

Date of issue: Friday, 6 December 2019

MEETING:	CABINET Councillor Swindlehurst Councillor Akram Councillor Anderson Councillor Bains Councillor Carter Councillor Mann Councillor Nazir Councillor Pantelic	Leader of the Council and Cabinet Member for Regeneration & Strategy Deputy Leader of the Council and Cabinet Member for Governance & Customer Services Sustainable Transport & Environmental Services Inclusive Growth & Skills Children & Schools Planning & Regulation Housing & Community Safety Health & Wellbeing
DATE AND TIME:	MONDAY, 16TH DECEMBER, 2019 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL	
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 18th November 2019	1 - 8	-
3.	Performance & Projects Report Q2 2019/20	9 - 58	All
4.	Council Taxbases 2020/21	To Follow	All
5.	Medium Term Financial Strategy (2020/21 to 2022/23) and Initial 2020/21 Budget Considerations	59 - 72	All
6.	The Transfer of Relevant Adoption Services from the Trust to a Regional Adoption Agency	73 - 82	All
7.	Tower & Ashbourne Houses Redevelopment	83 - 140	Chalvey
8.	Procurement of Community Mental Health Accommodation Services	To Follow	All
9.	Amendment to Temporary Accommodation and Private Sector Placement Policy	141 - 148	All
10.	References from Overview & Scrutiny	To Follow	-
11.	Notification of Forthcoming Decisions	149 - 162	All
12.	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			
13.	Part II Minutes - 18th November 2019	163 - 164	-
14.	Tower & Ashbourne Houses Redevelopment - Appendices	165 - 222	Chalvey

15.	Update on the Financial Position at Slough Children's Services Trust	223 - 228	All
16.	Nova House - Update on Progress	229 - 236	Central
17.	Compulsory Purchase Order: Acquisition of 6 Carlisle Road, SL1 3DG	237 - 250	All

Press and Public

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

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 18th November, 2019.

Present:- Councillors Swindlehurst (Chair), Akram (Vice-Chair), Anderson, Carter, Mann, Nazir and Pantelic.

Also present under Rule 30:- Councillors Gahir, Hulme, Smith, Strutton and Wright.

Apologies for Absence:- Councillor Bains.

PART 1

56. Declarations of Interest

Items 8 and 14 (Minutes 63 and 69): Tower House & Ashbourne House Development – Councillor Nazir declared a personal interest in that the single remaining leaseholder was known to him. He remained in the meeting and voted.

57. Minutes of the Meeting held on 14th October 2019

Resolved – That the minutes of the meeting of the Cabinet held on 14th October 2019 be approved as a correct record.

58. Revenue Financial Budget Monitoring Report - 2019-20 (Quarter 2 April to September 2019)

The Service Lead Finance introduced a report that updated on the financial position of the Council's revenue account to September 2019, which was the second quarter of the 2019/20 financial year.

The forecast year end position for Council run services was an overspend of £0.193m (0.18%) of the revenue budget. This was an improvement on the position at the end of the first quarter despite increasing pressures on the Council. However, when the forecast financial position of Slough Children's Services Trust (SCST) was included the forecast overspend was £7.03m of which £6.8m was due to the Trust. This was a reduction of £2.6m since the previous quarter and the work to review expenditure, identify in year savings and ensure strong financial controls were in place was explained. The detailed position for each directorate was summarised and noted. The Housing Revenue Account was on track to deliver the planned net deficit budget of £2.87m.

Lead Members recognised the work undertaken to control the Council's own budget and noted that the discussions with SCST and the Department for Education continued to address the issues with the Trust's financial position. The Cabinet considered and approved the virement and write off requests as set out in sections 9 and 10 of the report.

Resolved –

- (a) That the reported underlying financial position of the Council, including the Slough Children's Services Trust (SCST), as at the second quarter of the year be noted;
- (b) That the management actions being undertaken by officers, and the progress made to date, to reduce the budget pressures be noted;
- (c) That the potential impact on the Council's general reserves and associated implications for the Council based on the latest financial projections, be noted;
- (d) That the virements and write offs as requested in Section 9 and 10 be approved.

59. Capital Monitoring Report at 30th September 2019

The Service Lead Finance introduced a report that provided a summary of spend against capital budgets for the 2019/20 financial year to the end of September 2019.

The total revised capital budget for 2019/20 was £213m of which £94m had been spent by the end of the second quarter. This was 44% of the revised budget and the programme was on track to spend 95% by the end of the year. The forecast underspend of 5% was a significant improvement on previous years and Members welcomed the fact that the range of projects in the capital programme would be delivered. The report was noted.

Resolved – That the report be noted.

60. Community Investment Fund

The Director of Finance & Resources introduced a report that sought approval for changes to the process for the co-ordination, monitoring and delivery of projects funded through the Community Investment Fund (CIF).

The fund was introduced to give ward councillors the opportunity to directly impact on their communities by investing in relatively small projects that would have a positive impact in their wards. The proposed changes of the process were designed to improve stability and consistency with one individual officer taking responsibility to strengthen the management of the fund and communicate with councillors. Reporting arrangements would also be improved with quarterly updates to the Capital Monitoring Board. It was proposed that projects requiring significant design or engineering be submitted by Members by 31st August each year to provide a realistic delivery timescale by the end of the year. All other projects would need to be submitted by 31st January.

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The Cabinet welcomed the proposed changes and agreed that they be implemented from 1st April 2020. Members emphasised the importance of clearly communicating the new processes with ward councillors prior to the implementation of the changes. It was noted that the pause on CIF revenue funding in the current year remained in place due to the pressures on the revenue budget caused by the Slough Children's Services Trust overspend.

Resolved – That the following changes to the Community Investment Fund be approved:

- a) A single officer would be responsible for the end to end management of the Community Investment Fund process with authority to approve/reject applications and control and report on the status of each project.
- b) Reports would be submitted to the Capital Monitoring Board, on a quarterly basis, on the spending of the fund and the amount remaining.
- c) Projects requiring specialist design, engineering input and/or planning permission/consultation need to be submitted by 31 August; other projects needed to be submitted by 31 January. To support this information would go out to all Ward Councillors about the launch of each year's fund giving them all the information they would need about criteria, timetable and how to apply.
- d) Cabinet noted that work to assess financial liabilities on the Council as a result of budget pressures was ongoing and as a result the pause on revenue allocations remained in place.

61. Town Centre Regeneration Report

The Leader of the Council, Interim Director of Regeneration and Service Lead Regeneration gave a comprehensive presentation that updated on the regeneration of the town centre.

The update included the Interim Planning Framework and the wide range of commercial, industrial, leisure, residential, infrastructure and retail projects planned and underway. Taken together, the projects represented more than £3bn of mixed-use development in the 'Square Mile' of central Slough in the next ten years. It was noted that a separate report on the transport and parking strategy for the centre of Slough would be considered by Cabinet in the next few months to take forward the Transport Vision agreed in February 2020. The 'Square Mile' in the centre of the town was envisaged to accommodate between 7,500 to 9,000 new homes on sites including the former Thames Valley University site, Horlicks, Stoke Wharf and Akzo Nobel. In relation to the TVU/North West Quadrant site, it was noted that the Council would enter into an Option Agreement to North West Quadrant LLP, a subsidiary of Slough Urban Renewal managed by Muse in November 2019 to

develop the detailed masterplan. The Cabinet welcomed this positive further step given the strong track record Muse had in very successful urban regeneration schemes. The masterplan for this site was due to be considered by Cabinet in the second quarter of 2020.

The Interim Planning Framework also included plans for a new business quarter in the town centre and the emerging proposals the owners had for the redevelopment of the Queensmere and Observatory shopping centres. The majority of the development was likely to be workspace-led with a new Central Business District to create the jobs and economic activity required to support a wide range of town centre activity. It was noted that retail would still form an important part of the proposals but the footprint was likely to be reduced to be in the range of 250,000 to 500,000 sqft. The Council was in the process of establishing a steering group with British Land to support the further development of the proposals. The proposed timescale for the development was that a masterplan would be produced in the first half of 2020 and would be followed by public consultation.

The Cabinet welcomed the ambitious scale of the proposed regeneration which together represented one of the largest in the UK. The importance of aligning and co-ordinating the various schemes as far as possible was emphasised as was the need to progress the transport and parking strategy. Members commented that the major changes in the retail landscape in recent years would provide an opportunity to design and develop a vibrant, mixed use town centre that was 'fit for the future'. The Council would have a key role in bringing forward development on its own sites, to add to the hotels development and The Curve; to work positively with developers to enable other schemes and crucially to play a place-shaping role.

Lead Members discussed a wide range of issues including the contribution the regeneration would make to meeting the town's housing need, including affordable housing; the potential impact of the delay to Crossrail services; the provision of the much needed market leading hotels which were under construction; and the importance of high quality design as demonstrated by the developers of the Horlicks site. The Cabinet expressed some frustration that the owners plans to redevelop Queensmere and Observatory shopping centres had not come forward as quickly as had been anticipated in recent years but the Council was ready to work positively with British Land and the owners to bring forward the scheme and align it with the wider town centre strategy.

Speaking under Rule 30, Councillor Strutton commented on a number of aspects of the regeneration proposals including the importance of free digital communications infrastructure in the town centre and access and car parking issues for vulnerable people including those with disabilities and carers. The transport and parking strategy was being developed and would be considered in due course. The Cabinet had already agreed the recommendations of the disability task and finish group and the commitment to make Slough a disability friendly town would be included in town centre regeneration plans. Councillor Hulme commented on the importance of ensuring genuinely

affordable housing was provided as part of the redevelopment and asked about the future plan for the Adelphi. It was noted that the current tenants lease had a further 18 months to run and the Council would use this time to develop plans which would positively contribute to the culture and leisure offer in the town centre. Councillor Smith also addressed the Cabinet under Rule 30 and expressed concern about the apparent significant change of strategy from retail to office in the Observatory and Queensmere redevelopment. It was responded that the Interim Planning Framework for the town centre set out the rationale and evidence for the strategic approach being taken and this had already been approved by the Planning Committee.

At the conclusion of the discussion the Cabinet noted the presentation. An update would also be provided to full Council on 26th November 2019. The Cabinet would consider the recommendations in the Part II report later in the meeting.

