of interest to local communities and to the wider public with the aim of securing appropriate recognition
- **Internal Communications:** Continue the strategy for effective internal communications, providing consistent and factual information on a periodic basis through e-newsletters and publishing news on the SUR website.

### 1.2 SUR Partnership Objectives

The Partnership Agreement defines the high level objectives of SUR in two parts:

#### ***Slough Borough Council's Strategic Regeneration Objectives:***

Set out as broadly defined regeneration objectives, improving neighbourhood and community facilities, encouraging investment, optimising use of SBC's assets, encouraging high quality urban design, facilitating improved public transport, retail, culture and living, employment and economic development, housing (of all tenures), recreational, leisure and educational facilities.

#### ***Slough Urban Renewal Partnership's Objectives:***

Also broadly defined to respond to SBC's objectives, to develop the Sites (as defined), to acquire sites for development (including in the Heart of Slough and wider town centre), to secure an adequate and appropriate return for the Members and to deliver new and improved housing, office and business space, retail and leisure facilities, hotels, car parking, infrastructure and community facilities, schools, libraries and public spaces.

Together these are the 'Partnership Objectives'.

## Support for the Slough Borough Council Vision

Slough Borough Council has defined in its 2017-2022 Corporate plan its priority outcomes - putting people first;

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

### 1.3 Communication opportunities

There a number of significant opportunities to build a successful communications strategy around:

- The ongoing success and achievements of the partnership. An innovative approach by the Council that demonstrates serious ambition for the Borough
- A desire amongst town centre stakeholders for a better town centre/high street and retail/leisure offer
- Positive attitudes in the local community towards new community buildings and SUR developments e.g. the Curve, Arbour Park, Leisure facilities etc.
- A feeling of goodwill and civic pride towards the town from local residents and a wish for it to improve
- Positive attitudes towards Slough's green spaces
- High profile business stakeholders who are interested / supportive of a new image for Slough
- Slough Borough Council's existing networks and communications channels provide opportunities for SUR to connect with local stakeholders
- The implementation of the communication plan and community benefits initiatives (as defined in SURs community benefits strategy and ESPs).

### 1.4 Key communication messages

Key messages are to be considered in all communications and focus on how SUR is contributing to deliver SBC's regeneration agenda. The focus is on three key areas:

- Long term joint venture: SUR is a proud partnership delivering a programme of projects and delivering new facilities to meet the Council's and local resident's needs.
- Quality and Value for Money: SUR creates exemplar schemes and delivers value for money (i.e. performance; cost certainty, delivering projects on time and on budget).
- Community benefits: SUR adds value through a commitment to create community benefits which include use of the local supply chain and contribute to the employment and education of the local community.

## 1.5 Specific communication objectives – key sector messages

### **SBC Housing key messages**

SBC's overall aim is to provide more homes in the borough, to meet the huge demand, with particular focus on providing high quality family housing. The council's target is over 900 new homes each year in the Borough (all tenures) and SUR is contributing towards this goal. The Slough Wellbeing Board also has 4 outcomes and SUR is significantly contributing to achieving this housing need priority.

The key communication messages are as follows:

- 1) Improving the quality of private sector housing, which we consider to be a valued housing option.
- 2) Making best use of existing Council housing stock.
- 3) Utilising land and resources in and outside direct control of the Council to develop new homes across all tenures
- 4) Making better use of land, using opportunities to provide new high quality family and high density residential developments
- 5) Preventing homelessness where possible – through early intervention and using a range of housing options.

### **SUR key messages for residential development**

SUR operates as commercial developer to deliver new private for sale homes; our sales strategy for each site is tailored to meet the partnership objectives and incorporating the following key messages;

- 1) Providing new homes for local people and creating communities – first time buyers and owner occupiers being our priority
- 2) Designing developments that suit each of the locations, providing a range of housing sizes built to a high specification
- 3) Creating the opportunity for customers to buy their new home, if needed with the benefit of the Governments 'Help to Buy' Scheme
- 4) Building quality homes and ensuring our customers have a smooth customer journey from first enquiry to the handover of their new home

### **SBC Education key messages**

- 1) The council predicts high demand in forthcoming years particularly as population growth starts to impact on demand for secondary school places. Slough has undertaken a strategic review of both primary and secondary school places to forecast and address the expansion of school places required in the future.
- 2) Work to ensure there are sufficient and suitable school places for all Slough children is done within the challenging context of multiple competing pressures on the remaining developable land in the borough, and the limits of the council's powers and influence. Recent investment and projects currently in planning will create places to meet future demand.



### **SBC Leisure key messages**

- 1) The vision for leisure in Slough is to enhance the health and wellbeing of Slough residents by ensuring physical activity and sport is adopted as a habit for life for all – more people, more active, more often.
- 2) This is the biggest overhaul of our leisure infrastructure in a generation and once finished, the provision of 4 new leisure facilities plus Arbour Park will provide high quality amenities that attract and encourage people of all ages to improve their health - a key outcome in the Council's leisure strategy

### **SBC Housing key messages**

- 1) Through the small sites strategy we aim to utilise small plots of land – garages, derelict properties and infill – to provide desperately needed, quality council homes for the people of our town.
- 2) We seek to offer even more people access to decent quality affordable homes.
- 3) Properties are being designed around our residents needs now and in the future.
- 4) Slough is building homes and not just homes but council homes and we will continue to prioritise the building of homes for our community.

## **1.6 Measuring Success**

To ensure that SUR delivers to its key stakeholders, its performance and success will be measured in terms of the following key outputs:

- 1) Working in accordance to, and being active advocates of, the Council's 5-year plan.
- 2) For SUR to provide an efficient route to procurement that provides demonstrable benefits for Slough regeneration projects.
- 3) To ensure that SUR is established and widely recognised as a development company/brand in its own right.
- 4) Timely and profitable delivery of all projects under the SUR umbrella.
- 5) Received and recognised by key stakeholders as a positive and progressive delivery vehicle for change in Slough.
- 6) To be recognised and accredited with relevant industry awards for the projects it undertakes.
- 7) Effectively engaging with all key stakeholders (as set out under section 2.3) to communicate the major milestones of all projects delivered under SUR, both internally and externally.
- 8) Actively operating as a considerate developer, engaging in localism, sustainability, skills training and education.

## **1.7 SUR branding**

In 2015, it was recognised that Slough Regeneration Partnership (SRP) lacked a consistent or strong identity and as a result undertook a rebranding exercise to become Slough Urban Renewal (SUR). The SUR brand guidelines were subsequently

created with support from Stubbings Property marketing and Aylesworth Fleming and are enclosed at Appendix E.

SUR communications and PR has a key role to continue to increase brand awareness and to promote and link up regeneration activity. This is achieved by aligning key messages, documents and presentation materials to deliver brand continuity in addition to a planned and co-ordinated approach to all SUR communications.

Key elements of the branding strategy are as follows:

- Slough Urban Renewal (SUR) is a lively, dynamic company that is about place-making, vision and a sense of change. It is a new, expressive brand that communicates the excitement and possibilities of a town with ambition.
- The brand identity reflects the bright optimism of SUR, the environment in which our projects exist and the multi-cultural community of Slough. These shapes form the major design components of our brand.
- The other key component of the brand is our strap-line 'Thinking. Forward.' a simple, yet positive and dynamic phrase that adds weight to the brand and vision for progress and place making for the future generations of Slough.

## 2. PART B: SUR COMMUNICATIONS PLAN

### 2.1 Stakeholder management

SUR clearly needs to understand and manage its stakeholders and those of the Council. SUR needs the support and assistance of the Council to actively engage with external stakeholders and so that we know how to engage them in our projects and how best to communicate with them.

SUR will employ best practice in the management of stakeholders adopting the key principles according to the Association of Project Management (APM):

- Communicate: To ensure the intended message is understood and the desired response achieved.
- Consult, early and often: To get the useful information and ideas, ask questions.
- Remember, they are human: Operate with an awareness of human feelings.
- Plan it: Time investment and careful planning against it, has a significant payoff.
- Relationship: Try to engender trust with the stakeholders.
- Simple but not easy: Show your care. Be empathetic. Listen to the stakeholders.
- Managing risk: Stakeholders can be treated as risk and opportunities that have probabilities and impact.
- Compromise: Compromise across a set of stakeholders' diverging priorities.
- Understand what success is: Explore the value of the project to the stakeholder.
- Take responsibility: Project governance is the key of project success.

### 2.2 Stakeholder engagement

SUR's objective is to maintain its business relationships and ensure that, whilst people may change, the collaboration and partnership working is constant. The focus is being placed on two stakeholder groups:

1. Organisational stakeholders - Interaction and engagement with SBC; the Leader and Cabinet, Senior Management Team, Service leads and officers. This will be achieved through defined communication channels, regular engagement and clear roles and responsibilities. The GM/DMs are to engage through attending SBC strategy boards and regular update meetings with key officers that are sponsoring projects.
2. Raising local awareness of SUR and its profile through physical works in the town and community benefits, skills and training initiatives. Besides PR and communications; this will be achieved through high quality hoarding and branding of SUR projects, ensuring our supply chain are being considerate contractors and engaging in local events and activities.

### 2.3 SUR stakeholders

With such a diverse range of community projects and commercial/residential developments SUR has a significant number of stakeholders:

#### **Slough Urban Renewal LLP Members**

- Slough Borough Council
- Morgan Sindall Investments Limited (MSIL) and its parent company MS PLC

### **Slough Borough Council (SBC)**

- Local political stakeholders;
  - Council Leader, Deputy Leader and Cabinet
  - Councillors – Ward Members
  - Local MP
- Corporate Management Team (CMT)
- SBC Heads of Service and key Departments
  - Planning and Highways Department
  - Asset management
  - Leisure services
  - Housing services
  - Facilities management
  - Democratic services
  - Education department
  - Economic growth and development

### **Supply chain partners**

Morgan Sindall group of companies:

- Morgan Sindall Investments Limited ('MSIL')
- Morgan Sindall Construction and Infrastructure ('MSCI')
- Lovell Homes
- Muse Regeneration
- Morgan Lovell
- Morgan Sindall Professional Services

Other Contractors:

- Borrass Construction
- MP Building
- Stepnell Ltd

Consultants – design and technical specialist advisors and consultants on SUR projects.

### **Local stakeholders/community**

- Local residents
  - Federation of tenants and residents
  - Other resident groups and associations
  - Individual residents
  - Residents living in surrounding towns and communities
- Community voluntary and third sector groups
- Ethnic minority groups
- Young people
  - Youth organisations
  - Slough Youth Parliament
- Older people
- Religious institutions
- People with disabilities

- Educational institutions – schools, FE and HE
- Local and regional business groups
- Local businesses and SME's
- SEGRO trading estate
- Local developers and contractors

#### **Local political stakeholders**

- Slough Labour Party
- Slough Conservative Party
- Slough Liberal Democrats Party
- UK Independence Party (Slough & Windsor)
- Local MP (Tanmanjeet Singh Dhesi - Labour)

#### **Emergency Services**

- Thames Valley Police
- South Central Ambulance Service NHS Trust
- Royal Berkshire Fire & Rescue Service

#### **Other local stakeholders**

- Thames Valley Chamber of Commerce
- Windsor Forest Colleges Group (formerly East Berkshire College)
- Learning to Work
- Slough Aspire

#### **Media (print and online)**

Local press: Slough Observer, Slough Express, Local Berkshire website, Asian Star Radio, BBC South, BBC Berkshire, London Metro, Evening Standard, Slough means business e-newsletter, Citizen Magazine (SBC)

National Press: BBC news

Trade press e.g. Construction News, Estates Gazette, Property Weekly, Municipal Journal, Business Magazine

## 2.4 Public Relations and Communication routes

We will adopt best practice and utilise a range of public relations (PR) methods to create, promote and maintain good communications and a favourable image of SUR. This will include:

- General communication
- Direct sales and marketing to target groups
- Internal communications to keep SBC, Morgan Sindall staff and delivery partners/professional teams informed of SUR news and strategy

The core communication opportunities are as follows:

1. Websites
  - a. SBC <https://www.slough.gov.uk/>
  - b. SUR – [slough-thinkingforward.co.uk](http://slough-thinkingforward.co.uk)
2. Print and e-newsletters
  - a. Local media press releases and advertorials
  - b. SUR media e.g. SUR e-newsletter; monthly Project construction newsletters
3. Social media – LinkedIn, Facebook and Twitter
4. PR - Integrated and individual
  - a. SUR
  - b. SBC: including *The Citizen* e-magazine <http://citizen.slough.gov.uk/>
  - c. MSIL 'connected newsletter'
5. Conferences and public events (Attendance, Sponsorship, Presentations) e.g. Meet the Buyer event, TV Chamber of Commerce
6. Community Events e.g. The Curve opening, Slough Canal Festival.
7. Personal contact and networking

### Websites

SBC uses its website to inform local residents and interested parties of news and updates about SUR community projects.

The SUR website – [slough-thinkingforward.co.uk](http://slough-thinkingforward.co.uk) is the key client-facing communications tool. It is the main form of online presence for SUR as developer and sign posts potential purchasers to bespoke marketing microsites for the sale of residential properties. It is regularly updated with the latest news and other developments. It was launched in July 2016, major updates were undertaken in September 2016 and February 2018.

### Print materials

Print materials will be kept to a minimum for cost efficiency. Key print items to support the Business Plan are as follows:

- Residential marketing brochures e.g. Wexham Green
- Project information for public consultations as part of the planning process
- Adhoc PR material e.g. Slough investment magazine



## Social media

### LinkedIn

SUR established a LinkedIn presence in August 2016 with a corporate profile. LinkedIn is a useful social media channel for SUR to reach specific business groups and influencers amongst our identified stakeholders with key information. It is used to promote the professional business achievements of SUR including project milestones and awards. Where relevant, it can also be used to advertise vacancies or encourage registration for our supply chain or supplier directory. The SUR LinkedIn profile is used to share timely and relevant messages to this audience in addition to the GM's LinkedIn presence which, as an individual rather than corporate profile, sometimes achieves greater PR coverage for SUR.

### Twitter

SUR will raise the profile of its projects on Twitter using the SBC and MSIL Twitter hashtags. It will be used to promote SUR milestones, news, events and achievements and retweet posts by others in relation to SUR activities. It is excellent for linking with our partners and supply chain. Where possible, Tweets should tag partners involved in the subject.

### Facebook

Facebook offers an opportunity to engage with the local community and educate on the key milestones of SUR. The council have an active community Facebook account that will form the basis of all SUR related posts, in accordance with the SUR communications plan.

To aid with the delivery of tactical marketing at residential housing development level, individual project Facebook and Twitter accounts will be created. These will be managed under the Sales & Marketing function related to each residential project and in accordance with their specific PR plan to generate interest and drive leads.

### Social content – images, videos etc.

SUR and SBC will commission images and videos for use over its communications channels for general marketing. All SUR images and videos are collated on an SUR Dropbox for easy access and storage (due to large file sizes).

When the construction of each project is completed, professional photographs will be commissioned and shared amongst the SUR members and supply chain to ensure quality and consistent images are used. The commissioning of photographers should be undertaken in a co-ordinated approach to ensure that the needs of all parties are fulfilled from the photos taken. In 2018 aerial photography was commissioned for numerous sites and are available for wider use.

YouTube/Vimeo will enable an online 'playlist' and provide the means for videos to be shared.

## **Media Releases**

SUR recognises the benefit for itself and the Council by adopting a media release schedule to ensure it communicates newsworthy stories with the aim of maintaining a profile with target audiences, and introducing new audiences to the business.

### **Target #1: Local Press**

The local press is mainly interested in people stories or impact on the local community. Examples include engagement with schools, facilities for local sports teams and general charity work. Another perspective is to provide updates on Community Projects from concept to completion. Another angle could be promoting the story of a local person who took part in a successful apprenticeship and has subsequently gone on to new work/develop a career.

### **Target #2: National Press**

The national press will be interested in the impact that SUR is having on regeneration of the area, also any 'newsworthy' stories on local/regional projects with a strong angle. Working examples:

- Image-led stories on major investments; innovative or community-impactful projects.
- Regeneration and positive change
- Strategic projects for the town
- Reference design projects

### **Target #3: Trade Press**

Trade press will have an interest in more detailed features on the physical work plus construction/development facts and levels of investment.

## **Conferences/Exhibitions/Business Events**

Members of the SUR team will attend industry related conferences and SUR will sponsor industry related events. This will be undertaken to raise the SUR profile and support local stakeholder engagement. SUR will identify relevant industry events to attend, sponsor or to deliver presentations within the Annual Comms Plan key events include the Slough Wellbeing Board partnership conference, Chamber of Commerce events, SBC Investor days, MIPIM (March), UK MIPIM (October), the LGA Conference etc.

## **Community, skills and training events**

Through all projects, SUR will engage in initiatives to deliver community benefits and enhance skills and training in accordance with the SUR Community Benefits Strategy and Investment Plan. SUR seeks to employ the local supply chain wherever possible and so will continue to support its delivery partners in this activity and engage in Meet the Buyer events as well as support SBC bidder events.

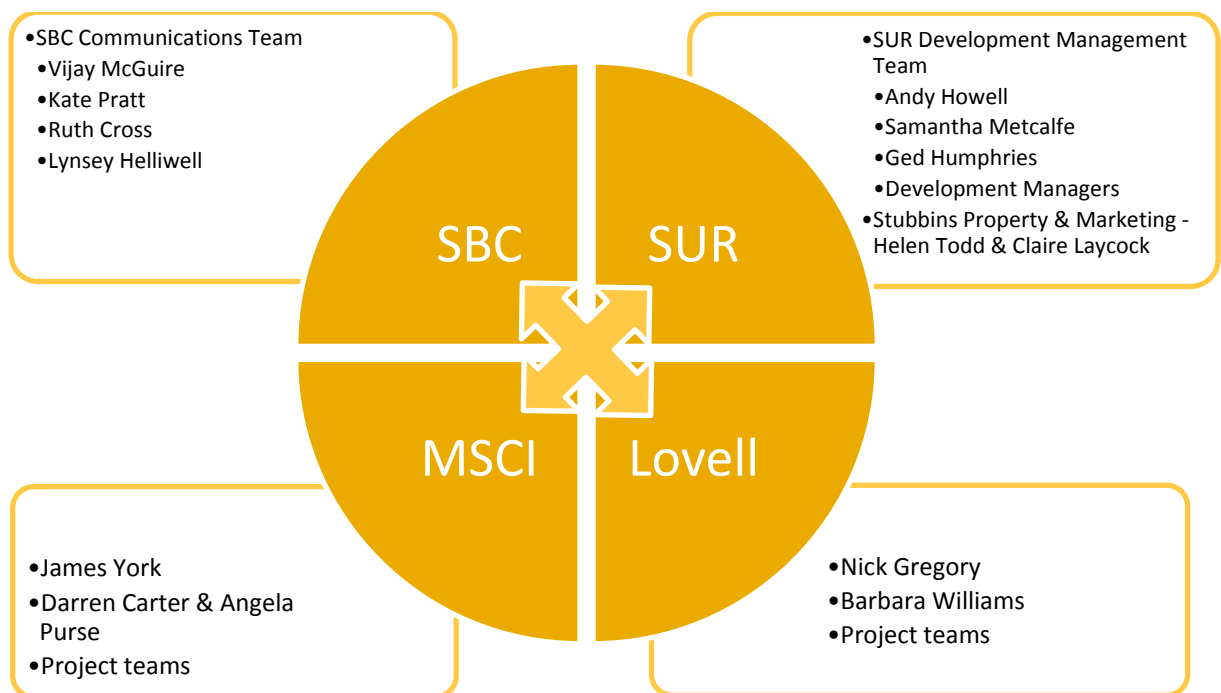
The Skills & Training Co-ordinator will manage SUR's Employment & Skills plans for each project and is to inform the communications and marketing team of any

community benefits activity to allow participants to take part or promote these events where requested.

### 2.5 Communication team resources

SUR does not have its own dedicated communication resources; it utilises the skills and expertise of the teams within the Council and Morgan Sindall Group to maximise the established working relationships together with professional services from Stubbings Property Marketing Ltd.

The diagram below demonstrates the roles and responsibilities of those engaged with SUR to deliver a consistent communications strategy:



The team also co-ordinate with Head of MSPLC Group Comms and advisory consultants including Camargue (for MSIL) and Thisisinfluential (for MSCl).

### 2.6 SUR General Communications

SUR communications are managed and delivered as part of the Development Management services (under the DMA with MSIL). The SUR team plan and prepare the annual communication plan (Appendix A) and it is used as a live management tool for planning PR activity on a monthly basis in conjunction with the SBC communication team.

This annual plan includes the following aspects:

- Press releases - key SUR/project events that are newsworthy
- Press coverage for community benefit events
- Other sector publications either features or advertorials
- Sector awards applications
- Local publications – Learning to Work bulletin
- National events e.g. Construction open doors event
- Social media coverage including Twitter and LinkedIn

## 2.7 Development sites: public consultation

SUR has a pipeline of sites for development all of which will require planning consents. The sites will present a number of challenges and benefit from community buy-in; support for the regeneration activity will be important for the success of the individual projects and the delivery of the Council's and the Partnership's overall objectives.

Some of the sites include 'greenfield' land or designated as public open space and have the potential to be some of the most sensitive projects for the Partnership. Equally the development of sites may be subject to objection in principle or the proposed design/use of the site. For these sites to succeed and not to cause reputational damage to the Partnership and the council, their promotion will require careful community and stakeholder engagement from the outset. Our development activity will be underpinned by programmes of exemplary pre-application public consultation and community engagement. Our approach to consultation will seek to:

- Prior to developing the Concept design
  - Review the existing and proposed uses in conjunction with the Local Plan
  - Engage with SBC officers, the Local Planning Authority and Highways Authority to determine likely acceptable development and design principles
  - Engage and consult with Local Ward Members [where possible]
- During design development;
  - Engage with and seek the views of the local community on the proposed redevelopment of the individual identified sites
  - Gain credible, constructive input from the local community towards the shaping of specific aspects of the proposals
  - Ensure the local community feel involved and that they are contributing to the regeneration of their neighbourhood
  - Engage as widely as possible with local communities, particularly seeking to engage groups who do not traditionally participate in consultation
  - Use a variety of media (online and events) to engage and ensure maximum consultation including hard to reach groups
  - Build local support for development proposals from within the local community.

To deliver our consultation programmes we will be highly flexible to suit the appropriate communities that we are engaging with.

## 2.8 SUR Community benefits – media releases

Community benefits, skills and training is planned and co-ordinated through the SUR Training & Skills Coordinator in conjunction with the SBC Economic & Development team and delivered through the SUR supply chain together with third party providers.

For proposed project media releases the process of origination, review and approval is to follow the planned project communications plan. In addition, the appropriate SBC department (Education/Leisure/Housing) should be involved in identifying and agreeing the community benefits for suitability in line with other Council business and plans.

Media releases related to SUR community benefits events and initiatives will be prepared and published by SUR.

## 2.9 SUR Communication Plans: Commercial projects - Development sites

SUR has responsibility for leading all PR and marketing related to commercial projects. Stubbings Property Marketing will manage the PR plans for each commercial project as SUR's strategic marketing/comms advisor and liaise with the DM, MSIL communications manager and Main Contractor representative.

Prior to the start on site of each commercial project, Stubbings will prepare a PR plan adopting the exemplar/template provided at Appendix B. All press releases will be planned and drafted by Stubbings on behalf of SUR. The SBC communications team will be provided with a draft for comment and the provision of suitable quotes where applicable. SUR will publish all press releases related to site development.

## 2.10 Specialist media – Commercial projects - Development sites

Main Contractors [MSCI, Lovell etc] or their comms advisors can prepare media releases for specialist press such as build/construction trade press, in agreement with SUR and the Council's communications team.

Specialist media releases should be aligned with SUR's marketing plan for each project and prepared in conjunction with the SBC communications team. This includes:

- Checking it is factually correct and consistent with SUR media releases
- Ensuring that the project and SUR are referred to correctly
- Providing a spokesperson and quotes as appropriate

Once a draft is ready it should be issued to the SUR (General Manager) for approval who will seek approval from the SBC communications team.

## 2.11 SUR Communication Plans: Community Projects

The Council has the lead role for local press, media relations and organising events for Community Projects.

SBC has responsibility for leading all external communications related to community projects; the schemes are funded by the Council and provide new facilities for local residents.

During the design and planning stage, SBC will prepare a Communications Activity Plan based on the exemplar/template provided at Appendix C. This should be prepared by the Council's project sponsor in conjunction with its communication team. All press releases will be planned and drafted by SBC, SUR will be provided with a draft for approval and the provision of quotes where applicable. For the avoidance of doubt no SBC press release is to be issued that includes commercially sensitive information or has the potential to politicise SUR.

Prior to the start on site of each community project, the communications plan and protocols are to be shared with the project team and at the pre start construction meeting all parties are to be reminded of the Comms protocols in this plan.

All enquiries about a project should be referred to the SBC communications team including requests to access site or interviews. In the event that a Main Contractor wishes to arrange a PR event or undertake any external communications then it

should be first raised with the GM and then planned and delivered in co-ordination with the Council project sponsor and SBC communication team.

## 2.12 Specialist media – Community projects

Main Contractors or their comms advisors can prepare media releases for specialist press such as build/construction press, in agreement with SUR and the Council's communications team. Specialist media releases should be co-ordinated with the council's communications activity plan for each project and prepared in conjunction with the SBC communications team. This includes:

- Checking it is factually correct and consistent with SBC media releases
- Ensuring that the project and the Council as client are referred to correctly
- Providing a spokesperson and quote as appropriate

Once a draft is ready it should be issued to the SBC communications team and SUR (General Manager) for approval. Targeted press releases may be prepared by Main Contractors or their advisors for approval by SBC/SUR GM and distributed to trade press such as the following:

- Construction News
- Building
- Construction Enquirer
- Construction Index
- Public Sector Build Journal
- Future Contractor and Architect
- Construction Manager

## 2.13 SUR Reactive Communications

### Guidelines for handling media enquiries

All staff involved in SUR business should be aware of and follow the following principles for handling media enquiries. A media enquiry could be a telephone call from an individual, journalist or a film crew or photographer turning up at site. Your role is to take the callers' message only and contact details. Be polite but never comment or speculate.

Should you receive an enquiry from the media, please refer it immediately to the Authorised media spokespersons:

1. Kate Pratt, Communications Manager, Slough Borough Council on 01753 875088 or 07973 835052
2. Andy Howell, SUR General Manager on 07812 733735

## 2.14 FOI/EIRA Requests

SUR has established an agreed protocol with SBC for an efficient and transparent approach to dealing with Freedom of Information Act ('FOIA') requests relating to the activities of Slough Urban Renewal LLP ('SUR').

Because publicly owned assets are being invested in, disposed of and developed, SBC and SUR should be prepared for FOIA requests or EIR requests from the media,



general public and other interested parties. The FOI protocol sets out the operational framework under which SUR will assist with responding to FOIA requests made to SBC which relate to its activities and where SBC requests information or assistance from SUR.

In all cases SUR will co-operate with SBC and respond as quickly as possible so as to ensure statutory response deadlines can be met. Similar principles apply to requests made under the Environmental Information Regulations Act (EIRA) 2004.

The protocol identifies the SUR individuals responsible for managing the requests, how requests for information are categorised, the timescales and approach to providing information to SBC to enable them to respond as appropriate. Further details are provided in Appendix D.

### 3. APPENDICES

#### Appendix A – SUR annual PR plan

Appended separately

#### Appendix B – Site development – PR plan example

##### PR Plan – Slough Urban Renewal

###### Milestone

###### Objectives

- Grow Slough's reputation in the national, regional and trade media as a thriving new place to do live and do business
- Create a positive narrative around Slough, focusing on successful urban regeneration and renewal
- Support the sales of new homes in Slough through positive lifestyle PR

###### Key Messages

- Slough is a beacon of successful urban regeneration
- Slough is a thriving business hub, attracting businesses from all over the UK, creating jobs, opportunity and prosperity
- Significant high quality residential development is transforming Slough into an exciting and vibrant new lifestyle destination

###### Outline Communications Strategy

###### ***Phase 1: June/July 2016 – Milestone Off Plan Launch***

- Press release: Off plan launch of Milestone with new CGIs, prices
- Focus on the Seymour House type/H2B/Value for Money/Still a good time to buy (July 2016)
- Visit by Leaders of Slough Council to view the show home

###### ***Phase 2: September 2016 – Momentum Building***

- Pitch feature on the vision for Slough to trade title, e.g. Property Week, offering interviews with partners and Local Authority
- Local press release: High levels/Testimonials
- Community story: Launch of The Curve – photo opportunity

###### ***Phase 3: July and/or September 2016 – Milestone On Site Launch***

- Pitch Slough area focus to London Evening Standard, focusing on the wider Slough regeneration story
- Launch release targeting national, broadcast and regional media, announcing scheme with accompanying images

- Announce Slough Jets partnership supported by images of ice hockey themed kids bedroom in the show home and SUR's partnership for the Ice Rink
- Consider businessman's launch to showcase SUR to the wider market

**Phase 4: September/October 2016 – Post Launch**

- Positive Milestone sales updates including H2B/FTB events etc
- Case study interviews/First Completions – lifestyle feature placement
- Ongoing PR to suit the market and stock available
- Tie Milestone in with News story on progress of new leisure facilities for the borough

**Media Targets**

| Sector    | Journalist                                       | Title  |
|-----------|--|--|
| Regional  | Andrew Wilkins<br>James Preston<br>Ginette Gower | Slough Observer<br>Slough & South Bucks Express<br>Business Voice – Thames Valley Chamber<br>Maidenhead Advertiser |
| Property  | David Spittles<br>Andrea Dean<br>Anne Ashworth   | The Evening Standard<br>Metro<br>The Times   |
| Trade     | Property Week<br>Showhouse                       | Richard Stainton<br>Rupert Bates   |
| Broadcast | BBC London News<br>ITV London Tonight            | Charley Figgis<br>Simon Mares  |

**Press Materials**

- Press releases
- High resolution CGIs and jpeg images
- Biographies of / access to key spokespeople

## Appendix C – Community Project - Communication Activities Plan example

### Arbour Park Community Sports Facility (CSF)

#### Communications Activities Plan

##### Aim

To promote the CSF to residents, key stakeholders, partners and businesses in Slough.

##### General materials and actions

- Dedicated webpage on council's website
- Presence on SUR website
- Display materials – pull up panels
- Hoardings around the build site
- Promotional material for distribution and collection
- Wow statistics – size, floor space, height etc.

##### Building

Publicity around the build will take place at key milestones and will include the following:

- Photocalls with relevant media
- Press releases to local media
- Social media feeds
- Slough alerts
- Citizen articles and photographs
- Councillor briefings (email)

##### Building milestones

###### Phase One

- Steel frame completion – ttbc
- Skin on completion – ttbc
- Completion of externals / topping out – ttbc
- Creation of pitch – photocall
- St Joseph's School sports hall – photocall
- FA inspection - ttbc
- Completion of internals with fixtures and fittings – ttbc
- Photocall with community groups that have booked the facility
- Opening on 16 August – soft opening

###### Phase Two

- Phase two starts – August 2016 – photocall with lead member
- Wow statistics
- Internal fixtures and fittings - ttbc
- Photocalls – ttbc
- Completion – Spring 2017
- Main opening

### **SBC Internal communications**

Internal communications will include general publicity on the above.

### **Opening**

The opening event will require a series of communication and marketing measures separate from the building.

This will include:

- Press releases and photocalls
- Social media activity
- Events support
- Posters, leaflets and postcards of completed building
- Digital communications

### **Operational communications**

A separate marketing plan (including sponsorship) to market the facility will need to be completed by SBC.

#### **Appendix D – SUR FOI Protocol**

Appended separately to PBP as Appendix H.6.

#### **Appendix E – SUR Brand Guidelines**

Available separately upon request from the GM.

## PR & Communications Plan 2019 – Slough Urban Renewal

### Objectives

- Grow Slough’s reputation in the national, regional and trade media as a thriving new place to live and do business
- Support and raise awareness of local initiatives/events/awards to demonstrate the positive impact that SUR is having on the wider borough and its residents
- Create a positive narrative around Slough, focusing on successful urban regeneration and renewal
- Support the sales of new homes in Slough through positive, lifestyle PR

### Key Messages

- Slough is a beacon of successful urban regeneration
- Slough is a thriving business hub, attracting businesses from all over the UK, creating jobs, opportunity and prosperity
- Significant high quality residential development is transforming Slough into an exciting and vibrant new lifestyle destination

| <b>Forthcoming Activity</b> |  |
|-----------------------------|--|
| <b>Jan 2019</b>             | <b>Old Library Site</b><br>Local press release to be issued detailing Thunderbirds theme at Moxy hotel – with Franklin Elis & Cycas for input. <b>SUR lead</b>   |
| <b>5<sup>th</sup> Feb</b>   | <b>Slough Social Event</b><br>SUR sponsoring – UK Property Forums lead   |
| <b>Feb 2019</b>             | <b>Stoke Wharf</b><br>JV anticipated to be signed January/February. <b>SUR lead</b><br>Press release drafted to announce new partnership – with Waterside Places & SBC for quote/approval                  |
| <b>Feb 2019</b>             | <b>Centre Leisure</b><br>Pool filling photo opportunity – <b>SBC lead</b>  |
| <b>Mar 2019</b>             | <b>Centre Leisure</b><br>Due to complete end of 2018 – opening Mar 2019. <b>SBC lead</b>   |
| <b>April 2019</b>           | <b>Centre Leisure</b><br><b>Everyone Active community day opening – SBC/EA lead</b>  |
| <b>Q1 2019</b>              | <b>TVU</b><br>Announcement of plans for the site. <b>SUR lead (Forty Shillings)</b>  |
| <b>Q1/2 2019</b>            | <b>Wexham Green</b> <ul style="list-style-type: none"> <li>• Explore possible case studies/testimonials</li> <li>• Final phase released – sales lead</li> <li>• Last few remaining – sales lead</li> </ul> |
| <b>May 2019</b>             | <b>Wexham Secondary</b><br>Formal opening of school extension – <b>SBC lead</b>  |
| <b>Q2 2019</b>              | <b>Construction Taster Days</b> <ul style="list-style-type: none"> <li>• Series of CB events being organised – details TBC. <b>SUR lead</b></li> </ul>   |
| <b>June 2019</b>            | <b>Centre Leisure – completion of landscaping/public realm – SBC lead</b>  |
| <b>Jul 2019</b>             | <b>Phase 3 small sites completed – handover to Housing – SBC lead</b>  |

Further events and key dates to be added as defined in Q3/Q4 based on development site progress.



