

Date of issue: Friday, 15 February 2019

<b>MEETING:</b>	<b>CABINET</b>	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Hussain	Deputy Leader of the Council and Cabinet Member for Transformation & Performance
	Councillor Anderson	Environment & Leisure
	Councillor Carter	Planning & Transport
	Councillor Mann	Regulation & Consumer Protection
	Councillor Nazir	Corporate Finance & Housing
	Councillor Pantelic	Health & Social Care
	Councillor Sadiq	Children & Education
<b>DATE AND TIME:</b>	<b>MONDAY, 25TH FEBRUARY, 2019 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>MAIN HALL - CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SL1 2SP</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> <b>(for all enquiries)</b>	<b>NICHOLAS PONTONE</b>	<b>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**

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
1.	Declarations of Interest	-	-
	<i>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.</i>		
2.	<b>Localities Strategy</b>	1 - 12	All
3.	<b>Trelawney Avenue Redevelopment and Hub</b>	13 - 24	Langley Kedermister
4.	<b>Transport Vision for the Centre of Slough</b>	25 - 66	All
5.	<b>Highway Improvement Works to Adopt Private Streets</b>	67 - 78	All
6.	<b>Creation of a Local Authority Trading Company to Carry out Functions of Existing DSO</b>	79 - 90	All
7.	Exclusion of Press and Public	-	-
	It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).		
<b>PART II</b>			
8.	<b>Trelawney Avenue Redevelopment and Hub - Appendices A and B</b>	91 - 100	All
9.	<b>Creation of a Local Authority Trading Company to Carry out Functions of Existing DSO - Appendix B</b>	101 - 104	All

## Press and Public

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

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

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 25<sup>th</sup> February 2019

**CONTACT OFFICER:** Joe Carter, Director of Regeneration  
(For all enquiries) (01753) 875852

**WARD(S):** All

**PORTFOLIO:** Regeneration and Strategy – Councillor James Swindlehurst  
Health and Social Care - Councillor Pantelic  
Corporate Finance and Housing – Councillor Nazir

**PART I**  
**KEY DECISION****LOCALITIES STRATEGY****1 Purpose of Report**

- 1.1 To report to members on the progress of the Council's Localities Strategy proposals and to endorse the actions and project plan set out in the report.
- 1.2 This Council believes that delivering services in a coordinated way as close to where residents live provides many opportunities for a much enhanced service delivery. The report seeks to align this longstanding ambition through the Council's Transformation Programme within a Localities Strategy putting customers at the heart of everything we do by:
- Basing facilities locally
  - Joining up Council and Partner services through co-location where possible facilitating and improving local services
  - Enabling residents to access directly services locally and use enhanced facilities
  - Making best use of a mix of centrally and locally based provision
- 1.3 This report is the physical enablement of the strategy through the provision of a mix of Council buildings including local Hubs and other Council and community facilities. Further work on the Council's Transformation Programme and the Localities Strategy will be articulated in a Cabinet paper to be brought in April this year.
- 1.4 The Localities Strategy is based on a 'hub and spoke' model with the new Council HQ acting as the main central Hub and a range of other Council buildings and facilities acting as spokes locally. This will include the provision of hot desks and Council services close to residents with a reduced central service core.

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

The Cabinet is requested to resolve:

- (a) That the over-riding proposal for a Localities Strategy be agreed and that it be aligned to the three operating areas (North, South and East) of the Council's strategic partners as set out in Appendix A.
- (b) That the proposals be agreed for the six buildings to be located within the operating areas as set out in the report in section 5.9.
- (c) That the programme set out in section 5.11 in the report be noted.
- (d) That an update report be presented to Cabinet in June 2019.
- (e) That a working group of Councillors and officers be formed to monitor project delivery.

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

The Council is developing a Localities Strategy through a locality planning process with a focus on providing Council facilities acting as Coordinating Centres within the Borough. These will be located in the three administrative areas for Health, Adult Social Services and Police services and will be meeting service needs locally. A plan showing the administrative areas is attached in Appendix A.

In addition to good quality local service provision a key driver for the strategy is to provide the means by which we can collectively work as a council with partners, local communities and the voluntary sector to enable independent sustainable communities by focusing on building their capacity.. We will be able to better manage future demand through activities focussing on prevention and early intervention and preventing need arising in the first place.

We intend to support developing, independent and sustainable communities through locating core officers locally and therefore available for closer working with community partners and groups.

The provision and delivery of six buildings providing a range of Council Hubs and Community facilities will serve to create a base for a potential mix of public services including health and community. They will be a local base supporting Council services through mobile working and for services to operate from including Adult Social Care and Neighbourhood Services linking with and complementing the Council's new HQ (including The Curve). Co-locating people locally will give them the opportunity to build relationships and join up more effectively.

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

The Council's Localities Strategy reflects the following Wellbeing Strategy Priorities which will help to deliver the five year plan:

Improving mental health and wellbeing – the development of a range of Hubs and Council and Community buildings includes the provision of health and community facilities which will serve the local population providing modern and fit for purpose accommodation within which to provide services. This will encourage active lifestyles and contribute to improved opportunities to reduce health risks. Needs identified in localities mapping can then be addressed in a targeted way to improve the wellbeing of local residents.

The buildings will each provide a different mix of uses dependent on the needs of the area and on the opportunities available. These may include healthcare facilities for local residents such as GP surgeries, dentist and pharmacy (subject to authorisation of any lease terms for which, including rent [whether commercial or concessionary]); community spaces including library, self help points, meeting rooms and a hall.

Each building will provide flexible and appropriate spaces and will include the opportunity to provide staff with facilities to meet customers on a one to one basis. Mobile working facilities for staff will ideally be available and for use by other public sector users such as NHS and Police. Third sector partners and local community groups will also be encouraged to use the space.

Through the use of improved ICT (being developed via the associated ICT Strategy), the buildings will support the development of new ways of working in relation to the move to the Council's new HQ in Windsor Road.

The Localities Strategy reflects One Public Estate ("OPE") principles. Consequently it will make the best use of public sector assets which could provide additional homes in the Borough. The provision of these homes will help deliver the Council's Housing Strategy and will improve the well being of the local population.

The six new buildings providing a range of local Hubs and Council and community facilities will act as coordinating centres for services and will be located in North, South and East areas broadly in line with designated areas for Health, Police and Adult Social Services. This will enable a more localised and joined up approach working with partners and communities across each of the three localities to support better outcomes for residents.

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

- Outcome 1 – The buildings will be designed to incorporate amenity requirements and will help services join up across Slough creating safe, useable and attractive public spaces through better preventative work which will contribute towards Slough children growing up to be happy, healthy and successful.
- Outcome 2 – the buildings will provide modern health facilities and support the provision of Council services to help our people to be healthier and manage their own care needs. The provision of self help facilities to enable customers to access Council services on line will complement provision in local libraries and provide more resources for local people to access the internet free of charge. This could also include assistance from Council staff established through a needs assessment for the locality. The presence of assisted digital support in Council buildings will help enable people to have a digital relationship with the Council so enabling ease of access when their care needs increase.

- Outcome 3 – Investing in Council buildings will encourage people to live, work and stay in Slough enabling a joined up approach across public sector services which should improve community outcomes. We will organise our local offer around localities and communities which will help us to be more responsive and understanding of what local people need.
- Outcome 4 – The delivery of mixed-tenure residential schemes are linked to Council sites in Britwell and Trelawney Avenue and potentially in Council sites in Wexham and Cippenham. These will directly contribute towards our residents having access to good quality homes. Improving Housing is directly linked to many public health outcomes.
- Outcome 5 - Investing in Council buildings will help attract and retain businesses whilst directly creating opportunities for our residents. The consolidation of more services on local Council sites is more efficient in terms of services, buildings and running costs.

#### 4 **Other Implications**

##### (a) Financial

Approval to the report does not have a direct financial impact to the Council and reports for each site will be taken separately to Cabinet with full financial details. These will include a full financial business case.

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Timescales – Each Council building is at a different stage in delivery. The HQ move is partly dependent on the delivery of the buildings.	A project programme and risk register has been set up for each building project identifying risks and threats together with opportunities to resolve them.	Monitor and resolve risks through the reporting process
People and practice – the strategy does not deliver the Council's aspirations within the Transformation strategy.	The project sits in the Council's Transformation strategy and is one of the three pillars to the delivery of the project.	The project team liaise with the transformation team and other professional teams
ICT – The Localities Strategy is dependent on the Council's ICT strategy to deliver increased capacity for mobile working.	That the ICT strategy is incorporated in all six Council buildings and Council & community project plans identifying requirements.	Incorporate the ICT strategy and network into the buildings
Timescales - Temporary loss of Community facilities	Each project will identify alternative facilities during construction, refurbishment or alteration during the project period.	The completed buildings will be purpose built to meet the changing requirements of the Council, will help to realise One Public Estate objectives and moving forward will reduce reactive/planned maintenance costs.



Legal – Disputes and delays to projects	Follow correct procedures and seek to negotiate with qualifying persons to remove potential/actual objections.	Seek to acquire via mutual treaty and appropriate land where required to avoid risk of CPO.
Financial – third party interests - Some sites are subject to funding from third parties	Funding is secured through correct procedures and legal agreements for each site.	Complete agreements and approvals as and when required.
Property and finance – leasing space to partners and uncertainty of partner funding	Work with partners on joint requirements and sharing facilities. Heads of terms agreed and authority acquired from partners and Council	Complete agreements and approvals as and when required.
Planning – all building and development projects are subject to planning	The applicants for the individual projects should follow due process and seek early intervention with the LPA.	Liaise with relevant officers in the Council and ensure acceptable designs are at the pre application stage.
Planning – Inadequate car parking provision	Parking is one of the key challenges for each site and this will be addressed at Planning and Design stage with the need to reflect and to optimise the use of each of the buildings.	Promoting green travel plans – potentially including incentives for children to walk/cycle to school.
Equalities Issues – staff equalities issues	Ensure the needs of all parts of the community are considered and balanced in the strategy. Ensure an EQIA is undertaken reflecting staff equality issues for each building.	The design and planning stages to integrate consultation and equalities issues.
Communications and community support.	Effective communication plan to be produced between project partners and Slough.	Improving understanding of the constraints under which the Council operates
Project capacity – Insufficient capacity to deliver such a large expansion programme.	Ensure dedicated project support in place.	Ensure sufficient funding and skilled resources employed within the project team.

(c) Human Rights Act and Other Legal Implications

The report has no impact on the Human Rights of the local population.

Detailed legal advice will be required for each Hub site as it progresses via Cabinet.

(d) Equalities Impact Assessment

It is anticipated that the outputs and outcomes delivered via the Council's Localities Strategy will have a positive impact in relation to creating new Council buildings, health centres, new houses, creating new community facilities, resolving environmental issues and improving accessibility to services. Nevertheless, an Equalities Impact Assessment will be undertaken for each Council site identified in

this report to determine whether the proposed strategy might detrimentally affect local people, or a particular section of the local community, would be advisable in the short term.

(e) Workforce

The strategy will support the Council's move to a new HQ in Windsor Road and will complement the ICT strategy and move towards mobile working for staff. Staff will have an opportunity to use the desks at the new buildings (subject to demand) as well as book rooms for meetings.

The Localities Strategy is a major component of the Transformation Strategy and anchors the drive towards integrating joint working in a neighbourhood setting. See section 5.5 – 5.7 below, which discuss the strategic fit, location and purpose of each building and show how the proposed assets promote the modernisation agenda by promoting agile working.

(f) Property

See section 5 below.

(g) Carbon Emissions and Energy Costs

All extensions and new buildings will be subject to Planning and building regulations and provide energy efficient designs through BREAM. The six new buildings may provide staff with the opportunity to work closer to home; subject to demand and the exigencies of the relevant services. This will mean shorter car journeys and therefore fewer Carbon Emissions with less travel and journey time to work and in visiting clients.

## 5 Supporting Information

### **Background**

- 5.1 In approving the proposal to acquire the Council's new corporate headquarters at 25 Windsor Road in May 2018, Cabinet agreed to shrink the Council's footprint from 79,000 sqft to 72,000 sqft and simultaneously noted that the Council is working towards developing a network of neighbourhood hubs and community facilities that would allow services to be integrated under one roof in a neighbourhood setting. This was linked to a desire to: make services more accessible, delivering smarter/ flexible working and updated office IT infrastructure for staff as part of our wider transformation agenda.
- 5.2 The transformation programme has subsequently evolved to consider a locality based approach to service delivery. There are three key pillars that support this programme; the Customer Experience Strategy, the Digital Technology Strategy and the associated property-based strategy. Whilst inter-related, this report focuses on how we use our assets to maximise our localities offer.
- 5.3 The Council has invested substantially in Council assets in recent years. This includes the building of The Curve in the Town Centre as well as acquiring a new HQ building in Windsor Road. These two sites form the central Council Hub from which the Council operates. The proposed range of buildings will continue the Council's investment in local facilities for the community and for staff to utilise the creation of a

network of Council buildings providing a range of hubs and other Council facilities with flexible space in a localised facility.

- 5.4 The new Council HQ in Windsor Road is currently able to accommodate 600 staff (once operational). This would leave approximately 400 additional staff requiring somewhere to work from. As part of the delivery of flexible working a ratio of 50% (200 staff) is estimated as home working. This provides a target of 200 desks required within the Localities and deliverable from the range of Council buildings within them.
- 5.5 The Council is in the process of incorporating the Parish Councils in Wexham and Britwell on the basis that community services will be retained on these sites. These new assets will help to consolidate and develop services in the locality. The remaining Parish Council in Colnbrook may also provide an opportunity to discuss the provision of Council services from the Parish Council building with the Parish Council. The Council will incorporate the former Parish Council buildings into its future delivery plans.

### **Strategic Fit - Localities Strategy**

- 5.6 The Council's Localities Strategy is evolving and builds on the Council's fundamental review of the provision of services through its Transformation Programme. The key objectives of the Strategy include the following:
- A locality based approach to coordinating delivery of services with public sector partners, the community and voluntary sector to close and meet gaps in the communities needs.
  - To support the transition to 'smart ways of working' helping our staff to be more agile in their work practices.
  - Enhance the one council approach bringing together a range of services, at a community level, to meet needs in a joined up way.
  - Provide a flexible space for proactive preventative public services to operate from for our customers in need at a single site closer to their home, saving journey times and enabling easy access to services.
  - Empowering and enabling our staff to deliver services closer to our customers through use of equipment, technology and flexible assets.
  - Reduce our property costs by using ICT solutions to implement a reduced desk ratio of 5:10 in our corporate buildings, freeing up space to optimise income opportunities.
  - Improve efficient use of space while ensuring it is flexible and 'fit for purpose'.
- 5.7 In order to support the range of buildings covered by the Localities Strategy, the proposal in this report is for the Council to provide services from six buildings providing a range of hubs and other Council and community facilities. This approach will allow the asset base to support the Locality Strategy by investing in assets that:
- Are geographically spread throughout the Borough organised by Locality and need;
  - Provide flexible space for enabling joined up working and potentially cross sector at a neighbourhood level;
  - Deliver the One Public Estate ("OPE") objectives of economic growth, delivering more integrated, customer – focused services and generating efficiencies, through capital receipts and reduced running costs. ;

- Offer space to be leased/hired to the local community, voluntary and/or charity sector; and
- Promote wider corporate objectives.

5.8 The Localities Strategy supports the review of the use of Council buildings in order to ensure the best and most efficient use of facilities for the community. This includes ensuring that the buildings around the Borough such as Children’s Centres, Libraries, Community buildings and Leisure facilities integrate and complement the provision of a mix of local Hubs and Council and community buildings. A plan showing the location of key Council buildings is attached as Appendix B.

### Proposed Locations

5.9 To promote OPE working, it is proposed that the Council align its locality-based strategy with the service delivery areas adopted by Health, Adult Social Care and Thames Valley Police (see Appendix A ). A plan mapping the six proposed Council buildings with other key Council buildings is set out in Appendix B. This also shows the sites against areas of deprivation in the Borough with the darker areas showing the greatest need. Against this background, the proposed localities are:

Location	Proposal	Other key Council buildings in locality (Plan Appendix B)
North	Expansion of existing Council building at Britwell	Monksfield Way Children’s centre, Manor Park Community Centre, Penn Road Children’s centre, Orchard Avenue Children’s centre, Elliman Avenue Children’s centre
South	The new Chalvey Council building being developed in tandem with Grove Academy The provision of a Council building in Cippenham and on Bath Road	Cippenham Library, Cippenham Community Centre, St.Andrews Way Children’s centre, Weekes Drive community centre, Chalvey Grove Children’s centre, Yew Tree Road Children’s Centre
East	The proposed Council building at Trelawney Avenue The provision of a Council building on the Wexham Parish Council site	Upton Lea Community Centre, Arbour Park Community stadium, Wexham Road Children’s centre, Wexham Parish Council building, Proposed Wexham Council and Community building, Langley Pavilion, Langley Library, Romsey Close Children’s centre, Westfield Community Centre, Vicarage Way Children’s centre
Central HQ	25 Windsor Road, The Curve	Some services will need to be supported centrally due to their specialist nature or functionality.

5.10 In addition to broadly aligning to the operational area of key partners and the location of the proposed buildings , the table above shows how they could ‘signpost’ local residents to other key local facilities including Children’s Centres, Community centres, Libraries, Schools and other Council and partner’s facilities. The Transformation Programme will identify local needs around the borough which

will inform which services are located at the Localities sites. This will also include a review of the use of key Council buildings and the potential for more availability for use by the local community and the consolidation and rationalisation of Council assets.

- 5.11 The six new buildings are all in different stages of development. The current programme can be summarised as follows:

<b>Council Hub Location</b>	<b>Current position</b>	<b>Timescales</b>
Chalvey - South Locality	A new community facility will be financed by the DfE as part of a major regeneration project that will see the introduction of an all-through school, with new sports facilities.	Planning approval January 2019, start on site Easter 2019, Completion Easter 2020
Britwell – North Locality	Potential extension to current community building for GP/ Health Centre. Also to continue to provide offices for existing services including the neighbourhood team and Adult services, community rooms, training kitchen and library	In feasibility stage, Planning Summer 2019, Completion 2020/2021
Trelawney Avenue – East Locality	New development including Health facilities (GP, Dentist, Pharmacy), Council building (including Community space), residential homes	Design stage, Planning application Spring 2019, start on site Winter 2019 completion 2020/2021
Bath Road – South Locality	Review of existing Council buildings in Bath Road currently being undertaken	Review of options completed by June 2019
Cippenham – South Locality	Options appraisal on existing Council sites to identify Council & Community Building currently being undertaken	Design and approval, planning application by Autumn 2019 completion 2020/2021
Wexham –East Locality	Feasibility study to be commissioned to explore options for the former Wexham Parish Council Hall.	Design and approval, planning application by Autumn 2019 completion 2020/2021

- 5.12 The plan set out in Appendix B shows the six sites in relation to other key Council buildings and sets them against areas of deprivation and Wards. Further work is ongoing in engaging with partners including the voluntary sector, health and Police in order to identify opportunities for joint working through co-location on Council and partner sites. This is particularly the case where there are few Council buildings in areas with higher levels of deprivation such as Foxborough Ward.
- 5.13 The delivery of the six sites will incorporate the ability for public sector partners to share facilities and have the ability to access their own networks and ICT in the buildings. This will complement the joint working and a locality based approach to coordinating the delivery of services with public sector partners.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusion**

- 7.1 The Localities Strategy underpins the Council's ambition of putting people at the heart of everything we do. It forms a key part of the Council's Transformation Programme which will be reported more fully in a Cabinet paper in April this year.
- 7.2 It supports the Council's joint wellbeing strategy and five year plan through co-location with partners, new facilities including health and housing and enabling more engaged communities.
- 7.3 The delivery of the six buildings will provide enhanced facilities locally enabling residents' access to services from the Council and partners through co-location supporting better outcomes for residents.
- 7.4 The strategy supports the Council's move to the new HQ in Windsor Road and continues the substantial investment in Council assets undertaken in recent years.
- 7.5 Cabinet will receive an update report setting out the progress of the Localities Strategy in June 2019.

