

Date of issue: Friday, 6 September 2019

MEETING:	CABINET Councillor Swindlehurst Councillor Hussain Councillor Anderson Councillor Carter Councillor Mann Councillor Nazir Councillor Pantelic Councillor Sadiq	Leader of the Council and Cabinet Member for Regeneration & Strategy Deputy Leader of the Council and Cabinet Member for Governance & Customer Services Transport & Environmental Services Inclusive Growth & Skills Planning & Regulation Housing & Community Safety Health & Wellbeing Children & Schools
DATE AND TIME:	MONDAY, 16TH SEPTEMBER, 2019 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EJ	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

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



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.	Minutes of the Meeting held on 15th July 2019 and the Extraordinary Meeting held on 2nd September 2019	1 - 12	-
3.	Revenue Financial Update Q1 2019/20	To Follow	All
4.	Capital Financial Update Q1 2019/20	13 - 36	All
5.	Medium Term Financial Strategy Update	To Follow	All
6.	Performance & Projects Report Q1 2019/20	37 - 86	All
7.	Localities Strategy Update	87 - 98	All
8.	Commercial Sub-Committee Terms of Reference	99 - 104	All
9.	Stoke Road Corridor Transport and Highway Improvement Works	105 - 128	All
10.	Heart of Slough - North West Quadrant Update	129 - 136	All
11.	References from Overview & Scrutiny		All
12.	Notification of Forthcoming Decisions	137 - 148	All
13.	Exclusion of Press and Public	-	-
	It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).		
PART II			
14.	Part II Minutes - 15th July 2019	149 - 150	-
15.	Disposal of Car Park & Garages, Sheehy Way, Wexham Lea	151 - 198	Wexham Lea

Press and Public

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 15th July, 2019.

Present:- Councillors Swindlehurst (Chair), Hussain (Vice-Chair), Anderson, Carter, Mann, Nazir and Pantelic (from 6.43pm)

Also present under Rule 30:- Councillor Ajaib

Apologies for Absence:- Councillor Sadiq

PART 1

15. Declarations of Interest

No declarations were made.

16. Minutes of the Meeting held on 17th June 2019

Resolved – That the minutes of the meeting of the Cabinet held on 17th June 2019 be approved as a correct record.

17. SBC Annual Report 2018/19

The Service Lead Strategy & Performance introduced the Council's draft Annual Report for 2018-19 which set out the progress and achievements against the Five Year Plan.

The Five Year Plan was reviewed and refreshed each year and was aligned to the Medium Term Financial Strategy. The Annual Report tracked performance and included a range of performance measures and case studies to demonstrate progress. The key headlines from the past year were summarised including financial stability with a balanced budget position to 2022; the supply of 846 new dwellings; improved quality of children's services; the Business Improvement District for the town centre; and adoption of key policies including the Low Emissions Strategy and 20-year Transport Vision.

The Cabinet welcomed the document and commented that it was evidence that good progress was being made on the Council's strategic priorities. The case studies helped to show the difference that Council services were making to improve resident's lives. Lead Members highlighted a number examples of further progress since the end of the reporting period of the end of March, such as the recent planning approval for the redevelopment of Tower and Ashbourne Houses.

The Overview & Scrutiny Committee had considered the Annual Report at its meeting on 11th July 2019 and had commented on some of the statistics and statements. The comments would be taken into account in the final textual amendments prior to publication.

Cabinet - 15.07.19

The Cabinet was agreed to recommend approval of the Annual Report to Council on 23rd July 2019.

Recommended – That the draft Council's Annual Report for 2018-19 be approved, subject to any final textual amendments.

(Councillor Pantelic joined the meeting)

18. Charter for Cleaner Air

The Cabinet considered a report that recommended that the Council sign up to the Oxford City Council Charter for Cleaner Air to support the call for the UK Government to do more to improve poor air quality.

The Charter had been launched by Oxford City Council, Greenpeace UK and Friends of the Earth and it called on the Government to place the health of communities first. The problem of air pollution was significant in Slough and it was recognised as a major public health issue. The Service Lead Major Infrastructure Projects highlighted that the Charter was in line with Slough's ambitions to improve local air quality as set out in the Low Emissions Strategy approved in 2018 and the Transport Vision agreed by Cabinet in February 2019.

It was noted that the Labour Group had tabled a motion on climate change at the next Council meeting on 23rd July 2019. The Cabinet recognised that whilst the Charter was principally aimed at calling on the Government to take further action to address the problem of air pollution, it was important that the Council showed local leadership for example by investing in public transport and improving the charging infrastructure for electric vehicles.

After discussion it was agreed that Slough Borough Council sign up to the Charter.

Resolved – To sign up to the Oxford City Council Charter for Cleaner Air and agree a press release announcing the sign up to the Charter.

19. Transport for the South East - Transport Strategy Consultation

A report was considered that set out the main elements of Slough Borough Council's formal response to the Transport for the South East (TfSE) consultation on the TfSE proposal to become a sub-national transport body. The Cabinet had agreed in March 2019 that Slough Borough Council join TfSE. It was noted that the Government had decided not to formally award statutory status to any more sub-national transport bodies at the present time, however, work would continue to prepare for such status in the future.

The TfSE consultation, 'Proposal to Government', set out the transport vision for the south east, which was broadly consistent with the vision and wider interests of Slough Borough Council. The draft response was included in the Appendices to the report and set out both the areas of agreement and

challenge where the Council believed the proposals could be strengthened. These included greater emphasis on the role and opportunities of Heathrow Airport and greater acknowledgement of supporting the higher performing places in the south east where there was greatest economic potential.

Lead Members welcomed the opportunity to contribute to the strategy and agreed that it was important to take a wider strategic approach across the south east to support local and sub-regional objectives. The links with the Clean Air Charter were noted in that it was important both to promote clean vehicles to reduce pollution and also take action to address the problems of congestion.

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

Resolved –

- (a) That the progress in the establishment of the TFSE sub-national body be noted;
- (b) That the formal consultation response submitted by Slough Borough Council, as a constituent member and part of the Berkshire Local Transport Group, to TFSE's draft proposal to Government to establish the body be noted;
- (c) That the main areas of agreement with TFSE's proposals be highlighted and to recommend ongoing support for the development of the TFSE strategy with prioritisation for the following specific areas:
 - Increasing transport connectivity across the South East, maximising the benefit of cross-boundary links and regional travel; developing and maintaining the resilience of strategic corridors, enhanced partnership arrangements, and support for Public Transport including smart-ticketing innovations and similar technological solutions.
 - Increasing economic growth across the South East;
 - Improving air quality and related environmental benefits in the South East.
 - Improving accessibility within the South East, leading to greater social equality.
 - Endorsing and contributing to the sub-national transport body's ability and powers to lobby central government and seek increased funding, over and above the opportunities that would otherwise be available to individual local authorities.
- (d) That any challenges to the proposal be noted, and specifically the areas where further research and engagement by TFSE are required, including:
 - Increased reference to the role and potential opportunities associated with Heathrow Airport, Transport for London and all

other neighbouring regional authorities and organisations of significance.

- Greater acknowledgment of the economic benefits being delivered in the most successful and highest performing areas within the region.
- Clarification on a number of matters relating to voting procedures and dispute resolution
- Reference to the importance of Travel Demand Management, focusing on practical and technological solutions.

(e) To further recognise the synergies between the TFSE proposal for the region and key policies in Slough, including the Slough Borough Council Transport Vision, the SBC Low Emission Strategy, the overall SBC Local Plan and all related core transport and environmental policies.

(f) To maintain overall support for the establishment of TFSE as a sub-national transport body.

20. Approval of Service Plans

The Lead Member for Regulatory Services introduced a report that sought approval for the Health & Safety and Trading Standards Services Plans and agreement to recommend approval of the statutory Food Service Plan to Council on 23rd July 2019.

The plans set out the key activities and targets for the next year for these and the Cabinet received a comprehensive presentation that detailed the work being undertaken. The Food Safety, Health & Safety and Trading Standards teams worked to ensure national priorities and standards were addressed and to meet the needs of the local community. Key points raised during the presentation are summarised as follows:

- Health & Safety – There had been a reduction in accident notifications with 41 investigated during the year, a decrease of 31%. The plans included proactive work to raise awareness of accident report. 6 Improvement notices and 4 Prohibition notices had been served. Plans for the next year included projects on welfare conditions in nail bars and supporting compliance amongst skin piercers and tattooists.
- Food Safety – 100% of high and medium risk food inspections had been carried out resulting in 350 written warnings, 17 Improvement Notices, 1 prosecution, 1 emergency closure and 2 voluntary closures. Future plans included preparing for Brexit and changed food safety regulations.
- Trading Standards – the team had dealt with over 2,500 enquiries and achievements included 3 criminal investigations into underage sales and 124 consignments of unsafe goods being stopped from entering the UK. The Trading Standards Manager had been recognised with the Chief Constable's award.

The impact of Brexit was amongst the issue discussed and assurance was given that the implications were being monitored and assessed so that appropriate plans could be put in place. The Cabinet thanked to team for the excellent and important work they did to protect vulnerable residents and wider community and the plans were approved. The statutory food safety plan would be recommended to Council for approval.

Resolved – That the Service Plans in relation to Health & Safety and Trading Standards be approved.

Recommended – That the Service Plan in relation to Food Safety be approved.

21. LGA Corporate Peer Challenge - Draft Action Plan

The Service Lead Strategy & Performance introduced a report on the draft Action Plan in response to the LGA Corporate Peer Challenge that took place between 5th to 8th February 2019.

The Council had invited peers from local government to visit Slough and speak to a wide range of staff, councillors and stakeholders to identify areas for potential improvement. The LGA team had focused on areas such as whether the Council had a clear vision and priorities for the town; whether there was a strong financial plan in place; did it have the capacity to deliver on its priorities; and were the organisational leadership and governance processes sufficiently strong. The LGA report made 29 recommendations and the draft Action Plan set out the Council's proposed response.

The Leader commented that some of the feedback had already been incorporated in reshaping the Cabinet portfolios to link transport and the environment and prioritise inclusive growth so that Slough's communities could benefit from the opportunities being created in the town. Steps had also been taken to improve governance, including the recent establishment of the Cabinet sub-committee focused on the authority's commercial activities. The Chief Executive commented that the recommendations would also be incorporated into the delivery of the transformation programme. The Cabinet discussed a number of aspects of the report including the themes of leadership, governance and communication.

The Cabinet noted the report and endorsed the draft Action Plan.

Resolved –

- (a) That the draft Action Plan at Appendix B be considered and noted.
- (b) That the timetable for an LGA led Governance Review Appendix C be noted.

22. References from Overview & Scrutiny

The Cabinet considered the recommendations from the Health Scrutiny Panel from 27th June 2019 in relation to its report on the Disability Task & Finish Group.

The Policy Insight Manager reviewed the key aspects of the Task & Finish Group's report which were set out fully at paragraph 5.3 of the report. The group had worked closely with Healthwatch Slough and had held meetings with a wide range of Council departments and interested parties to seek to understand the key issues and identify areas for action. Recommendations included measures to improve the information available on services; improvements to the accessibility and safety of public transport; and ensuring full accessibility to Council buildings. The actions to delivery the recommendations were detailed in the report alongside a timetable for implementation.

The Cabinet welcomed the work undertaken by the Task & Finish Group which would help achieve the ambition to make Slough a disability friendly town. The members and contributors to the Task & Finish Group were thanked and the recommendations were considered and agreed.

Resolved –

- (a) That the seven over-arching recommendations of the Disability Task and Finish Group laid out in section 5.3 of the report be endorsed.
- (b) That the implementation of the Group's specific proposals that underpin the recommendations, along the timescales laid out in section 5.5 of the report be approved.

23. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Decisions published on 14th June 2019 which set out the key decisions expected to be taken by the Cabinet over the next three months.

Resolved – That the published Notification of Key Decisions for the period between July to September be endorsed.

24. Exclusion of Press & Public

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

Cabinet - 15.07.19

Below is a summary of the matters considered during Part II of the agenda.

25. Compulsory Purchase Orders for Long Term Empty Properties

The Cabinet gave approval to make and pursue Compulsory Purchase Orders under Section 17 of the Housing Act 1985 and the Acquisition of Land Act 1981 in respect of four empty properties to bring them back into residential use.

Chair

(Note: The Meeting opened at 6.34 pm and closed at 7.53 pm)

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Cabinet – Extraordinary Meeting held on Monday, 2nd September, 2019.

Present:- Councillors Swindlehurst (Chair), Anderson, Carter, Mann, Nazir, Pantelic and Sadiq (until 6.32pm)

Also present under Rule 30:- Councillors Bains, Dhaliwal and Smith

Apologies for Absence:- Councillor Hussain

PART 1

26. Declarations of Interest

Councillor Sadiq declared that she worked for a company with a direct interest in Heathrow expansion and she would therefore withdraw from the meeting during consideration of the item.

(Councillor Sadiq withdrew from the meeting)

27. Heathrow Airport Expansion: Consultation on the Future Layout of the Airport

The Service Lead for Major Infrastructure Projects introduced a report that set out the Council's draft response to the consultation on the Heathrow Airport Expansion proposals.

The second consultation included Heathrow's Masterplan for the future layout and operation of the airport included the new runway and other airport infrastructure such as terminals and road access, and associated developments on and off site. The consultation would close on 13th September 2019. The Council had responded to Heathrow's first consultation and had inputted directly through the Heathrow Strategic Planning Group and series of bilateral meetings to seek to secure the public transport provision, air quality improvements, enhanced open space and job opportunities for local people. Whilst the Council had been supportive of expansion it had used the previous consultation to raise concerns about specific aspects of the proposals. Officers highlighted that there had been insufficient movement from Heathrow on the points raised, and the draft response set out important areas where further progress was needed. A process of engagement had been agreed with Heathrow Airport to discuss these issues in detail and the Leader and Corporate Management Team would be updated and involved in these discussions over the coming weeks.

Officers summarised the key aspects of the Council's draft response which included the need to improve public transport connections to enable residents to work at the airport; support for the inclusion of land in Poyle for industrial redevelopment; mitigating against the traffic and congestion impacts during the construction phase; the importance of a 'Green Envelope' and new green space in the Colne Valley; and the re-provision of the Lakeside energy from

waste plant. The response concluded that the Council's support for the airport's expansion was based on the benefits to the area and some of these specific issues now needed to be further advanced and confirmed by Heathrow.

The Leader highlighted that the response clearly set out the areas where it was considered the current proposals fell short of Slough's needs and there would be individual meetings on each of these areas to seek to get further movement. Lead Members welcomed the strong response and high level of detail in the draft as it provided a clear focus for negotiation. The expansion and associated development provided a significant opportunity to address current issues with the airport, particularly surface access and it was considered crucial to put in place the public transport infrastructure to promote model shift. The Heathrow Masterplan had an eastwards focus in terms of the economic development opportunities and Members therefore emphasised the importance of both improving public transport access from Slough and the west, and opening up industrial land in Poyle. In terms of air quality, it was commented that a joint approach between Slough and Heathrow was needed to ensure any plans for Ultra Low Emissions Zones were properly aligned. Members discussed the specific impacts on Colnbrook including to Pippins School, community facilities and housing. It was considered to be essential that a strong and stable community be maintained in Colnbrook and that the Council be involved in the housing strategy.

Speaking under Rule 30, Councillor Smith made a number of comments about Heathrow's proposals including the importance of protecting green space and biodiversity in the Colne Valley Park; addressing flood risk issues; securing community facilities in Colnbrook; improving access to the Poyle Industrial Estate to minimise congestion on local roads; and addressing air quality concerns. The Leader highlighted that the Council's proposed response reflected these issues and Officers had noted some specific points to take forward in future discussions with Heathrow airport.

Councillor Dhaliwal raised a number of issues including the diversion of the A4, the need for bus services to be aligned to airport shift patterns and the noise impacts of the likely flight paths. He stated that representatives from Heathrow would be attending the Overview & Scrutiny Committee meeting on 12th September.

In order to meet the consultation deadline it was agreed that the decisions would be implemented urgently in that the proposed response be submitted as set out in the report and appendix and that any further issues raised by scrutiny be submitted separately.

The Cabinet agreed that a strong response to the consultation be made and agreed that the draft was clear and specific in the issues that needed to be addressed through the agreed process of engagement with Heathrow. After due consideration, the Cabinet agreed the recommendations and their urgent implementation.

Resolved –

- (a) That the response to Heathrow's Consultation 2 (Airport Expansion Consultation: AEC) be approved for submission.
- (b) That the Director for Regeneration, following consultation with the Lead Members for Regeneration and Strategy and Transport and Environmental Services, be given delegated authority to enter into negotiations with regards to the mitigation package.
- (c) That the Director for Regeneration report back to Cabinet on progress made in regards to the mitigation package.
- (d) That resolution (a) be implemented urgently to enable the agreed response to be submitted by the consultation deadline of 13th September 2019. If any further or additional issues were raised by the Overview & Scrutiny Committee at its meeting on 12th September they could be submitted separately.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.51 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th September 2019

CONTACT OFFICER: Barry Stratfull: Service Lead Finance (Deputy Section 151)
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr. Hussain, Cabinet Member for Governance and Customer Services

PART I
NON-KEY DECISION

CAPITAL MONITORING REPORT AT 30th June 2019

1 **Purpose of Report**

To provide a summary of spend against capital budgets for the 2019-20 financial year, as at the end of June 2019 on a consolidated and directorate basis .

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

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

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

3.1. **Slough Joint Wellbeing Strategy Priorities And Five Year Plan Outcomes**

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

4 **Other Implications**

(a) Financial: As detailed within the report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
The Cabinet is requested to note the report and Capital Expenditure of £43.169m in the first quarter of 2019-20 against an approved budget of £212.520m. This represents 20% of the approved budget being spent with a current projection that 96% of the budget will be spent by the end of financial year.	The Capital strategy should be both affordable and Prudent It is currently projected that £115.977m additional borrowing will be required to fund the 2019-20 Capital Programme. Extra interest costs can impact on future revenue budgets. If interest rates rise faster than expected interest payable costs could impact on revenue budgets going forward.	The council will work with its Treasury advisors in order to mitigate interest rate risk and ensure long term borrowing decisions are taken at the most advantageous time.	9-	The Council constantly reviews its exposure to Temporary Borrowing and converts amounts to Longer Term Borrowing when it is deemed prudent and cost effective to do so.

Risk	Mitigating action	Opportunities
Legal	None	none
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None

Financial	Detailed within the report	None
Timetable for delivery – capital programme delivered under the 80% mark	Monthly review at Capital Strategy Group, Bi-monthly at Strategic Finance Board and quarterly review by Cabinet.	Ability to increase the deliver of capital schemes
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

No specific legal implications arising from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, if required, for projects contained within the Capital Strategy

5. Consolidated Capital Budgets 2019-20

5.1 The revised approved budgets for 2019-20 represent the budgets approved by Cabinet in February 2019, adjusted for projects subsequently approved at Strategic Finance Board, and underspends on budgets brought forward from 2018-19. The revised budgets were approved at Cabinet in June 2019.

5.2 A summary of the outturn for 2019-20 as at end June 2019 is as follows:

	19-20 approved budget	Carry forward	Adjustment	19-20 revised budget	Actual to June 2019	Projected Spend to July 19 to March 2020	Forecast	Variance	Overspend /Underspend)
Directorate	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	%
Children's, Learning & Skills Services	4,840	1,057	24,422	30,319	11,937	13,686	25,623	(4,696)	(15%)
Chief Executive	0	125	480	605	81	524	605	0	0%
Finance & Resources	1,400	3,650	(5)	5,050	658	4,803	5,461	411	8%
Adults & Communities	800	535	9,826	11,161	1,662	8,341	10,003	(1,158)	(10%)
Regeneration	43,139	12,531	67,042	122,712	24,819	93,108	117,927	(4,785)	(4%)
Housing Revenue Account	5,162	1,089	12,038	18,289	1,560	17,576	19,136	847	5%
Affordable Housing	22,000	2,384	0	24,384	2,452	21,932	24,384	0	0%
Total	77,341	21,371	113,803	212,520	43,169	159,970	203,139	(9,381)	4%
Anticipated spend to y/e	159,970								

5.3 In the first quarter of the 2019-20 Financial Year, £43.169m or 20.31% of the revised budget of £212.520m has been spent. Spend is traditionally lower in the first quarter of the financial year, but £43.169m is still a considerable sum and it is currently projected that 96% of the revised budget will be spent by the end of the financial year. The main items of expenditure are highlighted in the table below.

Scheme	Directorate	Expenditure Quarter 1 (£m)	Comments
Leisure Centre Farnham Road	Adults & Communities	1.052	Leisure Centre opened end March 2019. This is residual expenditure as project comes to an end
Secondary Expansion Programme	Children Schools and Families	11.532	Secondary School Expansion Programme main item of which acquisitions totalling £9.7m to facilitate the construction of Grove Academy
James Elliman Homes	Regeneration	3.000	Drawdown to James Elliman Homes to purchase properties for use a temporary accommodation
Old Library Site Hotel Development	Regeneration	2.137	Development of Old Library Site to include two new hotels
Strategic Acquisition Board	Regeneration	8.365	Main item of expenditure £8.343m to purchase Odeon, Basingstoke for rental income to support revenue budget
Thames Valley University Development	Regeneration	8.399	Third and Final installment of purchase of former Thames valley University site
TOTAL		34.485	

5.4 The six projects listed in the table above represent 74% of the expenditure made so far in the first quarter of the 2019-20 financial year.

6 Revised 2019-20 Capital Programme

6.1 Any slippage on the 2018-19 Capital Programme can potentially be re-profiled into 2019-20. This will amend the Capital Budget approved by Council in February 2019. The revised budgets are shown as follows:

- Appendix A: Revised General Fund 2019-2020 budget
- Appendix B: Revised HRA 2019-2020 budget

6.2 Appendix C and D shows the re-profiling of the Capital Budget for 2019-20 subject to approval.

- Appendix C: Re-profiled General Fund 2020-24 budget
- Appendix D: Re-profiled HRA 2020-2024 budget

7 Directorate Narrative

Children, Learning and Skills.

7.1 The Capital Budget for Children, Learning and Skills is £30.319m an increase of £1.057m on the budget initially approved in February 2019 due to a carry forward of budgets from 2018-19.

- 7.2 So far in 2019-20, £11.937m has been spent or 39.4% of the revised budget. The main item of expenditure has been acquisitions totalling £9.7m to facilitate the construction of the new Grove Academy- this is part of the Secondary School Expansion Capital Project. It is the current intention that £2m will be moved from the Special School Expansion Project to the Secondary School Expansion Project. Most of the projected variance in this Directorate relates to the Special School Expansion project where there is currently a £2.8m Contingency and £1.4m of the budget will be re-profiled into 2020-21.

Chief Executive

- 7.3 The budgets for this new Directorate in 2018-19 are for two Environmental Services projects that have been moved into this Directorate- the Mayrise Insourcing Project and the procuring of a new Refuse Fleet and grounds Plant equipment and the capitalisation of Domestic Wheeled Bins. So far in 2019-20, £81k of the revised £605K budget has been spent or 13% of the budget. It is currently projected that all of the revised budget will be spent before the end of the financial year.

Finance and Resources

- 7.4 The revised budget for this Directorate in 2019-20 is £5.050m and includes £1.825m for the Community Investment Fund. The other significant budget in this Directorate is in respect of the IT Infrastructure Refresh (£3.290m) and it is currently projected that all the revised 2019-20 budget will be spent by the end of the financial year.

7.5 Adults and Communities

The revised budget for this Directorate is now £10.626m. Large Projects include £2.151m for the Cemetery Extension and expenditure required to complete three leisure projects- £4.346m for the new Leisure Centre at Farnham Road; £725k for the refurbishment of Langley Leisure Centre and £1.0m for the Salt Hill Leisure project. It is currently projected that 96% of the revised budget will be spent by the end of the financial year.

Regeneration

- 7.6 The revised budget for this area for 2019-20 is £122.712m. Large projects include £10.9m Capital Loans to James Elliman Homes, a wholly owned subsidiary of the council set up to increase the supply of accommodation for those in temporary accommodation, the homeless and key workers.; £9.031m for the third and final instalment for the acquisition of the former Thames Valley University site; £26.303m for Strategic Acquisitions which will be spent on income generating assets to improve the council's financial viability; £17.271m for the development of a Hotel on the old Slough Central Library site and £7.591m to complete the move of staff into the new Corporate Headquarters following its purchase in July 2018.

- 7.7 So far in 2019-20, £24.756m (20%) has been spent and this is predominantly due to £8.399m being spent on the former Thames Valley site acquisition, £8.364m on Strategic Acquisitions where the council has recently acquired the Odeon in Basingstoke, and £3m on Capital Loans to James Elliman Homes. It is currently projected that £118.731m or 97% of the budget will be spent by the end of the financial year.

Housing Revenue Account

- 7.8 The Housing Revenue Account Capital Programme for 2019-20 has a budget of £18.289m which excludes the £24.384m Affordable Housing Budget. 98% of the budget was spent in 2018-19 and it is expected that this level of expenditure will continue into 2019-20. It is currently expected that this budget will be fully spent by the end of the financial year.

7.9 Affordable Housing

The Affordable Housing Budget in 2019-20 of £22m has been increased to £24.384 due to an under-spend against this budget in 2018-19. The council has signed a retention agreement with DCLG that allows it to keep the Right to Buy receipts it generates from selling its council dwellings. The agreement commenced on 1st April 2012 and under the agreement, only 30% of right to buy receipts can be used to finance new expenditure on Affordable Housing.

8 Comments of Other Committees

None

9 Conclusion

The Cabinet is requested to note the report and Capital Expenditure of £43.169m in the first quarter of 2019-20 against an approved budget of £212.520m. This represents 20% of the approved budget being spent with a current projection that 96% of the budget will be spent by the end of financial year.