## PR & Communications Plan – Slough Urban Renewal – 2018 annual summary

### Objectives

- Grow Slough’s reputation in the national, regional and trade media as a thriving new place to live and do business
- Support and raise awareness of local initiatives/events/awards to demonstrate the positive impact that SUR is having on the wider borough and its residents
- Create a positive narrative around Slough, focusing on successful urban regeneration and renewal
- Support the sales of new homes in Slough through positive, lifestyle PR

### Key Messages

- Slough is a beacon of successful urban regeneration
- Slough is a thriving business hub, attracting businesses from all over the UK, creating jobs, opportunity and prosperity
- Significant high quality residential development is transforming Slough into an exciting and vibrant new lifestyle destination

Below is a summary of the year’s activity:

| 2018 – comms activity                      |   |
|--|---|
| 19 <sup>th</sup> Dec 2018                  | <b>Phase 4 – combined sites</b> <ul style="list-style-type: none"> <li>• Press release issued to announce commencement of phase 4. <b>SBC lead</b></li> </ul>   |
| 18 <sup>th</sup> Dec 2018                  | <b>A review of the year</b> <ul style="list-style-type: none"> <li>• Press release issued summarising year’s activities. <b>SUR lead</b></li> <li>• Article posted on LinkedIn (by Andy Howell) and submitted to The Citizen</li> </ul> |
| 14 <sup>th</sup> Dec 2018                  | <b>Wexham South</b> <ul style="list-style-type: none"> <li>• Planning secured. Press release posted online and shared on LinkedIn. <b>SUR lead</b></li> </ul>   |
| 22 <sup>nd</sup> Nov 2018                  | <b>WOW London 2018 – 22<sup>nd</sup> Nov</b> <ul style="list-style-type: none"> <li>• SUR sponsored event.</li> <li>• Promoted on LinkedIn. <b>SUR lead</b></li> </ul>  |
| 19 <sup>th</sup> Nov 2018                  | <b>Wexham School</b> <ul style="list-style-type: none"> <li>• Release issued to announce school children using new facilities.</li> </ul>   |
| Sept 2018                                  | <b>Daily Express – article on Slough</b> <ul style="list-style-type: none"> <li>• Interview with Andy Howell. Article ran 21/09</li> </ul>  |
| 8 <sup>th</sup> /9 <sup>th</sup> Sept 2018 | <b>Slough Canal Festival</b> <ul style="list-style-type: none"> <li>• SUR sponsoring the event. Local coverage featured before and after event.</li> </ul>  |
| Sept 2018                                  | <b>Old Library</b> <ul style="list-style-type: none"> <li>• ITV release to announce Thunderbirds theming to Moxy hotel. Coverage secured in licensingsource.net</li> </ul>  |
| 18 <sup>th</sup> Aug 2018                  | <b>Horticultural Show</b> <ul style="list-style-type: none"> <li>• SUR sponsoring rosettes. Local coverage secured.</li> </ul>  |
| 3 <sup>rd</sup> Aug 2018                   | <b>Small Sites</b>  |

|                                  |   |
|----------------------------------|---|
|                                  | <ul style="list-style-type: none"> <li>Announcement that old Lynchpin Pub site will be transformed into council homes. <b>SBC lead</b></li> </ul>   |
| <b>31<sup>st</sup> July 2018</b> | <b>Community Benefits</b> <ul style="list-style-type: none"> <li>Positive summary of school engagement activity in July. <b>SUR lead</b></li> </ul>   |
| <b>7<sup>th</sup> July 2018</b>  | <b>Langley Leisure</b> <ul style="list-style-type: none"> <li>Grand Opening took place 7<sup>th</sup> July. <b>SBC lead</b></li> </ul>  |
| <b>6<sup>th</sup> July 2018</b>  | <b>Old Library</b> <ul style="list-style-type: none"> <li>Issued release to announce that planning has been secured. <b>SUR lead</b></li> </ul>   |
| <b>22<sup>nd</sup> June 2018</b> | <b>Small Sites</b> <ul style="list-style-type: none"> <li>Release issued to announce three new streets unveiled (Fox Road). <b>SBC lead</b></li> </ul>  |
| <b>22<sup>nd</sup> June 2018</b> | <b>Langley Leisure Centre</b> <ul style="list-style-type: none"> <li>Release issued to announce opening. <b>SBC lead</b></li> </ul>   |
| <b>21<sup>st</sup> June 2018</b> | <b>Dulux Day</b> <ul style="list-style-type: none"> <li>Release issued to summarise painting and decorating day at Dulux Academy (press photographer attended). <b>SUR lead</b></li> </ul>  |
| <b>20<sup>th</sup> June 2018</b> | <b>St Mary's School</b> <ul style="list-style-type: none"> <li>Official opening event – 20<sup>th</sup> June. <b>SBC lead</b></li> </ul>  |
| <b>12<sup>th</sup> June 2018</b> | <b>Salt Hill</b> <ul style="list-style-type: none"> <li>Issued release to announce that Salt Hill is now open. <b>SBC lead</b></li> </ul>   |
| <b>June 2018</b>                 | <b>Salt Hill</b> <ul style="list-style-type: none"> <li>Issued release to announce 'one week to go'. <b>SBC lead</b></li> </ul>   |
| <b>May 2018</b>                  | <b>Arbour Park</b> <ul style="list-style-type: none"> <li>Issued release to announce that Arbour Park had picked up two LABC excellence awards. <b>SBC lead</b></li> </ul>  |
| <b>May 2018</b>                  | <b>Combined sites</b> <ul style="list-style-type: none"> <li>Issued release to announce 'more council homes on the way' – phase three (included Fox Road photos) <b>SBC lead</b></li> </ul>   |
| <b>May 2018</b>                  | <b>Wexham School</b> <ul style="list-style-type: none"> <li>Issued release to announce topping out ceremony. <b>SBC lead</b></li> </ul>   |
| <b>May 2018</b>                  | <b>Town of the Year</b> <ul style="list-style-type: none"> <li>Issued release to announce that Slough secured Town of the Year at Thames Valley Property Awards. <b>SBC lead</b></li> </ul>   |
| <b>May 2018</b>                  | <b>Milestone shortlisted for 2 x awards</b> <ul style="list-style-type: none"> <li>Release to announce that Milestone has been shortlisted for a RESI Award and a Thames Valley Property Award, issued 1<sup>st</sup> May. Local coverage secured. <b>SUR lead</b></li> </ul> |
| <b>Apr 2018</b>                  | <b>Ice Arena</b> <ul style="list-style-type: none"> <li>Public event took place on 28<sup>th</sup> April. Press release + photo opportunity. Local coverage secured. <b>SBC lead</b></li> </ul>   |
| <b>Apr 2018</b>                  | <b>Priory School Formal Opening</b> <ul style="list-style-type: none"> <li>Formal opening on Monday 16<sup>th</sup> April 2018 following the school's return after the Easter break. Local coverage secured. <b>SBC lead</b></li> </ul>                                       |
| <b>Apr 2018</b>                  | <b>SUR Schools</b> <ul style="list-style-type: none"> <li>Collective release to announce completion of three schools and detail future pipeline – bigger picture story. MS to draft release</li> </ul>  |

|                 |  |
|-----------------|--|
|                 | for trade and share with SBC for use with local press. Coverage secured in education trade press and local media. <b>MS lead</b>   |
| <b>Mar 2018</b> | <b>Ice Arena</b> <ul style="list-style-type: none"> <li>• Photo opportunity (16<sup>th</sup> March)</li> <li>• Update on progress/sneak peek release issued. Local coverage secured. <b>SBC lead</b></li> </ul>  |
| <b>Mar 2018</b> | <b>Build Your Business</b> <ul style="list-style-type: none"> <li>• Numerous events supported at schools in the borough</li> <li>• Collective/summary release issued following Herschel Grammar on 21st March. <b>SUR lead</b></li> </ul>  |
| <b>Mar 2018</b> | <b>Old Library</b> <ul style="list-style-type: none"> <li>• Press Release issued to announce that plans have been submitted. Details on hoarding included. Local coverage secured. <b>SUR lead</b></li> </ul>  |
| <b>Feb 2018</b> | <b>Small sites – phase 3</b> <ul style="list-style-type: none"> <li>• Press release issued to announce that works on phase 3 are due to commence March 2018</li> <li>• 25 homes across 6 sites</li> <li>• MP Building are contractors. <b>SBC lead</b></li> </ul>  |
| <b>Feb 2018</b> | <b>Open Doors Event</b> <ul style="list-style-type: none"> <li>• Press release drafted to announce events running at Wexham Green and The Centre and to encourage sign-up. Local coverage secured. <b>SUR lead</b></li> </ul>  |
| <b>Feb 2018</b> | <b>The Business Magazine – focus on Slough</b> <ul style="list-style-type: none"> <li>• Advertorial to support wider ad booking drafted and submitted. <b>SUR lead</b></li> </ul>  |
| <b>Jan 2018</b> | <b>The Centre</b> <ul style="list-style-type: none"> <li>• Photo opportunity (18<sup>th</sup>) to showcase steel frame progress.</li> <li>• Stubbings booked photographer (Louise)</li> <li>• Press Release issued 30<sup>th</sup> January. <b>SBC lead</b></li> </ul>   |
| <b>Jan 2018</b> | <b>Ice Arena</b> <ul style="list-style-type: none"> <li>• Photo opportunity to showcase front elevation of the new extension and ongoing external works to the plaza</li> <li>• Stubbings booked photographer (Louise)</li> <li>• Press Release issued 23<sup>rd</sup> January. <b>SBC lead</b></li> </ul>   |
| <b>Jan 2018</b> | <b>Wexham School</b> <ul style="list-style-type: none"> <li>• Structural Steel Signing (12<sup>th</sup> Jan, 1pm) - presentation and Q&amp;A based in project office (year 7&amp;8 students went onto construction site)</li> <li>• Stubbings booked photographer (Louise)</li> <li>• Press Release issued 15<sup>th</sup> January. <b>SBC lead</b></li> </ul> |
| <b>Nov 2017</b> | <b>Build up your Business</b> <ul style="list-style-type: none"> <li>• Stubbings attended event on 15<sup>th</sup> November</li> </ul>   |
| <b>Nov 2017</b> | <b>Slough: Most productive place in the UK</b> <ul style="list-style-type: none"> <li>• Local press release issued to reinforce research from the Centre for Cities. <b>SBC lead</b></li> </ul>  |
| <b>Nov 2017</b> | <b>Buddy benches</b> <ul style="list-style-type: none"> <li>• Local press release drafted and issued. <b>SUR lead</b></li> </ul>   |
| <b>Oct 2017</b> | <b>SUR overview and future plans</b>   |

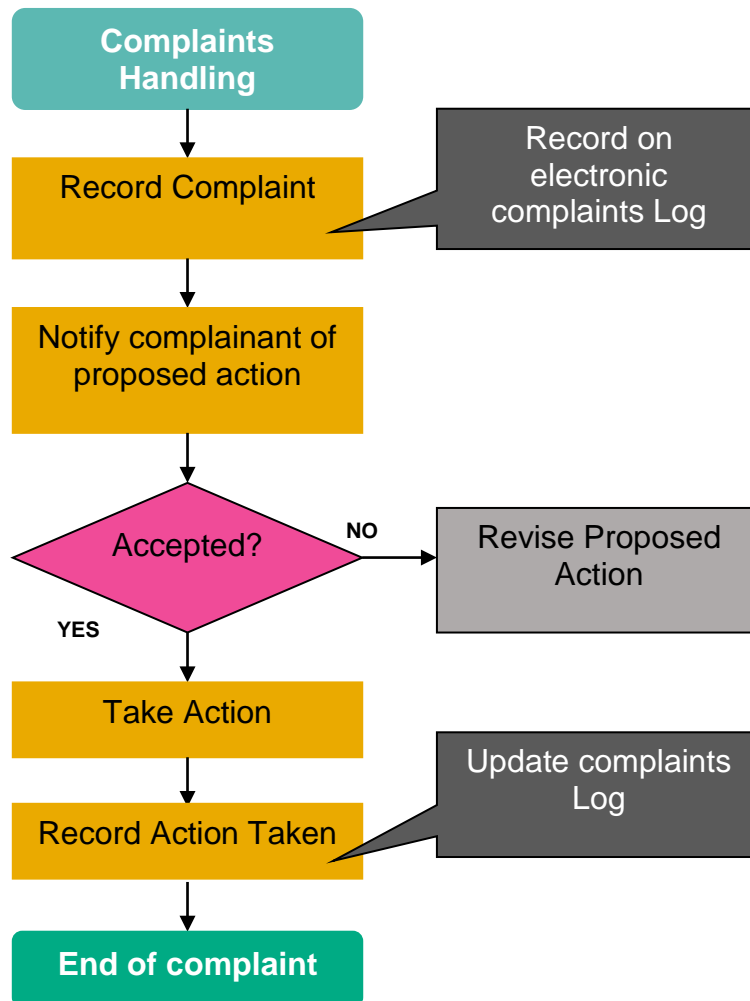
|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Media interview set up with Slough Express and Andy Howell to provide an overall update on SUR's activity to date and future plans. To include info on Wexham Green. Photography also taken. Took place 17<sup>th</sup> October. SUR lead</li> </ul> |
| <b>Oct 2017</b>   | <b>Lydia Court</b> <ul style="list-style-type: none"> <li>• Completions (SUR quote)</li> <li>• Hand over with the Council</li> <li>• Tour/Press/Lydia Simmons – 18<sup>th</sup> Oct. <b>SBC lead</b></li> </ul>   |
| <b>Sept/Oct 2017</b>                                      | <b>Schools (James Elliman Academy)</b> <ul style="list-style-type: none"> <li>• Announced (early) delivery - Handed over in time for the new term</li> <li>• Photography was organised with Louise (DM Roy Burley). <b>SBC lead</b></li> </ul>  |
| <b>Sept 2017</b><br>(9 <sup>th</sup> & 10 <sup>th</sup> ) | <b>Canal Festival</b> <ul style="list-style-type: none"> <li>• Co-ordinated supporting activity</li> <li>• Kate led main comms</li> <li>• Attended on weekend to support event</li> </ul>   |
| <b>Aug 2017</b>   | <b>Help to Buy event (23<sup>rd</sup> Sept)</b> <ul style="list-style-type: none"> <li>• Booked slot at event</li> <li>• Drafted supporting editorial for show guide. <b>SUR lead</b></li> </ul>  |
| <b>Aug 2017</b>   | <b>Small sites – phase 2</b> <ul style="list-style-type: none"> <li>• Drafted release and local coverage secured</li> </ul>   |
| <b>Aug 2017</b>   | <b>Langley Leisure Centre – works commence</b> <ul style="list-style-type: none"> <li>• Drafted release and local coverage secured</li> </ul>   |
| <b>July 2017</b>  | <b>Marriott Hotel deal (former library site)</b> <ul style="list-style-type: none"> <li>• Announced deal – SUR quote</li> </ul>   |
| <b>June 2017</b>  | <b>Arbour Park</b> <ul style="list-style-type: none"> <li>• Council opening of facility – SUR quote</li> </ul>  |
| <b>May 2017</b>   | <b>Ice Arena Opening</b> <ul style="list-style-type: none"> <li>• SUR quote within SBC press release</li> </ul>   |
| <b>May 2017</b>   | <b>Thames Valley Property Awards</b> <ul style="list-style-type: none"> <li>• Booked table/co-ordinated invites/hosted table on the night</li> <li>• Post event release (TVPA win and win at Partnerships Awards)</li> </ul>  |
| <b>May 2017</b>   | <b>Lydia Court plaque unveiling</b> <ul style="list-style-type: none"> <li>• Sourced props/arranged photography/attended event</li> <li>• SUR quote in SBC release</li> </ul>   |
| <b>May 2017</b>   | <b>Wexham Green preview event (with local councillors)</b> <ul style="list-style-type: none"> <li>• Organised event/arranged photographer</li> <li>• Issued post event release</li> </ul>   |
| <b>Mar 2017</b>   | <b>Wexham Green pre-launch event</b> <ul style="list-style-type: none"> <li>• Arranged event/organised invites/co-ordinated schedule/attended across the two days</li> </ul>  |

Stubbings Property Marketing

## Complaints Procedure

Slough Urban Renewal (SUR) takes complaints very seriously and will try at all times to ensure that if a complaint is made it will be dealt with in a timely manner and in a way that is satisfactory to both party.

As part of SUR’s ongoing commitment to Customer Service, we have a policy of dealing with all complaints. Our complaints procedure is as follows:



The topic of “complaints received” is included in the DM Progress Report to the SUR Board Meeting every month. The meeting is attended by representatives from Morgan Sindall Investments Limited and Slough Borough Council.

In addition, we believe that continuous improvement and customer satisfaction is an effective way of measuring the performance of Slough Urban Renewal.

The Feedback we receive from our customers helps us to identify any corrective action(s) that may be required to ensure that our customers are satisfied with the service levels that they are receiving.

In summary, even if SUR has not received any complaints, we take the feedback given by our clients and customers very seriously and always try to improve on the services we deliver.

## SUR Community Benefits, Skills and Training Strategy

This strategy forms part of SUR's Partnership Business Plan.

### Background

Slough Urban Renewal is a joint venture formed as a 50:50 Limited Liability Partnership between Slough Borough Council ('the Council') and a wholly owned subsidiary of Morgan Sindall Investments Limited ('MSIL'), itself a subsidiary of Morgan Sindall Group plc. It was established in March 2013 following a competitive public procurement.

***The purpose of Slough Urban Renewal is to deliver ambitious objectives to transform the borough of Slough for all.***

It brings major regeneration schemes to the town – including housing, leisure, schools and more – in two ways. One way is by developing sites itself for residential or commercial uses (Site Developments). The other is by carrying out building work or infrastructure works for the Council or third parties (Community Projects).

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

SUR is committed to actively supporting the delivery of the Council's strategic regeneration objectives and is uniquely placed to support the Council to optimise the socioeconomic impacts of development.

- Socioeconomic and place making matters are both prioritised within SUR developments – the optimal mix is not a pure commercial consideration for SUR.
- Delivery of civic assets and affordable rental housing are key elements of the SUR portfolio that would be hard to realise through traditional development models or public means – SUR is able to deliver new homes that residents need, including its portfolio of new social housing on the Council's small sites, which go into the Council's Housing Revenue Account.
- SUR offers greater control for the Council as a partner in the joint venture, enabling it to take a long-term interest in delivering regeneration and to harness external expertise and resources.
- SUR presents an ability to localise economic opportunities and benefits, such as skills & employment creation and business growth.
- SUR affords the Council the ability to generate income, which it can then use support front-line services or reinvest against local priorities.
- SUR is an active developer and has the opportunity to secure local economic benefits from occupiers as well as SUR's development and construction activities.



The Council's five year plan priorities are defined by five outcomes;

- Outcome 1 Slough children will grow up to be happy, healthy and successful
- Outcome 2 Our people will be healthier and manage their own care needs
- 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

### **SUR Community benefits skills and training strategy**

*SUR's strategy is to maximise local economic and community benefits through leveraging its programme of development activity. SUR will operate as a considerate developer, engaging in localism, sustainability, skills training and education. We will seek to add value through our commitment to create community benefits which include use of the local supply chain and contributing to the employment opportunities and education of the local community. We will place Slough residents and business at the front and centre of our activities.*

SUR will develop and maintain community engagement. This will be achieved by:

- Implementing procedures to allow effective community engagement;
- Ensuring effective communication with all stakeholders and community groups;
- Adopting the Council's priorities for education, training and employment;
- Engaging with the Council and relevant local public, statutory, commercial, charitable and third sector organisations; and
- Working with the Council to develop a programme to demonstrate the local economic benefits of SUR's activities.

### **Our Approach**

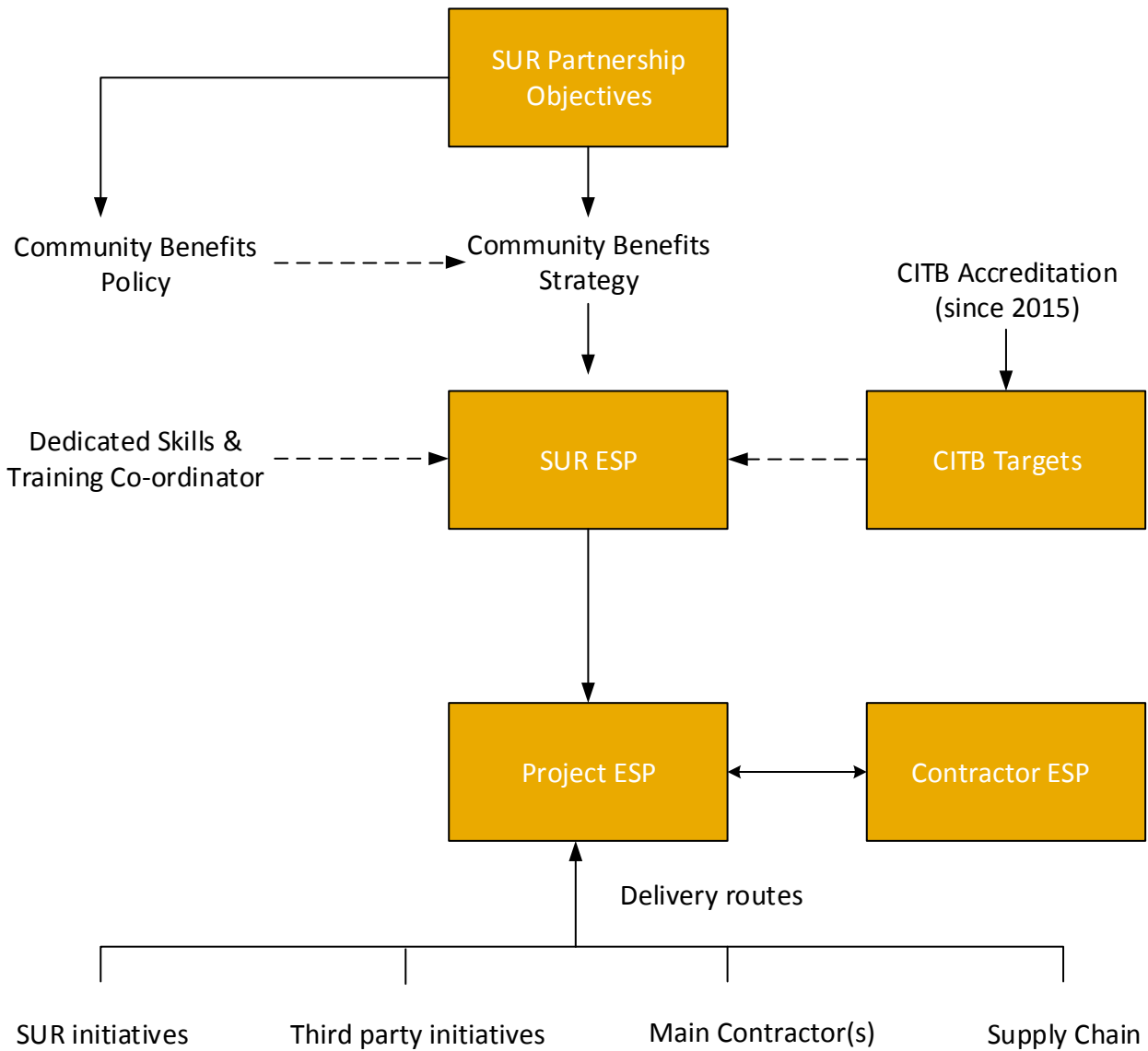
SUR will deliver its strategy through its programme of development activities and engagement as defined in the **Community Investment Plan (CIP)** including:

- Creating new employment opportunities through development and construction activity and future operational uses and occupation;
- Pass the priorities to the delivery partners and commit to ensure the supply chain are obliged to deliver community and local economic benefits;
- Contributing to the local economy by;

- Encouraging and supporting local companies to tender through ‘meet the buyer’ events and mentoring businesses to enable them to join the supply chain;
  - Engaging with local businesses and the incorporation of Small and Medium-Sized Enterprises (‘SME’s) into the supply chain.
- 
- Connect to those most in need of jobs, training, services and opportunities or likely to become so, for example those Not in Education, Employment or Training (‘NEETs’ using Risk of NEET Indicator ‘RONI’ tool), Looked After Children (‘LACs’) and Job Seekers;
  - Working closely with Slough Borough Council, Learning to Work, Slough Aspire, Berkshire Apprenticeship Service, Forest Group of Colleges and Job Centre Plus stakeholders;
  - Consult with Slough Children’s Services Trust to explore where contributions will have the biggest impact for disadvantaged young people in the Borough;
  - Facilitating closer partnerships with training providers to promote demand-led skills development;
  - Creating work experience and work placement opportunities;
  - Increase local apprenticeship opportunities, particularly for 16-24 year olds;
  - Improving the awareness of opportunities in the sector to school and college students through involvement in insight days and careers events; and;
  - Periodically reporting on achievements derived through the SUR community benefits approach.

The Community Investments Plan (CIP) details the delivery of SUR objectives and defines the CITB benchmarks and target outputs; this is appended to the Partnership Business Plan at Appendix C.2.

## SUR Community benefits framework 2018



### Funding:

1. Community benefits fund
2. Supply chain contributions
3. Third parties funding



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**SUR COMMUNITY INVESTMENT PLAN**

**APPENDIX C 2 TO THE 2019 PARTNERSHIP BUSINESS PLAN UPDATE**

Version Issued (2.0): March 2019

## TABLE OF CONTENTS

|  |    |
|--|----|
| 1. INTRODUCTION .....  | 3  |
| 2. OVERVIEW .....  | 3  |
| 3. STAKEHOLDERS AND COMMUNICATIONS .....                                   | 3  |
| 3.1 SBC Liaison.....   | 4  |
| 3.2 Employment & Skills Plan (ESP).....                                    | 4  |
| 3.3 Overview of the ESP Benchmarks .....                                   | 4  |
| 3.4 Contractor & subcontractor obligations .....                           | 5  |
| 4. THE SUR PROGRAMME .....   | 5  |
| 5. COMMUNITY BENEFITS FUND .....   | 6  |
| 5.1 SUR Community benefits funding .....                                   | 6  |
| 5.2 The process for requesting SUR assistance and funds .....              | 6  |
| 5.3 Criteria for allocating funds.....                                     | 6  |
| 5.4 Community Benefits Coordinator .....                                   | 6  |
| 6. ESP.....  | 7  |
| Breakdown of the Employment & Skills Plan KPIs .....                       | 7  |
| a. KPI 1. Work placements .....  | 7  |
| b. KPI 2. Jobs Created new entrants .....                                  | 7  |
| c. KPI 3. Construction Careers Information, Advice & Guidance (CCIAG)..... | 7  |
| d. KPI 4 .Number of Apprenticeship Training Weeks on Site .....            | 8  |
| e. KPI 5. Qualifying the workforce .....                                   | 8  |
| f. KPI 6. Training Plans.....  | 8  |
| g. KPI 7. Case Studies .....   | 8  |
| 7. Progress to date .....  | 8  |
| 8. CITB Regeneration Band Benchmarks.....                                  | 10 |
| APPENDIX A – 2019/20 PROGRAMME (SUR & SUPPLY CHAIN).....                   | 11 |
| APPENDIX B – COMMUNITY BENEFITS FUNDING AND BUDGETS .....                  | 12 |

## 1. INTRODUCTION

SUR's development activity will support the Council's drive towards achieving a Strategic Return on Investment (SROI); linking economic development and 'Social Value'.

Employment, skills and training is a major priority for the Partnership we will continue to join up all aspects of SUR to provide maximum community and economic benefit in Slough. The principle ways in which this will be achieved is described in the following Community Investment Plan (CIP).

## 2. OVERVIEW

The key aspects of delivering SUR's objectives:

- SUR will establish an annual Plan for the programme of development in 2019/2020
- Each Site Development Plan or Community Project Plan will include a "Statement of Local Economic Benefit Appraisal and Community Involvement", the content of each Employment Skills Plan (ESP) which will vary on a scheme by scheme basis.
- Maximum benefits will be leveraged through the delivery partners (MSCI, Lovell and third party contractors) and their supply chain.
- Events and initiatives will be local and seek to derive the maximum value from any community benefits funding that is deployed.
- Apprenticeships & work experience placements will be created that are appropriate to the construction stage of each project (e.g. at later stages of construction rather than at demolition stage).

## 3. STAKEHOLDERS AND COMMUNICATIONS

The Employment & Skills plan is monitored and recorded monthly by the contractor and the ESP achievement information is passed to the SUR Co-ordinator. This information is co-ordinated and communicated into bi-monthly DM reports and twice yearly in SUR Board updates (March & September). All Community and ESP activity is reviewed annually, changes and improvements can be adjusted accordingly.

***Our focus is on provision of local employment and skills by building local relationships and creating opportunities.***

The Community benefits co-ordinator works with the following stakeholders to highlight local job vacancies & training opportunities, create awareness of opportunities available and achieve the employment & skills objectives:

- Slough Schools
- Forest College Group (specifically Langley College)
- Learning to Work
- Slough Aspire
- Slough Young people's Service - including NEET/ RONI/ Looked after Children
- Youth Engagement Slough
- Adviza
- Slough Job Centre



- Berkshire Apprenticeship Service
- Princes Trust
- Slough Youth Parliament
- CIAG Slough Schools Careers Adviser Group
- Universities

### 3.1 SBC Liaison

The GM and the Community Benefits Co-ordinator will liaise with the SBC Service Lead for Economic Development to ensure that SUR understands the Council's priorities and the ESPs are tailored for the projects and local needs.

The GM will continue to represent SUR on strategic economic development forums. The GM and the Community Benefits Co-ordinator will represent SUR on working local groups and specific initiatives forums as and when they are established.

SUR will continue to support the Slough Wellbeing Strategy and its wider outcomes through our projects and ESPs.

### 3.2 Employment & Skills Plan (ESP)

Our key objective for all SUR projects is to create opportunities for gains in skills and employment in particular in the construction sector. SUR promotes work experience placements, apprenticeships and direct employment opportunities locally with the aim of stimulating and achieving prosperity & economic growth in the town.

SUR uses the recommended ESP benchmarks approved by CITB (Construction Industry Training Board) these benchmarks draw extensively on previous Construction Industry experience based on previous projects. The value bands enable a structured and consistent tool kit to define and embed KPI's across projects. Bands range from £1m to £100m in terms of overall construction spend over the life of a project.

On projects where new facilities have a particular employment requirement such as leisure, retail or hospitality then SUR will also engage with future operators or service providers to promote training and local employment.

### 3.3 Overview of the ESP Benchmarks

CITB provide target outputs against seven key employment and skills areas which include Apprenticeships, Support for schools & colleges, skills development for the existing workforce and entry into employment. The SUR overarching ESP has been set against the recommended regeneration benchmark band. The regeneration band is set at a level that reflects activity across one local area when contractors and the supply chain may be involved across numerous projects attempting to achieve employment and skills targets. The Construction Industry recognises that a balance must be struck between creating opportunities for people to develop skills and the capacity of the industry to accommodate skills development within challenging project environments or in close vicinity to one another.

SUR ESP is delivered across multiple projects under the regeneration band up to a combined project value of £90m rather than to individual defined 'individual project' targets. Regeneration benchmarks are applied for use by Contractors where multiple sites are being constructed in a regeneration scheme therefore targets can be shared across multiple sites to achieve the desired ESP outcome. The CITB benchmarks are detailed further at Section 5.3.

### 3.4 Contractor & subcontractor obligations

SUR works with its delivery partners, MSCI and Lovell, to define at an early stage the employment and skills targets so that they are able to prepare and develop their own project and annual delivery plans.

In the event that SUR is using other Contractors, they are advised of targets at tender stage and the appointed contractor is contractually obliged to deliver targets down the supply chain to subcontractors to achieve the required outcomes. SUR includes documentation on apprenticeships in the invitations to the prospective supply chain to tender. This includes indicative apprentice numbers expected to be created by the particular work package being tendered. This sets an expectation that the subcontractors are expected to support apprenticeships and that committing to apprenticeships will support sub-contractor tenders.

SUR and its delivery partners hold 'meet the buyer' events at which local subcontractors can find out about local projects and be given assistance to join the supply chain so that where appropriate SUR is able to use local companies and 'keep the pound local'.

## 4. THE SUR PROGRAMME

The SUR programme is a combination of two parts the Employment & Skills plan and CSR activity. Our main Employment and Skills Plan is compiled from the recommended Construction Industry Training Board benchmarks which are delivered through the supply chain. The CSR activity relates to community benefit initiatives and events which evolves from extra involvement which is of benefit to the community. The ESP programme is determined by the project stages which calls for trades etc. at certain times however this does not always coincide with the School /college academic year which can pose recruitment or availability challenges. See **Appendix A**.

## 5. COMMUNITY BENEFITS FUND

### 5.1 SUR Community benefits funding

Our focus is to make a difference in Slough through provision of Community benefits initiatives and projects. In the past it was agreed with SBC, that SUR charged a 0.5% of net construction costs to build up a Community benefits fund. The amounts generated and invoice timings have been monitored by the Community Benefits coordinator. In the absence of any further Community Projects being initiated then there is no further income forecasted for 2019/20.

An annual budget of £20,000 was previously set aside from this Community Benefits fund for community events and activity. The Community Benefits Co-ordinator identifies worthy projects/initiatives, plans an annual programme of events, monitors the community spend budget and reports activity and spend on a bi-monthly to the Business Board. Any costs above the £20,000 annual budget needs to be approved by the Business Board. A forecast of community spend has been set aside up to July 2019 which continues our existing commitment of programmes already established.

### 5.2 The process for requesting SUR assistance and funds

In the event of future funding becoming available, all new requests for SUR support or financial assistance (from the fund) shall be managed through the Community Benefits Co-ordinator. These may be submitted via letter/email or through the SUR website 'Contact Us' page; <http://www.slough-thinkingforward.co.uk/contact-us/> and selecting 'Community Benefits' from the drop down.

All requests are reviewed by the General Manager and Community Benefits Co-ordinator in accordance with the criteria defined below and SUR's Equal Opportunity policy. If considered eligible, then the resource and funding commitment is investigated to define the scope and cost associated with the initiative.

### 5.3 Criteria for allocating funds

Any agreement to support an initiative and allocate funding needs to meet the following criteria:

- It benefits the local residents of Slough
- It demonstrates value for money i.e. cost per person benefit
- There is no alternative source of funding or it does not form a statutory responsibility of another body
- It contributes to SURs Community Investment Plan
- It can demonstrate a connection to a SUR activity or project.
- There is sufficient team availability/support to commit time to the event (if required)

### 5.4 Community Benefits Coordinator

The Community Benefits Fund enables the part funding of a Community Benefits Coordinator to work across the SUR regeneration projects. The role of the Coordinator is to plan an annual programme of events, coordinate, monitor and report on all community activities. The Coordinator is also responsible for setting the target programme, recording

monthly ESP outcomes from the main contractors and reporting bi-monthly to the SUR board. The Community Benefits Coordinator assists the contractors and supply chain with delivery of the ESP targets for example work experience placements, apprenticeship vacancies and Careers and curriculum activities. Additionally, they co-ordinate the SUR work experience programme, attend community events on behalf of SUR such as Career Fairs, Employer Insight days, School Mock Interview days, Work ready sessions, Apprenticeship & Community events. These events directly contribute to KPI 3 (CCIAG) Construction Careers Information advice & guidance achievement in the CITB benchmark table.

### 6. ESP

#### Breakdown of the Employment & Skills Plan KPIs

##### a. KPI 1. Work placements

In Education & Training. This opportunity is aimed at providing an individual with an opportunity to gain a meaningful insight into the Construction sector. This work experience opportunity is for students from Schools, Colleges including BTEC and Diplomas, and Universities who undertake a work experience placement for a minimum of 5 working days. Work placements: NEET (Not in Education & Training) - This opportunity shall invite persons who are not enrolled in a course of education/study and who wish to undertake a work experience/pre-employment placement

*This KPI can be achieved in partnership with Learning to Work, Langley College students, Slough Young Peoples Services & multiple partners, JCP and direct requests from individuals.*

##### b. KPI 2. Jobs Created new entrants

Creation of new & sustainable job opportunities for new entrants into the sector.

- a) Persons who are employed as Apprentices
- b) Persons previously unemployed / unskilled or new entrants
- c) Graduates (up to three years following graduation)

*This KPI is achieved via direct links with Colleges, Universities, Schools, Career Fairs, Apprenticeship talks, local training providers, COTRAIN shared apprenticeship scheme*

##### c. KPI 3. Construction Careers Information, Advice & Guidance (CCIAG)

Organisation and delivery of events focused on improving the image of the sector/ increasing awareness of opportunities within the industry. The key target groups:

- Entrants 14-19: (e.g. persons currently NEET, school pupils, school leavers, college students)
- Undergraduates
- Influencers (e.g. school, university, adult influencers, careers advisers, careers school staff, other providers, community groups).

*This KPI is achieved via Contractors direct work with Schools particularly Schools where they have site works. Volunteering opportunities invitations to participate via partnership with Learning to work, Aspire, JCP, Langley College full time Construction pupils, individual planned activity.*

**d. KPI 4 .Number of Apprenticeship Training Weeks on Site**

Apprenticeships, Traineeships, New entrants undertaking higher qualifications. Contractors must collate the number of training weeks undertaken in site for new entrants following a recognised syllabus of study

- Undertaking traineeships
- Undertaking a technical/higher level qualification.

*This KPI is calculated for the duration of an Apprenticeship. 1 working week = 1 training week on site.*

**e. KPI 5. Qualifying the workforce**

A main Contractor reporting benchmark which relates to gathering of information from Site relating to any training undertaken by Site workers i.e. H&S, IOSH, and SMSTS etc.

*These are Qualifications gained on site NVQ2 +/-Industry Certs*

**f. KPI 6. Training Plans**

The main Contractors must collate the number of new or annually renewed training plans from sub-contractors.

*Contractors gather this information from subcontractors*

**g. KPI 7. Case Studies**

SUR shall request contractors to provide case studies which describe either an example of best practice or a significant achievement on projects.

*Case studies are agreed with Main Contractor on a project by project basis.*

**7. PROGRESS TO DATE**

SUR is CITB accredited and as such its Employment Skills Plan (ESP) adopts the principles of the National Skills Academy benchmark targets for every £90m of construction as well as further KPIs for a three year period. The table below indicates the positive progress made against CITB targets since 2016.

| Key performance indicator (KPI) | Description of benchmark   | Target number predicted 2019 to 2022 | Target number achieved to March 2019 | Predicted 2023 onwards |
|---------------------------------|----------------------------|--------------------------------------|--------------------------------------|------------------------|
| 1*                              | Work experience            | 47                                   | 67                                   | 31                     |
| 2                               | Jobs created across SUR    | <i>Not defined</i>                   | 104                                  | Not defined            |
| 3*                              | Training positions created | 33                                   | 70                                   | 32                     |

## SUR Community Benefits & the Local Employment and Skills Plan

|    |                          |                            |           |    |
|----|--------------------------|----------------------------|-----------|----|
|    | <i>Breakdown:</i>        | <i>Apprentice existing</i> | <i>18</i> |    |
|    |                          | <i>Apprentice New</i>      | <i>35</i> |    |
|    |                          | <i>Graduates</i>           | <i>11</i> |    |
|    |                          | <i>Year out placement</i>  | <i>6</i>  |    |
| 4* | Construction careers IAG | 9                          | 89        | 15 |
| 5  | Community events/support | 10                         | 30        | 10 |

*\*based on CITB National Skills Academy benchmark band targets up to £90m of Construction*

The KPI's are regularly reviewed to make sure that the Council realises objectives associated with maximising benefits to local people and the local economy.



## 8. CITB REGENERATION BAND BENCHMARKS

| 9.0 Regeneration |  | band 1                                       | band 2    | band 3     | band 4       | band 5       | band 6      | band 7      | band 8      | band 9      | band 10      | band 11     | band 12     | band 13       |
|------------------|--|--|-----------|------------|--------------|--------------|-------------|-------------|-------------|-------------|--------------|-------------|-------------|---------------|
|                  |  | £1-3.5m                                      | £3.6 – 6m | £6.1 – 10m | £10.1 – £15m | £15.1 – £20m | £20.1 – 30m | £30.1 – 40m | £40.1 – 50m | £50.1 – 60m | £60.1 – £70m | £70.1 – 80m | £80.1 – 90m | £90.1 – £100m |
| 1                | Work Placement - persons   | 4  | 7         | 9          | 13           | 17           | 20          | 24          | 27          | 28          | 30           | 30          | 31          | 31            |
| 2                | Jobs created by NSAFC projects   | 1  | 5         | 9          | 14           | 16           | 19          | 21          | 23          | 27          | 28           | 31          | 32          | 34            |
| 3                | Construction Careers Information, Advice & Guidance (CCIAG) Events                                 | 1  | 3         | 5          | 6            | 8            | 9           | 11          | 13          | 14          | 15           | 15          | 16          | 18            |
| 4                | Training Weeks on site   | 44   | 94        | 157        | 246          | 345          | 492         | 690         | 887         | 1084        | 1281         | 1478        | 1675        | 1872          |
| 5                | Qualifying the Workforce – project workforce<br><i>Total of 5(a) plus 5(b) plus 5(c) plus 5(d)</i> | 6  | 11        | 17         | 22           | 27           | 32          | 36          | 40          | 44          | 49           | 51          | 58          | 59            |
| 5(a)<br>5(b)     | <input type="checkbox"/> Qualifications gained (equiv. NVQ2 and above)                             | 1  | 3         | 6          | 9            | 13           | 15          | 19          | 21          | 24          | 26           | 28          | 31          | 32            |
| 5(c)<br>5(d)     | <input type="checkbox"/> Industry certification gained   | 5  | 8         | 11         | 13           | 14           | 17          | 17          | 19          | 20          | 23           | 23          | 27          | 27            |
| 6                | Training Plans   | 4  | 4         | 6          | 6            | 6            | 7           | 7           | 7           | 8           | 8            | 8           | 9           | 9             |
| 7                | Case Studies   | Project Specific – to be agreed pre-approval |           |            |              |              |             |             |             |             |              |             |             |               |

NOTE: SUR is adopting Band 12 (£80-90m) to determine the benchmarks.