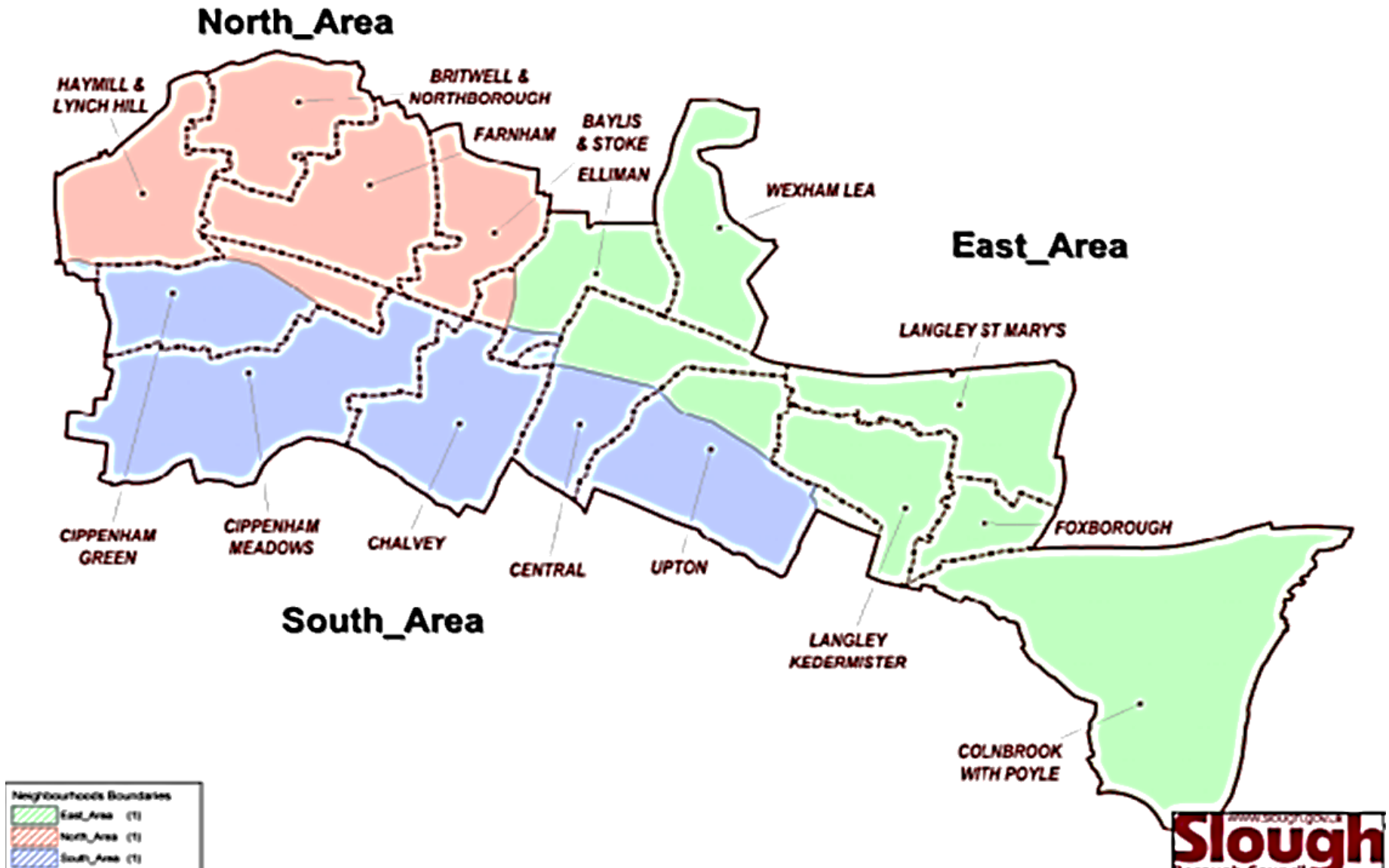
## 8 **Appendices**

- 8.1 Appendix A - Plan showing the three Localities areas.
- 8.2 Appendix B - Plan showing Council building locations

## 9 **Background Papers**

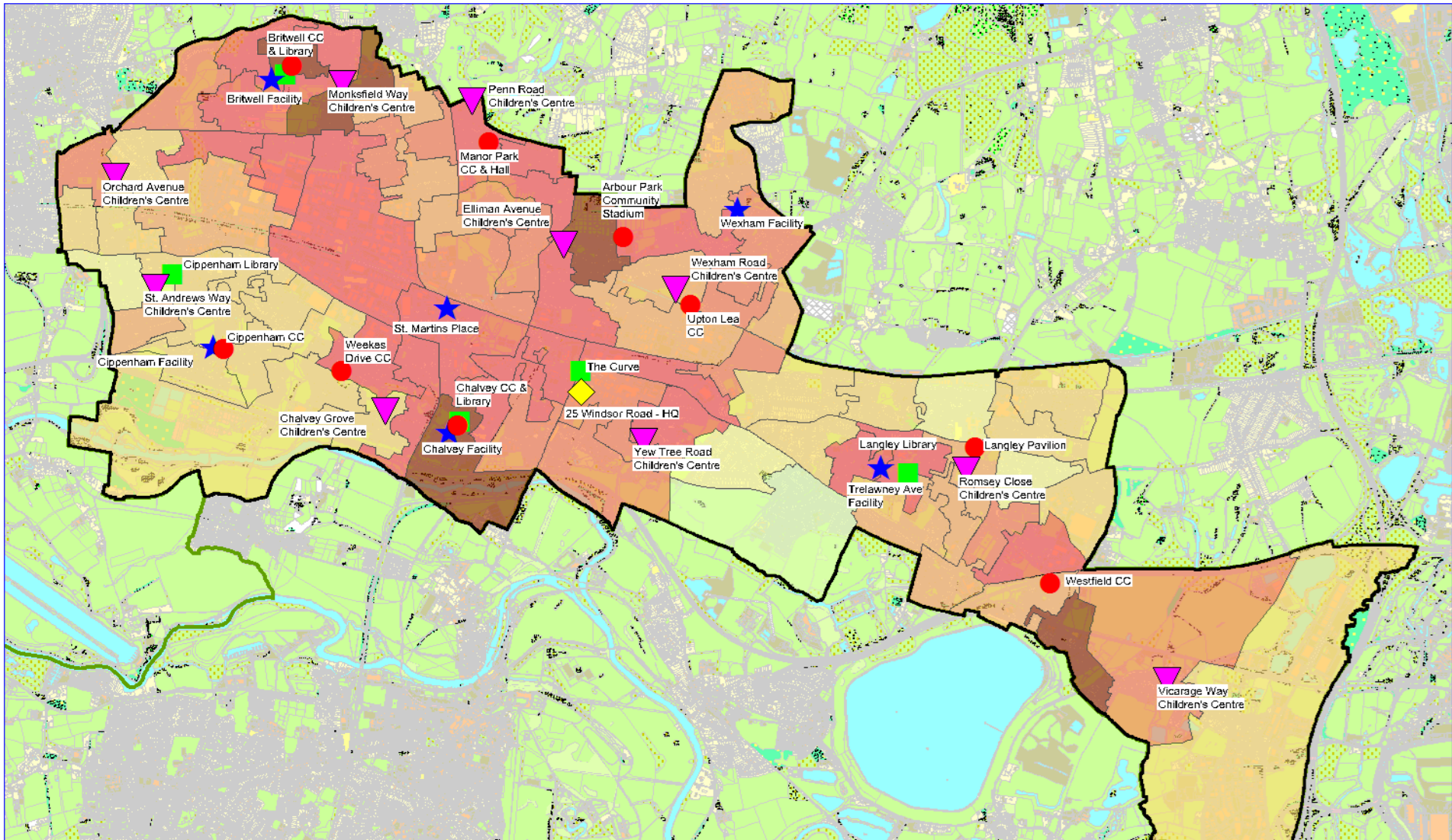
None

Appendix A – Plan – showing three Localities areas



Appendix B - Plan – showing Council building locations  
**Asset Management**

Scale 1: 45,000





**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 25<sup>th</sup> February 2019

**CONTACT OFFICER:** Joe Carter, Director of Regeneration  
(For all enquiries) (01753) 875852

**WARD(S):** All

**PORTFOLIO:** Regeneration and Strategy Portfolio – Councillor James Swindlehurst  
Health and Social Care Portfolio - Councillor Pantelic  
Corporate Finance and Housing Portfolio – Councillor Nazir

**PART 1**  
**KEY DECISION**

**TRELAWNEY AVENUE REDEVELOPMENT AND HUB**

**1 Purpose of Report**

- 1.1 To present to members the business case for the redevelopment of land in Trelawney Avenue and Meadow Road which is the former location of the Merrymakers Public House.
- 1.2 The report seeks approval to agree Heads of Terms (“HoTs”) with Karter Developments Limited (“KDL”) for the disposal of the freehold interest of the site in order to develop new healthcare/commercial facilities and housing and to seek in-principle approval to enter into a Development Agreement with KDL to build Council facilities including a new Council Hub, 4 houses and subject to planning at least 5 apartments.

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

Cabinet is requested to:

- a) Subject to planning requirements and highways restrictions associated with car parking spaces, note that the eventual use of the proposed third floor of the SBC element could be either 350m<sup>2</sup> of office space or 5 residential apartments;
- b) Agree to the disposal of the freehold interest in land in Trelawney Avenue (as outlined in red on the plan in Appendix C and described as the “development site”) to Karter Developments Limited, subject to planning, for a sum to be agreed between parties based on independent valuations carried out February 2018 as set out in the Heads of Terms (attached as Confidential Appendix B);
- c) Note that a new Council Hub, healthcare facilities and housing will be built on the site by KDL;
- d) Delegate authority to the Director of Regeneration to appropriate the development site from the HRA for a sum to be agreed once the sale price is

finalised;

- e) Subject to approval of (a) and (b), delegate authority to the Director of Regeneration following consultation with the Leader of the Council and the s151 Officer to agree the final configuration of the building, all financial and non-financial terms of the HoTs and the Building Agreement, agree the final red line plan for disposal and the final value of investment by the Council;
- f) Delegate authority to the Director of Regeneration to approve all financial and non-financial terms in relation to the disposal of the 4 houses funded by the Council which will be offered to the HRA and thereafter to James Elliman Homes. In the event that neither party is interested, the fall back position will be an open market sale;
- g) Delegate authority to the Director of Regeneration to approve all financial and non-financial terms in relation to the proposed purchase and subsequent disposal of the apartments above the SBC freehold site;
- h) Delegate authority to the Director of Regeneration, acting in consultation with the s151 Officer and the Leader of the Council to introduce, approve and agree a project contingency of up to 15% of the total project cost for the SBC element (as set out in the associated Part II report), provided such an increase does not impact on the viability of the project or the Council's short-term financial plan;
- i) Any profit after the land transactions in (a) and (f) will be reinvested into construction of the Council element of the new Hub and 4 houses with the balance funded by the Council;
- j) To note that officers will continue to explore options to collocate the library within the SBC hub.

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

The proposal to build a combination of housing and Hub containing health and community facilities on the Trelawney Avenue site will meet the strategic requirements of both Slough Borough Council ("SBC" or "the Council") and East Berkshire Clinical Commissioning Group ("the CCG").

In line with the Council's emerging Localities Strategy, council staff, including Adult Social Care and Community Services along with voluntary sector specialists, general practitioners and community health practitioners will be co-located on the site. This will facilitate the development of professional relationships and services so that statutory agencies are able to better support local residents through a "locality based" approach to delivering public services that reflects One Public Estate ("OPE") principles.

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

Improving mental health and wellbeing – the development includes co-located healthcare facilities for local residents including GP surgeries, dental practices and a pharmacy. The Council Hub will support service delivery and provide community

spaces including meeting rooms and a hall in modern, fit for purpose accommodation. The proposals will enable the Council to fulfil statutory duties under the Care Act 2014, to promote an individual’s wellbeing (s1 of the Care Act 2014) through preventative measures that focus on community resilience.

Housing - The Strategy provides much needed homes in the Borough which will help Slough meet its housing targets associated with the Local Plan.

3b **Five Year Plan Outcomes**

- Outcome 1 – New healthcare facilities including GP and dental practices will support local children to grow up healthy, happy and successful
- Outcome 2 – A new Council Hub will support the delivery of Council services in the local area to help residents to be healthier and manage their own care needs
- Outcome 3 – New healthcare and community facilities and new homes will encourage people to live, work and stay in Slough
- Outcome 4 – Inclusion of a mixed-tenure residential element will contribute towards more residents having access to more good quality homes.

4 **Other Implications**

(a) Financial

The financial implications of the project are set out in the associated Part II report.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Property</b> The CCG does not support the proposal to relocate the GP practice.	From inception, the proposals have been drawn up in consultation with the CCG. The CCG continues to support the relocation of the GP’s practice provided it is revenue neutral.	
<b>Property and Financial</b> The KDL business case is not approved by KDL board of directors due to viability issues.	KDL will be provided with land and rental valuations by the Council and CCG respectively, to input into their business case. KDL have already and will continue to develop plans that ensure the lettable space provides the desired returns.	Approval of a robust commercial business case will ensure the site remains a sustainable community facility/ asset.
Insufficient staff usage of the optional third floor.	Accommodation fully incorporated into the Council’s Accommodation Strategy to ensure the Serviced Office is fully utilised. Design flexible accommodation that could be adapted for alternative letting arrangements.	In the long-term, the additional office space could be converted into 5 apartments in the event that the office is deemed surplus to future requirements.

<b>Finance</b> Insufficient income to fund the running costs of the community areas.	Revise the MTFP to absorb the additional revenue implications.	Maximise the potential to lease space and maximise income as well as outputs and outcomes set out in the 5 year plan.
The Council is exposed to a risk of circa £90,000 to cover 50% of abortive costs if planning permission is refused.	As mentioned above, the applicant is following due process, including a detailed pre-application meeting, to obtain a clear direction from the Local Planning Authority on material issues like car parking, mass and materials.	
Site cannot accommodate 4 terraced houses.	Review overall business plan to test viability.	
<b>Planning</b> The proposed development does not meet planning policy requirements.	Consultation has been undertaken with Planners and will continue through the development cycle. Community facilities and housing will be re-provided to replace what was originally on the site.	
<b>Highways</b> Due to constraints linked to the size of the site, the mixed-use scheme has insufficient car parking to balance the needs of commercial and residential uses.	Consider utilising the third floor for residential use to reduce the minimum number of car parking spaces required.	
<b>IT</b> Serviced offices are underutilised.	Council's IT strategy for more mobile working supports the Hub model.	New facilities will be purpose built to meet the changing requirements of the Council and will help to realise One Public Estate objectives.
<b>Timescales</b> Council staff in Hawker's House not ready to relocate.	Keep teams updated and ensure that any lease renewals/break clauses are timed to match the completion of the new Hub.	
<b>Legal</b>	Site is unoccupied and all	

Disputes or challenges lead to delays.	buildings have been demolished.	
<b>Delivery</b> KDL does not have the expertise or resources to deliver this project.	Due diligence has been undertaken to reassure the Council that KDL is sufficiently resourced to deliver this mixed use project.	

(c) Human Rights Act and Other Legal Implications

The report will not impact on Human Rights of the local population.

(d) Equalities Impact Assessment

The EIA for Trelawney Avenue Hub suggests a positive impact particularly for the elderly and disabled who may benefit from new facilities and the co-location of services.

The decision on moving GP practices is taken by the CCG and not Slough so this decision will form part of their Equalities Impact Assessment if applicable.

(e) Workforce

The Council Hub at Trelawney Avenue will support the Council's move to the new HQ in Windsor Road and will complement the IT strategy and move towards mobile working for staff. Staff located in other offices will have the opportunity to use the desks within the proposed Trelawney Avenue Hub as well as book rooms for meetings and meet customers.

(f) Property

The land proposed to be disposed of is presently held for housing purposes under Part II of the Housing Act 1985. Under The General Consents 2013 Councils may dispose of any land held for housing purposes which is no longer subject to any secure tenancies for a consideration equal to its market value (as defined by the consent) provided such disposal is not to a body in which the Council owns an interest, unless it is a Council which has no housing revenue account or, if it has such an account, provided no more than 5 such disposals have been made in the particular financial year concerned.

Under the General Consents 2013, Councils may also dispose of "vacant land" for a consideration determined by the Council. "Vacant Land" for this purpose is defined by The General Consent 2013 as land upon which no dwellings have been built or, where such dwellings have been built, they have been demolished or are unfit for human habitation and are due to be demolished.

It is also understood that part of the land is not to be disposed of but retained by the Council and redeveloped for use other than housing purposes. Provided that such land does not include any dwellings and the council resolve that it is no longer required for housing purposes, then it can be appropriated to such other purposes under Section 122 of the Local Government Act 1972. This section permits the

Council to appropriate land to any other purpose for the Council could under that Act acquire land by agreement. Section 120 of the Act allows the Council to acquire by agreement land for the purpose of the benefit, improvement or development of their area and so the Council could appropriate land for these purposes.

(g) Carbon Emissions and Energy Costs

All extensions and new buildings will be subject to Planning and building regulations and provide energy efficient designs through BREEAM.

The new Hub may provide staff with the opportunity to work closer to home; subject to demand and the exigencies of the relevant services. This will mean shorter car journeys and therefore fewer Carbon Emissions with less travel and journey time to work and in visiting clients.

## 5 Supporting Information

### **Background**

- 5.1 A series of reports were brought before Cabinet in 2015 and 2016 providing Members with an update on progress with redevelopment of the Trelawney Avenue site. The last report dated October 2016 and approved by Cabinet set out the general terms of a deal with KDL (reported as RIL). These discussions have now been formalised and have developed into the business case.
- 5.2 The intention of the report in 2016 was that a business case would be presented to Cabinet within a short timeframe, however the developer's proposals were subject to planning and viability constraints, consequently anticipated timescales slipped. In recent months and after further discussions with the Local Planning Authority ("LPA"), a site layout that includes an improved mix of uses including car parking has emerged that is more acceptable in planning terms and which would overcome the viability issue. The Heads of Terms set out in Confidential Appendix B have subsequently been drafted. These include the provision of a Council Hub building, residential apartments above the SBC hub and 4 residential units which will be built by the developer on land retained by the Council.
- 5.3 Whilst the aspiration to introduce the proposed Hub in Trelawney Avenue pre-dates the emerging Localities Strategy and IT Strategy, the outputs and outcomes that will be realised are consistent with the key objectives of the strategy. The hub forms part of the Council's physical enablement of the Localities Strategy. The objectives include:
- Providing integrated people-focussed services in a neighbourhood setting;
  - Promoting One Public Estate aims objectives and values and partnership working with other public sector bodies and voluntary/charitable organisation;
  - The introduction of smart working practices; and
  - The implementation of a localities-based approach to service delivery.
- 5.4 As reported previously, the relocation of Langley Library into the new Hub has been explored. Langley Library is located on the ground floor of a residential block leased to the Council by A2 Dominion. A long 997 year lease commencing on the 1<sup>st</sup> October 2015 is in place at an annual rent of £1 per annum. The building is currently restricted to Library use; however the Landlord cannot unreasonably withhold

consent for an application for another use. Likewise the lease allows the council to sublet part with Landlord's consent.

- 5.5 In line with the operating model for Locality buildings which is already established within Britwell and Chalvey, officers will explore the potential to absorb the library within the Council's new hub facility.

### **Karter Developments Limited (KDL)**

- 5.6 As already agreed by Cabinet in October 2016 KDL (formerly RIL) are the approved partner for this project. Relocating the GP practice from Willow Parade has already been agreed via local consultation and relocating the practice into Kedermister makes strategic sense since the Council is creating an opportunity to provide healthcare in an area of multiple deprivation.
- 5.7 The Council has been exploring options with the CCG for bringing a GP practice back to Trelawney Avenue for a number of years. As the East Berkshire CCG controls NHS funding, capital and revenue, for NHS facilities in East Berkshire, their support is required for any reconfiguration of medical surgeries within their designated region. Analysis data held by the Slough CCG does not support the need for any additional medical surgeries in this part of Slough. Therefore, the inclusion of a GP practice as part of a new Council Hub requires that existing facilities relocate.

### **Scheme Description**

- 5.8 Subject to planning, KDL is proposing a 4/5 story building that comprises healthcare, community, residential and commercial uses as well as the Council Hub building. The proposal is for an "L" shaped building that is located on the axis of Trelawney Avenue and Meadow Road. KDL will own the properties with a frontage onto Trelawney Avenue, with the Council Hub accessed from a separate entrance on Meadow Road. The proposal reflects the Council's requirement to balance healthcare with community use and allow for co-location with Community Services, Adult Social Care, Community Police, Voluntary Sector organisations and other Council teams.

### **KDL Element**

- 5.9 Within the KDL element, the ground floor will be allocated to the GP Practice, Pharmacy and Dental Practice, with the upper floors providing up to 42 Private Rented Sector ("PRS") apartments. The number of apartments above the KDL demise is subject to planning.

### **SBC Element**

- 5.10 The Council's element is a 3-storey block comprising 350m<sup>2</sup> per floor, with an option to purchase between 5 and 10 residential properties above (see paragraph 5.16 below). The ground floor of the council space will include a community hall with associated kitchen and a large open reception area. The first floor will include a serviced office with an estimated 35 workstations for Council staff and partners with a range of smaller bookable spaces for groups and activities as well as more formal meetings.

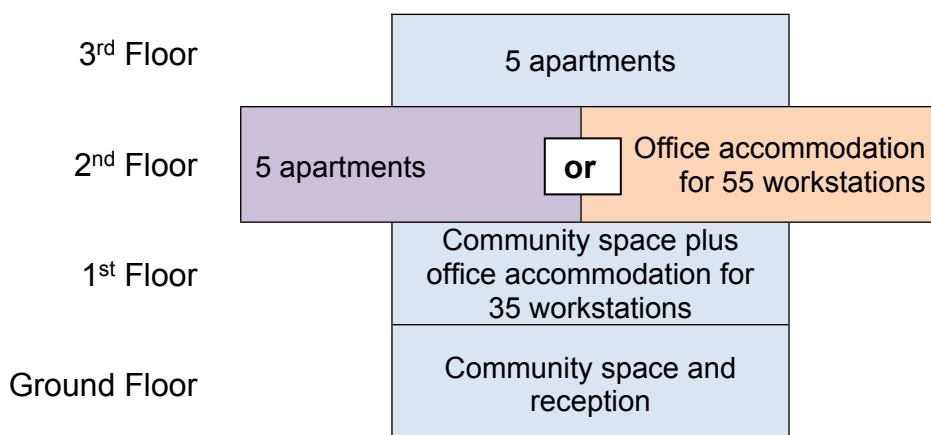
- 5.11 The Council has flexibility to determine the future designation of the second floor. It could provide either 350m<sup>2</sup> of additional office space or 5 affordable residential apartments.
- 5.12 Subject to there being a defined requirement (via the Transformation Programme) and a viable business case for additional office space, the second floor could accommodate circa 55 additional workstations for council and/or partner agencies. Based on the Council's target of 1 desk for 2 staff, the first and second floor of the Hub could accommodate up to 160 staff at 80 workstations. However, it should be stressed that incorporating the additional staff accommodation into the hub is a material project risk as a consequence of its parking requirements.
- 5.13 The third floor is designed to provide 5 residential apartments. To provide vertical separation, the Council has an option to acquire all of the residential units above the hub. Subject to approval by the Board of James Elliman Homes (the Council's wholly owned housing company), the properties will be acquired by the company to which will support the Council to realise the objectives of its Housing Strategy.
- 5.14 The scheme also includes 4 three bedroom terraced houses. These will be developed for the Council and sold at full market value to reduce the capital outlay for the SBC hub. The HRA and James Elliman Homes will be given first refusal to purchase these properties.