10 Appendices Attached

- Appendix A: Revised General Fund 2019-2020 budget
- Appendix B: Revised HRA 2019-2020 budget
- Appendix C: Re-profiled General Fund 2020-2024 budget
- Appendix D: Re-profiled HRA 2020-24 budget

2019-20 Revised Budgets – General Fund

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
	Children, Learning and Skills		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P051	Primary Expansions	Tony M	500	(100)	227	627	34	336	370	(257)	Move £157k to 20/21; £100k to Town Hall
P076	Town Hall Conversion	Tony M		100		100	4	96	100	0	£100k from P051
P093	Schools Modernisation Programme	Tony M	400	462	(140)	722	22	510	532	(190)	Move £190k to 20/21
P101	SEN Resources Expansion	Tony M	250	3,460	245	3,955	247	3,708	3,955	0	
P749	Children's Centres Refurbishments	Tony M	40		92	132		132	132	0	
P783	Schools Devolved Capital	Tony M	100			100	(71)	171	100	0	
P673	DDA/SENDA Access Works	Tony M	50			50			0	(50)	
P139	323 High St/Haybrook	Tony M			54	54		54	54	0	

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
.	Children, Learning & Skills Continued		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P153	Special School Expansion	Tony M	0	10,700	177	10,877	168	4,509	4,677	(6,200)	£2m to P095; £2.8m contingency; £1.4m slipped 20/21
P142	Children's Centres IT	Tony M			24	24	1	23	24	0	
P095	Secondary Expansion Programme	Tony M	3,500	9,300	378	13,178	11,532	3,647	15,179	2,001	£2m from P153
P196	Early Years Service Capital Development Programme	M Jarrett		500		500		500	500	0	
	Total Children, Learning & Skills		4,840	24,422	1,057	30,319	11,937	13,686	25,623	(4,696)	0
	Chief Executive										
P580	Mayrise Insourcing	R West			21	21		21	21	0	
P176	Refuse fleet & Grounds Plant equipment	R West			459	459	70	389	459	0	

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
	Chief Executive Continued		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P581	Domestic Wheeled Bins & Containers	R West		125		125	11	114	125	0	
	Total Chief Executive		0	125	480	605	81	524	605	0	
	Regeneration										
P006	Disabled Facilities Grant	P Thomas	550		14	564	65	499	564	0	
P179	James Elliman Homes	N Cooper	15,900	(7,950)	2,750	10,700	3,000	7,700	10,700	0	
P102	Local Sustainable Transport Fund	S De Cruz			191	191		191	191	0	
P111	Major Highways Programmes	S Dhuna	765			765	4	761	765	0	
P174	Highways Maintenance Programme	S Dhuna	524		95	619	62	557	619	0	
P160	LED Lighting Upgrade	Sing Wai			2,150	2,150	364	1,786	2,150	0	
P728	Highway Reconfigure and Resurface	Sing Wai	500		134	634	45	589	634	0	
P881	Colnbrook By-pass	Sing Wai	0	131	(2)	129			0	(129)	

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
	Regeneration Continued		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P149/P098	A332 Windsor Road Widening Scheme LEP	S De Cruz			1,500	1,500		1,500	1,500	0	
P148	A355 Tuns Lane LEP	S De Cruz			0	0	8		8	8	
P187	Flood Defence SBC/EA Partnership	Sing Wai			98	98			0	(98)	
P189	Potholes	S Dhuna				0			0	0	
P157	Burnham Station LEP	M Choudhury			668	668	(211)	879	668	0	
P053	Langley Station LEP	M Choudhury			764	764	55	709	764	0	
P186	Bridge Capital Works	Sing Wai		800	108	908	37		37	(871)	
P192	LTP Implementation Plan	S De Cruz	400		371	771	132	639	771	0	
P579	A4 Cycle	M Choudhury			298	298	(136)	434	298	0	
P188	Community Transport Fleet	J Northam			813	813		813	813	0	
P155	Air Quality Monitoring	J Newman			114	114		76	76	(38)	£38k slipped to 20/21
P147	DEFRA Air Quality	J Newman				0			0		

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
	Regeneration Continued		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P125	Electric Vehicle Network	J Newman	200	400	577	1,177		300	300	(877)	£600k slipped to future years
P170	Carbon Management-Fleet Challenge	J Newman	150		179	329		329	329	0	
P168	Re-fit Programme	J Newman	800	500	204	1,504	78	426	504	(1,000)	£1m slipped to future years
P054	Slough Transport Model	S De Cruz				0			0	0	
P203	Car Club	J Newman	100	400		500		100	100	(400)	£400k to 20/21
P194	Compulsory Purchase Order Reserve	Amir Salarkia	0	1,900	175	2,075	2	550	552	(1,523)	Refurbishment 2 properties
P185	Manor Park Hall & Community Centre Refurbishment	C Dhillon			13	13		13	13	0	
P181	Nova House Capital Loan	S Gibson		7,000	(955)	6,045	263	5,782	6,045	0	
P191	Fire Risk Assessment Works				498	498	1	497	498	0	

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
	Regeneration Continued		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P184	Refurbishment 2 Victoria Street and 34 Herschel Street	P Thomas			28	28	1	27	28	0	
P056	Slough Dog Recreation Area	I Blake			16	16			0	(16)	
P128	Corporate Property Asset Management	S Gibson	250		(357)	(107)	159	91	250	357	
P204	Hub Development	S Gibson		5,000	100	5,100		5,100	5,100	0	
P171	Slough Basin	S Gibson			76	76			0	(76)	
P135	Plymouth Road	S Gibson			123	123			0	(123)	
P172	TVU development	S Gibson	8,000		1,031	9,031	8,399	632	9,031	0	
P156	Strategic Acquisition Fund	S Gibson			26,303	26,303	8,365	17,939	26,304	1	
P159	Old Library Site Hotel Development	S Gibson	15,000		2,271	17,271	2,137	15,134	17,271	0	
P180	Capital works Stock Condition Survey	A Thomas		2,400	1,399	3,799	666	3,133	3,799	0	

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P178	Lease surrender Serena Hall	S Aislabie			85	85	25	60	85	0	
P193	Purchase new Corporate HQ	S Gibson			7,591	7,591	523	7,068	7,591	0	
P127	Demolition Montem/TVU	S Gibson		1,950		1,950	772	1,178	1,950	0	
P201	Stoke Road LEP	S De Cruz			4,349	4,349		4,349	4,349	0	
P202	MRT Phase 2 LEP	S De Cruz			13,270	13,270	3	13,267	13,270	0	
	Total Regeneration		43,139	12,531	67,042	122,712	24,819	93,108	117,927	(4,785)	
	Finance and Resources										
P145/P161	Financial Systems Upgrade	N Wilcox		1,000	(1,125)	(125)	291		291	416	Enhancement of Agresso Finance and HR System to meet SBC requirements
P084	IT Infrastructure Refresh	S Pallet	350	2,650	345	3,345	230	3,115	3,345	0	
P871	Community Investment Fund	Various	1,050		775	1,825	137	1,688	1,825	0	
	Total Finance and Resources		1,400	3,650	(5)	5,045	658	4,803	5,461	416	

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
	Adults and Communities		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P331	Social Care IT Developments	Simon Lawrence			486	486			0	(486)	
P577	Learning Disability Change Programme	Simon Broad			912	912	267	645	912	0	
P133	Extra Care Housing	Jane Senior	800		(800)	0			0	0	Budget slipped 23/24
P183	Management Information Centre	A Cowen			40	40	32	8	40	0	
P083	Cemetery Extension	Ketan G			2,151	2,151		2,151	2,151	0	Just gone out to tender. Will be fully spent by the end of 19/20
P873	Crematorium Project	Ketan G				0	26		26	26	
P198	Allotments Improvement Project	Ketan G		535		535	242	293	535	0	
P195	Autism Capital Grant	G Smith			6	6		6	6	0	
P107	Repairs to Montem	A Hibbert			39	39	1	38	39	0	
P162	Community Leisure Facilities	A Hibbert			219	219			0	(219)	

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	CFWDS	19-20 Amended	Actual to June 2019	Anticipated spend Jul 19- Mar 20	Forecast to year end	Variance	Comments
	Adults & Communities Continued		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P141	Langley Leisure Centre	A Hibbert			725	725	20	500	520	(205)	
P969	Salt Hill Leisure	A Hibbert			1,000	1,000	20	900	920	(80)	
P165	Leisure Centre Farnham Road	A Hibbert			4,348	4,348	1,052	3,200	4,252	(96)	
P164	New Ice	A Hibbert			700	700	2	600	602	(98)	
	Total Adult & Communities		800	535	9,826	11,161	1,662	8,341	10,003	(1,158)	0
	Total		50,179	38,778	78,315	169,842	39,157	120,462	159,619	(10,223)	
	FUNDING										
	Grant Funded				38,573	58,865	9,986	39,978	54,863		
	Borrowing				39,742	107,977	29,171	77,484	101,756		
	Section 106					3,000	0	3,000	3,000		
	Total				78,315	169,842	39,157	120,462	159,619		

Revised Budgets 2019-20 HRA

Cost Centre	Scheme name	Lead Officer	19-20 approved budget*	CFWD	Adjustment	19-20 revised budget	Actual to June 2019	Spend Jul 19 to Mar 20	Forecast to year end	Variance
	Housing Revenue Account		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	RMI - Capital Programme									
P419	Garage Sites	J Griffiths	150		1,850	2,000	86	1,975	2,061	61
P409	Boiler Replacement	J Griffiths	500		400	900	182	739	921	21
P408	Broom & Poplar Fire Compliance Upgrade Works	J Griffiths		636		636	235	519	754	118
	Budget Virement from HRA Projects for Broome & Poplar House	J Griffiths			(636)	(636)			0	636
P413	Kitchen & Bathrooms	J Griffiths	410		290	700	95	588	683	(17)
P417	Roofing	J Griffiths	628		(628)	0	11	17	28	28
P416	Additional Prelims								0	0
P431	FRA & Asbestos Removal Works (bring forward £3m from 26/27)	J Griffiths			3,000	3,000	(62)	3,097	3,035	35
P415	Re-Wiring/Consumer Units	J Griffiths	136		(16)	120	346	(241)	105	(15)
P436	De-Designated Refurbishment	J Griffiths			1,000	1,000		1,000	1,000	0
P547	Major Aids & Adaptations	J Griffiths/V Nembhard	250			250	70	180	250	0

Cost Centre	Scheme name	Lead Officer	19-20 approved budget*	CFWD	Adjustment	19-20 revised budget	Actual to June 2019	Spend Jul 19 to Mar 20	Forecast to year end	Variance
	Housing Revenue Account		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
P412	Windows and Door Replacement	J Griffiths	125		575	700	3	697	700	0
P422	Security & Controlled Entry Modernisation	J Griffiths			1,200	1,200		1,200	1,200	0
P433	Capitalised VOIDS	J Griffiths			60	60			0	(60)
	Capital Management Costs	J Griffiths				0				0
P434	Capital Consultancy Fees	J Griffiths				0			0	0
P410	Heating and Hot Water Systems	J Griffiths	317		(317)	0			0	0
P411	Insulation programmes & Cladding	J Griffiths				0			0	0
P414	Bathroom replacement		256		(256)	0	38		38	38
P418	Structural	J Griffiths	803		(803)	0	2		2	2
P420	Mechanical Systems /Lifts	J Griffiths	200		(200)	0			0	0
P421	Capitalised Repairs	J Griffiths	46		(46)	0	164	(164)	0	0
P565	Estate Improvements/Environmental Works	J Griffiths	221		(221)	0			0	0
P423	Darvills Lane - External Refurbs	J Griffiths	200		(200)	0			0	0
P424	Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths	250		(250)	0			0	0
P425	Upgrade Lighting/Communal Areas	J Griffiths	71		(71)	0			0	0
P426	Communal doors	J Griffiths	78		(78)	0			0	0
P427	Balcony / Stairs / Walkways areas	J Griffiths	171		(171)	0			0	0

Cost Centre	Scheme name	Lead Officer	19-20 approved budget*	CFWD	Adjustment	19-20 revised budget	Actual to June 2019	Spend Jul 19 to Mar 20	Forecast to year end	Variance
	Housing Revenue Account		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
P428	Paths	J Griffiths	90		(90)	0			0	0
P429	Store areas	J Griffiths				0			0	0
P546	Environmental Improvements (Allocated Forum)	J Griffiths	100		(100)	0			0	0
P406	Stock Condition Survey	J Griffiths	160	286	(254)	192		192	192	0
P407	Commissioning of Repairs Maintenance and Investment Contract	J Griffiths		39		39		39	39	0
P405	Tower and Ashbourne	J Griffiths		(161)	3,000	2,839	258	2,581	2,839	0
P432	RMI Remodelling and Investment	J Griffiths		289	5,000	5,289	132	5,157	5,289	0
	Total Planned Maintenance - Capital		5,162	1,089	12,038	18,289	1,560	17,576	19,136	847
			0							
	Other									
P575	Affordable Homes	K Lallian/S Jetha	22,000	2,384		24,384	2,452	21,932	24,384	
	Total Other		22,000	2,384	0	24,384	2,452	21,932	24,384	
	TOTAL		27,162	3,473	12,038	42,673	4,012	39,508	43,520	847
	Funding									
	Section 106									
	Capital Receipts					(12,315)			(12,315)	
	Major Repairs Reserve					(22,358)			(23,205)	
	Borrowing					(8,000)			(8,000)	
	TOTAL					(42,673)			(43,520)	

Cost Centre	Scheme Name	Lead Officer	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	Children, Learning and Skills		£'000	£'000	£'000	£'000	£'000
P093	Schools Modernisation Programme	T Madden	700	600	600		1,900
P101	SEN Resources Expansion	T Madden	1,250	250	250		1,750
P783	Schools Devolved Capital	T Madden	90	80	80		250
P153	Special School Expansion	T Madden	5,850				5,850
	Early Years Service Capital Development		250	250	250		750
	Total Children, Learning & Skills		8,140	1,180	1,180	0	10,500
	Chief Executive						
P581	Domestic Wheeled Bins & Containers	R West	125	125	125	125	500
	Total Chief Executive		125	125	125	125	500
	Regeneration						
P006	Disabled Facilities Grant	P Thomas	550	550	550		1,650
P179	James Elliman Homes	N Cooper	16,200	16,600			32,800
P111	Major Highways Programmes	Sing Wai	765	765	765		2,295

Cost Centre	Scheme Name	Lead Officer	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	Regeneration continued		£'000	£'000	£'000	£'000	£'000
P728	Highway Reconfigure & Resurface	Sing Wai	500	500	500		1,500
P186	Bridge Capital Works	Sing Wai	800	0			800
	LTP Implementation Plan	S De Cruz	400	0			400
P125	Electric Vehicle Network	J Newman	200	0			200
P170	Carbon Management-Fleet Challenge	J Newman	670	0			670
P168	Re-fit Programme	J Newman	484	0			484
	Car Club	J Newman	100	100	100		300
	Hub Development	S Gibson	5,000	5,000			10,000
P159	Hotel development	S Gibson	10,000	0			10,000
P180	Capital works following Stock Condition Survey	A Thomas	2,400	2,400	2,400		7,200
P127	Demolition Montem/TVU Site	S Gibson	1,950	0			1,950
	Total Regeneration		40,019	25,915	4,315	0	70,249

Cost Centre	Scheme Name	Lead Officer	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	Finance and Resources		£'000	£'000	£'000	£'000	£'000
P084	IT Infrastructure Refresh	S Pallet	350	350	350	350	1,400
P871	Community Investment Fund	Various	1,050	1,050	1,050	1,050	4,200
	Total Finance and Resources		1,400	1,400	1,400	1,400	5,600
	Total		49,684	28,620	7,020	1,525	86,849
	FUNDING						
	Grant Funded		7,875	1,895	1,030	1,525	12,325
	Borrowing		39,809	26,200	5,865		71,874
	Section 106		2,000	525	125		2,650
	Total		49,684	28,620	7,020	1,525	86,849

Cost Centre	Scheme name	20-21 revision	21-22 revision	22-23 revision	23-24 revision	23-24 revision
		£'000	£'000	£'000	£'000	£'000
	Housing Revenue Account					
	Decent Homes	Decent Homes	Decent Homes	Decent Homes	Decent Homes	Decent Homes
P409	Boiler Replacement	500	500	500	1,805	3,305
P410	Heating / Hot Water Systems	317	317	317	703	1,654
P412	Front / Rear Door replacement	125	125	125	424	799
P413	Kitchen Replacement	410	410	410	348	1,578
P414	Bathroom replacement	256	256	256	277	1,045
P415	Electrical Systems	136	136	136	419	827
P417	Roof Replacement	628	628	628	1,243	3,127
P418	Structural	802	802	802	1,118	3,524
	Total Decent Homes	3,174	3,174	3,174	6,337	15,859
	Planned Maintenance - Capital	Planned Maintenance - Capital	Planned Maintenance - Capital	Planned Maintenance - Capital	Planned Maintenance - Capital	Planned Maintenance - Capital
P419	Garage Improvements	150	150	150	194	644
P420	Mechanical Systems /Lifts	110	110	110	52	382
P421	Capitalised Repairs	46	46	46		138
P423	Darvills Lane - External Refurbs	200	200	200		600
P565	Estate Improvements/Environmental Works	221	221	221	259	922
P424	Replace Fascias, Down pipes				236	236
P425	Upgrade Lighting/Communal Areas	71	71	71	324	537

Cost Centre	Scheme name	20-21 revision	21-22 revision	22-23 revision	23-24 revision	23-24 revision
		£'000	£'000	£'000	£'000	£'000
P426	Communal doors	78	78	78	121	355
P427	Balcony / Stairs / Walkways areas	171	171	171	62	575
P428	Paths	91	91	91	382	655
P429	Store areas				97	97
P430	Sheltered / supported upgrades				324	324
	Total Planned Maintenance - Capital	1,138	1,138	1,138	2,051	5,465
	Other	Other	Other	Other		Other
P546	Environmental Improvements (Allocated Forum)	100	100	100	130	430
P406	Stock Condition Survey	160	160	160		480
P547	Major Aids & Adaptations	250	250	250	324	1,074
P575	Affordable Homes				11,017	11,017
	Total Other	510	510	510	11,471	13,001
	TOTAL	4,822	4,822	4,822	19,859	34,325
	Funding					
	Section 106 (AH)					
	Capital Receipts	0	0	0	(3,305)	(3,305)
	Major Repairs Reserve	(4,822)	(4,822)	(4,822)	(8,554)	(23,020)
	RCCO				(8,000)	(8,000)
	TOTAL	(4,822)	(4,822)	(4,822)	(19,859)	(34,325)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16 September 2019

CONTACT OFFICER: Dean Tyler, Service Lead for Strategy & Performance

(For all enquiries) (01753) 87 5217

WARD(S): All

PORTFOLIO: Councillor Hussain, Lead Member for Governance and Customer Services

PART I
NON-KEY DECISION

PERFORMANCE & PROJECTS REPORT: QUARTER 1 2019/20**1 Purpose of Report**

To provide Cabinet with the latest performance information for the 2019/20 financial year as measured by:

- The corporate balanced scorecard indicators during 2019/20.
- An update on the progress of the 27 projects on the portfolio, which are graded according to project magnitude as gold (10), silver (10) or bronze (7).
- An update on the progress of the current manifesto commitments.

2 Recommendation(s)/Proposed Action

Cabinet is requested to note the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects and the manifesto commitments.

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

The report supports the Slough Joint Wellbeing Strategy by detailing how the Council has performed against its priority outcomes as follows:

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

(b) Five Year Plan Outcomes

The report supports each of the Five Year Plan outcomes by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The outcomes are:

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

4 Other Implications

(a) Financial

There are no financial implications.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

5 Supporting Information

5.1. This is the quarter 1 report to Cabinet reporting on the 2019/20 financial year in respect of the performance position of the Council.

5.2. Please refer to the attached corporate performance report (Appendix A) which summarises progress against the Council's priorities in quarter 1 of the financial year 2019/20.

6 **Comments of Other Committees**

None. The report will also be reviewed by Overview and Scrutiny Committee on 14 November 2019.

7 **Conclusion**

Corporate Balanced Scorecard

7.1. 50% (11 of 22) of the selected performance indicators are achieving desired target results, 14% (3 indicators) with level of street cleanliness, permanent dwellings completed and average journey times performing marginally worse than target (although better than the red KPI threshold).

7.2. Key improvements this quarter:

- The number of adults managing their care and support via a direct payment has continued to rise.
- The uptake of targeted health checks improved this quarter to 3.2% which is above the national average of 2.3%.
- The quarterly crime offence rate for Slough has improved by 8% from the previous quarter which is greater than both the MSGs (Most Similar Groups) and national average decrease of 4% and 1.9%. For this first time since Q4 2017/18, Slough average crime rate is below the MSG average.

Project Portfolio

7.3. Progress continues on all major schemes and projects. Across all projects on the portfolio 41% (11 projects) were rated overall as 'Green' (on target), 37% (10 projects) were rated overall as 'Amber' and 22% (6 projects) were rated overall as 'Red'.

7.4. Key improvement this quarter:

- Town Enhancement Programme - businesses voted for the development of a Business Improvement District (BID) for Slough. Also Town Centre Conference took place on 1st July 2019.
- Hotel and Residential Development at Old Library Site - contract closed on 5th June for the mixed use development on the former Old Library Site comprising two Marriott International Hotels, 64 apartments and associated retail.
- Grove Academy – work started on site.

7.5. The portfolio is regularly reviewed to ensure that the projects deliver strategic objectives, including the Five Year Plan, Manifesto and Service Plans.

7.6. The council's Programme Management Office (PMO) routinely carries out 'End Project', 'Lessons Learned' and 'Benefits' reviews for key projects. This learning has been helpful to project managers implementing projects of a similar nature.

Manifesto Commitments

7.7. There are 43 Manifesto pledges across the key areas.

7.8. At the end of quarter 1, 67% (29 pledges) were rated overall as 'Green' (achieving or on schedule) and 30% (13 pledges) were rated overall as 'Amber' (signifying as working towards). None of the pledges was rated overall as 'Red'.

7.9. The following Manifesto pledge were reported as delivered this quarter:

- We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough

8 Appendices Attached

- 'A' - Corporate Performance Report, June 2019
- 'B' - Manifesto Commitments, June 2019

9 Background Papers

Please email programme.managementoffice@slough.gov.uk for a copy of Project Highlight reports for this reporting period.

Slough Borough Council

Appendix A:

Corporate Performance Report

2019/20 – Quarter 1

(April to June 2019)

Strategy and Performance

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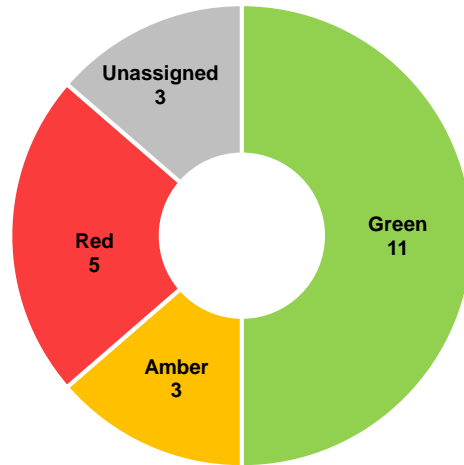
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2019/20 Quarter 1: Executive Summary

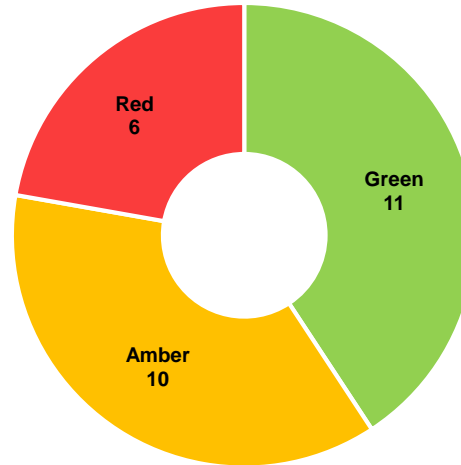
Performance against target (RAG)

The latest position at the end of quarter 1, an overview of the Council's performance was as follows:

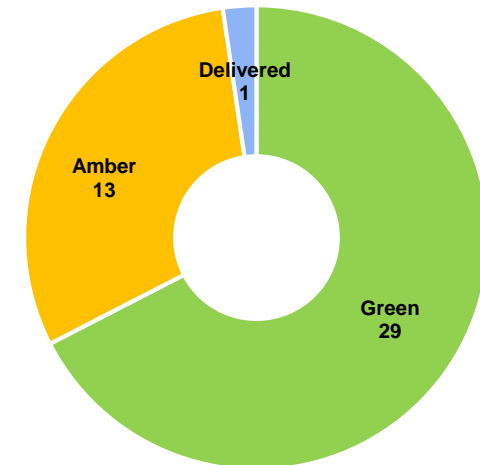
Key Performance Indicators



Project Portfolio: Overall Status



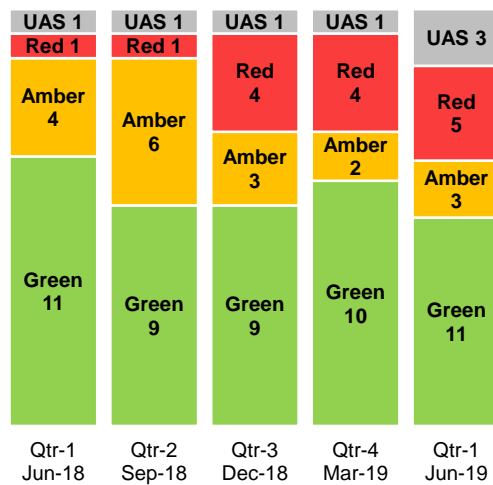
Manifesto Pledges: Overall Status



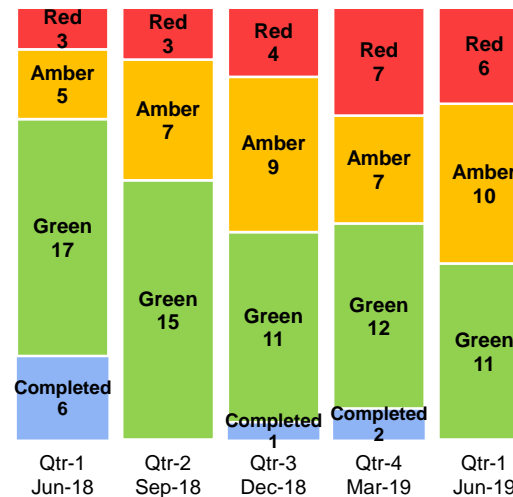
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Comparison with previous quarter

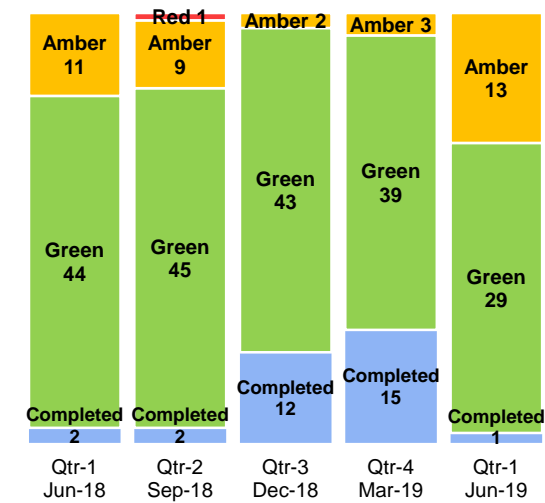
Key Performance Indicators



Project Portfolio: Overall Status



Manifesto Pledges: Overall Status



Please refer to the relevant sections for detailed information on performance indicators, projects and manifesto pledges.

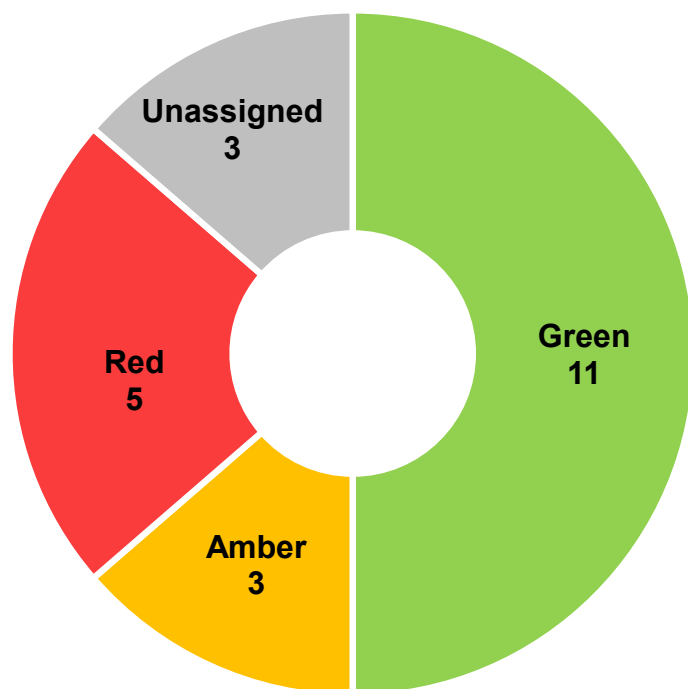
Performance Scorecard

Outcome	Performance Measure	Previous Performance		Direction	Current Performance		Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	A	13.8% (11)	↑	G	0% (0)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G	29.7%	↓	G	31.0%	<31.8%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G	20%	↑	G	16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	G	24.6%	↓	R	34.7%	<25.4%
	Percentage of young people not in education, training or employment	G	3.7%	↑	G	3.2%	<4%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	G	552	↑	G	607	>=593
	Uptake of targeted NHS health checks	R	1.1%	↑	G	3.2%	>1.9%
	Percentage of residents inactive	A	34.8%	↓	R	35.9%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G	A- (2.7)	↓	A	B- (1.8)	>=B
	Total crime rate per 1,000 population	A	25.6	↑	G	23.8	<24.2
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	A	409	↓	R	435	<=394
	Number of permanent dwellings completed during the year	G	846	↓	A	534	>=550
	Number of mandatory licensed HMOs	G	101	↑	G	115	>=111
	Number of empty properties brought back into use	-	-	↔	R	0	>=7
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	A	30.3% (£33.3m)	↑	tba	30.4% (£33.6m)	tba
	Access to employment: unemployment rate	R	2.3%	↓	tba	2.5%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G	7 min 48s	↓	A	10 mins 04s	<10mins
Corporate health	Council tax in year collection rate	-	31.1% (£20.6m)	↓	tba	30.6% (£21.2m)	tba
	Percentage of household waste sent for reuse, recycling or composting	-	24.4%	↓	R	19.7%	>=30%
	Percentage of municipal waste sent to landfill	-	0.02%	↔	G	0.00%	<=2%
	SBC staff survey: percentage of staff proud to work for the council	-	70%	↑	G	72%	>=72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	-	68%	↑	G	70%	>=70%

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 1 was as follows:

Key Performance Indicators



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Quarter 1 updates are not yet available for the following measures, with the latest available figures from quarter 4:

- Total crime rates per 1,000 population
- Uptake of targeted health checks
- Percentage of household waste sent for reuse, recycling or composting
- Percentage of municipal waste sent to landfill.