**APPENDIX A – 2019 PROGRAMME (SUR & SUPPLY CHAIN)**

| ESP 2019              |   | JAN<br>20182019                    | FEB<br>20182019 | MARCH<br>20182019 | APRIL<br>20182019 | MAY<br>20182019 | JUNE<br>20182019 | JULY<br>20182019 | AUG<br>20182019 | SEPT<br>20182019 | OCT<br>20182019 | NOV<br>20182019 | DEC<br>20182019 | TOTAL |
|-----------------------|---|------------------------------------|-----------------|-------------------|-------------------|-----------------|------------------|------------------|-----------------|------------------|-----------------|-----------------|-----------------|-------|
| 1                     | Work Placements                                 | 0                                  | 0               | 2                 | 3                 | 01              | 43               | 2                | 02              | 0                | 2               | 2               | 0               | 4417  |
| 2                     | Jobs created by SUR                             | Carried forward 82 staff recruited |                 |                   |                   |                 |                  |                  |                 |                  |                 |                 |                 |       |
| 3                     | Training jobs created                           | 20                                 | 1               | 0                 | 0                 | 4               | 0                | 4                |                 | 4                | 1               | 1               | 0               | 4415  |
| 4                     | Construction CIAG                               | 32                                 | 24              | 41                | 40                | 1               | 42               | 42               | 0               | 0                | 1               | 1               | 0               | 4814  |
| <b>CSR Activities</b> |   |                                    |                 |                   |                   |                 |                  |                  |                 |                  |                 |                 |                 |       |
| 1                     | Canal festival                                  |                                    |                 |                   |                   |                 |                  |                  |                 | x                |                 |                 |                 | 1     |
| 2                     | Ice-Centre Opening                              |                                    |                 | x                 | *                 |                 |                  |                  |                 |                  |                 |                 |                 | 1     |
| 3                     | Half Marathon Wexham School Opening             |                                    |                 |                   | x                 |                 |                  |                  |                 |                  | *               |                 |                 | 1     |
| 4                     | Women in Construction speed networking          |                                    |                 |                   | x                 |                 |                  | x                |                 |                  |                 | x               |                 | 43    |
| 5                     | Construction Taster days                        | x                                  |                 |                   |                   |                 | *                | x                |                 |                  |                 |                 |                 | 2     |
| 6                     | Open Doors Career Fairs                         |                                    | x               | x                 | x                 | x               |                  | x                |                 |                  | x               |                 |                 | 26    |
| 7                     | NEET/RONI/ Looked after Children                |                                    |                 |                   |                   |                 |                  | x                |                 |                  |                 |                 |                 | 1     |
| 8                     | Pupil Site visits                               | x                                  | x               | x                 |                   |                 | x                | x                |                 |                  |                 | x               |                 | 6     |
| 9                     | Mock Interview Days Build up your Business CIAG | x                                  |                 | *                 | x                 |                 |                  | *                |                 | x                |                 |                 | x               | 4     |
| 10                    | Windmill Care home Local charities              |                                    |                 |                   | x                 |                 |                  |                  |                 | x                |                 |                 |                 | 42    |
| 11                    | Wexham BTEC L1 support Year 10                  | *                                  |                 | x                 |                   | x               | *                |                  |                 |                  | *               |                 |                 | 62    |
| 12                    | Lovell House Primary activity                   |                                    |                 |                   |                   |                 |                  | x                | x               |                  | x               |                 |                 | 21    |
| 13                    | Wexham School IAG BTEC support Year 11          | *                                  | x               | *                 |                   | x               |                  | *                |                 |                  |                 |                 |                 | 42    |
| 14                    | Ivor Goodsite visits                            |                                    | *               |                   |                   | x               |                  | x                |                 |                  | *               |                 |                 | 2     |
| 15                    | Case studies                                    |                                    |                 |                   | x                 |                 |                  | x                |                 |                  | x               |                 | x               | 4     |

**APPENDIX B – COMMUNITY BENEFITS FUNDING AND BUDGETS**

Appended separately and available upon request.

SUR Indicative Master Programme
Commercial Projects - Version V15 Mar19



Table with columns: ID, Site, Task Name, Description, Current Status, Start, Finish, and a grid of months from 2013 to 2023. It lists various projects like Wexham Green, Old Library, Montem Lane, Stoke Wharf, Wexham South, and Weekes Drive Site with their respective task names and timelines.

NOTE: Shadow grey bars and milestones indicate movement from V1JUNE17 Programme.

**SUR Indicative Master Programme Community Projects - Version V15Mar19**



| ID | Site                  | Task Name                                  | Description/CAPEX   | Current Status      | Start    | Finish   | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|----|-----------------------|--|---------------------|---------------------|----------|----------|------|------|------|------|------|------|------|------|
|    |                       |  |                     |                     |          |          | 1    | 2    | 3    | 4    | 1    | 2    | 3    | 4    |
| 1  | Community Projects    |  |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 2  |                       |  |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 3  | Centre Leisure        | Project Initiation                         |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 4  |                       | Feasibility Design RIBA Stage 0-1          |                     |                     | 01/01/16 | 01/07/16 |      |      |      |      |      |      |      |      |
| 5  |                       | DI CPP Approval                            |                     |                     | 04/07/16 | 04/07/16 |      |      |      |      |      |      |      |      |
| 6  |                       | Design Planning Stage (RIBA Stage 2-3)     |                     |                     | 01/07/16 | 06/10/16 |      |      |      |      |      |      |      |      |
| 7  |                       | Pre-Application                            |                     |                     | 01/09/16 | 01/09/16 |      |      |      |      |      |      |      |      |
| 8  |                       | Planning Submission (RIBA Stage 3)         | New build           | In construction     | 08/10/16 | 08/10/16 |      |      |      |      |      |      |      |      |
| 9  |                       | Planning Approval Granted                  | leisure centre      |                     | 24/03/17 | 24/03/17 |      |      |      |      |      |      |      |      |
| 10 |                       | Procurement (RIBA Stage 4)                 |                     |                     | 24/03/17 | 14/07/17 |      |      |      |      |      |      |      |      |
| 11 |                       | Contract Close                             | £18,585,586         |                     | 27/07/17 | 27/07/17 |      |      |      |      |      |      |      |      |
| 12 |                       | Construction Period                        |                     |                     | 27/07/17 | 28/06/19 |      |      |      |      |      |      |      |      |
| 13 |                       | Building Handover Under Partial Possession |                     |                     | 18/03/19 | 18/03/19 |      |      |      |      |      |      |      |      |
| 14 |                       | SBC Mobilisation                           |                     | Lindsay Rotherforth | 12/02/19 | 18/03/19 |      |      |      |      |      |      |      |      |
| 15 |                       | Facility Open by Everyone Active           |                     |                     | 25/03/19 | 25/03/19 |      |      |      |      |      |      |      |      |
| 16 |                       | Practical Completion                       |                     |                     | 28/06/19 | 28/06/19 |      |      |      |      |      |      |      |      |
| 17 |                       |  |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 18 | Small Sites - Phase 3 | Project Initiation                         |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 19 |                       | Feasibility Design RIBA Stage 0-1          |                     |                     | 04/03/16 | 08/09/16 |      |      |      |      |      |      |      |      |
| 20 |                       | DI CPP Approval                            |                     |                     | 13/09/16 | 13/09/16 |      |      |      |      |      |      |      |      |
| 21 |                       | Design Planning Stage (RIBA Stage 2-3)     |                     |                     | 01/07/16 | 02/01/17 |      |      |      |      |      |      |      |      |
| 22 |                       | Pre-Application                            |                     |                     | 01/10/16 | 01/10/16 |      |      |      |      |      |      |      |      |
| 23 |                       | Planning Submission (RIBA Stage 3)         | Small               | In construction     | 01/01/17 | 01/01/17 |      |      |      |      |      |      |      |      |
| 24 |                       | Planning Approval Granted                  | community           |                     | 08/05/17 | 08/05/17 |      |      |      |      |      |      |      |      |
| 25 |                       | Procurement (RIBA Stage 4)                 | projects (23 units) |                     | 01/01/17 | 22/02/18 |      |      |      |      |      |      |      |      |
| 26 |                       | Contract Close                             |                     |                     | 23/02/18 | 23/02/18 |      |      |      |      |      |      |      |      |
| 27 |                       | Construction Period                        | £5,946,000          | Lindsay Rotherforth | 23/04/18 | 12/07/19 |      |      |      |      |      |      |      |      |
| 28 |                       | Handover Date                              |                     |                     | 15/07/19 | 15/07/19 |      |      |      |      |      |      |      |      |
| 29 |                       |  |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 30 | Small Sites - Phase 4 | Project Initiation                         |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 31 |                       | Feasibility Design RIBA Stage 0-1          |                     |                     | 01/07/16 | 08/09/16 |      |      |      |      |      |      |      |      |
| 32 |                       | DI CPP Approval                            |                     |                     | 13/09/16 | 13/09/16 |      |      |      |      |      |      |      |      |
| 33 |                       | Design Planning Stage (RIBA Stage 2-3)     |                     |                     | 01/05/17 | 30/06/17 |      |      |      |      |      |      |      |      |
| 34 |                       | Pre-Application                            |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 35 |                       | Planning Submission (RIBA Stage 3)         | Small               | Contract Close      | 03/07/17 | 13/11/17 |      |      |      |      |      |      |      |      |
| 36 |                       | Planning Approval Granted                  | community           |                     | 19/01/18 | 18/05/18 |      |      |      |      |      |      |      |      |
| 37 |                       | Procurement (RIBA Stage 4)                 | projects (26 units) |                     | 03/07/17 | 14/06/18 |      |      |      |      |      |      |      |      |
| 38 |                       | Contract Close                             |                     |                     | 14/09/18 | 14/09/18 |      |      |      |      |      |      |      |      |
| 39 |                       | Construction Period                        | £10,000,000         | Lindsay Rotherforth | 10/12/18 | 31/01/20 |      |      |      |      |      |      |      |      |
| 40 |                       | Handover Date                              |                     |                     | 03/02/20 | 03/02/20 |      |      |      |      |      |      |      |      |
| 41 |                       |  |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 42 | Alpha Street (Hybrid) | Project Initiation                         |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 43 |                       | Feasibility Design RIBA Stage 0-1          |                     | Project Not         | 01/10/17 | 21/12/18 |      |      |      |      |      |      |      |      |
| 44 |                       | DI CPP Approval                            | HRA                 | Yet Initiated       | 10/12/18 | 10/12/18 |      |      |      |      |      |      |      |      |
| 45 |                       | Design Planning Stage (RIBA Stage 2-3)     | Housing             |                     | 06/11/17 | 08/01/18 |      |      |      |      |      |      |      |      |
| 46 |                       | Pre-Application                            |                     |                     |          |          |      |      |      |      |      |      |      |      |
| 47 |                       | Planning Submission (RIBA Stage 3)         | 14 Flats            | Design & Procureme  | 15/01/18 | 15/01/18 |      |      |      |      |      |      |      |      |
| 48 |                       | Planning Approval Granted                  |                     |                     | 30/05/18 | 30/05/18 |      |      |      |      |      |      |      |      |
| 49 |                       | Procurement                                |                     |                     | 13/02/19 | 10/04/19 |      |      |      |      |      |      |      |      |
| 50 |                       | Contract Close                             |                     |                     | 31/05/19 | 31/05/19 |      |      |      |      |      |      |      |      |
| 51 |                       | Construction Period                        | £2,900,000          | David Freer         | 20/09/19 | 17/09/20 |      |      |      |      |      |      |      |      |
| 52 |                       | Handover Date                              |                     |                     | 18/09/20 | 18/09/20 |      |      |      |      |      |      |      |      |
| 53 |                       |  |                     |                     |          |          |      |      |      |      |      |      |      |      |

**NOTE:** Shadow grey bars and milestones indicate movement from V1JUNE17 Programme.

Programme Version V15Mar19  
Date:- 1st Mar 2019

**Summary of SUR projects (Community Projects and Site Developments)**

| No.                       | Project Name  | Description  | Value                | Status  |
|---------------------------|---|--|----------------------|---|
| <b>Projects completed</b> |   |  |                      |   |
| 1.                        | Orchard Youth Centre, Elliman Avenue                | The refurbishment of the ground floor of the existing community centre, to provide dance studios and associated offices and welfare facilities. The refurbishment was an enabling project for the Curve.   | £0.7m Project Value  | Works were undertaken by MS Special Projects and completed in 2014.   |
| 2.                        | The Curve, High Street, SL1                         | A new 4,500m <sup>2</sup> flagship library and cultural centre. The facilities within The Curve include a library, cultural space, a theatre and performance space, Registrars, Community café and other local civic amenities.  | £22m Project Value   | Construction by MSCl completed 7 July 17. The Council opened the building in Sept 16.                             |
| 3.                        | Arbour Park Community Sports Facility Stoke Rd, SL1 | A phased development of a 1,950 seat stadium and a multi-use floodlit, synthetic sports pitch for community use. With FA accreditation since August 2016, Arbour Park has enabled Slough Town Football Club to return to playing their home matches in the borough. The development also included refurbishment works at the adjacent St Joseph's School, the provision of a new four court sports hall and extensive landscaping. | £18.0m Project Value | Construction by MSCl; Section 1 completed Aug 16, and following PC in May SBC opened the full facility in May 17. |
| 4.                        | Milestone, Ledgers Rd, SL1                          | A flagship development of 73 new homes close to the town centre, including 23 affordable homes which have been acquired by the Council.  | £23.1m GDV           | Homes were built by Lovell and the last house was occupied in Sept 17.  |
| 5.                        | James Elliman Academy, Elliman Avenue, SL2 5BA      | A seven phased extension (c.740m <sup>2</sup> ) and refurbishment to provide 6 new classrooms for additional school places in an enhanced teaching environment   | £5m Project Value    | Works were undertaken by MSCl and completed for the start of term in Sept 17.                                     |
| 6.                        | Phase 1 - Small sites                               | A series of small refurbishment/extension and new build projects to deliver 5 new homes over 6 small infill sites across the Borough.  | £1.1m Project Value  | Construction by Borrass Construction and completed Sept 17.   |
| 7.                        | Lydia Court   | The construction of a four storey block of 11, one, two and three bedroom apartments to provide new Council homes for local residents. Lydia Court was named after Lydia Simmonds who was  | £2.1m Project Value  | Construction by MS Special Projects and completed in Oct 17.  |



| No.                                | Project Name   | Description   | Value                   | Status   |
|------------------------------------|--|---|-------------------------|--|
|                                    |  | the first UK black mayor and mayor for Slough.  |                         |  |
| 8.                                 | Claycots Primary School, Town Hall campus, Bath Rd SL1 3UQ | New build extension (c.1900m <sup>2</sup> ) with elements of remodelling and refurbishment to the existing schools, external works and landscaping.   | £9.2m<br>Project Value  | Works were undertaken by MSCI; main extension completed in Dec 17. External works completed Feb 18.    |
| 9.                                 | Priory School SEN  | Provision of a new standalone single storey SEN resource building (c.655m <sup>2</sup> ) including 5 classrooms, 3 group rooms, meeting rooms, admin facilities and external play spaces for 60 SEN pupils. | £2.6m<br>Project Value  | Construction by MSCI; completed in Feb 18.   |
| 10.                                | St Mary's Primary School, Yew Tree Rd, SL1 2AR             | New build extension (c.1100m <sup>2</sup> ) with elements of remodelling and refurbishment to the existing schools, external works and landscaping.   | £6.2m<br>Project Value  | Works were undertaken by MSCI; main extension complete Dec 17. Final refurbishment completed April 18. |
| 11.                                | Montem Lane Ice Arena, Bath Rd, SL1                        | Refurbishment and extension of the Montem Ice Arena, new home of the Slough Jets, together with a new café, climbing wall with clip n climb, gym and changing facilities.                                   | £10.4m<br>Project Value | Works were undertaken by MSCI; completed in April 18.  |
| 12.                                | Salt Hill Activity centre                                  | Conversion of a 10 pin bowling centre to provide a new family activity centre to include soft play, trampolining zone, caving activity, high wires activity, bowling, café and party rooms.                 | £6m<br>Project Value    | Works were undertaken by MSCI; completed in May 18.  |
| 13.                                | Langley leisure centre                                     | Major refurbishment of swimming pool and extension of gym facilities together with landscaping and increased car parking.   | £7m<br>Project Value    | Works were undertaken by MSCI; completed in July 18.   |
| 14.                                | Phase 2 - Small sites                                      | This second phase of new Council homes began in September 2017 and provided 16 new affordable homes on 6 sites across the Borough   | £3m<br>Project Value    | Construction began in Sept 2017 by Borrass and completed Dec 18.                                       |
| <b>Projects under construction</b> |  |   |                         |  |
| 1.                                 | Wexham Green, Wexham Road                                  | Residential development of 104 aspirational and family sized dwellings - with a mix of detached and semi-detached houses. The development is mixed tenure with 70 houses (67%) for open market              | £41m<br>GDV             | Homes are being built by Lovell; construction began May 2016 and sales commenced in                    |

| No.  | Project Name                              | Description  | Value                     | Status   |
|--|---|--|---------------------------|--|
|  |   | sale and an affordable element purchased by the Council of 33 houses and one 'lifetime home' bungalow (33%).   |                           | Spring 17. Section 1 (18 AH) completed<br>Oct 17. Remaining units due to be completed in Feb 19.   |
| 2.   | 'Centre' - New Leisure Centre             | New community facility including a 25m swimming pool, learner pool, four court sports halls, gym, studios and community café.  | £18m<br>Project<br>Value  | Construction by MSCI; facility due to be complete in March 19 and external areas complete in June. |
| 3.   | Wexham Secondary School                   | School extension (c.3000m <sup>2</sup> ) including a new 3 storey classroom block and conversion of the existing library into 2 science classrooms, external landscaping and car parking.          | £11m<br>Project<br>Value  | Construction by MSCI due to be completed January 19.   |
| 4.   | Phase 3 - Small sites                     | Third phase of new Council homes and will provide 25 new homes on 6 sites across the Borough.  | £3.7m<br>Project<br>Value | Construction being undertaken by MP Building and due to be complete July 19.                       |
| 5.   | Phase 4 - Small sites                     | Fourth phase of new Council homes and will provide c.30 new homes on 6 sites across the Borough (STPP)   | £10m<br>Project<br>Value  | Construction being undertaken by MP Building and due to complete Jan 20.                           |
| <b>Pre-Construction – Design, Planning and Procurement</b> |   |  |                           |  |
| 1.   | Old Library Site, 85 High Street, SL1 3EA | A mixed use development in the town centre to include a 152-room Moxy Hotel and a 92-room extended-stay Residence Inn, together with 64 one and two bed apartments and retail use at ground level. | £62m<br>GDV               | Planning approved. MSCI due to commence construction in Mar 19.                                    |
| 2.   | Alpha Street, SL1                         | Residential development of 14 new 1 and 2 bed apartments on a small site adjacent to the High Street. Proposed affordable housing donor site linked to OLS.  | £3.5m<br>GDV              | Planning approved. Construction to be procured as a donor site for OLS.                            |
| 3.   | Wexham South                              | Proposed residential development of 24 2 and 3 bedroom homes for private sale adjacent to the Wexham Green development. Homes to be built by Lovell.   | £11m<br>GDV               | Planning approved. Construction due to commence Jul 2019.  |
| 4.   | North West Quarter – former TVU site      | Potential mixed use development of this 10 acre site in the Heart of Slough. Potential to provide 1,400 apartments, c.250,000 sq ft Grade A offices, c.40,000sqft retail and leisure.              | c.£600m<br>GDV            | SBC Cabinet approved SUR as Developer. Masterplanning stage.                                       |

| No.                                 | Project Name                    | Description   | Value                          | Status  |
|-------------------------------------|---------------------------------|---|--------------------------------|---|
| 5.                                  | Stoke Wharf, Slough Canal Basin | Land has been assembled to enable this development which will include c.278 new homes adjacent to the Grand Union Canal - JV with Waterside Places. The proposals include a wide range of high-quality homes of mixed tenure (PFS, BTR and AH) set within landscaped new public realm and open space linking the development to the canal side. | £110m<br>GDV                   | Design and planning stage. DISDP Approved; STPP; phased construction delivery |
| 6.                                  | Montem Lane                     | Residential development of c.160 new homes (1, 2 bed apartments and 2,3 bed houses) adjacent to the new Ice Arena. Homes to be built by Lovell. Progress subject to completion of new Centre and demolition of Montem Leisure Centre in Spring 2019.  | c.£45m                         | Design and planning stage. STPP. Phased construction starting in 2020.        |
| <b>Projects awaiting initiation</b> |                                 |   |                                |   |
| 1.                                  | Haymill site                    | Potential residential development of c.35 new two and three bedroom homes adjacent to Haybrook College.   | c.£15m<br>GDV                  | Project not yet initiated   |
| 2.                                  | Weekes Drive site               | Potential residential development of c.100 new homes on land adjacent to Montem Primary school and Community Centre off Weekes Drive.   | c.£28.5m<br>GDV                | Project not yet initiated.  |
| 3.                                  | Haybrook College                | Secondary school new standalone Pupil Referral Unit and extension to the existing school to accommodate c.70 more children.   | £7.5m<br>Project Value         | Project not yet initiated   |
| 4.                                  | Arbour Vale SEN school          | Proposed extension (c.2000m <sup>2</sup> ) for a standalone post 16 block to provide c.60 places with 8 classrooms, library and ICT.  | c.£8m<br>Project Value         | Project not yet initiated.  |
| 5.                                  | Rochford Housing, SL1           | Residential development of 20 flats on behalf of the Council; planning consent granted.   | c.£6.3m<br>Project Value       | Project not yet initiated   |
| 6.                                  | Britwell Hub                    | Proposed extension and minor refurbishment to accommodate a GP practice.  | c.£3.1m<br>Project Value       | Project not yet initiated.  |
| 7.                                  | Farnham Rd Hub                  | Proposed health led hub c.20,000 sq ft. Health and Council housing/community services.  | TBC<br>c.£10m<br>Project Value | Project not yet initiated   |

| Activity | Risk description  | Potential Impact | SUR | MS | SBC | Description of the potential impact   | Risk mitigation/reduction actions   |
|----------|---|------------------|-----|----|-----|---|---|
| A-Demand |   |                  |     |    |     |   |   |
| A-1      | Decline in sales values for residential /commercial units | M                | X   |    |     | <ul style="list-style-type: none"> <li>• Delay or reduction in receipts due to economic/market conditions</li> <li>• Slower build rate or prolonged construction period with associated additional prelims build costs and finance costs</li> <li>• Competing schemes resulting in oversupply in the market</li> <li>• Result in blighted developments</li> </ul> | <ul style="list-style-type: none"> <li>• Ensure developments are phased and synced to market cycles</li> <li>• Effective sales and marketing planning including the use of professional advisors</li> <li>• Use conservative sales values assumptions in appraisals (current and comparable).</li> <li>• Regularly review economic conditions, sales values and competing developments</li> <li>• Pre-lets and forward sales agreements with third party investors</li> <li>• Appraise sales values prior to Contract Close as part of SDP process including third party advice</li> <li>• Appropriate build contract forms and mechanisms</li> </ul> |
| A-2      | Competing schemes provide alternative purchases           | M                | X   |    |     | <ul style="list-style-type: none"> <li>• Delay in sales receipts</li> <li>• Downward price pressure</li> </ul>  | <ul style="list-style-type: none"> <li>• Understand competing schemes timing, pricing using local knowledge, other consented schemes and public sector partners</li> <li>• Review demographics purchaser profiles and undertake demand analysis</li> <li>• Design homes for the potential purchaser of a quality and spec that supports the sales values</li> <li>• Generate a positive marketing brand for each development and strong SUR image</li> </ul>  |
| A-3      | Lack of demand for private purchases or tenants           | H                | X   |    |     | <ul style="list-style-type: none"> <li>• Delay or reduction in forecasted sales receipts (and associated additional build/finance costs)</li> <li>• Loss of rental income (if applicable)</li> <li>• Potential blight on the development due to long sales time frame</li> </ul>  | <ul style="list-style-type: none"> <li>• Continually review demographics and demand</li> <li>• Ensure phased development</li> <li>• Effective project sales and marketing strategy and approach</li> <li>• Review for special interest groups</li> <li>• Liaise closely with the LPA and SBC Housing team</li> </ul>  |

| Activity                       | Risk description  | Potential Impact | SUR | MS | SBC | Description of the potential impact   | Risk mitigation/reduction actions   |
|--------------------------------|---|------------------|-----|----|-----|---|---|
|                                |   |                  |     |    |     | <ul style="list-style-type: none"> <li>Impact on the social housing percentage on future projects</li> </ul>  |   |
| A-4                            | Inability to change the market perception of Slough   | M                | X   |    |     | <ul style="list-style-type: none"> <li>Reduces the viability of development opportunities</li> <li>Limits sales values/price uplifts</li> <li>Further depresses retail offer</li> </ul>   | <ul style="list-style-type: none"> <li>Close liaison and engagement with SBC and local stakeholders</li> <li>Support inward investment and town economic development activity across all forums</li> <li>Identify anchor tenants and encourage their presence</li> <li>Regular review of proposed products to ensure appropriate viable schemes are being brought forward</li> </ul>  |
| <b>B-Design &amp; Planning</b> |   |                  |     |    |     |   |   |
| B-1                            | Design of the proposed scheme does not comply with planning policy/requirements e.g. affordable housing or does not comply with building regulation approvals | H                | X   |    |     | <ul style="list-style-type: none"> <li>Delayed delivery of development pipeline and financial returns</li> <li>Additional project costs incurred</li> </ul>   | <ul style="list-style-type: none"> <li>SUR Programme engagement by DM with LPA and Building control</li> <li>On projects; early and ongoing engagement with LPA and Building control; use of the Pre App process and defined SUR protocols</li> <li>Professional DM team with clearly defined design and development process for assessing scheme viability and LPA compliance</li> <li>Use professional consultants with a strong successful track record on similar schemes</li> <li>Use of a Planning Consultant as agent on all major schemes</li> <li>Use of a Planning Performance Agreement (PPA)</li> </ul> |
| B-2                            | Changes in Law (incl. Housing & Planning Act)   | M                | X   |    |     | <ul style="list-style-type: none"> <li>Project viability challenged</li> <li>Uncertainty about affordable housing requirements and the introduction of starter homes</li> <li>Increased project cost</li> <li>Delay to programme</li> </ul> | <ul style="list-style-type: none"> <li>Monitor legislative possible changes including housing, tax and planning</li> <li>Price potential impact of changes in law</li> <li>Ensure project lawyers are advising on potential changes</li> <li>Subscribe to sector updates and monitor trade press</li> </ul>   |

| Activity              | Risk description   | Potential Impact | SUR | MS | SBC | Description of the potential impact  | Risk mitigation/reduction actions  |
|-----------------------|--|------------------|-----|----|-----|--|--|
| B-3                   | Changes in design and specification /employers requirements                        | H                |     | X  |     | <ul style="list-style-type: none"> <li>• Delay to programme and additional costs</li> <li>• Viability and commercial returns challenged</li> </ul>   | <ul style="list-style-type: none"> <li>• Ensure SUR design brief and SBC ERs are clearly set out and articulated before the design stage begins</li> <li>• Ensure design and viability analysis is fully developed prior to contract tenders to limit subsequent changes</li> <li>• Ensure Employers Requirements are robust and signed off by all stakeholders</li> </ul>   |
| <b>C-Construction</b> |  |                  |     |    |     |  |  |
| C1                    | Planning permission and / or Building Regulations approvals not granted or delayed | H                | X   |    |     | <ul style="list-style-type: none"> <li>• SUR Working capital at risk to achieve a satisfactory planning permission</li> <li>• Potential increased holding costs for landowner/SUR</li> <li>• Delay to development programme</li> <li>• Construction cost impact due to time delay</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing engagement with LPA and Building Control officers</li> <li>• Use of a professional consultant team with appropriate PI cover</li> <li>• Ensure good working relationships with SBC</li> <li>• Effective project and programme management</li> <li>• Retain ongoing temporary uses to enable third party income for landowner</li> </ul>   |
| C-2                   | Increase labour and materials costs and/or availability                            | H                | X   |    |     | <ul style="list-style-type: none"> <li>• Cost and programme impact</li> <li>• Profit impact</li> </ul>   | <ul style="list-style-type: none"> <li>• Monitor inflation indices and economic factors that may cause change</li> <li>• Ongoing liaison with Cost consultants and economists on indices forecasts</li> <li>• Use of D&amp;B contracts with fixed price and programme and defined standard terms of amendment</li> <li>• Risk passed to Main contractor where it is best managed and mitigated</li> <li>• Close construction management oversight by SUR DM</li> <li>• Effective stakeholder management</li> </ul> |
| C-3                   | Site operations problems, including  | M                | X   |    |     | <ul style="list-style-type: none"> <li>• Health and safety incident/accident</li> </ul>  | <ul style="list-style-type: none"> <li>• Risk passed to Main Contractor where it is best managed/mitigated.</li> </ul>   |



| Activity | Risk description   | Potential Impact | SUR | MS | SBC | Description of the potential impact   | Risk mitigation/reduction actions   |
|----------|--|------------------|-----|----|-----|---|---|
|          | access to services, site/building conditions and site security |                  |     |    |     | <ul style="list-style-type: none"> <li>Potential cost overrun and or programme impact</li> </ul>  | <ul style="list-style-type: none"> <li>Clearly defined H&amp;S policy and operational procedures</li> <li>DM and Board oversight, monthly client meetings</li> <li>DM team engagement including QA and H&amp;S compliance by the Contractor</li> <li>Procurement route and early contractor engagement will enable Main Contractor to fully understand/plan to mitigate all such risk</li> </ul>  |
| C-4      | Failure to build to design                                     | H                | X   |    |     | <ul style="list-style-type: none"> <li>Programme delay</li> <li>Remedial works required and cost overrun</li> </ul>   | <ul style="list-style-type: none"> <li>Design responsibility and discharge of planning conditions passed to Main Contractor where it is best managed.</li> <li>DM oversight and monthly client meetings</li> <li>DM team engagement including QA and H&amp;S compliance by the Contractor</li> </ul>  |
| C-5      | Third party claims   | M                | X   |    |     | <ul style="list-style-type: none"> <li>Increase costs / remedial works</li> <li>Potential termination if long stop date is exceeded</li> <li>Programme delay</li> </ul> | <ul style="list-style-type: none"> <li>Ensure adequate risk passed to the Main Contractor if they are responsible for the cause of the claim</li> <li>Adequate Developer contingency and commercial returns.</li> </ul>   |
| C-6      | Construction cost overrun – Site developments                  | M                | X   |    |     | <ul style="list-style-type: none"> <li>Additional costs incurred by the contractor</li> <li>Programme delay</li> <li>Impact on sales values/SUR profit</li> </ul>       | <ul style="list-style-type: none"> <li>Use of fixed price/programme D&amp;B Contracts</li> <li>Ensure application of SUR Procurement Policy</li> <li>Procure appropriate subcontractors / supply chain.</li> <li>Early Contractor engagement to the construction methodology and build-ability of the scheme</li> <li>Identify all potential risk and have in place robust mitigation strategies</li> <li>DM oversight and monthly client meetings</li> </ul> |

| Activity                   | Risk description   | Potential Impact | SUR | MS | SBC | Description of the potential impact   | Risk mitigation/reduction actions   |
|----------------------------|--|------------------|-----|----|-----|---|---|
| C-7                        | Construction cost overrun – Community projects   | M                |     |    | X   | <ul style="list-style-type: none"> <li>Additional costs incurred by the contractor due to unforeseen or SBC instructed design changes</li> <li>Programme delay</li> </ul>                 | <ul style="list-style-type: none"> <li>Use of fixed price/programme D&amp;B Contracts</li> <li>Ensure application of SUR Procurement Policy</li> <li>Procure appropriate subcontractors / supply chain.</li> <li>Early Contractor engagement to the construction methodology and build-ability of the scheme</li> <li>Identify all potential risks and have in place robust mitigation strategies</li> <li>DM and SBC PM oversight and monthly client meetings</li> </ul> |
| D- Development/Operational |  |                  |     |    |     |   |   |
| D-1                        | Land assembly issues   | M                | X   |    |     | <ul style="list-style-type: none"> <li>Delays to anticipated programme/forecasted returns</li> <li>Additional cost</li> </ul>   | <ul style="list-style-type: none"> <li>Preparation of a robust land assembly strategy</li> <li>Legal and technical due diligence</li> <li>Effective programming</li> <li>Robust project management</li> <li>Appointment of a strong professional team and project lawyers</li> </ul>  |
| D-2                        | Failure of land to be supplied on a timely basis including site ownership issues and the granting of an Option over the land | M                | X   |    |     | <ul style="list-style-type: none"> <li>Delays to SUR programme</li> <li>Additional project costs</li> <li>Cost inflation</li> <li>Delays to receiving sales and other receipts</li> </ul> | <ul style="list-style-type: none"> <li>Thorough legal and technical due diligence as to existing site ownership</li> <li>Proactive approach to managing the process of land assembly</li> <li>Monitor and support SBC in land assembly and governance to ensure Options can be granted</li> <li>SUR is incentivised to develop the land [detailed terms may include paying SBC interest on the Council loan note].</li> </ul>   |
| D-3                        | Project capacity – lack of resource delaying delivery. Inability to recruit and retain high quality personnel in             | M                | X   |    |     | <ul style="list-style-type: none"> <li>Difficulties in meeting the development programme and achieving desired outcomes</li> </ul>  | <ul style="list-style-type: none"> <li>Maintain and develop a dedicated DM team collocated in Slough</li> <li>Direct and local DM team recruitment</li> <li>Competitive employment package along with CPD</li> </ul>  |

| Activity | Risk description              | Potential Impact | SUR | MS | SBC | Description of the potential impact   | Risk mitigation/reduction actions  |
|----------|-------------------------------|------------------|-----|----|-----|---|--|
|          | key SUR roles and the Council |                  |     |    |     | <ul style="list-style-type: none"> <li>• Disruption in DM team corporate memory impacting on continuous improvement</li> <li>• Insufficient Business Board Representatives causing governance issues and delay to approvals</li> <li>• Lack of SBC resource capacity or experience to meet their obligations</li> </ul> | <ul style="list-style-type: none"> <li>• Use of high quality flexible MSIL resources in many of the key roles with the ability to deploy additional staff to cover increased peaks in activity as required.</li> <li>• Succession planning to be put in place by the Business Board</li> <li>• Engagement and resource planning with senior SBC officers</li> <li>• Ongoing relationship management with senior SBC Directors to ensure project governance is achieved in a timely manner</li> </ul>   |
| D-4      | Health & Safety               | M                | X   |    |     | <ul style="list-style-type: none"> <li>• Persons are harmed/killed during the course of development or construction activity</li> </ul>   | <ul style="list-style-type: none"> <li>• SUR applies MS established health &amp; Safety procedures and protocols</li> <li>• H&amp;S reporting to the DM team and bi-monthly to the SUR Board.</li> <li>• SUR Board nominated Representative responsible for H&amp;S</li> <li>• All SUR projects subject to a SUR/MS Audit during construction by the nominated MSIL Competent Person</li> <li>• H&amp;S audits undertaken monthly by the MS supply chain</li> <li>• All MS sites are registered with Considerate Constructor Scheme (CCS)</li> <li>• Lessons learned and continuous improvement through investigations and audits</li> </ul> |
| D-5      | Employment & Equality         | L                |     | X  |     | <ul style="list-style-type: none"> <li>• HR related issues including staff performance, H&amp;S, work environment, disciplinary issues</li> </ul>   | <ul style="list-style-type: none"> <li>• SUR does not directly employ any staff</li> <li>• All staff are employed by MS Group companies and therefore all aspects of personnel management are covered by established HR procedures and protocols.</li> <li>• SUR Equality policy and Anti Bribery policy.</li> </ul>   |

| Activity              | Risk description  | Potential Impact | SUR | MS | SBC | Description of the potential impact   | Risk mitigation/reduction actions  |
|-----------------------|---|------------------|-----|----|-----|---|--|
| D-6                   | Communications & FOI/EIRA Act   | L                | X   |    |     | <ul style="list-style-type: none"> <li>A project incident results in negative PR</li> <li>Poor PR management causes a loss for either Member</li> <li>Poor communications/consultation affects development pipeline</li> <li>FOI requests create a subsequent risk to a project or the partnership due to the need for SBC to disclose information</li> </ul> | <ul style="list-style-type: none"> <li>SUR Communications Strategy and Plan updated annually</li> <li>DM team includes a matrix communications team actively engaged in managing PR and communications</li> <li>Daily co-ordination and monthly planning meetings by the Communications team</li> <li>Proactive approach to Comms - PR plans and Comms Actions Plans for all projects</li> <li>SUR is not a public sector body therefore it does not have to comply with the FOI Act (albeit the Council does)</li> <li>SUR FOI policy established and working protocol in place with SBC</li> </ul> |
| D-7                   | Economic development – failure to achieve a social return on investment | L                | X   |    |     | <ul style="list-style-type: none"> <li>Failure to achieve social and community benefits from SUR projects</li> <li>Failure to maximise local spend and use of local supply chain</li> <li>Failure to contribute to raising the skills and training of the local workforce.</li> </ul>   | <ul style="list-style-type: none"> <li>SUR strategy and community investment plan established</li> <li>Dedicated Community benefits co-ordinator</li> <li>Obligations passed down through the supply chain</li> <li>Six monthly updates to SUR board and SBC</li> <li>Bimonthly updates as part of the DM progress report together</li> <li>Project reporting and case studies on completion</li> <li>Community benefits levy on community projects - Transparent approach with clearly defined award criteria – all provided on the SUR website.</li> </ul>   |
| E-Finance / Structure |   |                  |     |    |     |   |  |
| E-1                   | Cost of finance   | L                | X   |    |     | <ul style="list-style-type: none"> <li>The LABV may be exposed to movement in the cost of finance and this might affect</li> </ul>  | <ul style="list-style-type: none"> <li>Structure finance solution to negate the need for external commercial funding</li> <li>Robust and ongoing market testing should be performed</li> </ul>   |

| Activity | Risk description  | Potential Impact | SUR | MS | SBC | Description of the potential impact  | Risk mitigation/reduction actions  |
|----------|---|------------------|-----|----|-----|--|--|
|          |   |                  |     |    |     | net surpluses arising from the development   | <ul style="list-style-type: none"> <li>• Ensure financial models are robust and well structured</li> <li>• Maximise the use and leverage of public sector funding</li> </ul>   |
| E-2      | Inability to access third party debt on reasonable terms and conditions   | L                | X   |    |     | <ul style="list-style-type: none"> <li>• Third party funders unwilling to fund SUR schemes/ Lack of liquidity in the funding market</li> <li>• Increased project costs</li> <li>• Programme delay and sales receipts</li> <li>• Schemes have to be funded from Members equity</li> </ul>               | <ul style="list-style-type: none"> <li>• Structure project solution to negate the need for external funding</li> <li>• PSP might be investor of last resort – leading to increases in Weighted Average Cost of Funding for LABV</li> <li>• Maximise the use and leverage of public sector funding (subject to ensuring there is no State Aid risk)</li> </ul>  |
| E-3      | Availability of HCA and any other public sector funding / Lack of public kick start funding for projects, if required | L                | X   |    |     | <ul style="list-style-type: none"> <li>• All early site development is subject to market demand and commercial viability</li> <li>• Public sector funding delayed having an impact on development programme/viability</li> <li>• Cost of alternative funding routes and potential viability</li> </ul> | <ul style="list-style-type: none"> <li>• Site developments brought forward to meet the mandatory commercial SUR objective (returns for the Members)</li> <li>• Rigorous viability assessment of potential developments</li> <li>• Structure solution to negate need for grant funding</li> <li>• Ensure financial models are robust and well structured</li> <li>• Funds committed prior to financial close</li> <li>• Ongoing stakeholder management</li> </ul> |
| E-4      | Changes in taxation (e.g. Corporation Tax, SDLT, VAT)   | M                | X   |    |     | <ul style="list-style-type: none"> <li>• Tax risks which could lead to increases in costs and decreases in total LABV returns</li> </ul>   | <ul style="list-style-type: none"> <li>• Strong tax planning</li> <li>• Monitor potential legislative changes</li> <li>• Appoint project tax advisors as required</li> <li>• Short duration for individual projects to allow for a known tax regime</li> <li>• Monitor SDLT changes and effects on house market; effective sales and marketing and defined rationale behind house sales price setting.</li> </ul>  |

| Activity             | Risk description  | Potential Impact | SUR | MS | SBC | Description of the potential impact  | Risk mitigation/reduction actions   |
|----------------------|---|------------------|-----|----|-----|--|---|
| E-5                  | Project costs are higher than anticipated – professional fees, acquisition and construction costs | M                | X   |    |     | <ul style="list-style-type: none"> <li>During the design and planning period, costs are higher than anticipated.</li> <li>During the construction period, construction costs are higher than anticipated.</li> <li>During the construction period, other development costs are higher than anticipated.</li> </ul> | <ul style="list-style-type: none"> <li>Viability appraisals adopt a standard percentage fee on project costs also based on previous schemes and professional team quotes.</li> <li>Independent cost advice from a Project QS</li> <li>SUR cost contingency applied to all working capital budgets.</li> <li>Risk passed down to contractor - D&amp;B contract put in place at a fixed price and programme (associated LADs)</li> <li>Professional team appointed on agreed/fixed fees (competed in accordance with SUR Procurement policy)</li> <li>Development budgets prepared based on professional team experience and advisors information.</li> </ul> |
| E-6                  | Failure to achieve land valuation in accordance with the Option Agreement                         | M                | X   |    |     | <ul style="list-style-type: none"> <li>Working capital at risk</li> <li>Development programme delay</li> <li>Potential profits from other successful schemes have to be used to pay aborted costs</li> </ul>   | <ul style="list-style-type: none"> <li>Initial viability test at DISDP stage</li> <li>Ongoing reviews of viability and updates to the SUR Board if a material change takes place</li> <li>Defined mechanism for calculating land value in the Option Agreement</li> </ul>   |
| <b>F – Political</b> |   |                  |     |    |     |  |   |
| F-1                  | Changing political arena with different agenda's  | M                | X   |    |     | <ul style="list-style-type: none"> <li>Strategic direction and leadership continually changes causing delay to SUR programme of delivery</li> <li>Uncertainty about political agenda and delays in decision making by SBC</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing engagement with SBC</li> <li>Monitor the national and local political environment</li> <li>Cultivate relationships across the political spectrum</li> <li>Regular engagement with officers and Councillors</li> </ul>  |
| F-2                  | Changing management structure and staff in SBC  | M                | X   |    |     | <ul style="list-style-type: none"> <li>Difficult to build relationships and this causes a lack of continuity/engagement</li> </ul>   | <ul style="list-style-type: none"> <li>Cultivate relationships at all level of the council</li> <li>Cultivate relationships with officers in each department</li> </ul>   |



| Activity | Risk description | Potential Impact | SUR | MS | SBC | Description of the potential impact  | Risk mitigation/reduction actions   |
|----------|------------------|------------------|-----|----|-----|--|---|
|          |                  |                  |     |    |     | <ul style="list-style-type: none"> <li>Lack of understanding about how SUR functions and the Partnership Agreement.</li> </ul> | <ul style="list-style-type: none"> <li>Engage early with any new SBC officers involved with SUR</li> <li>Provide information and enable joint working to share knowledge and understanding</li> <li>Continuous improvement workshops and lessons learned project reviews including SBC PM and client teams</li> </ul> |

Slough Urban Renewal (SUR) Limited Liability Partnership undertakes project development work for residential/commercial and social infrastructure projects within Slough. The business creates site development plans; manages design development and the planning application process; ensures viability criteria are satisfied; procures construction contracts; manages the construction contract; oversees sales of commercial and residential properties; and, in some instances, oversees the delivery of property management services.