### Programme

- 5.15 The project is in the pre-planning stage at this point. The anticipated programme going forward will see a formal pre-application being submitted in March 2019, followed by submission of the planning application in June 2019. Once planning has been obtained, KDL is working on the basis of a site start in January 2020 and completion between October and December 2021.

### Business Case

- 5.16 The financial business case is set out in the attached Part II Appendix A. This Confidential Report presents financial summaries for two scenarios. As the diagram below shows the Ground Floor, 1<sup>st</sup> Floor and Top Floor will be the same in either scenario but the 2<sup>nd</sup> Floor could be office accommodation (Scenario 1) or apartments (Scenario 2).





5.14.1 **Scenario One** - a 3-storey building with circa 1050 sqm of space that provides a combination of community space and a floor and a half of office space with 5 residential apartments above.

5.14.2 **Scenario Two** a 2-storey building with circa 700 sqm of space with community space on the ground and a combination of community space and integrated office space on the first floor, with 2 floors of apartments above providing circa 10 residential apartments above.

5.17 Based on reasonable assumptions, the projected capital costs for the General Fund range from £76,500 to £1,353,500. The annual revenue implications range from £80,000 to £114,000.

5.18 Whilst this will represent a new financial pressure to the Council, accommodating between 70 (2 storey Hub) and 160 staff (3-storey Hub) will be a cost to the Council wherever they are housed.

5.19 A number of assumptions in the table in Part II may change as the project develops increasing costs to the Council. The priority for the site is to provide healthcare facilities and a Hub for Slough with flats to ensure viability. The key variables affecting income are:

5.19.1 Land value – this may reduce if fewer dwellings can be accommodated on the site

5.19.2 Houses – the site may not be able to accommodate the 4 houses and provide the necessary parking spaces for the Hub, Healthcare facilities and flats above.

## **Deliverability**

5.20 As the project involves the Council entering into a development agreement with a private developer, the project will need to be viable in order that KDL can secure funding for the development to go ahead. This will primarily be affected by the number of private dwellings that the project can deliver within the site constraints. For this reason it may be necessary to alter the Council's requirements, for instance by removing one or more houses.

## **6 Comments of Other Committees**

None

## **7 Conclusion**

7.1 Cabinet agreed in 2016 to enter into an agreement with KDL to deliver a project that includes healthcare facilities as well as a Council Hub and new housing. The development of the Trelawney site as described in the draft Heads of Terms (Confidential Appendix B) will generate capital receipts for the Council, combine services and provide new housing this is consistent with the Council's emerging

Localities Strategy and One Public Estate objectives and provide a more people-centred approach to service delivery.

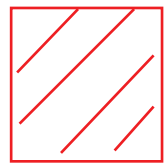
- 7.2 The current proposals have been jointly developed with KDL to include sufficient flexibility that they can be adapted to support the delivery of the Council's emerging Transformation and Localities Strategies.
- 7.3 The development of Trelawney Ave as a mixed use site the Council's ambition to put people at the heart of everything it does.

## 8 **Appendices Attached**

- 8.1 Confidential Appendix A – Part Two
- 8.2 Confidential Appendix B - Draft Heads of Terms
- 8.2 Appendix C - Red line plan showing the whole development site and proposed disposal area

## 9. **Background Papers**

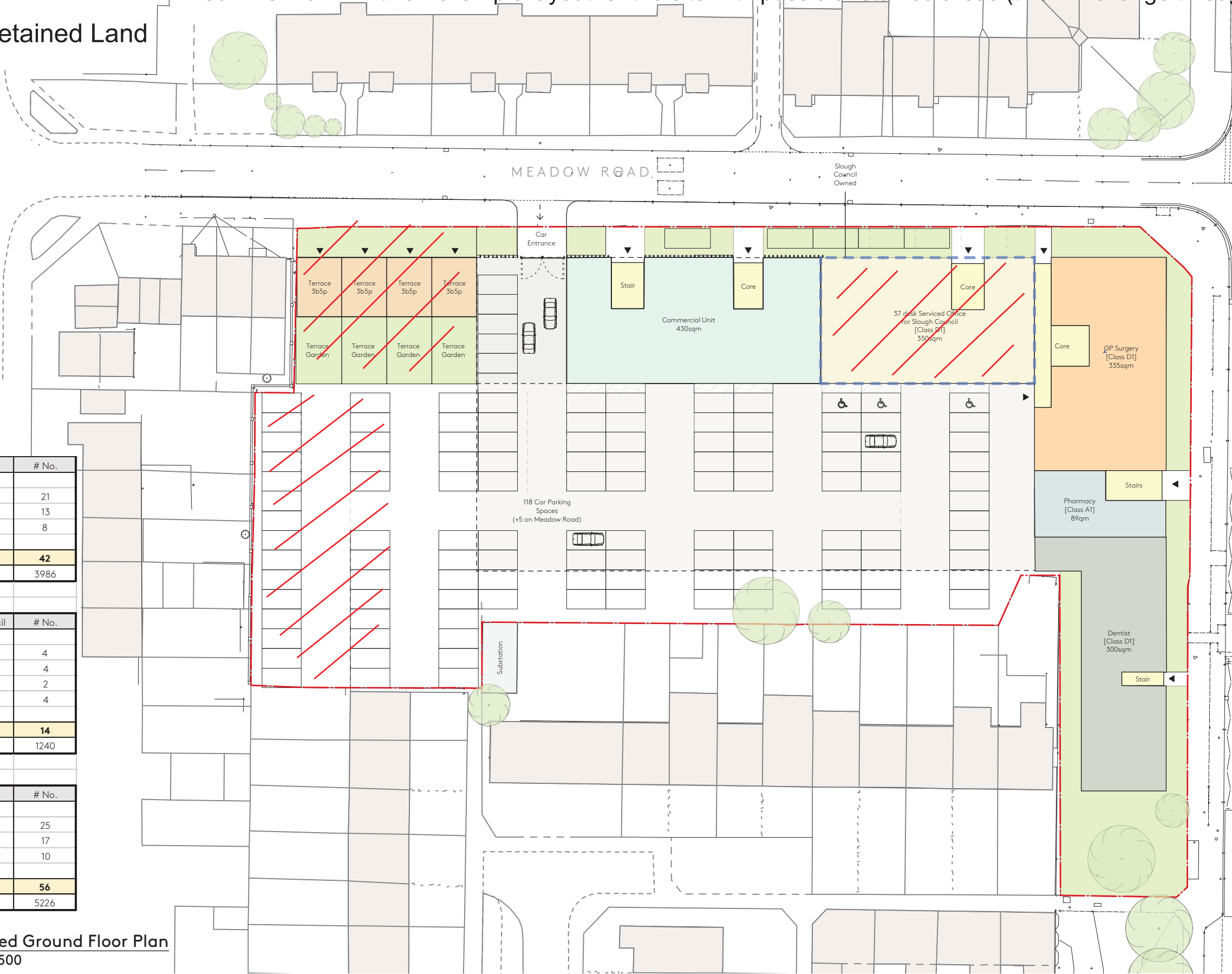
Cabinet report dated 17<sup>th</sup> October 2016 "Trelawney Avenue redevelopment – progress report"



Retained Land

Red Line Plan - With an example layout for the site with possible retained areas (this will change through the planning process)

# APPENDIX C



Private Apartments	# No.
1bed	21
2bed	13
3bed	8
<b>Total</b>	<b>42</b>
Total Resi GIA (sqm)	3986

Slough Borough Council	# No.
1bed	4
2bed	4
3bed	2
3bed Terraces	4
<b>Total</b>	<b>14</b>
Total Resi GIA (sqm)	1240

Overall	# No.
1bed	45%
2bed	30%
3bed	25%
<b>Overall Total</b>	<b>56</b>
Overall Resi GIA (sqm)	5226

**GF** Proposed Ground Floor Plan  
Scale: 1:500

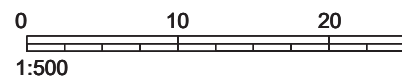
56 UNITS  
118 Car parking spaces  
48 Apartments  
8 terraces

**CONSTRUCTION NOTE:**

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Rev	Date	Comment
A	23.01.19	SBC Comments incl.
B	24.01.19	Commercial
C	-	-
D	-	-
E	-	-
F	-	-
G	-	-

Scale Bar



Project **Langley, Slough**

Client **Karter Developments**

Created **Dec-18**

Drawn **JW**

Checked

Dwg Title

**Option C Ground Floor Plan**

Dwg No.

**381 - 100 C**

Rev

**B**

Scale

**1:500 @ A3**

Current Stage

**Preliminary**

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 25<sup>th</sup> February 2019

**CONTACT OFFICER:** Savio DeCruz Service Lead Major Infrastructure Projects  
(For all enquiries) 875640

**WARD(S):** All

**PORTFOLIO:** Cllr Martin Carter – Planning and Transport  
Councillor James Swindlehurst – Leader/Regeneration & Strategy

**PART I**  
**KEY DECISION****TRANSPORT VISION FOR THE CENTRE OF SLOUGH****1 Purpose of Report**

A report describing the key principles of a transport vision for the centre of Slough. Further reports seeking approval for delivering subsequent stages of the vision will be brought to Cabinet in due course along with the Centre of Slough Development Strategy.

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

The Cabinet is requested to resolve:

(a) That the key principles of the transport vision for 2040 be welcomed as input to the Centre of Slough Development Strategy and the emerging Local Plan.

(b) That the importance of transport in achieving the vision for the centre of Slough be noted and how the transport vision will:

- make public transport the dominant mode of travel to and from the centre of Slough;
- provide a public transport network with the capacity to enable a higher scale of development, and which maximises the benefits of Crossrail and Western Rail Access to Heathrow;
- make walking and cycling to and from the centre of Slough an attractive option;
- create a safe, healthy and vibrant urban space which encourage people to live, work and relax locally;
- reduce the dominance of the car, improving air quality and road safety.

(c) That the commencement of work on the next stages of technical work be approved to feed into the Centre of Slough Development Strategy and the Local Plan and to provide the basis for subsequent decisions on implementation.

**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.

Improving mental health and wellbeing – Cycling can contribute to maintaining physical and mental health. 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**

The Transport Vision will contribute to the delivery of the following Five Year Plan outcomes:

- *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 next stage of the technical work feeding into the Centre of Slough Development Strategy and the Local Plan will need to develop a method of securing significant funds from developments (including the Northern Expansion) as part of the adoption of this vision to meet capital costs and to be confident that the costs of operating the MRT can be met from fare revenues.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
To adopt the key principles of the transport vision for 2040.	Refusal from developers to contribute significantly to the implementation of the vision	Funding secured through trip generation for S106 contributions	Political – (Severity/negligible: Probability/low) = rating 1	Work with the planning policy team to develop a robust mechanism to secure funding.
To approve commencement of work on the next stages of technical work on the first stages of delivery.	Reducing capacity on the main roads to facilitate modal shift	Use of the UTMC to control traffic	Political – (Severity/negligible: Probability/low) = rating 1	Significant modelling using the council's new strategic model and the new micro-simulation model. Identifying specific junctions along the network that will be beyond capacity and developing new junctions to mitigate against traffic congestion.

(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 vision.

**5 Supporting Information**

Background

- 5.1 In early 2018, Slough Borough Council's Executive Member for Planning and Transport requested that work commence on a new transport-led vision for the centre of Slough which could guide development and regeneration to 2040 and beyond. The brief was to develop an ambitious transport vision to support a town fit for the 21<sup>st</sup> Century, one which would improve the quality of life of those living in, working in, and visiting the Borough, and which would support the creation of a stronger, more sustainable and viable centre of Slough.
- 5.2 However, Slough's road network is under significant pressure, particularly at peak times, resulting in congestion and air quality issues. Peak period congestion is a serious threat to achieving the vision for a forward-looking, 21<sup>st</sup> Century Slough. It is

also a threat to achieving the scale of growth proposed in the Local Plan Review. Without addressing the demand for travel by car, and the resulting congestion:

- the ability to improve the quality of the urban realm is severely limited;
- there will not be sufficient capacity for movement, or sufficient connectivity to and from the centre of Slough; and
- inward investment by existing businesses and developers will be suppressed.

5.3 The transport vision core principles are therefore intended to reverse current trends in car use by providing a step-change in alternatives, defining a low-car urban core and, over time reducing the attractiveness of car travel to or from the centre of Slough.

#### Input to the Centre of Slough Plan and the emerging Local Plan

5.4 The transport vision provide input to the Centre of Slough Development Strategy and the emerging Local Plan; the vision sets out the 'end point' of what is likely to be a 20-year journey. Significant further technical work will be required to test these principles and the phasing of delivery of the different components to achieve the 'end point' of the vision. The timing of delivery will be dependent on the pace of regeneration in the centre of Slough, as well as availability of resources, support from third parties and the speed at which travel behaviour changes. The technical work will also need to consider how the proposed transport led regeneration can be delivered through the Local Plan process.

5.5 The Council is now preparing the Centre of Slough Development Strategy and reviewing Slough's Local Plan. The includes the delivery of major comprehensive development within the 'Centre of Slough. It also includes meeting housing needs through high density residential development in the centre of Slough, a northern 'Garden Suburb' expansion of Slough within Green Belt in South Bucks and, to some extent developing in existing urban centres such as Langley. The Northern Expansion will be required due to the limits on the capacity in the Centre of Slough and in other existing urban centres and in order to provide a balanced housing market with a range of properties.

5.6 The transport vision will be incorporated in the Centre of Slough Development Strategy and the Local Plan. Phased delivery of the components of the vision will provide the public transport connectivity and capacity critical to ensuring that Slough is able to take full advantage of the anticipated growth in jobs and homes; and to achieve the objectives of the Local Plan.

#### Beyond the Local Plan

5,7 The transport vision covers the period up to 2040 and beyond; which is a longer time period than the Review of the Local Plan which goes to 2036. It assumes that the expansion of Heathrow and the Northern Expansion of Slough will take place and that key infrastructure such as the Western Rail Link to Heathrow will be provided.

5.8 The implementation of the public transport-led vision will help to facilitate large-scale redevelopment and regeneration of the centre of Slough, and could enable more development to take place in the longer term. The scale of development will, however, have to be tested. In the short term it may be necessary to introduce some safeguarding for elements of the transport vision. Beyond this major development will have to be phased to ensure that the necessary infrastructure is in place which will require appropriate contributions towards the funding of public transport and other transport related infrastructure.



## Summary of transport vision

- 5.9 Proposals for the redevelopment of several key sites in the centre of Slough, the expansion of Heathrow, and proposals for new strategic transport infrastructure (such as the Elizabeth line and Western Rail Link to Heathrow) offer a once in a generation opportunity to transform Slough, and in particular the 'Centre of Slough'. Further, large parts of the centre of Slough have been earmarked for redevelopment. Planning and enabling high quality, integrated transport networks to, from and within the centre of Slough is a particular opportunity. This transport vision sets out the aspirations for those networks.
- 5.10 The transport vision for the centre of Slough also looks to address the challenges facing it today. Most importantly, the transport vision seeks to deal with the problems of congestion through a significant reduction in traffic volumes in parts of the centre of Slough. This would bring benefits in terms of local air quality, road safety and the quality of the urban realm. Improved journey times for buses and more space for pedestrians and cyclists would also result.
- 5.12 The ambition for the centre of Slough is to exploit the once in a generation opportunities to:
- Create a world class town where people want to: work, live and visit.
  - Reconnect the centre of Slough with the rest of the borough with public transport-led regeneration.
  - Provide a walkable high quality urban centre with green spaces and streets.
  - Attract and support more leading global businesses.

### Key principles and aspects

- 5.13 Transport is key to achieving the ambition for the centre of Slough. Achievement of the transport vision will:
- Make public transport the dominant mode of travel to and from the centre of Slough and the rest of the Borough and beyond.
  - Provide the capacity for movement to and from the centre of Slough, in the form of a high quality, reliable, high capacity public transport network, which enables a higher scale of development.
  - Maximise the benefits of enhanced strategic public transport connectivity to London, Heathrow Airport and the wider Thames Valley.
  - Make walking and cycling to and from the centre of Slough an attractive option, and greatly improve the permeability of the centre of Slough for pedestrians.
  - Create an attractive environment in which people are put first in terms of movement and use of space for interaction, creating safe, healthy and vibrant urban spaces which encourage people to live, work and relax locally.
  - Use the high quality design of transport infrastructure to enhance the quality of the public realm.
  - Significantly reduce the dominance of the car as a mode of travel to, from and through the centre of Slough.

- Minimise the impacts of roads, parking and motorised vehicles on the urban realm and on people, including improved air quality and road safety.

5.14 The vision comprises four key aspects:

- A high quality public transport network, the core component being a Borough-wide mass transit system.
- High quality walking and cycling routes to and from the centre of Slough, and pedestrian environments within the centre.
- Provision of public and private parking supply, including the role of park and ride. Further work is required on determining what car parking is considered to be sufficient for commercial and residential developments.

#### Public transport

- 5.15 Ensuring that a high proportion of trips to and from the centre of Slough are made by modes other than the car is critical to achieving growth and regeneration by providing the accessibility and capacity needed. Providing a high quality, high capacity public transport system is central to achieving this goal.
- 5.16 The vision for public transport in the Borough is for an integrated network which is affordable, provides a realistic alternative to car journeys, and improves connectivity within and beyond the Borough. The core of the network is a mass rapid transit (MRT) system, more ambitious than the current SMaRT programme. The MRT would be 100% (or nearly 100%) segregated from general traffic to ensure speed and reliability of journey times and may include sections where vehicles run through pedestrian areas, as is common in many continental European cities. The network will also enable conventional buses to and from destinations not served by MRT to use the segregated infrastructure for part of their journey. As such, the MRT network would form the core of a 'hub and spoke' public transport network.
- 5.17 An indicative MRT network for Slough has been developed comprising an east-west spine running broadly along the A4 corridor; a north-south spine between Windsor and Wexham Park Hospital (the southern part of which conversion of the existing Windsor Branch heavy rail line); and a route serving the proposed northern expansion based on this network.
- 5.18 The system would use a 'fixed track' although no decision has yet been made about what type of technology would be adopted (guided bus, very light rail, light rail/tram). Each technology has pros and cons, with LRT/trams having higher capacity and potentially being more attractive to users and investors, but also significantly more expensive. The indicative capital cost of the network is between £180 million (for tram-like guided bus) and £980 million (for full LRT) excluding land costs and risk.
- 5.19 The network would be delivered in phases, beginning with those sections on Council-owned land and the public highway. Temporary routes could be used whilst alignments through developments are secured. Services could also initially begin with more conventional vehicles, with adoption of higher specifications once the potential demand and level of development in the centre of Slough is better understood. Funding is expected to come from government grant and local contributions linked to development. Developer funding for this infrastructure will need to be structured differently in order to lever the correct level of contributions.

### Walking and cycling

- 5.20 Over the last ten years, the Council has invested heavily in improved facilities for pedestrians and cyclists. Building on this, our transport vision for the centre of Slough is to create a low-car environment where space for walking and cycling is prioritised over other forms of transport and to make walking within the centre of Slough pleasant, convenient and safe.
- 5.21 To minimise car trips, our transport vision is to deliver high quality walking and cycling connections to the centre of Slough, encouraging people to walk or cycle between the suburbs (including the northern expansion) and the centre of Slough.

### Public parking

- 5.22 At present, there are approximately 5,100 public parking spaces in the centre of Slough, of which about 4,800 are available to shoppers. This is broadly consistent with the ceiling set for the town centre in the Town Centre Parking Strategy of 5,000 spaces. This is a relatively large number of spaces for the amount of retail floorspace in Slough.
- 5.23 The transport vision is to reduce the overall supply of public parking in the centre of Slough, and to provide a significant share of this supply at peripheral park and ride sites. The overall balance has yet to be determined. However, this is critical to achieving the key principles of the transport vision. In addition, the vision is to aggregate public parking into three primary locations on the edge of the low-car zone where they can be accessed without passing through the centre of Slough.
- 5.24 Within the centre of Slough, the transport vision will be achieved by:
- Removal over time of the temporary car parks and other car parks earmarked for development.
  - Construction of a new 1,200-1,500 space multi-storey car park on the Network Rail land to the north of the TVU site. This will predominantly be used by rail passengers and by residents and employees within the TVU redevelopment.
  - Construction of a new c.1,500 space multi-storey car park serving the east side of the urban core to replace the existing multi-storey Observatory and Queensmere car parks as the shopping centre is redeveloped. This will also replace the Council's Hatfield car park.
  - Expansion of the Council's existing Herschel multi-storey car park (subject to feasibility) serving the west side of the urban core with up to 1,500 spaces. It is envisaged that new development between Herschel Street and the High Street will provide a high quality covered walking route between Herschel car park and the redeveloped shopping area.
  - Replacement of the eastern station car park with a similar-sized car park on the same site, and closure of the small Railway Terrace car park to the north of the station.
  - As and when the Tesco site is redeveloped, the public parking on this site will not be replaced. The extent to which the Tesco car park is used by centre of Slough visitors and shoppers is unknown at this time. This needs to be more fully understood and taken into account when determining the appropriate level of parking to be provided elsewhere in the centre of Slough.