Resolved –

- (a) That it be noted that subject to planning, over £3b of mixed-use development was likely to complete in the “square mile” of central Slough defined in section 5.3 of the report within a period of 10 years.
- (b) That it be noted that the option in favour of SUR to redevelop the North West Quadrant had been signed in November 2019 and that a planning application for a mixed use scheme comprising residential, commercial, retail, food and beverage, entertainment and cultural uses would be submitted in 2020.
- (c) That it be noted that British Land was proposing the comprehensive redevelopment of the Queensmere and Observatory shopping centres and was reporting that public consultation would commence in quarter two 2020, with a planning application being submitted in spring 2021 for a scheme comprising three phases of mixed-use development.
- (d) That the activities that have been undertaken to deliver the town centre Clean, Safe and Vibrant programme since August 2018 (as set out in Appendix One to the report) be noted.
- (e) That it be agreed that additional technical/specialist resources would be required to deliver the Council’s regeneration aspirations within the square mile and that delegated authority be given to the interim Director of Regeneration following consultation with the Director of Finance & Resources and Leader to establish and finance the additional resources required.
- (f) That recommendations 7.1 - 7.5 as set out in Confidential Appendix Two be approved.
- (g) That the next Town Centre Regeneration Progress Report be presented to Cabinet in January 2020.

62. Urban Tree Challenge Fund

The Lead Member for Sustainable Transport and Environmental Services introduced a report that proposed providing £521,945.02 from general capital funding to match the £501,409.16 grant from the Urban Tree Challenge Fund. The funding would see the planting of 1,200 standard and small trees and 6,000 whips at 31 different locations across Slough in the next 18 months.

The Council's successful bid to the Urban Tree Challenge Fund would continue the positive work to plant new trees in the Borough, including the 550 as part of the Mayoral initiative in 2018/19. Members asked how the sites had been selected and it was noted this had been done based on consultations with officers and Members and the eligibility criteria for the fund. The funding included resource to maintain planted trees and the Lead Member commented that there would be engagement with residents so that they could help maintain those planted in their communities.

At the conclusion of the discussion, the recommendation was agreed.

Resolved – That the re-profiling of the capital schemes in year be agreed to release £521,954.02 to enable the Council to comply with match funding conditions of the Urban Tree Challenge Fund and thus receive from the Forestry Commission a grant of £501,409.16 (51% SBC for 49% FC).

63. Development at Tower House and Ashbourne House

The Service Lead Housing Development and Contracts introduced a report that proposed a series of recommendations to progress towards the use of compulsory purchase powers to secure the single remaining leasehold in Ashbourne House to move forward with the redevelopment to provide 193 affordable new homes.

The Cabinet noted the background, legal implications and history of engagement with the single remaining leaseholder that had refused to transfer their interest to the Council. If the recommendations were agreed, the relevant legal processes and public notices of the intention to appropriate would be progressed, with a further report to Cabinet in December 2019. It was proposed and agreed that the relevant resolutions be implemented urgently to advertise the required notices at the earliest opportunity.

Lead Members considered and noted the Part II appendix without disclosing any of the exempt information. The Cabinet had previously agreed the use of compulsory purchase powers in principle and sought, and was given, assurance that the Council had engaged with and made reasonable offers to the remaining leaseholder to seek to resolve the matter without the need to use such powers. It was recognised that the appropriate processes needed to be followed, and the Cabinet agreed that the wider public benefits of redeveloping the site to provide the new affordable homes justified approving the recommendations as set out in the report.

Resolved –

- (a) That the draft Order Map and Schedule appended to the report be approved;
- (b) That the progress of the planning application for the Scheme (planning application reference S/00020/5) be noted and that it be confirmed that the planning purposes underpinning the CPO were to facilitate the development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme as further described in the Supporting Information to the report;
- (c) That it be acknowledged that the delivery of the Scheme would encompass works upon or use of the Order Land which may infringe upon third party rights, in respect of which section 203 of the Housing and Planning Act 2016 may be required to authorise the overriding of such rights, or other matters burdening the land, where that was needed to deliver the Scheme;
- (d) That it be noted that a decision would be required on whether, in accordance with section 122 of the Local Government Act 1972, to appropriate the Council Interests to the same planning purposes as the CPO (i.e. development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme and described in the Supporting Information to the report), so as to enable reliance on Section 203 of the Housing and Planning Act 2016 to override third party rights affected by works on or use of that land; and
- (e) That delegated authority be given to the Service Lead for Housing Development and Contracts to:
 - a. advertise notice of an intention to appropriate the relevant land under section 122(2A) of the Housing and Planning Act 2016;
 - b. give further consideration of the statutory requirements for appropriation of the Council Interests (including for the avoidance of doubt authority to consider any properly made objections received pursuant to those statutory steps) and thereafter to report to Cabinet on whether or not to proceed with appropriation in light of any issues raised; and
 - c. in the event that Cabinet decides to appropriate the land, proceed with making and effecting the confirmation and implementation of the Order following any appropriation, under the powers delegated by the resolutions made at the Cabinet meeting on 4 February 2019;
- (f) To acknowledge therefore that the foregoing resolutions may give rise to claims for compensation against the Council under section 204 of the Housing and Planning Act 2016, in addition to claims for compensation made in respect of the acquisition of interests included in the Order;

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(g) That recommendation (e) be implemented urgently in accordance with paragraphs 20 and 21 of the Overview & Scrutiny Procedure Rules.

64. References from Overview & Scrutiny

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

65. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Decisions published on 18th October 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 November 2019 to January 2020 be endorsed.

66. Exclusion of Press and Public

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

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

67. Part II Minutes - 14th October 2019

The Part II minutes of the last meeting held on 14th October 2019 were approved.

68. Town Centre Regeneration Report - Appendix 2

Recommendations 7.1 to 7.5 of the Confidential Appendix were approved.

69. Tower House and Ashbourne House Development - Appendices

The Part II Appendices were noted in resolving the matters set out in Part I of the agenda.

Chair

(Note: The Meeting opened at 6.31 pm and closed at 9.08 pm)

SLOUGH BOROUGH COUNCIL

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

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

(For all enquiries) (01753) 87 5217

WARD(S): All

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

PART I
NON-KEY DECISION

PERFORMANCE & PROJECTS REPORT: QUARTER 2 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 28 projects on the portfolio, which are graded according to project magnitude as gold (12), silver (9) 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 2 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 2 of the financial year 2019/20.

6 **Comments of Other Committees**

None. The report will also be reviewed by Overview and Scrutiny Committee on 9 January 2020.

7 **Conclusion**

Corporate Balanced Scorecard

7.1. 41% (9 of 22) of the selected performance indicators are achieving desired target results, 18% (4 indicators) with NHS health checks, level of street cleanliness, permanent dwellings completed and household waste sent for reuse, recycling or composting performing marginally worse than target (although better than the red KPI threshold).

7.2. Key improvements this quarter:

- The attainment gap at Early Year's Foundation Stage (EYFSP) improved and is well below the national average.
- Average journey times in Slough continue to improve.
- An increase in the percentage of household waste sent for reuse, recycling or composting.

Project Portfolio

7.3. Progress continues on all major schemes and projects. Across all projects on the portfolio 39% (11 projects) were rated overall as 'Green' (on target), 50% (14 projects) were rated overall as 'Amber' and 11% (3 projects) were rated overall as 'Red'. One project completed this quarter - Speech and Language Therapy (SALT) commission.

7.4. Key improvement this quarter:

- Arvato Exit - project is progressing and on track.
- Homelessness Reduction Act - project has been successfully completed. An end project report is being written.
- Slough Academy - Cornerstone implementation of core Learning Management System successfully completed.
- Slough Urban Renewal - the Stoke Wharf scheme has been successfully shortlisted at the TVPropFest awards in September. Various work experience placements/visits have been taking place during the school summer holidays.

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 2, 79% (34 pledges) were rated overall as Green (achieving or on schedule) and 16% (7 pledges) were rated overall as Amber (signifying as working towards) and 5% (2 pledges) was reported as delivered. None of the pledges were rated overall as Red.

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

- **We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards**
Tender awarded to the Great Outdoor Gym Company. All gyms are now installed and open/in use.

8 **Appendices Attached**

- 'A' - Corporate Performance Report, September 2019
'B' - Manifesto Commitments, September 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 2

(July to September 2019)

Strategy and Performance

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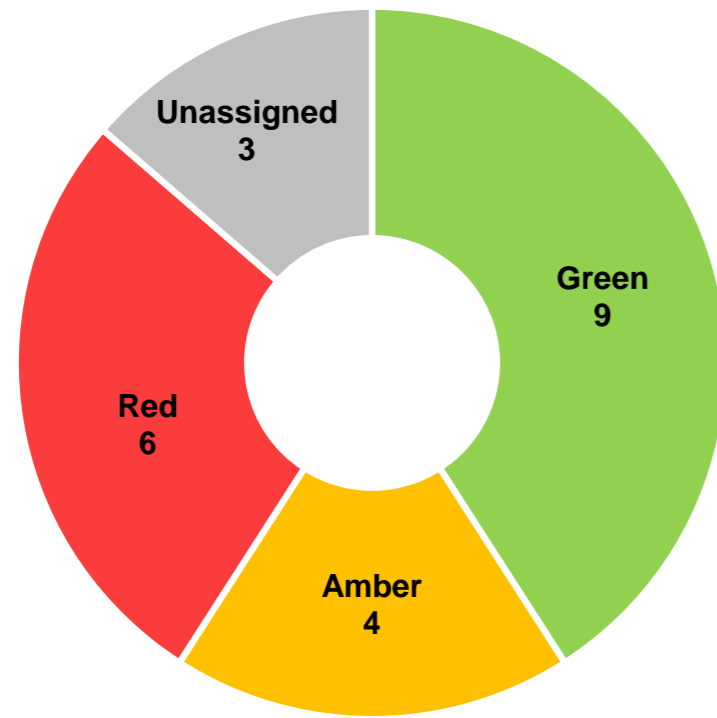
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2019/20 Quarter 2: Executive Summary

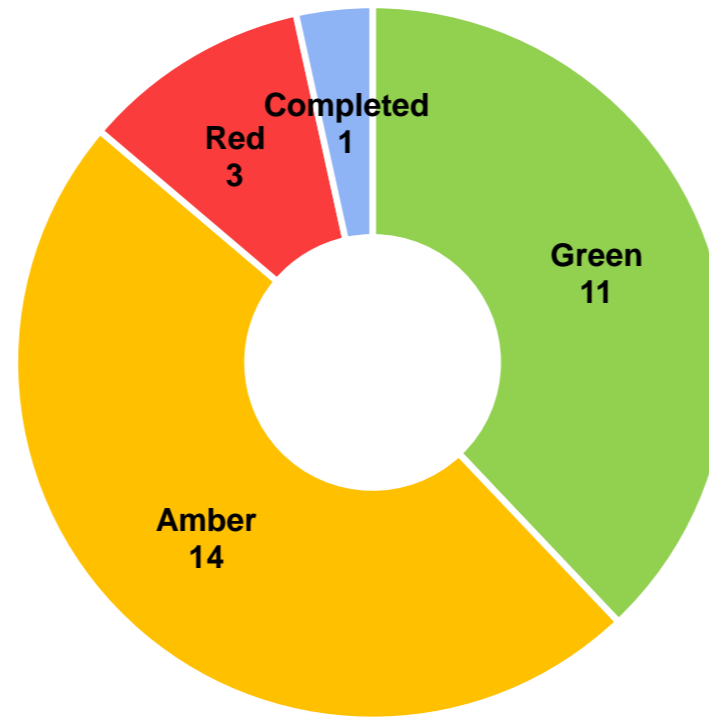
Performance against target (RAG)