The key drivers of this policy are:

- To provide a professional, efficient, reliable, and cost effective service satisfying the LLP Partner's quality expectations.
- To provide the service in a safe manner and in accordance with all statutory and regulatory requirements.
- To measure business performance against agreed objectives and to set achievable targets for progressive improvement year on year.

To implement the policy, SUR's management will:

- Implement ISONAV; an integrated quality management system with clear and measureable objectives.
- Require all members of staff to perform their duties in accordance with the Company's quality management system and contribute to continuous improvement.
- Foster continuous improvement by supporting appropriate staff training and development activities.
- Give appropriate employees the responsibility and authority for ensuring that this policy is understood, implemented and maintained at all levels.

This policy statement and associated objectives will be subject to periodic review by the Business Board.

Signed:

Chair of the Slough Urban Renewal LLP Business Board

Slough Urban Renewal is committed to ensuring, so far as is reasonably practicable, the health and safety at work of all our people including temporary staff, and of other persons affected by our actions.

We recognise that the successful management of health and safety is fundamental to our overall performance as a successful business, as well as being fundamental to the well-being of our people.

We are therefore committed to:

- developing a positive and open health and safety culture within the organisation;
- ensuring legal compliance and working to relevant industry best practice;
- improving our health and safety performance by investing in training, awareness, systems, tools and an assurance programme;
- implementing programmes for the prevention of injury and ill health and continued improvement in the management and performance of our health and safety systems;
- continually improving our occupational health and safety management by setting risk based objectives and targets as part of our overall business improvement programme;
- ensure that where we act as a client under the Construction (Design and Management) Regulations 2015 that we discharge our duties; and
- operate within a management system that is in line with the requirements of OHSAS 18001.

Slough Urban Renewal is accountable for implementing this policy and look to our people for their support and professionalism in making this part of our values.

Signed:

Slough Urban Renewal nominated Health and Safety Board Representative

### Health and Safety Policy Organisation and Arrangements

#### Organisation

In order that Health and Safety is managed successfully the following responsibilities have been allocated and communicated:

#### The SUR Business Board

The Board acknowledge and accept their collective and individual responses to lead by example and support and maintain robust Health & Safety Management Systems compatible with this Policy document. The nominated Board Representative responsible for H&S is Adrian Turner.

The Board oversee all health and safety matters detailed in this policy document. This includes:

- Implementation of the SUR H&S Policy.
- Review and revision of this Policy as required.
- Provision of sufficient resources – personnel and financial – to allow Health and Safety Management to be proactive, robust and continuously improved.

#### Head of Quality, Health and Safety

Gordon Warnock, the MSIL Head of Quality, Health & Safety, has been appointed as Competent Person in accordance with the Management of Health and Safety at Work Regulations 1999 to assist the SUR Board Representatives with responsibility for Health & Safety in managing compliance with Health & Safety legislation as far as reasonably practicable.

The Competent Person will review processes and procedures, carry out periodic audits of operational supply chain and monitor performance, reporting to the Board/GM on a regular basis. In addition they will also carry out office inspections, risk assessments and ensure that the company remains committed to the Policy statement.

#### Staff with Specific Responsibilities

Individual team staff may volunteer to undertake specific Health & Safety duties – e.g. First Aiders, Fire Marshals/Wardens. Suitable training and information to ensure these employees are competent to undertake these duties will be provided.

Current SUR responsibilities are as follows:

- Andy Howell, SUR GM – Fire Marshall and First Aider
- Paul Aubrey, SUR DM – Fire Marshall
- Stacey Wilkinson, SUR Team Administrator – Fire Marshall and First Aider

### **SUR staff**

All individuals working on behalf of SUR have duties as follows:

- To take reasonable care for the Health & Safety of themselves and others that may be affected by their acts or omissions.
- To co-operate with their employer in matters relating to Health & Safety to enable SUR to comply with requirements
- Not to misuse or interfere with anything provided in the interests of Health & Safety or Welfare
- To follow any training and instruction provided
- To report any serious and imminent danger and any shortcomings in SURs Health & Safety arrangements
- To report all Incidents/Accidents including near misses

### **Outside Assistance**

Notwithstanding the appointment of the Competent Person, it is recognised that there may be the need to take specialist advice. On these occasions competent external support will be engaged.

### **H&S Arrangements**

#### **Communication and Consultation**

The Board are committed to ensuring that appropriate communication and consultation with employees on Health and Safety matters takes place. The Health and Safety Policy Statement will be displayed on Office noticeboards and held within the ISONav suite of folders. It will also be communicated to new starters at Induction and all employees will be required to confirm that they have read the Policy on an annual basis.

New information will be communicated via email, team briefings, training sessions as is appropriate. Consultation will take place through Board meetings and the existing forums that meeting regularly throughout the Group companies feeding back to the Representative responsible for Health and Safety.

#### **Risk Assessments**

In accordance with the Management of Health and Safety at Work Regulations 1999, risk assessments will be undertaken for all work related activities. Control measures arising from these assessments will be communicated to employees and visitors. Risk Assessments will be reviewed whenever operational activities change or annually as a minimum.

### **H&S Reporting**

Health and Safety is reported and reviewed across all projects (under construction and PCSAs) at the fortnightly DM team meeting. It is also reported at Item 1.3 as part of the bi-monthly Development Managers Progress Report prepared and issued by the GM. In the event that there is an accident to report then a description is provided. This includes the date, time and place of the accident, cause, PPE worn, treatment given, time required off work and preventative action taken by the Contractor/Sub contractor.

In the event that a site has received any form of site visits by the HSE, SBC, SUR H&S Director or internal H&S inspections then the following details are reported; date, persons, findings, reason etc. and any results or areas of improvement/recommendations.

### **Incident Reporting**

The incident reporting process and template is provided at Appendix H2.2. In the event there is any incident on a construction site then the Main Contractor is to notify the DM/GM as soon as practicable and follow the SUR reporting procedures.

### **Proactive Monitoring**

Monitoring is an essential activity to determine compliance with legislation and best practice. Compliance is monitored through regular supply chain and office audits.

### **Reactive Monitoring**

All operational incidents and near misses are reported as the contractor incident management process Book and reported to the Competent Person. Appropriate investigation of the circumstances will be undertaken to put in place measures to minimise recurrence as far as is reasonably practicable.

### **CoSHH**

Substances that pose minimal hazards to the Health and Safety of employees will be used wherever possible. Where appropriate, CoSHH data sheets will be obtained for substances likely to pose a significant hazard and a Risk Assessment will be undertaken to determine the risks involved. Cleaning Service Providers will be required to hold COSHH data sheets on site and regular inspections/audits will check that appropriate data sheets are held.

### **Display Screen Equipment**

All SUR staff will undertake an online workstation assessment whenever a new workstation is allocated, circumstances at their workstation change and at least annually. This process will be managed by the Head of Quality, Health and Safety. If any issues are raised by users then the Head of QHS will undertake the required corrective actions suggested by the online assessment with issues referred to an occupational health specialist if necessary.

The cost of eye and eyesight tests by a competent person where requested by Display Screen



Equipment users will be reimbursed. The costs of special corrective appliances (spectacles (basic frames only)/ contact lenses) appropriate for the work being done by the user will also be reimbursed where normal corrective appliances cannot be used and the result of an eye and eyesight test shows such provision to be necessary.

### Electricity at Work

Electricity can present a significant hazard in the workplace and we are therefore committed to reduce the consequent risks as far as is possible. All electrical installations shall be installed in accordance with the appropriate British standards and Regulations and electrically powered equipment will comply with CE standards.

Regular checks and testing will be undertaken as follows:

- Staff should check weekly the conditions of wiring, cabling, plugs etc. Connected to equipment they use and report any faults or damage to the Office Manager
- Regular office inspections/audits will include similar checks
- Arrangements will be made to check distribution boards at least annually
- Given the nature of our business there is a significant amount of portable equipment in use – e.g. laptops, chargers etc. As such all portable appliances will be tested on an annual basis by a competent provider and appropriate records maintained.
- Hardwiring will be checked every five years.

### Fire Safety

Fire Risk Assessments will be undertaken by competent persons to meet the requirements the Regulatory Reform (Fire Safety) Order 2005. Reviews will be undertaken when circumstances change or at least annually. Measures identified under fire Risk Assessments and reviews will be implemented as far as is reasonably practicable and general fire precautions will be taken to minimise identified risks. Precautions will include:

- Fire detection/warning systems
- Fire fighting equipment
- Emergency Lighting
- Good housekeeping

Arrangements will be put in place to ensure systems and equipment are maintained and tested in accordance with statute and good practice. An emergency plan detailing the actions to be taken in the event of a fire will be held at each office and will be reviewed regularly. Arrangements will include not only employees but visitors and service providers. All employees will receive basic fire safety awareness training via e-learning and those with Specific Responsibilities will receive

appropriate additional training through recognised and accredited providers. Regular practice evacuations will be undertaken (at least annually), managed by Office Managers/ Landlords.

### **First Aid**

Employees with Specific Responsibilities will receive appropriate training as identified in the Risk Assessments through recognised and accredited providers. Notices will be posted detailing Locations(s) of First Aid Supplies and names(S) of trained First Aiders/appointed persons.

### **General Risk Assessment**

SUR will comply with Health and Safety at Work etc. Act 1974 (Sections 2 and 3) and Management of Health and Safety at Work Regulations 1999 (Regulation 3) by ensuring that General Risk Assessments are carried out by Office Managers on a regular basis. If required, assistance will be provided by the Competent Person. The company will seek to eliminate or minimise risks identified in these assessments to ensure the Health, Safety and Welfare of employees and others affected by its activities.

### **H&S Training**

SUR is committed to ensuring that employees are competent to perform their roles and receive appropriate instruction, training, supervision and information and competent persons are appointed to meet Health and Safety requirements.

### **Incident/Accident Investigation**

Incidents, Accidents and near Misses must be contractor incident management process operationally and recorded in the Accident Book for staff/internal incidents. Serious incidents will be investigated by the Head of QHS for review. All incidents must be reported to the Head of QHS as soon as practicable after the occurrence and within 48 hours. The requirements of the Reporting of Injuries, Diseases and Dangerous occurrences Regulations (RIDDOR) will be complied with.

### **Lifts**

Offices have access to lifts that are Landlords' responsibility to maintain and carry out statutory testing/inspection/examination. The Office Manager must monitor examinations and certification and if current certification is not held the lift must either:

- Be taken out of service until certification is received if responsibility to maintain is the companies, or
- Staff are advised not to use the lift until certification is received if a Landlord's responsibility to maintain.

### Lone Working

The company acknowledges that it has the duty to assess risks to lone workers and take steps to avoid or control risks where necessary. Lone working should be avoided wherever possible. If employees have to work alone line managers must assess the risks and put in place appropriate measures to ensure that safety of employees.

### Manual Handling

We will seek to eliminate manual handling operations as far as is reasonable practicable. Where a manual handling operation cannot be eliminated a Risk Assessment will be undertaken and risks will be reduced to the lowest reasonably practical level. Manual handling training is provided to those that require this to minimise the risk of injury due to manual handling.

### Pregnant Employees

SUR recognises that pregnant employees are more susceptible to risks in the workplace and will do all that is reasonable practicable to protect the Health and Safety of both the employee and the unborn child. A comprehensive Risk Assessment Form has been developed in conjunction with HR solutions. The pregnant employee's line manager must, once advised of the pregnancy, undertake monthly Risk Assessments and implement necessary identified adjustments as the pregnancy progresses. A copy of each Risk Assessment must be sent to HR Solutions.

### Site Visiting/PPE

Staff during the course of their duties may be required to visit live construction sites which includes refurbishment works. The key objectives of the Site Visiting Policy are:

- To highlight to employees the risks associated with a live construction site.
- To inform employees on the necessary Personal Protective Equipment (PPE) required when visiting a site.

Employees regularly visiting a construction site in the course of their normal duties are required to have attended and passed the Construction Skills Certification Scheme (CSCS) card to a minimum of Site Visitor Standard. All employees, immediately upon arriving at the construction site, must attend the Principal Contractor's site induction training. If no training is provided employees must not enter the construction area. Employees visiting a construction site must wear PPE. This will be provided by the Principal Contractor in most cases. Minimum required PPE is:

- High visibility coat/jacket
- Safety foot wear with ankle and toe protection
- Head Protection (safety helmet)
- Safety glasses and gloves (site specific)

Employees may be requested by the Principal Contractor to wear additional PPE before gaining access onto site. If no PPE is available, employees must not enter the construction site. Regular inspection of all personal PPE will be undertaken by the Competent Person to ensure that the PPE remains fit for purpose. In the intervening time, should any person have any queries regarding any PPE being fit for purpose, they must immediately notify the Competent Person.

### CDM 2015

Where we act as a client under the Construction (Design and Management) Regulations we will ensure that the project is set up so that it is carried out from start to finish in a way that adequately controls the risks to the health and safety of those who may be affected by making suitable arrangements for managing the project. We will do so by ensuring that:

- other duty holders are appointed
- sufficient time and resources are allocated
- relevant information is prepared and provided to other duty holders
- the principal designer and principal contractor carry out their duties
- welfare facilities are provided

### Transport

There is a separate, comprehensive Transport Policy which can be accessed on the ISO system. Driver Risk Assessments of all employees driving for work are conducted annually online. These Assessments will be reviewed by line managers and Head of QHS as appropriate and mitigating action taken if required.

### Stress

We adopt a positive approach to the management of all health or work related issues whilst providing clear management guidelines for everyone. We will ensure that employees concerns are treated on a problem-solving basis to seek to overcome issue in a positive manner. This includes both personal non-work related and work related matters which may lead to the identification and reduction of workplace stressors. Initially anyone with any such concerns related to their health, work or personal matters should speak to their line manager. An Employee Assistance Programme (EAP) is also in place for staff.

### Water

The company will ensure that a Water Risk Assessment is undertaken at each Office to manage the risk from exposure to legionella bacteria (this may be the responsibility of the Landlord). Risk Assessments will be undertaken by competent service providers. Identified control measures arising from Water Risk Assessments will be implemented as far as reasonable practicable.

### Young Persons

In the event that SUR employs or offers a work experience placement to a Young Person (under 18 years of age), SUR will comply with the requirements of Regulations 10 and 19 of the Management of Safety at Work Regulations 1999.

SUR Health & Safety Folder: August 2018

SUR Policy

SUR H&S Management Document

DM Reports

Inspections & Audits

SUR Audits (Gordon Warnock)

CSCS Audits

Contractor Audits (MSCI)

MS Group H&S Executive

HSE – Visits & Inspections

Incident Reports

RIDDOR

HSE Investigations

Minor – Non Reportable

Learning Events/Near Misses

Office Health & Safety

Audits/ Inspections

Reports

IOSH

Health & Safety E-Learning

Reporting Templates

Shutdown Contact Lists

### Contractor accident and incident reporting

**Context:**

SUR is a joint venture partnership between Slough Borough Council (SBC) and Morgan Sindall Investments (MSIL). As an investor in this joint venture and provider of Development Management services, MSIL has a responsibility for Health and Safety across all its projects sites.

**Application:**

Main Contractors working in occupied buildings / grounds and construction sites on behalf of SUR where SBC/MSIL is an interested party.

**Requirement:**

Accidents and incidents occurring to all contractors must be reported to the main contractor's manager / supervisor and details recorded including any treatment given and action taken to prevent a re-occurrence.

Main Contractors will undertake incident / accident investigations according to their own health and safety procedural requirements, however they should be prepared to provide investigation information if requested by the MSIL Health and Safety team. Depending on the nature and severity of the accident / incident, a joint investigation may be undertaken by the Main Contractor and the MSIL Health & Safety representative at the election of MSIL.

The Main Contractor must ensure that sub-contractors follow the same accident / incident reporting, recording and investigation protocols.

Accidents and incidents which are RIDDOR reportable as well as those accidents or near misses with potential to have serious consequences must be reported to the GM and Competent Person within 24 hours of incident occurring via the appended incident response form.

This report must be without delay via email to [incidentsaccidents@morgansindall.co.uk](mailto:incidentsaccidents@morgansindall.co.uk)

The Main Contractor must also notify the DM/GM as soon as practically possible who will in turn notify the SUR Business Board and nominated H&S Board Representative.

**RIDDOR:**

Where an accident / incident occurs under the control of the Main Contractor (e.g. on construction and maintenance sites), it is the Main Contractor's responsibility to notify the Health & Safety Executive (HSE) of any deaths, reportable injuries, dangerous occurrences or diseases as defined below.



### DEFINITIONS:

**Fatal:** All deaths to workers and non-workers, with the exception of suicides, must be reported if they arise from a work-related accident, including an act of physical violence to a worker.

### Specified Injury:

- fractures, other than to fingers, thumbs and toes
- amputations
- any injury likely to lead to permanent loss of sight or reduction in sight
- any crush injury to the head or torso causing damage to the brain or internal organs
- serious burns (including scalding) which covers more than 10% of the body or causes significant damage to the eyes, respiratory system or other vital organs
- any scalping requiring hospital treatment
- any loss of consciousness caused by head injury or asphyxia
- any other injury arising from working in an enclosed space which leads to hypothermia or heat-induced illness, or requires resuscitation or admittance to hospital for more than 24 hours

**Injury to member of public or third party:** Accidents to members of the public or others who are not at work if they result in an injury and the person is taken directly from the scene of the accident to hospital for treatment to that injury. Examinations and diagnostic tests do not constitute 'treatment' in such circumstances.

**Dangerous Occurrence:** Dangerous occurrences are certain, specified near-miss events. Dangerous occurrences are circumstances where the incident has the potential to cause serious injury or death. This assessment does not require any complex analysis, measurement or tests, but rather for a reasonable judgement to be made as to whether the circumstances gave rise to a real, rather than notional, risk.

**Over Seven Day off work:** An employee or self-employed person being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury. This seven day period does not include the day of the accident, but does include weekends and rest days.

**Non RIDDOR: Significant Learning Event (Near Miss):** Did not result in injury, illness, or damage, but had the potential to do so. Only a fortunate break in the chain of events prevented injury, fatality or damage. Reasonable judgement is to be made as to whether the circumstances gave rise to a real, rather than notional, risk.

*CDM regulation 8(5): A person working on a project under the control of another must report to that person anything they are aware of in relation to the project which is likely to endanger their own health or safety or that of others.*

**Incident Reporting**

The incident alert to be completed by main contractor project management and circulated by email within 24 HOURS to person identified in section 6. The information communicated should only be based on fact and not hearsay at this initial stage of notification. An incident alert is only required for an initial notification, any further communication regarding the incident should be via the management line or in line with the accident investigation process.

|  |  |                                |  |
|--|--|--------------------------------|--|
| <b>Project name:</b>   |  | <b>Contract number:</b>        |  |
| <b>Project manager:</b>  |  | <b>Business unit / region:</b> |  |
| <b>Originator:</b> (please print name/title in block capitals) |  | <b>Date:</b>                   |  |

|                      |                          |   |                          |
|----------------------|--------------------------|---|--------------------------|
| <b>1.0</b>           | <b>INCIDENT TYPE</b>     |   |                          |
| Fatal                | <input type="checkbox"/> | Injury to member of public or third party | <input type="checkbox"/> |
| Specified injury     | <input type="checkbox"/> | Over Seven Day                            | <input type="checkbox"/> |
| Dangerous Occurrence | <input type="checkbox"/> | Significant Learning Event (Near Miss)    | <input type="checkbox"/> |

|                               |                         |                             |  |
|-------------------------------|-------------------------|-----------------------------|--|
| <b>2.0</b>                    | <b>INCIDENT DETAILS</b> |                             |  |
| <b>Date of incident:</b>      |                         | <b>Time of incident:</b>    |  |
| <b>Occupation of injured:</b> |                         | <b>Employer of injured:</b> |  |
| <b>Male / Female:</b>         |                         | <b>Age:</b>                 |  |
|                               |                         | <b>Hospital attended:</b>   |  |

|            |  |  |  |
|------------|--|--|--|
| <b>3.0</b> | <b>FULL DETAILS OF INCIDENT (HOW IT HAPPENED) / ENFORCING AUTHORITY NOTICE</b>       |  |  |
|            |  |  |  |
| <b>4.0</b> | <b>NATURE OF INJURY / DAMAGE / LOSS / ENFORCING ACTION</b>                           |  |  |
|            |  |  |  |
| <b>5.0</b> | <b>ACTION TAKEN (AS A RESULT OF THE INJURY / DAMAGE / LOSS / ENFORCEMENT ACTION)</b> |  |  |
|            |  |  |  |

| 6.0 DISTRIBUTION   |                |               |  |
|--|----------------|---------------|--|
| PLEASE NOTE THE FOLLOWING REQUIREMENTS:  |                |               |  |
| <ul style="list-style-type: none"> <li>• Tick the boxes on the right hand side of the distribution list to identify the actual circulation details</li> <li>• Distribution to personnel in Table 1 is a mandatory (M) requirement</li> <li>• Where the incident is a fatality, specified or over seven day injury, dangerous occurrence, or enforcement notice the distribution must also include the relevant personnel in Table 2</li> <li>• The distribution in Table 3 should be completed as appropriate to the level of incident and/or media interest.</li> </ul> |                |               |  |
| Distribution as appropriate  | Name           | Telephone     | E-mail   |
| TABLE 1 – QHSE DEPARTMENT – <b>Mandatory Distribution</b>  |                |               |  |
| Head of Quality, Health and Safety   | Gordon Warnock | 07794 318 384 | <a href="mailto:Gordon.warnock@morgansindall.co.uk">Gordon.warnock@morgansindall.co.uk</a> |
|  |                |               |  |
| TABLE 2 – SENIOR MANAGEMENT TEAM   |                |               |  |
| New Partnerships Director  | Adrian Turner  | 07976 762580  | <a href="mailto:Adrian.Turner@morgansindall.co.uk">Adrian.Turner@morgansindall.co.uk</a>   |
| SUR General Manager  | Andy Howell    | 07812 733735  | <a href="mailto:Andy.Howell@morgansindall.co.uk">Andy.Howell@morgansindall.co.uk</a>       |
|  |                |               |  |
| TABLE 3 – OTHERS   |                |               |  |
|  |                |               |  |
|  |                |               |  |

**Development Managers H&S Reporting**

The H&S Managers of each Main Contractor are required to provide bi monthly reports on the H&S record of each project under construction or PCSA. This is collated and reported by the DM to the SUR Business Board.

The data in the table below is to be completed or confirmed that there were nil accidents.

1.3 Safety, Health and Environment

Status Attention Required

Accidents occurring on sites where SUR LLP or its subsidiaries are the employer under the building contract or otherwise have an interest in the site and reported by the supply chain to date:

[TEMPLATE TABLE]

| Accident                        | No. RIDDOR Reportable | No. Fatalities/ Hospitalisations | No. HSE Investigations | Minor - Non Reportable |
|---------------------------------|-----------------------|----------------------------------|------------------------|------------------------|
| <b>Wexham Green</b>             |                       |                                  |                        |                        |
| <i>In period</i>                | 0                     | 0                                | 0                      | 0                      |
| <i>Cumulative</i>               | 0                     | 0                                | 0                      | 0                      |
| <b>Claycots Primary School</b>  |                       |                                  |                        |                        |
| <i>In period</i>                | 0                     | 0                                | 0                      | 0                      |
| <i>Cumulative</i>               | 0                     | 0                                | 0                      | 0                      |
| <b>St Mary's Primary School</b> |                       |                                  |                        |                        |
| <i>In period</i>                | 0                     | 0                                | 0                      | 0                      |
| <i>Cumulative</i>               | 0                     | 0                                | 0                      | 0                      |
| <b>Ice Arena</b>                |                       |                                  |                        |                        |
| <i>In period</i>                | 0                     | 0                                | 0                      | 0                      |
| <i>Cumulative</i>               | 0                     | 0                                | 0                      | 0                      |
| <b>Centre Leisure</b>           |                       |                                  |                        |                        |
| <i>In period</i>                | 0                     | 0                                | 0                      | 0                      |
| <i>Cumulative</i>               | 0                     | 0                                | 0                      | 0                      |
| <b>Langley Leisure Centre</b>   |                       |                                  |                        |                        |
| <i>In period</i>                | 0                     | 0                                | 0                      | 0                      |
| <i>Cumulative</i>               | 0                     | 0                                | 0                      | 0                      |

### *1.3.1 Accident details in this period:*

**NOTE:** In the event that there is an accident to report then a description is required. This is to include the date, time and place of the accident, cause, PPE worn, treatment given, time required off work and preventative action taken by the Contractor/Sub contractor.

### *1.3.2 Inspections & Visits*

**NOTE:** In the event that a site has received any form of site visits by the HSE, SBC, SUR H&S Director or internal H&S inspections then please provide details (date, persons, findings, reason etc.) and any results or areas of improvement/recommendations.

## Anti-bribery Policy & Procedures

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### 1. Purpose

The purpose of this policy is to state SUR's position on bribery and to provide information and guidance on recognising and dealing with bribery or attempted bribery.

This policy cannot address every situation and is not a substitute for exercising good judgment and common sense about what is right.

This policy sets out the standards to which the Members of SUR from time to time (the "**Board**") and any third parties performing services for or on behalf of SUR are required to adhere.

This policy is intended to apply equally to all subsidiary vehicles (whether wholly or part owned) including:

- Slough Urban Renewal Nominee Co Limited
- Slough Urban Renewal Community Projects LLP;
- Slough Urban Renewal Ledgers Road LLP;
- Slough Urban Renewal Wexham Nursery LLP;
- Slough Urban Renewal Upton Road LLP;
- SUR Old Library (Hotel) LLP;
- Stoke Wharf Development LLP (50/50 JV with Waterside Places); and
- All future LLP's or limited companies to be established under the umbrella of Slough Urban Renewal.

### 2. Scope

This policy covers all authorised Representatives of the members (the "**Representative(s)**"), directors (if any) employees (if any) including those on temporary or fixed term contracts, agents, distributors, consultants, business partners and any other person or organisation who performs services for or on behalf of SUR.

SUR is committed to working only with third parties whose standards are consistent with its own. This includes key service providers, intermediaries and other advisers performing services for or on behalf of SUR (to whom we will refer to in this policy as "**Business Partners**"). As part of SUR's approach to responsible business conduct, SUR expects businesses with whom it contracts to adopt anti-bribery principles and standards consistent with its own and appropriate to their business.

### 3. Anti-Bribery Policy Statement

Bribery is a criminal offence. SUR does not, and will not, pay bribes or offer improper inducements to anyone, for any purpose, nor does the SUR accept bribes or any improper inducements.

SUR and its Representatives are committed to the prevention, deterrence and detection of bribery and will maintain high standards of ethical behaviour in all their business interactions adopting a zero tolerance approach towards bribery. SUR as a whole is responsible for ensuring compliance with anti-bribery law.

#### 4. What is Bribery?

Bribery, is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.

Bribery, or even the suggestion of bribery, may seriously damage SUR's reputation and affect its ability to do business. The consequences of not complying with this policy can be very serious including damage to SUR's reputation, significant fines and penalties, and even criminal liability. Any failure to comply with this policy and its supporting policies will be investigated and appropriate action taken by the Representatives.

#### 5. Examples of Bribery

##### Gifts and hospitality

The exchange of legitimate gifts and hospitality can build goodwill in business relationships. However, the Representatives (including their immediate family) must never offer, promise, give, request, accept or agree to accept a gift or hospitality to or from business contacts if it may improperly influence a decision of the Representatives, impair independence or judgment or create a sense of obligation or if there is a risk it could be misconstrued or misinterpreted by others as a bribe. Normal business lunches and dinners are usually acceptable and not considered to be bribes.

##### Facilitation payments

These are payments, typically involving small sums, to government or public officials to obtain or speed up routine services to which SUR is otherwise legally entitled, such as issuing permits. These are bribes and are illegal. If, such payments are made, they are often not properly recorded in financial records, resulting in false accounting offences as well as criminal charges for bribery.

Facilitation payments do not include fees required to be paid by law (such as the payment of a filing fee for a legal document). Nor do they include legitimate fees which are payable for a speedy service provided by governments.

##### Offering a bribe

By way of an example if a Representative offered the representative of a client a weekend away for him and his partner on the terms that the client agreed to extend a contract between the parties this would be an offence as you are making the offer to influence an improper performance of the client's impartiality towards its suppliers. SUR may also have committed an offence because the offer has been made to obtain business. It may also be an offence for the client representative to accept the offer.

##### Receiving a bribe

By way of an example if a supplier offers you a ticket to watch your favourite football team and makes it clear that it could be a regular occurrence if the parties continue to do business with each other it is an offence for a supplier to make such an offer. It would be an



offence for you to accept such an offer as it would be seen as influencing an improper performance of your impartiality and good faith towards suppliers.

### 6. What is not acceptable?

It is not acceptable for you (or someone on your behalf) to:

- offer, promise, give, request, receive or agree to receive— directly or indirectly – any payment, benefit or gift which is intended to be, or may be construed as, a bribe;
- accept anything of value, if it might compromise the independence or judgment of the Representatives or create a conflict of interest or give the appearance of doing so;
- solicit or actively seek gifts or hospitality;
- offer or accept gifts of cash or cash equivalent (e.g. vouchers) or gifts with a value of in excess of £100;
- offer or accept gifts or hospitality of an inappropriate or offensive nature or anything that would embarrass SUR or its Representatives if publicly disclosed;
- offer or accept hospitality or gifts that are excessively lavish or extravagant;
- pay a facilitation payment;
- allow a third party to pay a facilitation payment on SUR's behalf;
- use SUR funds to make political contributions to political parties or organisations or election candidates.

### 7. Procedure

SUR must always:

- comply with this policy and adhere to the highest levels of honesty, integrity and ethics at all times when conducting business;
- ensure that the Representatives sign and return the anti-bribery annual sign off found at Annex 1 on an annual basis;
- report any breaches or potential breaches of this policy to the Board. It is unacceptable to ignore breaches that come to the attention of the Board;
- understand whether there are any legal or other restrictions, such as corporate policies, that may prevent the potential recipients from accepting gifts or hospitality, particularly when dealing with government or public officials;
- be cautious when offering or accepting hospitality to or from someone with whom SUR is negotiating. Business Partners are not permitted to offer to or accept gifts from someone with whom they are negotiating on behalf of SUR;
- be present with those who have been invited to a hospitality event or with those who have invited Representatives;

- only pay or reimburse travel, accommodation and other expenses of third parties who attend events held by the SUR if the expenses are reasonable. No friends or family members can travel at the SUR's expense.
- report it to the Board if a Representative suspects that they have been offered a gift or hospitality with corrupt intent.
- all gifts and hospitality given or received with a value in excess of £100 must be recorded in the Gifts & Hospitality Register
- ensure that legitimate fees paid for a speedy service reflect a business need and are transparent and open. Representatives should obtain an official receipt and ensure that the payment is properly recorded in SUR's financial records.
- deny any request for a Charitable Contribution by any third party who has promised or implied the possibility of a benefit or issued a threat in connection with that request.
- ensure any request for a Facilitation Payment is recorded on the form attached at Annex 3
- review and regularly monitor the anti-bribery policies of Business Partners
- be alert where:
  - any Business Partner requests payment in cash or payment to an account in another country (not connected to the services being provided) or through unusual or convoluted means such as to an off-shore numbered account.
  - any Business Partner is being considered due to his connections with, or due to recommendations from, a public official.
  - any Business Partner requests an unusual up-front payment or performance-related bonus or commission.
  - any Business Partner suggests that an amount of money is needed to "seal the deal," "get the business" etc. or that they can circumvent "red tape" or "expedite" normal business processes.
  - the country where the services are to be carried out, or the sector to which the services relate, has a reputation for bribery.
- determine whether any Business Partner proposed to be engaged is likely to present a high bribery risk. In such cases, the following should be considered:
  - have a clear and proper commercial rationale for the engagement.
  - assess the risk profile of the proposed engagement and complete a specified level of due diligence to check the Business Partner's experience, background and reputation before entering into a relationship.
  - be satisfied that the Business Partner is not engaged in any corrupt practices and avoid engaging any Business Partner who has a reputation for corruption or improper conduct.
  - understand what the Business Partner will actually do in return for the money SUR pays them, and that all the money can be properly accounted for.

- ensure there is no conflict of interest that would make the engagement or involvement of the Business Partner inappropriate.
- ensure there is a written contract in place which requires the Business Partner to comply with anti-bribery laws and SUR's anti-bribery policy or with the Business Partner's own anti-bribery policy that is consistent with the standard established by this policy. The contractual provisions must enable the SUR to terminate the contract if the Business Partner breaches these requirements.
- ensure the Business Partner signs the Business Partner Compliance Certificate set out in Annex 2 when the Business Partner is first engaged, except where the terms of Appointment or Contract for such Business Partner contains similar terms.
- report any behaviour by Business Partners that is inconsistent with this policy to the Board.
- seek approval from the Board of Representatives before making a Charitable Contribution unless such contributions is made in accordance with any pre-approved Community Benefits Budget.
- make a Charitable Contribution as an incentive or reward for obtaining or retaining an advantage for SUR or for any other improper purpose.
- ensure that all interactions with political, government and public officials are conducted in a manner that adheres to this policy and comply with all relevant laws. This includes any lobbying by SUR.

Signed:

Chair of the Slough Urban Renewal LLP Business Board

### ANNEX 1

#### ANTI-BRIBERY ANNUAL SIGN OFF

I acknowledge and undertake that:

- I have read and understood the Slough Urban Renewal SUR ("SUR") Anti-bribery Policy 2018 (the "Policy") and in relation to all my dealings with and for SUR, I shall endeavour to comply in every respect with the Bribery Act 2010 and the Policy.
- I confirm that, to the best of my knowledge and belief, I am not aware of any conduct by any party in relation to or connected with SUR and its business (whether or not involving me personally) which may have infringed anti-bribery and corruption law or the Policy and that if I become aware of such conduct I will report my concerns to the Representatives of SUR (save where prevented by law, regulation or court order from so doing).
- I shall co-operate fully with any requests for information, documents (whether in electronic or any other form, including e-mails) or assistance arising out of any regulator's or police inquiries concerning SUR's compliance with anti-bribery and corruption law. I authorise SUR to use, as reasonably required, any such information or documents in connection with any regulatory or police inquiry or related matter.

Name:

Signed:

Date:

### ANNEX 2

#### BUSINESS PARTNER COMPLIANCE CONFIRMATION

I, [name of senior officer], of [name of Business Partner] confirm that:

1. [The anti-bribery policy we have provided to you is the current version of our anti-bribery policy] or [We have received a copy of [ ] (“the SUR”) Anti-bribery Policy and shall comply in every respect with the policy]<sup>1</sup> and:
  - We shall strictly implement the anti-bribery policy and maintain in place adequate anti-bribery procedures.
  - We shall conduct anti-bribery due diligence before entering into business relationships.
  - We shall retain documentary evidence of the results of all such due diligence.
  - We shall require our business partners to comply with the anti-bribery policy or an equivalent policy.
  - We shall monitor the anti-bribery policy to ensure that it is adequate and is operating effectively in our business.
  - There are no past or current allegations, investigations, convictions or prosecutions relating to bribery or corruption involving us, our intermediaries and other Business Partners or any of their Directors, officers or employees.
  - There is no involvement of a Foreign Public Official in our business.
  - We shall document all material aspects of our relationships with intermediaries and other business partners.
  - We shall keep all books and records up to date.
2. I confirm that we shall notify you of any amendments to our anti-bribery policies or procedures.
3. I confirm that we shall notify you of any allegations, investigations, convictions or prosecutions relating to bribery or corruption involving us, our intermediaries and other business partners or any of their directors, officers or employees.
4. I confirm that we shall notify you if there is any involvement of a Foreign Public Official in the operation of our business.