- 5.25 Should all three new car parks have 1,500 spaces each, and assuming that 955 of the spaces in the new TVU car park are for private use, the above would result in a total of 4,400 public spaces in the centre of Slough. The exact locations of the new car parks have yet to be determined and will ultimately be agreed through collaborative dialogue with developers, including the owners of the shopping centres.
- 5.26 Provision of park and ride sites around Slough is critical to encouraging use of non-car modes for the 'last mile' of journeys, thereby reducing the impact of cars on the centre of Slough. The transport vision is for a ring of sites around Slough, intercepting car trips before they reach the most congested and sensitive parts of the Borough's road network. The sites will be linked to the centre of Slough by direct services on the proposed MRT network.
- 5.27 Four preferred site locations have been identified:
- to the west of Slough to the north of M4 Junction 7;
  - to the north-east of Slough on the Uxbridge Road corridor;
  - to the east of Slough south of M4 Junction 5; and
  - to the south of Slough on the Jubilee River.

#### Private parking

- 5.28 At the heart of the vision is a low-car urban core where the negative impacts of moving and stationary vehicles are minimised. However, this ambition must be balanced against the need to ensure that residents, workers and visitors can easily travel to and from the centre of Slough, and the commercial viability of potential developments.
- 5.29 A phased approach is therefore required whereby the amount of private parking in relation to the amount of homes and commercial floorspace is gradually reduced to a level which ultimately achieves our vision. However this can phased reduction in standards can only be achieved as viable non-car alternatives, such as Western Access to Heathrow and the proposed MRT services, are delivered.
- 5.30 As part of the next phase of technical work, parking standards in the centre of Slough will be reviewed and a phasing strategy proposed. As development comes forward, the Council will also look at innovative options whereby the use of private parking stock can be flexed over time, for example spaces in the proposed car park on the TVU site, could be leased to residential and commercial occupiers with options for relinquishing them over time.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusion**

Adopting the Transport Vision *key principles* will enable progress towards dealing with planned growth and transport issues in the centre of Slough. The Transport Vision looks to radically change the movement of public transport, traffic and pedestrians to facilitate better living for our residents and better growth opportunities for our businesses.

## 8 **Appendices Attached**

'A' – A Transport Vision for the Centre of Slough: *Core Principles*

9 **Background Papers**

'1' – Slough Local Plan Review – Draft Transport Strategy (January 2016)

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## A Transport Vision for the 'Centre of Slough' *Core Principles*

25<sup>th</sup> February Cabinet Report – Appendix A  
Slough Borough Council  
20<sup>th</sup> February 2019

# Notice

This document and its contents have been prepared and are intended solely as information for . and use in relation to the Transport Vision for the 'Centre of Slough': *Core Principles* commission.

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## Document history

Revision	Purpose description	Origin-ated	Checked	Reviewed	Author-ised	Date
Rev 1.4	First draft for client review	GGH MG	JB	JB	GGH	14/12/18
Rev 2.1	Following comments received from SBC	GGH	MG	JB	GGH	20/12/18
Rev 2.2	Following second round of comments from SBC	MG	GGH	GGH	GGH	09/01/19
Rev 3_1	Additional comments from SBC/LS	MG	JB	GGH	GGH	14/02/19
Rev 3_2	Final revisions prior to issue.	MG	JB	GGH	GGH	20/02/19

## Client signoff

Client	Slough Borough Council
Project	Transport Vision for the 'Centre of Slough' <i>Core Principles</i>
Job number	5167809



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# A transport vision for the centre of Slough

*Core principles*

# 1. Introduction

## 1.1. Background

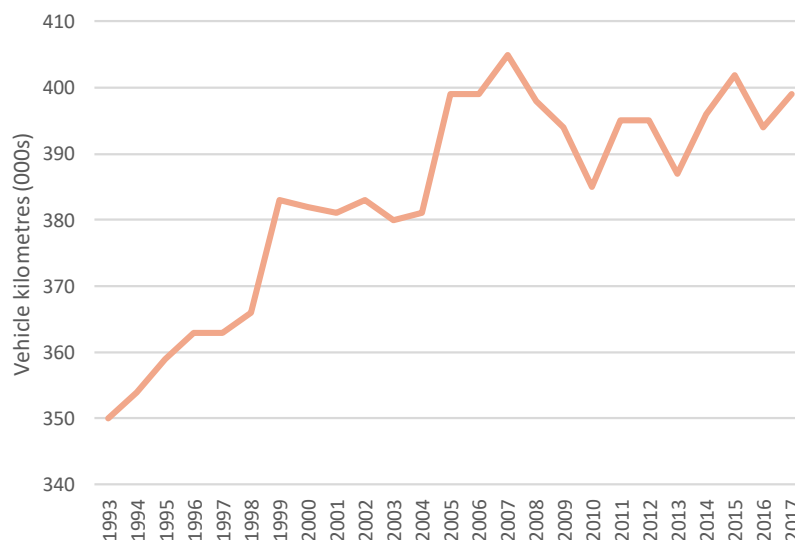
In early 2018, Slough Borough Council’s Executive Member for Planning and Transport requested that work commence on a new transport-led vision for the centre of Slough which could guide development and regeneration to 2040 and beyond.

Since February 2018, a working group comprising Council officers; transport consultants, Atkins; and architecture practice, bblur, have been working on the transport vision. This document sets out the core principles of the vision based on the technical work and stakeholder engagement which has taken place in the interim. As such it provides important inputs into the review of the Local Plan and the Centre of Slough Development Strategy (see below).

The brief was to develop an ambitious transport vision to support a town fit for the 21<sup>st</sup> Century, one which would improve the quality of life of those living in, working in, and visiting the Borough, and which would support the creation of a stronger, more sustainable and viable centre of Slough.

However, the amount of traffic in the Borough (excluding trunk roads such as the M4) has grown by 15% since the mid-1990s (see Figure 1.1). Slough’s road network is under significant pressure, particularly at peak times, resulting in congestion and air quality issues. In 2011 the Council estimated that congestion was adding 8% to the average journey time, costing Slough £34 million per annum in lost time alone, with additional economic impacts. Recent trends suggest that congestion could worsen by a further 15-20% by 2027 due to rising car ownership residents and jobs, and spread to the inter-peak period <sup>1</sup>.

**Figure 1.1 – Motorised traffic in Slough (excludes trunk roads) 1993-2017**



Source: Department for Transport

Current peak period congestion, and potentially worsening of congestion throughout the day, is a serious threat to achieving the vision for a forward-looking, 21<sup>st</sup> Century Slough. It is also a threat to achieving the scale of growth proposed in the Local Plan Review. Without addressing the demand for travel by car, and the resulting congestion:

<sup>1</sup> Slough Local Plan Review – Draft Transport Strategy (January 2016)

- the ability to improve the quality of the urban realm is severely limited;
- there will not be sufficient capacity for movement, or sufficient connectivity to and from the centre of Slough; and
- inward investment by existing businesses and developers will be suppressed.

Many of the core principles set out in this document are therefore intended to reverse current trends in car use by providing a step-change in alternatives, defining a low-car urban core and, over time reducing the attractiveness of car travel to or from the centre of Slough. These principles are set out in the remainder of this document.

## 1.2. Next steps

The vision presented here is the ‘end point’ of what is likely to be a 20-year journey. Significant further technical work will be required to test these principles and the phasing of delivery of the different components to achieve the ‘end point’ of the transport vision and the objectives of the Centre of Slough Transport Strategy. This will be an iterative process including development of Slough’s highway model, testing scenarios, and developing options, including working on joint projects with neighbouring authorities.

The timing of delivery will be dependent on the pace of regeneration in the centre of Slough, as well as availability of resources and support from third parties (such as land owners and neighbouring authorities). The speed at which travel behaviour changes, will also be a determinant of timescales, not least because attractive alternatives to the car must be provided before measures which deter car use can be implemented.

The technical work will also need to consider how the proposed transport led regeneration can be delivered through the Local Plan process. This process will need to consider all factors that are necessary in order to deliver good quality and sustainable development.

An indicative timeline, showing when delivery of key elements of the vision could occur, is provided in Appendix A.

## 1.3. Supporting the Local Plan

The Council is currently reviewing of Slough’s Local Plan, and preparing a Centre of Slough Development Strategy. The Local Plan review includes development of an emerging preferred Spatial Strategy as presented to the Planning Committee on 1st November 2017. The overall strategy for the Review of the Local Plan is to deliver balanced cohesive growth which meets local needs as far as possible given all of the constraints to development. In order to achieve this the Spatial Strategy has the following key elements:

- **Delivering** major comprehensive redevelopment within the “Centre of Slough”.
- **Selecting** other key locations for appropriate development.
- **Protecting** the built and natural environment of Slough including the suburbs.
- **Accommodating** the proposed third runway at Heathrow and mitigating its impact.
- **Promoting** the northern expansion of Slough in the form of a “Garden Suburb”.

The Spatial Strategy includes options for comprehensive redevelopment of the ‘centre of Slough’ (an area larger than the defined town centre) which retains a core shopping area and central business district in support of the target of providing land for 15,000 new jobs across the Borough.

In terms of new homes, the Spatial Strategy seeks to meet housing needs within the Borough or as close as possible to where the needs arise within a balanced housing

market. In order to achieve this it is proposed to concentrate high density residential growth in the centre of Slough which is the most accessible location within the Borough.

It is also proposed to have a northern expansion of Slough in the form of a Garden Suburb within Green Belt in South Bucks and, to some extent developing in existing urban centres such as Langley. The Northern Expansion will be required due to the limits on the capacity in the Centre of Slough and in other existing urban centres; and in order to provide a balanced housing market with a range of properties.

The draft Transport Strategy for the Borough, prepared in support of the Local Plan Issues & Options Consultation, has been an important consideration in developing the centre of Slough transport vision. The transport vision presented here will be incorporated in the Centre of Slough Development Strategy and the Local Plan.

Phased delivery of the components of the vision will provide the public transport connectivity and capacity critical to ensuring that Slough is able to take full advantage of the anticipated growth in jobs and homes; and to achieve the objectives of the Local Plan including revitalising the centre of Slough as a commercial, leisure and retail centre.

## 1.4. Capitalising on Heathrow Airport's expansion

The Spatial Strategy takes account of the proposed expansion of Heathrow Airport, and proposes the release of land in Poyle and Colnbrook for airport related development. Heathrow's expansion is a significant opportunity for Slough in terms of growth and infrastructure investment and the principles set out in the Spatial Strategy have recently been developed into a land use plan for the Colnbrook and Poyle area.

## 1.5. Beyond the Local Plan

The transport vision covers the period up to 2040 and beyond; which is a longer time period than the Review of the Local Plan which goes to 2036. It assumes that the expansion of Heathrow and the Northern Expansion of Slough will take place and that key infrastructure such as the Western Rail Link to Heathrow will be provided.

The Review of the Local Plan is already promoting the large scale redevelopment and regeneration of the Centre of Slough. The implementation of the public transport-led vision will help to facilitate this and could enable more development to take place in the longer term.

The scale of development will, however, have to be tested, not just in terms of transport capacity, but also to assess what the overall sustainable capacity of the centre could be in social, economic and environmental terms.

In the short term it may be necessary to introduce some safeguarding for elements of the transport vision. Beyond this major development will have to be phased to ensure that the necessary infrastructure is in place which will require appropriate contributions towards the funding of public transport and other transport related infrastructure.

Further details as to how the proposed transport led regeneration set out in this vision will be taken on board in the Review of the Local Plan will be set out in the "Centre of Slough Development Strategy" which is currently being prepared.

## 1.6. Document structure

The remainder of this document is structured as follows:

- Chapter 2: a summary of the transport vision, and its core principles.
- Chapters 3 to 6: details on the four main aspects of the transport vision and how it can be achieved (walking & cycling, public transport, highways, and parking).

## 2. Summary of the transport vision

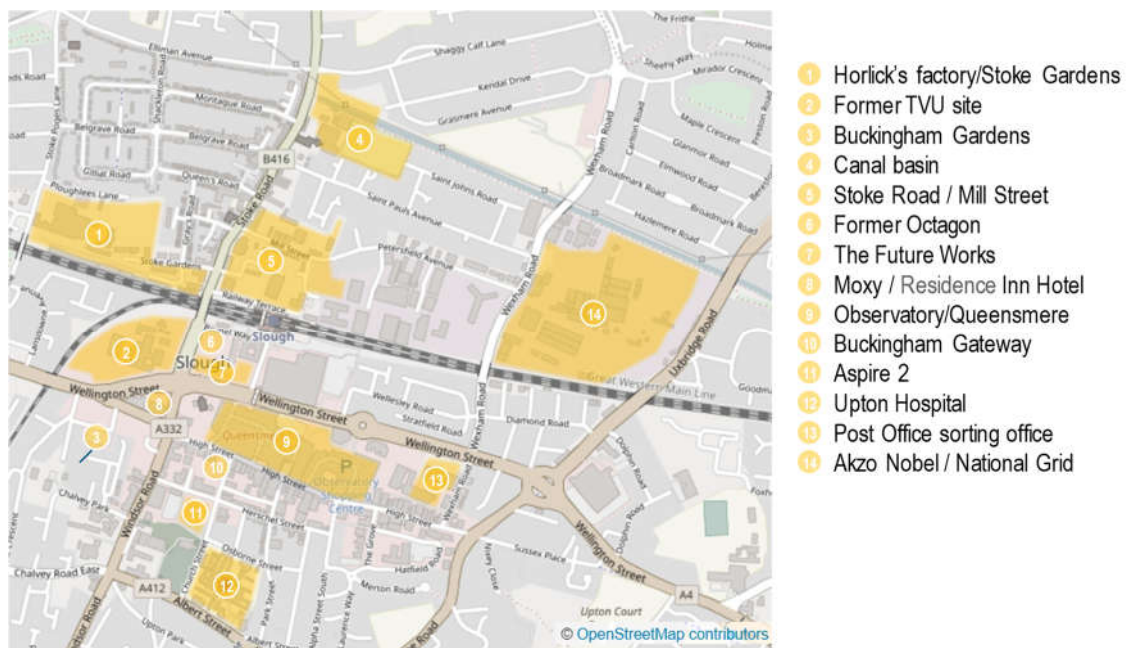
### 2.1. A 'once in a generation' opportunity

Slough is a success story; the most productive town in the UK, with a burgeoning population and excellent strategic location. In recent years, investment in transport infrastructure and the public realm has begun to transform the town. Alongside this, private sector investment in new commercial and residential developments is growing.

This is only the beginning. Proposals for the redevelopment of several key sites in the centre of Slough, the expansion of Heathrow, and proposals for new strategic transport infrastructure offer a once in a generation opportunity to transform Slough, and in particular the 'Centre of Slough'.

At the time of publication, large parts of the centre of Slough have been earmarked for redevelopment, as shown in Figure 2.1. This land is under the control of a relatively small number of owners, including the Council, substantially increasing the potential to ensure that development across these sites is coordinated to deliver high quality design, form and function.

**Figure 2.1 - Key development sites in the centre of Slough**



In this context, planning and enabling high quality, integrated transport networks to, from and within the centre of Slough is a particular opportunity. This transport vision sets out the aspirations for those networks.

### 2.2. Embracing opportunity

Over the coming decade, Slough is due to benefit from significant improvements in its connectivity, particularly public transport connectivity:

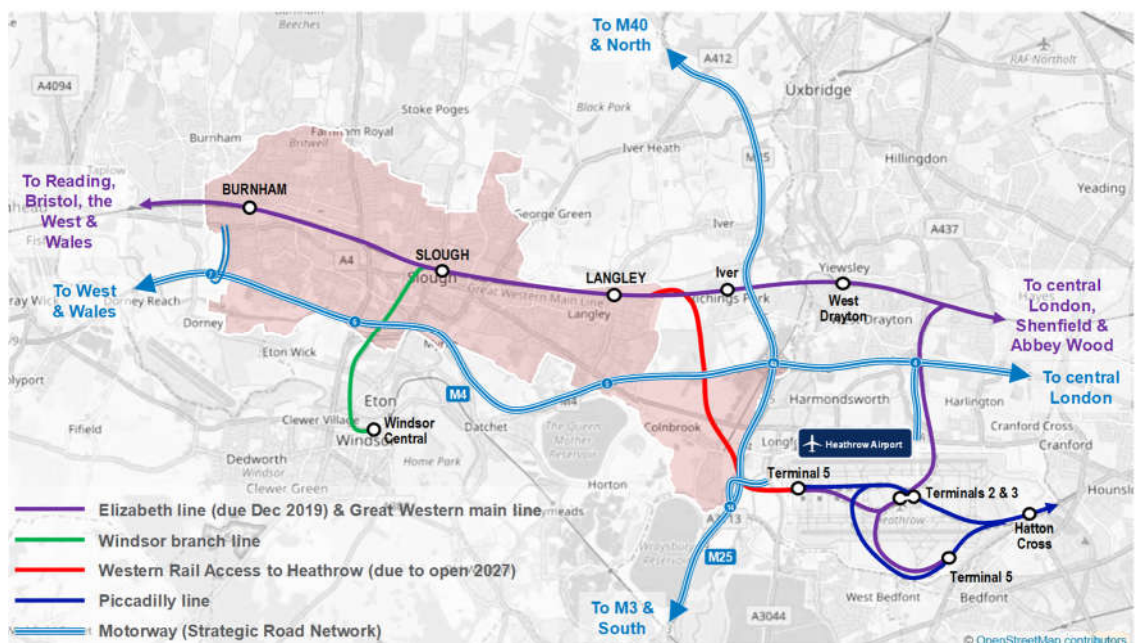
- Elizabeth Line services are due to commence in December 2019 serving Burnham and Langley stations as well as Slough. These services will offer faster, more frequent journeys, and more capacity, including direct services to central London.
- The Western Rail Link to Heathrow (WRLth), due for completion in 2028, will enable direct rail services from Slough to Heathrow Airport with a journey time of just six to seven minutes.

- Other infrastructure and service improvements are also anticipated as part of the Heathrow Airport expansion, including extension of Phase 2 the Slough Mass Rapid Transit (SMaRT) bus priority scheme east of the centre of Slough via the A4 to the airport, including a Park & Ride site near M4 Junction 5.

Major changes to the Strategic Road Network and local road network in the vicinity of the airport, including in Slough, are also planned. The M4 is currently being upgraded to ‘smart motorway’ standard between Junctions 3 and 12. When complete, this will relieve congestion and improve safety and resilience on the M4, which should take pressure off the A4 through Slough which is the official diversionary route when there are incidents on the M4.

The transport vision presented in this document seeks to maximise the potential offered by these improvements in strategic connectivity to support and enable redevelopment of the centre of Slough, improving opportunity for those living in the Borough, and making Slough a more attractive place to live, work, rest and stay.

**Figure 2.2 – Strategic connectivity improvements**

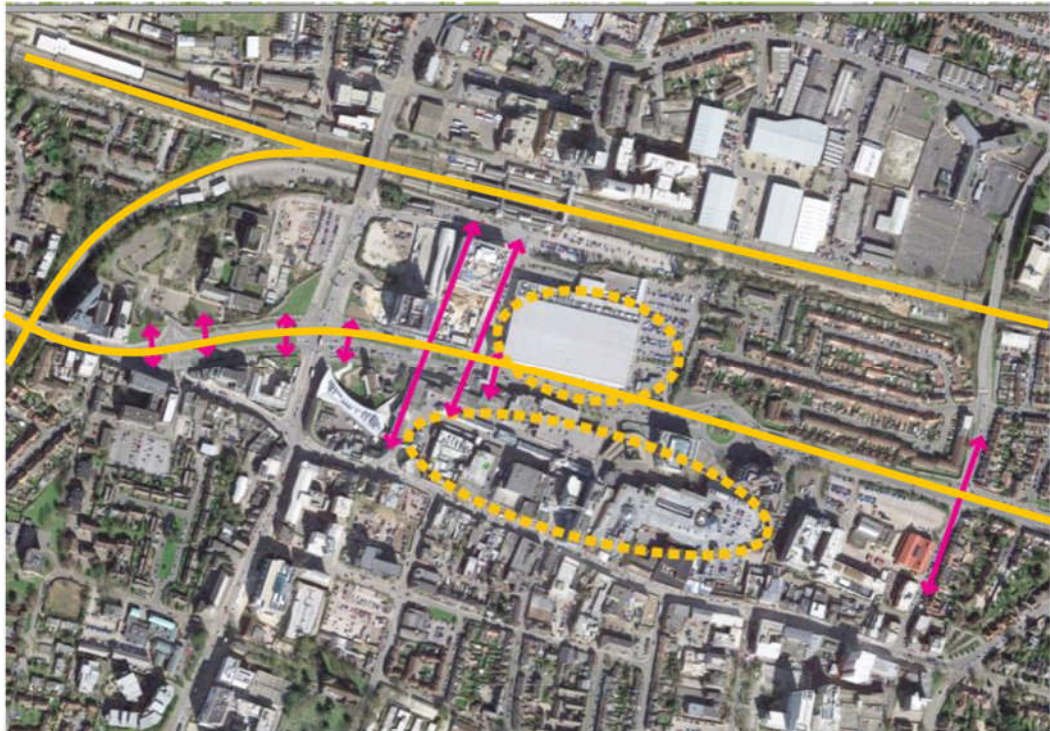


### 2.3. Overcoming challenges

As well as harnessing new opportunities, the transport vision for the centre of Slough looks to address the challenges facing it today. Most importantly, the transport vision seeks to deal with the problems of congestion through a significant reduction in traffic volumes in parts of the centre of Slough. This would bring benefits in terms of local air quality, road safety and the quality of the urban realm. Improved journey times for buses and more space for pedestrians and cyclists would also result.