This quarter, 5 additional corporate health measures were added to the corporate balanced scorecard as well as the inclusion of 'Number of empty properties brought back into use' under outcome 4.

Of the 22 indicators reported, the following 3 indicators currently have no agreed target value assigned:

- **Business rate in year collection rate**
- **Council tax in year collection rate**
 - As we are in the midst of Arvato Exit there is no agreed profiled target for these two indicators at end of quarter 1.
- **Access to employment: unemployment rate**
 - The Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Office for National Statistics (ONS) are currently running a consultation on the design of a potential new measure.

For the remaining 19 indicators with agreed target levels, 23% (5 indicators) were rated overall as **Red**, 14% (3 indicators) were rated as **Amber** and 50% (11 indicators) were rated **Green**.

Key areas of performance improvement are:

- **Uptake of targeted health checks**

The percentage of the eligible population aged 40-74 who received a NHS Health Check

The RAG status has improved from **Red** to **Green**

The national aspiration is to offer a NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of the eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation that 66% take up is achieved).

The Slough rate for Q4 improved considerably to 3.2% with '**Green**' RAG rating. The significant improvement is attributed to:

- Recruitment to a vacancy in the public health team, who undertook an NHS Health Check deep dive review ensuring that GPs data that was received late and not recorded in Q1-Q3 were all added on Q4 data.
- Rigorous work done on improving data collection and recording where all providers, specifically GP practices, are activity being encouraged to return their invoice in time for each quarter.
- Public health is closely supporting the community providers, Solution4Health, by engaging more with Slough workplaces and faith communities.

- **Total crime rates per 1,000 population: (quarterly)**

The RAG status has improved from **Amber** to **Green**

The quarterly crime offence rate for Slough has improved by 8% from the previous quarter which is greater than both the MSGs (Most Similar Groups) and national average decrease of 4% and 1.9%. For this first time since Q4 2017/18, Slough

average crime rate is below the MSG average. The most prevalent offence type for Slough was violence without injury.

Key initiatives in place include:

- A Violence Task Force is being initiated to identify, manage and provide oversight for interventions aimed at preventing violence in the first instance, by addressing the underlying causes and drivers, using a public health approach. The Task Force will further work to ensure effective delivery of preventative and reactive projects and services, under the guidance of the national 'Serious Violence Strategy'.
- We are continuing to support victims of domestic abuse through the provision of the Hestia Domestic Abuse Service. We are actively looking to identify methods of improving engagement with victims from across the community. As from September 2019, Hestia will be piloting the delivery of the Freedom Programme, in mother tongue Urdu and Punjabi, to ensure greater accessibility to services for victims of domestic abuse.
- Training continues to be delivered on topics which include Domestic Abuse (DA), child exploitation, and Honour Based Abuse (HBA), to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses. Gang awareness training is scheduled for the upcoming months as part of the Early Intervention Youth Fund (EIYF).

Key areas of noteworthy concerns flagged as **Red** status are:

- **The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths.** The RAG status has dropped from **Green** to **Red** *[This is an annual indicator derived from end of year exams. The next update will be available in the Q3 2019/20 report].*

- **Number of people inactive**
The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

The RAG status has dropped from **Amber** to **Red**

[The next annual update is due at the end of quarter 4 2019/20].

- **Number of homeless households accommodated by SBC in temporary accommodation**

The RAG status has dropped from **Amber** to **Red**

This measure is a count of homeless households in temporary accommodation on the final day of each quarter. This figure increased by 26 to 435 in Q1, going against the downward trend last year (which saw the number reduce from 464 at the start of the year to 409 by year end).

The number of households in temporary accommodation varies dependant on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing duty, the number of challenges there are to negative homeless decisions and the number of permanent offers of rehousing that are made.

Household approaches under the Homeless Reduction Act remain very high. The team is working to prevent more cases which will help to reduce the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline. Although affordable housing supply is low, the social lettings team are sourcing new private landlords to house homeless households into permanent accommodation.

By March 2020 our aim is to have less than 350 households in temporary accommodation.

- **Number of empty properties brought back into use**

This is a new measure added to the report this quarter.

The RAG status is **Red**

We have not brought any properties back into use in quarter 1 of 2019-20. There are a number of cases in progress currently but the process of investigation, communication and eventually enforcement is protracted.

We are actively developing processes that will assist owners to bring properties back into use and increase the availability of properties in the private rented sector. We have developed a grant system which will allow property owners to apply to the local authority for financial assistance of up to £15,000 to bring their property into use. The assistance will be provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

Where owners are uncooperative or fail to respond to informal interventions we are continuing to use Compulsory Purchase Orders but we are also likely to be using Empty Dwelling Management Orders under the Housing act 2004.

By March 2020 our aim is to have more than 29 empty properties brought back into use.

- **Percentage of household waste sent for reuse, recycling or composting**

This is a new measure added to the report this quarter.

The RAG status is **Red**

Recycling rates have fallen due to the incidence of rejected loads at the Materials Recycling Facility. Residents are including items in their red bins which we are unable to recycle.

One red bin with items not on the list can lead to an entire lorry load of recycling being thrown into the incinerator as waste instead, at an additional cost. Currently almost a quarter of the items placed in red bins are things we cannot recycle which means around 380 tonnes, or 76 lorry loads, of recycling has been burned in the first three months of this year. This costs SBC, and so residents, around £200 extra per day, £1,400 per week, £72,800 per year in additional disposal costs

This summer we have launched our 'Just 4' campaign to encourage recycling more of the right things. As part of the campaign, households and people who use the public bins are being asked to only recycle glass, cans, plastic bottles and clean cardboard, newspaper and magazines.

Outcome 1: Slough children will grow up to be happy, healthy and successful

1. Percentage of child protection plans started in the past quarter that were repeat plans within 2 years 0.0 ↑

Quarter	Percentage	Number of children
Q1	6.1	3
Q2	12.0	6
Q3	10.6	9
Q4	13.8	11
Q1	0.0	0

Target RAG Rating	Percentage Range
GREEN	Below 10%
AMBER	Between 10% and 15%
RED	Above 15%

There were 40 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 20 families.
 There were no children that were subject to a CPP for a second or subsequent time within 2 years.
 There were 3 (7.5%) children that were subject to a CPP for a second or subsequent time regardless of how long ago that was. This relates to 3 families.

Robust child protections plans are being implemented for which we believe there is evidence of sustainable change. Children on Child Protection Plans have been suitably stepped down or up depending on their individual circumstances and supported. The Trust is also monitoring the length of time that children are subject to a Child Protection Plan, it is intended that more robust processes will be implemented to monitor those children that are coming off a plan after having only been subject to a plan for three months.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage 31.0 ↓

Year	Percentage	Quartile
2013/14	33.9	3rd
2014/15	32.1	2nd
2015/16	31.4	2nd
2016/17	31.7	2nd
2017/18	31.8	2nd

Target RAG Rating	Performance Description
GREEN	Lower than the national gap
AMBER	Higher than national but not ranked in the bottom 3rd of LA's
RED	Ranked in the bottom 3rd of LA's

Measured once a year, derived from teacher assessments. The next annual update is due at the end of quarter 3 2019/20. Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths 16 ↑

Year	Percentage	Quartile
2015/16	15	1st
2016/17	20	2nd
2017/18	16	1st

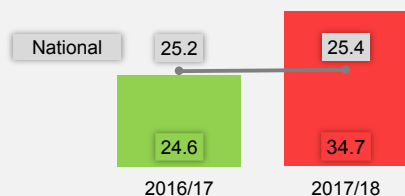
Target RAG Rating	Performance Description
GREEN	Lower than the national gap
AMBER	Higher than national gap but not ranked in bottom 3rd of LAs
RED	Ranked in bottom 3rd of LAs

Measured once a year, derived from end of year exams. The next annual update is due at the end of quarter 3 2019/20. Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

Outcome 1: Slough children will grow up to be happy, healthy and successful

4. The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths

34.7 ↓



Quartile 2nd 4th

Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

Measured once a year, derived from end of year exams.

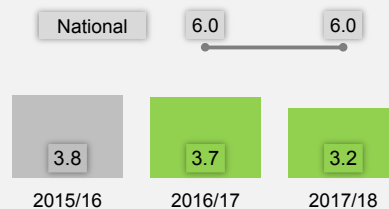
The next annual update is due at the end of quarter 3 2019/20.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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5. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

3.2 ↑



Quartile 1st 1st 1st

Target RAG Rating	Lower than 4%	GREEN
	Higher than 4% but below national	AMBER
	Percentage above national	RED

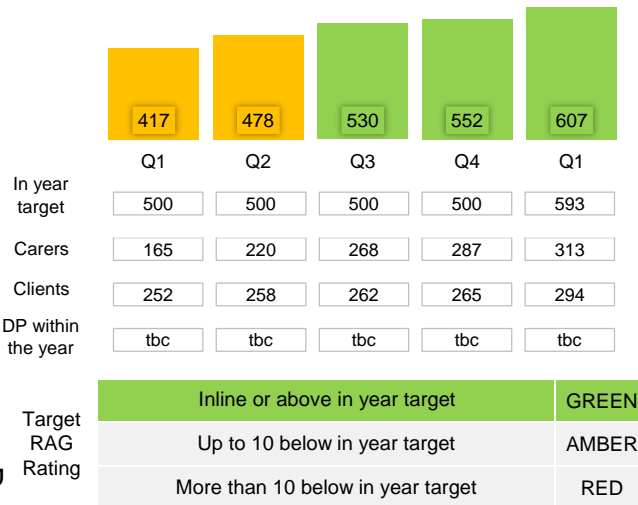
Measured once a year, involving local establishment of school leaver destinations.

The next annual update is due at the end of quarter 3 2019/20.

Outcome 2: Our people will be healthier and manage their own care needs

1. Number of adults managing their care and support via a direct payment

607 ↑



Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes. By March 2020 our aim is to have more than 718 adults managing their care via a direct payment.

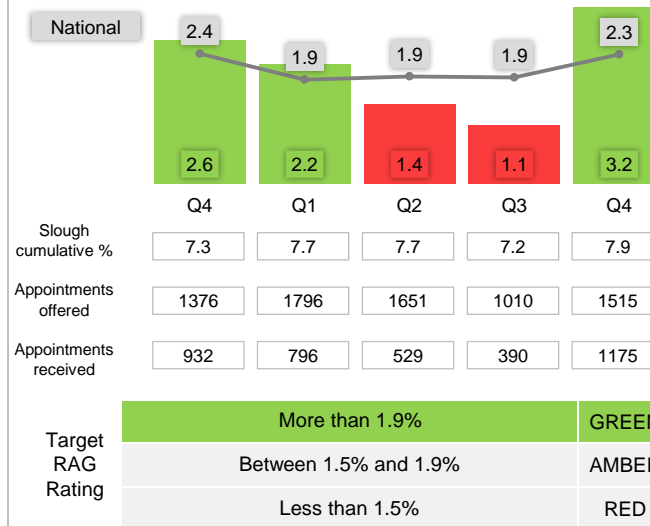
Our primary strategy is to increase the use of Direct Payments by service users and carers, and to use this as the default position when providing a personal budget. We have taken several steps to make DPs easier to manage and use including pre-payment cards and managed direct payments accounts, bringing the recruitment of Personal Assistants & employment support in house and reissuing staff guidance.

All new people referred to Adult Social Care are offered a Direct Payment in the first instance to help them manage their own care and support needs. We are also continuing to review people with long term packages of care, particularly those people receiving domiciliary care, with a view to converting their support into a Direct Payment.

A monthly operational Direct Payment meeting is held to monitor progress regarding take up and to identify emerging issues and undertake mitigating action.

2. Uptake of targeted health checks
The percentage of the eligible population aged 40-74 who received a NHS Health Check

3.2 ↑



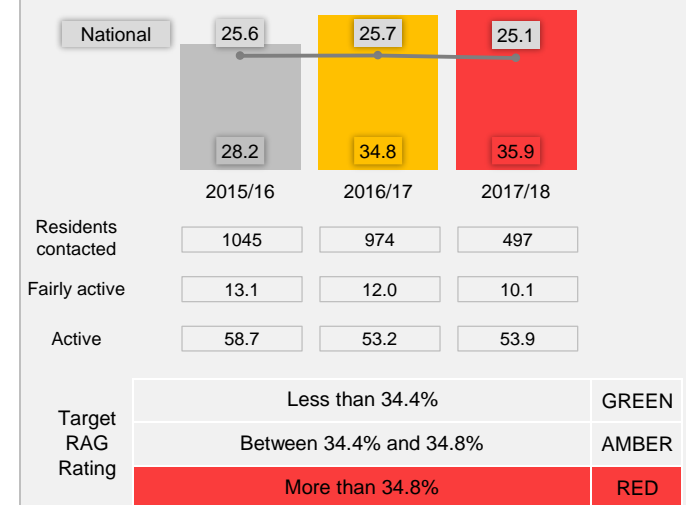
The national aspiration is to offer NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation that 66% take up is achieved).

The Slough rate for Q4 improved to 3.2%, considerably above target. The significant improvement is attributed to:

- Recruitment to a vacancy in public health team, who undertook an NHS Health Check deep dive review ensuring that GPs data that was received late and not recorded in Q1-Q3 were all added on Q4 data.
- Rigorous work done on improving data collection and recording where all providers specifically GP practices are activity being encourage to returned their invoice in time for each quarter.
- Public health is closely supporting the community providers, Souldution4Health, by engaging more with Slough workplaces and faith communities.

3. Number of people inactive
The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

35.9 ↓



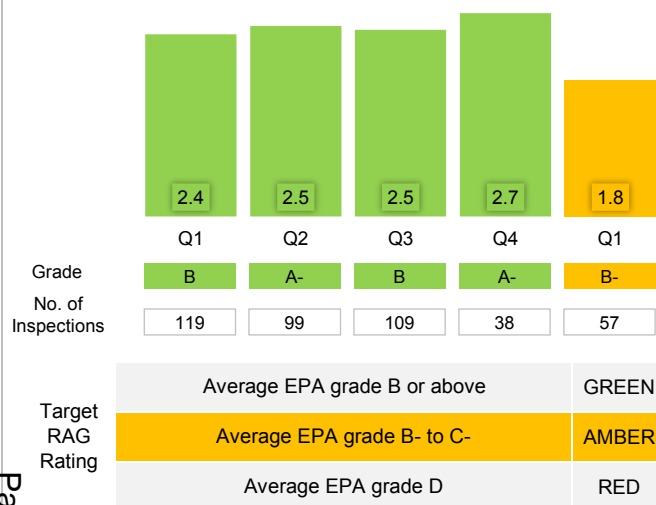
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

The next annual update is due at the end of quarter 4 2019/20.

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

1. Level of street cleanliness:
Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)

1.8 (B-) ↓



Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an EPA Grade for that mean average.

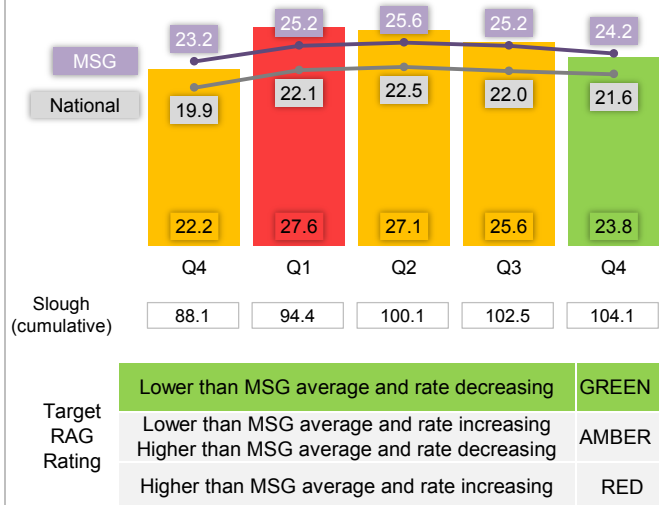
The mean average has slipped to B-.

We have changed our inspector who has picked up on the cleanliness of traffic islands and has scored us down as a result.

We are preparing safe systems of work to enable a different approach to be taken and once agreed we will implement a new programme of work to improve the standard.

2. Total crime rates per 1,000 population:
(quarterly)

23.8 ↑



The quarterly crime offence rate for Slough has improved by 8% from the previous quarter which is greater than both the MSG (Most Similar Groups) and national average decrease of 4% and 1.9%. For this first time since Q4 2017/18, Slough average crime rate is below the MSG average. The most prevalent offence type for Slough was violence without injury.

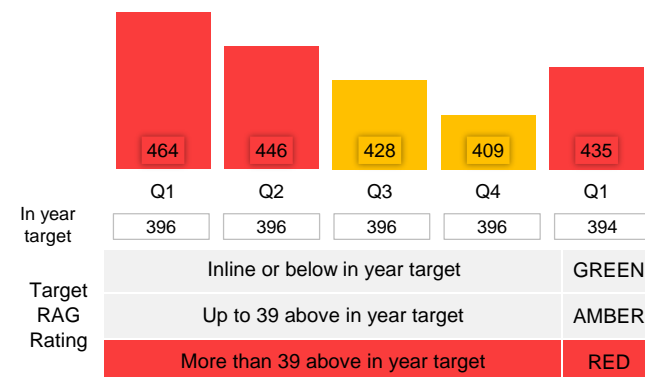
Key initiatives in place include:

- A Violence Task Force is being initiated to identify, manage, and provide oversight for interventions aimed at preventing violence in the first instance, by addressing the underlying causes and drivers, using a public health approach. The Task Force will further work to ensure effective delivery of preventative and reactive projects and services, under the guidance of the national 'Serious Violence Strategy'.
- We are continuing to support victims of domestic abuse through the provision of the Hestia Domestic Abuse Service. We are actively looking to identify methods of improving engagement with victims from across the community. As from September 2019, Hestia will be piloting the delivery of the Freedom Programme, in mother tongue Urdu and Punjabi, to ensure greater accessibility to services for victims of domestic abuse.
- Training continues to be delivered on topics which include Domestic Abuse (DA), child exploitation, and Honour Based Abuse (HBA), to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses. Gang awareness training is scheduled for the upcoming months as part of the Early Intervention Youth Fund (EIYF).

Outcome 4: Our residents will live in good quality homes

1. Number of homeless households accommodated by SBC in temporary accommodation

435 ↓



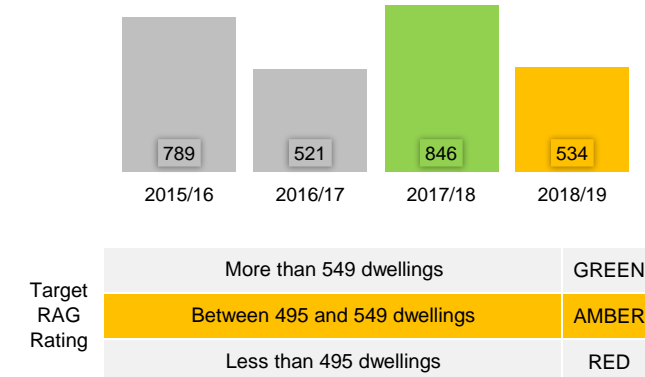
Measure is a count of homeless households in temporary accommodation on final day of each quarter. By March 2020 our aim is to have less than 350 households in temporary accommodation.

The number of households in temporary accommodation varies dependant on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing duty, the number of challenges there are to negative homeless decisions and the number of permanent offers of rehousing that are made.

Household approaches under the Homeless Reduction Act remain very high. The team is working to prevent more cases which will help to reduce the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline. Although affordable housing supply is low, the social lettings team are sourcing new private landlords to house homeless households into permanent accommodation.

2. Number of permanent dwellings completed in the borough during the year

534 ↓



Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

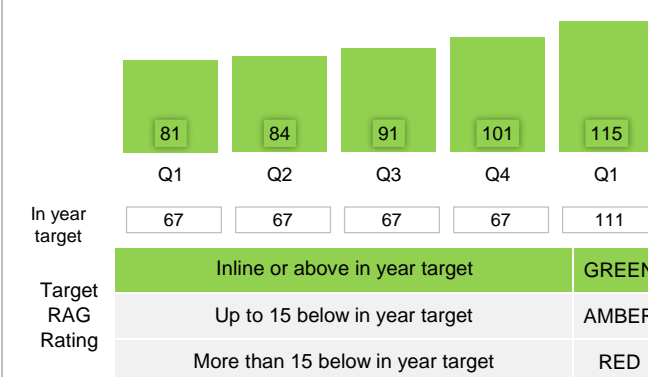
585 new dwellings were built in 2018/19, but 51 were lost through demolition and change of use. Net completions were, therefore, 534.

At the end of March 2019 there were 856 new dwellings already under construction in Slough. Planning permission was in place for a further 1,297 homes.

The council and its partners are actively encouraging new home construction at several sites across the borough, as well as a programme of building additional stock ourselves.

3. Number of licenced mandatory Houses in Multiple Occupation (HMOs)

115 ↑



Measure is a count of total licenced HMO properties at end of quarter. By March 2020 our aim is to have more than 148 licenced houses in multiple occupation.

As envisaged, there has not been a substantial change in the number of mandatory licenced HMOs in Q1.

The number is still far below the estimated number that should be licenced. However we have now launched our online application form which makes the application process easier. We have received 20 mandatory licence applications since launching on 4th June and we are currently processing these applications and issuing the draft licence documents.

In addition we are actively investigating suspected non- licenced HMOs including executing warrants of entry with partners at TVP and we are about to commence another round of communications promoting the licensing schemes.

We anticipate that the number of mandatory licenced HMOs will increase significantly over the next quarter.

Outcome 4: Our residents will live in good quality homes

4. Number of empty properties brought back into use

0 ↔

0	0	0	0	0
Q1	Q2	Q3	Q4	Q1

In year target	-	-	-	-	7
----------------	---	---	---	---	---

Target	Inline or below in year target	GREEN
RAG	Up to 3 below in year target	AMBER
Rating	More than 3 below in year target	RED

We have not brought any properties back into use in quarter 1 of 2019-20. There are a number of cases in progress currently but the process of investigation, communication and eventually enforcement is protracted.

We are actively developing processes that will assist owners to bring properties back into use and increase the availability of properties in the private rented sector. We have developed a grant system which will allow property owners to apply to the local authority for financial assistance of up to £15,000 to bring their property into use. The assistance will be provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

Where owners are uncooperative or fail to respond to informal interventions we are continuing to use Compulsory Purchase Orders but we are also likely to be using Empty Dwelling Management Orders under the Housing act 2004.

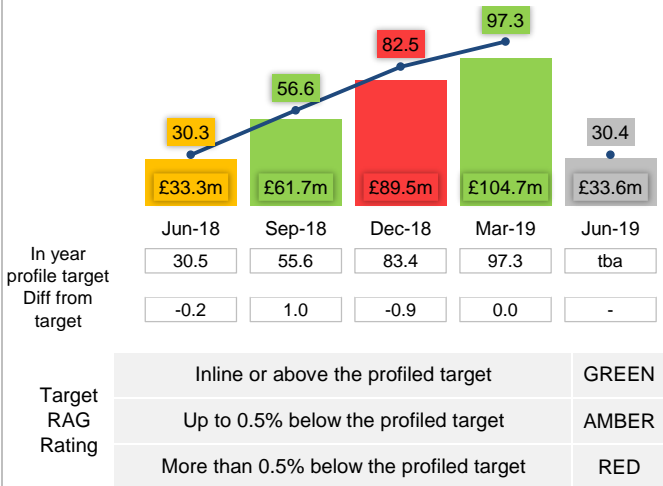
By March 2020 our aim is to have more than 29 empty properties brought back into use.

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

1. Business rate income

Business rate in year collection (amount & percentage rate accrued)

£33.6m
30.4% ↑



Business rates are collected throughout the year; hence this is a cumulative measure.

By the end of first quarter we achieved a collection rate of 30.4% of the expected in-year total, collecting £33.6m. This increased by £306,000 from the previous year.

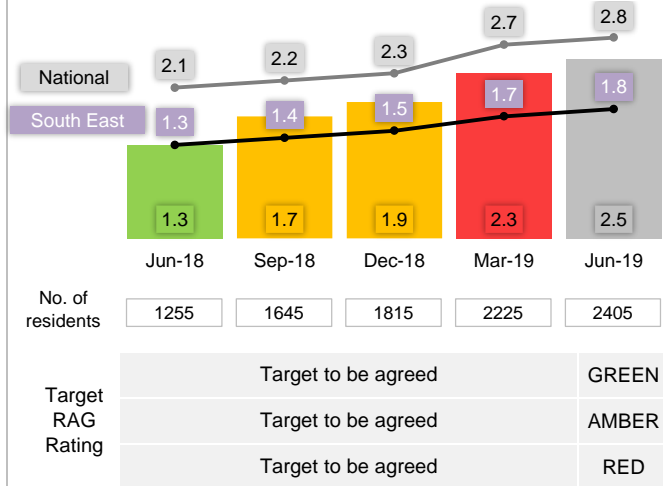
As we are in the midst of Arvato Exit there is no agreed profiled target at this stage.

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2. Access to employment

Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit

2.5 ↓



Slough's claimant rate for June 2019 of 2.5% comprises 2,405 people.

Local unemployment rate is historically better than nationally but lags behind the South East of England.

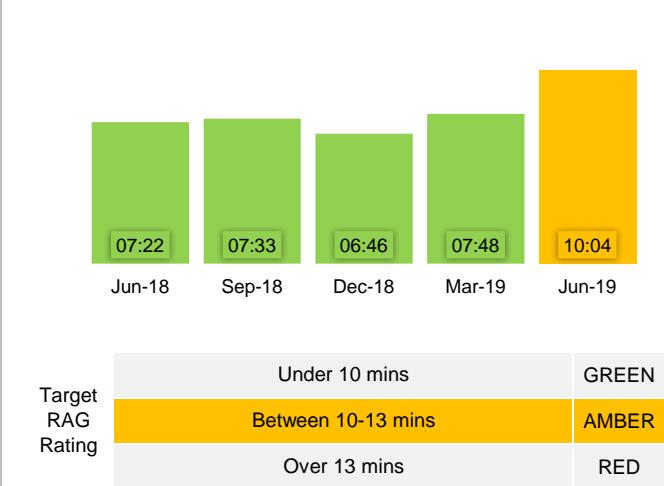
Since May 2018, all Berkshire Job Centres have been providing Universal Credit Full Service. The design of Universal Credit means that additional people will be counted in Claimant Count data and therefore these figures are likely to rise (irrespective of the performance of the local economy).

The changes mean the Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Office for National Statistics (ONS) are currently running a consultation on the design of a potential new measure.

3. Journey times

Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

10m 4s ↓



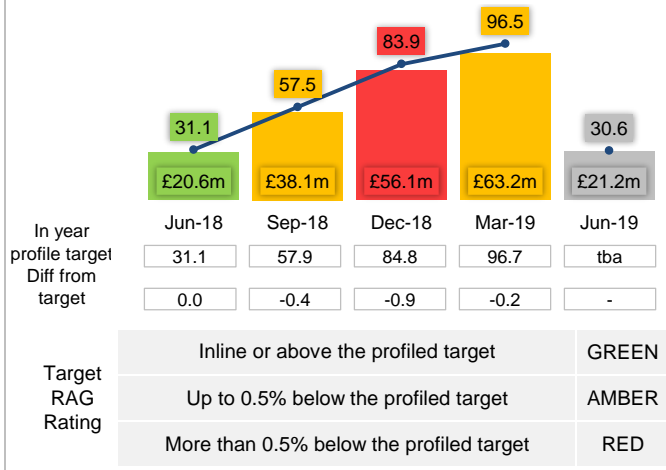
The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Jun-19 was 10 min 04 seconds. This is slower than the previous quarter of 7 min 48 seconds, and also slower than this time last year of 7 mins 22 seconds.