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<sup>1</sup> This is to be deleted as appropriate before issue to the business partner

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5. I confirm that, to the best of my knowledge and belief, I am not aware of any conduct within our business or with our business partners that may have infringed anti-bribery law and that if I become aware of such conduct I will report the conduct to the SUR.
  6. We shall co-operate fully, if so required, with any requests for information, documents or assistance arising out of SUR's or an investigating authority's inquiries regarding our compliance with anti-bribery law. I authorise SUR to use, as reasonably required, any such information or documents in connection with any regulatory or police inquiry or related matter.
  7. I understand the terms of SUR's anti-bribery policy and acknowledge that if we fail to comply with the terms of SUR's anti-bribery policy or our own equivalent anti-bribery policy, SUR may terminate our contract with immediate effect.

Signed ..... Date.....

For and on behalf of [INSERT BUSINESS PARTNER]

**ANNEX 3**

**FACILITATION PAYMENTS**

Facilitation payments are payments made to speed up or secure routine and non-discretionary governmental action - such as processing visas or scheduling inspections by a foreign government.

The UK Bribery Act does not permit facilitation payments and these must not be made on behalf of the SUR. Any request for payment of a facilitation payment must be reported to the Board as soon as possible after the request is made using this form.

| <b>Record of request for facilitation payment</b>   |  |
|---|--|
| Name  |  |
| Date of request of notification   |  |
| <p><b>Please describe in the box below where the request which you believe may have been a facilitation payment was made and provide details of the individual who made the request (this should include the name and position of the individual if known):</b></p> |  |
|   |  |
| <p><b>Please describe in the box below what you were asked to pay/do which you believe may have been a facilitation payment:</b></p>  |  |
|   |  |



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## Policy Statement of Intent

Slough Urban Renewal (SUR) LLP is committed to the Sustainability of the Environment, Community and local Economy.

Our environmental goal is to manage business processes, reducing potential impacts to a practicable minimum. SUR will strive to minimise pollution from operations and conform to all relevant legislation and standards. SUR will also positively enhance biodiversity and protect the environment.

Our economic development/sustainability strategy is to optimise the social and economic benefits of construction and development activity and make a significant contribution to the regeneration of the town and wider Thames Valley. The strategy and approach is further defined in SURs Community Benefits strategy and Community Investment Plan.

## Objective

The main objective of the Policy is to embed sustainability into all aspects of the business activities of SUR, providing value to our partners and Customers.

## Sustainable business priorities, objectives and strategic responsibilities

### People

#### 1. Total commitment to a safe environment

Providing a safe working environment for everyone is a key priority, and includes protecting the environment in which we work from negative impacts. We will take all steps in the prevention of pollution to air, land, water and natural resources.

#### 2. Total commitment to developing talented people

We will attract people of high potential with a diverse range of skills and experience and will develop and enable our supply chain partners to maximise their contribution to overall business performance.

### Planet

#### 3. Total commitment to reducing energy consumption and carbon emissions

SUR will seek to reduce carbon emissions above the minimum standard. We will strive to deliver energy efficient buildings that, through a considered approach to design and construction, will seek to reduce carbon emissions and make best use of land. Through constructing energy-efficient assets, SUR will assist whole life objectives of reducing their carbon footprint and carbon emissions. Where applicable this will include whole life cost modelling and assessments during the design stage.

#### **4. Total commitment to reducing waste**

We will improve resource efficiency; reduce the total amount of waste materials sent to landfill and commit to recognised waste reduction schemes including water use reduction. We will promote increased reuse and recycling of recoverable materials and ensure that unavoidable waste disposal is undertaken by the safest and most responsible methods available.

#### **Profit**

#### **5. Total commitment to improving sustainable procurement**

SUR actively supports sustainable procurement in construction. We will look to influence designs and materials specification. We will work with our suppliers to source and provide sustainable materials. Our procurement strategy is to work in partnership with Environmentally responsible suppliers who share our goals; encourage the purchase of materials from Sustainable sources when available and a transport strategy to reduce the impacts associated with commuting and business travel.

#### **6. Total commitment to supporting local employment and communities**

We will seek to understand local aspirations and priorities. We will aim to provide the relevant support, skills and training to develop and build the local skills capacity, thereby enhancing opportunities for communities. We aim to optimise use of the local work force and suppliers to develop the local economy.

By engaging with stakeholders, we will work to leave a positive legacy in the communities where we operate. Clear plans relating to community engagement will be prepared, best practices will be identified and shared.

#### **How is this policy implemented?**

This Policy will be reviewed periodically and approved by the SUR Business Board. The Board will monitor performance and delivery on a project by project basis. This will contribute to the continual improvement to performance.

At initial feasibility stage of each project, SUR will review and make a clear statement of their approach to sustainability and will make potential employees and contractors aware of the Sustainability Policy.

#### **Roles and responsibilities**

The Members of SUR will take lead responsibility for sustainability and shall have overall responsibility for the implementation of this policy.

The organisation will comply with or exceed the requirements of all prevailing Environmental Legislation and also strive to act in anticipation of future regulatory benchmarks.

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It will be the ultimate responsibility of the Representatives of SUR to ensure this Policy is adopted by contracting supply chain parties and to ensure the policy is respected, promoted and demonstrated in all aspects of their work at all times.

The LLP's Business Board shall ensure that this Policy is communicated to increase the awareness of our clients, supply chain, local communities and other interested parties.

The Business Board will review this policy and objectives annually to verify and monitor its continued effectiveness in reflecting meaningful targets and objectives.

The SUR DM team will promote sustainable business practices and the application of this policy including liaison with the Council to apply their sustainable design principles to social infrastructure projects. The nominated 'Sustainable Champion' in the DM team is Paul Aubrey.

Authorised on behalf of the Business Board:

Chair of the Slough Urban Renewal LLP Business Board

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## Policy Statement of Intent

Slough Urban Renewal (SUR) LLP has a legal duty to promote fairness, eliminate unlawful discrimination and promote good relations between people. SUR is committed to these principles, it will promote equality of opportunity and will treat all staff fairly and responsibly. Equality is at the core of all the responsibilities carried out by SUR LLP and its statutory duty to have due regard to equality in its business, functions and services is detailed in the Equality Act 2010.

## Purpose

Every member of staff, customer and partner has:

The right to be treated fairly and with respect, regardless of their personal characteristics including:

- ability
- age
- caring responsibility whether for children or other dependents
- disability
- gender
- gender identity
- civil or marital status
- political, religious or other belief
- race, colour, national or ethnic origin
- sexual orientation
- trade union membership or activity, or work pattern
- any other status as identified within the Equality Act 2010 or European Convention of Human Rights
- any other reason that cannot be justified.

The right to be treated with dignity, fairly, and with respect, on merit in relation to opportunities to access services or employment.

## When does the policy apply?

At all times, SUR LLP will not tolerate unjust, unfair or unlawful discrimination from any of its staff or partners including those who deliver services on its behalf. This principle applies to the provision of services and all conditions of employment including recruitment, selection, pay, hours of work, holiday pay, holiday entitlement, work allocation, sick pay, pensions, training and development annual appraisal promotion and retention. SUR will mainstream equality into all aspects of its service delivery, particularly policy development.

## Who does this policy apply to?

All staff, contractors, members, visitors, volunteers and people on work placement

### **Who else should be aware of this policy?**

All service users, providers and delivery partners

### **What is this policy about?**

The promotion of fair and non-discriminatory practices.

### **The Diversity Promise**

SUR LLP will;

- treat everyone fairly with dignity and respect
- give equal access to services
- be socially inclusive
- be transparent in all that it does
- value customers, staff and partners

This policy is underpinned by the following policies:

- Slough Borough Council's Equality and Diversity Policy
- Morgan Sindall Investment Limited's Equality and Diversity Policy

### **How is this policy implemented?**

The Members of SUR LLP undertake to ensure that all employees, potential employees and contractors are made aware of their responsibilities under this policy and any acceptance of an offer of employment or contract will automatically also be taken as a commitment of acceptance of the policy and a pledge to demonstrate that commitment in their performance.

### **Roles and responsibilities**

It will be the ultimate responsibility of the Representatives of the LLP to ensure this Policy is advised to contracting supply chain parties and to ensure the policy is respected at all times and promoted in all aspects of their work.

The Representatives will ensure that the policy is reviewed once a year, ensuring that equality is constantly given priority and mainstreamed into all areas of the LLP's work.

The LLP will mainstream equality into all aspects of the business and aspires to be recognised by all appropriate parties, appreciating the benefits gained from celebrating diversity.

### **Individual Responsibility**

Every employee is individually responsible and accountable for her or his own behaviour.

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### Implementation Plan:

The Members of the Business Board of the LLP will take lead responsibility for equality and diversity and shall have overall responsibility for the implementation of this policy.

Signed:

Chair of the Slough Urban Renewal LLP Business Board

## Freedom of Information Act Request Protocol

### Overview

This protocol ('Protocol') seeks to establish an efficient and transparent approach to dealing with Freedom of Information Act ('FOIA') requests relating to the activities of Slough Urban Renewal LLP ('SUR').

SUR is a Limited Liability Partnership in which Slough Borough Council ('SBC') and a wholly owned subsidiary of Morgan Sindall Investments Limited ('MSIL') are equal Members. It is governed by a Partnership Agreement entered into between SBC, the MSIL subsidiary and SUR on 22 March 2013 (the 'Partnership Agreement').

Because publicly owned assets are being invested in, disposed of and developed, SBC and SUR should be prepared for FOIA requests from the media, general public and other interested parties. This Protocol sets out the operational framework under which SUR will assist with responding to FOIA requests made to SBC which relate to its activities and where SBC requests information or assistance from SUR.

This Protocol relates only to information which SBC holds or SUR holds on its behalf (in each case in the terms of the FOIA) at the time a Request for Information (RfI) is received. In all cases SUR will co-operate with SBC and respond as quickly as possible so as to ensure statutory response deadlines can be met. Similar principles apply to requests made under the Environmental Information Regulations 2004 and this protocol is deemed to apply to both the FOIA and EIR.

Capitalised terms used but not defined in this Protocol shall have the meaning ascribed to them in the Partnership Agreement. Where there is any ambiguity or inconsistency between this Protocol and the Partnership Agreement, the terms of the Partnership Agreement shall in all cases take precedence.

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### FOI Protocol

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Where an RfI is received by SBC relating to SUR business activities, the following protocol will be followed:

1. A copy of the RfI will be shared with the SUR nominated representative as soon as reasonably practicable (noting any obligations on SBC, for example in relation to the Data Protection Act) and in any event within two Business Days.

The current nominated representative is Andy Howell and the alternate contact is Adrian Turner. SUR will advise SBC of any changes to the nominated representative from time to time.

If neither nominated contact is available for any reason, any other member of the SUR development management team will act as the first point of contact and will seek authorisation from the Business Board as to how the matter shall be dealt with.

Contact details are:

**Andy Howell**

General Manager, SUR

E: [andy.howell@morgansindall.co.uk](mailto:andy.howell@morgansindall.co.uk)

M: 07812 733735

T: 01753 577 170

**Adrian Turner**

Business Board Representative, SUR

E: [Adrian.turner@morgansindall.co.uk](mailto:Adrian.turner@morgansindall.co.uk)

M: 07976 762 580

T: 0207 367 0100

2. An initial review of the RfI will be undertaken by the SUR representative who (having consulted with the Business Board where appropriate) will notify SBC as soon as
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reasonably practicable and in any event within two Business Days of receipt whether in its opinion the information requested is:

- a. Already in the public domain (for example available on the SUR website, the registered Members of SUR or its Directors, statutory accounts, other filings made at Companies House or public information held at the Land Registry) and is deemed by SUR to be **'Category A'**.
- b. Information which SUR has no objection to disclose in an un-redacted form (regardless of whether it is subject to disclosure under the FOIA or otherwise) and is deemed by SUR to be **'Category B'**.
- c. The information requested is considered by SUR to be exempt from disclosure under the FOIA/EIRA because (for example and without limitation) it is subject to the Confidential Information provisions of the Partnership Agreement and either (or both) of section 41(1) and section 43(2) of the FOIA apply and is deemed by SUR to be **'Category C'**.

In the case of Category C information, SUR will make clear to SBC in the notification (the 'Preliminary Category C Notice') the grounds under which it considers such information to be exempt from disclosure.

- d. Not information which SUR itself holds or which it does not believe it holds on SBC's behalf in the terms of the FOIA/EIRA and is deemed by SUR to be **'Category D'**.

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3. At the same time as SUR is carrying out its review under para 2, SBC will decide if it can respond to the RfI itself without recourse or further reference to SUR.

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4. If SBC decides it can respond to the RfI itself without recourse to SUR, SBC will draft a response and may elect to provide a copy to the SUR representative for comment prior to issue. If SBC does provide a draft, SUR will provide its written comments as soon as practicable and in any case within two Business Days.

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5. In the case of information deemed by SUR to be Category A, SUR will promptly provide SBC with copies of all relevant information to allow SBC to respond to the RfI or will direct SBC as to where the information is publicly available.

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6. In the case of information deemed by SUR to be Category B, within three Business Days (or such longer period as the parties may agree, including where additional information is subsequently required) of SUR's receipt of the RfI, SUR will provide SBC with copies of all relevant information to allow SBC to respond to the RfI at its sole discretion.

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7. In the case of information deemed by SUR to be Category C, SUR will seek to discuss with SBC the grounds on which it believes it is exempt from disclosure as soon as practicable and in any case within two Business Days of issue to SBC of the Preliminary Category C Notice. Where appropriate such discussions will include senior representatives of SBC, SUR and MSIL and will consider whether SUR considers the information can be disclosed in a different format, for example by partial redaction.

While these discussions are continuing, SUR will take all reasonable steps to collect and collate the information for potential disclosure by SBC so as to minimise any delay in making the information available.

Within two Business Days of issue to SBC of the Preliminary Category C Notice (and for the avoidance of doubt regardless of whether discussions with SBC have been resolved),

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SUR will notify SBC whether in its final opinion the information requested is Category C (a 'Final Category C Notice').

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8. In the case of information deemed by SUR to be Category D, SUR will promptly provide SBC with written justification as to why it believes it is not held (or not held on behalf of SBC in the terms of the FOIA/EIRA) and will promptly seek to discuss the matter with SBC.

If SBC deems that the information requested is held on its behalf it will notify SUR as soon as reasonably practicable and in any case with two Business Days and SUR will then promptly re-categorise the request as Category A, Category B, or Category C and thereafter the procedure set out in paragraph 2 above shall be followed.

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9. In all cases, SBC shall in its absolute discretion determine what information is disclosed in response to an RfI and in what format and SUR shall provide all reasonable and necessary assistance that SBC may request (including for the avoidance of doubt in relation to Category C information).
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10. In all cases where SBC responds to an RfI relating to the business or other activities of SUR and subject to its other obligations (for example in relation to the Data Protection Act), it will promptly issue a copy to the SUR representative in the form disclosed.
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11. For information disclosed by SBC in relation to which a Final Category C Notice has been issued, SUR and the Parties to the Partnership Agreement expressly reserve their rights pursuant to the Partnership Agreement including but not limited to provisions relating to the disclosure of Confidential Information.
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### **Request for Information (RfI) received by Slough Urban Renewal (SUR)**

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12. If SUR receives what purports to be an RfI under the FOIA/EIRA (notwithstanding that SUR is not a public body for the purposes of the Acts) SUR will notify the party requesting the information that it is not subject to the FOIA/EIRA.
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13. In dealing with such a request, SUR shall promptly provide SBC (FOI Officer) with a copy of the RfI and its response.
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14. SUR will not respond to any RfI by disclosing information (or allow its agents or subcontractors to do so) unless expressly authorised to do so by SBC.
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### **General**

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15. This Protocol will be reviewed and approved by the SUR Business Board on the earlier of the coming into force of any new legislation or regulations relating to the FOIA/EIRA and 12 months from the date of issue.
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16. SUR will notify SBC of any proposed amendment to this Protocol from time to time.
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**Date of Issue:** 18 July 2016

**Updated/reviewed:** January 2019

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 April 2019

**CONTACT OFFICER:** Barry Stratfull, Service Lead Finance  
(For all enquiries) (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Cllr. Nazir, Lead Member Corporate Finance and Housing

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

**COMMUNITY INVESTMENT FUND 2018-19 UPDATE AND 2019-20 BUDGET****1 Purpose of the Report**

The purpose of this report is to update Cabinet regarding the 2018/19 Community Investment Fund and propose how the scheme will operate in 2019/20.

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

The Cabinet is requested to resolve:

- a) That the expenditure to date from the Community Investment Fund 2018/19 be noted; and
- b) That it be agreed that any unused funding from 2018/19 will be rolled-forward into 2019/20 and allocated on the basis of Cabinet requests in line with the scheme.

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

**3.2 Five Year Plan Outcomes**

This report and the Community Investment Fund allocations will contribute to all the following outcomes from the Five Year Plan.

- 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: As detailed within the report.

(b) Risk Management

| <b>Recommendation from section 2 above</b>  | <b>Risks/Threats/ Opportunities</b>  | <b>Current Controls</b>  | <b>Using the Risk Management Matrix Score the risk</b> | <b>Future Controls</b> |
|---|--|--|--|------------------------|
| The Cabinet is requested to resolve: that the progress made to date on the Community Investment Fund projects be noted and to agree the allocation mechanism for 2019-20. | Need to check that applications meet the requirements of the fund, are affordable, do not operate contrary to Council policy and that they will not afford any pecuniary advantage to the applicant. | All applications are fully assessed against Council policies and costed by officers. The final application is signed off by the Section 151 Officer. | 9  | N/A                    |

| <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 | None                     | None                 |
| Equalities Issues | None                     | None                 |
| Community Support | None                     | None                 |
| Communications    | None                     | None                 |

|   |   |  |
|---|---|--|
| Community Safety  | None  | None   |
| Financial   | Detailed within the report  | None   |
| Timetable for delivery – capital programme delivered under the 80% mark | Monthly review at Capital Operational Board and quarterly by Lead Members and Directors | Ability to increase the deliver of capital schemes |
| Project Capacity  | None  | None   |
| Other   | None  | None   |

(c) Human Rights Act and Other Legal Implications

No specific legal implications arise from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, as required, for individual projects contained within the Community Investment Fund.

**5 Supporting Information**

**5.1 Background**

5.1.1 At the Cabinet meeting, in March 2018, it was agreed that, for 2018/19, all elected Councillors would have £25,000 each to spend on projects of their choosing. £20,000 of this allocation was Capital Funding and the remaining £5,000 was revenue funding. In addition Cabinet were allocated up to £210,000 of capital funding and £210,000 of revenue funding available to further the outcomes in the Five-Year Plan.

5.1.2 There are currently 42 elected councillors of Slough Borough Council, which with the Cabinet allocation equates to an annual Community Investment Fund capital budget of £1,050,000 in 2018/19.

5.1.3 Allocations are for individual councillors but two or more Councillors can pool resources in order to fund a larger project.

5.1.4 Below are some example indicative costs of initiatives funded under the scheme:

- Speed cushions – £2,400 each (additional for Traffic management approx. £300 per unit)
- Slough Bollards – £400 each
- Signs without post – £120-£450 each depending on sign
- Sign pole only – £190-£320 each depending on size and length of pole
- Low level street nameplate – £195 each
- Road Markings – £750 minimum charge (all day booking), lettering, lines, etc. additional on top.

5.1.5 When Councillors submitted bids for approval, officers checked they met the fund's requirements, were affordable and complied with the Council's policies, and legal requirements and that they did not afford any pecuniary advantage to the applicant.

## 5.2 Current Position

5.2.1 The table below summarises the amount spent to date, as at 1<sup>st</sup> March 2019, and the budget remaining on a ward by ward basis. A more detailed analysis is shown in Appendix A. These amounts may change by year end as several 'bids' are awaiting detailed costings from officers.

5.2.2 At year end, any unused allocations will be utilised by Cabinet to fund additional council-wide improvements to further the outcomes in the five year plan. It is expected that Cabinet will provide an indication of the schemes they would like to see funded at this evening's meeting.

| Ward                    | 18/19 Revised Budget - Capital | 18/19 Actual/Committed Capital | Remaining Budget -Capital | 18/19 Budget - Revenue | 18/19 Actual/Committed - Revenue | Remaining Budget - Revenue |
|-------------------------|--------------------------------|--------------------------------|---------------------------|------------------------|----------------------------------|----------------------------|
| Baylis & Stoke          | 135,000.00                     | 135,000.00                     | 0.00                      | 15,000.00              | 1,200.00                         | 13,800.00                  |
| Britwell & Northborough | 60,000.00                      | 60,000.00                      | 0.00                      | 15,000.00              | 0.00                             | 15,000.00                  |
| Central                 | 130,477.70                     | 130,477.70                     | 0.00                      | 15,000.00              | 2,250.00                         | 12,750.00                  |
| Chalvey                 | 135,000.00                     | 134,780.12                     | 219.88                    | 15,000.00              | 15,000.00                        | 0.00                       |
| Cippenham Meadows       | 82,874.01                      | 80,750.64                      | 2,123.37                  | 15,000.00              | 4,500.00                         | 10,500.00                  |
| Cippenham Green         | 131,080.85                     | 131,080.85                     | 0.00                      | 15,000.00              | 15,000.00                        | 0.00                       |
| Colbrook with Poyle     | 82,850.00                      | 82,850.00                      | 0.00                      | 10,000.00              | 3,750.00                         | 6,250.00                   |
| Elliman                 | 85,000.00                      | 84,831.71                      | 168.29                    | 15,000.00              | 5,000.00                         | 10,000.00                  |
| Farnham                 | 135,000.00                     | 135,000.00                     | 0.00                      | 15,000.00              | 15,000.00                        | 0.00                       |
| Foxborough              | 45,000.00                      | 45,000.00                      | 0.00                      | 5,000.00               | 5,000.00                         | 0.00                       |
| Haymill & Lynch Hill    | 108,000.00                     | 108,000.00                     | 0.00                      | 15,000.00              | 0.00                             | 15,000.00                  |
| Langley Kedminster      | 116,037.08                     | 116,037.08                     | 0.00                      | 15,000.00              | 4,325.37                         | 10,674.63                  |
| Langley St. Mary's      | 135,000.00                     | 134,537.22                     | 462.78                    | 15,000.00              | 5,000.00                         | 10,000.00                  |
| Upton                   | 129,075.81                     | 126,715.50                     | 2,360.31                  | 15,000.00              | 4,750.00                         | 10,250.00                  |
| Wexham                  | 92,000.00                      | 89,703.93                      | 2,296.07                  | 15,000.00              | 15,000.00                        | 0.00                       |
|                         |                                |                                |                           |                        |                                  |                            |
| <b>Total</b>            | <b>1,602,395.45</b>            | <b>1,594,764.75</b>            | <b>7,630.70</b>           | <b>210,000.00</b>      | <b>95,775.37</b>                 | <b>114,224.63</b>          |

### **5.3 2019-20 Budget**

- 5.3.1 The recent Capital Programme report, agreed at full Council on 22 February 2019, proposed the scheme continuing in 2019/20. A capital budget of £1.050m was agreed.
- 5.3.2 A budget of £210k was agreed, at Full Council, as growth in General Fund for the revenue elements of the CIF for 2019/20 and thereafter.
- 5.3.3 It is proposed that, for 2019-20, all elected Councillors will each have up to £20,000 capital funding and £5,000 revenue funding available to spend on community projects across the Borough.
- 5.3.4 In addition, Cabinet will have £210,000 of capital funding and any unused revenue funding in 2019/20 to further the outcomes in the Five-Year Plan.
- 5.3.5 Updated 'Community Investment Fund Bid Forms' with associated guidance will be circulated to all Councillors at the start of the new financial year. This guidance will include the new particulars attached as Appendix B.
- 5.3.6 A bi-annual report, highlighting spend to date, will be presented to Cabinet in November 2019.

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

None

### **7 Conclusion**

The Cabinet are requested to note spend to date on the Community Investment Fund 2018-19 and approve the Community Investment Fund allocations and methodology for 2019-20.

### **8 Appendices Attached**

- 'A' - CIF Report March 2019  
'B' - Revised Guidance and Procedures for the Community Investment Fund 2019/20.

### **9 Background Papers**

None



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Community Investment Fund 2018/19 Schemes Progress

Financial

| Ward                    | Ward Councillors            | Schemes   | 18/19 Revised Budget - Capital | 18/19 Committed - Capital | 18/19 Actual-Capital | Remaining Budget -Capital | 18/19 Budget - Revenue | 18/19 Committed - Revenue | 18/19 Actual - Revenue | Remaining Budget - Revenue |  |
|-------------------------|-----------------------------|---|--------------------------------|---------------------------|----------------------|---------------------------|------------------------|---------------------------|------------------------|----------------------------|--|
| Baylis & Stoke          | F Matloob/M Nazir/S Sarfraz | Northern Road Parking Bays  |                                |                           | 32,419.63            |                           |                        |                           |                        |                            |  |
|                         | F Matloob/M Nazir/S Sarfraz | Manor Park Cricket Practice Nets  |                                |                           | 23,297.00            |                           |                        |                           |                        |                            |  |
|                         | F Matloob/M Nazir/S Sarfraz | Manor Park Rec - contribution to MUGA refurbishment                                     |                                |                           | 25,000.01            |                           |                        |                           |                        |                            |  |
|                         | F Matloob/M Nazir/S Sarfraz | Two CCTV cameras Gadolphon Rd Baylis Park Alley & Waterbeach Rd Granville Park Entrance |                                |                           | 2,551.53             |                           |                        |                           |                        |                            |  |
|                         | F Matloob/M Nazir/S Sarfraz | Twenty Five bollards to protect green verge council area near 2-6 Stewart Ave           |                                |                           |                      |                           |                        |                           |                        |                            |  |
|                         | F Matloob/M Nazir/S Sarfraz | Two lamp posts in Manor Field Car park  |                                |                           | 9,090.74             |                           |                        |                           |                        |                            |  |
|                         | F Matloob/M Nazir/S Sarfraz | Communal parking bay in Northern Road   |                                |                           | 23,565.06            |                           |                        |                           |                        |                            |  |
|                         | F Matloob/M Nazir/S Sarfraz | Outside park gym on Granville Park  |                                |                           | 7,800.00             |                           |                        |                           |                        |                            |  |
|                         |                             | salary - June 2018 Central  |                                |                           | 1,241.46             |                           |                        |                           |                        |                            |  |
|                         |                             | RM time charge Qtr 1  |                                |                           | 1,257.99             |                           |                        |                           |                        |                            |  |
|                         | F Matloob/M Nazir/S Sarfraz | Trees for the Mayors Tree Planting appeal   |                                |                           |                      |                           |                        | 1,200.00                  |                        |                            |  |
|                         |                             | RM time charge Qtr 2  |                                |                           | 2,997.06             |                           |                        |                           |                        |                            |  |
|                         |                             | Stoke Poges Lane 6 ATC  |                                |                           | 995.00               |                           |                        |                           |                        |                            |  |
|                         | F Matloob                   | Hanging baskets on Stoke Poges Lane, Oatlands Drive & Northern Rd                       |                                |                           |                      |                           |                        |                           |                        |                            |  |
|                         |                             | RM time charge Qtr 3  |                                |                           | 902.88               |                           |                        |                           |                        |                            |  |
|                         |                             | SK Recharge   |                                |                           | 157.26               |                           |                        |                           |                        |                            |  |
|                         | Salary recharge Qtr 4       |   |                                | 3724.38                   |                      |                           |                        |                           |                        |                            |  |
|                         |                             |   |                                |                           |                      |                           |                        |                           |                        |                            |  |
|                         |                             |   | <b>135,000.00</b>              | <b>40,455.80</b>          | <b>94,544.20</b>     | <b>0.00</b>               | <b>15,000.00</b>       | <b>1,200.00</b>           | <b>0.00</b>            | <b>13,800.00</b>           |  |
| Britwell & Northborough | R Anderson                  | Parking wentworth Avenue/Britwell Boys Club   |                                |                           |                      |                           |                        |                           |                        |                            |  |
|                         | M Carter                    | Wentworth Avenue bollards   |                                |                           | 1025                 |                           |                        |                           |                        |                            |  |
|                         | P Mann                      | Traffic Calming on Rokesby Road   |                                | 26,588.15                 |                      |                           |                        |                           |                        |                            |  |
|                         |                             | salary recharge Qtr1  |                                |                           | 1918.62              |                           |                        |                           |                        |                            |  |
|                         |                             | salary recharge Qtr2  |                                |                           | 2,445.30             |                           |                        |                           |                        |                            |  |
|                         | P Mann/R Anderson/M Carter  | Speed signs-signs advertising speed limit on Northborough Road towards Longsreading     |                                |                           |                      |                           |                        |                           |                        |                            |  |
|                         | P Mann/R Anderson/M Carter  | Speed camera Long Furlong to cover stretch infrot of new houses                         |                                |                           |                      |                           |                        |                           |                        |                            |  |
|                         | P Mann/R Anderson/M Carter  | CCTV camera jct of Chatfield and Pevensey   |                                | 24350                     |                      |                           |                        |                           |                        |                            |  |
|                         | P Mann/R Anderson/M Carter  | Farnham Lane, Green Space-Target Hardening  |                                | 1942.41                   |                      |                           |                        |                           |                        |                            |  |
|                         |                             | salary recharge Qtr4  |                                |                           | 1730.52              |                           |                        |                           |                        |                            |  |
|                         |                             |   |                                |                           |                      |                           |                        |                           |                        |                            |  |
|                         |                             |   | <b>60,000.00</b>               | <b>52,880.56</b>          | <b>7,119.44</b>      | <b>0.00</b>               | <b>15,000.00</b>       | <b>0.00</b>               | <b>0</b>               | <b>15,000.00</b>           |  |
|                         | S Ali/S Chaudhry/S Hussain  | Hand Rail - Diamond Road  |                                |                           | 4,773.78             |                           |                        |                           |                        |                            |  |
|                         | S Ali/S Chaudhry/S Hussain  | Pruning- Bowyer   |                                |                           | 3,115.00             |                           |                        |                           |                        |                            |  |
|                         | S Ali/S Chaudhry/S Hussain  | Green space currently not secure and gated in Park St/Osborne St                        |                                |                           | 8,368.97             |                           |                        |                           |                        |                            |  |
|                         | S Ali/S Chaudhry/S Hussain  | Bowyer Rec - Artificial Cricket Wicket  |                                |                           |                      |                           |                        |                           |                        |                            |  |
|                         | S Ali/S Chaudhry/S Hussain  | Bloom Park - gym equip  |                                |                           | 10,000.00            |                           |                        |                           |                        |                            |  |
|                         | S Ali/S Chaudhry/S Hussain  | Petersfield Ave and Footway resurfacing   |                                | 17,450.82                 |                      |                           |                        |                           |                        |                            |  |
|                         | S Ali/S Chaudhry/S Hussain  | Merton Road   |                                |                           | 14,101.39            |                           |                        |                           |                        |                            |  |

|         |                            |   |            |           |           |          |           |          |      |           |  |
|---------|----------------------------|---|------------|-----------|-----------|----------|-----------|----------|------|-----------|--|
| Central | S Ali                      | Whittenham Close parking Bays                                   |            |           | 5,664.61  |          |           |          |      |           |  |
|         | S Chaudhry                 | Trees for the Mayors Tree Planting appeal                       |            |           |           |          |           | 1,500.00 |      |           |  |
|         |                            | salary April 2018- June 2018 Central                            |            |           |           | 1,028.28 |           |          |      |           |  |
|         | S Ali                      | 5 Trees for Mayors Appeal                                       |            |           |           |          |           | 750.00   |      |           |  |
|         | S Ali/S Chaudhry/S Hussain | Wexham Road Footbridge Mesh                                     |            | 5,114.67  |           |          |           |          |      |           |  |
|         |                            | Salary recharge Qtr 2   |            |           |           | 2,181.96 |           |          |      |           |  |
|         | S Ali/S Chaudhry           | Childs playground Petersfield Ave inc. play equip               |            | 31,561.26 |           |          |           |          |      |           |  |
|         |                            | Goodman Park garages  |            | 22,121.49 |           |          |           |          |      |           |  |
|         |                            | RM time charge Qtr 3 Central                                    |            |           |           | 300.96   |           |          |      |           |  |
|         | S Ali/S Chaudhry/S Hussain | Goodman Park -Please Install Slough bollards as detailed in the |            |           |           | 3,352.52 |           |          |      |           |  |
|         |                            | SK Recharge December  |            |           |           | 62.91    |           |          |      |           |  |
|         |                            | Salary Recharge Qtr 4   |            |           |           | 1,279.08 |           |          |      |           |  |
|         |                            |   |            |           |           |          |           |          |      |           |  |
|         |                            |   |            |           |           |          |           |          |      |           |  |
|         |                            |   |            |           |           |          |           |          |      |           |  |
|         |                            |   | 130,477.70 | 76,248.24 | 54,229.46 | 0.00     | 15,000.00 | 2,250.00 | 0.00 | 12,750.00 |  |

|         |                              |  |            |           |           |        |           |          |           |           |  |
|---------|------------------------------|--|------------|-----------|-----------|--------|-----------|----------|-----------|-----------|--|
| Chalvey | A Sandhu/ M Shariff/K Usmani | Alleyways of Brammas Close to resurface Chalvey High St.   |            |           | 3,553.20  |        |           |          |           |           |  |
|         | A Sandhu/ M Shariff/K Usmani | CCTV corner of Alexandra Road and King Edward Street and   |            |           | 44,625.00 |        |           |          |           |           |  |
|         | A Sandhu/ M Shariff/K Usmani | Brammas Close children playing area in very poor state and |            | 19,000.00 |           |        |           |          |           |           |  |
|         | A Sandhu/ M Shariff/K Usmani | Brammas Close - Gym Equip                                  |            |           | 25,000.00 |        |           |          |           |           |  |
|         | A Sandhu/ M Shariff/K Usmani | Community Warden in Chalvey                                |            |           |           |        |           |          | 13849.02  |           |  |
|         | A Sandhu/ M Shariff/K Usmani | 30 trees for the Mayors Tree Planting appeal               |            |           |           |        |           | 4500     |           |           |  |
|         | A Sandhu/ M Shariff/K Usmani | Church St Vertigal Bar Railings                            |            | 42000     |           |        |           |          |           |           |  |
|         |                              | Salary Recharge Qtr 4                                      |            |           |           | 601.92 |           |          |           |           |  |
|         |                              |  |            |           |           |        |           |          |           |           |  |
|         |                              |  | 135,000.00 | 61,000.00 | 73,780.12 | 219.88 | 15,000.00 | 4,500.00 | 13,849.02 | -3,349.02 |  |

|                   |                              |   |           |           |           |          |           |          |      |           |  |
|-------------------|------------------------------|---|-----------|-----------|-----------|----------|-----------|----------|------|-----------|--|
| Cippenham Meadows | Natasa Pantelic              | Mothercomb Road/Grimsby Road - Mirror               |           |           |           |          |           |          |      |           |  |
|                   | Dilbagh Parmar               | Barder Gardens Verge Protection                     |           |           |           |          |           |          |      |           |  |
|                   | Satpal Parmar                | Eltham Ave changing rooms - racking put in place    |           |           |           |          |           |          |      |           |  |
|                   | Natasa Pantelic              | Peartree Cl-replace open space sign                 |           |           |           | 1125     |           |          |      |           |  |
|                   | Natasa Pantelic              | Moor Furlong-replace open space sign                |           |           |           | 1125     |           |          |      |           |  |
|                   | Natasa Pantelic              | Richards Way-replace open space sign                |           |           |           | 2070     |           |          |      |           |  |
|                   | Natasa Pantelic              | Road resurfacing (pot holes). Wade Drive (28411).   |           |           |           | 12483.82 |           |          |      |           |  |
|                   | N Pantelic/D Parmar/S Parmar | 30 Trees for Mayors Appeal                          |           |           |           |          |           |          | 4500 |           |  |
|                   | N Pantelic/D Parmar/S Parmar | Cranbourne Close - Green Bollards                   |           | 17600     |           |          |           |          |      |           |  |
|                   | Satpal Parmar                | Resurfacing of Frogmore Road between 10 and 50      |           |           |           |          |           |          |      |           |  |
|                   | N Pantelic/D Parmar/S Parmar | Speed camera - Long Furlong                         |           |           |           |          |           |          |      |           |  |
|                   |                              | Salary recharge Qtr 3                               |           |           |           | 3009.6   |           |          |      |           |  |
|                   | Natasa Pantelic              | Resurfacing of Cranbourne Rd footpaths (outside 31) |           |           |           |          |           |          |      |           |  |
|                   |                              | Cranbourne Close - wooden knee rail                 |           | 9171      |           |          |           |          |      |           |  |
|                   | N Pantelic/D Parmar/S Parmar | 6 parking bays on Cranbourne Close                  |           | 25000     |           |          |           |          |      |           |  |
|                   |                              | Cleaning the playground in Gervaise Cl              |           |           |           |          |           |          |      |           |  |
|                   |                              | Replacing of wooden posts on Eltham Ave opp 69&71   |           | 8000      |           |          |           |          |      |           |  |
|                   | Salary recharge Qtr 4        |   |           |           | 1166.22   |          |           |          |      |           |  |
|                   |                              |   |           |           |           |          |           |          |      |           |  |
|                   |                              |   | 82,874.01 | 59,771.00 | 20,979.64 | 2,123.37 | 15,000.00 | 4,500.00 | 0.00 | 10,500.00 |  |

|  |                                   |  |  |  |  |           |  |  |  |  |  |
|--|-----------------------------------|--|--|--|--|-----------|--|--|--|--|--|
|  | R Davis/N Holledge/J Swindlehurst | Francis Way - Wooden Knee-rails                |  |  |  | 5,964.85  |  |  |  |  |  |
|  | R Davis/N Holledge/J Swindlehurst | Robinhood Close Parking bays                   |  |  |  | 19,246.72 |  |  |  |  |  |
|  | R Davis/N Holledge/J Swindlehurst | Fenchurch Gardens Resurfacing                  |  |  |  | 33,309.24 |  |  |  |  |  |
|  | R Davis/N Holledge/J Swindlehurst | Cippenham Close - construction of parking bays |  |  |  | 10,950.00 |  |  |  |  |  |
|  | R Davis/N Holledge/J Swindlehurst | Charter Close - resurfacing                    |  |  |  | 20,942.60 |  |  |  |  |  |