Movement across the centre of Slough between the north and south are currently constrained, particularly for pedestrians. Wellington Street is a major barrier to a safe and pleasant walk between the station and the shopping centres, whilst the shopping centres themselves, and the large Tesco store, also act as barriers to movement. For both those on foot and in vehicles, the railway lines to the north and west of the centre of Slough also act as a barrier to movement to and from the surrounding suburbs.

Figure 2.3 – Barriers to north-south movement



## 2.4. The ambition supported by the transport vision

The ambition for the centre of Slough is to exploit the once in a generation opportunities described above, to:

- Create a world class town where people want to: work, live and visit.
- Reconnect the centre of Slough with the rest of the borough with public transport-led regeneration.
- Provide a walkable high quality urban centre with green spaces and streets.
- Attract and support more leading global businesses.

## 2.5. The transport vision: key principles

Transport is key to achieving the ambition for the centre of Slough. Achievement of the transport vision will:

- Make public transport the dominant mode of travel to and from the centre of Slough and the rest of the Borough and beyond.
- Provide the capacity for movement to and from the centre of Slough, in the form of a high quality, reliable, high capacity public transport network, which enables a higher scale of development.
- Maximise the benefits of enhanced strategic public transport connectivity to London, Heathrow Airport and the wider Thames Valley.
- Make walking and cycling to and from the centre of Slough an attractive option, and greatly improve the permeability of the centre of Slough for pedestrians.
- Create an attractive environment in which people are put first in terms of movement and use of space for interaction, creating safe, healthy and vibrant urban spaces which encourage people to live, work and relax locally.
- Use the high quality design of transport infrastructure to enhance the quality of the public realm.



- Significantly reduce the dominance of the car as a mode of travel to, from and through the centre of Slough.
- Minimise the impacts of roads, parking and motorised vehicles on the urban realm and on people, including improved air quality and road safety.

At the heart of the transport vision is the creation of a low-car environment in much of the centre in Slough. This is critical to ensuring quality of space, managing congestion and providing sufficient access and egress capacity for the centre of Slough to function effectively. It is also necessary for creating an attractive, healthy and vibrant urban core.

Working towards a low car centre of Slough will build directly upon the successes and experience of the Local Sustainable Transport Fund and current Access Fund delivery.

## 2.6. The transport vision: key aspects

Since February 2018, Atkins, with Council officers and bblur, has considered a wide range of potential interventions to achieve the key principles of the transport vision set out above. These have been refined and developed during 2018, resulting in the proposals presented in the following four chapters.

Each chapter describes the transport vision in terms of one of the four key aspects encompassing the options developed. They are:

- A high quality **public transport** network, the core component being a Borough-wide mass transit system.
- High quality **walking and cycling** routes to and from the centre of Slough, and pedestrian environments within the centre.
- Provision of public and private **parking supply**, including the role of park and ride. Further work is required on determining what car parking is considered to be sufficient for commercial and residential developments.

## 3. Public transport

### 3.1. Introduction

Ensuring that a high proportion of trips to and from the centre of Slough are made by modes other than the car is critical to achieving growth and regeneration by providing the accessibility and capacity needed. Providing a high quality, high capacity public transport system is central to achieving this goal.

The vision for public transport in the Borough is for an integrated network which:

- Is affordable for passengers, and commercially viable for the Council and operators.
- Provides a realistic alternative to car journeys, for at least the last leg of the journey to/from the centre of Slough (including the use of park and ride).
- Improves connectivity locally, between the suburbs and the centre of Slough and to the main employment centres and local centres within the Borough.
- Improves public transport connectivity from across the Borough to key destinations outside Slough such as Windsor, Buckinghamshire, Uxbridge and Heathrow Airport.
- Provides efficient interchanges with rail services at Slough station.
- Enables and encourages significant growth in population and employment in the centre of Slough.
- Enables the northern expansion of Slough to be sustainable in terms of minimising the number of car trips associated with the development.
- Contributes towards improving the public realm.
- Contributes towards improving the image and reputation of Slough as a sustainable town fit for the 21<sup>st</sup> Century.

### 3.2. Mass rapid transit

#### 3.2.1. Introduction

The Council has delivered Phase 1 of the Slough Mass Rapid Transit (SMaRT) scheme between Slough Trading Estate and the centre of Slough. A second phase is planned which would continue delivery east of the centre of Slough via the A4 London Road to M4 Junction 5 and beyond, possibly to Heathrow Airport.

The SMaRT programme will provide substantially improved priority to buses running along the east-west A4 corridor, resulting in quicker and more reliable services.

During 2018, **a more ambitious vision for mass rapid transit** has emerged which responds to, and enables, substantial growth in the centre of Slough at levels at least as high as those set out in the Local Plan Review. That vision is described in the remainder of this chapter.

#### 3.2.2. Key features

The vision is for a Borough-wide network of infrastructure that provides 100% segregation of MRT vehicles from general traffic, thereby providing speed and reliability of journey times as well as higher ride quality than conventional buses. Within the centre of Slough, the network may include sections where vehicles run through pedestrian areas, as is common in many continental European cities.

Fixed-track segregated systems have been shown to boost investor confidence in the towns and cities in which they have been implemented. Given the ambition for growth in the centre of Slough and the northern expansion, this is an important

advantage of the MRT network as proposed compared to buses running on the existing highway network.

The network will also enable conventional buses to and from destinations not served by MRT to use the segregated infrastructure for part of their journey, before ‘turning off’ the network onto the existing highway network. By so doing, the benefits enabled by the network will be maximised.

The vision is for high quality MRT stops with sufficient spacing to allow for reasonably average speeds, but which provide sufficient accessibility to the areas served by the network. Like many modern MRT systems in the UK, ticketing would be at-stop, online or via mobile app. The network would be consistently branded, with ‘tube map style’ information and real-time information at-stop and online.

### 3.2.3. Choice of technology

At this point no decision has been made about the preferred technology to be employed. Regardless of the technology chosen, journeys must be quick, reliable, comfortable and of generally high quality if the transport vision of a high non-car mode share is to be achieved.

There is a range of technology available included tram-like bus, very light tram and light rapid transit (LRT)/tram. Examples of each include:

- Light rapid transit (LRT): Nottingham Express Tram, Croydon Tramlink.
- Tram-like bus: Belfast ‘Glider’; the proposed SPRINT network in the West Midlands. Examples of guided busways include Luton – Dunstable, Cambridgeshire and Leigh – Salford.
- Very light tram: the system under development by Coventry City Council.

The advantages and disadvantages of each are summarised in Table 3.1 below, including estimates of capital and operating costs.

**Table 3.1 – Technology options for MRT in Slough**

System characteristic	Tram-like bus	Very light tram	LRT/tram
Attractiveness to passengers	High	Not known	High
Power supply	Diesel / gas / diesel-electric hybrid; battery-electric	Battery-electric	Overhead electrification
Vehicle accessibility	High	High	High
Capacity per vehicle (passengers)	100	70-80	200
Operating costs (per route km per annum)	£400,000	Not known	£700,000
Capital costs (per route km)	£5m	£7m	£26m
Typical number of passengers / route km	0.2m	Not known	0.4m – 0.5m

Further detailed investigation into the choice of technology, as well as potential MRT alignments is now required. Of particular interest will be undertaking further research into the passenger response to different technologies and potential system costs including land acquisition.

### 3.2.4. MRT network

An indicative MRT network for Slough is shown in Figure 3.1, including proposed stop locations. The figure also shows the key development sites in the centre of Slough and the proposed northern expansion area (in yellow). The alignments shown are indicative, pending more detailed work on alignments being undertaken by the Council.

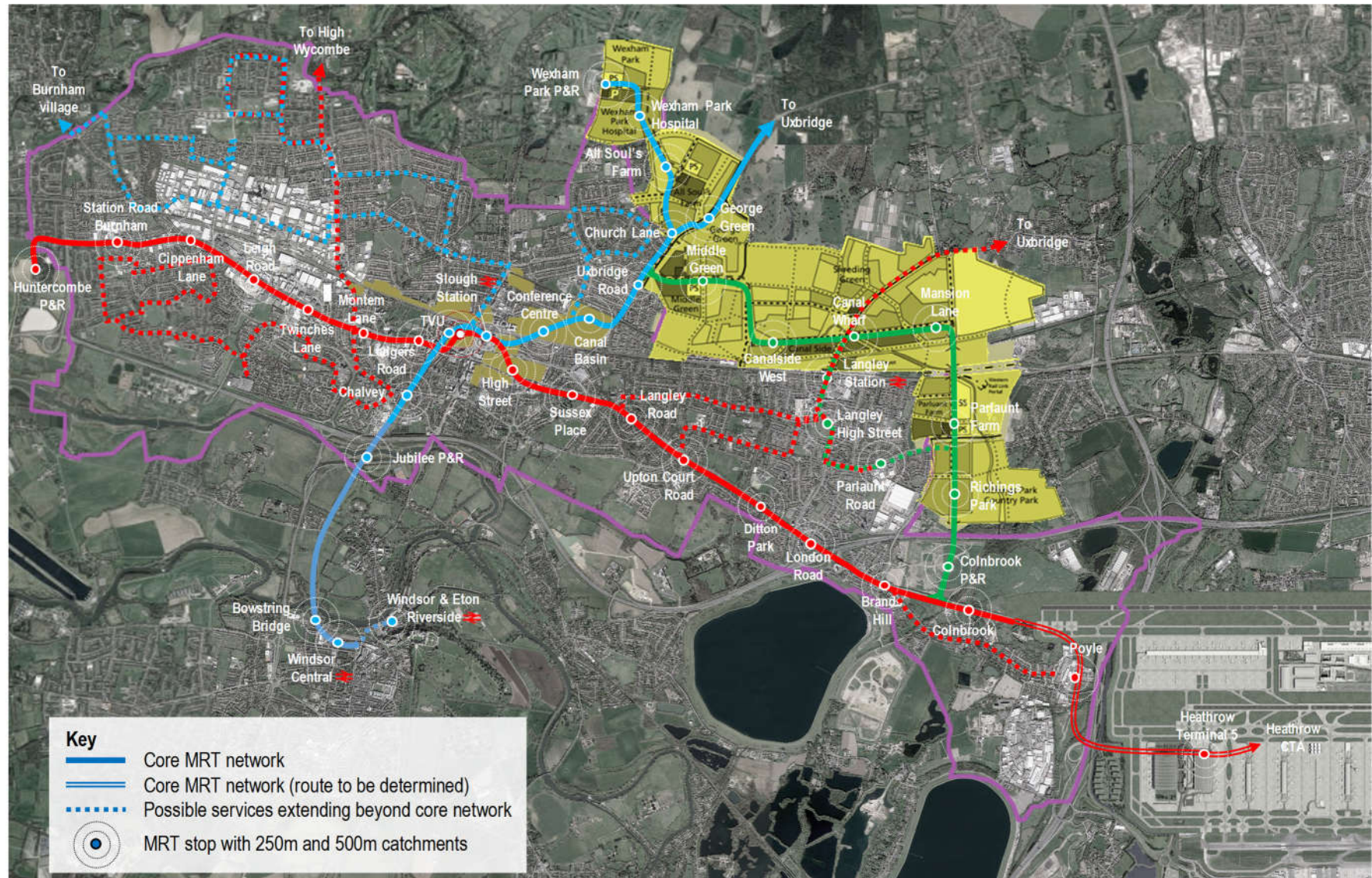
The network, as shown in Figure 3.1, is approximately 30 route kilometres in length, equivalent to the Nottingham Express Transit network. The solid coloured lines in Figure 3.1 represent fully-segregated parts of the network, or where vehicles would share space with pedestrians. Services could operate across one or more of the corridors shown.

The corridors as shown are:

- **An east-west spine** (the red corridor) running broadly along the A4 corridor. In the west, the MRT would serve a park and ride site in the Huntercombe area before passing Slough Trading Estate. To the east of Tuns Lane, the MRT would run on the current eastbound (northern) carriageway of the A4 into the centre of Slough. Having crossed over the Windsor Branch line bridge, the route runs through the former TVU site before reaching the main entrance to Slough station. From here, the corridor continues through the centre of Slough and via Sussex Place onto the A4 London Road. Having crossed the M4 at Junction 5, the route then serves a park and ride site and the Poyle/Colnbrook area before terminating at Heathrow Airport. The exact alignment into Heathrow is dependent on the final plans for the third runway and is therefore subject to change. The dotted red lines indicate potential for services to ‘turn off’ the MRT infrastructure to serve locations such as Britwell and Langley Road.
- A **north-south spine** (the blue corridor). The southern part of the blue corridor is a conversion of the existing heavy rail line to Windsor to MRT. Within Windsor there may be potential for off-road continuation of services beyond Windsor Central station (indicated by the dotted line). North of Windsor, the route would serve a new park and ride site on the Jubilee river before passing behind the former TVU site and reaching Slough station (potentially for interchange with east-west services). From here, the route continues north via the Akzo Nobel /National Grid development site to Uxbridge Road. At Church Lane services would divide, with some running to Wexham Park Hospital and the remainder to Uxbridge town centre.
- A spine route serving the proposed **northern expansion** of Slough (the green line). The route runs from Uxbridge Road and Middle Green through the densest part of the proposed development and close to Langley station. Turning south, the corridor crosses the canal and railway, serving more residential development before crossing the M4 on a new structure and reaching the park and ride site near M5 Junction 5. Service options include running between Wexham Park Hospital and Heathrow Airport, and between the M4 Junction 5 park and ride site and Slough Trading Estate.

Figure 3.1 also shows how bus services to other destinations within and beyond Slough could use part of the core MRT network before moving off the network and completing journeys on the existing road network. As such, the MRT network would form the core of a ‘hub and spoke’ public transport network.

Figure 3.1 – Indicative Slough MRT network



### 3.2.5. Capital and operating costs

Delivery of an MRT as described here will be challenging and will require very significant funding. The indicative capital cost of the network (including vehicles and depot) is between £180 million (for tram-like guided bus) and £980 million (for full LRT). These costings assume use of the existing highway network both inside and outside Slough, other than routing through the TVU site and possibly also other developments. These prices are based on typical per-kilometre costs and exclude land costs and risk (typically 40% at this stage) but make an allowance for utilities diversion. Due to the very early stage of costing, these costs could vary by +50% / - 30%.

The Council will need to open discussions with the Department for Transport, Network Rail, land owners, Heathrow Airport and other potential funding contributors as soon as possible.

Annual operating costs for the whole network are estimated to be between £16 million (tram-like bus) and £26 million (LRT) based on current prices. This includes the costs associated with operating the Windsor branch line, to the net operating costs (after the current cost of operating the branch line are removed) will be lower than this figure.

Further details on capital and operating costs are available in a separate technical note.

Capital and operating of the park and ride sites have not yet been estimated. However, any additional MRT/park & ride demand and revenue which would occur due to limiting of parking supply in the centre of Slough has also not been estimated.

### 3.2.6. Demand, revenue and funding

Initial estimates of demand for the MRT service have been derived based on current bus and rail patronage, current highway trips and potential development scenarios. To derive these estimates, a large number of assumptions have been made about trip rates, mode share, Park & Ride capture, revenue per passenger and so on. These demand estimates should therefore be treated with caution; further technical work is required to provide greater certainty.

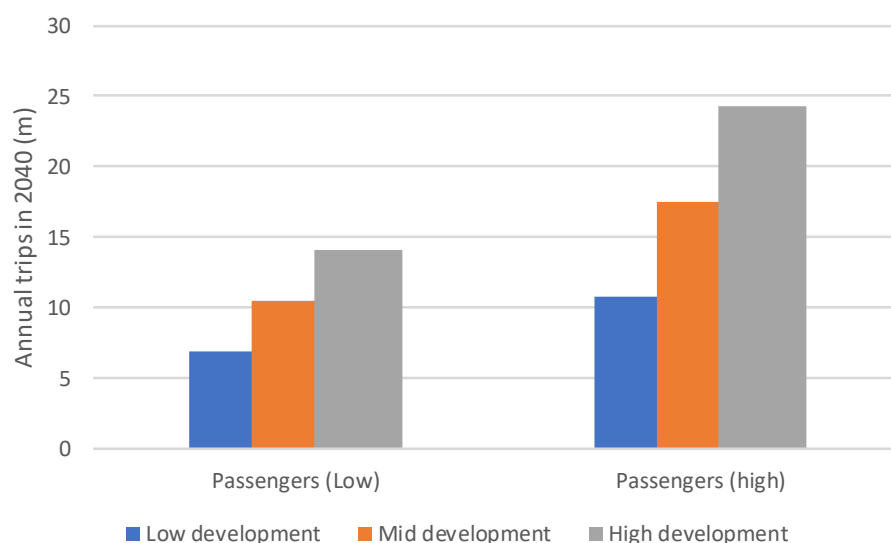
The initial demand estimates are for between 7 and 11 million MRT passengers per annum by 2040 if there is no significant development in the centre of Slough, much of this abstracted from existing rail and bus services. The Berkshire Strategic Housing Market Assessment (SHMA) 2016 projected a need for an additional 20,000 new homes in Slough between 2013 and 2026. Therefore, based on medium (5,000 residential units / 250,000 m<sup>2</sup> commercial) and high (10,000 residential units / 500,000 m<sup>2</sup> commercial) hypothetical assumptions about growth in central Slough, forecast patronage by 2040 could be 11 to 24 million passengers per annum (see Figure 3.2).

At this level of demand, the MRT could make a significant contribution to the estimated operating costs. Clearly, the higher level of development scale/density drives additional MRT demand, thereby increasing the financial viability of an MRT network (as shown in Table 3.2). To enable these assessments to become more robust, the assumptions made about growth potential on a site by site basis will be reviewed and revised during the preparation of the Local Plan.

**Table 3.2 – Initial demand and revenue estimates on MRT**

Scenario	Low growth	Medium growth	High growth
Additional residential units in centre of Slough	0	5,000	10,000
Additional commercial floorspace in centre of Slough (m <sup>2</sup> )	0	250,000	500,000
Northern expansion residential units	7,500	7,500	7,500
<b>Estimated MRT passengers per annum (m)</b>	<b>7 – 11</b>	<b>11 – 18</b>	<b>14 – 24</b>
<b>Estimated MRT revenue per annum (m)</b>	<b>£15 - £24</b>	<b>£23 - £38</b>	<b>£30 - £53</b>

**Figure 3.2 – Initial demand estimates on MRT**



### 3.2.7. Delivery

Due to the cost implications, planning requirements and construction impacts, the MRT system would be delivered in a number of phases. For example, conversion of the Windsor Branch line may be one of the last elements to be delivered due to the complexity of the conversion; another being the final leg into Heathrow Airport. Other aspects of delivery will require agreement and funding support from developers (where the MRT passes through their sites).

However, some elements are much more within the gift of the Council to progress, and could be delivered much more quickly. In particular, the Council can begin work on ensuring active provision for a route through the former TVU site and seek temporary alignments through the centre of Slough pending development progressing.

### 3.2.8. Town centre routing options

Discussions on possible town centre MRT routing options are underway. Figure 3.3 shows various potential routes through the town centre for the east-west (red) and north-south (green route). The solid lines indicate the sections which are more likely to form part of the final alignments. The alternatives under consideration are:

- On the east-west (red) route, two options for temporary routes between Bath Road and Sussex Place:
  - a) Via the TVU site, railway station, Brunel Way, Wellington Street and Wexham Road. This has the advantage of directly serving the bus and

railway stations, and promoting the TVU site, but requires a new junction on Stoke Road south of the railway bridge and an alignment through the TVU site to be established early.

- b) Via the High Street. Potentially easier to deliver in engineering terms, but could cause more disruption to businesses during implementation, and have greater impact on traffic. This option would not serve rail and bus station users directly but would be very visible to town centre visitors.
- Opportunities for a final, more direct, route via town centre sites as they are re-developed to provide direct access to those sites and connect them to the bus and railway stations. Such a route could play an important role in supporting the vibrancy of the town centre.
- On the north-south (green) route, three options for temporary routes between Stoke Road and Uxbridge Road:
  - a) Via Stoke Road, Mill Street, Petersfield Avenue and the Akzo Nobel / National Grid (AN/NG) development site. This option could not tie-in with services to/from the Windsor Branch Line and the engineering feasibility is not yet proven. It would not serve key demand generators such as the stations and town centre, and requires securing a route through the AN/NG site.
  - b) Via the bus and railway stations, Brunel Way, Wellington Street, as a) above, then Wexham Road and the AN/NG site. This option could tie-in to the Windsor Branch Line and serves the stations and town centre, crossing of the Wexham Road railway bridge and a route through the AN/NG site.
  - c) Via the bus and railway stations, Brunel Way, Wellington Street, as a) above, then continuing on the A4 to Uxbridge Road. Similar to b) above but different engineering issues, associated with the Wellington Street/Uxbridge Road junction. Can be delivered without securing a route through the AN/NG site.
- Opportunities for a final route via a new crossing of the railway east of the station. This would be more direct and segregated, but requires a new structure across the Great Western Main Line. Good pedestrian links to the station would be vital to provide connectivity for those using this line to the town centre.
- Various options for routing of the MRT through the AN/NG site.