Some of the roadworks mainly on Windsor Rd (SBC works) which reduced the number of traffic lanes together with a number of incidents on the M4 resulting in traffic not being able to quickly access the motorway. Also we are finally drawing to close on the Windsor Road following repeated delays by utility companies.

Corporate Health Indicators

1. Council tax in year collection (amount & percentage rate accrued)

£21.2m
30.6% ↓



Council tax is collected throughout the year, hence this is a cumulative measure.

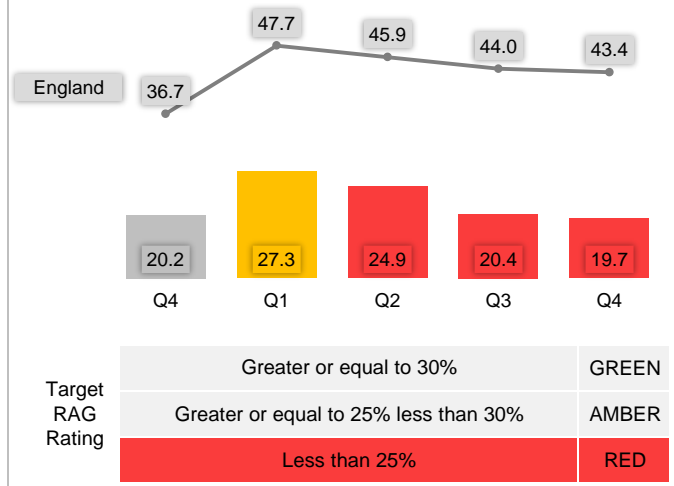
By the end of first quarter we achieved a collection rate of 30.6% of the expected in-year total, collecting £21.2m. This increased by £632,000 from the previous year.

As we are in the midst of Arvato Exit there is no agreed profiled target at this stage.

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2. Percentage of household waste sent for reuse, recycling or composting

19.7 ↓



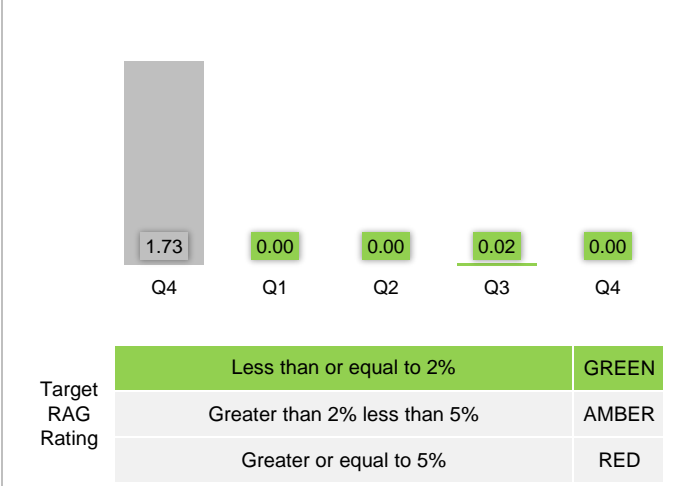
Recycling rates have fallen due to the incidence of rejected loads at the Materials Recycling Facility. Residents are including items in their red bins which we are unable to recycle.

One red bin with items not on the list can lead to an entire lorry load of recycling being thrown into the incinerator as waste instead, at an additional cost. Currently almost a quarter of the items placed in red bins are things we can not recycle which means around 380 tonnes, or 76 lorry loads, of recycling has been burned in the first three months of this year. This costs SBC, and so residents, around £200 extra per day, £1,400 per week, £72,800 per year in additional disposal costs.

This summer we have launched our 'Just 4' campaign to encourage recycling more of the right things. As part of the campaign, households and people who use the public bins are being asked to only recycle glass, cans, plastic bottles and clean cardboard, newspaper and magazines.

3. Percentage of municipal waste sent to landfill

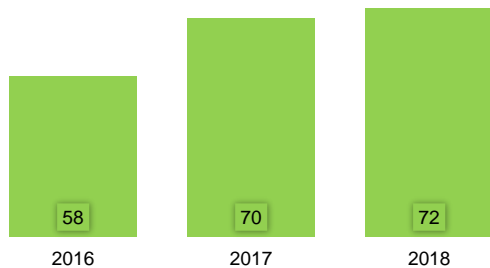
0.00 ↔



We remain in the top 5 for local authorities with the lowest amount of waste sent to landfill per annum.

4. SBC staff survey: percentage of staff proud to work for the council

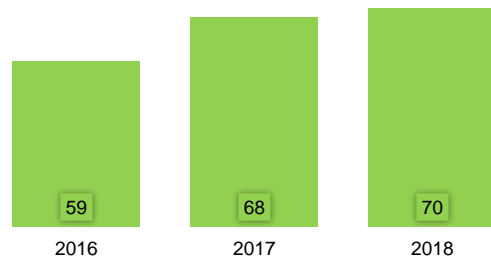
72% ↑



Target	Greater or equal to 72%	GREEN
RAG Rating	Greater or equal to 60% less than 72%	AMBER
	Less than 60%	RED

5. SBC staff survey: percentage of staff rate working for the council as either good or excellent

70% ↑



Target	Greater or equal to 70%	GREEN
RAG Rating	Greater or equal to 60% less than 70%	AMBER
	Less than 60%	RED

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Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

- The following activities were delivered:
- Staff survey results and comments collated and published on onsite as evidence base for action.
 - Directorate results fed back to DMTs and 3 key actions identified for each DMT, plus council-wide.
 - 2 SBC Heroes ceremonies held celebrating good work across council.
 - Success stories shared in Grapevine.
 - Transformation champions helping deliver corporate messages.

Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

- The following activities were delivered:
- Staff survey results and comments collated and published on onsite as evidence base for action.
 - Directorate results fed back to DMTs and 3 key actions identified for each DMT, plus council-wide.
 - Staff benefits leaflets given out to SBC heroes.
 - Transformation Roadshows - demonstration of CMT commitment to involve frontline staff and staff at remote sites.
 - Ongoing equalities work e.g. Stonewall Index.
 - Active Movement – investing in staff wellbeing.

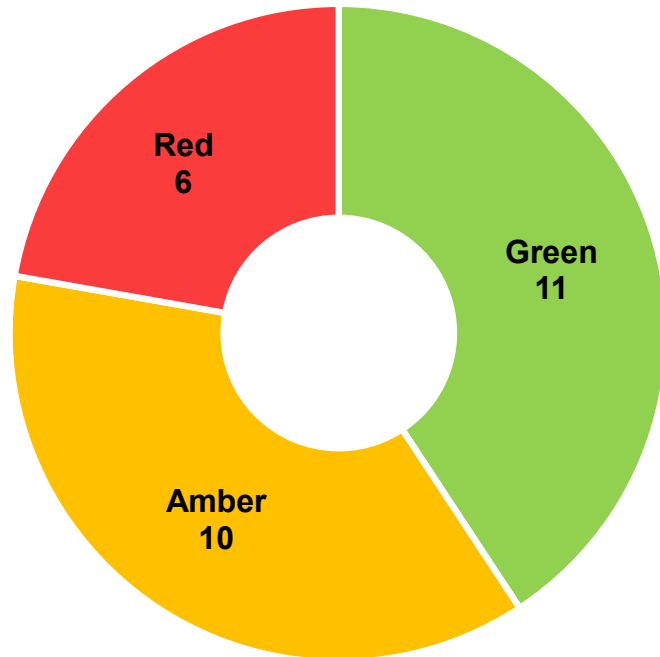
Project Portfolio

This section of the report provides a summary of progress on the range of projects currently being undertaken and monitored by the Programme Management Office.

The council runs a large number of projects throughout the year to deliver against the objectives laid out in our corporate plans. We grade these projects according to magnitude, taking into account a number of conditions including political importance, scale and cost.

Projects on the Portfolio represent key activity at the Council to deliver its strategic objectives including delivery of the Five Year plan. Projects are graded as Gold, Silver or Bronze.

Project Portfolio: Overall Status



At the end of Quarter 1 there were 27 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	10	7	27

Each project reports monthly on progress towards target deliverables, and a summary RAG judgement of status is provided for each to describe compliance with project timescale, budget, and any risks and issues, as well as an 'overall' RAG status.

Across all projects on the portfolio, 41% were rated overall as **Green** (11 projects), 37% were rated overall as **Amber** (10 projects) and 22% were rated overall as **Red** (6 projects).

The projects rated overall as **Red** were:

- Capita One Hosting – Education modules
- Haybrook School
- Highways & Transport Programme
- Server Migration
- Slough Academy
- Telephony

A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers.

Further details on the status of Gold projects (the most important ones) at end of Quarter 1 are set out below.

Arrows demonstrate whether the status is the same (↔), has improved (↑) or worsened (↓) since the previous highlight report:

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Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Arvato Exit	Green ↔	Amber ↓	Amber ↔	Amber ↔	Programme has progressed to Gate (stage) two and work continues to prepare for transition of returning staff.
Building Compliance	Green ↔	Green ↔	Green ↑	Green ↔	Fire Risk Assessment - Further to the recent internal audit carried out by RSM Risk Assurance Services LLP, several actions were identified through the auditing process, all of these actions were given a medium priority and we have identified ownership responsibility with clear time deadline for completion. Building Management Compliance Resource – recruited to this role on a temporary basis.
Direct Services Organisation Commercialisation	Green ↔	Green ↔	Amber ↔	Green ↔	Restructure & Harmonisation - Job descriptions have been evaluated Highways – A high level plan has been developed however more detailed analysis of work requests needs to be concluded.
Grove Academy	Amber ↔	Amber ↑	Amber ↔	Amber ↑	Chalvey Nursery opened in temporary buildings on Chalvey Rec. Slough has acquired the 3rd party shop sites required for the land assembly for the school. The Department for Education (DfE) has acquired the former Nursery and Community Centre site from Slough and works have started on site. Details around the Special Educational Needs and Disabilities (SEND) resource unit have been finalised.
Highways and Transport Programme	Red ↔	Green ↔	Red ↔	Red ↔	On the A4 Cycle Route Junctions, works have commenced on Station Road. Utilities have been diverted on the Burnham Lane /A4 section. The West side of the junction are largely complete. Works are continuing at Langley station. Windsor Road Widening resurfacing is complete.
Hotel and Residential Development at the Old Library site	Green ↑	Green ↑	Green ↑	Green ↑	Contract close on 5th June for the mixed use development on the former Old Library Site comprising two Marriott International Hotels, 64 apartments and associated retail.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Housing Strategy – Homelessness Reduction	Green ↔	Green ↔	Green ↔	Green ↔	New Private Rented Sector (PRS) scheme launched helping more households into long term homes and preventing homelessness and rough sleeping in Slough with the extra funding from this grant. Rapid Rehousing Pathway funding application has been approved for full bid amount. A new landlords rent protection insurance funding has been secured a supplier is now being sourced. New ways of working have now been implemented into the policies and a central quality improvement system setup and approved.
Localities Strategy	Green ↔	Green ↔	Amber ↔	Amber ↔	New to the portfolio Ongoing discussions regarding the location of localities, including discussions with the Clinical Commissioning Group.
Slough Urban Renewal (SUR) projects	Green ↔	Green ↔	Amber ↔	Amber ↔	New to the portfolio Progress of commercial and community projects are reported on a bi-monthly basis. During this period SUR reported that at Wexham Green, Lovell have achieved practical completion and there remains 9 homes remaining to be sold (in stock).
Town Enhancement Programme - Clean, Safe, Vibrant	Green ↔	Green ↔	Amber ↔	Green ↔	Now a Gold Project on the Portfolio Businesses voted for the development of a Business Improvement District (BID) for Slough Commenced jet-wash work in the High Street. Replacement of all High Street lanterns to new LED efficient lanterns. Markets have been increased to twice a month.

Background Papers:

Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

Key achievements this quarter:

Town Enhancement Programme - Clean, Safe, Vibrant

Businesses voted for the development of a Business Improvement District (BID) for Slough.

Celebrating our Town Centre Conference took place on 1st July 2019.

Hotel and residential Development at Old Library Site

Contract closed on 5th June for the mixed use development on the former Old Library Site comprising two Marriott International Hotels, 64 apartments and associated retail.

Key issues to be aware of:

Timeline

IT Programme – Server Migration and Telephony

Delay in project delivery – the objectives of the project along with ongoing risks and issues are being reviewed.

Capita Hosting Project

Project RAG moved to **Red** as project now on hold.

Slough Academy

There are delays to the implementation of the supporting technology.

Resources

DSO Project

Highways work pipeline i.e. list of highways schemes earmarked for self-delivery is outstanding. This is a dependency for the drafting of the new highways business case and could impact on the completion of that task.

Dependencies

Haybrook College

The project was delayed while market testing was being carried out for Marish School.

Key lessons from projects reviewed this quarter:

The council's Programme Management Office (PMO) routinely carries out 'End Project', 'Lessons Learned' and 'Benefits' reviews for key projects. This learning has been helpful to project managers implementing projects of a similar nature.

In the last quarter, the PMO undertook an End Project Review and recommendations included:

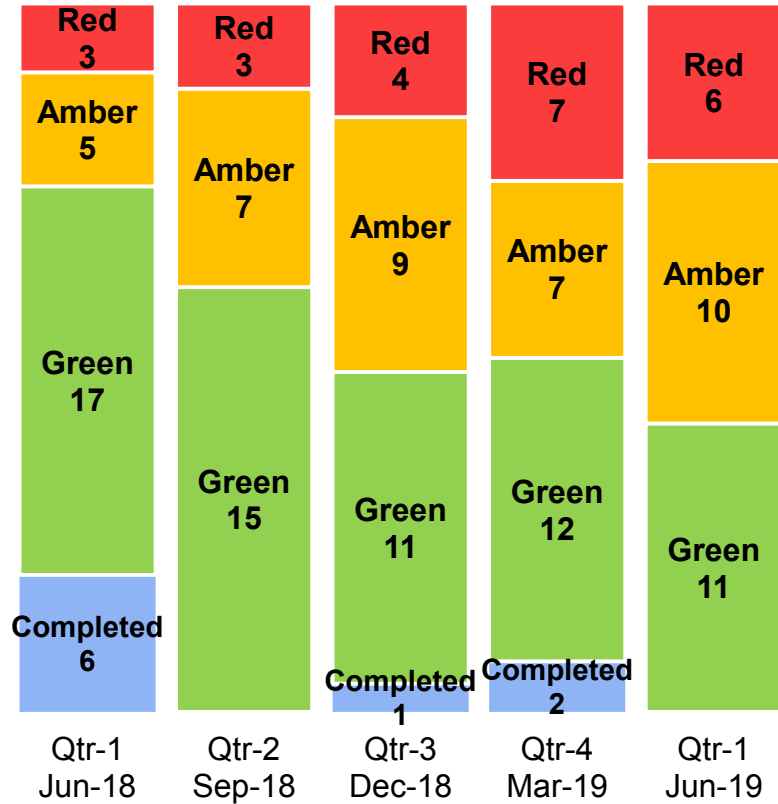
- Establish at business case stage how benefits will be measured and evidenced for both internal & external purposes.
- Schedule school building projects in one, rather than multiple phases taking a whole school approach and expand school support spaces and infrastructure to match the new capacity.
- A strong working relationship and continuity of project manager contributes to successful project delivery.

Be aware that many school projects are time limited over the summer so timelines need to be planned accordingly.

Comparison with previous quarter:

The bar chart compares the proportion of projects assigned a RAG status at quarterly intervals.

Project Portfolio: Overall Status



Key areas of improvement:

Grove Academy

The overall RAG status has improved from **Red** to **Amber**. Works have started on site.

Hotel and residential Development at Old Library Site

The overall RAG status has improved from **Amber** to **Green**. Issues have been resolved and contract close achieved.

Key areas of noteworthy concern:

DSO project

The overall RAG status has dropped from **Green** to **Amber**. Delays in completing highways work pipeline.

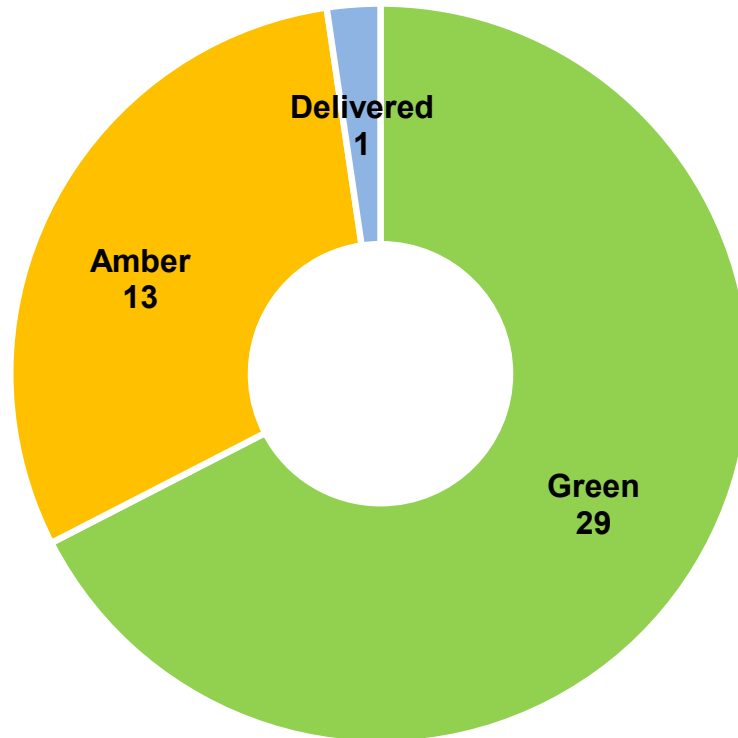
Agresso

The overall RAG status has dropped from **Green** to **Amber**. Delays due to year end financial closedown.

Manifesto Commitments

The final section of the report provides a summary of progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 1 i.e. 30th June 2019.

Manifesto Pledges: Overall Status



There are 43 Manifesto pledges across the key areas.

At the end of quarter 1, 67% (29 pledges) were rated overall as **Green** as achieving or on schedule and 30% (13 pledges) were rated overall as **Amber**, signifying as working towards and 2% (1 pledge) was reported as delivered. None of the pledges were rated overall as **Red**.

Key achievements this quarter:

The following Manifesto pledge was reported as delivered this quarter:

- We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough

Key issues to be aware of:

None of the Manifesto pledges were rated overall as **Red** this quarter.

The table beneath summarises progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 1 i.e. 30th June 2019.

Further details on the actions taken can be found in the Appendix.

PARKING AND TRANSPORT

	Manifesto Pledge	Date for Delivery	RAG
1	We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area	February 2019 November 2019	GREEN
2	We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4	Summer 2020	GREEN
3	We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement	August 2019 May 2019 June 2019	GREEN
4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	Between Q2-Q4 2019/20	GREEN
5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q3 2019/20	GREEN
6	We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes	Ongoing	GREEN

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ENVIRONMENT AND OPEN SPACES

	Manifesto Pledge	Date for Delivery	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	Sept 2019	GREEN
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	Ongoing throughout 2019/20	GREEN
9	We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees	Ongoing First tranche Oct-19 to Mar-20	AMBER
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	March 2020	AMBER
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	September 2019	GREEN

12	We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents	November 2019	AMBER
13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	AMBER

HOUSING AND NEIGHBOURHOODS

	Manifesto Pledge	Date for Delivery	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	March 2020	GREEN
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	March 2020	GREEN
16	We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing	January 2020	GREEN
17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	March 2020	GREEN
18	We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time	March 2020	GREEN
19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019	GREEN

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HEALTH AND LEISURE

	Manifesto Pledge	Date for Delivery	RAG
20	We will work with dentists and health partners to improve local children's oral health	March 2020	AMBER
21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Ongoing	GREEN
22	We will work with our residents, service users and partners to set up a network to jointly design future health and social care services	Ongoing	GREEN
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	June 2019 October 2019	AMBER
24	We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20	March 2020 Autumn 2019	GREEN
25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	AMBER

CUSTOMER SERVICES & COMMUNITY HUBS

	Manifesto Pledge	Date for Delivery	RAG
26	We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests	IT Insourcing due 31Oct 2019	GREEN
27	We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham	New Chalvey School and hub June 2020	GREEN
28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	AMBER
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	GREEN
30	We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services	Ongoing September 2019	GREEN
31	We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage	Ongoing Autumn 2019	GREEN

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REGENERATION AND THE TOWN

	Manifesto Pledge	Date for Delivery	RAG
32	We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site	Ongoing	GREEN
33	We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site	Ongoing	GREEN
34	We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory	Ongoing	AMBER
35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	AMBER
36	We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place	Ongoing	AMBER
37	We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre	March 2021	GREEN

CHILDREN & YOUNG PEOPLE AND SKILLS

	Manifesto Pledge	Date for Delivery	RAG
38	We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision	2021-2022	GREEN
39	We will facilitate a brand new through-school with community sports provision in Chalvey	October 2020	AMBER
40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	Ongoing	AMBER
41	We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough	COMPLETED	✓
42	We will launch the 'Slough Academy' giving our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on	Ongoing	GREEN
43	We will work with our partners to lower the exposure of our children and young people to youth violence and gang related activity	June 2019 Ongoing	GREEN

Performance Indicator Key

Direction of travel

The *direction* of the arrows shows if performance has improved, declined, or been maintained relative to the previous quarter or same period in previous year.

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

For example for overall crime rate indicator where good performance is low:

- A decline in the crime rate would have an upwards arrow ↑ as performance has improved in the right direction.
- An increase in the crime rate would have a downwards arrow ↓ as performance has declined.

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Performance against target

The *colour* of the arrow indicates performance against target for each KPI.

Black arrows are used for indicators where performance has changed but no target has been defined.

GREEN	AMBER	RED	GREY
Met or exceeded target	Missed target narrowly	Missed target significantly	No target assigned

Targets and criteria for RAG status are shown for each indicator.

Benchmarking rankings compared to other councils are shown below each chart, where comparisons are available:

Dark Green	Local performance is within the top quartile
Green	Local performance is within the 2nd quartile
Amber	Local performance is within the 3rd quartile
Red	Local performance is within the bottom quartile

Glossary

Outcome 1

1. Percentage of child protection plans started in the past year that were repeat plans within 2 years

The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, within the last 2 years. Good performance is generally low.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage

This metric is the percentage attainment gap at early years foundation stage between the achievement of the lowest 20 per cent of achieving children in an area (mean) and the score of the median child in the same area across all the Early Learning Goals (ELGs) in the Early Years Foundation Stage Profile (EYFSP) teacher assessment.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 2 it is based on the percentage of pupils achieving the expected standard or above in reading, writing and maths.

4. The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 4 it is based on the percentage of pupils achieving grades 9-5 in English and mathematics GCSEs.

5. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

This is the number of 16 and 17-year olds who are not in education, employment, or training (NEET) or their activity is not known, expressed as a proportion of the number of 16 and 17-year-olds known to the local authority (i.e. those who were educated in government-funded schools). Refugees, asylum seekers and young adult offenders are excluded.

The age of the learner is measured at the beginning of the academic year, 31 August. The annual average is calculated covering the period from December to February.

Outcome 2

6. Number of adults managing their care and support via a direct payment

Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

7. Uptake of targeted health checks: The percentage of the eligible population aged 40-74 who received a NHS Health Check

The NHS Health Check is a health check-up for adults aged 40-74, designed to spot early signs of conditions such as stroke, kidney disease, heart disease, type 2 diabetes and dementia, and to offer ways to reduce the risk of developing these conditions.

Health Checks are offered by GPs and the local authority, and Slough is seeking to promote a greater engagement amongst residents in taking up this offer. <https://www.nhs.uk/conditions/nhs-health-check/>

8. Number of people inactive: The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England. <https://activelives.sportengland.org/>

Outcome 3

9. Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)

This metric records the total number of Gateway sites surveyed for litter by each grade in the reporting period.

There is no statutory definition of litter. The Environmental Protection Act 1990 (s.87) states that litter is 'anything that is dropped, thrown, left or deposited that causes defacement, in a public place'. This accords with the popular interpretation that 'litter is waste in the wrong place'.

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations.

It is calculated as: $((T + (Tb/2))/Ts)*100$ where:

T = number of sites graded C, C- or D for each individual element

Tb = number of sites graded at B- for each individual element

Ts = total number of sites surveyed for each element

Grades are:

- Grade A is given where there is no litter or refuse;
- Grade B is given where a transect is predominantly free of litter and refuse except for some small items;
- Grade C is given where there is a widespread distribution of litter and refuse, with minor accumulations; and
- Grade D where a transect is heavily littered/covered in detritus with significant accumulations or there is extensive graffiti/fly posting likely to be clearly visible and obtrusive to people passing through.

10. Crime rates per 1,000 population: All crime

This measure includes all crimes recorded by the police (with the exception of fraud which is recorded centrally as part of Action Fraud) calculated as a rate per 1,000 population. This data is updated on a quarterly basis.

Outcome 4

11. Number of homeless households accommodated by SBC in temporary accommodation

Measure is the number of homeless households being accommodated on the last day of the quarter. It is a “snapshot” of the position on a single day, not the number of placements made during the time period.

12. Number of permanent dwellings completed in the borough during the year

Measure is a net count of all new dwellings added to the stock within the Borough of Slough each year. ‘Net additions measure the absolute increase in stock between one year and the next, including other losses and gains (such as conversions, changes of use and demolitions).’ (<https://www.gov.uk/government/statistical-data-sets/live-tables-on-net-supply-of-housing>).

13. Number of licenced mandatory Houses in Multiple Occupation (HMOs)

Measure is a count of total licenced mandatory HMO properties at the end of the quarter. A HMO is a rented property which consists of three or more occupants, forming two or more households where there is some sharing of amenities or where the units of accommodation lack amenities, such as bathrooms, kitchens or toilets. All HMOs with five or more tenants, forming more than one household, must have a council granted HMO licence, regardless of the height of the building (<http://www.slough.gov.uk/business/licences-and-permits/property-licensing.aspx>).

14. Number of empty properties brought back into use (by council intervention)

Measure is the number of empty private sector properties brought back into use by council intervention over the given time period. ‘Council intervention’ refers to Compulsory Purchase Orders, Empty Dwelling Management Orders, informal intervention/ negotiation and a grant system which allows property owners to apply to the Local Authority for financial assistance of up to £15,000 to bring their property into use. The assistance is provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

Outcome 5

15. Business rate income: Business rate in year collection (amount & percentage rate accrued)

This is the amount of non-domestic rates that was collected during the year, expressed as a percentage of the amount of non-domestic rates due. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.

16. Access to employment: Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits

The Claimant Count is the number of people claiming benefit principally for the reason of being unemployed. This is measured by combining the number of people claiming Jobseeker's Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed. Claimants declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made.

Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

17. Journey times: Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

This measure calculated the average journey time taken from Heart of Slough to M4 junction 6 Monday to Friday between 16:30 to 18:30. The timings are measured from the centre of the Heart of Slough junction - there are two measuring units either side of the main X-roads on the central islands – and ends on the A355 Tuns Ln about 20m before the M4 J6 Roundabout. These times are taken from recorded (Bluetooth) journeys made between 16:30-18:30 Monday to Friday each day of each month and are averaged over the month with no adjustments made for holidays, road-works, or other traffic issues.

Corporate Health

18. Percentage of household waste sent for reuse, recycling or composting

This metric calculates the percentage of household waste sent by the authority for reuse, recycling, composting or anaerobic digestion. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992.

19. Percentage of municipal waste sent to landfill

This metric calculates the percentage of municipal waste which is sent to landfill. Denominator (Y): Total tonnage of municipal waste collected by the authority (or on behalf of the authority). The scope of municipal waste is the same as the European Union Landfill Directive and Landfill Allowances Trading Scheme (LATS). Numerator (X): Municipal waste to landfill includes residual waste sent directly to landfill and that which was collected for other management routes (e.g. recycling, composting, reuse, Mechanical Biological Treatment) but subsequently sent to landfill.

20. SBC staff survey: percentage of staff proud to work for the council

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

21. SBC staff survey: percentage of staff rate working for the council as either good or excellent

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

22. Council tax in year collection (amount & percentage rate accrued)

This metric is a rate of total receipts of council taxes collected in the year to date expressed as a percentage of the total council tax due for the year. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.