|                                   |                                   |   |            |           |            |           |           |           |          |           |
|-----------------------------------|-----------------------------------|---|------------|-----------|------------|-----------|-----------|-----------|----------|-----------|
| Cippenham Green                   | R Davis/N Holledge/J Swindlehurst | Verge at entrance to Ridgebark-kerb removed and tarmaced  |            |           | 4,802.48   |           |           |           |          |           |
|                                   | R Davis/N Holledge/J Swindlehurst | Addition of 'No through Rd' plates to Bridleway between St                                      |            |           | 479.14     |           |           |           |          |           |
|                                   | R Davis/N Holledge/J Swindlehurst | Infill with scalplings waterlogged forecourts to  |            |           |            |           |           |           |          |           |
|                                   |                                   | Salary Recharge Qtr 1   |            |           | 1,257.99   |           |           |           |          |           |
|                                   |                                   | Salary Recharge Qtr 2   |            |           | 2,520.54   |           |           |           |          |           |
|                                   | R Davis/N Holledge/J Swindlehurst | Parking Bays on verge adj to 38-46 The Greenway   |            |           |            |           |           |           |          |           |
|                                   | R Davis/N Holledge/J Swindlehurst | Plant shrubs service rd Bath Rd   |            |           |            |           | 15000     |           |          |           |
|                                   | R Davis/N Holledge/J Swindlehurst | Tree Planting   |            |           |            |           |           |           |          |           |
|                                   | R Davis/N Holledge/J Swindlehurst | Top up top soil & reseed grass parking bays at Westpoint and                                    |            |           |            |           |           |           |          |           |
|                                   | R Davis/N Holledge/J Swindlehurst | Planting Elmshott Lane  |            |           |            |           |           |           |          |           |
|                                   |                                   | RM salary July 2018- September 2018 Cippenham Green   |            |           | 3,724.38   |           |           |           |          |           |
|                                   | R Davis/N Holledge/J Swindlehurst | Hogarth Close Garages   |            | -2,181.22 |            |           |           |           |          |           |
|                                   |                                   | Salary Recharge Qtr 3   |            |           | 2658.48    |           |           |           |          |           |
|                                   |                                   | Charter Close - construct Parking Bays  |            |           | 19839.32   |           |           |           |          |           |
|                                   |                                   | Knee Rail at the Green Cippenham Close as detailed  |            |           | 1451       |           |           |           |          |           |
|                                   |                                   | Francis Way - Install Proposed Knee Rail around Northerky                                       |            |           | 5964.85    |           |           |           |          |           |
|                                   |                                   | Salary Recharge Qtr 4   |            |           | 150.48     |           |           |           |          |           |
|                                   |                                   |   |            |           |            |           |           |           |          |           |
|                                   |                                   |   |            |           |            |           |           |           |          |           |
|                                   |                                   |   |            |           |            |           |           |           |          |           |
|                                   |                                   |   | 131,080.85 | -2,181.22 | 133,262.07 | 0.00      | 15,000.00 | 15,000.00 | 0.00     | 0.00      |
| Page 25/7<br>Colnbrook with Poyle | Avtar K Cheema                    | Footpath resurface around tennis court-Raymond Close  |            |           | 27875.12   |           |           |           |          |           |
|                                   | Dexter Smith                      | CCTV in Colnbrook Village   |            |           | 17850      |           |           |           |          |           |
|                                   |                                   | Salary Recharge Qtr 1   |            |           | 629        |           |           |           |          |           |
|                                   | Avtar K Cheema                    | 10 Trees for the Mayors Tree Planting appeal  |            |           |            |           | 750       |           |          |           |
|                                   | Avtar K Cheema                    | Bath Road - Verge protection  |            |           |            |           |           |           |          |           |
|                                   | Avtar K Cheema                    | Verge protection - Tweed Road   |            |           |            |           |           |           |          |           |
|                                   | Avtar K Cheema                    | Mobile CCTV Camera  |            |           |            |           |           |           |          |           |
|                                   | Avtar K Cheema                    | 4 Car parking spaces infron of the shops  |            | 15000     |            |           |           |           |          |           |
|                                   | Dexter Smith                      | CCTV Enhancements and Highways Safety Improvement   |            |           |            |           | 3000      |           |          |           |
|                                   |                                   | Zebra Crossing at Bath Road/Rodney Way jct  |            | 12754.25  |            |           |           |           |          |           |
|                                   |                                   | Lay by at Ibotson Ct, Poyle Road  |            |           |            | 8741.63   |           |           |          |           |
|                                   |                                   |   |            |           |            |           |           |           |          |           |
|                                   |                                   |   |            | 82,850.00 | 27,754.25  | 55,095.75 | 0.00      | 10,000.00 | 3,750.00 | 0.00      |
| Elliman                           | Arvind Dhaliwal/S Munawar         | Khalsa Primary School Servicing Road  |            |           | 25000      |           |           |           |          |           |
|                                   |                                   | Salary Recharge Qtr 1   |            |           | 616.72     |           |           |           |          |           |
|                                   | Sohail Munawar                    | 33 Trees for the Mayors Tree Planting appeal  |            |           |            |           | 5000      |           |          |           |
|                                   | A Dhaliwal/S Munawar/N Qaseem     | Wexham Road Footbridge Mesh   |            | 5114.67   |            |           |           |           |          |           |
|                                   | Sohail Munawar                    | Mayors Tree Planting 2 Benches  |            | 2000      |            |           |           |           |          |           |
|                                   | Arvind Dhaliwal                   | Footpath  |            |           |            |           |           |           |          |           |
|                                   |                                   | Salary Recharge Qtr 4   |            |           |            | 100.32    |           |           |          |           |
|                                   |                                   | Stoke Road Regeneration   |            | 52000     |            |           |           |           |          |           |
|                                   |                                   |   | 85,000.00  | 59,114.67 | 25,717.04  | 168.29    | 15,000.00 | 5,000.00  | 0.00     | 10,000.00 |
|                                   | I Shah                            | Loading Bay outside the Mosque  |            |           |            |           |           |           |          |           |
|                                   | I Shah                            | Pedestrian crossing installed at Farnham Rd Rbt   |            |           |            |           |           |           |          |           |
|                                   | M Bal                             | Godolphin Park - toddler play area  |            |           | 25000      |           |           |           |          |           |
|                                   | M Rasib                           | Canterbury Ave footway resurfacing along both sides of the road from Hampshire Ave to Essex Ave |            | 20000     |            |           |           |           |          |           |

|         |                        |  |  |                   |                   |                  |             |                  |                  |             |
|---------|------------------------|--|--|-------------------|-------------------|------------------|-------------|------------------|------------------|-------------|
| Farnham | M Rasib                | Parking bays opposite 122 Northborough Rd            |  | 20415             |                   |                  |             |                  |                  |             |
|         | M Rasib/I Shah         | 20 trees for the Mayors Tree Planting appeal         |  |                   |                   |                  |             | 3000             |                  |             |
|         |                        | salary April 2018- June 2018 Farnham                 |  |                   | 551.76            |                  |             |                  |                  |             |
|         | M Rasib/M Sabah/I Shah | Hampshire Ave resurfacing - Footway & Road           |  |                   |                   |                  |             |                  |                  |             |
|         | M Rasib/M Sabah/I Shah | Faraday Park inc. play equip at Northborough Rd Park |  | 45000             |                   |                  |             |                  |                  |             |
|         | M Rasib/M Sabah/I Shah | CCTV Camera Belfast Ave                              |  | 17000             |                   |                  |             |                  |                  |             |
|         |                        | RM salary July 2018- September 2018 Farnham          |  |                   | 1404.48           |                  |             |                  |                  |             |
|         |                        | Hanging Planting on Farnham Road                     |  |                   |                   |                  |             | 12000            |                  |             |
|         | M Sabah                | Farnham Green Gym                                    |  | 4725.88           |                   |                  |             |                  |                  |             |
|         |                        | RM time charge Qtr 3                                 |  |                   | 300.96            |                  |             |                  |                  |             |
|         |                        | RM time charge Qtr 4                                 |  |                   | 601.92            |                  |             |                  |                  |             |
|         |                        |  |  | <b>135,000.00</b> | <b>107,140.88</b> | <b>27,859.12</b> | <b>0.00</b> | <b>15,000.00</b> | <b>15,000.00</b> | <b>0.00</b> |

|            |              |  |  |                  |                  |                  |             |                 |                 |             |
|------------|--------------|--|--|------------------|------------------|------------------|-------------|-----------------|-----------------|-------------|
| Foxborough | Madhuri Bedi | Outdoor Gym in ward (Grampian Way)       |  |                  | 25,000.00        |                  |             |                 |                 |             |
|            | Madhuri Bedi | Cheviot Road 20mph Zone                  |  | 16614.2          |                  |                  |             |                 |                 |             |
|            | Madhuri Bedi | 5 Trees for Mayors Appeal                |  |                  |                  |                  |             | 750.00          |                 |             |
|            | Madhuri Bedi | Hanging flower baskets along Common Road |  |                  |                  |                  |             | 4,250.00        |                 |             |
|            |              | RM time charge Qtr 3 Foxborough          |  |                  | 827.64           |                  |             |                 |                 |             |
|            |              | Salary recharge Qtr 4                    |  |                  | 2558.16          |                  |             |                 |                 |             |
|            |              |  |  | <b>45,000.00</b> | <b>16,614.20</b> | <b>28,385.80</b> | <b>0.00</b> | <b>5,000.00</b> | <b>5,000.00</b> | <b>0.00</b> |

|                                  |                             |  |  |                   |                  |                  |             |                  |             |             |                  |
|----------------------------------|-----------------------------|--|--|-------------------|------------------|------------------|-------------|------------------|-------------|-------------|------------------|
| Page 258<br>Haymill & Lynch Hill | P Kelly/W Strutton/A Wright | Parking Bays outside 168-190                             |  |                   |                  |                  |             |                  |             |             |                  |
|                                  | P Kelly/W Strutton/A Wright | Parking outside 55 Dove House Crescent - Has this been   |  |                   |                  |                  |             |                  |             |             |                  |
|                                  | P Kelly/W Strutton/A Wright | Lynch Hill Lane Parking Bays                             |  | 11000             |                  |                  |             |                  |             |             |                  |
|                                  | P Kelly/W Strutton/A Wright | Marecroft Road Parking Bays                              |  |                   | 41,115.35        |                  |             |                  |             |             |                  |
|                                  | P Kelly/W Strutton/A Wright | Wordworth Road - resurfacing                             |  |                   | 18,366.31        |                  |             |                  |             |             |                  |
|                                  | P Kelly/W Strutton/A Wright | Access road opp 74 Lynch Hill Lane-Rd creation           |  | 29,957.58         |                  |                  |             |                  |             |             |                  |
|                                  | P Kelly/W Strutton/A Wright | Lynch Hill Valley Target Hardening                       |  |                   | 1904.23          |                  |             |                  |             |             |                  |
|                                  |                             | salary recharge Qtr 1                                    |  |                   | 314.49           |                  |             |                  |             |             |                  |
|                                  |                             | salary recharge Qtr2                                     |  |                   | 1993.86          |                  |             |                  |             |             |                  |
|                                  |                             | RM salary July 2018- September 2018 Haymill & Lynch Hill |  |                   | 2294.82          |                  |             |                  |             |             |                  |
|                                  |                             | RM time charge Qtr 3 Haymill & Lynch Hill                |  |                   | 601.92           |                  |             |                  |             |             |                  |
|                                  |                             | salary recharge Qtr4                                     |  |                   | 451.44           |                  |             |                  |             |             |                  |
|                                  |                             |  |  | <b>108,000.00</b> | <b>40,957.58</b> | <b>67,042.42</b> | <b>0.00</b> | <b>15,000.00</b> | <b>0.00</b> | <b>0.00</b> | <b>15,000.00</b> |

|  |                            |   |  |          |          |  |  |  |  |  |
|--|----------------------------|---|--|----------|----------|--|--|--|--|--|
|  | P Booker/M Holledge/M Rana | Trelawney Bollards & Ryvers Road Bollards                     |  | 4000     |          |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | Implement proposed Bollards in Waylands to protect            |  |          | 9632     |  |  |  |  |  |
|  | P Booker/M Holledge        | Parking spaces for Stile Road                                 |  |          | 12686.26 |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | More parking spaces for Romsey Close                          |  | 29231.79 |          |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | 60 Ryvers Road Bollards                                       |  |          | 2303.88  |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | Dropped kerb Fox Rd   |  |          | 889.68   |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | Bollards on Trelwaney Ave (273-303)                           |  |          | 9405     |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | Parking spaces Wyland Road (create 4)                         |  |          | 18690    |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | Bollards for Morrice Close                                    |  |          | 1029.64  |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | More bolards outside flats on Trelwaney inc 273 Trelwaney Ave |  | 1600     |          |  |  |  |  |  |
|  |                            | salary April 2018-May 2018 Langley Kedermister                |  |          | 786.24   |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | Parry Green South/North (6 extra parking bays)                |  | 13000    |          |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | 109 Langley High Street-changed to Nash Rd                    |  |          | 189      |  |  |  |  |  |
|  | P Booker/M Holledge/M Rana | Raised kerb (double kerb) outside 5 Blandford Road South      |  | 2,332.50 |          |  |  |  |  |  |

|                     |                            |  |                   |                  |                  |             |                  |                 |               |                  |
|---------------------|----------------------------|--|-------------------|------------------|------------------|-------------|------------------|-----------------|---------------|------------------|
| Langley Kedeminster | P Booker/M Holledge/M Rana | Raised kerb opp 437-429 trelwaney ave                    |                   | 6,768.99         |                  |             |                  |                 |               |                  |
|                     | P Booker/M Holledge/M Rana | Additional bollards Trelwaney (lockable slough bollards) |                   |                  | 2050             |             |                  |                 |               |                  |
|                     | M Rana                     | 5 Trees for Mayors Appeal                                |                   |                  |                  |             | 3000             |                 |               |                  |
|                     | P Booker                   | Garden of 265 Trelwaney Ave                              |                   |                  |                  |             | 587.22           |                 |               |                  |
|                     |                            | 334/336 Langley Road (tarmac patch)                      |                   |                  |                  |             |                  |                 |               |                  |
|                     |                            | RM time charge Qtr 3 Langley Kedeminster                 |                   |                  | 1028.28          |             |                  |                 |               |                  |
|                     | P Booker                   | DSO Grounds - W/o 3004488 Awo Wylands Road               |                   |                  |                  |             |                  |                 | 142           |                  |
|                     | P Booker                   | DSO Grounds - W/o 3004485 Awo Wild Green South           |                   |                  |                  |             |                  |                 | 70            |                  |
|                     | P Booker                   | DSO Grounds - W/o 3004486 Awo Parry Green North          |                   |                  |                  |             |                  |                 | 70            |                  |
|                     | P Booker                   | DSO Grounds - W/o 3004489 Awo Harrow Road                |                   |                  |                  |             |                  |                 | 140           |                  |
|                     | P Booker                   | DSO Grounds - W/o 3004487 Awo Verney Road                |                   |                  |                  |             |                  |                 | 140           |                  |
|                     | P Booker                   | DSO Grounds - W/o 3004484 Awo Trelawney Avenue           |                   |                  |                  |             |                  |                 | 176.15        |                  |
|                     |                            | Salary Recharge Qtr 4                                    |                   |                  | 413.82           |             |                  |                 |               |                  |
|                     |                            |  |                   |                  |                  |             |                  |                 |               |                  |
|                     |                            |  | <b>116,037.08</b> | <b>56,933.28</b> | <b>59,103.80</b> | <b>0.00</b> | <b>15,000.00</b> | <b>3,587.22</b> | <b>738.15</b> | <b>10,674.63</b> |

|                                |                              |   |                   |                  |                  |               |                  |                 |             |                  |
|--------------------------------|------------------------------|---|-------------------|------------------|------------------|---------------|------------------|-----------------|-------------|------------------|
| Langley St. Mary's<br>Page 259 | A Dhaliwal/D Coad/T Plenty   | Refresh Road markings                                     |                   |                  | 8439.1           |               |                  |                 |             |                  |
|                                | A Dhaliwal/D Coad/T Plenty   | Maplin Park Green gym                                     |                   |                  | 25,000.00        |               |                  |                 |             |                  |
|                                | A Dhaliwal/D Coad/T Plenty   | Trees and bulbs in Springate Field                        |                   | 22829            | 15875            |               |                  |                 |             |                  |
|                                | A Dhaliwal/D Coad/T Plenty   | Grasholm Way Park-improvement                             |                   |                  | 15767.4          |               |                  |                 |             |                  |
|                                | A Dhaliwal/D Coad/T Plenty   | Bench and bin on towpath, Canal Waterside                 |                   | 1500             | 737.27           |               |                  |                 |             |                  |
|                                | A Dhaliwal/D Coad/T Plenty   | Information Boards, Slough Canal                          |                   |                  | 4031             |               |                  |                 |             |                  |
|                                | H Minhas                     | Trees for the Mayors Tree Planting appeal                 |                   |                  |                  |               |                  | 3500            |             |                  |
|                                |                              | Time recharge April 2018-May 2018 Langley St. Mary's      |                   |                  | 1233.44          |               |                  |                 |             |                  |
|                                | A Dhaliwal/H Minhas/T Plenty | Sign purchase & installation of 34 signs indicating 30mph |                   | 2176             |                  |               |                  |                 |             |                  |
|                                | T Plenty                     | VAS Speed Signs   |                   | 12748.37         |                  |               |                  |                 |             |                  |
|                                |                              | Trees on Sutton Lane                                      |                   |                  |                  |               |                  | 1500            |             |                  |
|                                | A Dhaliwal/H Minhas/T Plenty | Springate Park Lighting                                   |                   | 24000            |                  |               |                  |                 |             |                  |
|                                |                              | Salary Recharge Qtr 4                                     |                   |                  | 200.64           |               |                  |                 |             |                  |
|                                |                              |   |                   |                  |                  |               |                  |                 |             |                  |
|                                |                              |   | <b>135,000.00</b> | <b>63,253.37</b> | <b>71,283.85</b> | <b>462.78</b> | <b>15,000.00</b> | <b>5,000.00</b> | <b>0.00</b> | <b>10,000.00</b> |

|       |                    |   |                   |                   |                  |                 |                  |                 |             |                  |
|-------|--------------------|---|-------------------|-------------------|------------------|-----------------|------------------|-----------------|-------------|------------------|
| Upton | Balvinder S. Bains | Benches in Upton Court                        |                   |                   |                  |                 |                  |                 |             |                  |
|       | Rayman Bains       | Green protection Upton Court & Mulberry Drive |                   |                   | 14,414.24        |                 |                  |                 |             |                  |
|       | Rajinder S Sandhu  | Slip Road London Road extra parking           |                   | 0.00              | 0.00             |                 |                  |                 |             |                  |
|       | Balvinder S. Bains | Marlborough Rd - Traffic Data                 |                   |                   | 555.00           |                 |                  |                 |             |                  |
|       | Balvinder S. Bains | Play area edge of Upton Park                  |                   | 25,000.00         |                  |                 |                  |                 |             |                  |
|       | Rajinder S Sandhu  | Trees for the Mayors Tree Planting appeal     |                   |                   |                  |                 |                  | 3000            |             |                  |
|       |                    | salary April 2018- June 2018 Upton            |                   |                   | 2,746.26         |                 |                  |                 |             |                  |
|       | Balvinder S. Bains | 5 Trees for the Mayors Appeal                 |                   |                   |                  |                 |                  | 750             |             |                  |
|       | Rajinder S Sandhu  | Mayors Tree Planting & 4 benches              |                   | 4000              |                  |                 |                  |                 |             |                  |
|       | Rajinder S Sandhu  | Trees for the Mayors Appeal for Lascells Park |                   |                   |                  |                 |                  | 1000            |             |                  |
|       | Rajinder S Sandhu  | 5 CCTV to cover Upton Triangle                |                   | 80,000.00         |                  |                 |                  |                 |             |                  |
|       |                    |   |                   |                   |                  |                 |                  |                 |             |                  |
|       |                    |   |                   |                   |                  |                 |                  |                 |             |                  |
|       |                    |   | <b>129,075.81</b> | <b>109,000.00</b> | <b>17,715.50</b> | <b>2,360.31</b> | <b>15,000.00</b> | <b>4,750.00</b> | <b>0.00</b> | <b>10,250.00</b> |

|  |                       |                                      |  |           |           |  |  |      |      |  |
|--|-----------------------|--------------------------------------|--|-----------|-----------|--|--|------|------|--|
|  | Paul Sohal            | Walking track in Preston Park        |  | 12,000.00 |           |  |  |      |      |  |
|  | H Dar/S Sadiq/P Sohal | Parking bays -The Cherries- 8 spaces |  |           | 17,677.00 |  |  |      |      |  |
|  | Shabnum Sadiq         | Speed humps Preston Road             |  | 10,000.00 | 575.00    |  |  |      |      |  |
|  | Shabnum Sadiq         | Mental Health Workshop               |  |           |           |  |  | 2810 | 1740 |  |

Wexham

|                       |  |                  |                  |                  |                 |                  |                  |                 |             |
|-----------------------|--|------------------|------------------|------------------|-----------------|------------------|------------------|-----------------|-------------|
|                       | The Frithe - Parking Bays (No 152-154)-paid by Parish council  |                  | 0.00             |                  |                 |                  |                  |                 |             |
| Paul Sohal            | Trees for the Mayors Tree Planting appeal  |                  |                  |                  |                 |                  | 5000             |                 |             |
| H Dar/S Sadiq         | Trees for the Mayors Tree Planting appeal  |                  |                  |                  |                 |                  | 2500             |                 |             |
|                       | Time recharge June 2018 Wexham Lea   |                  |                  | 1,429.56         |                 |                  |                  |                 |             |
|                       | Time Recharge April 2018-May 2018 Wexham Lea   |                  |                  | 1,478.16         |                 |                  |                  |                 |             |
|                       | Almons Way Parking-paid by Parish  |                  | 0.00             |                  |                 |                  |                  |                 |             |
|                       | Berryfield - paid by Parish  |                  | 0.00             |                  |                 |                  |                  |                 |             |
| H Dar/S Sadiq/P Sohal | Wexham Rd Footbridge Mesh  |                  | 5,114.67         |                  |                 |                  |                  |                 |             |
|                       | Uxbridge Road Parking  |                  | 6430             |                  |                 |                  |                  |                 |             |
| Haqeeq Dar            | Mayors Tree Planting project & 4 benches   |                  | 4,000.00         |                  |                 |                  |                  |                 |             |
|                       | Time recharge July 2018- September 2018 Wexham Lea   |                  |                  | 2,821.50         |                 |                  |                  |                 |             |
| H Dar/S Sadiq/P Sohal | Sheehy Way 4 trees to be made secure   |                  |                  |                  |                 |                  |                  |                 |             |
| Haqeeq Dar            | Timber bollards at service Rd between Nos 260-300+<br>(Wexham Road)-concrete bollards on Wiltshire Ave |                  | 11,340.00        |                  |                 |                  |                  |                 |             |
|                       | RM time charge Qtr 3   |                  |                  | 2,031.48         |                 |                  |                  |                 |             |
| Haqeeq Dar            | Sheehy way wooden knee rails   |                  | 2,926.00         |                  |                 |                  |                  |                 |             |
| Haqeeq Dar            | Grass crete in hillisdon   |                  | 15,000.00        |                  |                 |                  |                  |                 |             |
|                       | Hanging Baskets  |                  |                  |                  |                 |                  | 2950             |                 |             |
|                       | Salary Recharge Qtr 4  |                  |                  | 3,310.56         |                 |                  |                  |                 |             |
|                       |  |                  |                  |                  |                 |                  |                  |                 |             |
|                       |  |                  |                  |                  |                 |                  |                  |                 |             |
|                       |  |                  |                  |                  |                 |                  |                  |                 |             |
|                       |  | <b>92,000.00</b> | <b>60,380.67</b> | <b>29,323.26</b> | <b>2,296.07</b> | <b>15,000.00</b> | <b>13,260.00</b> | <b>1,740.00</b> | <b>0.00</b> |



## **Appendix B – Guidance and Procedures for the Community Investment Fund 2019/20**

### **When to apply**

The Community Investment Fund is an annual programme and has 3 rounds per year. Funding is granted based on these 3 rounds so members must ensure they meet each round deadline. All hard infrastructure projects will need to be submitted within the first round of funding to ensure the Council receives best value for money through the tender process.

### **The fund is open**

**Round 1: 1 April 2019 to 31 August 2019**

**Round 2: 1 September 2019 to 30 November 2019**

**Round 3: 1 December 2019 to 28 February 2020**

### **What is funded**

A grant can be awarded to eligible projects that contribute towards improving local communities. It is expected that the grant funding will be spent in each councillor's own ward however cross ward expenditure can be funded, subject to agreement by The Leader of the Council, the Lead Member for Corporate Finance & Housing and the Section 151 Officer. Applications should specify what the funding would support and the desired outcome.

### **What isn't funded**

- Individuals
- Profit making organisations/and or private ventures
- Organisations or projects already in receipt of funding from other Slough Borough Council departments for core costs and/or core service/programme delivery.
- Projects whose main priority does not meet Slough Borough Council priorities as set out in the 5 year plan
- Projects that do not comply with current Council policies
- Parish Councils
- Other local authorities
- Non maintained schools

### **Grant criteria and eligibility**

The Community Investment Fund is open to projects which meet the following eligibility criteria;

- The services/programmes of the community based organisations which clearly deliver against the priorities in our Five Year Plan.
- Projects which benefit the local community in each ward, improving health and wellbeing for all.

- Any community-based organisation having funding applied for must be properly constituted with clear and effective local governance and management structures.
- The funding must not be allocated to projects benefitting one specific faith group.
- Projects must exclusively offer provision for Slough residents
- Any community based organisation having funding applied for must be based in Slough

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 April 2019

**CONTACT OFFICER:** Shabnam Ali, Service Lead for Economic Development

**(For all enquiries)** 07597 392 742

**WARD(S):** Central

**PORTFOLIO:** Councillor James Swindlehurst, Leader of Slough Borough Council, Regeneration & Strategy

**PART I**  
**KEY DECISION****A BUSINESS IMPROVEMENT DISTRICT FOR SLOUGH TOWN CENTRE****1 Purpose of Report**

A report outlining the progress of the Business Improvement District (BID) development for Slough town centre and seeking approval from Cabinet on balloting as well as revenues collection procedures.

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

The Cabinet is requested to resolve the following issues:

- (a) That it notes the progress of the Slough BID development phase;
- (b) That it delegates the responsibility of casting a Yes vote, on behalf of the Council in the Slough BID ballot to be held in June 2019, to the Director of Regeneration in consultation with the Leader of Slough Borough Council and portfolio holder for Regeneration & Strategy;
- (c) If a No vote is recommended by Cabinet, a further report will be delivered to Cabinet to note the next steps;
- (d) That it nominates the Director of Regeneration and / or his nominee(s) as the Council's officer representatives on the BID Company Board once it is set up following a successful ballot;
- (e) That subject to a Yes vote at ballot by the business community of Slough town centre, the Council as relevant local billing authority will manage the billing and collection of the additional levy, and its transfer to the Slough BID company;
- (f) That it notes that the Authority will pay a levy of approximately £155,000 over the five year term of the BID against a total approximate levy income of £2,050,000
- (g) To note that the start date for the BID is 1<sup>st</sup> April 2020.

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

Priorities:

1. Protecting vulnerable children – providing environment and sustainability practices - BIDs are often heavily involved in green and infrastructure projects, making the location more attractive to visitors – driving repeat visits. Projects can include

anything from transport to safety and security to cleaning. These projects help increase footfall into a town

2. Increasing life expectancy by focusing on inequalities – delivering marketing activity – A Slough BID will raise the profile of the town. BIDs work hard to create a real buzz and a positive image for their district. They strategise new ways to generate more visitors which will, in turn, support the area’s economy.

3. Improving mental health and wellbeing - delivering projects that will help to maintain physical and mental health. BIDs create events to encourage a healthy offer in the area thus generating footfall and helping to build awareness.

4. Housing - encouraging development and regeneration projects - BIDs work hard to ensure new developments can get underway and all businesses are equipped to capitalise from them. A Slough BID will strive to make the town centre a better place to work, live and visit – developments often encourage more visitors so BIDs strategise to ensure that the town fully maximises off the opportunities.

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

The Slough BID will contribute to the delivery of the following Five Year Plan outcomes:

- Slough will be an attractive place where people choose to live, work and stay
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

A BID is a business-led, not-for-profit organisation governed by businesses. Every eligible business in the defined BID area pays a levy into the BID Company, and this is used to deliver projects that improve the businesses environment in Slough town centre. The vision for the Slough BID is: to make the area cleaner, safer and more welcoming for visitors and to ensure that businesses are given every opportunity to succeed, trade and grow through representation, support and investment.

## 4 **Other Implications**

### (a) Financial

#### Key Financial Implications

| <b>Amount</b>   | <b>Description</b>   | <b>Notes</b>  |
|---|--|---|
| £31,000<br><i>per annum<br/>for next 5<br/>year BID<br/>term)</i> | Additional NNDR charge for council properties in the BID area. | This is a new pressure. A growth bid will be submitted for 2020/21 to cover it.   |
| £40,785   | Payment to Revive and Thrive (R&T) for current stage of work.  | If successful at ballot, monies will be reimbursed to SBC by the Slough BID company. R&T will be paid the sum of £35,785. £5,000 has been retained to cover the costs that will be incurred by the Elections Service. |

|   |   |  |
|---|---|--|
| £31,000<br>(19/20<br>£4,000 per<br>annum<br>thereafter) | Software setup for the BID.   | This will be recouped by SBC from revenues from the BID.               |
| £17,500   | Staffing costs for issuing and collecting the levy.   | This will be recouped from revenues from the BID.                      |
| £30,000   | Bridging Loan to Slough BID<br>This will ensure cash flow for BID until levy monies arrive. BID will not have immediate cash flow from April 2019, when they go live. | SBC exploring this and will charge commercial interest if it proceeds. |

There is a financial risk to the Council as, should the ballot not be successful the £40,785 made available to support the development of the BID would not be repaid. In the event of a successful ballot, the risk to the Council is effectively removed, as repayments would be taken from the levy being collected by the authority over the five years of the BID term. The economic development service has previously considered and accepted this risk. These funds were granted through a transformation/growth bid approved by lead members and directors.

The money raised by the BID will be held locally and allocated to projects by the Slough BID company. The billing, collection and recovery of the BID levy has to be undertaken by the local authority. As the collector of the BID levy, the Authority will be required to pay the Slough BID Company Limited the money collected.

The Council, as a business ratepayer, would be liable to pay the BID levy on all of its 15 eligible properties in the proposed BID area, which on the basis of the Levy proposed and current rateable values would result in a Council liability of £31,000 per annum equivalent to £155,000 over the five year BID term. It is envisaged these costs would be covered with funding from a transformation/growth bid.

There are set up costs for the BID levy which will be charged to the Slough BID Company. The Revenues service has not yet calculated the level of costs involved.

The Authority will incur operating costs over the term of the BID and this will be recharged to the BID. The Revenues service has not yet calculated the level of costs involved.

In the event of a Yes vote, it is not yet known whether the Council would offer the Slough BID Company an advance payment from the levy to be collected to cover the period during which levy payments are awaited, subject to the BID Company demonstrating the need for such payment to be made. The payment is generally between £20,000 and £30,000. It will not be to provide additional funds, but to assist with cash flow. The Revenues service will consider providing this bridging loan before the ballot is held.

(b) Risk Management

| Recommendation from section 2 above    | Risks/Threats/Opportunities | Current Controls | Using the Risk Management Matrix Score the risk | Future Controls                                     |
|--|-----------------------------|------------------|---|---|
| To note the progress of the Slough BID | None                        | None             | 1<br>Economic<br>/Financial                     | Deliver a further update report at a future Cabinet |

|  |   |   |  |  |
|--|---|---|--|--|
| development phase  |   |   | impact – negligible. Almost impossible                   | meeting  |
| To delegate the responsibility of casting a Yes vote on behalf of the Council in the Slough BID ballot to be held in June 2019, to the Director of Regeneration in consultation with the Leader of Slough Borough Council and portfolio holder for Regeneration & Strategy | The Authority ensures to deliver its ambitions in improving the Centre of Slough  | Informed on BID Development work  | 6 Political – Marginal impact. Low probability           | Obtain advice from Revive & Thrive, BID Development expert, on alternative options |
| To deliver a further report to Cabinet to note the next steps if a No vote is recommended by Cabinet   | Slough Borough Council perceived by the business community and town centre stakeholders as failing to support businesses in thriving in the area and failing to deliver the 5 year Plan | Delivery of BID proposals regularly reviewed by Council's representative (s) part of Shadow BID Board   | 6 Economic/ Financial impact - marginal. Low probability | Increased engagement between the Authority, Slough BID and the business community  |
| To nominate the Director of Regeneration and / or his nominee(s) as the Council's officer representatives on the BID Company Board once it is set up following a successful ballot   | Increased confidence in the Authority to support local businesses   | Officers as part of the Shadow BID Board able to influence the successful delivery of the BID Proposals | 6 Political impact – marginal. Low probability           | Officers part of the decision making process and attendance of Board meetings      |

|  |  |  |  |   |
|--|--|--|--|---|
| Subject to a Yes vote at ballot by the business community of Slough town centre, the Council as relevant local billing authority to manage the billing and collection of the additional levy, and its transfer to the Slough BID company | Failure to put in place the effective processes to collect the levy from BID rate payers       | Operational agreement between the Authority and Slough BID company will be in place                  | 6 Economic/Financial impact – marginal impact. Low probability | Regular review of the operational agreement clauses by The Authority and Slough BID Company |
| To note that the Authority will pay a levy of approximately £155,000 over the five year term of the BID against a total approximate levy income of £2,050,000  | Slough BID fails to deliver improvements to the high street as stipulated in the BID proposals | Council representative(s) sit on the Shadow BID Board and ensure all contractual obligations are met | 6 Economic/Financial impact - marginal impact. Low probability | Help secure further investment for town centre improvements                                 |

(c) Human Rights Act and Other Legal Implications

It is not considered that there are any Human Rights Act implications resulting from this report.

Section 41 of the Local Government Act 2003 (“the Act”) enables a billing authority to make arrangements (“BID arrangements”) with respect to an area (a “business improvement district”) comprising all or part of its area. The purpose of BID arrangements is to enable projects specified in the arrangements to be carried out for the benefit of the business improvement district or those who live, work or carry on any activity in the district, and those projects to be financed (in whole or in part) by a levy (“BID levy”) imposed on the non-domestic ratepayers, or a class of ratepayers, in the district.

Under Section 44 of the Act, where BID arrangements are in force, the billing authority which made the arrangements must comply with them.

Under Section 45 of the Act BID levy is to be imposed in a business improvement district only for periods falling within the period in which BID arrangements are in force in respect of the district and the amount of the BID levy for any chargeable period is to be calculated in such manner as may be provided in the BID arrangements and may be different for different cases.

Under Section 46 of the Act BID arrangements must specify the description of non-domestic ratepayers in the business improvement district who are liable for BID levy



for a chargeable period and a person is liable for BID levy for a chargeable period if he falls within that description at any time within the period. The amount of a person's liability for BID Levy for any chargeable period is determined in accordance with the BID arrangements.

Under Section 49 of the Act BID arrangements are not to come into force unless proposals for the arrangements ("BID proposals) are approved by a ballot of the non-domestic ratepayers in the proposed business improvement district who are liable for the proposed BID levy. The Secretary of State may by regulations make provision as to who may draw up BID proposals, as to the procedures to be followed in connection with the drawing up of proposals and as to the date which may be provided under BID proposals for the coming into force of BID arrangements which give effect to the proposals.

Under Section 50 of the Act BID proposals are not be regarded as approved by a ballot held for the purposes unless 2 conditions are satisfied. The first condition is that the majority of persons voting in the ballot have voted for the BID proposals. The second conditions is that the aggregate of the rateable values of each hereditament in respect of which a person voting in the ballot has voted in favour of the BID proposals exceeds the rateable value of each hereditament in respect of which a person voting in the ballot has voted against the BID proposals.

Under Section 51 of the Act the billing authority to which the proposals relate may in prescribed circumstances veto the proposals within a prescribed period from the date of the ballot by giving notice to the persons entitled to vote in the ballot provided it has had regard to prescribed circumstances and gives reasons for its decision. Any persons entitled to vote in the ballot may appeal to the Secretary of State.

BID proposals come into force, subject to any veto and appeal against such a veto, on such day as may be specified under the BID proposals.

Under Section 53 of the Act BID arrangements have effect for such period (not exceeding 5 years) as may be specified in the arrangements.

The Secretary of State has made regulations, The Business Improvement Districts (England) Regulations 2004 ("the Regulations") governing the process for establishing BID arrangements.

Under the Regulations the billing authority, inter alia, may draw up the BID proposals. Where the billing authority draws up the BIS proposals it must at least 84 days before instructing the ballot holder to hold a BID ballot notify the Secretary of State of its intention to do so.

Under Regulation 6 of the Regulations the ballot holder shall be the person that the relevant billing authority has appointed to be the Returning Officer for elections in its area under the Representation of the People Act 1983. Schedule 2 of the Regulations sets out detailed timetable arrangements for the holding of ballots. The expenses of the Ballot Holder have to be paid by the relevant billing authority.

The Secretary of State has power to declare ballots to be void in the event of material irregularities.

An alternative system exists under the Business Rate Supplements Act 2009 which enables levying authorities to levy a business rate supplement (“BRS”) for the purpose of raising money for expenditure on a project that an authority is satisfied will promote economic development in its area. A levying authority may use sums it receives in respect of a BRS to provide housing, social services and educational services, services for children and health services. Before a levying authority may impose a BRS it must publish an initial prospectus, consult on its proposals, hold a ballot if it proposes to hold one and issue a final prospectus. A levying authority imposing a BRS must also set rules for the purposes of cases where a person is liable for a BID Levy in respect of a hereditament on which a levying authority also imposes a BRS to off-set liability for a BID levy against a liability to pay BRS to the extent set out in that Act.

(d) Equalities Impact Assessment

It is not necessary to undertake an Equalities Impact Assessment at this stage. However should any actions require an assessment, this exercise will be carried out when necessary according to Slough Borough Council’s rules and guidelines.

## 5 Supporting Information

### Introduction and Background

- 5.1 The implementation of a BID in Slough town centre represents a tremendous opportunity for the business community in benefitting from the major regeneration programme well underway in the Centre of Slough. A BID is a partnership between a local authority and local businesses which is intended to provide improvements to the public sphere within a specified geographical area. A BID is funded by a levy on non- domestic ratepayers. There are now over 300 BIDs in the UK. These BIDs are working hard to make their responsible geographical area better; introducing new facilities, services and projects to enhance the destination.
- 5.2 The benefits of BIDs cited by the businesses they represent are wide-ranging and include:
- Businesses decide and direct what they want for the area
  - Businesses are represented and have a voice in issues effecting the area
  - BID levy money is ring-fenced for use only in the BID area
  - Increased footfall
  - Improved staff retention
  - Business cost reduction
  - Area promotion
  - Facilitated networking opportunities with neighbouring businesses
  - Assistance in dealing with the Council, Police and other public bodies
- 5.3 Revive & Thrive was initially commissioned to undertake a feasibility study to determine the viability of developing a Business Improvement District in Slough town centre. In summer 2018, a survey of businesses was undertaken across all sectors and areas of Slough town centre which highlighted that businesses would be willing to test the viability of a BID in a ballot. 55 businesses returned a survey for the feasibility study, with many more engaged. Fewer than 8% of respondents did not think that a BID for Slough should be tested at ballot.