The Council is currently examining these options and whether they can be delivered without development first taking place. Consideration is also underway into how bus services could be introduced quickly on any safeguarded alignments ahead of conversion to MRT technology at a later date. Doing so would help establish the concept of MRT in Slough and build confidence amongst investors of commitment to the network and significant downstream investment.

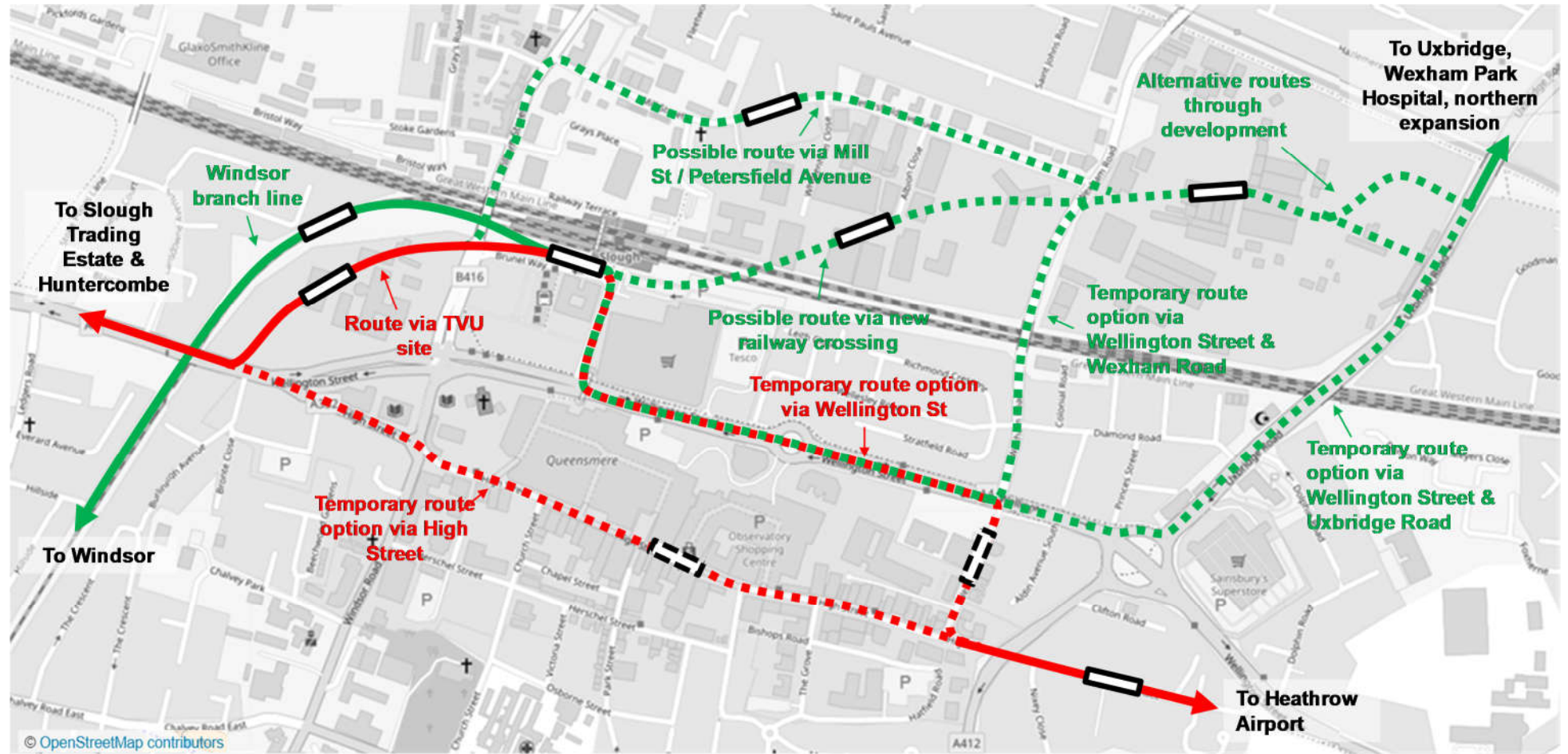
### 3.3. Other bus services

As previously mentioned, the intention is that existing local bus services would be able to take advantage of the MRT infrastructure. This would maximise the investment by enabling buses to benefit from the journey time and punctuality benefits offered by the MRT infrastructure, extending the MRT benefits more widely to residents across Slough.

Key services that would be likely to benefit from the MRT infrastructure include those from Britwell, Langley, Colnbrook village and Cippenham.



Figure 3.3 – Options for MRT alignments in the centre of Slough



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### 3.4. Mobility as a Service (MaaS)

MaaS is the integration of transportation services from public and private providers through a platform that creates and manages a complete journey from A to B. It puts users at the core of transport services, offering tailor made journeys based on individual needs and preferences.

Typically, such services are offered in urban areas which have a large demand base and a range of transport supply options. Within Slough, a MaaS service could offer:

- Access to updates to date and live public transport data, covering bus, mass transit, park and ride facilities and rail.
- Access to way finding information, including navigation between the bus and rail station and within the centre of Slough.
- Access to taxi or shared transport services.
- Features to incentivise sustainable travel habits – for example a complimentary drink at a local coffee shop if a user walks to work every day for a week.
- Provision of live parking availability data.

Therefore, MaaS has a potentially significant role in achieving the transport vision for the centre of Slough, and the public transport element in particular. Particular benefits could be:

- Encouraging the use of public transport, walking & cycling.
- Improving the perception and attractiveness of public transport services which serve the centre of Slough.
- Encouraging healthy and active lifestyles.
- Helping to relieve congestion in the centre of Slough by reducing demand for travel by car and by reducing the number of vehicles circling for a parking space.
- Improving local air quality through the reduction in the amount of private vehicles using the road network and reducing congestion (supporting the draft Low Emission Strategy 2018-2025).
- Collation of origin-destination data, which will help in understanding travel patterns within the town.

In the context of the transport vision, the Council should ensure that any new transport services (such as park and ride and mass transit) are developed in such a way that could be integrated with a wider transport offer – both physically and digitally.

## 4. Walking and cycling

### 4.1. The vision for walking and cycling

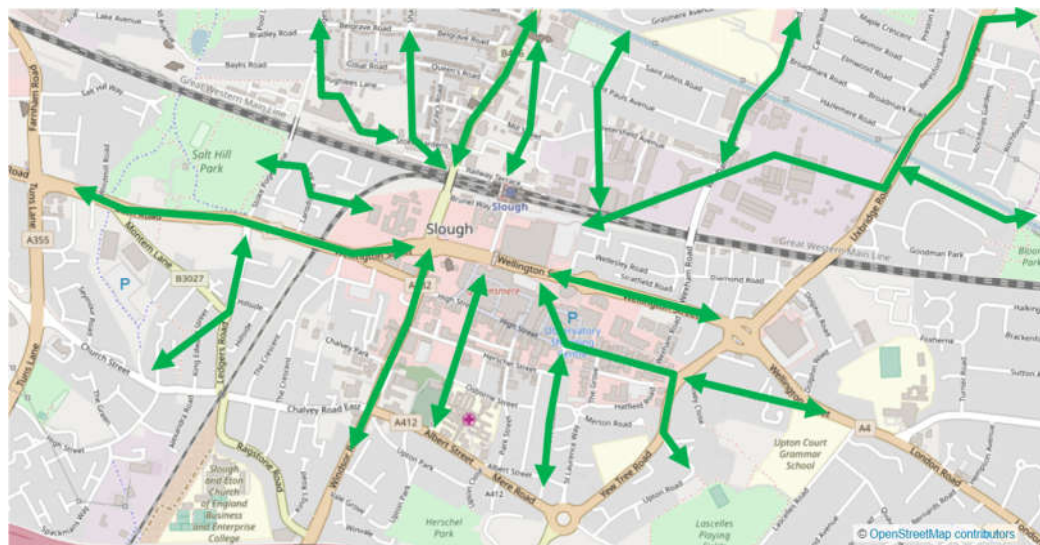
Walking and cycling should be a safe, enjoyable and realistic choice for short journeys to, from and within the Borough.

Over the last ten years, the Council has invested heavily in improved facilities for pedestrians and cyclists. This has been funded through the Local Transport Plan programme, the Government's Local Sustainable Transport Fund and developer contributions. Measures have included the Heart of Slough pedestrian environment, the Salt Hill cycle route, pedestrian crossing and lighting upgrades, Slough Cycle Hire and the Cycle Hub.

Building on this, our transport vision for the centre of Slough is to create a low-car environment where space for walking and cycling is prioritised over other forms of transport and to make walking within the centre of Slough pleasant, convenient and safe.

To minimise car trips, our transport vision is to deliver high quality walking and cycling connections to the centre of Slough, encouraging people to walk or cycle between the suburbs (including the northern expansion) and the centre (see Figure 4.1). These connections will build on the investment already made in the Borough.

**Figure 4.1 – Connecting the suburbs to the centre of Slough**



### 4.2. Key interventions

Achieving this transport vision requires a range of interventions within, and beyond, the centre of Slough. These are described below. Delivery of some of these measures will be dependent on development proceeding and discussions with land owners, whilst others are deliverable by the Council in the short to medium term.

The interventions envisaged in the centre of Slough include:

- Working with developers to increase the permeability of the centre of Slough through use of smaller blocks of development.
- Creation of a high quality public realm which encourages vibrant public spaces.
- Use of building layouts and streetscape design to encourage more instinctive wayfinding.
- Designing-in priority for pedestrians and cyclists along natural desire lines, such as between the station and shopping centre, and between the TVU site and the High Street.

- Creation of new eastern and western entrances to Slough station to bring much of the centre of Slough within a five minute walk.

The interventions to link the centre of Slough to the suburbs include:

- A northern gateway scheme along Stoke Road / William Street (see Chapter 5).
- Cycle super-highway style treatments on key radial corridors such as Uxbridge Road and Windsor Road.
- Creation of attractive walking routes, such as via Church Lane towards Herschel Park (making the most of Slough's heritage environments).
- High quality links to new developments (such as the former Horlick's factory).
- New connections to overcome severance features, such as new pedestrian and cycle crossings of the Great Western Main Line and Windsor Branch line.

# 5. The highway network

## 5.1. Introduction

Reducing dependence on cars as the mode of travel to and from the centre of Slough is important for a number of reasons, namely:

- The highway network is effectively at capacity approaching the centre of Slough at peak times. Additional trips associated with further development in the centre of Slough can only be accommodated if a much greater share of those trips use modes other than the car.
- To reduce the negative impacts of roads on the urban environment for pedestrians and cyclists in terms of reducing severance effects, improving safety and air quality.
- Improving the overall appearance of the centre of Slough and putting people first.
- Currently, a significant share of the centre of Slough is taken up by moving or parked motorised vehicles, as illustrated in Figure 5.1.

**Figure 5.1 – Land currently taken up by motorised vehicles**



Therefore, the transport vision seeks:

- A **significant shift of mode of travel from car** to public transport (see Chapter 3), walking and cycling (see Chapter 4) both for existing and new journeys.
- To create a **low-car zone** within the centre of Slough where the only motorised vehicles allowed in these areas are public transport vehicles.

Within the low car zone, the impact of moving or parked cars will be significantly reduced. In some areas this will mean removal of all motorised vehicles whilst in others it will mean limiting car use only to those vehicles accessing servicing and parking facilities. Where road space or parking is provided, it will be designed in

such a way as to minimise negative impacts on pedestrians and cyclists and to enhance rather than detract from the public realm.

## 5.2. Northern gateway

The transport vision includes major improvements to the northern gateway into the centre of Slough as shown in Figure 5.2.

**Figure 5.2 – A4 William Street/Stoke Road improvements**



William Street / Stoke Road is an important gateway to the centre of Slough from the north and is also an important bus corridor. The transport vision is for streetscape improvements to the corridor between Wellington Street and Elliman Avenue to provide a fitting approach to the centre of Slough. The scheme, currently under development, would significantly reduce the impact of cars, and improve conditions for pedestrians, cyclists and buses.

This will provide a much more attractive gateway to the regenerated centre of Slough. Detailed proposals for this section are also currently being developed.

# 6. Parking supply

## 6.1. Introduction

The key principles of the transport vision set out in Chapter 1 mean that management of the supply of public and private parking will be an important element of delivering the transport vision. In particular, the transport vision seeks to:

- Make non-car modes the dominant form of travel to and from the centre of Slough. Providing excessive amounts of parking will undermine this transport vision and overload the highway network. The total supply of parking in the centre of Slough must therefore be kept to a level which discourages use of the car, especially during peak periods.
- Reduce the impact of parked vehicles by reducing the visibility of parking in the urban core and reducing the amount of land occupied by car parks. Consolidation of public parking into fewer, larger car parks is therefore a key element of the transport vision.

- Locate car parks where they can be accessed whilst avoiding the low-car zone, for those vehicles which are driving into the centre of Slough.
- Keep as much parking as possible outside the urban core, by offering high quality park and ride sites.

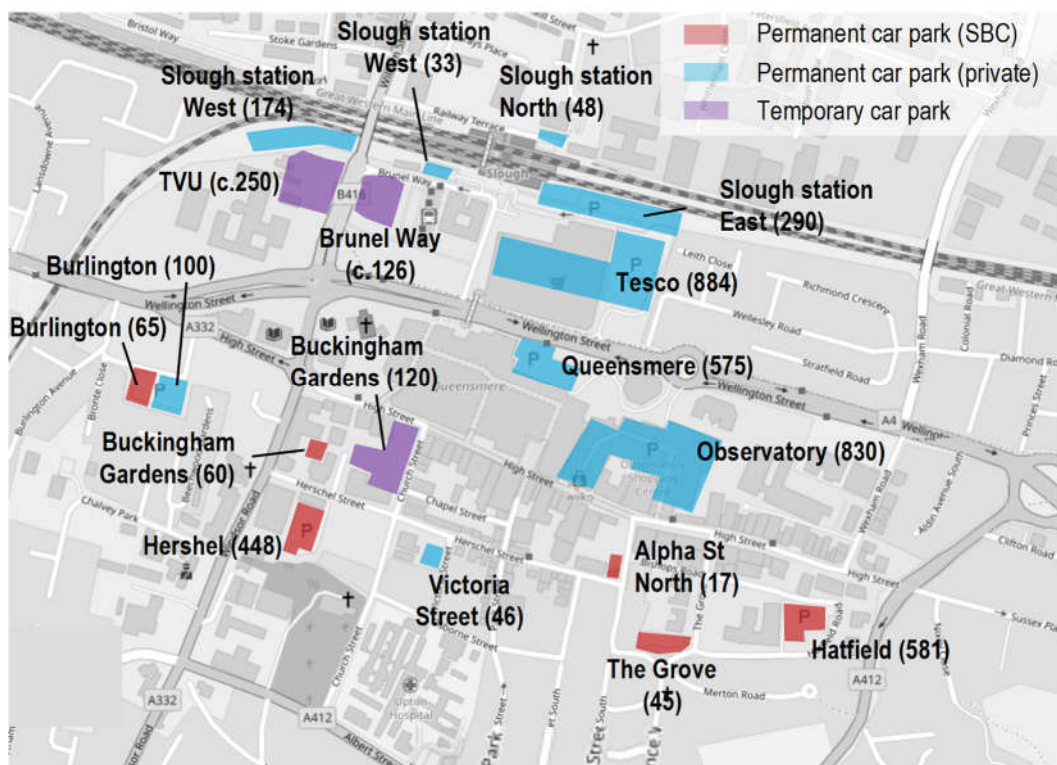
## 6.2. Public parking

### 6.2.1. Current situation

At present, there are approximately 5,100 public parking spaces in the centre of Slough, of which about 4,800 are available to shoppers. This is broadly consistent with the ceiling set for the town centre in the Town Centre Parking Strategy of 5,000 spaces.

This supply comprises a mix of multi-storey and surface car parks in Council or private ownership (including the Tesco store car park), and some temporary surface car parks. The locations of existing car parks are shown in Figure 6.1.

**Figure 6.1 – Existing car parks**



In total this is a relatively large number of spaces for the amount of retail floorspace in Slough. Having removed the station and TVU car parks from the total, there are approximately 75 spaces per 1,000 m<sup>2</sup> of net retail floorspace compared to 47 spaces in Guildford and 34 in Kingston-upon-Thames.

There are currently no park and ride sites serving Slough, although a park & ride site near M4 Junction 5 with c. 1,000 spaces is planned as part of SMaRT Phase 2.

### 6.2.2. Vision for public parking

The transport vision is to reduce the overall supply of public parking in the centre of Slough, and to provide a significant share of this supply at peripheral park and ride sites. The overall balance has yet to be determined. However, this is critical to achieving the key principles of the transport vision. In addition, the vision is to aggregate public parking into three primary locations on the edge of the low-car zone where they can be accessed without passing through the centre of Slough.

In terms of parking, within the centre of Slough, the transport vision will be achieved by:

- Removal over time of the **temporary car parks** and other car parks earmarked for development (notably the Burlington car parks) which collectively account for over 800 spaces.
- Construction of a **new multi-storey car park** on the Network Rail land to the north of the **TVU site**. This will predominantly be used by rail passengers and by residents and employees within the TVU redevelopment. The car park can be up to 1,500 spaces.
- Construction of a **new multi-storey car park serving the east side of the urban core** to replace the existing multi-storey Observatory and Queensmere car parks as the shopping centre is redeveloped. This will also replace the Council's Hatfield car park and could have up to 1,500 spaces. This car park will be accessible from Wexham Road, the A4 (London Road), Uxbridge Road and Yew Tree Road.
- **Expansion of the Council's existing Herschel multi-storey car park** (subject to feasibility) serving the west side of the urban core with up to 1,500 spaces. This car park will be accessible from Windsor Road (and therefore M4 Junction 6), Stoke Road and the A4 (Bath Road). It is envisaged that new development between Herschel Street and the High Street will provide a high quality covered walking route between Herschel car park and the redeveloped shopping area.
- **Replacement of the eastern station car park** with a similar-sized car park on the same site, and closure of the small Railway Terrace car park to the north of the station.
- **As and when the Tesco site is redeveloped, the public parking on this site will not be replaced.** The extent to which the Tesco car park is used by centre of Slough visitors and shoppers is unknown at this time. This needs to be more fully understood and taken into account when determining the appropriate level of parking to be provided elsewhere in the centre of Slough.

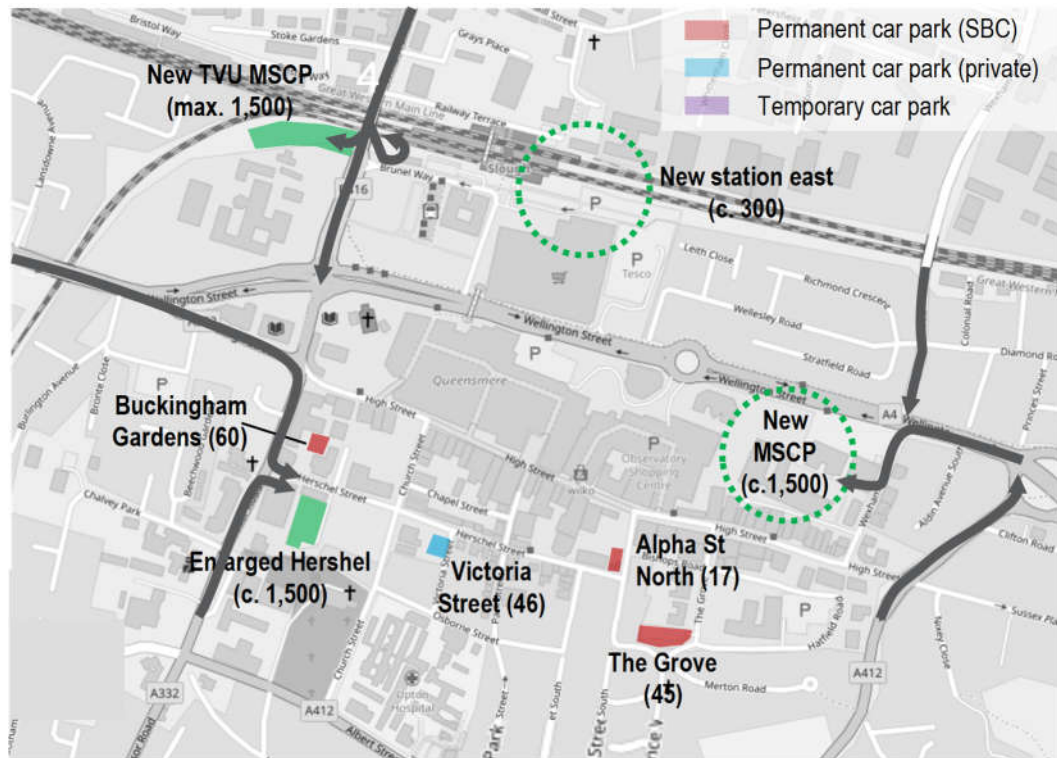
Should all three new car parks have 1,500 spaces each, and assuming that 955 of the spaces in the new TVU car park are for private use, the above would result in a total of 4,400 public spaces in the centre of Slough as shown in Figure 6.2. The exact locations of the new car parks have yet to be determined and will ultimately be agreed through collaborative dialogue with developers, including the owners of the shopping centres.