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Slough Borough Council

Appendix B:

Manifesto Commitments 2019/20

2019/20 – Quarter 1

(April to June 2019)

Strategy and Performance

PARKING AND TRANSPORT

	Manifesto Pledge	Date for delivery	Actions taken	RAG
1	We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area	February 2019 November 2019	Stage 1 of the transport vision has been completed and approved by Cabinet. Stage 2 has been commissioned and will look at the detail, where the corridors will start and end together with the impacts and mitigation requirements. This task will be completed by November 2019.	GREEN
2	We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4	Summer 2020	Detailed design is underway and work is due to start on site for the MRT extension during Q2/Q3. Park and Ride: Land acquisition progressing with land owner and discussions with Highways England continuing.	GREEN
3	We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement	August 2019	In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Free pilot for MRT users is currently underway which ends in August. Bus Lane enforcement is underway.	GREEN
4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	Between Q2-Q4 2019/20	Tenders back for supported service 4 and 6 includes minimum standard of EuroVI. Electric and Gas powered buses being discussed with Heathrow on routes 7 and 703.	GREEN
5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q3 2019/20	Locations currently being looked at to ensure maximum usage. Officers will be firming up positions over the summer before the stations go in.	GREEN

6	We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes	Ongoing	Potholes, defects being picked up via inspections and complaints, works orders raised, Resurfacing scheme designs completed to delivery by October 2019.	GREEN
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ENVIRONMENT AND OPEN SPACES

	Manifesto Pledge	Date for delivery	Actions taken	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	Sept 2019	Tender awarded to the Great Outdoor Gym Company. Installation will take place throughout August/September.	GREEN
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	Ongoing throughout 2019/20	Big Community Workout will continue to be held in Salt Hill and Manor Park. In partnership with Everyone Active offer instructor led sessions at other green gym venues.	GREEN
9	We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees	Ongoing First tranche Oct-19 to Mar-20	We are working with partners in the DSO to identify trees lost and are in the process of jointly applying to the government's Urban Tree Challenge programme to gain funding. Audit under way and to be completed by end of August. Planting will commence in the autumn of 2019 to ensure first tranche of trees are established before spring 2020. Funding to be identified for trees that fall outside Urban Tree Challenge parameters and match funding for UTC.	AMBER
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	March 2020	Works are planned and currently awaiting planning consent which is expected to have by August. Commencement of works planned to commence in September and to be completed by March 2020.	AMBER
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	September 2019	Moray Drive to open in September 2019 with all plots let out through the existing waiting list.	GREEN

12	We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents	November 2019	Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues. Work is progressing with our IT section and an App provider to introduce a reporting App for Fly Tipping and other street cleansing issues	AMBER
13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	Phased project to test different approaches to community development. Currently undertaking needs analysis in each of the areas and will be aligning these with other Insite information to have a holistic view of needs. This will be followed by a launch of the initiative in each of the respective areas and an action plan co-produced with the local community and partners.	AMBER

HOUSING AND NEIGHBOURHOODS

	Manifesto Pledge	Date for delivery	Actions taken	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	March 2020	<p>The neighbourhood scrutiny committee in June were updated on the development program of potential new homes over the next 3 years by ward and by phase.</p> <p>Site Assessment 23 under review Design 38 projects potential 282 units Planning 4 projects 321 homes Commissioning 2 projects 68 homes Construction 12 projects 64 homes last SUR 2014 program</p> <p>The Rochford Garden site is undergoing complete redesign as the site condition and existing proposals were not compliant with building control. The objective to provide specialist accommodation for people with learning disabilities remains and the architects and team are aware of the priority to deliver the scheme.</p>	GREEN
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	March 2020	The investment program was outlined to June Neighbourhood & Community Services Scrutiny Panel, a program of 4000 electrical works 1000 completed to date, in excess of 450 new boilers of which 177 completed, ongoing fire risk assessment £3m value of works due to be completed by the autumn, £1m garage & asbestos removal works are underway.	GREEN

16	We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing	January 2020	Proposal for progressing the change of the councils existing Development Initiative Slough Homes (D.I.S.H.) to becoming a tenant led initiative. Details are with solicitors that are intended to amend existing company articles of the DISH to modernise and prepare proposals for a council led Registered Provider dedicated to realisation of tenant led housing initiatives.	GREEN
17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	March 2020	Rough Sleeper Outreach Team fully engaged with rough sleepers. Currently working up plans to tackle rough sleepers in car parks in the Town Centre.	GREEN
18	We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time	March 2020	<p>There is a significant investment programme underway which includes a focus on addressing compliance works identified as part of the Fire Risk Assessments undertaken across housing blocks. This includes environmental improvements across our ex-sheltered housing schemes for older people, which are currently being designed.</p> <p>Repairs and maintenance works continue to be delivered with an average of 1,300-1,400 repairs being actioned per month.</p> <p>The 3 month pilot for the Repairs App was launched in February 2019, feedback from residents to be used to enhance/amend the App before launching to all residents. A pilot including a sample of 100 residents were enlisted and a workshop, App support manual and telephone assistance provided to support App users to log repairs for the top ten repairs. The App allows users to not only see their new repair in real time, but also their repairs history.</p> <p>To date, use of the App by the pilot group has been very low. The customer experience group and resident engagement team in Housing (People) Services are currently considering actions to encourage use of the App, identify additional members for the pilot group.</p>	GREEN
19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019	First meeting to take place in October 2019. The plan is to facilitate at least 2 meetings a year unless the established group decides meetings more frequently.	GREEN

HEALTH AND LEISURE

	Manifesto Pledge	Date for delivery	Actions taken	RAG
20	We will work with dentists and health partners to improve local children's oral health	March 2020	As part of the Early Years Health Improvement agenda (funded by Public Health), the Early Years and Prevention Service are working with a range of partners across the early years sector to secure oral health accreditation awarded by the Oxfordshire Oral Health Team. The council's children's centres are supporting setting across Slough as they have already secured gold accreditation.	AMBER
21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Ongoing	<p>We will continue to develop co-produced asset based approaches and which contribute to building more community resilience, which supports better mental and physical health. This will be further developed through the Recovery College network and in partnership with colleagues from SPACE consortium and the Well-Being social prescribing service.</p> <p>The approach will focus on the success of the Independent Placement Support (IPS) service which proactively supports people in finding employment. The co-produced approach will include a bespoke Mental Health website platform that will be informative about many elements of health promotion and how to get involved across the town.</p>	GREEN
22	We will work with our residents, service users and partners to set up a network to jointly design future health and social care services	Ongoing	<p>Network has been established, 3 meetings have been held and a contract for network members has been developed. A number of projects are being considered for co-design. The group is undertaking a training programme in anticipation of beginning work on these.</p> <p>For Q1 the initial project for co-production to have been selected. Contract signed. Training programme to have been progressed.</p>	GREEN
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	<p>June 2019</p> <p>June 2019</p> <p>October 2019</p>	<p>On 22nd June 2019 we had the Great Get Together in Herschel Park with more than 1,000 people attending.</p> <p>On 23rd June the 5k fun run took place in Upton Court Park with more than 360 people taking part in addition to 26 young volunteers and 5 adult volunteers.</p> <p>Half Marathon options are being explored. Dates for Half Marathon to be identified by Oct 2019.</p>	AMBER

24	We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20	March 2020 Autumn 2019	<p>SBC, working with the Safer Slough Partnership, delivered a media campaign focused on Modern Slavery. The campaign called 'closer than you think' produced a 400% increase in calls to the Modern Slavery Helpline and won the Clear Channel, Social Impact Award (National media awards), thus helping to raise the profile of Slough as Town working to tackle hidden harm.</p> <p>The Choices programme is now being delivered in 21 of 30 primary schools in Slough. The secondary school programme development is underway, with the programme going live in across Slough in the Autumn 2019.</p>	GREEN
25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	<p>Health Beliefs research of how Slough residents feel about their health is almost complete and due to report in late September 2019. Smoking rates have markedly increased especially amongst routine and manual workers (up from 26% to 36% since last year). Public Health have increased funding for quit support but are in the process of seeking additional external funding to deal with the increased need.</p> <p>NHS Health Checks: Better data recording has improved uptake and there has been work to reach routine and manual workers in particular via Slough workplaces.</p> <p>Obesity: Public Health have been expanding Active Movement behaviour change into more early years settings, schools and Slough Borough Council to help tackle obesity which disproportionately affects lower socio-economic and BME groups.</p> <p>An audit to review our practice of tackling health inequalities in Slough against newly published guidance on evidence-based 'best practice' is planned to start in Q2.</p>	AMBER

CUSTOMER SERVICES & COMMUNITY HUBS

Manifesto Pledge	Date for delivery	Actions taken	RAG
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26	We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests	IT Insourcing due 31 Oct 2019 Investment Projects – to be decided in conjunction with Transformation	Arvato contract Exit activities progressing to scheduled date of 31st October. Due diligence activities underway on transferring infrastructure, contracts and identifying staffing requirements. Priority projects continuing with Arvato (mainly 25 Windsor Road related). Due Diligence activities will identify where investment is required and identify key remedial work to stabilise the infrastructure prior to transformation. Investigation ongoing into new Customer Experience Digital platform.	GREEN
27	We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham	New Chalvey School and hub June 2020	Locality Hub Delivery Board set up, two meetings have taken place with discussions and input from different service areas in relation to next steps. Work continuing to build the new Chalvey School and hub, the programme remains on schedule with a completion date of June 2020.	GREEN
28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	Established the Slough Town Association of Residents (STAR) group to help inform, shape and engage with us on Clean Safe Vibrant TC Programme as well as the Town Centre Vision.	AMBER
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	Explore Slough App went live on 24 June 2019. Working with businesses to ensure we keep offers live and plentiful.	GREEN
30	We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services	Ongoing September 2019	We have seen a significant increase in LGBT+ ceremonies this year with 6 during 2019 so far. Last year the total was 3. We make sure that anyone marrying or celebrating their civil partnership have an welcoming and special experience. Preparation for marketing campaign to focus on 2020 session and incorporate new venues.	GREEN

31	We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage	Ongoing Autumn 2019	A feasibility study to be prepared for Adelphi and carpark.	GREEN
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REGENERATION AND THE TOWN

	Manifesto Pledge	Date for delivery	Actions taken	RAG
32	We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site	Ongoing	Work is progressing on all schemes with a major focus being the emerging town centre framework masterplan.	GREEN
33	We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site	Ongoing	Construction has begun on site and works are scheduled for completion by spring 2021.	GREEN
34	We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory	Ongoing	Ongoing discussions with ADIA in partnership working and wider visioning work for the Town Centre, not just a site by site vision. Berkeley Group have submitted their planning application for the Horlicks site end June 2019. Community Engagement work is underway.	AMBER
35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	The site is being developed by Slough Urban Renewal, comprising of 14 units of 1 and 2 bedrooms. Construction onsite is expected to commence in November 2019 with a view to handover in December 2020.	AMBER

36	We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place	Ongoing	Exploring options for a Social Enterprise Quarter, Food & Beverage and Cultural meanwhile uses in the shopping centre which encourages local groups to occupy empty units and influence the increase of footfall in the area.	AMBER
37	We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre	March 2021	Public Realm design underway and negotiations with Net Rail and GWR to construct the forecourt are continuing. Paths to connect the Town Centre and rail station are being secured through the planning process with the SUR Stoke Wharf scheme plus a new footbridge across the canal.	GREEN

CHILDREN & YOUNG PEOPLE AND SKILLS

	Manifesto Pledge	Date for delivery	Actions taken	RAG
38	We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision	2021-2022	£11.5m spent in Q1 on providing a site for Grove Academy and an expansion of places at Langley Grammar School. £250K spent providing new SEND Resource Unit at Marish Primary Academy. £165K spent on providing refurbished buildings for Haybrook College and Littledown School.	GREEN
39	We will facilitate a brand new through-school with community sports provision in Chalvey	October 2020	In Q1, Slough completed the acquisition of 2 shop/residential sites on Chalvey High Street and disposed of them to the DfE to create the playing fields for the new school. Work is continuing on refurbishment of the Orchard Community Centre, recently another site has been identified, for accommodating community groups during the construction phase. The former Chalvey Community Centre and Chalvey Nursery buildings have been demolished and construction of the new school and Chalvey Hub have started on site.	AMBER

40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	Ongoing	Ongoing discussions with SCST to finalise offer by September 2019.	AMBER
41	We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough	Financial Year 2019-2020	Manifesto Pledge has been met Secured revenue funding of £1.4 million growth for SCST Children's Services. This was approved by Cabinet in February 2019.	
42	We will launch the 'Slough Academy' giving our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on	Ongoing	Slough Academy was launched in Nov-18 and currently promotes apprenticeship opportunities to all SBC colleagues through internal communications. Apprenticeship opportunities not filled internally are promoted through communications externally in Slough. In quarter 1, 8 apprenticeships were advertised which are currently at interview stage.	GREEN

43	We will work with our partners to lower the exposure of our children and young people to youth violence and gang-related activity	June 2019	<p>The Safer Slough Partnership Serious Violence Strategy has now been adopted by partners with a number of work streams.</p> <p>The Early Intervention Youth Fund project started in Q1 working with young people in Slough across four areas:</p> <ol style="list-style-type: none"> 1. Upskilling professionals and raising awareness 2. Tackling Exclusion in Schools 3. Detached youth work 4. Intensive work with young people who are engaged in gangs activity <p>Ongoing</p> <p>Chief Executive has agreed to chair a serious violence task force, bringing together agencies. This will join the work of the Safer Slough Partnership, the joint Children's and Adults Safeguarding Boards and feed into the Wellbeing Board. This approach will help remove duplication and support the development of a Public Health Approach to Violence.</p> <p>The Community Safety Partnership has also been collating a range of information, including speaking with young people about their experiences and this will feed into and help inform the Task Force.</p>	GREEN
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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16 September 2019

CONTACT OFFICER: Kassandra Polyzoides, Service Lead Regeneration
(Development)
Stephen Gibson, Interim Director of Regeneration

(For all enquiries) (01753) 875852

WARD(S): All

PORTFOLIO: Regeneration and Strategy Portfolio – Councillor James Swindlehurst.

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

- 1.1 In February 2019, Cabinet approved the introduction of the Localities Strategy, which combined with the emerging Customer Experience Strategy is a central pillar of the Transformation Programme and will guide Slough Borough Council (“SBC” or “the Council”) towards a more people centred and integrated approach to service delivery at a locality level.
- 1.2 The purpose of this report is to provide an update to Members and demonstrate how the implementation of the strategy will be accelerated throughout Slough by utilising the Council’s network of Children’s Centres.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the Council should immediately agree to seek to utilise its network of Children’s Centres to accelerate the delivery of the Localities Strategy throughout Slough.
- (b) That it be noted that in the first instance, the Children’s Centres will provide further “touch down” workspace for staff and (where possible) locations for meetings between staff and residents. Thereafter, they will be integrated into the evolving strategy.
- (c) That it be noted that the Council has commissioned capacity studies to determine the location of locality buildings in Cippenham and Wexham.
- (d) That it be noted that whilst the new Chalvey Hub is on schedule to open in May 2020.

- (e) That it be noted that whilst progress has been slower than anticipated at Britwell and Trelawney Avenue, progress is being made to deliver these projects to meet the objectives agreed in February 2019.
- (f) That delegated authority be given to the Interim Director of Regeneration, following consultation with the Cabinet member for Regeneration and the s151 Officer to:
- i. Agree all financial and non-financial terms related for the development of the Trelawney Avenue Hub via Slough Urban Renewal as a Community Project, provided the costs remain within the budget approved by Cabinet in February 2019.
 - ii. Agree revised Heads of Terms with KDL for the disposal and development of the third party element of the Hub as described in section 5.10 of this report, including authority to negotiate and agree all financial and non-financial terms.
 - iii. Take any other necessary actions and enter into any agreements or documents, acting in the best interests of the Council, in order to enable the redevelopment of the site for the uses as set out in this report.

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

The Council is forming a Localities Strategy through a locality focussed planning process centred around providing three enabling Council Hubs acting as Coordinating Centres within the Borough. These reflect the three administrative areas for Health and Adult Social Care and aim to meet service needs locally.

The drivers and strategic intention are to provide the means by which we can work as a council with partners and communities to provide prevention and early intervention at a local level to reduce needs arising and manage demand. The Council intends to support developing, independent and sustainable communities by locating core officers (to be agreed) in local neighbourhoods, making them more available for closer working with community partners and groups.

The provision and delivery of three Council Hubs along with three further Council & Community buildings will serve to create a geographical base for a potential mix of public services including health and community. They will provide a local base for supporting Council services through mobile working. The needs of each area will be informed by customer insight, however at this stage, it could reasonably be assumed that the needs in each area will be helped by local (but not be limited to) Community Development, Adult Social Care and Neighbourhood Services.

Moving forward this will be closely linked with key interdependencies such as the following:

- Transformation workstream – Localities and accommodation,
- Customer Experience Strategy
- Strong, Healthy and attractive neighbourhoods

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 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 well being of local residents and prevent crisis.

Each building will provide flexible spaces and will include facilities for relevant staff to meet customers on a one-to-one basis. Mobile working facilities for staff will generally be available as will access for other public sector users such as NHS and Police. Third sector partners and local community groups will also be encouraged to use the space. Internal protocols for using/prioritising space will be developed as the Council's customer insight and ICT provision evolves.

Through the use of improved ICT (being developed via the associated ICT& Digital Strategy), the buildings will support the development of new ways of working in conjunction with the relocation into 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.

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. Incorporating Children's Centres into this strategy will assist with this.
- 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 the main hubs will help enable people to have a digital relationship with the council so and promote channel shift when accessing SBC services.
- 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. The Council will organise its local offer around localities and communities which will help Slough to be more responsive and understanding of local people's needs.
- Outcome 4 – The delivery of mixed-tenure residential schemes are linked to Council Hubs in Britwell and Trelawney Avenue and potentially in Council and Community building sites in Wexham and Cippenham. These will directly contribute towards Slough 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 potential exists for the Council to consider introducing flexible space for small business to rent, which would promote innovation and could lead to local businesses emerging and growing.

4 **Other Implications**

(a) Financial

Based on initial feedback, the introduction of ICT connectivity within the network of Children’s Centres would have a revenue implication of £75,000 per annum. This will need to be incorporated into the annual revenue budget from 2020/21.

(b) Risk Management

Risk	Mitigating action	Opportunities
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 underpinning the delivery of the project.	Customer Insight / evidence stacking the local needs should inform the mix of service provision provided through the various hubs
ICT – The Localities Strategy is dependent on the Council’s ICT Strategy to deliver increased capacity for mobile working.	The ICT Strategy is incorporated in all three Hubs and three Council and community buildings. It underpins Council & community project plans identifying requirements.	Incorporate the ICT Strategy into the buildings from the start.
Timescales - Temporary loss of Community facilities	Each project will identify alternative facilities during construction, refurbishment or alteration phases.	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 agreements at Britwell, Trelawney Avenue and Chalvey and at the three Council and Community buildings as sites are identified.	Complete agreements and approvals when required.
Property – Leasing space to partners	Heads of terms agreed and authorisation acquired as necessary.	Complete agreements and approvals when required.

Planning – All building and development projects are subject to planning approvals.	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 approved 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 and facilitating alternative modes of transport for users.
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 on 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 the programme.	Ensure dedicated project support in place.	Ensure sufficient funding and skilled resources employed within the project team. Use of SUR as an established route for procurement and expedient delivery.

(c) Human Rights Act and Other Legal Implications

This report will not 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 Hub site identified in this report to determine whether the proposed strategy might detrimentally affect local people, or a particular section of the local community.

(e) Workforce

The strategy will support the Council's relocation to 25 Windsor Road and will complement the ICT Strategy and move towards mobile working for staff. Staff will have an opportunity to use the desks and meeting rooms at the new and existing buildings (subject to demand) as well as book rooms for meetings.

(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. For many people, the network of buildings will 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 meeting/visiting clients.

5 Supporting Information

Background

- 5.1 In approving the Localities Strategy in February 2019, members agreed to an overall approach where SBC would adopt a locality based model of service deliver, working more closely with the public sector, community and voluntary sector partners. In doing so, the Council made a clear statement of intent. The expectation was and remains that progress will be made in the near future to increase accessibility for local residents as well as empowering SBC staff through the introduction of equipment, technology and flexible assets that brings the Council closer to communities.
- 5.2 Fundamentally, the Strategy is about people and place. Whilst identifying buildings to provide local ‘bases’ is a necessity, the Localities Strategy is not ‘asset driven’. Instead, it considers how we can create a flexible network of ‘bases’, using a blend of existing and new properties to match the needs and aspirations of local people and promote inclusive growth.

Location of Locality Buildings

- 5.3 The February 2019 report confirmed that SBC would continue to pursue One Public Estate (“OPE”) objectives, aligning its locality-based strategy with the service delivery areas adopted by Health, Adult Social Care and Thames Valley Police. Additionally, the Strategy articulated how local residents could be ‘sign posted’ to other local facilities, including Children’s Centres.
- 5.4 The three agreed locations are:

Locality	Location
North	Expansion of existing hub at Britwell
South	The new Chalvey Hub being developed in tandem with Grove Academy
East	The proposed hub at Trelawney Avenue

Sections 5.5 – 5.15 below provide an update on the current position for the North, South and East Locality hub.

Britwell

- 5.5 The remodelling of Britwell Hub is a legacy project from the former Asset Challenge process and is one of several projects that include joint working with East Berkshire Clinical Commissioning Group (“the CCG) and local GP Practices. The objective is to allow healthcare and community services to operate under one roof to provide a joined up approach to service delivery and simultaneously improve the operating efficiency of the asset. This project, whilst is subject to a delay caused by external governance processes, is still supported by the CCG and GP practices.
- 5.6 The Council’s financial business case for the remodelling of the Britwell Hub is dependent on ongoing discussions between the CCG and the District Valuer (“DV”), which includes an abatement to reflect the capital contribution from the NHS. Assuming costs do not change, for the existing project to proceed either the DV will need to alter its valuation or if the CCG will need to be willing to formulate a business case justifying why it would be prepared to meet the Council’s asking rent over the DVs view on rent. It is envisaged that this matter will be resolved before the end of November 2019 with a view to taking a business case, if applicable to Cabinet shortly thereafter. Subject to the Final Business case being signed off via the CCG towards the end of this year, the new hub will be operational in Q4 2020/21.
- 5.7 Should the Council be unable to build a viable business case, the proposal to extend the existing community centre is no longer required and the Council will be able to explore options for an enhanced community offering at Britwell Hub that could introduce more community-led facilities, hot desking, touch-down space Housing Officers, Community Development Officers and Adult Social Carers and encouraging more use by healthcare services, local colleges, and Voluntary and Charitable sectors.

Chalvey

- 5.8 The new central hub in Chalvey remains on-track for completion by May 2020. Along with the Community Use Agreement that will provide access to classrooms, ICT suite, activity rooms, the four court sports hall and MUGAs at Grove Academy. Together these new facilities provide an expanded community offering in Chalvey.

Trelawney Avenue

- 5.9 Cabinet will be aware that a separate report on the Trelawney Avenue Hub was approved in February 2019. The report mentioned that subject to planning, a 4/5 story building was being proposed that comprises healthcare, community, residential and commercial uses as well as the Council Hub building. It described an “L” shaped building that would be located on the axis of Trelawney Avenue and Meadow Road and suggested that the properties with a frontage onto Trelawney Avenue would be owned by a third party developer, with the Council owning it’s Hub, which would be accessed from a separate entrance on Meadow Road.
- 5.10 Within the third party developer 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 final number of apartments above the third party developer’s demise would be subject to planning.

- 5.11 The Council's element is a 3-storey block comprising 350m² per floor. Following the report to Cabinet in February 2019, it was agreed that the ground floor of the council space will include a community hall with associated kitchen and a large open reception area. The upper floors will provide 700m² of SBC office, the use of which will reflect the requirements of the emerging Localities Strategy.
- 5.12 Subject to planning, this report delegated authority to the Director of Regeneration to dispose of land to a developer and approve all financial and non-financial terms (in consultation with the Leader of the Council and the s151 Officer) to develop a mixed-use scheme that included a GP practice, pharmacy, community space, SBC office space and residential units. This delegated authority included the budget for the project.
- 5.13 It was not until after this meeting that the Council's legal and Project team became aware of recent case law that could prevent the Council from entering into a direct contract with the developer without a procurement process, which has caused a delay. Having taken external legal advice, the Council is happy that it can proceed as planned to dispose the part of the site required for the third party element to Karter Developments Limited ("KDL"), however, the works contract to develop the overall development must either be procured externally or managed via Slough Urban Renewal ("SUR"), for which a robust procurement exercise for works contracts is already in place. KDL has accepted this approach and will work with SBC to agree revised Heads of Terms.
- 5.14 Subject to approval, the SBC element will be developed as an SUR Community Project. By pursuing this route, the Council will take advantage of the established partnership arrangements to drive the timescales and proposals and avoid lengthy delays associated with external procurement.
- 5.15 Taking the above into account, the expectation is that a full planning application will be submitted within 3 months and that (subject to planning) SUR will be on site in 2020 with a phased 18 month construction period.
- 5.16 To maximise the geographic spread of area-based services, the agreement in February 2019 was that three additional community/integrated service hubs will be established, as follows:

Location	Site
Bath Road	Remodelling of SMP
Cippenham	Elmshott Lane (subject to feasibility)
Wexham	The former Parish Council hall.

- 5.17 The Council has been in negotiations with East Berkshire Clinical Commissioning Group regarding the potential to co-locate GP and community services into SMP, with non-binding Heads of Terms exchanged in June 2019. Recent discussions with the CCG have confirmed that the proposed co-location could provide a transformational model of patient-care; therefore they are committed to considering this option as part of the development of project. Final commitment will be subject to Final Business Case appraisal in identifying the best value for money solution and this will need to be signed-off by the NHS, Department of Health and Social Care and HM Treasury as part of a wider programme of investment locally.

- 5.18 The Council continues to explore options for an enhanced community offering at Elmshott Lane that could introduce a mixed-use scheme to provide housing and community-led facilities.
- 5.19 The report to Cabinet in February 2019 worked on the basis that SBC would utilise Wexham Council Parish Hall as a central location to provide services in this area. When it became apparent that this was no longer the likely location, officers commenced a scoping exercise and started to re-engage with partners. Having spoken to the CCG, feasibility studies have been commissioned to identify alternative sites that provided a more suitable (central) location that will maximise the benefits for local people. Whilst this this has inevitably led to a delay, it will provide more time to make sure that the choice of site matches the feedback gathered via ongoing customer insight.

Acceleration of Strategy via Children's Centres

- 5.20 Sections 5.1 - 5.3 mentions how the Council intends to use its existing portfolio of buildings in a new and flexible way to accelerate our Transformation Programme and provide locally based services that will help to deliver the Customer Experience Strategy. This has resulted in a number of quick-wins that will be deliverable via the network of Children's Centres that operate throughout Slough (see Appendix One for a map that illustrates the location of each centre).
- 5.21 Following discussions with Children's Services, it has been agreed that SBC staff will have an opportunity to work flexibly from the following locality based buildings:
- Chalvey Grove Children's Centre;
 - Elliman Avenue Children's Centre;
 - Monksfield Avenue Children's Centre;
 - Orchard Avenue Children's Centre;
 - Penn Road Children's Centre;
 - Romsey Close Children's Centre;
 - Vicarage Way Children's Centre;
 - Wexham Road Children's Centre;
 - Yew Tree Road Children's Centre; and
 - St Andrews Way Children's Centre
- 5.22 Each of the Centres have desk space and bookable meeting rooms that could be used by Housing Officers, Community Development Officers and Adult Social Care to provide a touch-down base whilst working in local areas.
- 5.23 In addition, each building is already widely used by healthcare services, local colleges, and Voluntary and Charitable sectors. Consequently they will provide an immediate opportunity to provide services in a new and integrated way provided this collaborative approach does not compromise the core business being delivered from the Children's Centres.
- 5.24 Whilst the number of additional SBC staff who could use each of these assets is limited (on average 4 desks per centre) and staff working remotely would need to be equipped with the appropriate telecommunications/IT equipment, the Children's Centres offer a quick win to expand the network of touch down bases throughout Slough (pending the delivery of the network of new hubs) and will quickly embed an integrated service delivery in a community setting.