The latest position at the end of quarter 2, an overview of the Council's performance was as follows:

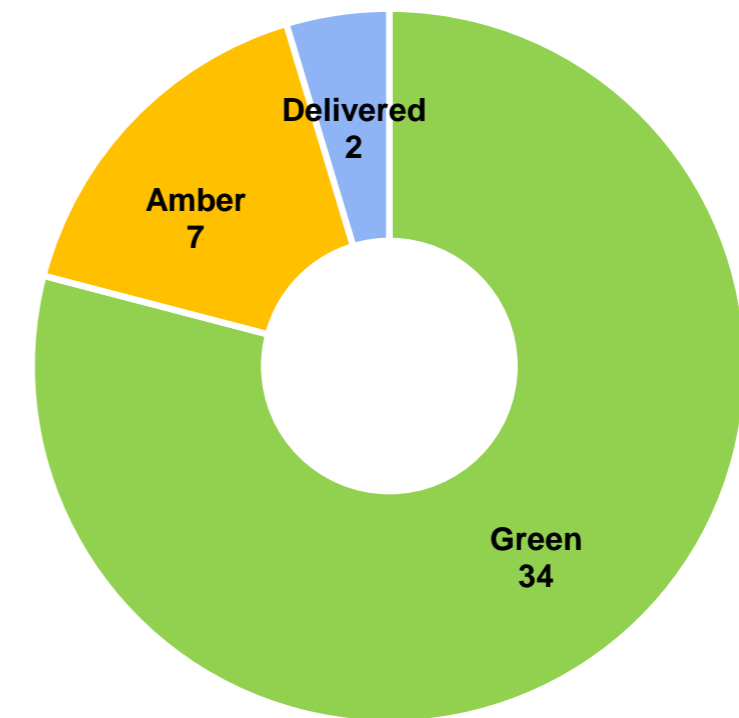
Key Performance Indicators



Project Portfolio: Overall Status

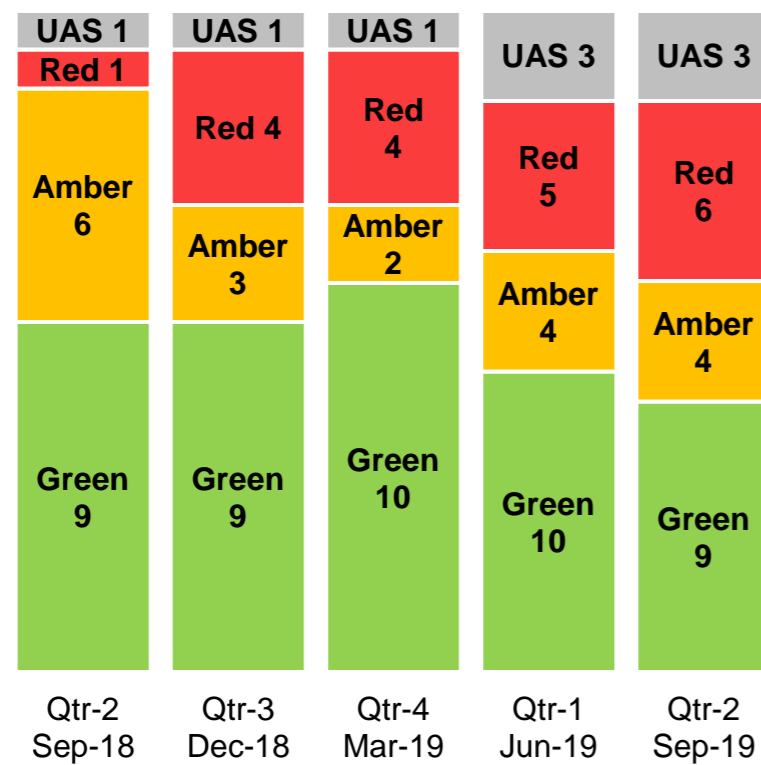


Manifesto Pledges: Overall Status

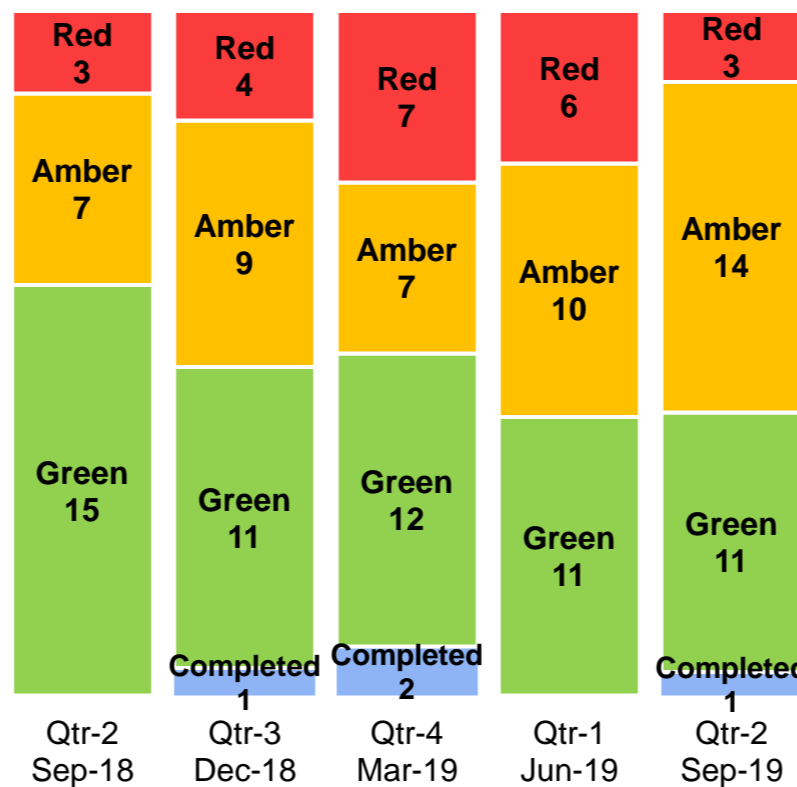


Comparison with previous quarter

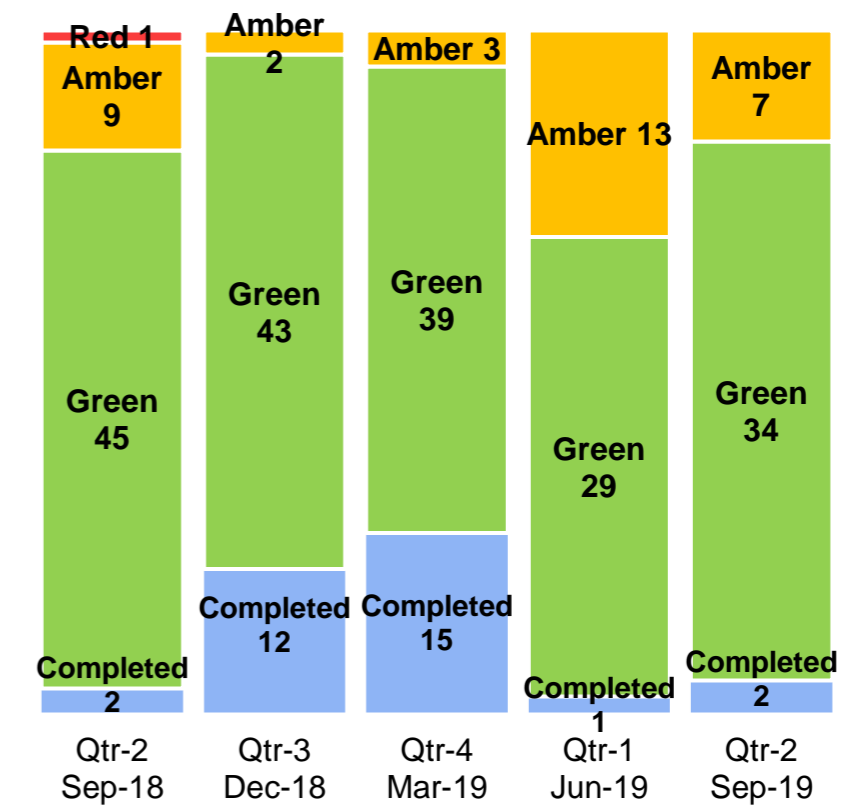
Key Performance Indicators



Project Portfolio: Overall Status



Manifesto Pledges: Overall Status



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

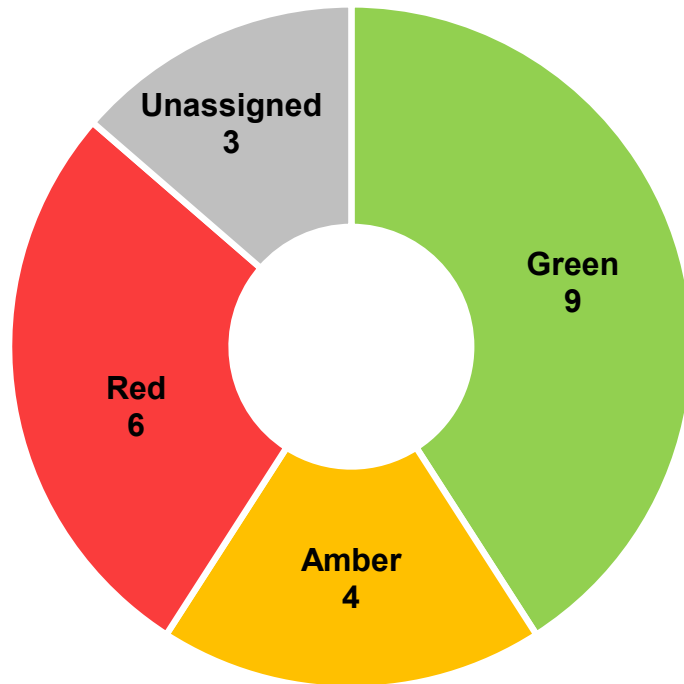
Performance Scorecard

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	G 0% (0)	↓	G 6.7% (4)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	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 3.2%	↓	G 4.0%	<=4%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	G 607	↓	R 570	>=635
	Uptake of targeted NHS health checks	G 3.2%	↓	A 1.6%	>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	A B- (1.80)	↔	A B- (1.84)	>=B
	Total crime rate per 1,000 population	G 23.8	↓	R 26.8	<24.2
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R 435	↑	R 429	<=380
	Number of permanent dwellings completed during the year	G 846	↓	A 534	>=550
	Number of mandatory licensed HMOs	G 115	↑	G 133	>=122
	Number of empty properties brought back into use	R 0	↑	R 7	>=14
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	G 56.6% (£61.7m)	↑	tba 58.4% (£63.6m)	tba
	Access to employment: unemployment rate	tba 2.5%	↓	tba 2.7%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	A 10 mins 04s	↑	G 7 mins 33s	<10mins
Corporate health	Council tax in year collection rate	A 57.5% (£38.1m)	↔	tba 57.5% (£39.9m)	tba
	Percentage of household waste sent for reuse, recycling or composting	R 19.7%	↑	A 25.7%	>=30%
	Percentage of municipal waste sent to landfill	G 0.00%	↔	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 2 was as follows:

Key Performance Indicators



Quarter 2 updates are not yet available for the following measures, with the latest available figures from quarter 1:

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

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 2.
- **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 Strategic Insight Team will continue to monitor the metric development in this area.