The Local Plan will identify the location and phasing of the provision of the new framework for the provision of car parking within the Centre of Slough. Priority will be given to reviewing how additional parking can be provided off Windsor Road to expand the provision made by the Council-owned Herschel car park. Temporary use of the TVU site for surface parking during expansion of Herschel car park may be an option to reduce impacts on existing customers. Delivery of new car parks elsewhere is dependent on redevelopment of the TVU site and shopping centres.

All new parking supply should be built to high standards of design and security, offering a consistently high quality parking experience across the centre of Slough.



Figure 6.2 – Centre of Slough public parking vision



### 6.3. Electric vehicle and car club parking

Electric vehicles offer a significant opportunity to improve local air quality and reduce carbon emissions. Whilst the plug-in hybrids and electric vehicles make up a small share of the total fleet (5.9% in 2018<sup>2</sup>) this is expected to grow; the Government has stated a desire to end the sale of new conventional petrol and diesel cars and vans by 2040. Slough is at the forefront of this growth, with nearly 4,500 ultra-low emission vehicles registered in 2017, the third-highest number amongst English local authorities.

The number of people using car clubs is also rising quickly. More than 250,000 people in the UK are members of shared-use car clubs such as Zipcar, albeit currently mainly in large cities. Car clubs allow members to use and pay for vehicles on an hour by hour basis. Vehicles are collected and returned to various locations (typically on street). Members benefit from avoiding the need to buy, tax, insure or maintain their own car.

Electric vehicles and car clubs have the potential in the medium to long-term to reduce the air quality impacts of car travel, and reduce the need for parking in the centre of Slough. To encourage greater take up of both, the transport vision is to provide dedicated, potentially lower-tariff, parking supply within car parks for electric and car club vehicles.

### 6.4. Park and Ride

#### 6.4.1. Vision for park and ride

Provision of park and ride sites around Slough is critical to encouraging use of non-car modes for the 'last mile' of journeys, thereby reducing the impact of cars on the centre of Slough. The transport vision is for a ring of sites around Slough, intercepting car trips before they reach the most congested and sensitive parts of the Borough's road network.

<sup>2</sup> SMMT Electric & Alternatively-Fuelled Vehicles Registrations (2018) Available at: <https://www.smmt.co.uk/2018/11/october-ev-registrations/> Accessed December 2018

The sites will be linked to the centre of Slough by direct services on the proposed MRT network (see Chapter 3). As such, park and ride can offer competitive journey times compared to 'car only' journeys and be competitive financially by offering lower cost, or free, parking.

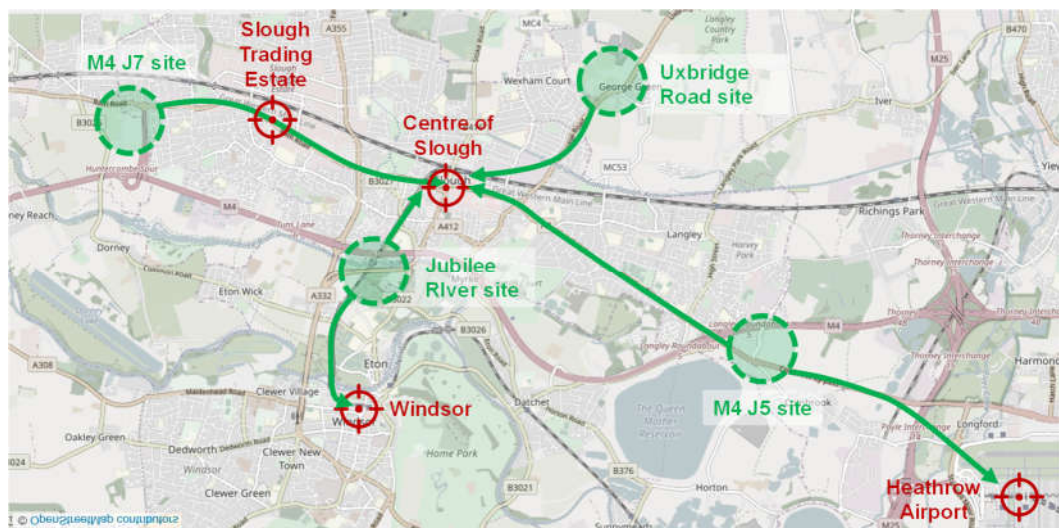
MRT services will also link the park and ride sites, directly or via an interchange, to Wexham Park Hospital, Slough Trading Estate and the northern expansion area, when built. Further, a site to the south of Slough would serve Windsor as well as Slough; whilst a site to the east of Slough could act as an attractive short/medium stay car park for Heathrow Airport.

### 6.4.2. Shortlisted sites

Technical work during 2018 identified a long list of 27 potential park and ride sites around Slough. Based on consideration of the maximum size of each site, their feasibility, access arrangements, connections to the centre of Slough and estimated demand, the four best-performing sites have been included in the transport vision. The sites are shown in Figure 6.3, and include:

- A site to the west of Slough to the north of M4 Junction 7 with up to 2,000 spaces. The site would be directly linked via MRT services to Slough Trading Estate and the centre of Slough, therefore being particularly attractive to commuters during peak periods as well as evening and weekend visitors to the centre of Slough. Initial demand estimate (base year): 105-180,000 cars per annum.
- A site to the north-east of Slough on the Uxbridge Road corridor of up to 2,000 spaces. The site would be directly linked via the proposed MRT network to the centre of Slough as well as Windsor, and with one interchange to Slough Trading Estate. Initial demand estimate (base year): 120-230,000 cars per annum.
- A site to the east of Slough south of M4 Junction 5 of up to 1,600 spaces. The site would be directly linked by MRT to the centre of Slough and Slough Trading Estate with direct services also to Heathrow Airport (route dependent on third runway planning). Prior to redevelopment in the centre of Slough the demand for this site may be relatively low (estimated 20-40,000 cars per annum).
- A site to the south of Slough on the Jubilee River of up to 900 spaces. The site would be directly linked to Slough and Windsor town centres via the proposed MRT network (a conversion of the existing heavy rail branch line). Initial demand estimate (base year): 60-100,000 cars per annum.

Figure 6.3 – Park and ride site locations and key destinations directly served



## 6.5. Private parking supply

At the heart of the vision is a low-car urban core where the negative impacts of moving and stationary vehicles are minimised. However, this ambition must be balanced against the need to ensure that residents, workers and visitors can easily travel to and from the centre of Slough, and the commercial viability of potential developments.

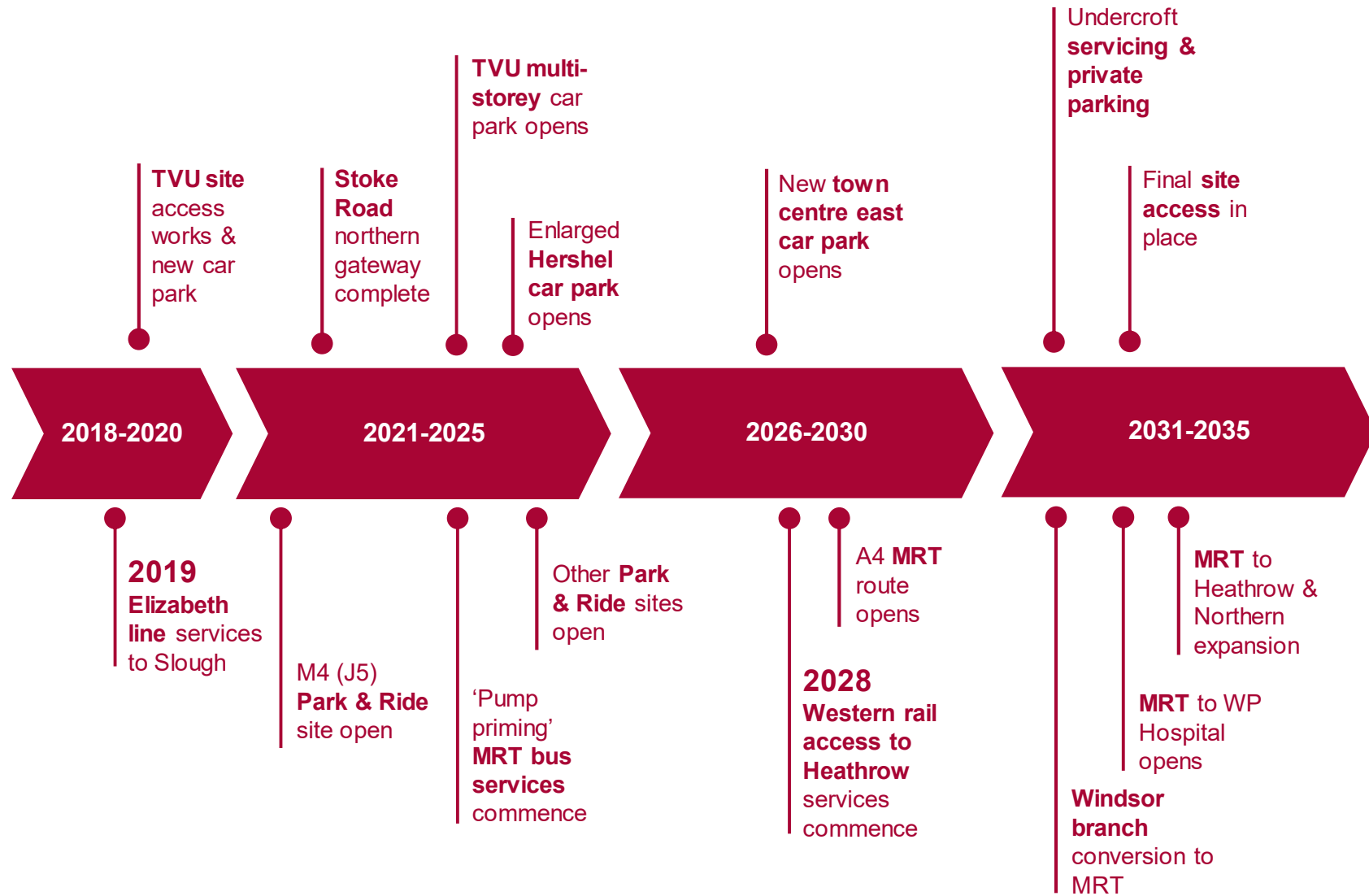
A phased approach is therefore required whereby the amount of private parking in relation to the amount of homes and commercial floorspace is gradually reduced to a level which ultimately achieves our vision. However this can phased reduction in standards can only be achieved as viable non-car alternatives, such as Western Access to Heathrow and the proposed MRT services, are delivered.

As part of the next phase of technical work, parking standards in the centre of Slough will be reviewed and a phasing strategy proposed. As development comes forward, the Council will also look at innovative options whereby the use of private parking stock can be flexed over time.

# Appendix A – Indicative Timeline

Figure A.1 - Indicative timeline

**PUBLIC TRANSPORT**



Atkins Limited  
The Axis  
10 Holliday Street  
Birmingham  
B1 1TF

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 25<sup>th</sup> February 2019

**CONTACT OFFICER:** Kam Hothi – Team Leader  
**(For all enquiries)** (01753) 787899

**WARD(S):** Farnham and Colnbrook with Poyle  
(And other wards as further private streets are identified for adoption in the future)

**PORTFOLIO:** Councillor Carter – Lead Member for Transport and Highways

**PART I**  
**KEY DECISION****HIGHWAY IMPROVEMENT WORKS TO ADOPT PRIVATE STREETS****1 Purpose of Report**

The purpose of this report is to ask Cabinet to resolve under the private street works code in the Highways Act 1980 that certain private streets within the Borough are not to the satisfaction of the Council as the street works authority, to resolve to execute street works on those streets, to approve the specifications for those works, to approve the provisional apportionment apportioning the estimated expenses between the premises liable to be charged with them under the code and to approve the declaration of these streets as highways maintainable at public expense following execution of the works. This is in order to provide a safe environment for residents and road users.

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

The Cabinet is requested to resolve:

- a) That Faircroft, Westfield Road, Springfield Road and part of Hillrise are not, to the satisfaction of the Council as the street works authority, sewered, levelled, paved, metalled, flagged, channelled, made good or lighted;
- b) That the specifications for street works to be carried out to those streets and as appended to this report be approved;
- c) That the street works detailed in the said specifications be carried out at Faircroft, Westfield Road, part of Hillrise and Springfield Road to render them satisfactory to the Council as the street works authority in accordance with Section 205 (1) of the Highways Act 1980;
- d) That the estimated expenses of £1.5m for these works be noted;

- e) That the provisional apportionment apportioning the said expenses between the premises liable to be charged with them under the street works code be approved;
- f) That the Highways Team apply the criteria for a private street works scheme as set out in part of XI of the Highways Act 1980 and Sections 205 to 218 (The Private Street works code) on Faircroft, Westfield Road and Springfield Road;
- g) That following the completion of the said street works subject to satisfactory safety audit the Council declare Faircroft, Westfield Road and Springfield Road as set out in drawings *HW 19/20 – PR – 001, HW 19/20 – PR – 001 & HW 19/20 – PR – 001 appended to this Report to be highways* in accordance with Section 228 of the Highways Act 1980; and
- h) To apply the above criteria to other unadopted private streets identified in the future and for funding be allocated to new streets as they are identified and agreed.

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

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

Priorities:

1. Better and safer routes for all road users.
2. Increasing life expectancy by focusing on inequalities: Provision of safer routes in turn will boost healthy lifestyles by encouraging walking, cycling and other forms of outdoor activities.
3. Street lighting schemes in these roads will help residents to feel safe and mitigate the risk of potential crime.
4. Housing: Residents will benefit from safe and improved road network.

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

- Outcome 3 – Strong and attractive neighbourhoods
- Our residents will have the best facilities in life and opportunities to positive lives: Access and infrastructure for pedestrians, cyclists and motorists will provide safer routes.
- Our people will become healthier and will manage their own health, care and support needs: Provision of safer routes to workplaces and schools encourage residents to walk and cycle thereby promoting physical activities.
- Slough will be an attractive place where people choose to live, work and visit: Highway improvements such as paved footway, carriageway and street lighting will improve local areas.



#### 4 **Other Implications**

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

The estimated expenses of the street works proposed in this report are £1.5m. Estimated annual maintenance expenses for adoption of all the private streets listed above as highways is £18,000 to £20,000 per year once brought up to the required standard.

##### (b) **Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal Challenges to apportionment by frontagers	Comply with procedures under the Highways Act 1980 to resolve any challenges.	As part of the notice procedure required to be followed under the Street Works Code
Property	None	
Human Rights		
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support: Possible objection from the residents	Continue engagement with the residents of Faircroft, Westfield Road and Springfield Road before any works are undertaken.	The community will gain an appreciation/ understanding of why the highway works are required.
Communications	None	
Community Safety		
Financial	None	
Timetable for delivery: Objections from the residents	Early engagement with the residents fronting and adjacent to Faircroft, Westfield Road and Springfield Road.	In order to minimise the delivery of the scheme.
Project Capacity		
Other		

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

The Council is the street works authority for Faircroft, Westfield Road, Springfield Road for the purposes of Sections 205 to 218 of the Highways Act 1980 (The Street Works Code). Under the Street works Code, the Council, where they are satisfied that a private street is not sewered, levelled, paved, metalled, flagged, channelled, made good and lighted to their satisfaction may from time to time resolve with respect to the street to execute street works on that street. A private street for these purposes means a street which is not a highway maintainable at public expense. Faircroft, Westfield Road and

Springfield Road are private streets as they are not presently maintainable at public expense.

Under Section 212 of the Highways Act 1980 the Council may recover the whole or any portion of expenses of street works from the owner for the time being of any premises in respect of which any sum which is due for expenses of street works (i.e. the frontagers) together with any interest at such reasonable rates as the Council may determine. Until recovery such expenses are a charge on the premises and all estates and interests in such premises and operates as a local land charge. Under that section the street works authority may also by order declare that any expenses apportioned on any property together with any interest to be payable by annual instalments within a period not exceeding 30 years.

Any decision by the Council to carry out street works could be considered to be an interference with the rights to protection of property of the owner of the land upon which the street works are proposed to be carried out under Article 1 of the First Protocol to the Convention on the Protection of Human Rights and Fundamental Freedoms which is given effect to in the UK by the Human Rights Act 1998.

Article 1 of the First Protocol provides that every natural or legal person is entitled to the peaceful enjoyment of his possessions. However, Article 1 states that the provisions of the Article shall not in any way impair the rights of a state to enforce such laws as it deems necessary to control the use of property in accordance with the general interest or to secure the payment of taxes or other contributions or penalties.

In these circumstances, in view of the fact that the proposed street works are to be carried out in the general interest It is not considered that any claim will be able to be validly raised against the proposed street works under the Human Rights Act 1998.

Under Section 228 of the Highways Act 1980 where any street works have been executed in a private street, the street works authority may by notice displayed in a prominent place in the street declare the street to be a highway maintainable at public expense and the street will become such one month after the date the notice is first displayed unless the owner, or a majority of the owners if more than one, object during that time. The Council may then, within two months, apply to the Magistrates Court to overrule the objection. Rights of appeal from any decision of the Magistrates are available and the street may not become a highway unless the appeals process is completed and any objection is overruled.

(d) Equalities Impact Assessment

These highways improvements schemes are being delivered as part of highways measures includes improvements to the footway, carriageway; street lighting and drainage to facilitate sustainable travel and improve road safety to these roads therefore no EIA has been undertaken as part of these schemes.

- (e) Workforce N/A
- (f) Property N/A
- (g) Carbon Emissions and Energy Costs N/A

## 5 **Supporting Information**

- 5.1 For many years the Council has received complaints from residents and ward members that there are a number of unadopted roads in the borough which are not sewered, levelled, paved, metalled, flagged, channelled, made good or lighted and require significant works to bring them to a satisfactory standard. This would require the installation of carriageways/footways, possible upgrades of the sewers/drainage systems and installation of street lighting schemes. Furthermore it would allow refuse collection and emergency vehicles better access and improved lighting would make the roads safer for the residents.
- 5.2 The maintenance liability for a private street falls upon the frontagers (the owners whose properties front the street) with each owner being responsible for the maintenance of their respective abutting frontage to the centre line of the street.
- 5.3 The streets that have been identified - Faircroft, Westfield Road, part of Hillrise and Springfield Road are unadopted and require significant improvement works as they are either not sewered, levelled, metalled, flagged, channelled and lighted to bring them to a satisfactory standard. Furthermore, to apply the above criteria for other private streets identified in the future and funding be allocated.
- 5.4 The expenses of street works or any proportion of such expenses together with interest at such reasonable rates as the Council may determine may be recovered from owners of premises liable to pay them in accordance with any final apportionment under the street works code and until recovered these expenses and interest are a charge on the premises and all interests in those premises.
- 5.5 It is a ruling group manifesto pledge to ensure all Slough's neighbourhoods reach the standard of the best.

## 6 **Conclusion**

The Cabinet is requested to approve this proposal to carry out street works on private streets within the borough to provide a safe environment for residents and road users. .