5.25 Moving forward, once the Council's Customer Experience Strategy (which will be supported by evidence based data at a local level) evolves, the use of these buildings will be incorporated into the Localities Communication Plan to explain what additional services can be accessed at the Children's Centres.

6 **Comments of Other Committees**

None

7 **Conclusion**

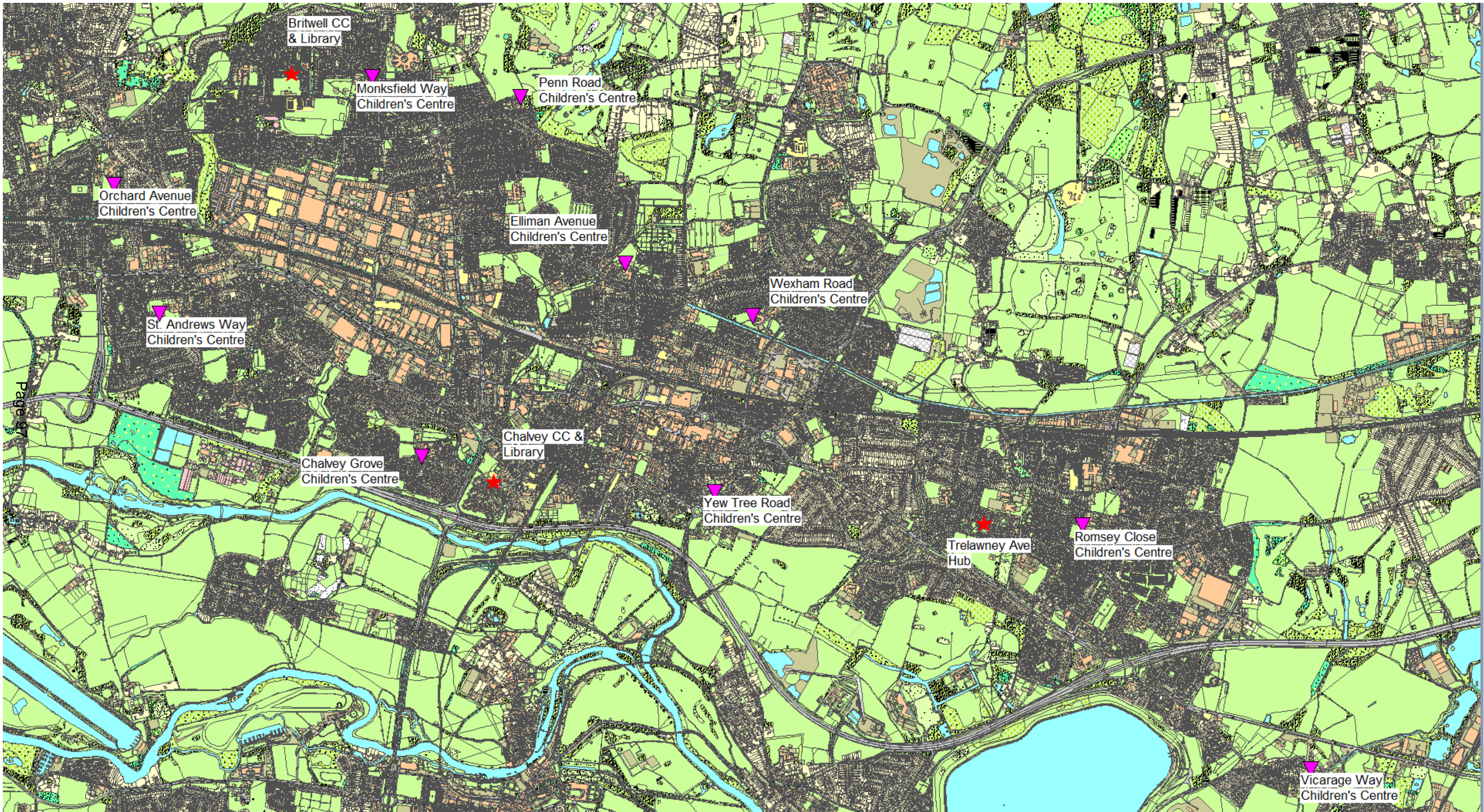
7.1 The confirmation that the existing network of Children's Centres has capacity to accommodate additional SBC staff is positive news and provides a series of quick wins. Since these community-based buildings already provide a base for a mix of public and voluntary sector services, the Council will be able to deliver the aims, objectives and vision of the Localities Strategy from these assets and support the Council's move to the new HQ.

8 **Appendices**

8.1 Appendix One - Plan showing the location of Children's Centres.

9 **Background Papers**

None



Britwell CC
& Library

Monksfield Way
Children's Centre

Penn Road
Children's Centre

Orchard Avenue
Children's Centre

Elliman Avenue
Children's Centre

Wexham Road
Children's Centre

St. Andrews Way
Children's Centre

Chalvey CC &
Library

Chalvey Grove
Children's Centre

Yew Tree Road
Children's Centre

Trelawney Ave
Hub

Romsey Close
Children's Centre

Vicarage Way
Children's Centre

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16 September 2019

CONTACT OFFICERS: Neil Wilcox: Director of Finance & Resources
Stephen Gibson: Director of Regeneration

(For all enquiries) (01753) 875835

WARD(S): All

PORTFOLIO: Leader of Council and Cabinet Member for Regeneration and Strategy - Cllr Swindlehurst; and
Deputy Leader and Cabinet Member for Governance and Customer Services – Cllr Hussain

PART I
NON-KEY DECISION

COMMERCIAL SUB-COMMITTEE TERMS OF REFERENCE

1. Purpose of Report

- 1.1 Cabinet agreed, in June 2019, to form a new Commercial Committee to maximise existing and future commercial and business development opportunities within the Council.
- 1.2 This report requests Cabinet agrees the Terms of Reference for the new Commercial Committee.

2. Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the proposed Terms of Reference for the Commercial Committee attached as Appendix A be agreed.

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

The acquisition of property assets and commercial activities of functions such as SUR, the SAB and Housing Companies make a direct contribution to regeneration. The agreed streamline procedures have created the conditions to make a material contribution to the economic wellbeing of the Borough.

3a. Slough Joint Wellbeing Strategy Priorities

The activities reviewed by the Commercial Committee will be reviewed in line with the Slough Joint Wellbeing Strategy priorities.

3b. Five Year Plan Outcomes

The introduction of the Commercial Committee will deliver the following Five-Year Plan outcomes:

- **OUTCOME 3:** In addition to introducing high quality homes, we will introduce high quality public real and open space inside and outside the town centre that will contribute to Slough being the premier location in the south east for businesses of all sizes to locate, start, grow, and stay.
- **OUTCOME 4:** Incorporating new residential properties will contribute to realising the objective of increasing the supply of good quality housing and compliment the Housing Strategy.
- **OUTCOME 5:** Working in a more co-ordinated way will allow SBC to take advantage of commercial opportunities that will arise and/or create the conditions to attract and retain additional world class businesses to Slough.

4 **Other Implications**

a) Financial

No financial implications arise from the recommendations in this report.

Risk Management

Risk	Mitigating action	Opportunities
Legal – competing priorities could create delays.	Where necessary, appoint external solicitors to undertake due diligence and provide comprehensive reports on title, deeds, leases etc, as required.	
Human Rights	No risks identified	
Health and Safety	No risks identified	
Employment Issues	No risks identified	
Equalities Issues	No risks identified	
Community Support – Local residents may not support the strategy – which places greater emphasis on income generation	If required, introduce a Communications Strategy.	
Communications	See above	
Community Safety	No risks identified	
Finance - Abortive costs including legal and survey fees, staff costs, initial feasibility costs	Whilst efforts will be made to reduce abortive costs associated with commercial activity, it is inevitable that the Council will on occasions incur costs on projects that do not proceed.	The Commercial Committee will only agree proposals with sound business cases that take account of risk and return and follow agreed processes
Timetable for Delivery – The existing approach is Strategic Acquisitions is working well – introducing the new Committee could slow down the process and undermine the role of the SAB.	It is proposed that the adopted/streamlined processes and procedures for the SAB are not changed.	
Capacity - the Council does not have the expertise to introduce and deliver the Commercial strategy	The Council already has a significant degree of in-house expertise to deliver commercial functions.	

Governance – Poor performance	Adhere to agreed procedures relating to Strategic Acquisitions, which set out objectives, criteria and delegated authority.	
Performance	No risks identified	

b) Human Rights Act and Other Legal Implications

No implications associated with this report.

c) Equalities Impact Assessment

There are no equalities issues associated with this report.

5. Supporting Information

Background

5.1 At its meeting, in June 2019, Cabinet agreed to the establishment of a new Commercial Committee to implement a Commercial Strategy across the Council and guide the Council’s commercial activity.

5.2 This report seeks formal agreement of the Terms of Reference for the Commercial Committee, attached as Appendix A.

5.3 The first meeting of the Commercial Committee will take place, before the Lead Members’ and Directors’ Meeting in 1 October 2019.

6 Comments of Other Committee

6.1 This report has not been considered by any other committee.

7. Conclusion

7.1 The new Commercial Committee will provide a new vehicle and an enhanced layer of governance from elected members to ensure that the various strands of existing and new commercial activity are considered in co-ordinated manner. Cabinet are requested to agree the Terms of Reference.

8. Appendices

8.1 Appendix A – Proposed Terms of Reference for Commercial Committee

9. Background Papers

17 June 2019 Cabinet Paper – Proposed Commercial Committee

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Appendix 1 Commercial Committee - Proposed Terms of Reference

Purpose of the Committee

To maximise existing and future commercial and business development opportunities within Slough Borough Council.

The Committee will act in accordance with the following principles:

The Guiding Principles:

- G1) Foster a commercial environment, within SBC, where individuals and commercial activities are empowered to challenge perceived ways of working, develop new ideas to increase efficiency, generate income streams and reduce operating costs for SBC.
- G2) Balance commerciality and income generation with social responsibility and financial prudence.
- G3) Provide leadership and oversight of strategy and operational delivery to maximise effectiveness and ensure that the activities of the Council's commercial functions complement the Asset & Estate Management Strategy and Housing Strategy.
- G4) Promote the delivery of regeneration, innovation and growth across all commercial functions.
- G5) Set out clear and achievable strategic objectives for each of Council's commercial functions to make sure they operate in an integrated way which supports the delivery of the Council's wider goals and objectives.
- G6) Promote ambition and innovation so that SBC captures as much income and wealth as possible from the future regeneration of Slough for the benefit of Slough's residents..

The Commercial Committee's remit is as follows:

- 1) Implement a Commercial Strategy and develop an Action Plan that brings together all existing commercial activities including (but not limited to) Slough Urban Renewal (SUR), the Strategic Acquisition Board (SAB), the Council's Housing Companies (including DISH), the proposed Environmental Services Trading Company and other new commercial activities that arise.
- 2) Oversee the 'commercial' strand of the Council's ongoing Transformation Programme to ensure it complies with the Committee's Guiding Principles'.
- 3) Consider business plans and business cases linked to new commercial activities and make recommendations to Cabinet or full Council, as appropriate.

- 4) Monitor and review agreed performance targets from each commercial function and recommend action as required.
- 5) Review proposed land acquisition and/or property investment proposals, taking into account the extent to which the proposition fulfils the Council's policy objectives against a set of agreed criteria.
- 6) Make strategic land acquisition decisions on behalf of the Council in line with processes agreed via the Strategic Acquisition Board (SAB).
- 7) Report acquisitions to Cabinet.
- 8) Oversee the development, and monitor progress, against the Council's 15-year financial plan.

Membership

The meetings will be chaired by The Leader of the Council and will also comprise of three additional Cabinet members, to be appointed by the Leader at the start of the municipal year.

The Committee will be quorate when at least three members are present.

The meetings will be supported by the following officers:

Director of Finance & Resources (Section 151)

Director of Regeneration

Service Lead Finance

Service Lead Housing Development & Contracts

Other officers may attend as required.

Meetings

A minimum of four meetings will be held each municipal year. The meeting will be serviced by the Senior Democratic Services officer and agendas will follow the usual constitutional rules applicable to Council Committees.

Outputs

The Committee will produce a bi-annual report and an annual report each year for consideration by full Council.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th September 2019

CONTACT OFFICER: Savio DeCruz – Service Lead, Major Infrastructure Projects
(For all enquiries) (01753) 875640

WARD(S): Central

PORTFOLIO: Cllr Rob Anderson – Cabinet Member for Transport and Environmental Services

PART I
KEY DECISION**STOKE ROAD CORRIDOR TRANSPORT AND HIGHWAY IMPROVEMENT WORKS, INCLUDING SLOUGH TRAIN STATION NORTHERN FORECOURT PUBLIC REALM IMPROVEMENTS****1 Purpose of Report**

The purpose of this report is to seek:

- Cabinet's approval to progress implementation of Stoke Road Corridor Highway improvement works to provide an enhanced highway transport infrastructure to support the planned regeneration projects to take place.
- Cabinet's approval to progress implementation of the associated public realm improvement works at Northern Forecourt of Slough Train Station;
- Cabinet's approval to progress implementation of associated junction improvements at A4 Wellington St / Wexham Rd;
- Cabinet's approval to progress implementation of the quiet cycle route between Slough Station and the Canal Wharf development, including the potential new canal footbridge.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- a) That the offer of the Berkshire Local Transport Body (BLTB) to provide **£7.65 Million** from the **Local Growth Fund Stream 3** funding towards the cost of the proposed improvement schemes be welcomed;
- b) That the design of the scheme as outlined in paras Section 4, be agreed in principle subject to the development of the designs through the detailed design process;
- c) That Officers proceed to secure the land agreements required to receive the new footbridge span over the Grand Union Canal as indicated on the supporting

information in Section 5; to be carried out in agreement with Canal River Trust and Slough Urban Regeneration (SUR);

- d) That the results of the consultation exercise completed on Friday 1st February 2019 are accepted and the installation of the scheme be approved.
- e) That Officers investigate further opportunities, made possible by implementation of the scheme, to work towards the aims of the recently released Transport Vision document; in particular to reduce congestion, improve air quality by promoting public transport and reducing the dominance of the car as a mode of travel.

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

3a Slough Joint Wellbeing Strategy Priorities

Protecting vulnerable children:

- 1.1. The combination of a reduction in vehicle speeds, high quality resurfacing and the installation of traffic signals provided by the schemes will provide a higher level of road safety for drivers, cyclists and pedestrians.
- 1.2. The scheme will implement new controlled pedestrian crossings at the junction of Wellington Street / Wexham Rd and the junction of Stoke Rd / Elliman Ave / Shaggy Calf Lane, promoting safer ways to cross major roads.

Increasing life expectancy by focusing on inequalities:

- 1.3. Access to Slough station from the north for non-car modes will be improved, allowing residents of the new developments to take advantage of new rail connections such as Crossrail to central and east London and the Western Rail Link to Heathrow Airport, and also allow them to interchange onto bus services to Slough Trading Estate and Heathrow.

Improving mental health and wellbeing:

- 1.4. The scheme will promote a more sustainable alternative to the private car for travelling to and from major employment areas, the town centre and residential communities, by promoting public transport while also improving cycle facilities.
- 1.5. The scheme is in line with Slough Borough Council's Low Emission Strategy (LES) 14 which forms part of the Slough Air Quality Action Plan (AQAP). The LES aims to reduce emissions from road transport, and to improve the borough's air quality, by amongst other measures, promoting modal shift away from cars, and promoting the use of electric vehicles through the use of electric buses and provision of electric vehicle charging points at the proposed Park and Ride site.
- 1.6. Provision of high quality public transport will give people opportunities to reduce their reliance on car use and promote positive behavioural change in personal health through walking to and from rapid transit stops.

- 1.7. A high-quality cycle route between Stoke Wharf (canal basin) south to Slough Station and the town centre will support travel by active modes, especially for short commuter trips in the peak hours and in doing so will limit traffic growth and congestion along this corridor.
- 1.8. The scheme is a continuation of improvements being made by the Council to increase the level of accessibility to, from and around the town for residents, employees and visitors. These will support the regeneration of six major brownfield sites at Stoke Road and improved interchange and parking at Slough station. It will mitigate existing and forecast levels of congestion and make a significant contribution to enabling the creation of new jobs in Slough, which in turn will have a positive effect on the lives of those workers and their families.

Housing:

- 1.9. The scheme links with the SJWS priority of developing a mix of housing to meet existing and future needs and providing more choice for home-seekers. The scheme will help unlock four key developments of over 4000 new housing units in the town centre.

3b Five Year Plan Outcomes

Our people will be healthier and manage their own care needs:

- 1.10. The installation of traffic signals and controlled pedestrian crossings provided by the scheme will provide a higher level of road safety for drivers, cyclists and pedestrians.
- 1.11. Improving public transport services will enable children and young people in Slough to access facilities and organisations that could contribute towards positive life chances. Provision of high quality public transport will encourage more people to manage their own health through reducing their reliance on cars;

Slough will be an attractive place where people choose to live, work and stay:

- 1.12. By improving access to the northern forecourt of Slough train Station and by carrying out public realm improvements in this region, the scheme will complement the station upgrade undertaken in 2012. This will provide enhanced access to Crossrail, Great Western and Western Rail Link to Heathrow services. The redevelopment of the Thames Valley University (TVU) site will include provision for improved links to the station and additional car parking for rail users.
- 1.13. Improving access to the centre of Slough for leisure and shopping as well as work will ensure it remains vibrant, living, and that the cultural facilities are well used.
- 1.14. The scheme will also provide a better alternative to car travel thereby reducing the volume of traffic in Slough and improving the sense of place.

Our residents will live in good quality homes:

- 1.15. The scheme will help facilitate the sustainable development of over 4000 new dwellings supporting regeneration in the town centre.

1.16. Homeowners in areas benefiting from improved air quality and reduced congestion will see an improvement to the quality of their homes.

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

1.17. The council will be in a position to attract and retain more commercial units to support the growth in the town and in so doing increase business rates and job opportunities.

1.18. New interchange facilities, along with new bus stops and bus waiting facilities will also improve access by rail and bus to employment and training opportunities in Slough and the wider TVB sub region.

1.19. The scheme will help maximise accessibility to key employment areas/services by all modes and encourage continued development and investment in Slough. All of these elements will allow Slough to continue to attract investment for future and further growth, and to fund further, much-needed improvements in the transport network and development sites.

4 Other Implications

(a) Financial

The total scheme outturn cost, on which the business case for funding is based, is now estimated as £10.9m, including inflation and risk. The Stoke Road scheme has been through the Capital Strategy Board and is included in the capital programme for the next two years.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal:		
Risk of challenge to land acquisitions.	Council to follow due process and secure full support where required.	
Delay/ failure in achieving Planning Consent.	Public consultation and close working with Ward Members, NAGs, Parish Councils and partners, bearing in mind that the affected land lies within the approved Bath Road Widening Line. On-going dialogue with planning officers to address likely concerns.	
Objections to Traffic Regulation Orders required for elements of the scheme modifying the use of the highway.	Early discussion with stakeholders to resolve issues.	

Property:	No implication	
Human Rights	See below.	
Health and Safety: Road safety hazards during construction	No significant risks, outside of what would normally be expected for a construction scheme of this nature, identified at this stage. Traffic management measures to be utilised to minimise road hazards.	
Employment Issues	No risks identified.	Scheme is expected to generate job opportunities.
Equalities Issues: Compliance with Equality Act 2010	The scheme proposals are an integral part of Slough's LTP3 which was subject to an EIA in 2010.	Greater frequency of bus services will widen accessibility opportunities.
Community Support: Unfavourable response to wider public consultation.	Programme allows for detailed design to be modified where necessary to meet specific objections.	Public consultation offers the opportunity to sell the scheme to residents of the borough.
Communications: Public unaware of proposals	Appropriate consultation to be carried out before the works implemented if necessary. Keep public updated on progress of scheme via Council website.	

Community Safety	No risks identified	
<p>Financial:</p> <p>The capital costs of the scheme increase as a result of factors uncovered at preparatory survey and design stages or unexpectedly high tender prices.</p> <p>Statutory Undertaker diversions cost underestimated</p> <p>Damage to statutory utility apparatus</p>	<p>As detailed site survey information is obtained, there will be further cost reviews as part of the design process. A Comprehensive QRA process will be undertaken as part of the detailed design work. Value engineering to be employed where necessary.</p> <p>Continual liaison with Statutory Undertakers. Value engineering of planned diversions at preliminary design stage.</p> <p>Ensure latest statutory undertakers plans are obtained; undertake trial holes; scan ground prior to excavation. Undertake hand digging where required, in line with NJUG guidelines.</p>	
<p>Project Capacity:</p> <p>Delays during planning stage.</p> <p>Delays in procurement process.</p> <p>Lack of resource within Slough DSO.</p> <p>Delays during construction</p>	<p>Ensure robust scheme and orders presented at planning application and publication. Employ experienced consultant and in house teams to prepare and complete the statutory process, where needed.</p> <p>Programme to allow adequate time for procurement.</p> <p>Discussions underway to install a dedicated DSO team with the relevant skillset to deliver the project</p> <p>Continually review programme to ensure sufficient time allowance made to address potential delays. Constant dialogue with Slough DSO during scheme build. Seek early advice from SBC DSO on buildability issues. Liaison with external bodies to assist in development and acceptance of scheme design.</p>	<p>Dedicated DSO team assembled to deliver this project will be able to deliver future projects in Slough.</p>
<p>Other:</p> <p>Impact on local residents, businesses and the general public in the immediate</p>	<p>Construction Management Plan will be developed to protect their interests by minimising impacts, such as noise, vibration and traffic, during the period of construction</p>	

<p>vicinity of the construction works.</p> <p>Traffic congestion resulting from construction phase.</p> <p>SUR and Town Centre Developments.</p>	<p>Coordinate construction works with other planned highway schemes. Plan construction elements which have most impact on traffic to coincide with school holidays.</p> <p>Ongoing negotiations with SUR and other town centre developers to reduce the further risk of construction programming and other conflict of interest.</p>	<p>Canal Basin Development works to firm up the footbridge location.</p>
--	--	--

(c) Human Rights Act and Other Legal Implications

Legal agreements (BAPA) need to be entered with Network Rail under their GRIP process and with Canal River Trust for the new footbridge over the Grand Union Canal.

Traffic Regulation Orders will be required and these will be subject to normal procedures.

(d) Equalities Impact Assessment

The scheme's elements will support the five key priorities for the Council outlined in Slough's Third Local Transport Plan 2011- 2026 which was the subject of an Equality Impact Assessment (EIA) carried out in 2010. The aims of the scheme are to offer significant improvement to transport routes and public transport that will benefit all equality groups. The SMaRT Business Case has also assessed the specific social and distributional impacts of the scheme and the results were:

- **Severance** - The impact was found to be neutral to equality groups, due to a very small number of roads experiencing an increase and decrease in traffic flows as a result of the proposed scheme;
- **Personal Security** – The scheme is expected to have a neutral impact on security. It will improve the overall reliability of bus services and have a positive impact on personal security as people have a reduced waiting time between buses; and
- **Accessibility** - The impact on vulnerable groups was appraised as slightly beneficial because the scheme demonstrates an improved bus service frequency. Certain protected characteristics (disability, children and young people, older people and women) are more reliant on public transport than others; therefore improving access to public transport is a positive impact from the scheme. The 2011 census revealed that car ownership amongst Slough

residents is lower than the regional average; therefore enhancements to public transport also address this point.

A separate EIA will be conducted on the detailed design proposals as the scheme progresses to identify, and mitigate against, any potential adverse impacts arising during the individual work programmes.

(e) Workforce

The proposed strategy for delivery of the construction phase of the scheme is through the Council's Direct Service Organisation (DSO).

The Council's DSO are increasing their workforce and their capacity to manage designers and subcontractors, in order to deliver the schemes. There will be an increasing move away from consultants and subcontractors to the use of directly employed staff and workforce as we develop our in-house capability.

(f) Property

No Implication.

(g) Carbon Emissions and Energy Costs

An Air Quality Assessment will be undertaken as part of the scheme, with a view to implementing any potential mitigation measures that are deemed necessary.

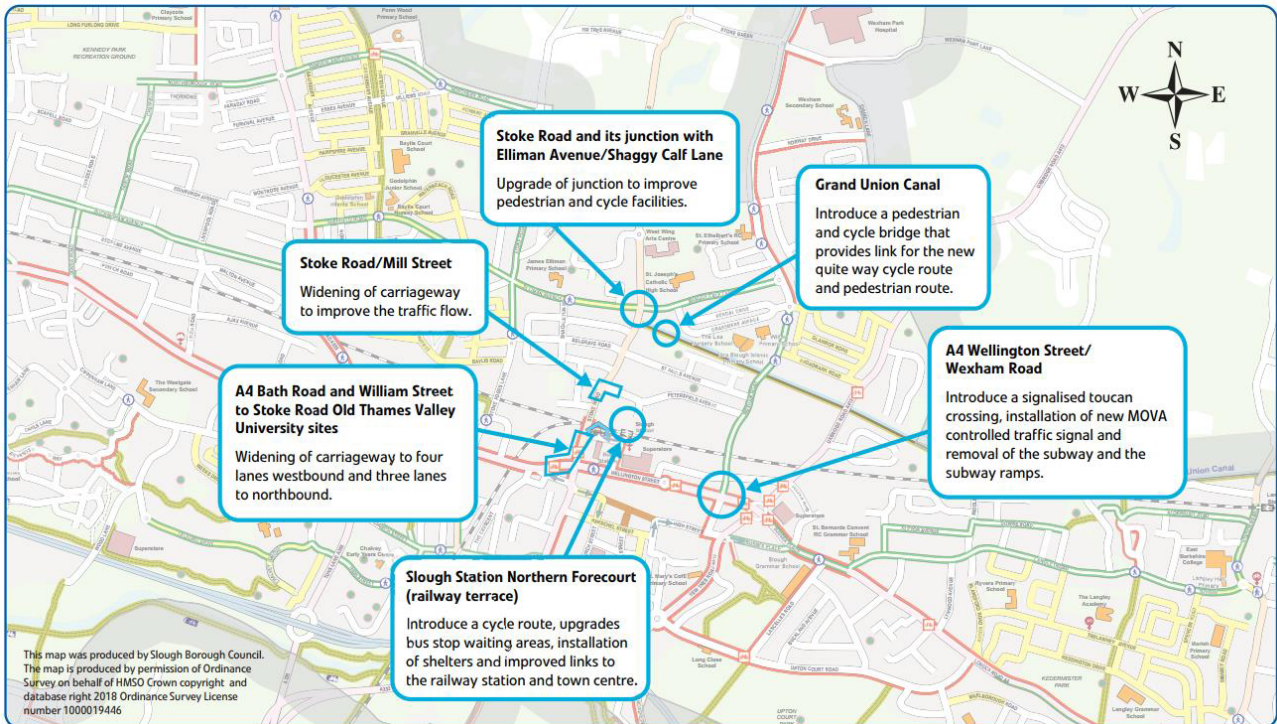
5 **Supporting Information**

5.1. The Transport Vision for the Centre of Slough presents a 20-year journey for the town and a transport-led vision to drive development and regeneration to 2040 and beyond. At the heart of the vision is the creation of a low-car environment, supported by the following ambitions:

- Create a world class town centre 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.
- To bring about net improvements in air quality.

The scheme's elements (as shown in figure 1), delivered together as a whole package, will seek to fulfil the ambitions by transforming the centre of Slough for public transport, pedestrians and cyclists with new routes, for motorists with improved junctions, signalling and access to development sites, businesses using improved interchange facilities and an improved local transport network.

Figure 1: Scheme Location Context



This scheme is based on:

- £3.5 million for Stoke Road Corridor – Please refer to the attached Stoke Road Corridor concept design master plan in Appendix C.
- £3.8 million for Wellington Road / TVU Site Junction - Please refer to the attached Wellington Road / TVU Site Junction in Appendix D.
- £2.1 million for Station Northern Approach - Please refer to the attached Railway Station North Forecourt Concept Design in Appendix E.
- £1.0 million for Canal Basin Footbridge - Please refer to the attached Proposed Canal Footbridge Location Plan in Appendix F.
- £0.5 million for Wexham Road and Wellington Road Junction - Please refer to the attached Wellington Street & Wexham Road Proposed New Junction Layout in Appendix G.