For the remaining 19 indicators with agreed target levels, 27% (6 indicators) were rated overall as **Red**, 18% (4 indicators) were rated as **Amber** and 41% (9 indicators) were rated **Green**.

Key areas of performance improvement are:

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

The RAG status remained **Green**

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.

The attainment gap in Slough improved from 31.0% in 2017/18 to 30.1% in 2018/19 and is well below the national average of 32.4%. This placed Slough in the second quartile nationally, ranked 45th of 152 local authorities.

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

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

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 Sept-19 was 7 min 33 seconds. This is an improvement from the previous quarter of 10 min 33 seconds, and in line with this time last year.

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

The RAG status improved from **Red** to **Amber**

Recycling rates in Slough have improved from 19.7% at Q1 to 25.7% at Q2 but remain below target and national rates. Residents are including items in their red bins which we are unable to recycle, resulting in rejected loads at the Materials Recycling Facility.

Communications on targeted and rejected materials has been increased and it is planned that additional stickers will be placed onto the waste containers informing households of what items can be placed into which container. Further training will be undertaken with crews to improve the quality

checks undertaken at kerbside to ensure visibly contaminated bins are not collected and left with contamination hangers.

Due to an issue with our current supplier being unable to process wood waste, the material from the Civic Amenity site has not been recycled in the quarter which has had a detrimental effect on the overall recycling rate. A business case has been approved through procurement to source a new supplier.

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 adults managing their care and support via a direct payment**
The RAG status has dropped from **Green** to **Red**
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.

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. In Q2 we also facilitated a series of refresher training and lunch and learn sessions for operational staff, promoted the use of direct payments and Personal Assistants in an article in the Slough Citizen and refreshed our information pack for service users.

We have seen a fall in the number of people receiving a direct payment this quarter (Q1 607; Q2 570) for a number of reasons. This includes an increase in the number of people ceasing to require a direct payment, a small reduction in the number of carers accessing direct payments and the implications of implementing otherwise very successful hospital discharge pathways. We will therefore be strengthening the direct payment element of these pathways as well as further promoting direct payments to carers.

We will monitor the impact of these initiatives through monthly operational Direct Payment meetings.

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

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

The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies. This we do as a council and through the Safer Slough Partnership.

There can be large differences in crime rates when comparing different quarters. In this case, when you compare 2019 Q1, with 2018 Q1, you will see that we have a slightly lower crime rate this year (2019 26.8 compared to 27.4 in 2018). This is driven by crime types and seasonality i.e. the time of year can

influence some of the volume crimes such as acquisitive crime (theft offences) and public space disorder.

The use of crime rate as an indicator is useful however it does need to be taken in context against the time of year and any ongoing enforcement initiatives that can increase reported crime levels. In this case when comparing Q1 to Q4 we are not taking into consideration these seasonal variances.

The Safer Slough Partnership continues to monitor the crime rate in Slough and, has already put in place a number of initiatives to support police and other enforcement agencies.

Key initiatives in place include:

- Violence: The violence taskforce met on the 4th October 2019 to identify and develop critical work streams to address serious violence in Slough. Matrix groups reporting into the taskforce have been developed, and are working to better understand the drivers and causes of violence to inform evidence based interventions.
- Acquisitive Crime: The Safer Slough Partnership is working to reduce acquisitive crime. A bike marking event is being organised to support owners in protecting their bikes, whilst a communications campaign targeting offenders of bike crime is being developed. Browns and Turning point continue to work with those who may be involved in theft offences, as a result of substance misuse, in an endeavour to reduce their offending behaviour and improve life outcomes.
- Modern Slavery: To mark national anti-slavery day (18th October), the Safer Slough Partnership is launching wave 2 of its hard-hitting campaign to raise awareness of modern slavery. The campaign aims to

encourage concerns from the public and individuals, to be reported to the modern slavery helpline, to ensure victims receive immediate support and protection.

- Domestic Abuse (DA) Services: We are continuing to support victims of domestic abuse through the provision of the Hestia DA service.
- Training: Training continues to be delivered on topics which include DA, gang's awareness, and modern slavery and exploitation, to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses to enable the protection of vulnerable people.
- **Number of homeless households accommodated by SBC in temporary accommodation**

The RAG status has remained Red

This measure is a count of homeless households in temporary accommodation on the final day of each quarter. We have seen a decline in the number of homeless households this quarter from 435 at Q1 to 429 at Q2 however we are above our in-year target of 380 households.

The number of households in temporary accommodation is dependent 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 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 with, on average, 128 households approaching each month. The team is working to prevent more cases by providing advice to these households and agreeing steps for both SBC and the household (such as

mediation work and finding accommodation). This 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.

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

The RAG status remained **Red**

At the end of Q2, 7 long term empty properties have been brought back into use. Some of these have been empty for many years as there wasn't a sufficient focus on empty properties previously. The Council has been relying on CPO powers and now we have a much more proactive approach to resolving these issues. In addition, there are at least 14 further cases in the pipe line where renovation works have commenced and which we believe will be completed and returned to occupation by March 2020.

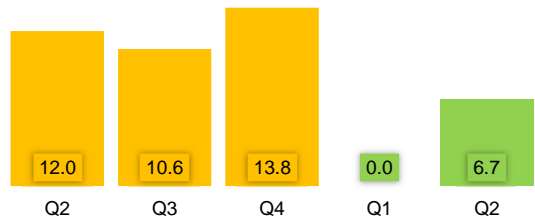
We are in process of designing an effective communication strategy with the owners of empty properties. This process is very much dependant on the cooperation of Council Tax. We have recently completed a Data Protection Impact Assessment (DPIA) in order to obtain the required information regarding owners of empty properties to write to them directly. We intend to write to all cases identified as being empty for more than 6 months and offer them the Council's assistance in bringing their properties back into residential use. This will include the offer of an empty Property Grant and Management of their properties.

The process of obtaining this data has taken longer than expected which may impact the performance of the team in relation to the target set at the beginning of the year.

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

6.7 ↓



Number of children	Q2	Q3	Q4	Q1	Q2
	6	9	11	0	4

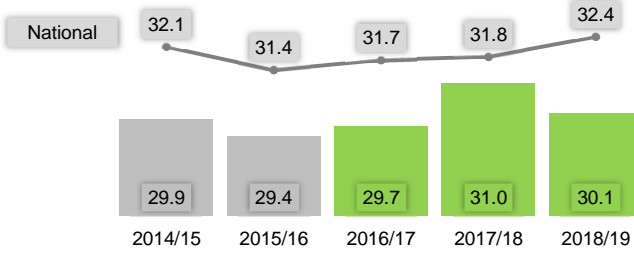
Target RAG Rating	Percentage Range	Rating
GREEN	Below 10%	GREEN
AMBER	Between 10% and 15%	AMBER
RED	Above 15%	RED

There were 60 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 32 families. There were 4 (6.7%) children that became subject to a CPP for the second or subsequent time within 2 years. This relates to 3 families. There were 21 (35%) children that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 12 families.

All decisions in relation to children's protection are appropriate. During Q2 a low number of children have become subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the year to date (last 6 months) this involves 4 children out of 100 (4%), compared with 9% for Local Authorities (LAs) within the South East and 12% for statistical neighbours.

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

30.1 ↑



Quartile	Year	Rating
2nd	2014/15	GREEN
2nd	2015/16	GREEN
2nd	2016/17	GREEN
2nd	2017/18	GREEN
2nd	2018/19	GREEN

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

Measured once a year, derived from teacher assessments. 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.

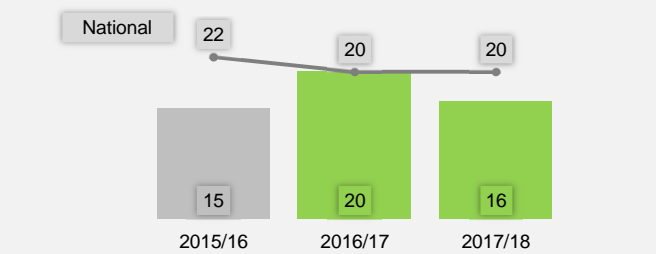
The attainment gap in Slough improved in 2018/19 and is well below the national average. This placed Slough in the second quartile nationally, ranked 45th out of 152 local authorities.

External moderation and quality assurance of Early Years Foundation Stage Profile (EYFSP) data before submission enabled any issues around children with 'emerging' attainment to be addressed directly with schools. Raised focus around boys attainment, particularly in Personal Social and Emotional Development (PSED), was included in all 2018/19 Early Years (EY) training and network meetings. This has resulted in an increase in Good Level of Development (GLD) for boys as well as narrowing the gender gap and attainment gap.

2019/20 EYFSP focus areas already extensively shared in autumn EY meetings; early identification of children in lowest 20% and boys attainment, and the targeted provision and teaching needs required to support improved outcomes.