- 5.4 In terms of the results of the business survey, several themes were consistently highlighted as being major issues or problems that were affecting businesses or that they would like to see addressed. Primarily, these were issues around crime, security and anti social behaviour, the quality of the business mix and environment, accessibility and the cost of doing business in Slough. The survey also highlighted the desire for the business community to enhance the streets in which they operate, their physical appearance, infrastructure and atmosphere alike.
- 5.5 A focus will therefore be made on developing projects under the following five themes: Representation; reduction of crime and anti-social behaviour; environment; business support and marketing Slough.
- 5.6 The greatest concern for business that is emerging, from the BID development phase, for the BID to work on is crime and antisocial behaviour, and Revive & Thrive have begun talking to the Thames Valley Police about how they can best work with them on enhancing the security in Slough town centre. Other projects that have emerged are events, street cleanliness and importantly, marketing the town and improving the perception of Slough to encourage people to come here.

#### Balloting Procedures

- 5.7 According to BID regulations, a BID can only be formed following consultation and a ballot in which businesses vote on a BID Proposal or Business Plan for the area. The ballot is run by the local authority or outsourced by the local authority to a third party. All businesses eligible to pay the levy are balloted for a minimum of 28 days.
- 5.8 Most BID ballots are sub-contracted to Electoral Reform Services. This could be the case for Slough, although the Council remains the ballot holder. Precise arrangements for the ballot will be agreed between the BID Steering Group and the Council's Electoral Services team prior to ballot. Revive & Thrive have advised the Elections Service to seek a quotation from Electoral Reform Service to deliver the BID ballot on the Council's behalf.
- 5.9 For the BID to be successful, two thresholds must be met:
- More than 50% of businesses who vote must vote in favour of the proposal;
  - The Yes votes must represent more than 50% of the total rateable value of all votes cast
  - Subject to a successful vote Slough BID will set up as a company limited by guarantee, with a Board of 12 to 16 directors, which may include up to two local authority representatives.
- 5.10 As identified in the Feasibility Report, Slough Borough Council will hold 15 votes in the BID ballot. These are not enough to sway the outcome of the ballot and will provide invaluable support in securing an overall Yes vote. It is recommended that Cabinet delegates the responsibility of casting the Council's votes to the Director of Regeneration in consultation with the Leader of Slough Borough Council and portfolio holder for Regeneration & Strategy.

#### BID Steering Group

- 5.11 Established in February 2019, the BID Steering group are now meeting on a regular basis, and have chosen a representative from Kingdom Property as a Chairman.

Other members include Debenhams, Queensmere Observatory, Holiday Inn Express and Tesco.

- 5.12 The Chair of the BID Steering group sent the draft BID proposal and a notification of intention to submit a BID proposal for balloting purposes on 21 February 2019 to:
- Cllr James Swindlehurst Leader of Slough Borough Council
  - Josie Wragg, Chief Exec of Slough Borough Council
  - The Ministry of Communities and Local Government

The Chair also sent a request to hold ballot to Mrs Wragg.

### BID Levy

- 5.13 Once a ballot is successful the BID levy is mandatory for all eligible businesses. BIDs can choose to exempt certain businesses from paying the levy (and therefore from voting in the BID ballot). Many BIDs exempt the smallest businesses; and some exempt certain business sectors.
- 5.14 For the Slough BID, the BID levy is likely to be set at 1.25% of rateable value (RV), with a discount of 0.25% for tenants in serviced properties. Businesses with a rateable value below £10,000 will not be expected to pay the BID levy and it is likely that a maximum cap will be set. ATMs, mobile phone masts, advertising hoardings and schools will not be included within the BID.
- 5.15 Based upon these parameters, the annual budget for the BID will be in the region of £410,000 with an expected levy income over its five-year term of £2.05m, all of which it is anticipated will be re-invested in improving Slough town centre.
- 5.16 If the BID is approved then as an occupier of 15 hereditaments in the BID boundaries, the Council will also be subject to the levy, estimate to be in the order of £31,000 per annum (against a total approximate levy income of £410,000).
- 5.17 The Revenues Service is currently drafting an Operating Agreement between the proposed BID and the Council. This sets out how the BID levy will be collected and returned to the BID along with any charges. The draft document will be available to be viewed by voters prior to ballot. It is highly likely that the payment method will involve issuing payments to the Slough BID monthly in arrears based on what has been collected to ensure that all the risk is not on the Authority. To follow the current Council's business rates collection procedures, the BID levy bill will be included in the same bill as the business rates. The levy will be clearly stipulated to ensure that levy payers differentiate between the business rates and BID levy.

### Baseline Service Agreements

- 5.18 Revive & Thrive are required to assess the levels of service which are currently provided by the public sector in the town centre including services provided by Thames Valley Police and the Royal Berkshire Fire & Rescue Service. This process involves several Council services to complete a baseline service agreement proforma template. Services such as Licensing, Trading Standards and Food Safety have been collating all the necessary information. The baseline service agreements are a formal requirement for the BID consequently these will be submitted to the Secretary of State before the ballot papers are issued in May 2019.

5.19 The key dates for the BID development are as follows:

|                                     |                  |
|-------------------------------------|------------------|
| Notification to Secretary of State: | 21 February 2019 |
| Request to Council to hold ballot:  | 21 February 2019 |
| Notice of Ballot:                   | 16 May 2019      |
| Issue of ballot papers:             | 30 May 2019      |
| Day of Ballot:                      | 27 June 2019     |
| Ballot result announced:            | 28 June 2019     |
| End of appeal window:               | 25 July 2019     |
| Likely BID start date:              | 1 April 2020     |

If approved, Slough town centre will begin to benefit from this new investment from April 2020, in a similar way that other town and cities are already doing across the U.K.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusion**

By approving the recommendations outlined in section 2, the Council would be demonstrating its support to the implementation of a BID for Slough town centre to deliver improvements to the area thus creating an environment in which businesses can thrive and residents can visit, work and play. A BID means that local businesses would have more influence over the trading environment they know so well and would be better placed to respond to challenges and opportunities in the years ahead.

## 8 **Appendices Attached**

'A' - Slough BID Feasibility Study, July 2018

## 9 **Background Papers**

'1' - Draft Slough BID Proposal, February 2019

***Report On The Feasibility Of A Business  
Improvement District (BID) For Slough***

***Prepared By Revive & Thrive Ltd***

***On Behalf Of Slough Borough Council***

***July 2018***



## **1.0 Executive Summary**

In spring 2018, Revive & Thrive was commissioned by Slough Borough Council to work with them on the production of a feasibility study for the implementation of a Business Improvement District (BID) for Slough.

The team conducted face-to-face surveys with businesses across Slough, including retailers on the high streets, office-based businesses and those operating in the industrial areas. This was complemented by a series of email requests and a presentation to Slough Town Centre Partnership.

In order to establish the feasibility or otherwise of a BID in Slough, two fundamental principles have needed consideration:

- 1) That a BID for Slough has the broad support of the business community. As BIDs are inherently business-led and -driven, any potential BID would need the buy-in of the majority of businesses.
- 2) That a BID for Slough is financially viable. Whilst levy income for BIDs varies significantly from area to area, it is a commonly held principle that an area which cannot generate a minimum of £100,000 per annum is not suitable for a BID.

Further on in this document, you will see some income modelling which demonstrates that a BID in Slough would be financially feasible. This report also sets out the outcomes of the business survey, in which fewer than 8% of respondents did not think that a BID for Slough should be tested at ballot.

These two considerations suggest that a BID for Slough is sufficiently viable for the business community, in partnership with Slough Borough Council and Revive & Thrive to progress to a detailed consultation and development phase, with a ballot likely to take place in summer 2019.

The consultation phase will result in a business plan, which businesses will be asked to vote to adopt and will set out in specific detail:

- The boundary for the proposed BID area
- The levy that businesses will be asked to pay (as well as any caps or exemptions)
- A baseline of services already being provided by the public sector
- The thematic areas and projects that a BID for Slough will deliver
- How the BID will operate



## **2.0 Background**

Slough is a vibrant, diverse and growing town, ideally situated along the M4 corridor between London and Reading.

It has a population of approximately 148,000 residents, which has seen a growth of 23% in recent years and, as a borough, boasts 80,000+ jobs which contribute over £7bn to the national economy<sup>1</sup>.

Education rates are high, and the town is one of the youngest in the UK. Major international businesses are situated in the town and the extension of the Crossrail service, coupled with the planned expansion of Heathrow indicate that, as a whole, Slough is set to see continued developments, growth and expansion.

Additionally, the Borough Council has invested significant sums in redeveloping the wider town centre, attracting further private-sector investment, business and leisure services locating there and has a solid vision for making Slough an attractive and vibrant hub which will provide high quality offices, retail and leisure buildings and cultural opportunities for its diverse communities.

However, the town centre is at significant risk of being left behind and of failing to meet the aspirations of the Council, residents, businesses and workers.

Slough town centre's importance slipped from 57<sup>th</sup> to 147<sup>th</sup> in a ten-year period from 2006 to 2016<sup>2</sup> and a visitor survey conducted in 2016 highlighted some stark results, with consumers visiting the town less often and for less time, citing the quality of the environment and range of shops and services on offer as the primary reasons for this.

Retail provision in the town centre is dominated by a large Tesco's Extra supermarket (16,000m<sup>2</sup>) and the Queensmere and Observatory shopping centres, however declining standards and footfall have seen a similar decline in the provision within these.

Whilst investment in the town centre in sites such as the Curve, Future Works and the railway station and the new Marriott hotel development have encouraged and will continue to encourage improvements to the overall infrastructure of the town centre and the number of workers and visitors, the wider town centre appearance and offer need to improve in line with these larger projects.

Existing BIDs nearby in Reading, Staines and Uxbridge are contributing over £1.3m annually in private sector levies to their local economies and these initiatives, coupled with other threats such as online retail, are having a growing negative impact on Slough town centre.

With the existing investment coming into Slough and the threats to it from further afield, the time is right for the business community in Slough town centre to investigate the opportunities that a BID would bring them.

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<sup>1</sup> Figures taken from the Review of the Local Plan for Slough Issues and Options Consultation Document 2017

<sup>2</sup> Javelin Group VENUESCORE 2016

### **3.0 Business Improvement Districts**

Since the introduction of Business Improvement District legislation in 2003, around 300 Business Improvement Districts have been created across the UK and the Republic of Ireland. Existing BIDs nearby to Slough include Reading, Uxbridge, Staines, an industrial park BID in Marlow and several in West London.

The majority of BIDs focus upon town and city centres, although they are not confined to these areas, with many being formed in out of town industrial or commercial areas.

BIDs operate through the levy of a small percentage on national non-domestic rates (commonly referred to as business rates), with the actual levy percentage varying depending on the area in question.

In most towns and cities, the BID levy tends to lie between 1% and 1.5% of rateable value (RV), meaning that a business would pay an annual levy of between 1% and 1.5% of the rateable value of their business premises. There are locations where this figure is higher, although a higher levy risks receiving less support from businesses and so we would not generally recommend setting the level above 1.5%.

All BIDs have a clear and focused role, contained within a business plan which all eligible businesses are asked to vote upon in a ballot. The development of the plan will almost always have been led by the business community within the area in question and will have involved extensive consultation to ensure that it includes the priority improvement actions identified by local businesses, which tend to include:

- **Marketing and promotional activities**
- **Car parking improvements**
- **Public event management and development**
- **Streetscene improvements**
- **Public safety and security initiatives**
- **Business cost reduction projects**
- **Local priority improvement actions**

Under current law, any BID needs to be established via a ballot of those eligible business listed on the rating database held by the local billing authority and the vote is conducted entirely by post. The votes are sent to either the tenant of the business or the landlord (in the case of vacant units), within a defined boundary and this report highlights several potential boundary options for the Slough BID.

For any BID ballot to be successful, there needs to be a majority of positive votes within the total number of votes cast and these positive votes also need to form a majority of the total aggregate rateable value of all the votes cast.

It is important to note that the intention of a BID is to add projects and activities to a town or city over and above those which are already taking place. A BID is not, therefore, a mechanism for any public or private sector body to cease to provide established activities.

The maximum term covered by a BID business plan is 5 years and the continuation of any BID beyond its initial term is reliant on the production of a renewed business plan and a renewal ballot of the

businesses within the BID area. Over 80 BIDs have achieved a successful renewal ballot and several are within their third BID term, having achieved two subsequent renewal ballots.

The growth in the number of BIDs continues to rise and they are increasingly considered as the model of best-practice for high quality town and city centre management.

The number of hereditaments within each BID also varies vastly, from fewer than 100 to nearly 1,000. The majority, though, have around 300-400 levy paying businesses within them.

BIDs generally involve the creation of a company limited by guarantee, which limits the financial liability of any company director. A board of between 12-16 company directors is usually formed from BID levy paying organisations to create a representative and business-led group of directors to oversee the financial, managerial and operational arrangements for the BID.

In Slough, the existing Town Centre Partnership would make an appropriate group to oversee the development of a BID, either directly or via an offshoot which could be known as the Slough BID Development Steering Group. This group would have the responsibility of making final decisions on the content of the BID proposals, with support from others on the Town Centre Partnership, the Town Centre Manager and other officials from Slough Borough Council and any appointed consultants.

If a BID is successful at ballot in Slough, this body could become the shadow board until a full board could be ratified.

#### **4.0 Business Survey**

The survey was designed to include the following:

- **Background information on BIDs and the benefits they can bring about**
- **The ability for key business information to be gathered**
- **The inclusion of suggested BID projects, with respondents able to rank their priority importance**
- **Extensive opportunities for businesses to provide further information and feedback – including their views of the town, their attitude towards a BID and their willingness to engage further in the BID process**
- **Bespoke questions relating to Slough town centre, with respondents able to include their views on competitor towns and possible BID boundaries**

A full summary of the survey responses is included as Appendix 1, with the key findings being:

- Just over half of survey respondents (54%) operated independent businesses or run a franchise, with these covering a wide range of business types, from traditional retail to manufacturing, facilities management and specialist business services
- Business confidence in Slough is generally good, although a quarter of respondents expected levels of trade to drop in the short-term
- Two thirds of respondents thought that Slough has got worse over the last five years, with the levels of trade, anti-social behaviour and the quality of the local environment being the major issues affecting their business' performance
- Less than one business in five was aware of BIDs prior to completing the survey
- The top 10 most important issues facing businesses in Slough were:
  - 1) Level of trade
  - 2) Problems associated with anti-social behaviour
  - 3) Rent and rates
  - 4) Quality of the local environment
  - 5) Staff recruitment and retention
  - 6) Availability of car-parking
  - 7) Competition from other businesses in the area
  - 8) Security issues
  - 9) Competition from elsewhere
  - 10) Other overheads
- Issues such as business support, finance and business development were deemed to be less of a barrier to operating a successful business in Slough
- The only aspects of Slough town centre that more respondents viewed as good rather than bad were safety during the day and the way that businesses work together
- Safety (during the evenings and at night), crime and security the general shopping environment and the quality and range of shops and services available were heavily viewed as being either "bad" or "very bad"
- When asked what measures could be employed to improve the area, the answers were ranked as follows:
  - 1) Increased choice/range of shops
  - 2) More national retailers
  - 3) Improved public spaces
  - 4) Improved security

- 5) More quality restaurants or cafes
  - 6) Cheaper/more flexible parking
  - 7) Improved street cleaning
  - 8) More independent and specialist retailers
  - 9) More sport/leisure/entertainment facilities
  - 10) Greater promotion and marketing of Slough town centre
  - 11) More organised events
  - 12) Better street lighting
  - 13) Improved public transport
  - 14) More arts or cultural facilities
- Other suggestions included:
    - 1) Free wifi in the town centre
    - 2) Address anti-social behaviour
    - 3) Improve frontages
    - 4) Subsidise rent/rates
    - 5) Improve traffic flow
  - In a free text question asking how income from a BID could be most effectively spent, over 60 ideas were put forward which, broadly speaking, fell into the following categories:
    - Crime, security and safety (17)
    - Improving the business (primarily retail) mix (16)
    - Improving the quality of the environment (10)
    - Business support initiatives (9)
    - Accessibility and car-parking (7)
    - Marketing and events (4)
    - Improving the image of the area (3)

## **5.0 Boundary Options**

For the purposes of this feasibility study, we have used the existing town centre boundary map as the basis for a possible BID area.

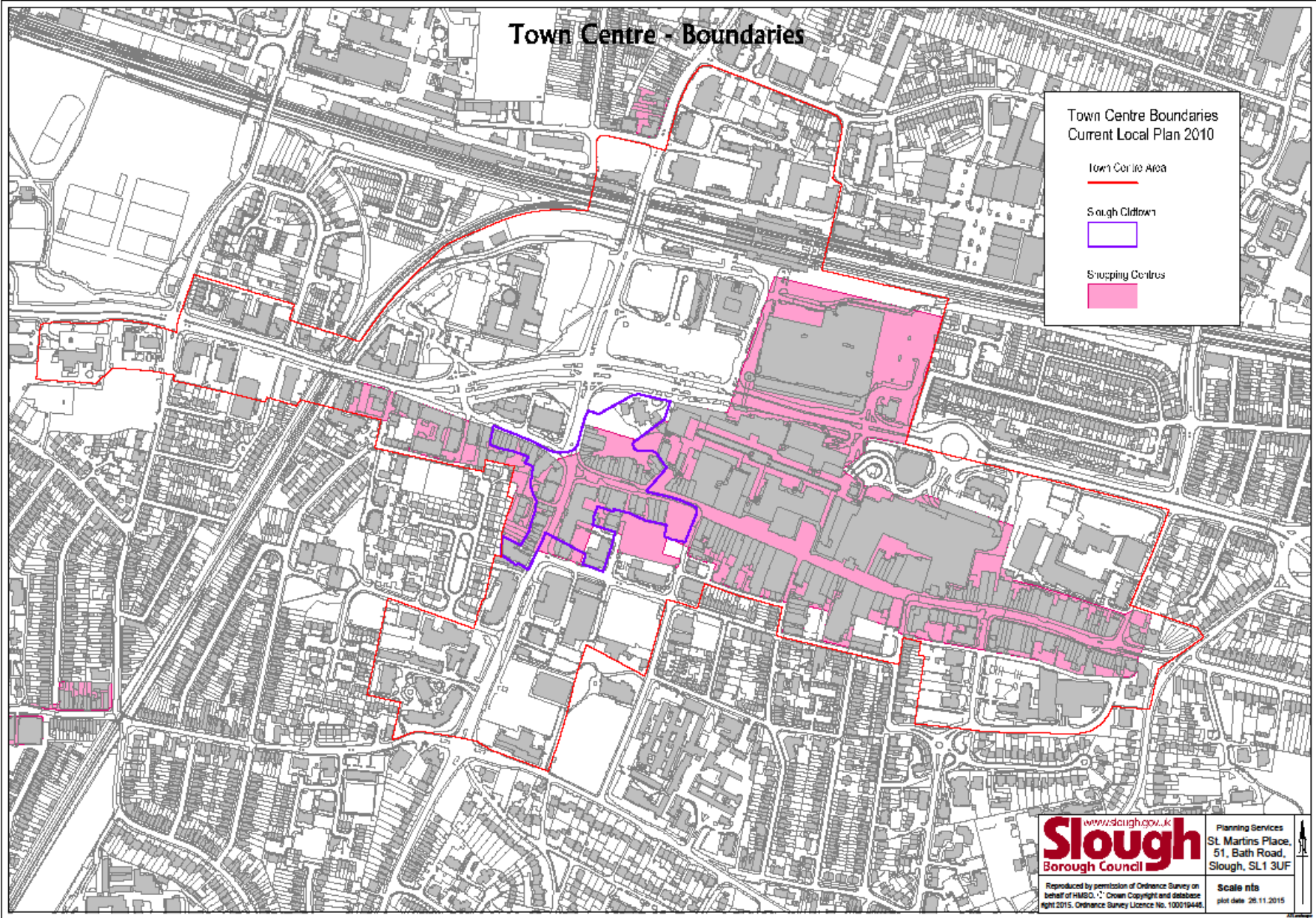
It is unlikely that a proposed BID would be smaller in size than this as this area encompasses the main retail and business core of Slough town centre. However, there are opportunities to look at enlarging the proposed BID area:

- To the west of the town centre along Bath Road (A4)
- To the south of the town centre encompassing Upton Park and the hospital
- To the east of the town centre on either side of the A4 (Wellington St/Sussex Place) to include the Grammar school, Sainsbury's and other businesses
- To the north of the railway line that bisects the town, bringing in industrial and trading estates

Further consultation is needed with businesses across all parts of the potential BID area to establish which of the options above is most likely to meet the needs of the local business community, is a logical and easy to define BID area, is likely to see its businesses benefit from BID projects, produces the most viable income opportunities for the BID and is likely to result in a positive result at ballot.

The potential BID area that businesses will be asked to vote on will be refined during the next phase of the BID development, with the final boundary being included (including a list of all streets falling within the area) in the BID business plan

# Town Centre - Boundaries



Town Centre Boundaries  
Current Local Plan 2010

- Town Centre Area
- Slough Oldtown
- Shopping Centres

[www.slough.gov.uk](http://www.slough.gov.uk)  
**Slough**  
Borough Council

Planning Services  
St. Martins Place,  
51, Bath Road,  
Slough, SL1 3UF

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Scale nts  
plot date 26.11.2015



## 6.0 Levy Options

Industry guidelines and best practice state that levy rates should be both kept to a minimum and should assure value for money for levy payers.

Given the likely income levels for Slough, a proposed levy of up to 1.25% would fall well within these guidelines, although a levy of up to 1.5% *could* be considered.

Depending on the final boundary, there are likely to be a small but significant number of hereditaments for which any levy based on a percentage of rateable value is unlikely to prove economically advantageous. A maximum cap would therefore need to be considered and agreed with the levy payers in these properties.

As an example, the large Tesco store in the town centre has a rateable value of £4,200,000. Even at 1%, the levy for this site would be £42,000 per annum, which is both unreasonable for any individual levy payer in a BID and disproportionate in relation to all other potential levy payers in Slough.

Equally, there are a number of businesses with rateable values within the proposed BID area for whom it is not cost-effective for Slough Borough Council to collect any BID levy. Given the overall rateable values in the town, the BID Development Steering Group will need to consider exemptions for these businesses and the cut-off point could be set anywhere from £5,000 to £10,000.

If the BID boundary does not expand beyond the core town centre, income for the BID could therefore be between £330,857<sup>3</sup> and £543,358<sup>4</sup>, depending on which of the boundary options and levy rates are finally decided upon.

The table below sets out possible levy-income figures for the BID, excluding hereditaments with rateable values below £5,000 and above £1m.

|             | 1% levy  | 1.25% levy | 1.5% levy | No. businesses (approx.) |
|-------------|----------|------------|-----------|--------------------------|
| Min RV £5k  | £320,238 | £400,298   | £480,358  | 628                      |
| Min RV £8k  | £315,103 | £393,879   | £472,655  | 546                      |
| Min RV £10k | £310,857 | £388,571   | £466,286  | 499                      |

Potential income for a Slough BID is further complicated by other considerations:

- Exempted listings. BIDs are designed to support and improve businesses trading within the BID area. As such, “rated” items such as telecommunications masts, advertising hoardings and other inappropriate items are generally removed from BID listings
- Schools, especially primary schools are often removed from BID listings as they, generally, provide no commercial activity
- Businesses that already pay some form of management fee, such as those in shopping centres often benefit from a discount on the standard levy imposed. For Slough, this scenario could potentially arise
- Early BIDs often offered concessions or exemptions to businesses with charitable status. Over time though, and given the vital role that charity retail in particular plays on the UK’s high

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<sup>3</sup> Assumes a levy of 1% imposed on hereditaments with a rateable value in excess of £10,000 and a maximum cap of £20,000

<sup>4</sup> Assumes a levy of 1.5% imposed on hereditaments with a rateable value in excess of £5,000 and no maximum cap

streets, these concessions are becoming less frequent, with generally only smaller local and regional charities that do not have a retail operation being exempted from the BID levy

All of the considerations set out above, including various percentage options will be fully refined and consulted upon with the business community in Slough in the next phase of the BID's development and final BID levy rules will be included within the BID business plan.

It is important to note that the BID levy and BID boundary are the only two rules within BID proposals that cannot be altered without asking businesses to vote in an alteration ballot.

It is anticipated that the majority of the BID's income will be derived from the BID levy over the five-year term of the BID. Generally, collection rates for BID levies are good and Slough should expect to receive 95-98% of the total levy available.

It is considered best practice for BIDs to supplement their levy income to provide additional value for money for their levy payers. Whether through grants, sponsorship, voluntary business contributions or trading activity, the likelihood is that the Slough BID should generate an additional 10-20% income by the end of its first five-year term.

## **8.0 BID Projects**

In terms of the results of the business survey, several themes were consistently highlighted as being major issues or problems that were affecting businesses or that they would like to see addressed. Primarily, these were issues around crime, security and anti-social behaviour, the quality of the business mix and environment, accessibility and the cost of doing business in Slough.

These are thematic areas that are highlighted in BID areas up and down the country and whilst they tend to be issues that are harder to address or resolve easily, or even within a five-year time period, they are areas where BID have successfully delivered projects elsewhere.

The majority of businesses responding to the survey indicated that they would like to see more joint (or joined-up) marketing of the area and also that more investment should be made into better events, two areas that BIDs focus on which are designed to generate footfall and additional traffic and to increase resident and visitor affinity with an area.

We would suggest that a focus should be made on developing projects under the following five themes:

- 1). Representation
- 2). The reduction of crime and anti-social behaviour
- 3). Environment
- 4). Business support
- 5). Marketing Slough

Specific projects will need to be developed within each thematic area and will need to be done in conjunction with businesses in Slough.

In other BID developments carried out by Revive & Thrive, we have carried out a successful “post-it note” exercise, whereby businesses are invited to attend a workshop and simply write down ideas on different coloured post-it notes for each category of potential projects.

These can then be written up and form the basis of projects, to be further refined, via consultation with the Steering Group and other businesses, prior to completing the business plan

## **9.0 Regulatory Milestones**

For a BID development to proceed to ballot, there are a number of statutory milestones that must be met<sup>5</sup>:

- Notification to the Secretary of State for Housing, Communities and Local Government of the intention to hold a BID ballot and request to the local billing authority to hold the ballot. This needs to take place a minimum of 84 days before the Notice of Ballot is issued
- The request to the local billing authority should include details of the BID proposals, including details of consultations undertaken, financial proposals and proposed financial management arrangements
- A Notice of Ballot must be issued and sent to both the Secretary of State and voters a minimum of 42 days before the date of ballot (this being the last date on which votes can be received and counted)
- Ballot papers must be issued to all eligible voters a minimum of 28 days prior to the date of ballot
- The results of the ballot must be issued publicly once they are known

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<sup>5</sup> See Appendix 2: BID Development Regulatory Milestones

## **10.0 Impacts on Slough Borough Council**

Inevitably, a BID development in Slough will have a number of impacts on Slough Borough Council, both financial and in terms of resources, in both the immediate and longer terms.

Within the initial boundary concepts, there are around 15 hereditaments owned by the Council. These have an aggregate rateable value of £2,527,150, representing an annual expenditure to the Council on BID levy of approximately £31, 589<sup>6</sup>, against a private-sector income to the town via the BID levy of at least £300,000 per annum.

This also represents 15 votes in the BID ballot.

Additionally, there are the costs associated with developing a BID. These are set out in section 15.0 below and will vary, in part, dependent on internal recharges, how much of the work is outsourced and to whom and the level of engagement and involvement of Council staff.

The BID development will need to be “approved” by Slough Borough Council either at executive level or with delegated authority, but it is important to note that a local billing authority does hold the right to veto BID proposals should they be deemed to be in conflict with existing Council policies.

During the development of the BID, it is likely that many service areas within Slough Borough Council will come into contact with the BID. Service areas such as Elections, Revenues, Legal and Finance will have a direct role to play and will continue to do so should the BID be approved at ballot.

As stated in section 3.0 above, though, BIDs are designed to provide additionality and should not be viewed as mechanisms for replacing public sector services. In order to protect this aspiration, as well as to provide transparency to voters, it is a requirement in BID developments for public sector agencies who provide services into BID areas to submit baseline information. Usually, this information is collated post-ballot into a Baseline Services Agreement which protects both the BID and the local authority for the lifetime of the BID.

The Department for Communities and Local Government (DCLG)<sup>7</sup>, in partnership with British BIDs, produced a useful guidance document for councils regarding BIDs in 2015, “Business Improvement Districts Technical Guidance for Local Authorities<sup>8</sup>, which should be read by any officers involved with the BID development.

The underlying principles of BIDs are that they are designed to improve and support the sustainability, viability and economy of the places that they represent. In this sense, the long-term benefit for Slough town centre, and therefore the Borough Council, should only be viewed as one which brings a positive impact to the town.

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<sup>6</sup> Based on a levy set at 1.25% and within the other BID rules set out elsewhere in this document

<sup>7</sup> Now the Ministry for Housing, Communities and Local Government (MHCLG)

<sup>8</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/415990/BIDs\\_Technical\\_Guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415990/BIDs_Technical_Guidance.pdf)

## **11.0 Next Steps**

To progress the Slough BID from an initial level of interest by businesses in the area to test the concept at ballot to a fully worked up set of proposals that businesses can be asked to vote on, the following, important next steps will need to be taken:

- Develop and strengthen a BID Steering Group, equipping its members with the skills to make important decisions as to how the final BID will look and encouraging them to champion the BID to the wider business community
- Carry out sustained, in-depth consultations with all business types across all areas of the potential BID area to establish business needs and the BID boundary
- Implement a further business survey to refine BID themes, project areas and priority projects for the BID
- Implement an agreed plan of one-to-one business visits
- Finalise the BID database
- Establish a communications plan for the coming months up to and including the ballot
- Agree key dates and meet statutory deadlines
- Develop the BID's digital marketing – creating a website and growing social media channels
- Refine project plans to incorporate into a comprehensive final business plan which businesses will be asked to vote on

## **12.0 Risks**

Notwithstanding the next steps required to progress the BID to ballot, there remain a number of key factors which will need to be considered throughout the development phase:

1). Budget – a budget will need to be identified to take the BID through to ballot. This will need to include any costs for required consultancy in addition to marketing, design and print and other development costs. Subsequent to a successful outcome at ballot, the Council should consider a bridging loan to the BID to enable it to start operations prior to coming into effect. This will include company start-up costs, such as office accommodation, equipment and recruitment costs and can be recouped via the first tranche of levy payments.

2). Timescales – A full BID development timeline will need to be worked up to provide concrete milestones and deadlines and to give the BID the best chance of a successful outcome at ballot. From the commencement of a BID development process, this would typically be between six and twelve months and would need to allow for extensive consultations and business engagement, developing and finalising the BID business plan and the establishment of and support to a steering group/shadow board.

3). Engagement & Consultation – It will be vital that the majority of businesses in Slough support the BID proposals and play a central role in developing them. There will be much work to be done to strengthen support from the business community for the BID to ensure a strong turn out and positive outcome at ballot. This will need to come from Slough Borough Council, any appointed consultants, the BID Development Steering Group, BID Champions and others.

4). Council Processes – support for the BID will need to be secured at the highest level within Slough Borough Council and experience of working with other local authorities has shown that this can be a time-consuming process. Additionally, the BID will need the support of the Council's Revenues, Legal and Elections departments for specific elements of the BID development along with information from several other departments to ensure that baseline agreements are in place by the time the ballot begins

5). Boundary – the boundary options for the Slough BID remain open to refinement as the BID may ultimately incorporate just the town centre core or one or more of the suggested extensions set out in section five. For the BID to succeed at ballot, it will be imperative to understand the support that the BID has from businesses in all parts of the proposed BID area.

6). Failed ballot – the outcome of a BID ballot can never be assured or assumed. There is always the chance that businesses will vote against implementing a BID. In the unlikely scenario that this becomes the case in Slough, the Council and BID proposers will need to consider alternative arrangements for future support to the business community in Slough as well as the reputational impacts on both the Council and BID proposers. A failure at ballot is the most inherent risk in any BID development.



### **13.0 Recommendations**

Having analysed the responses to the business survey, and based on our knowledge and experience of BID developments in other towns, Revive & Thrive offers the following recommendations:

- Develop plans for the BID to cover the widest BID area and narrow the BID boundary if it becomes apparent that certain geographic areas of Slough are likely to be against forming part of a BID
- Develop the BID on the assumption of a 1.25% levy to be imposed on all hereditaments with a rateable value in excess of £9,999
- Implement a discount for tenants of serviced properties of 0.25% to compensate them for products and services they are already benefitting from that are likely to be enhanced or complemented by a BID
- Impose a maximum cap so that no hereditament will be required to pay a levy that is disproportionate to the services received
- Review the timescale to ballot to ensure that all parties are confident of achieving a successful outcome given human and financial resources available to the project
- Agree and adhere to an extensive consultation plan to ensure that all businesses are engaged throughout the BID development process
- Develop a business plan for a full five-year BID term and ensure that it contains projects and themes that will offer opportunities for a return on investment for all businesses in the BID area
- Investigate opportunities for additional income for the BID, to include commercial activity, sponsorships and voluntary membership contributions

These recommendations would therefore result in:

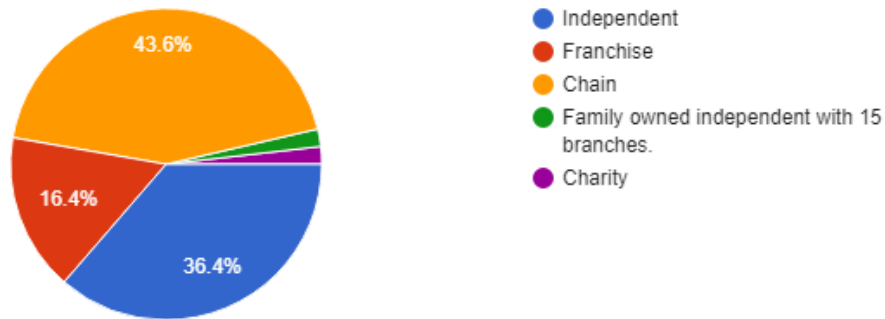
- Approximately 500 business premises being part of the BID
- An annual BID levy income of approximately £410,000
- A total BID levy income over five years of approximately £2,050,000

**Appendix 1**

**Results of the Slough Business Survey**

1. Is this business an independent, a franchise or part of a chain?

55 responses

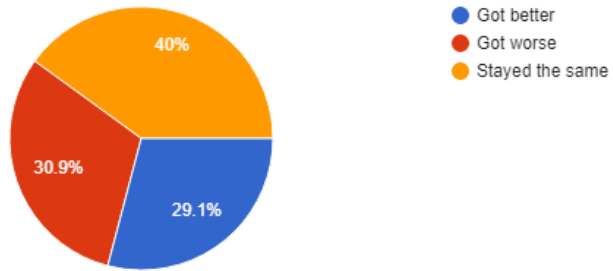


2. What type of business is the main business operating from these premises?

|                               |    |   |   |
|-------------------------------|----|---|---|
| Non-food retail               | 24 | Pub/bar   | 2 |
| Motor vehicle repair          | 6  | Supermarket/convenience store                   | 2 |
| Business to business services | 4  | Cafe/Coffee shop/Restaurant/Takeaway            | 1 |
| Real estate activities        | 4  | Cigarettes/Vape                                 | 1 |
| Accommodation                 | 2  | Dog Walking & Dog Boarding                      | 1 |
| Arts/entertainment            | 2  | Fire Safety Maintenance (Facilities Management) | 1 |
| Charity                       | 2  | Industry/manufacturing                          | 1 |
| Health & beauty services      | 2  | Leisure (e.g. cinema)/Travel and Tourism        | 1 |
|                               |    | Restaurant                                      | 1 |

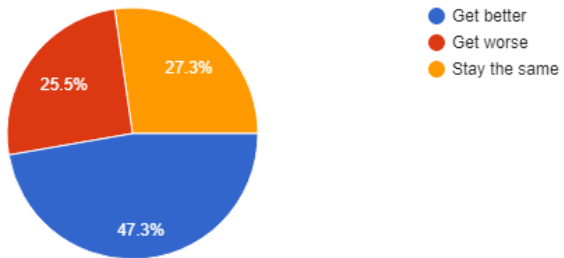
### 3. How has business been for the last six months?

55 responses



### 4. How do you expect things to go over the next six months?

55 responses



## 5. What are the three most important issues affecting the operation and performance of your business?

|  |    |  |   |
|--|----|--|---|
| Level of trade                                 | 21 | Quality or size of premises                    | 3 |
| Problems associated with anti-social behaviour | 17 | Shortage of skilled labour                     | 3 |
| Rent/rates                                     | 16 | Quality of shopping offer                      | 2 |
| Quality of the local environment               | 10 | Poor accessibility                             | 1 |
| Staff recruitment and retention                | 9  | Charity shops                                  | 1 |
| Availability of car parking                    | 9  | Support from the council                       | 1 |
| Competition from other businesses in the area  | 9  | Area problems                                  | 1 |
| Security issues                                | 9  | Yellow lines                                   | 1 |
| Competition from elsewhere                     | 7  | Theft  | 1 |
| Other overheads                                | 5  | Commute  | 1 |
| High energy bills                              | 4  | Business finance                               | 0 |
| Transport links                                | 4  | Access to business advice and support          | 0 |
| Vacancy rates                                  | 4  | Inability to find time to develop the business | 0 |

## 6. How do you feel the issues you selected could be addressed?

Improving the standards of central slough

Improved local/town area.

Borough need some sort of check and balance where they are investing

The first two are just a downturn in the market/economy and uncertainty over Brexit, interest rates and taxing of landlords. The third can be resolved by SBC policy and policing.

Better support from the council

Local environment needs to be improved, tramp issues, level of trade has dropped because lack of business/shops in the high street/rents are high for commercial premises

Training of unemployed in skills relating to high street stores. Selling skills, communication skills etc

As estate and letting agents we are used to changing markets.