(More described information on the above five elements of the scheme will be provided)

This outturn figure will be subject to any increase in design or construction costs due to unforeseen circumstances.

The BLTB has agreed to fund the scheme through the Local Growth Fund Stream 3. £3.28m has been agreed for year 1 (2019/20), with an additional £4.37m agreed for year 2 (2020/2021).

The remaining funding of £3.25 million will be made available via S106 contributions & Capital borrowing.

The strategy for delivery of the preliminary and detailed design phases of the scheme is via the award of an agreement through the ESPO Consultancy Services Framework (reference 664-17).

5.2. The scheme's elements are fundamental to the delivery of key elements of the Local Plan:

- *Delivering major comprehensive redevelopment within the "Centre of Slough":*
The implementation of a successful scheme will support future regeneration plans for the centre of Slough.
- *Protecting the built and natural environment of Slough including the suburbs:*
The scheme seeks to reduce congestion and make net improvements to air quality. The scheme also aims to make much-needed public realm improvements to the Centre of Slough.

6 **Comments of Other Committees**

None

7 **Conclusion**

7.1. There are clear and significant social and economic benefits to the scheme and it is in best interest of borough residents and society in general to proceed.

7.2. It is recommended that The BLTB offer for Stoke Road Corridor Improvements be accepted.

7.3. In addition to the key recommendations of this report, as laid out in section 2, it is recommended that officers continue, in parallel, the following activities:

- Scheme detailed design in readiness for installation by Slough DSO;
- Utility diversions, where necessary, prior to the main works;
- Continue discussions with Network Rail and Canal River Trust to secure their support and agreement for the Station Northern Forecourt Improvement Works and Construction of new footbridge over the Grand Union Canal.
- Ensure that DSO has the capacity and capability to implement various elements of the scheme.

8 **Appendices Attached**

Appendix A – Stoke Road Area Regeneration – Consultation Leaflet

Appendix B – Consultation Responses

Appendix C – Stoke Road Corridor Concept Design

Appendix D – Wellington Road – TVU Site Junction

Appendix E – Railway Station North Forecourt Concept Design

Appendix F – Proposed Canal Footbridge Location Plan

Appendix G – Wellington Street / Wexham Road Proposed New Junction Layout

Stoke Road Area Regeneration Highway Improvement Works

Consultation



Stoke Road Area Regeneration - Highway Improvement Works

The B416 Stoke Road/William Street corridor serves communities and businesses north of Slough and connects them to the town centre and railway station. It further connects Slough with the communities south of Buckinghamshire. Due to the high traffic volumes along this corridor there has been a considerable journey time delay for commuters.

The proposed scheme aims to deliver a package of measures that will:

- promote sustainable forms of transport along Stoke Road
- provide strategic routes for walking and cycling
- undertake local highway remodelling to provide access to major regeneration sites
- improve links to the railway station and town centre
- reduce congestion around the area by improving traffic flow
- improve journey time reliability for public transport
- improve road safety in the area.

The scheme will benefit commuters travelling to and from Slough and will help enhance Slough's connection to the major transport corridors as well as support regeneration in the area.

The council has been successful in obtaining funding from Thames Valley Berkshire Local Enterprise Partnership to deliver the scheme but before we go ahead with the scheme we want to make sure that residents, businesses and others have the opportunity to have their say.

What are we proposing?

The scheme aims to address congestion, improve journey time reliability, and improve the cycling and walking facilities. In order to do this, the following improvements will be carried out along Stoke Road and on the A4 Wellington Street:

A4 Wellington Street from the south entrance of Old Thames Valley University site to William Street junction:

- Junction improvements including upgraded crossings, new right turn movements from the Old Thames Valley south entrance to High Street Slough.
- Introduction of a new cycle route between the A4 Wellington and Slough station via the Old Thames Valley University site.
- Widening of the carriageway to create a segregated left turn at the Wellington Street junction.

Stoke Road, between Brunel Way and A4 Wellington Street

- Improvements to the bridge façade on Stoke Road, to improve the look and feel of the bridge.
- Junction improvements including upgraded crossings at the Brunel Way junction.

Slough Station Northern Forecourt (Railway Terrace)

- Introduce a quiet cycle route from the Canal Basin to the Slough Station northern forecourt.

- Upgrades to bus stop waiting areas and installation of shelters at main stops.
- Improvements to facilities for bus travel.
- Improved links to the railway station and town centre via public transport.

Stoke Road and its junction with Mill Street

- Widening of carriageway to two lanes westbound and southbound.

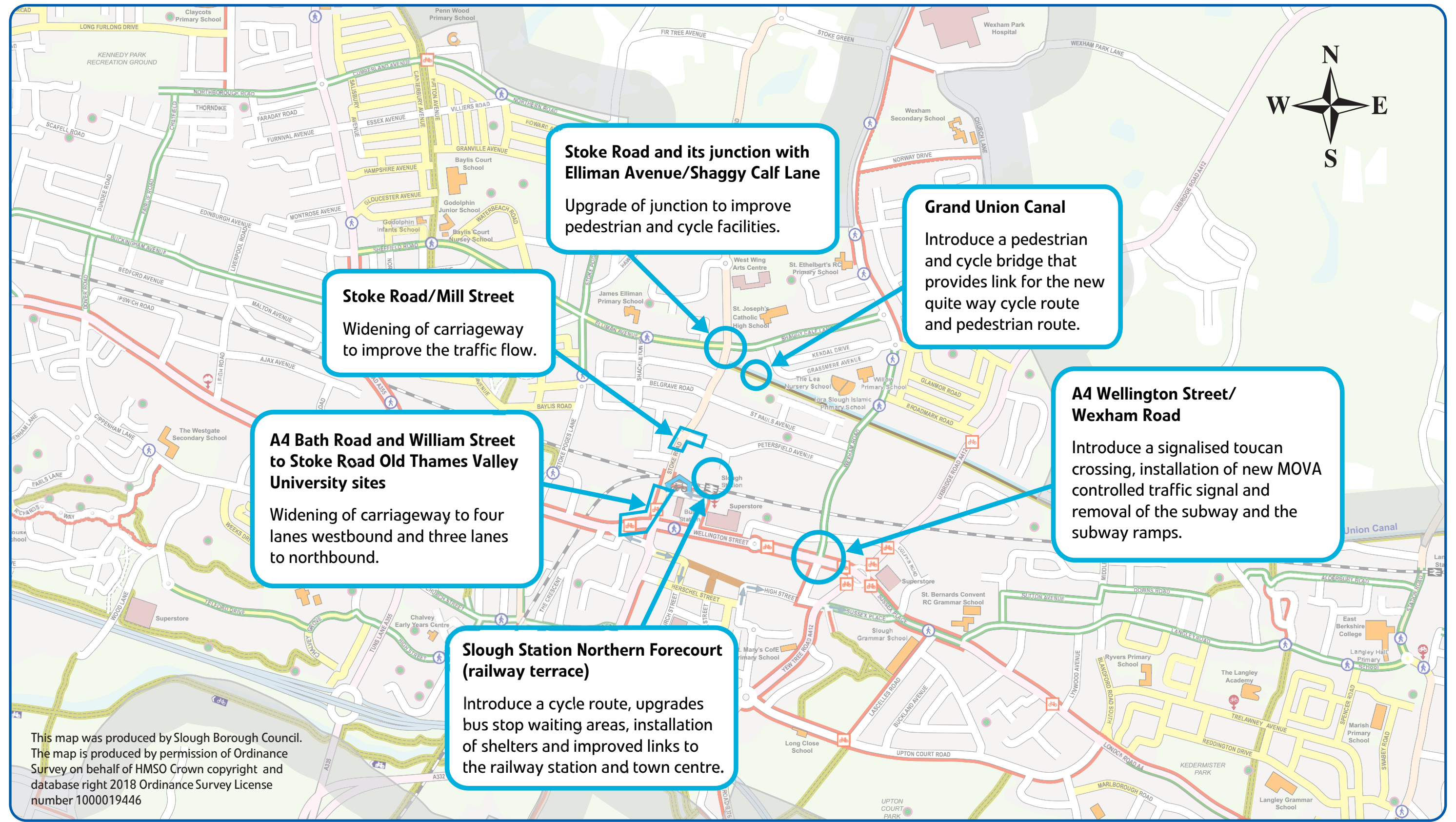
Stoke Road and its junction with Elliman Avenue/Shaggy Calf Lane

- Creation of a pedestrian and cycle bridge over the Grand Union Canal to improve the public access to schools, hospital and Slough Community Stadium.
- Upgrade the traffic signals including installation of pedestrian crossing and MOVA (smart controlled signals at the junction).

A4 Wellington Street and its junction with Wexham Road

- Signalised toucan crossing over Wellington Street.
- New traffic signals including installation of pedestrian crossing and MOVA (smart controlled signals at the junction) to allow a new right turn.
- Improved pedestrian north-south movement.
- Removal of the subway and the subway ramps, to help enhance the street-scene and public safety.

Scheme overview



Page 117

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Give us your views

If you have any questions that you would like to ask about these proposals, please come along to the consultation events that will be held at:

- The Curve, William Street, Slough SL1 1XY
21 January 2019 10:00-18:00
- Holiday Inn Express, London Road, Slough SL3 8QB
22 January 2019 15:00-19:00
- The Curve, William Street, Slough SL1 1XY
23 January 2019 15:00-19:00
- Marriott Hotel, Ditton Road, Slough SL3 8PT
24 January 2019 15:00-19:00

Please return the attached questionnaire using the freepost address provided or complete the online survey at www.slough.gov.uk/consultations.

Alternatively please email us at tfs@slough.gov.uk. **The closing date is Friday 01 February 2019.**



Questionnaire

	Yes	No	Don't know
1. Do you support the proposed junction improvements works on:			
• Stoke Road and its junction with Mill Street	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Stoke Road and its junction with Elliman Avenue/Shaggy Calf Lane	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• A4 Wellington Street and William Street (North west section of the junction)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Old Thames Valley University (TVU Site) A4 Wellington Street entrance and High Street junction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Old Thames Valley University (TVU Site) William Street (Stoke Road) entrances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. To enable a right turn access and reduce journey times, do you support the installation of new MOVA controlled traffic signals on the Wellington Street and its junction with Wexham Road?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you support the road widening from the Old Thames Valley University A4 Wellington Street entrance to its junction with William Street?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you support the widening of the northbound carriageway of the William Street (Stoke Road) from its junction with A4 Wellington Street to three lanes, in order to reduce congestion?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you support the proposed public realm station improvements on the Northern Station forecourt (Railway Terrace) in order to improve access to the Northern part of Slough station?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Do you support the proposed quiet cycle route from the Canal Basin to the Northern Station forecourt (Railway Terrace)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use this space to add any other comments you may have.

Thank you very much for your time.

Fold over with address showing and stick together before posting

TD/6633/18-12-18



Freepost RSGB-CUZZ-EBHJ
Slough Borough Council
Transport & Planning (SMP GFW)
St Martins Place
51 Bath Road
Slough
SL1 3UF

Consultation Responses:

We delivered 550 copies of the consultation leaflets to the residents of the Stoke Road. The below table summarises the results of the consultation:

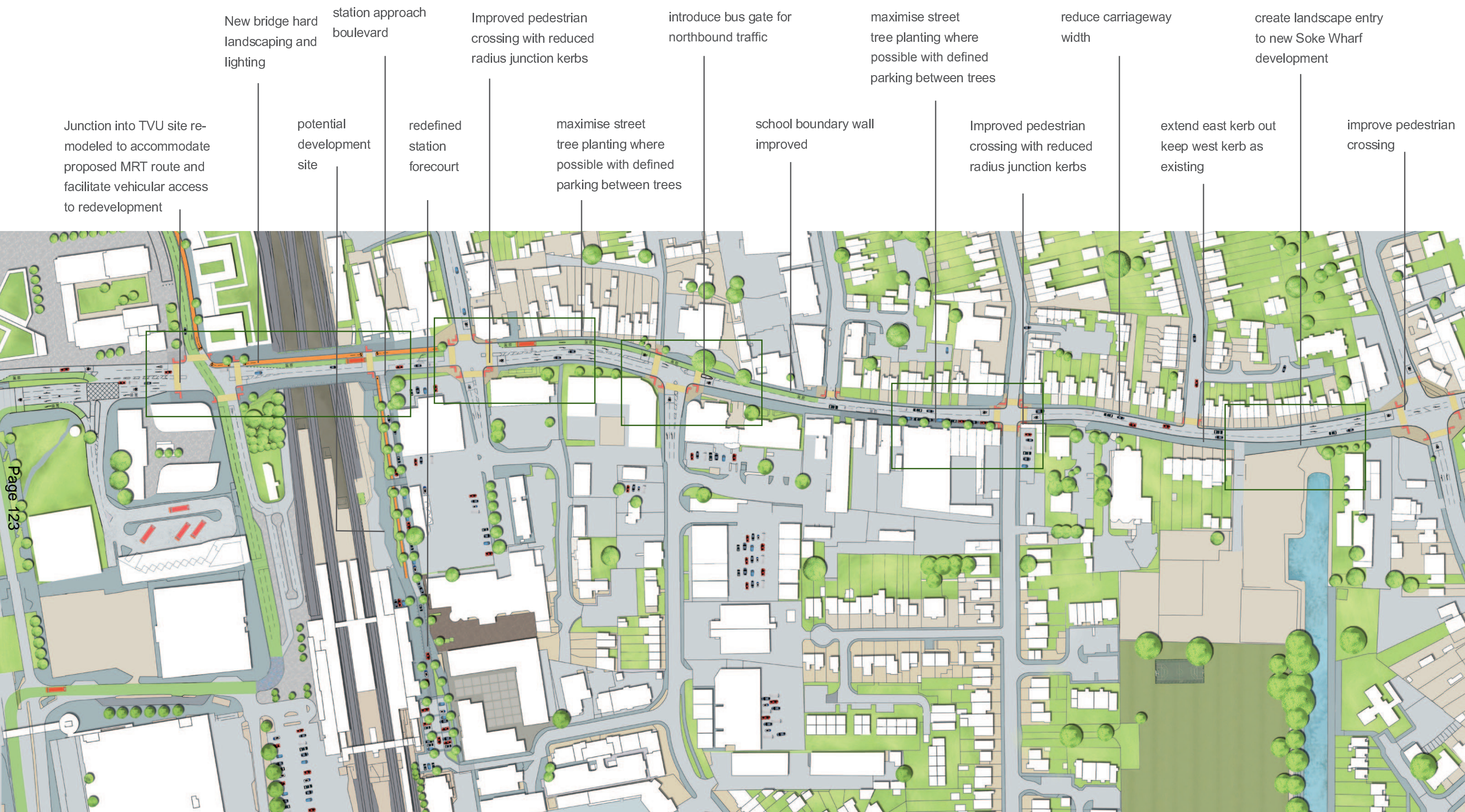
As per table below the results are based on the feedback received from the consultees.

		Yes	No	Don't know	Not answered
Question 1	Do you support the proposed junction Improvement works on - Stoke Road junction with Mill Street? Do you support	58%	32%	10%	
Question 1	the proposed junction Improvement works on -Stoke Road junction with Elliman Ave/Shaggy Calf Lane?	68%	26%	6%	
Question 1	Do you support the proposed junction Improvement works on - A4 Wellington Street and William Street (north west section of junction? Do you support	48%	26%	26%	
Question 1	the proposed junction Improvement works on - Old TVU site A4	58%	21%	21%	

	Wellington street entrance and High St junction? Do you support				
Question 1	the proposed junction Improvement works on? Old TVU site William Street (Stoke Road) entrance?	58%	21%	21%	
Question 2	To enable a right turn access and reduce journey time, do you support the installation of new MOVA controlled traffic signals on the Wellington Road and its junction with Wexham Road?	58%	26%	16%	
Question 3	Do you support the road widening from the old TVU A4 Wellington Street entrance to its junction with William Street? Do you support	47%	42%	11%	
Question 4	the widening of the northbound carriageway of the William Street (Stoke Road) from its junction	63%	32%	5%	

	with A4 Wellington Street to three lanes, in order to reduce congestion? Do you support				
Question 5	the proposed public realm improvements on the Northern Station forecourt (Railway Terrace) in order to improve access to the Northern part of Slough station? Do you support	68%	21%	11%	
Question 6	the proposed quiet cycle route from the Canal basin to the Northern Station forecourt (Railway Terrace)?	79%	21%		

The results of the consultation exercise indicate broad overall support for the scheme.



New bridge hard landscaping and lighting
 station approach boulevard
 Improved pedestrian crossing with reduced radius junction kerbs
 introduce bus gate for northbound traffic
 maximise street tree planting where possible with defined parking between trees
 reduce carriageway width
 create landscape entry to new Soke Wharf development
 Junction into TVU site re-modeled to accommodate proposed MRT route and facilitate vehicular access to redevelopment
 potential development site
 redefined station forecourt
 maximise street tree planting where possible with defined parking between trees
 school boundary wall improved
 Improved pedestrian crossing with reduced radius junction kerbs
 extend east kerb out keep west kerb as existing
 improve pedestrian crossing

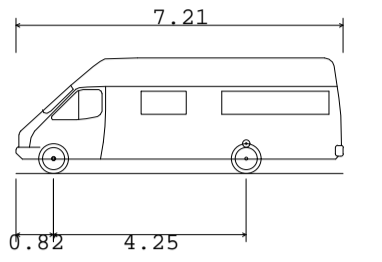
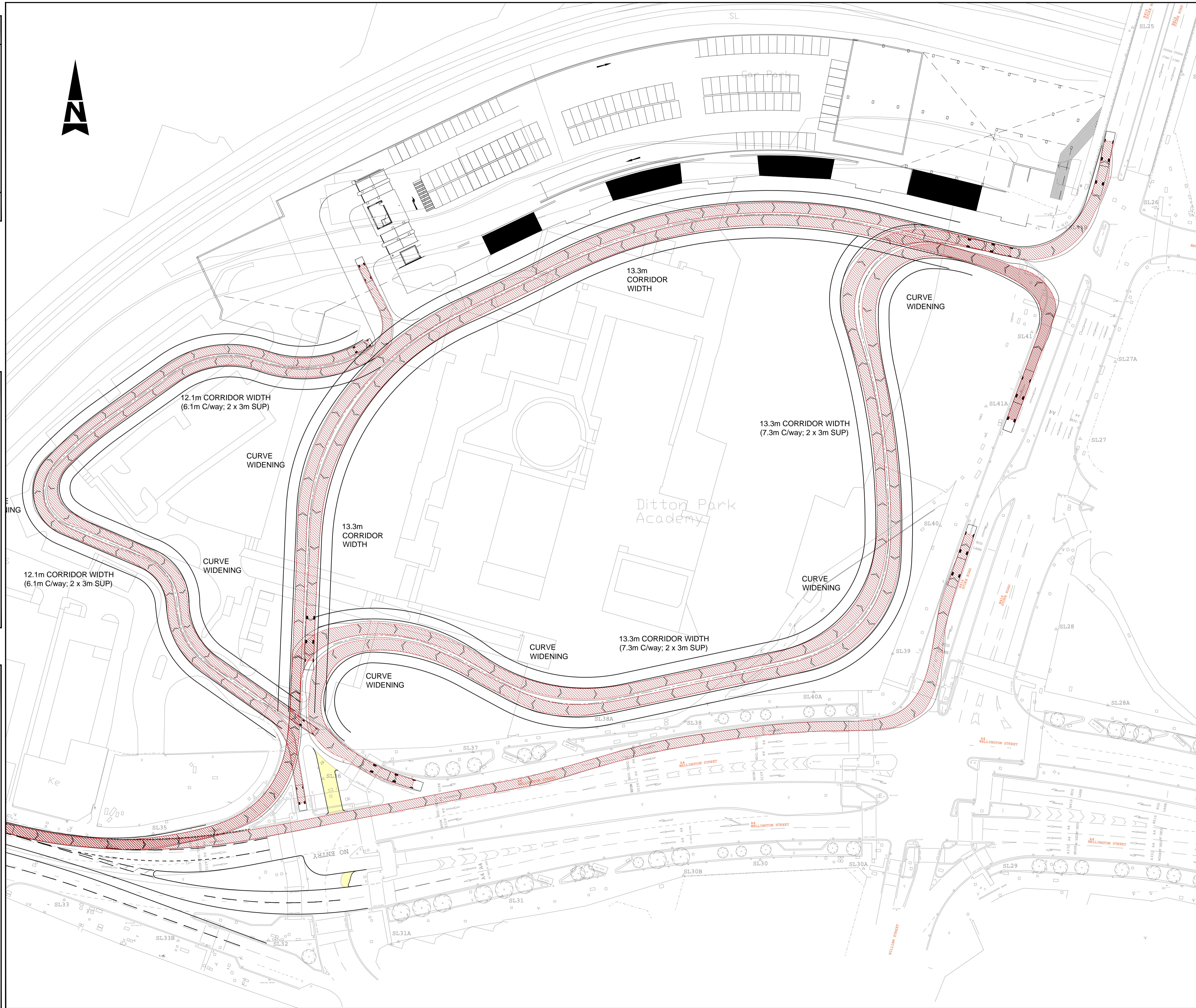
The proposal creates a series of well defined and segregated routes for different road users and pedestrians. Montem Square fronting the ice rink becomes a linked space with a re-designed Salt Hill park entrance, new MRT station and new mixed use accommodation forming a new 'place' within Slough. The A4 is treated as an urban boulevard with planting

used to narrow the perceived space for traffic while connecting the park with the ice rink and school. The elliptical landform forms a distinctive entry event and strong visual connection across the A4. The MRT route can be treated in different ways depending on the chosen transport system type.

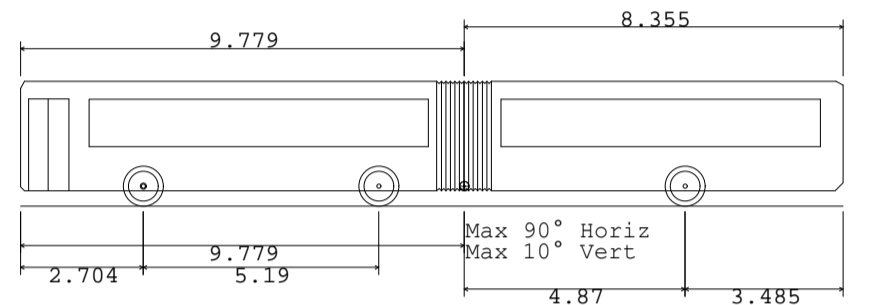
Section 5

STOKE ROAD
BRUNNEL WAY TO SHAGGY CALF LANE





7.5t Panel Van
 Overall Length 7.210m
 Overall Width 2.192m
 Overall Body Height 2.544m
 Min Body Ground Clearance 0.316m
 Track Width 1.865m
 Lock to lock time 4.00s
 Kerb to Kerb Turning Radius 7.400m



Articulated Bus
 Overall Length 18.134m
 Overall Width 2.550m
 Overall Body Height 2.751m
 Min Body Ground Clearance 0.337m
 Track Width 2.500m
 Lock to lock time 6.00s
 Kerb to Kerb Turning Radius 10.140m

SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

IN ALL WORKS DETAILED ON THIS DRAWING, NOTE THE FOLLOWING SIGNIFICANT RESIDUAL RISKS

CONSTRUCTION	NONE
MAINTENANCE/CLEANING	NONE
USE	NONE
DECOMMISSIONING/DEMOLITION	NONE

P1 FOR INFORMATION SEE TITLE BLOCK

Stat	Rev	Purpose of Issue	Date	Auth

P1 FOR INFORMATION SEE TITLE BLOCK

Rev	Description	By	Date	Chk'd	Auth

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 Woodcote Grove
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 Epsom
 Surrey
 KT18 5AL
 Client
 Tel: (01372) 726140
 Fax: (01372) 726140
 www.atkinsglobal.com

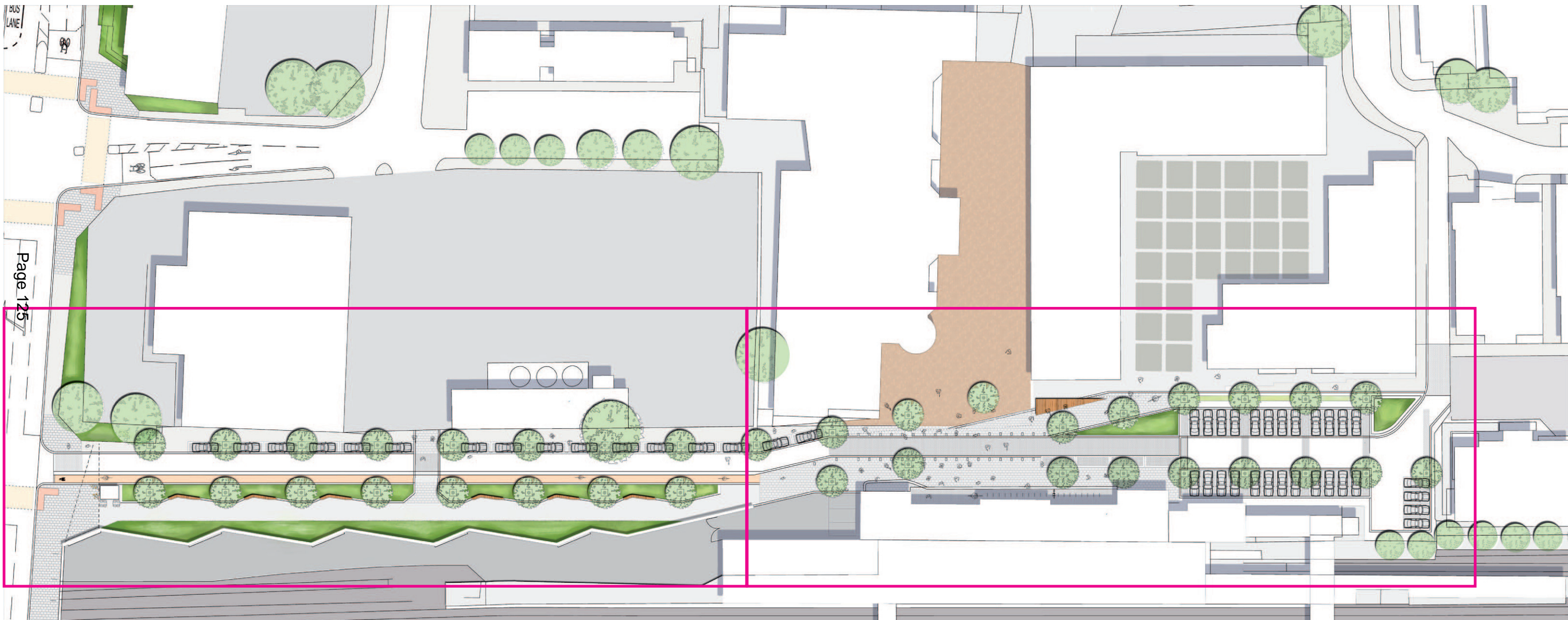


Project
SLOUGH STOKE ROAD

Title
**WELLINGTON ROAD TVU SITE JUNCTION
 GENERAL ARRANGEMENT
 POSSIBLE SITE ROUTES
 SWEEP PATH ANALYSIS**

Sheet Size	Original Scale	Designed/Drawn	Checked	Authorised
A1	As Shown	ANE	CC	CC
		Date: 20/08/19	Date: 20/08/19	Date: 20/08/19

Status	Subtality	Drawing Number	Rev
		SCL-ATK-HGN-TVU-DR-D-0003	P1

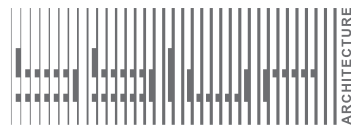


Page 125

Railway Terrace could be a useful and delightful part of the Slough street Network.
BBLUR architecture view