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

16 ↑



Quartile	Year	Rating
1st	2015/16	GREEN
2nd	2016/17	GREEN
1st	2017/18	GREEN

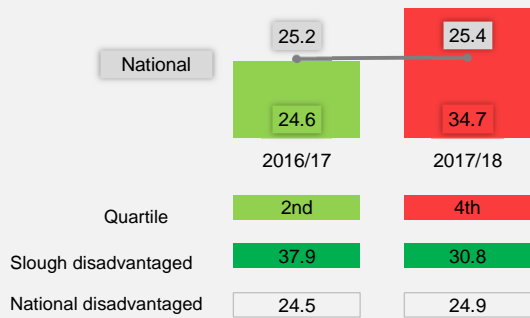
Target RAG Rating	Performance	Rating
GREEN	Lower than the national gap	GREEN
AMBER	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
RED	Ranked in bottom 3rd of LAs	RED

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.

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

Slough disadvantaged 37.9 30.8

National disadvantaged 24.5 24.9

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

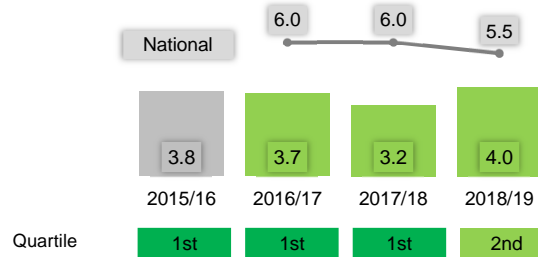
Measured once a year, derived from end of year exams.

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.

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

4.0 ↓



Quartile 1st 1st 1st 2nd

Target RAG Rating	4% or lower	GREEN
	Higher than 4% but below or equal to national	AMBER
	Above national average	RED

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

The 2018/19 NEET rate increased to 4% from 3.2% in the previous year. One of the most significant factors influencing the increase was the complexity across the NEET cohort which meant that young people needed longer term support to be able to move into a positive Education Employment or Training Destination.

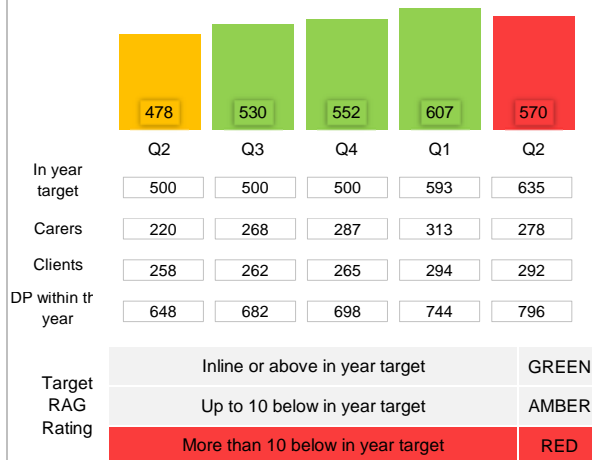
The 2018 cohort increased by 186 young people which provided additional pressure within the same resource envelope. The service is currently forecasting the next three years increased cohorts sizes to help predict where there may be additional pressures and identify ways that can help reduce the NEET numbers and utilise resources across Slough Borough Council and providers within the voluntary sector.

Young Peoples Service's are completing a review of the at Risk of NEET Programme delivered in Slough Schools at Year 11 and how the programme can best support the cohort to ensure successful transitions to Education, Employment or Training post year 11.

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

570 ↓



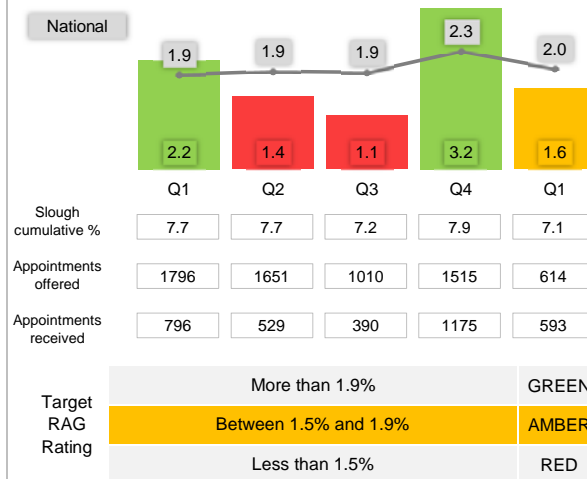
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes. By March 2020 our aim is to have more than 718 adults 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. In Q2 we also facilitated a series of refresher training and lunch and learn sessions for operational staff, promoted the use of direct payments and Personal Assistants in an article in the Slough Citizen and refreshed our information pack for service users.

We have seen a fall in the number of people receiving a direct payment this quarter. This has been for a number of reasons. This includes an increase in the number of people ceasing to require a direct payment, a small reduction in the number of carers accessing direct payments and the implications of implementing otherwise very successful hospital discharge pathways. We will therefore be strengthening the direct payment element of these pathways as well as further promoting direct payments to carers. We will monitor the impact of these initiatives through monthly operational Direct Payment meetings.

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

1.6 ↓



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). In Slough NHS Health Checks are being offered through the GP practices and also opportunistically in the community.

Intense work around the NHS Health Check programme last quarter highlighted some issue around data capturing, for which we have already started adopting mitigating actions. These include:

- The data from the GPs do not necessarily get reported in the same quarter which means the data gets missed for that quarter reporting.
- The corrected data sent to the national team is added to the following quarter which results in over/under-reported quarterly data.
- The community figures from our community provider were not reported in Q1 due to the gap in their staffing.

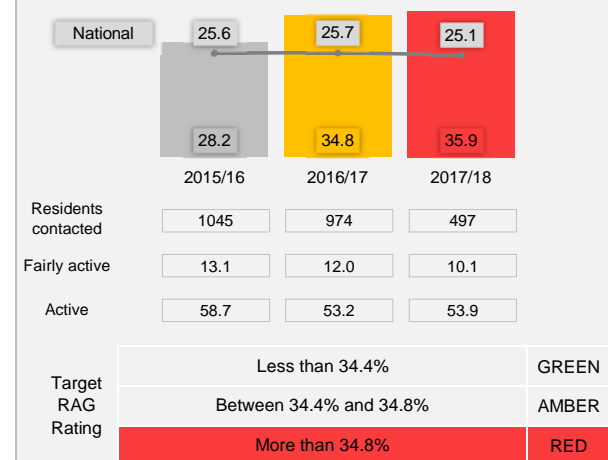
Taking the above into account, the revised figure for Q1 would be 2.06%.

We continue to work with our providers to maintain the target number of NHS Health Checks but also to reach out to higher risk residents which will be informed by the findings from the Health Belief research.

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 ↓



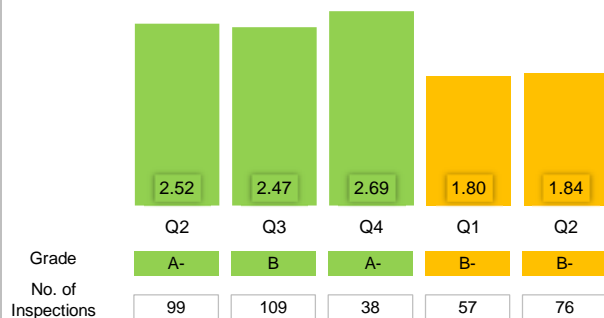
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

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)

1.84 (B-) ↔



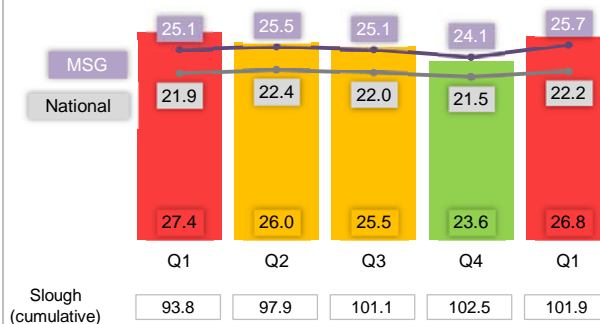
Target RAG Rating	Criteria	Color
Average EPA grade B or above	GREEN	GREEN
Average EPA grade B- to C-	AMBER	AMBER
Average EPA grade D	RED	RED

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.

Whilst implementing different cleaning regimes these were not applied until late into the quarter. We are monitoring the restoration of standards into the next quarter and deploying a crash cushion onto the Colnbrook bypass to increase the standard of cleansing and allocating more resource to the gateway sites.

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

26.8 ↑



Target RAG Rating	Criteria	Color
Lower than MSG average and rate decreasing	GREEN	GREEN
Lower than MSG average and rate increasing	AMBER	AMBER
Higher than MSG average and rate decreasing	AMBER	AMBER
Higher than MSG average and rate increasing	RED	RED

The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies. This we do as a council and through the Safer Slough Partnership.

There can be large differences in crime rates when comparing different quarters. In this case, when you compare 2019 Q1, with 2018 Q1, you will see that we have a slightly lower crime rate this year (2019 26.8 compared to 27.4 in 2018). This is driven by crime types and seasonality i.e. the time of year can influence some of the volume crimes such as acquisitive crime (theft offences) and public space disorder.

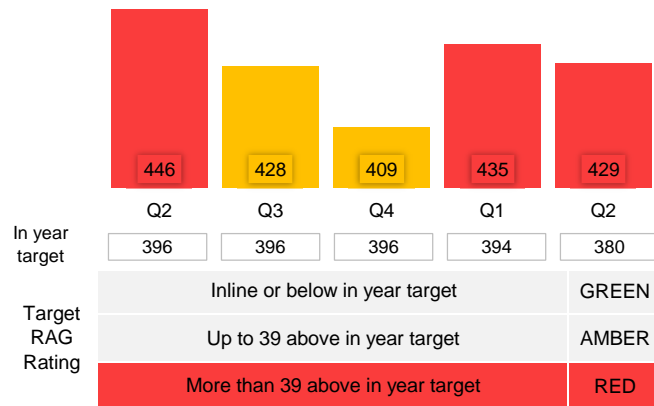
The use of crime rate as an indicator is useful however it does need to be taken in context against the time of year and any ongoing enforcement initiatives that can increase reported crime levels. In this case when comparing Q1 to Q4 we are not taking into consideration these sessional variances.

The Safer Slough Partnership continues to monitor the crime rate in Slough and, has already put in place a number of initiatives to support police and other enforcement agencies.

Outcome 4: Our residents will live in good quality homes

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

429 ↑



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 380 households in temporary accommodation.

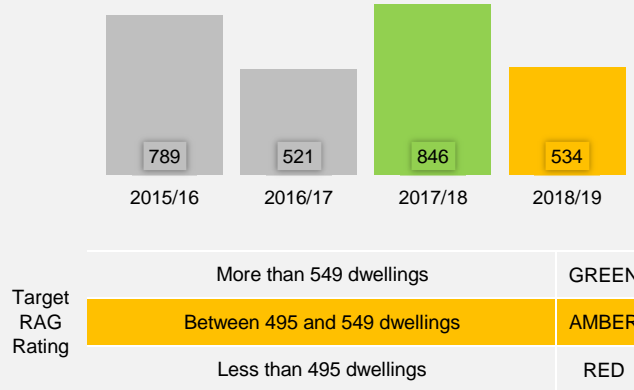
There has been a decline of 6 less households from the previous quarter, however the figure is above our in-year target of 380 households.