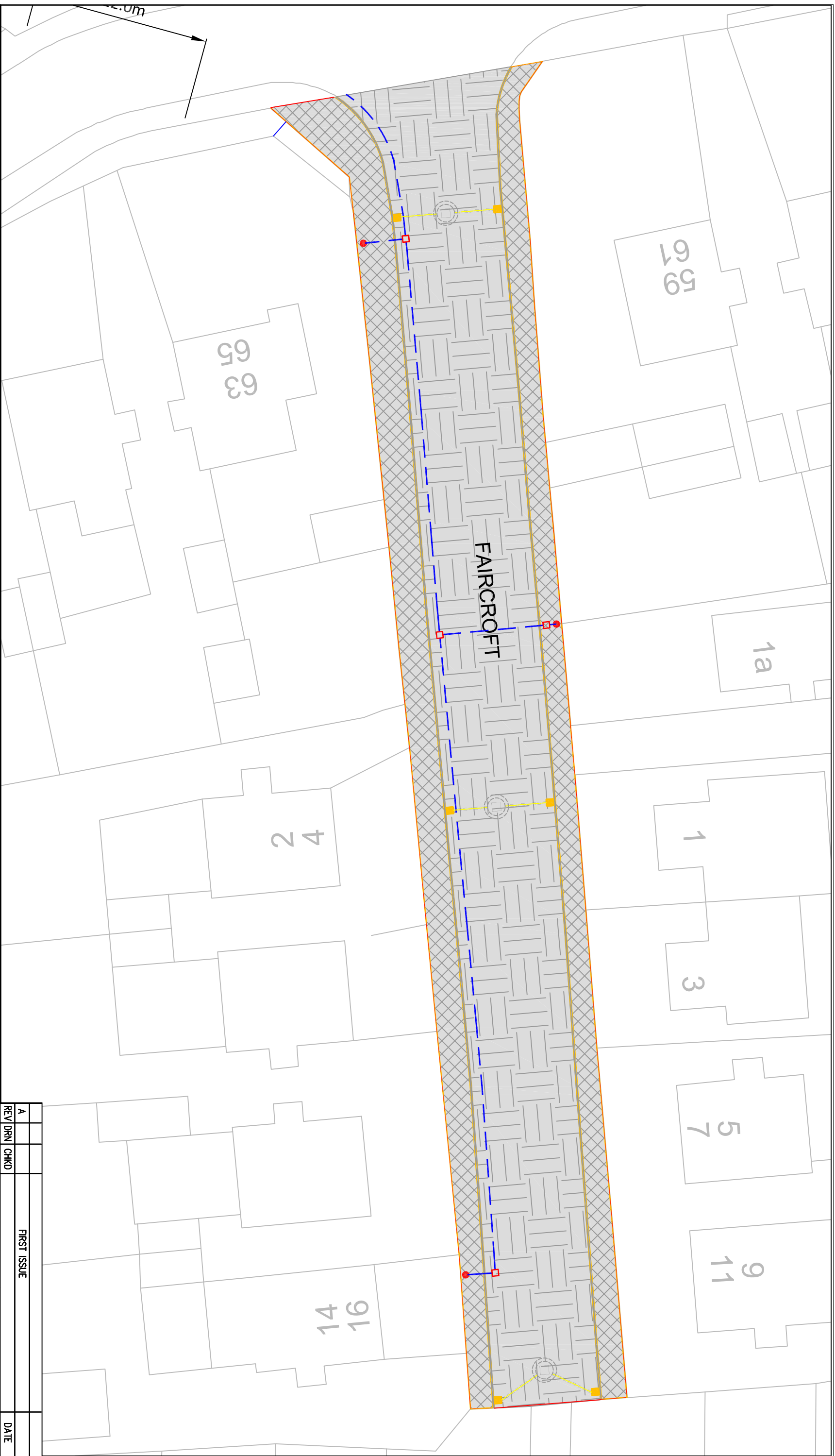
## 7 **Appendices Attached**

- '1' Highway Improvement plan for Faircroft - **HW 19/20 – PR - 001**

- '2' Highway Improvement plan for Westfield Road - **HW 19/20 – PR - 001**
- '3' Highway Improvement plan for Springfield - **HW 19/20 – PR – 001**
- '4' Highway Improvement plan for Hillrise (to follow)

## 8 **Background Papers**

Parliamentary Briefing Paper – House of Commons Library – No. CBP 402,  
10 April 2018 – Private, or 'unadopted' roads in England & Wales



REV	DRN	CHKD	FIRST ISSUE	DATE
A				

Scale 1:250

Date 08.18.18

Drawn KSM

Checked SK

Drg. No. HW 19/20-PR-001

**KEY:-**

-  Excavate hard material carriageway to sufficient depth to allow full depth carriageway construction. All finishes to contractors licensed tip. Area=672m<sup>2</sup>
-  Excavate hard material footway to sufficient depth to allow full depth footway construction. All finishes to contractors licensed tip. Area=425m<sup>2</sup>
-  Kerbing total length=182m
-  Edging total length=183m
-  100 dia ducting for electrical cable total length=90m
-  150 drain pipe and fittings total length=15m
-  Lighting column 8m high. Total no.=3
-  D400 grating complete with 450x900 deep gully pot. Total no.=6
-  1.2m diax2m deep Minimum Soakway Total no.=3
-  Cabling chamber

**Title**  
Faircroft  
Highways Improvements Works

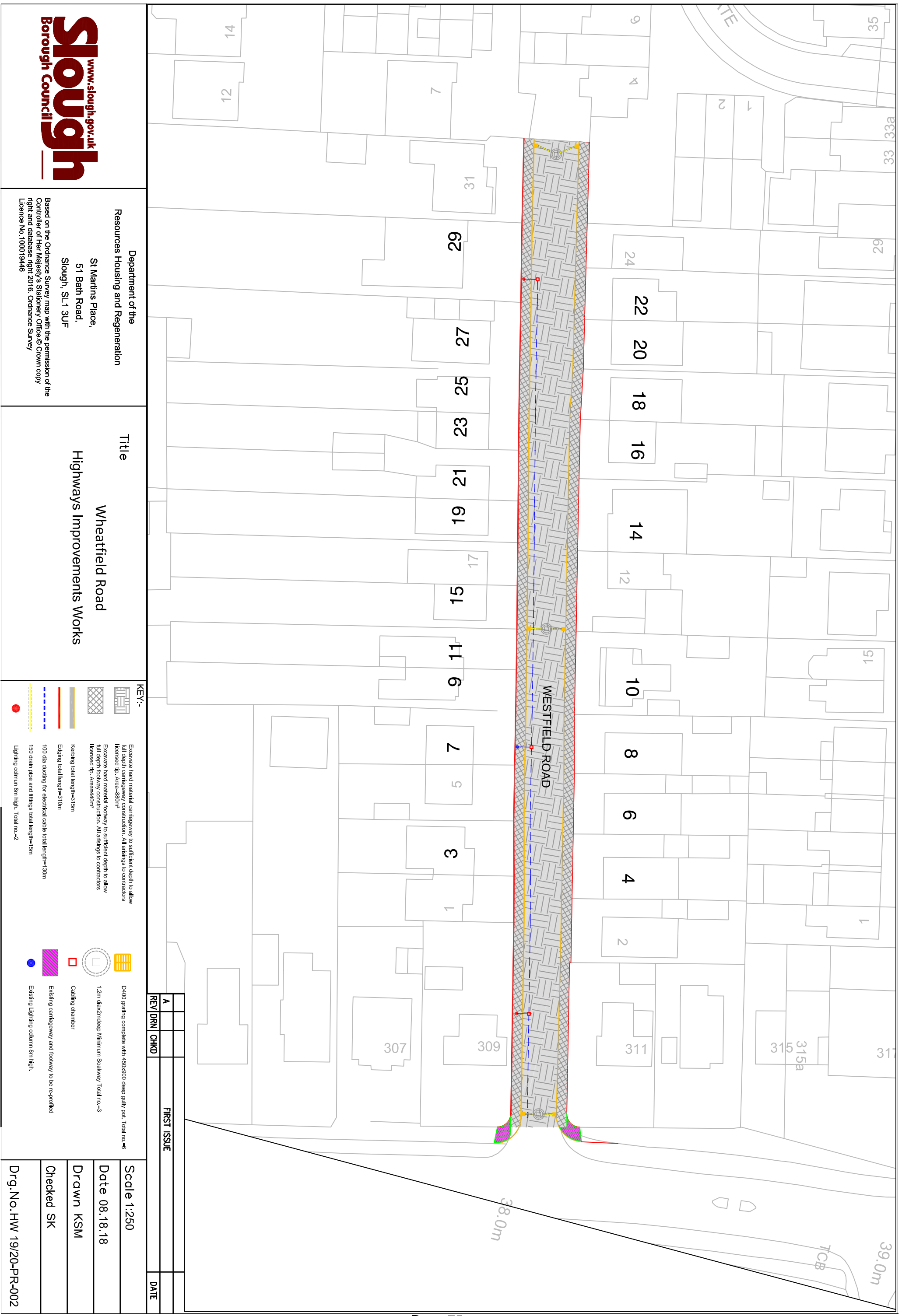
Department of the  
Resources Housing and Regeneration

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**Title**  
Wheatfield Road  
Highways Improvements Works

**KEY:-**

	Excavate hard material carriageway to sufficient depth to allow full depth carriageway construction. All fittings to contractors licensed tip. Area=880m <sup>2</sup>
	Excavate hard material footway to sufficient depth to allow full depth footway construction. All fittings to contractors licensed tip. Area=440m <sup>2</sup>
	Kerbing total length=315m
	Edging total length=310m
	100 dia ducting for electrical cable total length=130m
	150 dia drain pipe and fittings total length=15m
	Lighting column 8m high. Total no.=2

	D400 grating complete with 450x900 deep gully pot. Total no.=6
	1.2m diax2m deep Minimum Sawkway Total no.=3
	Cabling chamber
	Existing carriageway and footway to be re-profiled
	Existing Lighting column 8m high.

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REV	DRN	CHKD			DATE

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Title  
Springfield Road  
Highways Improvements Works

KEY:-

Excavate hard material carriageway to sufficient depth to allow  
full depth carriageway construction. All finishes to contractors  
licensed tip. Area=1630m<sup>2</sup>

Excavate hard material footway to sufficient depth to allow  
full depth footway construction. All finishes to contractors  
licensed tip. Area=523m<sup>2</sup>

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 25<sup>th</sup> February 2019

**CONTACT OFFICER:** Josie Wragg, Chief Executive.  
**(For all enquiries)** (01753) 875017

**WARD(S):** All

**PORTFOLIO:** Environment and Leisure, Cllr Rob Anderson.

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

**CREATION OF A LOCAL AUTHORITY TRADING COMPANY TO CARRY OUT FUNCTIONS OF EXISTING DSO**

**1 Purpose of Report**

This report seeks cabinet approval to create a local authority trading company which will be tasked to carry out the current functions of the Environment DSO and use the Teckal exemption to trade, in order to generate surpluses and / or reduce the overall overhead costs for the council.

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

The Cabinet is requested to resolve that:

- (a) A new company (name to be determined) limited by shares and wholly owned by the council be created.
- (b) The arrangements for the new company satisfy the requirements of the Public Contracts Regulations 2015 (Regulation 12).
- (c) The responsibility for delivery of services carried out by the existing Environment DSO is transferred to the new company.
- (d) Council officers are instructed to work with the new company to increase the volume and value of work placed with the new company that is currently placed with other, external providers. In particular in the areas of highways and property maintenance.
- (e) A service delivery agreement be created to set out, amongst other matters, the scope and performance levels provided by the new company.
- (f) The employment and pension arrangements of the DSO staff transfer to the new company in accordance with, and subject to, the relevant legislation and council policy.
- (g) The Chief Executive may transfer other staff to the new company in the future if it is the broader interests of the council to do so in accordance with, and subject to, the relevant legislation and council policy. In particular Highways functions may be considered for transfer to the Teckal company as part of wider public realm improvements.

- (h) The council provides the existing range of support services (eg finance, HR, commercial, property) to the new company unless and until the council and the new company agree otherwise.
- (i) A service delivery agreement be created to set out, amongst other matters, the scope and performance levels of support services provided by the council and the appropriate charging regime.
- (j) The new company will use its best endeavours to deliver the Business Plan.
- (k) Appropriate banking, transactional finance and payroll arrangements are put into place.
- (l) A flexible credit facility of up to £1m be made available to the new company on terms to be agreed and with the authorisation of the Section 151 Officer.
- (m) Appropriate governance arrangements are put in place in accordance with the council's policies and relevant law (eg the Commercial Strategy and companies' legislation).
- (n) Any further decision making required to complete these recommendations be delegated to the Chief Executive.

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

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

The creation of a new commercial company with responsibility for the delivery of services carried out by the existing environmental DSO will improve the quality of the local environment and the image of the town by providing an affordable and reliable service to local residents whilst generating income for the council.

The council is relying on income generated in addition to its traditional revenue streams to establish a balanced budget necessary for the sustainable provision of services and the delivery of key actions which are central to meeting the needs of the SJWS priorities.

This includes all four priorities that have been selected to improve the health and wellbeing of the people in Slough:

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

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

Creating a new commercial company which will deliver environmental services to local residents addresses the Five Year Plan outcomes through:

- Providing a reliable service to local residents which will ensure that Slough is an attractive place where people choose to live, work and stay (Outcome 3)

- Supporting local employment and supply chain which will support business growth and provide opportunities for our residents (Outcome 4)
- Delivering financial benefits to the council by generating savings on overhead charges and income through dividend payments, which will contribute to the council's financial resilience and ability to deliver its Five Year Plan objectives

#### 4 **Other Implications**

##### (a) Financial

- (i) By transferring the existing DSO to a new Teckal company the council will benefit from any surpluses or increased contribution to overheads that the ability to trade, by virtue of being a Teckal company, will generate.
- (ii) The credit facility referred to in paragraph 2(x) will be subject to agreement by the Section 151 Officer and any credit advanced will be on commercial rates, to the council's benefit. The Director will only be approached after the relevant business case has been agreed by the new company's board.
- (iii) Where set up costs can properly be recovered from the new company, they will be raised as a debt and amortised over a period to be agreed with the new company board.
- (iv) Payment to the council for corporate services provided under the services delivery agreement (see section 2(ix)) will need to reflect real costs incurred.

##### (b) Risk Management - Please see Appendix A

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

There are no Human Rights Act implications.

##### (d) Equalities Impact Assessment

See Appendix C

##### (e) Workforce

The DSO staff will be consulted and any transfer of staff will be in accordance with legal and policy requirements.

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

##### **The case for change**

- 5.1 In the continuing environment of severe cuts imposed on local authorities by central government, the council has a clear policy of improving its commercial performance in order to support the delivery of critical services. The details of the council's approach to commercial matters is set out in the Commercial Strategy.
- 5.2 One option to help improve the financial position is to trade existing and related services with other bodies, at a profit. Section 95 of the Local Government Act 2003

gives local authorities the power to 'do for a commercial purpose anything which they are authorised to do for the purpose of carrying on any of their ordinary functions'. Critically, trading in function-related activities must be conducted through a company.

- 5.3 In the previous Cabinet report of 18<sup>th</sup> April 2017, the option for creating a trading company that fulfilled the requirements of the Public Contracts Regulations 2015 (Regulation 12), previously referred to as the Teckal exemption, was left open. Specifically:

*5.8 Following the successful deployment and delivery of services through the DSO the Council will pursue commissioning through either a retained DSO or migration into an LACC via a Teckal exemption...*

- 5.4 Pursuing this option would allow the council to make the equivalent of a direct contract award to the company to carry out the functions of the existing DSO and would also allow the company to trade up to 20% of the value of its turnover with the council.
- 5.5 By doing so, the intention would be to provide surpluses back to the council and to provide additional support through a reduction in the council's overhead costs where these can be properly attributed to trading activities. It is also hoped that, over time, new jobs would be created in the company, supporting the local economy.

### **The business case**

- 5.6 Before trading, the council must prepare and approve a business case. The business case at Appendix B (in the exempt part of this report for reasons of commercial sensitivity) show that by the end of year three, the company would be producing surpluses of £257,340 from turnover of £2,850,950. The profit margins and additional costs of service delivery for each service line are set out in the exempt report.
- 5.7 It is important to note that the rate of growth will be determined by the demand that can be generated in the local market place. We are proposing to grow the business organically by using existing assets and using flexible staffing (for example by offering overtime) to fulfil orders, until we are confident that we have sufficient demand to justify additional investment. By doing so, we are seeking to minimise any investment requirements (and therefore financial risk) in the early stages. Once we have a better, experienced based, understanding of the market we will be in a position to develop further business cases to seek investment. This will be agreed (or not) using the governance arrangements that will be set up and will always require the approval of the Council's Section 151 Officer (Director of Finance and Resources).
- 5.8 In practice we expect that, of the nineteen service lines identified, some will underperform and some will exceed our expectations. It is vital that the new business is responsive and agile to these varying demands. Periodic reporting of performance will be provided in accordance with the governance arrangements and with the requirements of the Commercial Strategy.

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

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

**7. Appendices**

A Risk Management

B Service Line Projections (contains exempt information and is included in Part II of the agenda)

C Equalities Impact Assessment

**8 Background Papers**

None

**Appendix A – risk management**

<b>Recommendation from section 2 above</b>	<b>Risks</b>	<b>Current Controls</b>	<b>Using the Risk Management Matrix Score the risk</b>	<b>Future Controls</b>
(i) A new company (name to be determined) limited by shares and wholly owned by the council be created;	Failure of governance or oversight leading to poor performance or financial failure	Governance arrangements will need to be robust, effective and maintained	6	Periodic audit
(ii) The arrangements for the new company satisfy the requirements of the Public Contracts Regulations 2015 (Regulation 12)	Failure to satisfy the requirements of the Public Contracts Regulations 2015 (Regulation 12) will lead to procurement risk and possible challenge	Appropriate and timely legal advice and oversight through the governance arrangements.	2	Periodic audit
(iii) The responsibility for delivery of services carried out by the existing Environment DSO is transferred to the new company;	Potential for service level to decline, likelihood is low, however.	Management controls.	6	Existing management controls and additional governance arrangements.



<b>Recommendation from section 2 above</b>	<b>Risks</b>	<b>Current Controls</b>	<b>Using the Risk Management Matrix Score the risk</b>	<b>Future Controls</b>
(iv) Council officers are instructed to work with the new company to increase the volume and value of work placed with the new company that is currently placed with other, external providers. In particular in the areas of highways and property maintenance.	Lack of engagement from some service areas resulting in lost opportunities to retain value of contracted work within SBC and the new company	None	8	Cabinet's mandate, the governance arrangements of the new company and support from the CEO and CMT.
(v) A service delivery agreement be created to set out, amongst other matters, the scope and performance levels provided by the new company	Failure to meet the requirements of the agreement	Management arrangements	6	Existing management controls and additional governance arrangements.
(vi) The employment and pension arrangements of the DSO staff transfers to the new company in accordance with, and subject to, the relevant legislation and council policy;	Reluctance from staff, however transfer will be on same terms and with same benefits.	Management arrangements	6	Existing management controls and additional governance arrangements.

<b>Recommendation from section 2 above</b>	<b>Risks</b>	<b>Current Controls</b>	<b>Using the Risk Management Matrix Score the risk</b>	<b>Future Controls</b>
(vii) The Chief Executive may transfer other staff to the new company in the future if it is in the broader interests of the council to do so in accordance with, and subject to, the relevant legislation and council policy;	Reluctance from staff, however transfer will be on same terms and with same benefits.	Management arrangements	6	Existing management controls and additional governance arrangements.
(viii) The council provides the existing range of support services (eg finance, HR, commercial, property) to the new company unless and until the council and the new company agree otherwise	No additional risks		0	
(ix) A service delivery agreement be created to set out, amongst other matters, the scope and performance levels of support services provided by the council;	Failure to meet the requirements of the agreement	Management arrangements	6	Company management controls and additional governance arrangements.
(x) The new company will use its best endeavours to deliver the Business Plan	Failure to meet the business plan and attendant financial targets	None	8	Company management controls and additional governance arrangements.

<b>Recommendation from section 2 above</b>	<b>Risks</b>	<b>Current Controls</b>	<b>Using the Risk Management Matrix Score the risk</b>	<b>Future Controls</b>
(xi) Appropriate banking, transactional finance and payroll arrangements are put into place	Failure to put these into place by the target go-live date	Project management arrangement	8	Not required
(xii) A flexible credit facility of up to £1m be made available to the new company on terms to be agreed and with the authorisation of the Director of Finance and Resources	Inability of new company to repay the loan or to default on repayments	N/A	8	Decision making process of Director of Finance and Resources and company governance arrangements
(xiii) Appropriate governance arrangements are put in place in accordance with the council's policies and relevant law (eg companies' legislation)	Arrangements fail to reflect requirements	SBC management and commercial and legal support	2	Periodic audit and company governance arrangements.
(xiv) Any further decision making required to complete these recommendations be delegated to the Chief Executive.	Insufficient expertise or capacity to support decision making	SBC management and commercial and legal support	2	Not required

**Appendix B – service line projections**

Contains exempt information. See Part II of the agenda.

## Appendix C Equality Impact Assessment Test of Relevance

This form should be completed prior to a report being submitted to Cabinet. It is designed to help you assess the implications of your policy, and to help you identify and mitigate against any serious negative impact. Just because a decision has a negative impact on some groups does NOT mean that you cannot recommend it to Cabinet. However, you may need to complete a full assessment which should be provided to Members as part of the decision-making process.

TRIGGER QUESTIONS	YES / NO	IF YES PLEASE BRIEFLY EXPLAIN.....
Does the change reduce resources available to address known inequalities?	No	<ul style="list-style-type: none"> <li>• What outcome did the previous intervention seek to achieve?</li> <li>• What evidence do you have about how effective the previous intervention was?</li> <li>• Can the reduction in resources be justified?</li> </ul>
<b>CHANGES TO A SERVICE</b>		
Does the change alter access to the service?	No	<ul style="list-style-type: none"> <li>• Is there evidence that access will be more difficult or costly for some people? (think specifically about equality groups: race, gender, disability, age, religion, sexual orientation)</li> </ul>
Does the change involve revenue raising?	Yes	Revenue raising will only be from those in a position to pay for what is a discretionary service. Core statutory services are unaffected.
Does the change alter who is eligible for the service?	No	<ul style="list-style-type: none"> <li>• What evidence do we have about who will no longer be eligible for the service?</li> <li>• Is this likely to lead to poorer outcomes for those who cannot access the service?</li> </ul>

<b>Does the change involve a reduction or removal of income transfers to service users?</b>	<b>No</b>	<ul style="list-style-type: none"> <li>• What evidence do we have on who has benefits from these transfers?</li> <li>• What is the likely impact of the removal of the income to current beneficiaries?</li> </ul>
<b>Does the change involve a contracting out of a service currently provided in house?</b>		<ul style="list-style-type: none"> <li>• The services are contracting out but to a wholly owned council company under council control. Prevailing policies in respect of equalities will be retained.</li> </ul>
<b>CHANGES TO STAFFING</b>		
<b>Does the change involve a reduction in staff?</b>	<b>No</b>	<ul style="list-style-type: none"> <li>• What evidence do we have about the composition of the current workforce?</li> <li>• Are there some groups who are likely to be disproportionately affected by the proposed reduction?</li> </ul>
<b>Does the change involve a redesign of the roles of staff?</b>	<b>No</b>	<ul style="list-style-type: none"> <li>• What evidence is there that this could have an impact on equal pay?</li> <li>• Does the change reduce the ability of staff to work flexibly?</li> </ul>

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

AGENDA ITEM 8

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