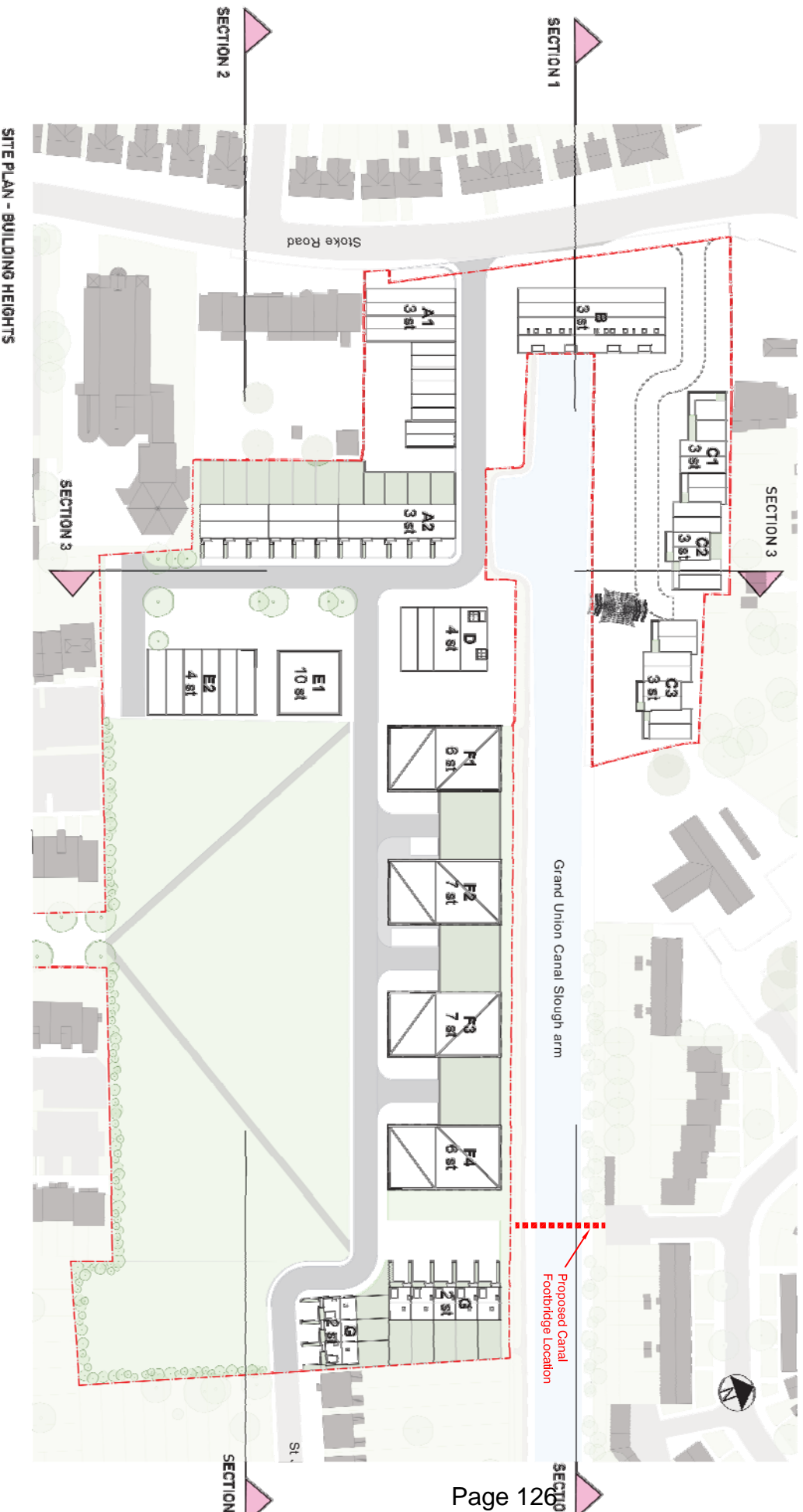
GENERAL ARRANGEMENT

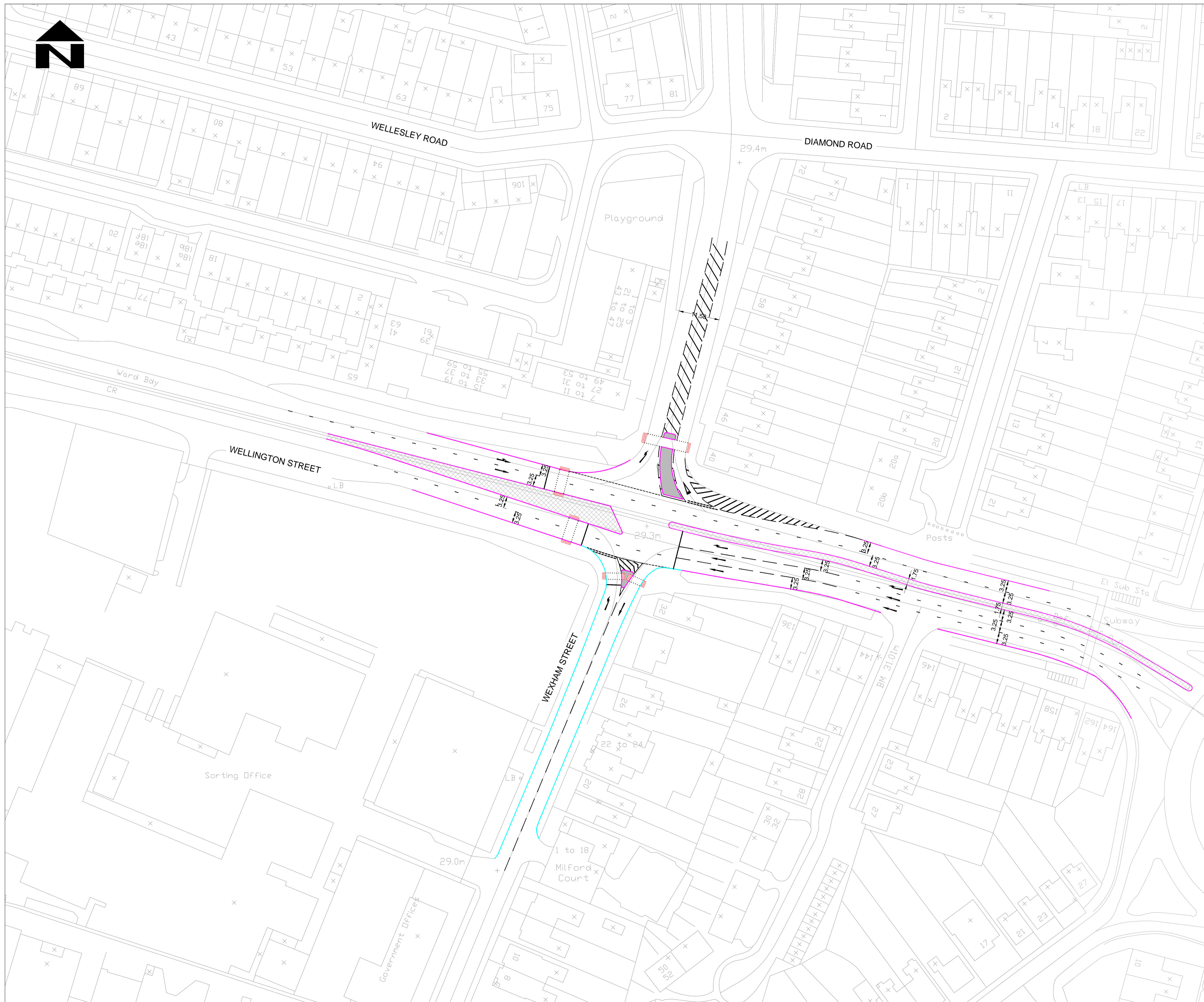
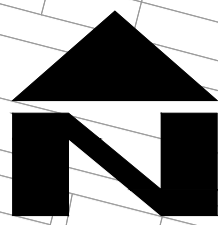
RAILWAY STATION NORTH FORECOURT



4.0 SCHEME PROPOSALS

4.4 EMERGING MASTERPLAN





NOTES

- DO NOT SCALE FROM THIS DRAWING.
- ALL DIMENSIONS ARE IN MILLIMETRES UNLESS OTHERWISE STATED.

KEY

- PROPOSED KERB EDGE
- EXISTING KERB EDGE
- PROPOSED FOOTWAY
- PROPOSED TACTILE FLAG PAVING
- PROPOSED ISLAND

SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

In addition to the hazards/risks normally associated with the types of work detailed on this drawing, note the following significant residual risks (Reference shall also be made to the design hazard log).

Construction
Live traffic
Live utilities, Presence of soil contamination, asbestos, tar and breaking of concrete not known.
Maintenance / Cleaning
None

Use
None

Decommissioning / Demolition
None

P01	TJ/IR	AC		29.06.2017
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First Issue				
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Rev	Drawn / Des	Checked	Approved	Date
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Description				
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Drawing Status		Suitability
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For Information

S2



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Client



Project Title
NATIONAL PRODUCTIVITY AND INFRASTRUCTURE FUND

Drawing Title
WEXHAM ROAD / WELLINGTON STREET

Scale	Designed / Drawn	Checked	Approved	Authorised
1:500	IR/TJ	AC		

Original Size	Date	Date	Date	Date
A1	29.06.2017	29.06.2017		

Drawing Number	Project	Originator	Volume	Job No.
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Location	Type	Role	Number	Revision
				P01



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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16 September 2019

CONTACT OFFICERS: Kassandra Polyzoides, Service Lead Regeneration
Stephen Gibson, Interim Director of Regeneration

(For all enquiries) 01753 875852

WARD(S): Central

PORTFOLIO: Leader of Council and Cabinet Member for Regeneration and Strategy - Cllr Swindlehurst

PART I
NON KEY DECISION

HEART OF SLOUGH - NORTH WEST QUADRANT UPDATE

1 Purpose of Report

- 1.1 Slough Borough Council ("SBC" or "the Council") completed the acquisition of the freehold interest in land owned by the University of West London to assemble the site referred to as the North West Quadrant ("NWQ") in April 2017. The redevelopment of this area will create a mixed-use scheme that will be locally and regionally significant and will be one of the most ambitious and substantial local authority-led regeneration projects in the UK.
- 1.2 In January 2018, Cabinet agreed to the granting of an option to Slough Urban Renewal ("SUR") to redevelop the NWQ with a view to the subsequent disposal and development of the site via a special purpose vehicle subsidiary of SUR.
- 1.3 The purpose of this report is to reaffirm this decision and advise that the NWQ project will now proceed as part of a much broader town centre regeneration strategy that will be aligned to the emerging Transport Vision, the developing Cultural Strategy and the redevelopment of the town centre.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that:

- (a) Significant progress has been made in relation to the delivery of the NWQ and that SUR will present an updated masterplan for approval by March 2020.
- (b) Following a series of positive meetings, the Council has negotiated enhanced commercial terms with SUR for this site, as follows:
 - i. Construction Exclusivity – commercially it is advantageous to the Council to have SUR seek Value for Money through the broadest

range of construction entities particularly with the expertise of high rise residential development and therefore SUR will not require any exclusivity to Morgan Sindall companies;

- ii. Muse expertise and dedicated resources – SUR will appoint their in-house company Muse, who specialise in major regeneration projects similar to the NWQ and they will increase their resources to provide dedicated expertise and leadership of the project;
- iii. Governance – in order to create a bespoke decision making structure, it is appropriate that there is a separation between the day-to-day SUR projects and decision making from the NWQ project. It has been agreed that there will be a dedicated ‘TVU Project Board’, which will be resourced equally from Muse and the Council and directly accountable to the Chief Executive of the Council and the Chief Executive of Morgan Sindall.
- iv. Council Objectives - There are a number of strategically important requirements that the Council have made mandatory to delivering an integrated high quality inclusive development. These include the inclusion of the Network Rail land, adoption of a flexible scheme to accommodate the MRT route and the compliance of affordable housing. SUR have agreed to accommodate all of these objectives;

(c) The proposals for the NWQ will form part of a wider Framework Masterplan for the centre of Slough that will include the redevelopment of the town centre and incorporate the emerging Transport Vision and Cultural Strategy to facilitate and maximise wider social and regenerative benefits for Slough.

(d) As part of negotiations with SUR to refresh the governance arrangements, SUR has agreed to unconditionally release the option for the site at Weekes Drive, which is the catalyst for SBC to bring forward a circa 110 unit affordable housing project.

3. **The Slough Joint Wellbeing Strategy, the Joint Strategic Needs Assessment, and the 5-Year Plan**

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

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

Construction of the scheme will improve local temporary employment opportunities, as well as increasing opportunities for apprenticeships, enabling local people to improve their learning and skills base. The development of offices, retail and leisure facilities will create long-term employment opportunities. Redeveloping the sites will improve the quality of the built environment and the image of the town whilst providing much-needed high quality housing.

The scheme will be designed with on-site management as a key consideration and the site will be constructed in line with current Health and Safety regulations.

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

Working effectively and expediently to procure a development partner, progress planning and deliver this important regeneration scheme will address the Five-Year Plan outcomes through the following:

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

4 **Other Implications**

a) Financial

SUR is a Limited Liability Partnership owned by SBC and Morgan Sindall Investments Limited (“MSIL”). Generating a commercial return for the partners is part of SUR's objectives.

The current working assumption is that the Council will receive a minimum land value which covers all acquisition costs (land payments, stamp duty land tax, acquisition legals etc., demolition costs and net finance holding costs (minimum land value is indexed by 3% per annum from the point of acquisition, less any eligible meanwhile income, until drawn down) in addition, the Council has an option to share in the development profits. The delivery cost of the homes is covered by development sale receipts. Moving forward and taking account of the Council's wider objectives of delivering the Transport Vision and/or increased levels of affordable housing, this assumption could be reviewed.

b) Risk Management

Subject to developing the site via SUR:

Risk	Mitigating action	Opportunities
<p>Legal –</p> <p>The SUR SPV is sued by creditors of the joint venture.</p> <p>Action is brought against the SUR SPV in regards to state aid.</p> <p>SBC is unable to attain</p>	<p>There are clear firewalls between the Council, SUR and its subsidiaries.</p> <p>SBC has sought professional advice in regards to what lending rate needs to be paid by the SUR SPV on the loan to secure the land (as opposed to development finance).</p> <p>SBC shall ensure as far as</p>	<p>SUR is already compliant with EU and UK regulations.</p>

vacant possession of the TVU site.	possible that all existing tenants are in occupation under leases contracted-out of the Landlord and Tenant Act 1954, with a term/break rights to reflect the proposed timetable.	
Property – House prices could fall, resulting in anticipated sales values being unachievable.	Morgan Sindall Group plc are a commercial partner and will ensure all development realised is financially viable and synced to market cycles.	The Council will participate in any growth in value achieved during the construction period, and almost a third of the residential properties are affordable housing which could be funded by the Council's Housing Revenue Account.
Human Rights	No risks identified.	
Health and Safety – workers are harmed or killed during the course of construction, or local residents are harmed accessing the site.	Morgan Sindall Group plc is a national regeneration and construction company with established Health and Safety procedures.	
Risk	Mitigating action	Opportunities
Employment Issues – The size, scale and complexity of this project will greatly increase the workload of existing staff, placing pressure both on this project and "business as usual".	The report highlights the additional staff resources that will be required and recommends that additional internal staff resources are established to specifically deliver this project.	SUR is implementing a local economic benefit programme (SME's, training, apprenticeships etc.) so that the more activity SUR does, the greater the potential benefit in relation to skills training and job creation.
Equalities Issues	No risks identified.	
Community Support	No risks identified.	
Communications	No risks identified.	The development of this long-awaited placemaking development is a positive story that makes the best use of Council assets. The potential exists to promote SUR to highlight how the Joint Venture is helping the Council deliver a range of sites throughout Slough.
Community Safety – local residents/workers harmed during construction.	Morgan Sindall Group plc is part of the Considerate Constructors Scheme (CCS).	
Finance – Exposure to increased risk due to speculative development activities on the private units.	Morgan Sindall Group plc is a top-5 construction and regeneration company quoted on the main London Stock Exchange, with an annual turnover of circa £2.2bn.	SBC loan notes issued to SUR during the construction period will be at circa 7% once the land is drawn down for construction. These returns are separate and in addition to SBC's share in development profits and any

		interest accrued during the holding period.
Finance – The development does not generate a profit or makes a loss.	The Council has taken independent advice on costs and revenue to ensure that the project is viable and will deliver a profit.	Should the sales period be shorter than anticipated, costs will reduce, resulting in an increase in the Council's share of the profit.
Finance – Higher than anticipated construction costs.	The option to SUR will include a minimum land value and SUR (MSIL/SBC) would lose profit if costs are not well-managed.	
Timetable for Delivery – schemes are delayed unnecessarily.	Development risk is managed by SUR through the Development Management team, Construction delay is mitigated through main contracts and supply chain. The Option Agreement contains key milestones for delivery.	All parties are financially incentivised to deliver regeneration and redevelopment to the agreed programme. Using the existing legally-established subsidiary company will ensure expedience in delivery.
Risk	Mitigating action	Opportunities
Governance – Poor performance.	SUR has an established board of directors that are already competently directing the company's business. An NWQ project steering group will be established. This group, which will include up to 3 SBC representatives, will meet on a monthly basis to make sure SBC exerts more influence over the project lifecycle.	Board members are from both the private and public sector, ensuring a balance between commerciality and long-term objectives.
Performance – failure to develop land transferred to subsidiary.	SUR is already developing sites successfully and will be incentivised to perform since the vehicle will be paying SBC interest on the land. The Option Agreement contains key milestones and "key person" mechanisms to deal with performance and the provision of development managers with relevant expertise.	Increasing the number of projects and the resource within SUR will improve its long-term viability and success of delivering the Council's regeneration goals.
SBC Capacity – SBC Officers unable to operate within commercial timescales.	The recent introduction of the Regeneration Directorate will bring together suitably-experienced staff to	

	manage this project without adversely affecting other projects or business as usual.	
<p>Planning & Transport – the acquisition scheme does not achieve planning consent.</p> <p>The current scheme does not adequately secure options for access and egress from the site to avoid impacts on the Heart of Slough junction.</p>	<p>The Council and SUR will use reasonable endeavours to achieve the objective for development of each Phase to adhere to planning policy from time to time, so far as such planning policy applies to delivery of Affordable Housing on the NWQ Site.</p> <p>Transport and Highway service to assist SUR in considering options.</p>	<p>An enhanced scheme with increased density/height could create more homes.</p> <p>Traffic modelling and traffic flow is critical to the success of the town centre.</p>
<p>Oversupply of new housing in Town Centre – the proposed redevelopment of the Observatory and Queensmere shopping Centres and Aberdeen Hexagon would come in conjunction with the NWQ and could lead to an oversupply.</p>	<p>Current and future levels of anticipated housing need, and high proportions of Private Rented Sector (PRS) units, make this unlikely. SUR will phase the provision of all housing types and ensure that the private units are released for sale in accordance with market requirements.</p>	<p>This may result in a substantial redevelopment programme that will introduce a higher quality central retail and restaurant offering, which should be positive for the town centre, Slough Borough, and the viability of the NWQ scheme.</p>

c) Human Rights Act and Other Legal Implications

SUR is a Limited Liability Partnership owned by SBC and Morgan Sindall Investments Limited (“MSIL”). Part of SUR’s objectives is to generate a commercial return for the partners.

On private general fund sites the land value represents the Council’s equity investment into SUR. This equity investment is documented in what is termed a loan note. The loan note, put simply, is a document which records the fact that the Council has loaned money to SUR which is intended to be repaid on the completion and subsequent sale of the development (or of individual phases) . Because the land value represents the Council’s “equity investment” in SUR, the risk of the development and land value remain with the Council. As a result the precise level of capital that will be returned to the Council at the end of the development will depend on whether there are sufficient funds available from the eventual sale of the completed development.

With a project as large and complex as the NWQ, there is a possibility that some phases or elements of the development will be forward-funded by third parties, in which case those parties might pay land value to the Council at an earlier stage than sale of the completed development, mitigating the above Council development and sale risk, although this depends on the nature and terms of such forward-funded deals which may be achievable with such third parties.

d) Equalities Impact Assessment

There are no equalities issues associated with this report.

e) Property Issues

See section 5 below.

5. **Supporting Information**

- 5.1 The Former Thames Valley University (“TVU”) Campus and the car park owned by the Council on the axis of Wellington Street/Stoke Road are known collectively as the North West Quadrant (“NWQ”) within the Heart of Slough Strategy. The site was acquired in April 2017, following a period of concentrated assistance from SUR.
- 5.2 The NWQ presents a unique opportunity for Slough and is an example of the drive, ambition, innovation and creativity within SBC. This site will be an exemplar example of Place Shaping and will be a fundamental component of the future town centre. In addition to providing over 1,000 new apartments, it will provide circa 250,000 square feet of Grade A office space and 40,000 square feet of retail/leisure space. The expectation is that it will be the catalyst for the delivery of the Transport Vision, create over 2,000 jobs and provide a range of leisure/cultural uses. It therefore creates the opportunity to roll-out a range of social, financial and economic development based outputs and outcomes that are closely tied to the 5 Year Plan.
- 5.3 Following approval by Cabinet, the Council entered into negotiations to grant an option and develop the site via SUR. However, due to the size, scale and complexity of this long-term and multi-phased project, officers have negotiated variations to the Partnership Agreement (between SBC and Morgan Sindall Investments Limited – “MSIL”) and the option to be granted for this project. This approach will reduce risk for SBC and ensure greater control throughout the development cycle to realise the Council’s priorities.
- 5.4 The proposal to reaffirm that an option is granted in favour of SUR is supported by the Council’s advisors. When last reported, it was noted that in addition to offering significant long-term value to SBC, they supported on the basis that:
- SBC have significant controls – which will be used;
 - SBC can secure profit shares;
 - SBC have an existing working relationship with SUR;
 - SUR have completed significant due diligence; and
 - SUR has acknowledged the need for additional expert regeneration skills.
- 5.5 Following a series of meetings with Morgan Sindall (the Topco for MSIL) in 2019, the proposed deal structure for has changed. In addition to the above, the most material betterments for SBC are that Morgan Sindall/SUR have agreed that:
- The current construction exclusivity enjoyed via the Partnership Agreement will be relaxed for the NWQ project.
 - The Council’s Transport Vision will be embedded into the design and layout for the NWQ;
 - The scheme proposals will take account of the evolving Framework Masterplan that is being developed between SBC and British Land, which

means that the design, uses and objectives of the NWQ and town centre proposals will genuinely complement each other.

- Improved governance arrangements should be introduced.

- 5.6 On the basis of the above and subject to the financial appraisal, the Council's external Development Advisor has confirmed that the development of the NWQ via SUR and led by Muse, will offer an industry-leading team with expertise of in delivering comparable projects. At the same time, SBC will benefit from the advantageous terms and conditions of the SUR structure (which have been n further improved with the release of construction exclusivity). As the process if based on an open book calculation of land value, this approach ensures that the Council will secure best consideration and have flexibility to decide it's level of involvement (risk, resources, capital) on a phase by phase basis.
- 5.7 The expectation is that SBC will formally grant the option before the end of October 2019. Based on this timescale, an updated masterplan will be submitted for Cabinet for approval by March 2020. Subject to Cabinet approval, SUR will submit the planning application for the NWQ will by early 2021.
- 5.8 As part of the negotiations with Morgan Sindall/SUR, it has been agreed that SUR will unconditionally release the option granted by SBC for land at Weekes Drive. This positive decision by SUR represents their desire to work collaboratively with SBC to accelerate the delivery of affordable housing in Slough since it will allow the Council to promote a Council-led affordable housing scheme.

6 **Comments of other Committees**

None.

7. **Conclusions**

- 7.1 This report provides a positive update to Cabinet. Making the special assumption that the legal agreements will be signed on or before November 2019, it advises that Cabinet can expect a report by March 2020 that seeks approval to proceed on the basis of an updated masterplan.
- 7.2 The proposals have evolved since January 2018. The updated masterplan will take account of exciting developments including the proposed MRT scheme and proposals for the town centre.
- 7.3 Most importantly, the proposals will realise the Council's objective of creating a mixed-use scheme which represents a statement of quality and confidence in the town centre.

8 **Appendices**

- 8.1 None

9 **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th September 2019

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

WARD(S): All

PORTFOLIO: Leader, Regeneration & Strategy – Councillor Swindlehurst

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be endorsed.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

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

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

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

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

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Current Notification of Decisions – published 16th August 2019

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 SEPTEMBER 2019 TO 30 NOVEMBER 2019

Date of Publication: 16th August 2019

Note: This Notice is an update to that published on 2nd August 2019

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

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

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

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

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

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader – Governance & Customer Services | Councillor Hussain |
| • Transport & Environmental Services | Councillor Anderson |
| • Inclusive Growth & Skills | Councillor Carter |
| • Planning & Regulation | Councillor Mann |
| • Housing & Community Safety | Councillor Nazir |
| • Health & Wellbeing | Councillor Pantelic |
| • Children & Schools | Councillor Sadiq |

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

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Are there exceptions to the above arrangements?

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

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

Cabinet (Special) - 2nd September 2019

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Heathrow Airport Expansion Consultation</u></p> <p>To consider and agree the Council's response to Heathrow Airport's consultation on its future expansion.</p>	R&S	All	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None		

Cabinet - 16th September 2019

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Revenue Financial Update Q1 2019/20</u></p> <p>To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	O&S	None		
<p><u>Capital Financial Update Q1 2019/20</u></p> <p>To receive an update on the capital programme for the first quarter of the year.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	O&S	None		
<p><u>Medium Term Financial Strategy Update</u></p> <p>To consider an update on the Council's Medium Term Financial Strategy and financial planning assumptions.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Transformation, T&E = Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Performance & Projects Report Q1 2019/20</u> To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2018/19.	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	O&S	None		
<u>Localities Strategy Update</u> Further to the Cabinet decisions of 25 th February 2019, to receive an update, and take any necessary decisions, on the implementation of the Localities Strategy.	R&S	All	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None		Yes, p3 LGA
<u>Chalvey 'Extra Care' Housing Scheme</u> To seek approval to proceed with the development of 60 'Extra Care' homes in Chalvey, funding, future options and authority to procure and appoint from specialist framework.	H&C	Chalvey	Housing and Improving Mental Health & Wellbeing	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None	√	Yes, p3 LGA
<u>Disposal of Car Park, Sheehy Way, Slough</u> To consider a report on the options for the Car Park, Sheehy Way, Slough including potential disposal.	R&S	Wexham Lea	Housing	Stuart Aislabie, Principal Asset Manager Tel: 01753 477226	-	None	√	Yes, p3 LGA
<u>Stoke Road Area Regeneration Scheme</u> To consider a report on the Stoke Road Area Regeneration Scheme which comprises sustainable transport infrastructure and highway works to support the regeneration of the area.	T&E	All	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None		

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<p><u>Commercial Sub-Committee Terms of Reference</u></p> <p>Further to the decision in June 2019 to establish a Commercial Sub-Committee of the Cabinet, to consider a further report on the terms of reference and other matters.</p>	R&S	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None	√	Yes, p3 LGA
<p><u>Slough Urban Renewal / TVU Site Update</u></p> <p>To receive an update on the progress, of and take any necessary decisions, on key Slough Urban Renewal projects including the Thames Valley University site scheme.</p>	R&S	All	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<p><u>Housing Development Programme and DISH</u></p> <p>To seek approval to proceed with the housing development programme and outline future options for estate rationalisation masterplan reviews; and the future operational structure of DISH.</p> <p><i>Note: This report may be split into two separate and may be considered for approval by the Commercial Sub-Committee rather than Cabinet.</i></p>	H&C R&S	All	Housing; Protecting Vulnerable Children; Improving Mental Health & Wellbeing	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436		None	√	
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	G&C	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
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Cabinet - 14th October 2019

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Treasury Management Annual Report</u> To receive an annual report summarising treasury management activity in 2019/20.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<u>Cycle Hire and Hub Schemes Update</u> To consider an update on the future of the cycle hire and hub schemes.	T&E	All	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None		
<u>References from Overview & Scrutiny</u> <i>To consider and references from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Transformation, T&E = Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

Cabinet - 18th November 2019

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Financial Update, Revenue - Quarter 2 2019/20</u></p> <p>To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	
<p><u>Financial Update, Capital - Quarter 2 2019/20</u></p> <p>To receive an update on the capital programme for the second quarter of the year.</p>	R&S	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	
<p><u>Community Investment Fund 2019/20 Update and Cabinet Allocation</u></p> <p>To receive an update on the delivery of the 2019/20 Community Investment Fund and consider proposals for utilising the remaining Cabinet allocation.</p>	G&C	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

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