The number of households in temporary accommodation is dependent 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 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 with, on average, 128 households approaching each month. The team is working to prevent more cases by providing advice to these households and agreeing steps for both SBC and the household (such as mediation work and finding accommodation). This 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 ↓

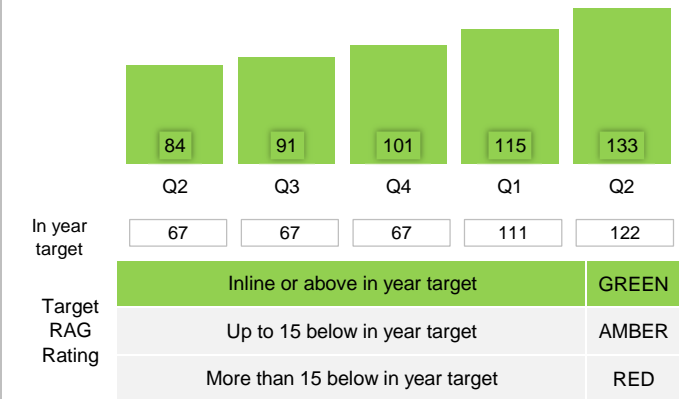


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 1 2020/21.

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

133 ↑



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.

The increase in the number of mandatory licenced HMOs in the borough is likely a result of the increased profile of the property licensing requirements since the launch of the selective and additional licensing schemes in spring 2019. Furthermore, the simplified online application system makes it far easier for landlords to make an application and pay the Licensing fees.

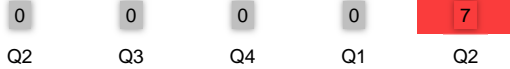
However, it is estimated that the total number of Licenced HMOs is still far below the estimated number that should be licenced and the Housing Regulation Team have commenced a programme to locate all unlicensed licensable properties in the borough. This substantial task will likely require additional resource to be effective. Approval is being sought to recruit additional officers using the proceeds from the licensing fees. Further success will be dependent on the provision of Council Tax data which has taken longer than expected to obtain.

Despite this we anticipate that the number of mandatory licenced HMOs and other properties will continue to increase over the next quarter.

Outcome 4: Our residents will live in good quality homes

4. Number of empty properties brought back into use

7 ↑



In year target	-	-	-	7	14
Target RAG Rating	Inline or below in year target				GREEN
	Up to 3 below in year target				AMBER
	More than 3 below in year target				RED

Year to date; 7 long term empty properties have been brought back into use. Some of these have been empty for many years as there wasn't a sufficient focus on empty properties previously. The Council has been relying on CPO powers and now we have a much more proactive approach to resolving these issues.

In addition, there are at least 14 further cases in the pipe line where renovation works have commenced and which we believe will be completed and returned to occupation by March 2020.

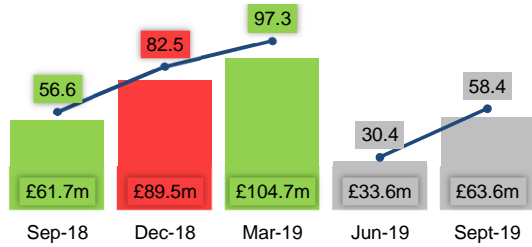
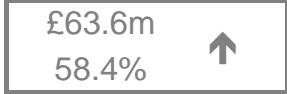
We are in process of designing an effective communication strategy with the owners of empty properties. This process is very much dependant on the cooperation of Council Tax. We have recently completed a Data Protection Impact Assessment (DPIA) in order to obtain the required information regarding owners of empty properties to write to them directly. We intend to write to all cases identified as being empty for more than 6 months and offer them the Council's assistance in bringing their properties back into residential use. This will include the offer of an empty Property Grant and Management of their properties.

The process of obtaining this data has taken longer than expected which may impact the performance of the team in relation to the target set at the beginning of the year.

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)



In year profile target	Sep-18	Dec-18	Mar-19	Jun-19	Sept-19
	55.6	83.4	97.3	tba	tba
Diff from target	1.0	-0.9	0.0	-	-

Target RAG Rating	Rating
Inline or above the profiled target	GREEN
Up to 0.5% below the profiled target	AMBER
More than 0.5% below the profiled target	RED

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

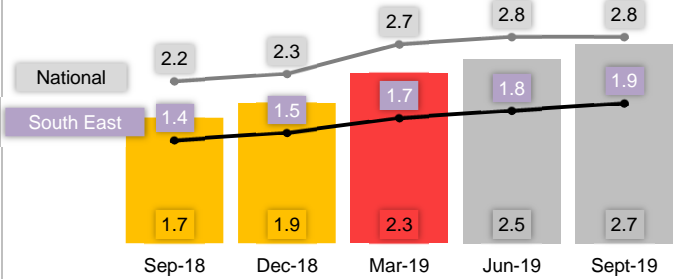
By the end of second quarter we achieved a collection rate of 58.4% of the expected in-year total, collecting £63.6m. This is an increase of £1.9m from the previous year.

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



No. of residents	Sep-18	Dec-18	Mar-19	Jun-19	Sept-19
	1645	1815	2225	2405	2555

Target RAG Rating	Rating
Target to be agreed	GREEN
Target to be agreed	AMBER
Target to be agreed	RED

Slough's claimant rate for Sept 2019 of 2.7% comprises 2,555 people.

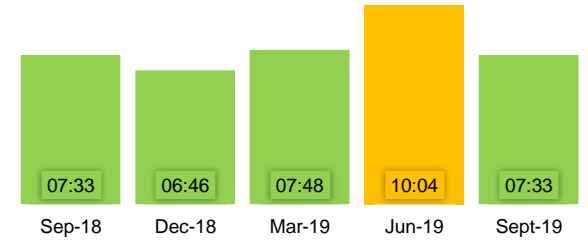
Local unemployment rate is historically better than nationally but lags behind the South East of England.

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 Strategic Insight Team will continue to monitor the metric development in this area.

3. Journey times

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

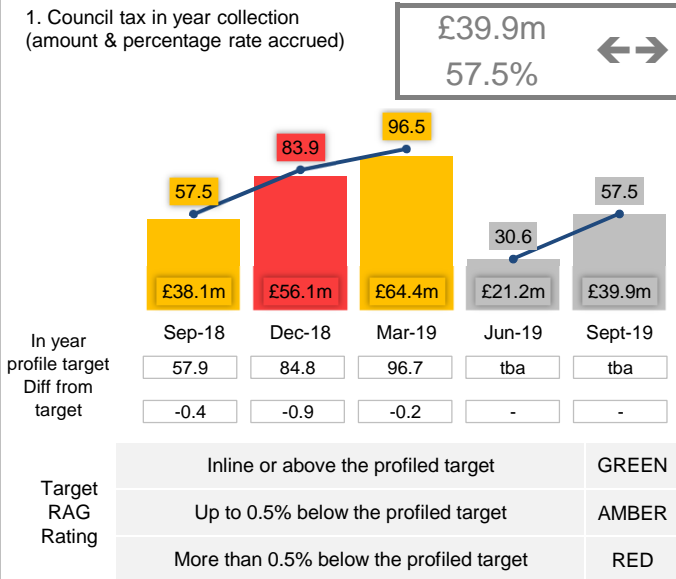


Target RAG Rating	Rating
Under 10 mins	GREEN
Between 10-13 mins	AMBER
Over 13 mins	RED

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 Sept-19 was 7 min 33 seconds. This is an improvement from the previous quarter of 10 min 33 seconds, and in line with this time last year.

Corporate Health Indicators

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

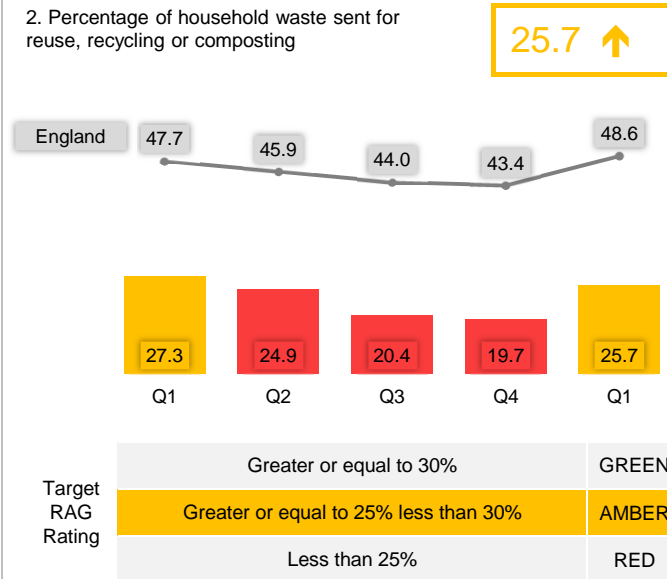


Council tax is collected throughout the year, hence this is a cumulative measure.

By the end of second quarter we achieved a collection rate of 57.5% of the expected in-year total, collecting £39.9m. This is an increase of £1.8m from the previous year.

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

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

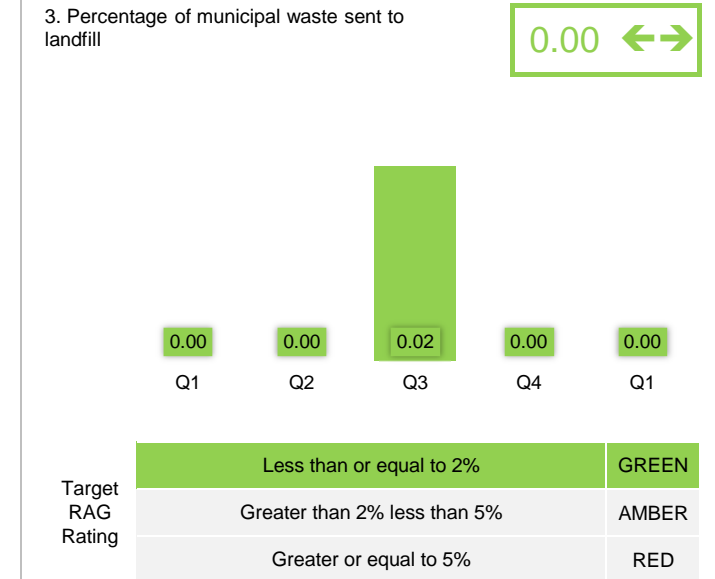


Recycling rates in Slough although improving remain below target and national rates. Residents are including items in their red bins which we are unable to recycle, resulting in rejected loads at the Materials Recycling Facility.