We would have more customers if there was more decent nice shops on the high street

Concerning to say the least

Reduce business rates, improve car parking

WE NEED REGENERATING

The changes cant be rectified. When Burnham Station Bridge was closed I lost 40% of my business overnight as I didn't have the time to sit in hours of traffic to get across the A4. These clients have had to find a replacement and now I need to find replacement dogs. I live on the Council border and competitors are as close as 2 major roads away - I am licenced and they are not so they can run their businesses as they see fit where as I have rules to comply with. RWMB have told me for the last 5 years that licencing will commence next year but that will never happen so I'm competing against 100s of companies that in my opinion shouldn't be in business as home boarders. I have mentioned these matters during visits

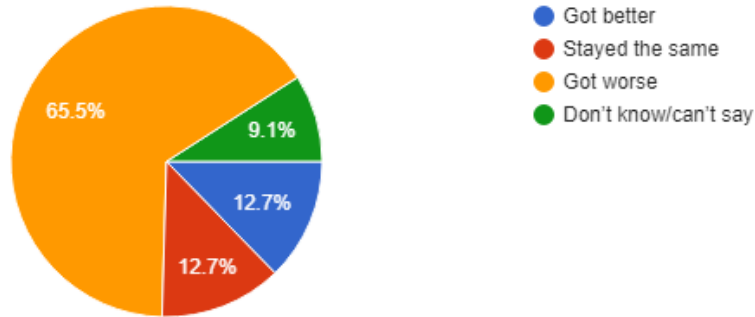
from Slough Council and I currently have my house on the market to move away from the idiots running this type of business without any regard to animal welfare.  
 lower rate paint over yellow lines find your money some other way  
 I think we took on a unit that was bigger than required  
 Reduced rent rates  
 Reduced Rates  
 Bus service is appalling  
 The police dealing with thieves better  
 The police are poor when dealing with thieves. It is a common occurrence  
 Employing more staff, having more than one security guard, minimum pay is not worth it  
 871-872 Plymouth Road  
 No business rates and create more parking spaces

working as one community  
 Increase of salary as no increase of wages for years  
 More street cleaning and rubbish collections the area is full of litter where ever you look. Vans are parked in Galvin Road they are not being moved and being used to live in, bottles of urine are scattered around which i have reported to the council already. It would be nice to say that slough is a nice place to come to.  
 More police  
 more incentives for businesses rates are high and always going up  
 Reduce the amount of furniture shops in the area  
 Job fairs  
 More car parks locally and free parking  
 Make the town a better and friendlier place to shop  
 Move premises and recruit junior staff to train into the position

| How would you rate the following aspects of Slough town centre? |         |                  |  |                         |   |                      |   |   |   |   |  |  |  |   |                                |                                       |  |   |                                    |                             |
|---|---------|------------------|--|-------------------------|---|----------------------|---|---|---|---|--|--|--|---|--------------------------------|---------------------------------------|--|---|------------------------------------|-----------------------------|
|   | [Rents] | [Business rates] | [Availability of staff/customer parking] | [Safety during the day] | [Safety during the evenings and at night] | [Crime and security] | [Range of shops and services available] | [Quality of shops and services available] | [Range of leisure and entertainment facilities] | [Quality of leisure and entertainment facilities] | [Quality of furniture and landscaping] | [Liveliness and character of the area] | [Level of street cleansing and litter] | [Condition and appearance of buildings] | [General shopping environment] | [Support from Slough Borough Council] | [Marketing and promotion of the town centre] | [Interest shown by landlords and property owners] | [The way businesses work together] | [Events in the town centre] |
| Very Good   | 1       | 1                | 5  | 2                       | 2   | 1                    | 4                                       | 3   | 2   | 0   | 0                                      | 0                                      | 0                                      | 0                                       | 0                              | 2                                     | 2  | 0   | 0                                  | 2                           |
| Good  | 3       | 4                | 14                                       | 18                      | 5   | 5                    | 6                                       | 6   | 11  | 13  | 14                                     | 6                                      | 16                                     | 13                                      | 7                              | 9                                     | 10   | 6   | 14                                 | 14                          |
| Neither Good nor Bad  | 18      | 16               | 7  | 13                      | 12  | 11                   | 10                                      | 11  | 20  | 19  | 21                                     | 22                                     | 14                                     | 17                                      | 9                              | 27                                    | 15   | 23  | 27                                 | 18                          |
| Bad   | 12      | 14               | 16                                       | 17                      | 17  | 24                   | 15                                      | 17  | 15  | 14  | 14                                     | 15                                     | 17                                     | 18                                      | 19                             | 9                                     | 17   | 16  | 6                                  | 14                          |
| Very Bad  | 7       | 7                | 11                                       | 2                       | 17  | 14                   | 20                                      | 18  | 6   | 6   | 5                                      | 11                                     | 8                                      | 6                                       | 19                             | 7                                     | 7  | 5   | 5                                  | 5                           |

8. In general, do you think that over the last five years Slough town centre has...?

55 responses



9. How strongly do you agree or disagree with the following statements:

|                            | The paving and street scene need improving | Festive lighting is important for the town centre | The festive lighting needs to be improved | Hanging baskets play an important role in improving the appearance of the area | Vacant shops are detrimental to the area | The appearance of both occupied and vacant units could be improved |
|----------------------------|--|---|---|--|--|--|
| Agree                      | 25   | 22  | 13  | 25   | 16                                       | 19   |
| Disagree                   | 5  | 5   | 6   | 5  | 1  | 0  |
| Neither Agree nor Disagree | 14   | 9   | 19  | 11   | 2  | 2  |
| Strongly Agree             | 11   | 17  | 14  | 14   | 36                                       | 32   |
| Strongly Disagree          | 1  | 2   | 2   | 0  | 0  | 0  |

## 10. What measures do you think would help to improve Slough town centre?

|   |    |                               |    |
|---|----|-------------------------------|----|
| Increased choice/range of shops                       | 44 | Other (please specify)        |    |
| More national retailers                               | 37 | Free town wifi                | 28 |
| Improved public spaces                                | 34 | Address anti-social behaviour | 2  |
| Improved security                                     | 33 | Improve frontages             | 2  |
| More quality restaurants or cafes                     | 32 | Subsidise rent/rates          | 2  |
| Cheaper/more flexible parking                         | 31 | More housing                  | 1  |
| Improved street cleaning                              | 28 | Improve traffic flow          | 1  |
| More independent and specialist retailers             | 26 |                               |    |
| More sports/leisure/entertainment facilities          | 22 |                               |    |
| Greater promotion and marketing of Slough town centre | 22 |                               |    |
| More organised events                                 | 19 |                               |    |
| Better street lighting                                | 19 |                               |    |
| Improved public transport                             | 18 |                               |    |
| More arts or cultural facilities                      | 15 |                               |    |

## 11. Which of these marketing activities/channels do you currently use?

|  |    |  |    |
|--|----|--|----|
| Website                                | 46 | Your own events                        | 20 |
| Flyers/leaflets/posters                | 30 | Advertising in other printed media     | 15 |
| Social media (please specify)          | 29 | Vouchers                               | 14 |
| Email newsletters                      | 28 | Networking                             | 14 |
| Online advertising                     | 27 | Special promotions (e.g. competitions) | 14 |
| Business cards                         | 26 | Loyalty cards                          | 13 |
| Brochures                              | 21 | Joint promotions with other businesses | 4  |
| Advertising in local or national press | 20 | Other (please specify)                 | 0  |



12. How strongly do you agree or disagree with the following statements about local area marketing:

|                            | Marketing activities play an important role in attracting customers to the local area | Further marketing activities are required to attract local area visitors | I would be prepared to get involved in local area marketing campaigns |
|----------------------------|---|--|---|
| Strongly Agree             | 26  | 27   | 12  |
| Agree                      | 21  | 17   | 17  |
| Neither Agree nor Disagree | 8   | 10   | 19  |
| Disagree                   | 0   | 0  | 4   |
| Strongly Disagree          | 0   | 0  | 2   |

13. How strongly do you agree or disagree with the following statements about marketing for your business:

|                            | Marketing activities play an important role in attracting customers to my business | Further marketing activities are required to attract more customers to my business | I would like to invest more time and resources into improving the marketing of my business |
|----------------------------|--|--|--|
| Strongly Agree             | 30   | 25   | 16   |
| Agree                      | 18   | 19   | 15   |
| Neither Agree nor Disagree | 4  | 8  | 18   |
| Disagree                   | 1  | 1  | 4  |
| Strongly Disagree          | 1  | 1  | 1  |

14. Your online marketing.

|   |    |
|---|----|
| There is a website for my business                                      | 54 |
| The business website is effective                                       | 38 |
| The business website generates plenty of trade for my business          | 28 |
| The business makes good use of social media marketing                   | 21 |
| The website is e-commerce enabled                                       | 17 |
| An effective website would significantly increase trade for my business | 8  |
| The website requires an upgrade   | 6  |

15. How strongly do you agree or disagree with the following statements about events:

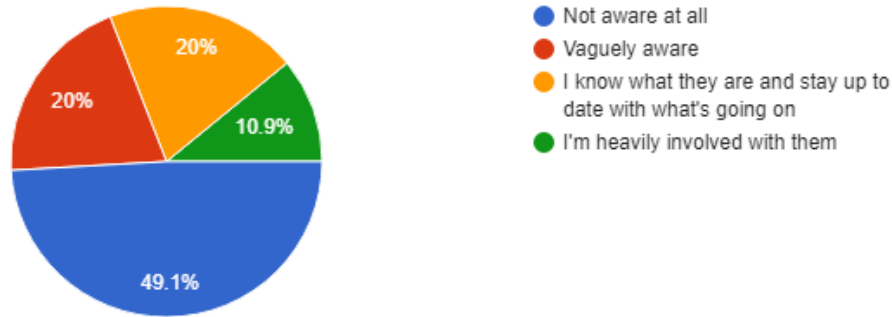
|                            | Events play an important role in attracting customers to the town centre | More events are needed to attract more visitors to the town centre | I would be prepared to get involved with supporting/organising events in the town centre |
|----------------------------|--|--|--|
| Strongly Agree             | 22   | 20   | 11   |
| Agree                      | 26   | 25   | 13   |
| Neither Agree nor Disagree | 6  | 8  | 20   |
| Disagree                   | 1  | 1  | 7  |
| Strongly Disagree          | 0  | 0  | 3  |

16. Are there any business support or training topics that would be of benefit to your business?

|                              |    |                             |   |
|------------------------------|----|-----------------------------|---|
| IT basics                    | 14 | Data protection             | 6 |
| Sales/customer service       | 10 | Employment/HR               | 5 |
| Business development         | 10 | Food hygiene                | 3 |
| Marketing (on and off line)  | 9  | E-commerce                  | 2 |
| Health and safety            | 7  | Visual merchandising        | 2 |
| Website creation/maintenance | 6  | Finance and accounting      | 2 |
| Leadership and management    | 6  | Selling to other businesses | 1 |
| Winning contracts            | 6  | International trade         | 0 |
| First aid                    | 6  | Other (please specify)      | 0 |

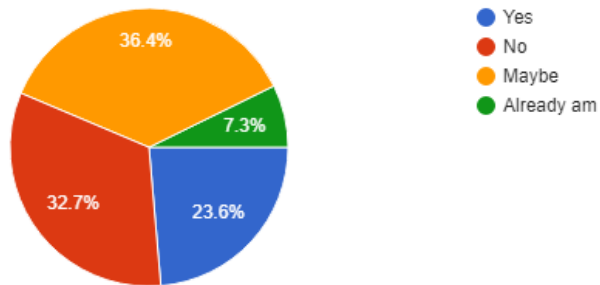
### 17. Are you aware of Slough Borough Council's town centre management team and the Slough Town Centre Partnership?

55 responses



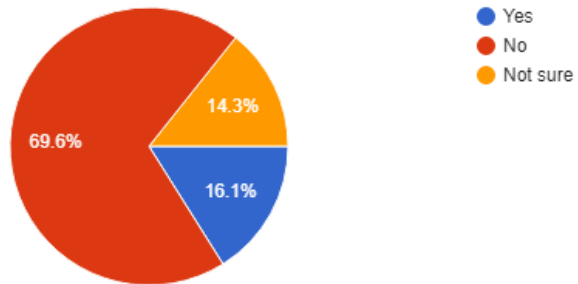
### 18. Would you like to be part of a group that looks after the interests of your business and your town centre?

55 responses



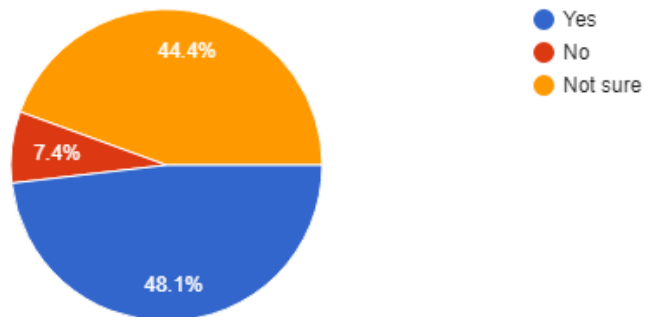
19. Prior to completing this survey, did you know what BIDs (business improvement districts) are and what they do?

56 responses



20. There are around 300 BIDs across the country, they raise sums of money from £100,000 upwards annually ...n centre should be tested at ballot?

54 responses



21. What types of businesses do you think should be included in a possible BID for Slough?

|                        |    |
|------------------------|----|
| Retail                 | 33 |
| Leisure                | 18 |
| Office                 | 3  |
| Industrial             | 3  |
| Charities              | 7  |
| Public sector          | 2  |
| Other (please specify) |    |
| All businesses         | 19 |

22. If a BID for Slough town centre were to be implemented and it generated approximately £200,000 per year, what three projects do you think would make the biggest difference to your business/the town centre?

Vacant shop wrap around  
 better shopping centre  
 better security and  
 more local events going on  
 Business development for retailers,  
 Businesses to work together and  
 visual arts  
 Cleaning,  
 more litter patrols,  
 dedicated policing and  
 SBC wardens.  
 All projects  
 Parking  
 Traffic  
 town centre shops  
 Improved range of retailers.

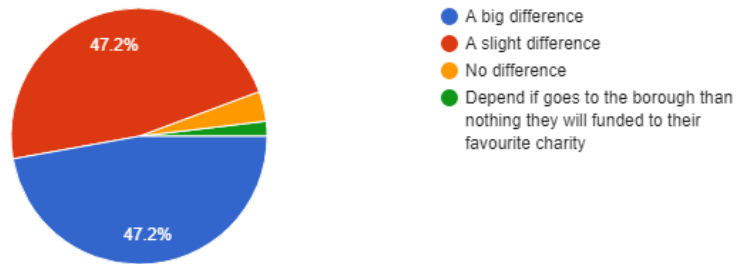
More events to bring people to the high street.  
 Policing and SBC presence in town centre.  
 rebuilding town centre and allocate new shops, restaurant and bars  
 The Wheatsheaf  
 More Retail shops, restaurants  
 cheaper rates  
 no yellow lines  
 cheaper pension fees  
 Security,  
 cleanliness,  
 quality of shops and cafes  
 Access to fire safety projects,  
 Fire Training and upgrading alarm systems  
 More branded shops,  
 more parking (Free)  
 more jobs for younger people and

open more businesses  
lower rates  
Lower Rent,  
make it cleaner and safety  
Transport,  
Leisure,  
Shops  
more variety shops.  
Road works need to be completed quicker  
Job Fairs  
remove homeless,  
tidy up town,  
better shops  
Restore/improve facades and structures of old high street shops  
Give long term vacant shops to charities/youth/Arts organisations on  
short term leases to a) fill them and b) Try out which improves business  
and why  
Commission street art with an interactive Element"  
Security and  
improve leisure facilities  
SECURITY AND  
SELECTION OF THE RIGHT SHOPS (RETAILERS)  
Cleanliness,  
security,  
shopping centre  
security,  
cleanliness,  
more branded stores,  
better parking  
security,  
enviroment,

more shops  
events in the town centre block the entrance to shops  
security  
more security,  
improvement to build new shops

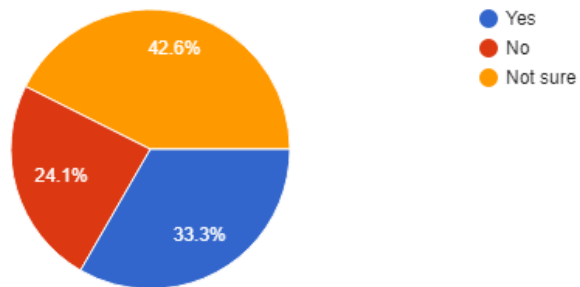
23. If a BID for Slough town centre were to be implemented and it generated approximately £200,000 per year, how ...ference do you think this would make?

53 responses



24. Would you be interested, in principle, in getting more involved with determining the outcomes of the feasi... and possible future BID development?

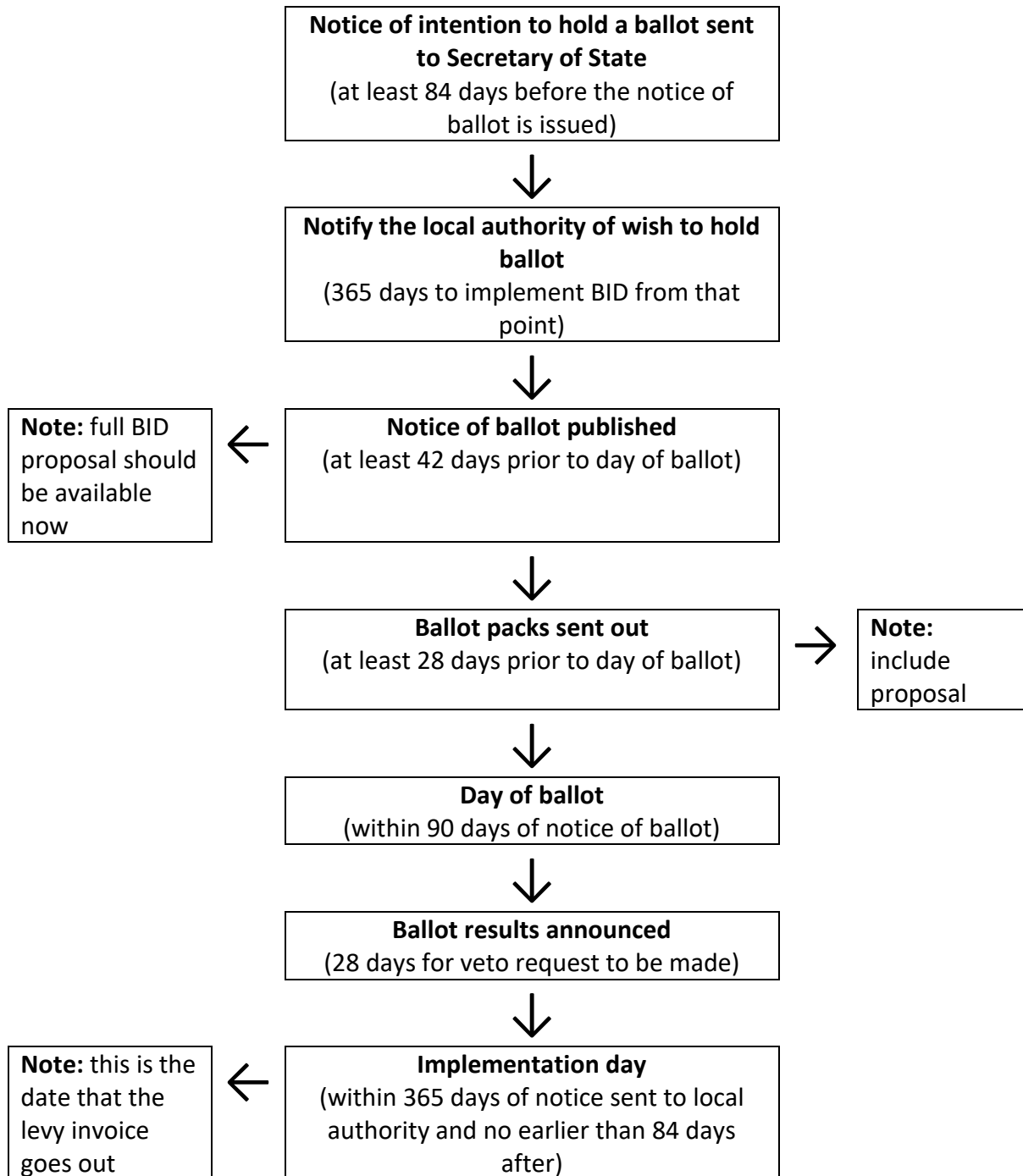
54 responses





**Appendix 2**

**BID Development: Regulatory Milestones**





**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet                                 **DATE:** 15 April 2019

**CONTACT OFFICER:** Savio DeCruz Service Lead Major Infrastructure Projects  
**(For all enquiries)** 875640

**WARD(S):** All

**PORTFOLIO:** Cllr Martin Carter – Planning and Transport

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

**TRANSPORT VISION – SMART OFF –PEAK BUS PILOT**

**1 Purpose of Report**

To support a three month/twelve week pilot offering free travel on the SMaRT service for Slough residents. This report forms part of the Transport Vision approved in February 2019.

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

The Cabinet is requested to resolve:

- (a) To approve a three month/twelve week pilot for Slough residents on the SMaRT service between O2 and Slough Station.
- (b) To approve free travel for Slough residents between 10:05 and 15:55 Mon-Fri using QR codes or similar in line with the Slough App.
- (c) To approve a spend from existing transport budgets of up to £30K for the trial with analysis of usage and related outputs such as carbon saving etc.

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

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

*Priorities:*

Increasing life expectancy by focusing on inequalities – providing better and more connected public transport services to the town, leisure and places of work enabling better air quality and helping our residents to stay active.

Switching more journeys to active travel will improve health, quality of life and the environment

Housing – Improving integrated transport links in the area and giving greater choices for residents as to where they can live by improving access to work and facilities

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:

- Slough children will grow up to be happy, healthy and successful  
Increased cycling levels will lead to fewer cars on the road providing safer, cleaner environment for Slough’s children.
- Our people will be healthier and manage their own care needs.  
Cycling, walking and using public transport can contribute to maintaining physical and mental health.
- Slough will be an attractive place where people choose to live, work and stay  
Reduced traffic congestion through increased cycling and walking and more public transport services will result in improved air quality and safer roads, making Slough a place where people want to live, work and visit
- Our residents will live in good quality homes  
Improved integrated transport links in the area, giving greater choices for residents as to where they can live and access work and facilities
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents  
Continuing to work with businesses to reduce congestion on Slough’s roads and provide integrated transport options will reduce employee’s travel time, and provide reliable travel times.

4 **Other Implications**

(a) Financial

At this stage there are no financial risks. However, the expenditure for the trial has been capped at £30K from the existing transport budget.

(b) Risk Management

| Recommendation from section 2 above   | Risks/Threats/ Opportunities               | Current Controls  | Using the Risk Management Matrix Score the risk                      | Future Controls   |
|---|--|---|--|---|
| To approve free travel for Slough residents between 10:05 and 15:55 Mon-Fri using QR codes or similar in line with the Slough App | Potential risk of Anti-competitive funding | Pilot will only run for three months to increase awareness of the service | Political – (Severity/negligible: Probability/low)<br><br>= rating 1 | Service only operates on the service road and is unlikely to conflict with existing services. |

|  |   |  |  |  |
|--|---|--|--|--|
| To approve a spend from existing budgets of up to £30K for the trial with analysis of usage and related outputs such as carbon saving etc. vision for 2040 | More residents use the service resulting higher costs but less cars on the road | Weekly/Monthly analysis of usage with bus operator | Political – (Severity/negligible: Probability/low)<br><br>= rating 1 | If successful but not within the budget envelope then officers will discuss with the operator revised charges. |
|--|---|--|--|--|

(c) Human Rights Act and Other Legal Implications

There are no HR or legal implications resulting from this report

(d) Equalities Impact Assessment

There are no impacts as a result of this pilot except to make the service open to more of our residents.

**5 Supporting Information**

Background

- 5.1 In February 2019 Cabinet approved a new Transport Vision for the town with public transport at the heart. The purpose of promoting this form of transport is to reduce congestion, make travel more accessible to our residents, improve air quality and importantly stimulate economic growth in the town.
- 5.2 The first stage of the vision is already underway with the SMaRT phase 2 and Park and Ride now approved by Cabinet in March 2019 to continue the connection between the town and Heathrow Airport. The transport vision will continue to develop over the next few months as more testing is undertaken on options for improving public transport.
- 5.3 SMaRT phase 1 was launched in January 2019 with four businesses signed up to the service; O2, Lonza, Ipsen and UCB, this has been a success in terms of helping the businesses to come together and have a unique shuttle service. This is a premium service with only three stops and therefore can return better journey times for employees with the addition of less congestion at the rail station.
- 5.4 The service operates in the peak period around 6-7 minutes and then is reduced to every 15minutes in the off peak roughly between 10am and 4pm. During the off peak period the service is not well used, though it still carries some passengers. The service is open to the public but has a low take up and therefore it is proposed to help get more people in the off peak period to use this shuttle.
- 5.5 The proposed pilot is to run in the off peak period between 10am and 3:55pm where there is an underutilisation. The pilot will offer free travel to Slough-only residents via QR codes or the Slough App and enable accessibility to many of our community.

5.6 The core principles will be as follows:

- Trial 3 month/12 weeks
- Trial to start on 7<sup>th</sup> May and run to 2<sup>nd</sup> August 2019
- Free travel to all Slough residents via QR codes and/or the Slough App
- Evaluation to determine benefits of the scheme including the number of passengers; reduction in traffic, carbon reduction and Nox reduction.

5.7 The pilot if successful could be expanded to other services or extended to phase 2 of SMaRT to help better connect our communities with Heathrow in respect of employees and general travel.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusion**

In adopting the Transport Vision a series of actions have now started to emerge and to be implemented, firstly with the Phase 2 SMaRT +Park and Ride and now with this pilot for free travel. The objective is to meet the key aims of the vision by promoting public transport and in so doing support growth, cleaner air, less congestion and building our communities. This will be one of the first free travel areas outside of London so is a real mark for Slough as we look to be a centre for growth.

## 8 **Background Papers**

Slough Transport Vision 2019

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> April 2019

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

**WARD(S):** All

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

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

**CONTRACTS IN EXCESS OF £250,000 IN 2019-20****1 Purpose of Report**

To advise the Cabinet of the contracts of an estimated value of over £250,000, that are proposed to be let in the 2019/20 financial year and any exemptions to competitive tendering that have been granted.

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

The Cabinet is requested to resolve that the list of contracts attached at Appendix A be endorsed and to determine whether there are any special requirements it wishes to agree, with regard to any particular contract.

**3 Slough Joint Wellbeing Priorities and Five Year Plan**

This report being entirely administrative in nature does not directly contribute to the priorities. However the contracts listed in the appendix will contribute to all of the priorities of both the Wellbeing Strategy and the Five Year Plan.

**4 Joint Strategic Needs Assessment (JSNA)**

The JSNA will be considered at the time of letting each contract.

**5 Other Implications****(a) Financial**

The contracts set out in the Appendix are included in approved budgets. Officer delegations authorise Directors to approve expenditure within approved capital budgets and decisions on work programmes within those budgets.

**(b) Risk Management**

There are no specific issues arising directly from this report.

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

All contracts are let in accordance with the Council's agreed Contract Procedure Rules.

(d) Equalities Impact Assessment

This report being entirely administrative in nature and is not therefore applicable to the Equalities Impact Assessment (EIA). EIA's will be fully considered at the time that each contract is let.

(e) Workforce

Workforce implications will be considered upon the letting of each contract.

**6 Supporting Information**

Council's Constitution

- 6.1 The Council's Constitution requires that the intention to tender or enter into a contract of a value exceeding £250,000 is reported and approved by the Cabinet. Exemptions to competitive tendering must also be reported for information to the Cabinet.
- 6.2 Any amendments/addition to the list have to be reported to the Cabinet as they arise and this will be done as necessary in the course of 2019/20 financial year. A list of the contracts is set out at Appendix A to this report and the Cabinet is asked to consider the attached list and endorse it.

**7 Comments of Other Committees**

None.

**8 Conclusion**

Appendix A details contracts of an estimated value of over £250,000, that are proposed to be let in the 2019/20 financial year and any exemptions to competitive tendering that have been granted.

**9 Appendices Attached**

'A' - List of contracts to be let in 2019/20 in excess of £250,000.



## APPENDIX A

### LIST OF CONTRACTS TO BE LET IN 2019/20 IN EXCESS OF £250,000

|     | <b>Contract Title</b>  | <b>Estimated value</b>   | <b>Description</b>   |
|-----|--|--|--|
| 1.  | Healthwatch<br>Statutory requirement                                   | £264,000   | The Health and Social Care Act 2012 established Healthwatch England at national level. In October 2012 and required Local Authorities to establish local Healthwatch.  |
| 2.  | Advocacy In Slough   | £360,000   | From 1 April 2015, the Care Act 2014 places a new duty on local authorities to provide access to independent advocacy to those who would have substantial difficulty in being involved in care and support 'processes' and have no appropriate individual(s). Under the Care Act, independent advocacy means a service that is independent of the local authority. |
| 3.  | Housing Related<br>Support   | £3,000,000   | Housing related support and floating support service.  |
| 4.  | Dynamic Purchasing<br>System of Care<br>Purchasing (DPS)               | £18,990,000  | This is a continuously updated approved list of accredited providers, from which care will be purchased on a call of basis with individual suppliers, in accordance with Council tendering procedures.   |
| 5.  | Residential and<br>Nursing Home<br>Providers (OPPD)                    | £5,500,000   | Bring suppliers list under the DPS.  |
| 6.  | Residential and<br>Nursing Home<br>Providers (LD)                      | £4,500,000   | Bring suppliers list under the DPS.  |
| 7.  | Domiciliary Care   | £4,000,000   | Call off suppliers list will be retendered and refreshed through the DPS.  |
| 8.  | Wellbeing Service  | £2.4 million over three<br>years (£800k per<br>annum) with a plus 1<br>+1 = £4 million | An integrated public health wellness service offering cardio wellness, smoking cessation, weight management & falls prevention   |
| 9.  | Clinical Prescribing   | £1.1 million over 5<br>years (approx. £220<br>per annum)                               | This specialist service delivers clinical time and substitute prescribing for drug and alcohol treatment   |
| 10. | Corporate Repairs,<br>Maintenance and<br>Building Cleaning<br>Contract | 4 + 3 year extension –<br>7 year contract value<br>£5,604,939.92                       | Bouygues Energies & Services<br>All hard and soft FM provision for<br>corporate assets   |
| 11. | Furniture and<br>Equipment   | it is estimated to be<br>£800k for the project   | Bates Office Supplies<br>Value varies dependant on<br>requirements however, for the new HQ<br>( <i>already approved via business case<br/>exemption to extend contract to cover<br/>the project</i> )  |

|     |   |  |  |
|-----|---|--|--|
| 12. | Construction and Fit out of new HQ Windsor Road | £3 million (estimated £2.3 million)  | Bouygues Energies and Services (Contract Project) ( <i>already approved via a significant decision</i> )   |
| 13. | Utilities                                       | Contract for two years - £1.863,456  | – EDF, Opus and Total Gas and Power, Gas, Electricity for majority of Corporate and Housing assets   |
| 14. | School Expansion Programme                      |  |  |
| 15. | School Modernisation Programme                  |  |  |
| 16. | Cemetery Extension Phase 2                      | £2.2m  | Expansion of the cemetery for additional burial spaces   |
| 17. | 2 Priors Close (Breakaway)                      | £850k  | internal/external refurbishment works  |
| 18. | Professional Services Framework / DPS           | £4m  | Framework for appointment of architects, surveyors etc for future projects   |
| 19. | RTPI provider                                   | £350K plus £50K/annum  | New contract for supplying Real Time Passenger Information to the public.  |
| 20. | Herschel Car Park                               | £ tba  | refurbishment of existing car park (scope of works yet to be determined)   |
| 21. | Annual Highway Resurfacing Programme            | The annual cost is £1m. The new tender will be fixed for 3 year with a potential yearly extension for up to 2 years. Total cost £5m. | It relates to the Authority's responsibility to maintain the public highway. Forms part of routine highway capital maintenance programme and also part of the current Local Transport Plan (LTP3). |
| 22. | Occupational Health and Employee Assistance     | 125k p.a. over 2+1+1 years   | Provision of OH/EA and mediation services  |
| 23. | EV Fleet  | £800K  | EV cars in 2019/2020 we need to access the CCS framework and run a mini-competition plus infrastructure  |
| 24. | EV Taxi infrastructure                          | £500K  | Rapid Chargers for taxis & public 2019/2020 we need to go through a full tender (bespoke for partnership arrangement)  |
| 25. | Carbon Management Refit                         | £500K+   | Phase 2 of Re-Fit  |
| 26. | Professional Services Contract                  | £1.5m/annum  | New professional services provider covering transport and highways, planning, M&E Environmental Quality  |
| 27. | Bridge Contract                                 | £6m  | Challenge Fund bid to upgrade Slough bridges   |
| 28. | Digital Infrastructure                          | £5m  | New digital infrastructure for advertising and promotions  |
| 29. | Bus Shelter Contract                            | £2.5m  | Replacement bus shelter contract including digital screen upgrades   |
| 30. | ITS Framework                                   | £500k/annum  | Intelligent Transport Systems suppliers framework for signals, VMS and cameras   |
| 31. | Traffic Signals Maintenance                     | £400K/annum  | Maintenance of Intelligent Transport Systems suppliers framework for signals, VMS and cameras  |

|     |  |                |  |
|-----|--|----------------|--|
| 32. | Green Waste, Tree trunks and Hard Core                               | £250k to £350k | To utilize as a recycled material by conversions to compost (PAS 100) Forms part of SBC recycling target percentages/target  |
| 33. | LEP Highway Improvement Schemes                                      | £8m            | A number of Highways improvement works are to be commission and the DSO will be instructed to completed the works. It is anticipated that there will be a spend by the DSO of £8m. If so then we will need to procure as an order of magnitude: LEP Construction Materials £3m, Subcontracted Labour £4m |
| 34. | Direct Service Organisation Vehicles replacement during 2019 to 2020 | £269k          | Replacement of specialist safety vehicle and bulky waste caged vehicle   |
| 35. | Transformation Programme   | Tbc            | Implementation of SBC Transformation Programme   |

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> April 2019

**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> March 2019

## **7. Background Papers**

None.

# **NOTIFICATION OF DECISIONS**

## **1 APRIL 2019 TO 30 JUNE 2019**

Date of Publication: 15<sup>th</sup> March 2019

## **SLOUGH BOROUGH COUNCIL**

### **NOTIFICATION OF DECISIONS**

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

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

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

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

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

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email [catherine.meek@slough.gov.uk](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.

Page 3  
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### **Are there exceptions to the above arrangements?**

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

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

## Cabinet - 15th April 2019

| Item   | Portfolio | Ward | Priority | Contact Officer  | Other Committee | Background Documents | New Item | Likely to be Part II |
|--|-----------|------|----------|--|-----------------|----------------------|----------|----------------------|
| <p><b><u>SBC Transformation Programme</u></b></p> <p>To consider the business case for the Council's Transformation Programme setting out how the Five Year Plan outcomes will be delivered; how the Council is organised efficiently to ensure our residents and customers get the best services the authority can afford; and on the Council's future operating model.</p> | R&S       | All  | All      | Dean Tyler, Service Lead Strategy & Performance<br>Tel: (01753) 875847             | -               | None                 |          | Yes, p3 LGA          |
| <p><b><u>SUR Partnership Business Plan 2019/20</u></b></p> <p>To approve the Slough Urban Renewal Partnership Business Plan for 2019/20.</p>   | R&S       | All  | All      | Kassandra Polyzoides, Service Lead Regeneration Development<br>Tel: (01753) 875852 | -               | None                 |          | Yes, p3 LGA          |
| <p><b><u>Community Investment Fund 2018/19 Update</u></b></p> <p>To receive an update on the outturn of the Community Investment Fund 2018/19 and consider the allocation of any underspend.</p>   | F&H       | All  | All      | Barry Stratfull, Service Lead Finance<br>Tel: (01753) 875748                       | -               | 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>Business Improvement District for Slough Town Centre</u></b></p> <p>To update the Cabinet on the development of a Business Improvement District (BID) for Slough Town Centre and to seek approval for the Council to vote Yes in the BID ballot to be held during May-June 2019.</p> | R&S | Central | All | Shabnam Ali, Service Lead<br>Economic Development<br>Tel: 07597 392742  | - | None | √ |  |
| <p><u>Contracts in Excess of £250,000 in 2019/20</u></p> <p>To approve the commencement of tendering for contracts in excess of £250,000 in 2019/20 and to note any exemptions to competitive tendering.</p>  | F&H | All     | All | Catherine Meek, Head of Democratic Services<br>Tel: 01753 875011        | - | None |   |  |
| <p><u>References from Overview &amp; Scrutiny</u></p> <p><i>To consider any references from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i></p>  | T&P | All     | All | Shabana Kauser, Senior Democratic Services Officer<br>Tel: 01753 787503 | - | None |   |  |
| <p><u>Notification of Forthcoming Decisions</u></p> <p><i>To endorse the published Notification of Decisions.</i></p>   | R&S | All     | All | Catherine Meek, Head of Democratic Services<br>Tel: 01753 875011        | - | None |   |  |

## Cabinet - 17th June 2019

| Item   | Portfolio | Ward | Priority | Contact Officer  | Other Committee | Background Documents | New Item | Likely to be Part II |
|--|-----------|------|----------|--|-----------------|----------------------|----------|----------------------|
| <u>Ruling Group Manifesto</u><br>To formally note the manifesto of the Ruling Group following the Borough election being held on 2 <sup>nd</sup> May 2019.                   | R&S       | All  | All      |  | -               | None                 | √        |                      |
| <u>Cabinet portfolios and responsibilities</u><br>To receive a report confirming the Cabinet portfolios for 2019/20 and the responsible Lead Members.                        | R&S       | All  | All      | Catherine Meek, Head of Democratic Services<br>Tel: 01753 875011       | -               | None                 | √        |                      |
| <u>Provisional Financial Outturn 2018/19</u><br>To consider the revenue and capital financial outturn for the 2018/19 financial year.  | F&H       | All  |          | Barry Stratfull, Service Lead Finance<br>Tel: (01753) 875748           |                 |                      | √        |                      |
| <u>Performance &amp; Projects Report Q4 2018/19</u><br>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2018/19. | T&P       | All  | All      | Dean Tyler, Service Lead Strategy & Performance<br>Tel: (01753) 875847 | -               | None                 | √        |                      |

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**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

|   |     |     |     |   |   |      |   |             |
|---|-----|-----|-----|---|---|------|---|-------------|
| <b>Statutory Service Plans</b><br><br>To recommend to Council the Statutory Service Plans (SSPs) in relation to the Food Safety Service, Health & Safety Service, and Trading Standards Service in accordance with the requirements laid down by external agencies. | R&C | All | All | Ginny de Haan, Service Lead Regulatory Services<br>Tel: 01753 477912          | - | None | √ |             |
| <b>Governance Arrangements for Heathrow Strategic Planning Group</b><br><br>To consider a report on the principle of setting up a limited company and wider governance arrangements for the Heathrow Strategic Planning Group.                                      | P&T | All | All | Savio DeCruz, Service Lead Major Infrastructure Projects<br>Tel: 01753 875640 | - | None |   | Yes, p3 LGA |
| <b>References from Overview &amp; Scrutiny</b><br><br><i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>  | T&P | All | All | Shabana Kauser, Senior Democratic Services Officer<br>Tel: 01753 787503       | - | None | √ |             |
| <b>Notification of Forthcoming Decisions</b><br><br><i>To endorse the published Notification of Decisions.</i>  | R&S | All | All | Catherine Meek, Head of Democratic Services<br>Tel: 01753 875011              | - | None | √ |             |

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

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