Communications on targeted and rejected materials has been increased and it is planned that additional stickers will be placed onto the waste containers informing households of what items can be placed into which container. Further training will be undertaken with crews to improve the quality checks undertaken at kerbside to ensure visibly contaminated bins are not collected and left with contamination hangers.

Due to an issue with our current supplier being unable to process wood waste, the material from the Civic Amenity site has not been recycled in the quarter which has had a detrimental effect on the overall recycling rate. A business case has been approved through procurement to source a new supplier.

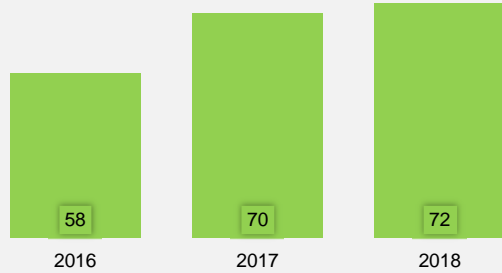
3. Percentage of municipal waste sent to landfill



Slough remains in the top quartile for local authorities with the lowest amount of waste sent to landfill per annum with good local incineration provision.

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

72% ↑



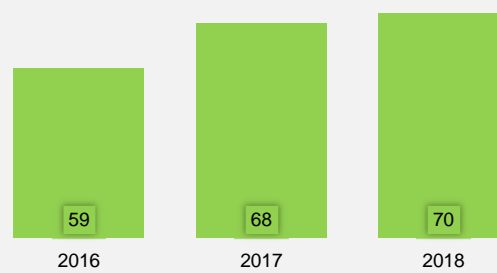
Target	Greater or equal to 72%	GREEN
RAG Rating	Greater or equal to 60% less than 72%	AMBER
	Less than 60%	RED

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

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

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

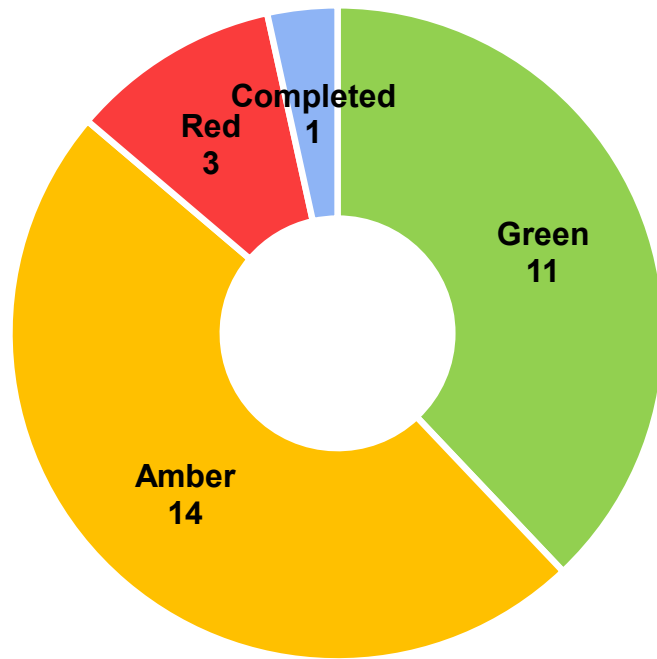
Project Portfolio

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



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At the end of Quarter 2 there were 28 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	10	7	27
Qtr-2	12	9	7	28

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, 39% were rated overall as **Green** (11 projects), 50% were rated overall as **Amber** (14 projects) and 11% were rated overall as **Red** (3 projects).

One project completed this quarter - Speech and Language Therapy (SALT) commission.

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

- Capita One Hosting - Education Modules
- Cemetery Extension
- Highways & Transport Programme

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 2 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 ↔	Green ↑	Green ↑	Green ↑	Deployment planning and activities continue, confirming TUPE staff moves, SBC engagement/communications planning, and activities for day one/week one/month one.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Boiler replacement programme has successfully completed 210 replacement boiler installations. 3751 Fire Risk Assessment fire stopping tasks have been completed across the de-designated schemes.
Cemetery Extension	Red ↓	Amber ↔	Red ↓	Red ↓	The Health & Safety Construction Design and Management (CDM) regulations documents received and work on the Lismore Gate extension commenced in accordance with the planned work schedule. Additional funding for the main cemetery extension to be agreed at Capital Monitoring Board in November.
Direct Services Organisation	Amber ↓	Green ↔	Amber ↔	Amber ↓	Recruitment of vacant posts commenced in September. Resources are being planned for the Highways operational phase of works. A scoping report is being written with respect to writing the Slough Direct Services 5 Year Business plan.
Future Delivery of Children's Services in Slough	Green ↔	Green ↑	Amber ↔	Amber ↑	Discussions continue regarding the future arrangements for Children's services in Slough and a proposal is with the Secretary of State.
Grove Academy	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Sale of school site to Department for Education (DfE) was completed on 4 July 2019.
Highways and Transport Programme	Red ↔	Green ↔	Red ↔	Red ↔	Works completed on the A4 cycle route. Works are continuing at Langley Station including traffic signal design. Windsor road widening works are currently underway.
Hotel and Residential Development at the Old Library site	Green ↔	Green ↔	Green ↔	Green ↔	Works on site are underway and on schedule.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Housing Strategy – Homelessness Reduction Act	Green ↔	Green ↔	Green ↑	Green ↔	Project is in the process of being closed and an End project Report is being drafted.
Localities Strategy	Green ↔	Green ↔	Amber ↔	Amber ↔	Sites and services to be included in six proposed hubs currently being scoped.
Slough Urban Renewal	Green ↔	Green ↔	Amber ↔	Amber ↔	Slough Urban Renewal projects are progressing. Three homes remain to be sold at Wexham Green and stakeholder meetings are taking place for the Stoke Wharf development.
Town Enhancement Programme - Clean, Safe, Vibrant	Green ↔	Amber ↓	Amber ↑	Amber ↑	The Events Co-ordination team has re-established the publication of the Town Centre Events programme, beginning with September to December. A vibrancy officer has been appointed to focus on market stalls and the Social Enterprise Quarter.

Background Papers:

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

Key achievements this quarter:

Arvato Exit

Project is progressing and on track.

Homelessness Reduction Act

Project has successfully completed. An end project report is being written.

Slough Academy

Cornerstone implementation of core Learning Management System successfully completed.

Slough Urban Renewal

The Stoke Wharf scheme has been successfully shortlisted at the TVPropFest awards in September.

Various work experience placements/visits have been taking place during the school summer holidays.

Key issues to be aware of:

Timeline

Capita One Hosting - Education Modules

Project is currently on hold - specifically with the element of the project focussing on moving to a supplier hosted platform.

Cemetery Extension

Main works are currently subject to a second tender process which is nearing completion.

Town Enhancement Programme - Clean, Safe and Vibrant

Communications strategy is in place for the project, however more work to be done on the co-ordination of activities and the link between the now and the future. There are delays in looking at options for a Digital Screen and Bandstand in the Town Centre.

Resources

Highways & Transport Programme

Looking at resourcing of work through Direct Services Organisation (DSO).

Reporting

Slough Academy

Agresso data integrity and completeness – if this data is not correct and/or not complete Cornerstone reporting will not be accurate.

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:

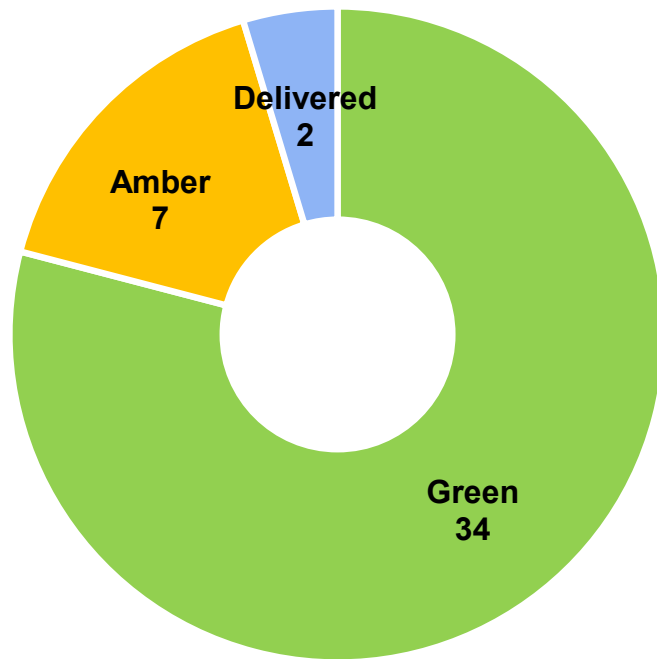
- Establish at business case stage how benefits will be measured and evidenced for both internal & external purposes.
- Schedule school building projects in one, rather than multiple phases taking a whole school approach and expand school support spaces and infrastructure to match the new capacity.
-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

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 2 i.e. 30th September 2019.

Manifesto Pledges: Overall Status



There are 43 Manifesto pledges across the key areas.

At the end of quarter 2, 79% (34 pledges) were rated overall as **Green** as achieving or on schedule and 16% (7 pledges) were rated overall as **Amber**, signifying as working towards and 5% (2 pledges) 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 open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards**
Tender awarded to the Great Outdoor Gym Company. All gyms are now installed and open/in use.

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 2 i.e. 30th September 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	AMBER ↓
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	COMPLETED	✓
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	GREEN ↑

10	We will begin work on a major environmental urban wetland project in Salt Hill Park	March 2020	GREEN ↑
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	GREEN ↑

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 ↔

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	GREEN ↑
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	GREEN ↑
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	GREEN ↑

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 Langleigh 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 ↔

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	GREEN ↑
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.

Slough Borough Council

Appendix B:

Manifesto Commitments 2019/20

2019/20 – Quarter 2

(July to September 2019)

Strategy and Performance

PARKING AND TRANSPORT

	Manifesto Pledge	Date for delivery	Actions taken	RAG for Q2
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 Q3. Park and Ride: Land acquisition progressing with land owner and discussions with Highways England continuing. Likely to involve CPO of land.	AMBER ↓
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	In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Free pilot for MRT users completed and usage supplied to Leaders office. 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 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 November 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	Aug / Sept 2019	Manifesto Pledge has been met Tender awarded to the Great Outdoor Gym Company. All gyms are now installed and open/in use.	✓
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	Ongoing throughout 2019/20	This is still an offer and more instructors are being trained to facilitate sessions, through the Great Outdoor Gym Company, Everyone Active and community activators.	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	Tree audit complete and details fed into the Urban Tree Challenge bid. Awaiting the outcome of the bid, this should be confirmed in early October. Funding for tree replacements outside of the Urban Tree Challenge initiative still to be confirmed.	GREEN ↑
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	March 2020	Salt Hill stream works. Planning consent gained and contract for works awarded. Works planned to commence on 7th October, and to be completed by March 2020.	GREEN ↑
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	September 2019	Allotment complete and plots ready to let. First tenants to be contacted for sign up October 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	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 which is scheduled go live in January 2020. 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.	GREEN ↑

HOUSING AND NEIGHBOURHOODS

	Manifesto Pledge	Date for delivery	Actions taken	RAG
Page 48	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	The Cabinet Commercial Sub-Committee met and approved the principles of a 'Housing Development Strategy' that set out an approach to deliver wider range of housing options for residents. This not only included provision of social rent but also seeking to enable access to affordable rent and starter homes. The existing sites being considered for development totals 97 and the ambition is to build 641 homes in the next 3 to 5 years.	GREEN ↔
	15 We will invest £8 million to provide additional decent, affordable rented homes in Slough	March 2020	The investment program which was previously outlined to June Neighbourhood & Community Services Scrutiny Panel, is in place and remains on course to deliver 4,000 electrical works of which 1,000 completed to date, in excess of 450 new boilers of which 177 completed, ongoing fire risk assessment of which £3m value of works due to be completed by the autumn as well as £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	The Cabinet Commercial Sub-Committee met on the 1st of October and approved the principles for progressing the change of the councils existing Development Initiative Slough Homes (D.I.S.H.) to enable a tenant led initiative. The general structure and company articles are with the solicitors 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	The planned car park closures took place in August 2019 and up to 15 rough sleepers were ejected. None have returned, so this has been successful, so far. The outreach team continue to engage with rough sleepers and move them into Emergency Bed or temporary housing provision. As part of our reconnection to communities work, we have moved three rough sleepers back to Poland with the help of the Polish authorities. The next Official Rough Sleeper Count will be taking place in November 2019.	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 in progress.</p> <p>The environmental program is being conducted on garages so that the sites are either upgraded for modern parking or decommissioned for development. These are in progress and investment of £1m is underway.</p> <p>The Repairs App is under review by the Residents Panel who are providing feedback on its use. On receipt of feedback the intent is to look to incorporate suggestions as to how we can achieve greater take up.</p>	GREEN ↔
19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019	The plan is to facilitate at least 2 meetings a year unless the established group decides meetings more frequently. First meeting to take place on Tuesday 29th October 2019 at 615pm.	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	<p>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.</p> <p>All 10 Children's Centres awarded gold standard oral health accreditation. 9 PVI (private, voluntary and independent sector) settings and 1 maintained nursery school awarded gold accreditation. 75 oral health parental questionnaires completed across the CC's. 48 dental visits were undertaken to include a mix of parents taking their children for follow up appointments, as well as first time appointments.</p> <p>The starting well dental practices across Slough ran open days during May half term resulting in new registrations follow up appointments which represented a significant increase in uptake. Children's Centres walked children and their parents/carers to the local dental surgery which also resulted in new registrations being made and for some children it was the first time they had been in a dental surgery. Further open days are scheduled during October half term.</p> <p>During National Smile month (w/c 13/05 – 14/06) 10 targeted activity sessions with health partners around oral health ran across all 10 Children's Centres with parents and children. 7 private day nurseries across slough also held drop in workshops for their parents.</p>	GREEN ↑

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	We will continue to develop co-produced asset based approaches and 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. 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.	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	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. For Q1 the initial project for co-production to have been selected. Contract signed. Training programme to have been progressed.	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 2020	On 22 nd June 2019 we had the Great Get Together in Herschel Park with more than 1,000 people attending. On 23rd June the 5k fun run took place in Upton Court Park with more than 360 people taking part. Commissioning arrangements being developed for an external provider to run the 5K in 2020. Half Marathon options are being researched. Final proposal to be presented October 2019.	GREEN ↑
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	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. 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.	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 has now been reported to Wellbeing Board and Health Scrutiny as planned in Sept-19. Findings will be published and help inform the Keeping Well Strategy planned for Q3/4.</p> <p>Smoking remains a priority. An external funding bid for additional smoking cessation funding to the Better Care Fund was developed in Q2 and will be submitted in Q3.</p> <p>The new integrated wellness service, which is due to launch on April 1st 2020, is now out to tender. Applicants will be invited to interview over the coming few weeks and a decision is due to be made in the coming month. This new service will be an umbrella service covering our key prevention programmes, including Stop Smoking, weight management, falls prevention, NHS health checks, behaviour change and brief alcohol interventions.</p> <p>An audit to review our practice of tackling health inequalities in Slough through the NHS Health Checks programme started in Q2 and will contribute to the national review in Q3.</p> <p>Work to understand one of the major underlying causes of health inequality in Slough - poverty – has started. The project will draw on a broad array of Council areas to understand our current offer, identify any gaps and prioritise follow-up action.</p>	GREEN ↑
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CUSTOMER SERVICES & COMMUNITY HUBS

	Manifesto Pledge	Date for delivery	Actions taken	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 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 Langleigh and planning new hubs in Cippenham and Wexham	New Chalvey School and hub June 2020	Localities Strategy Workstream established to lead on the Transformation agenda for locality working and delivery. First workshop has happened with attendance from Subject Matter Experts and SLT colleagues from across the council as well as PMO and GateOne representatives. 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. Working with the STAR group and stakeholders on the SloughNow concept to gauge their interest and explore what they would like to see in their Town Centre.	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 December 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. Work on marketing to commence once newly appointed Group Manager arrives in November 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	A feasibility study to be prepared for Adelphi and carpark.	GREEN ↔



REGENERATION AND THE TOWN

	Manifesto Pledge	Date for delivery	Actions taken	RAG
Page 54	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. SBC and SUR will have signed an option agreement for the TVU site by end of October 2019. The following steps will include refining the masterplan for the site to determine the appropriate levels of housing, employment and community uses	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	<p>Ongoing discussions with ADIA in partnership working and wider visioning work for the Town Centre, not just a site by site vision.</p> <p>After extensive community engagement, Berkeley Group have submitted their planning application for the Horlicks factory site and are awaiting decision from the LPA.</p>	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 still expected to commence in November 2019 with a view to handover in December 2020. James Elliman Homes are intended to acquire for use for social housing.	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	<p>Public Realm design underway and negotiations with Net Rail and GWR to construct the forecourt are continuing.</p> <p>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. Cabinet approval now secured (September Cabinet) designs proceeding.</p>	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	<p>£11.9m spent in Q1 and Q2 on providing a site for Grove Academy and an expansion of places at Langley Grammar School.</p> <p>£840K spent Q1 and Q2 providing new SEND Resource Unit at Marish Primary Academy.</p> <p>£17K spent on providing refurbished buildings for Haybrook College and Littledown School.</p>	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	October 2020	<p>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. Utility disconnections and diversions are interfering with programme delivery and causing some phasing delays.</p> <p>Work is continuing on refurbishment of the Orchard Community Centre and this work will complete by the end of Q2. A further site in Chalvey has been identified for accommodating community groups during the construction phase.</p> <p>The former Chalvey Community Centre and Chalvey Nursery buildings have been demolished and construction of the new school and Chalvey Hub are progressing well on site.</p>	AMBER ↔
40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	Ongoing	Proposals to go to Joint Parenting Panel Dec 2019 for approval.	GREEN ↑

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	<p>Manifesto Pledge has been met</p> <p>Secured revenue funding of £1.4 million growth for SCST Children's Services. This was approved by Cabinet in February 2019.</p>	
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	<p>Slough Academy was launched in Nov-18 and currently promotes apprenticeship opportunities to all SBC colleagues through internal communications.</p> <p>Apprenticeship opportunities not filled internally are promoted through communications externally in Slough.</p> <p>As at quarter 2, we received 71 external applications, held 10 interviews of which 8 appointments were offered.</p>	<p>GREEN</p> 

SLOUGH BOROUGH COUNCIL

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

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WARD(S): All

PORTFOLIO: Cllr Swindlehurst – Leader of the Council

PART I
NON-KEY DECISION

THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY (2020/21 to 2022/23) AND INITIAL 2020/21 BUDGET CONSIDERATIONS

1. Purpose of the Report

This report updates Cabinet on the Council's latest medium term financial strategy forecasts for the years 2020/21 to 2022/23, including the targeting of resources to meet the Council's priorities in 2020/21 and proposals for a range of savings required to balance the budget. Together, these form the basis for Members to begin to consider 2020/21 budget options.

2. Recommendations / Proposed Action

Cabinet is requested to resolve that:

- a. the revised Medium Term Financial Strategy (MTFS) is approved, as the basis for considering 2020/21 budget options;
- b. the 2020/21 budget is modelled on the basis of a Council Tax increase of 3.99% for 2020/21 (which includes the Government's 2.00% adult social care precept), for resource planning purposes; the 3.99% is for modelling purposes only at this time. The decision on the Council Tax to be set for 2020/21 will be made by members in February and may not be at the maximum figure included in the MTFS once the budget work has been finalised.
- c. the ongoing uncertainty is noted, regarding the extent to which the Authority may retain a share of business rates growth and the way that central government assesses the Authority's need to spend in the future. This makes medium term financial planning more difficult than usual;
- d. the timing of the provisional local government finance settlement is noted, as it will be announced later than normal (due to the General Election), so the time for scrutinising budget proposals will be less than usual;

- e. the initial savings proposals (and additional income generation proposals) are noted, as they are designed primarily to fund some of the additional 2020/21 spending pressures from Slough Children’s Services Trust (SCST)

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

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4. Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	none
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A number of posts may be affected by changes proposed during the revenue budget process 2020/21 to ensure the Council adheres to its Medium Term Financial Plan. If necessary these will be managed through the council’s restructure, redundancy and redeployment policy and procedure.	None
Equalities Issues	Equalities Impact Assessments will be undertaken and considered as budget growth and savings options are identified during the course of this financial year.	None

Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery	None	None
Project Capacity	None	None
Other	The MTFS is not a fixed set of numbers and is necessarily based on various financial forecasts and assumptions that will inevitably change during the year	None

5. **Revenue Budget Framework**

- 5.1 The Council needs to set a balanced budget each year and ensure it is financially sustainable in the medium term. This includes maintaining adequate reserves. To achieve this and ensure scarce resources are directed towards strategic priorities it produces a Medium Term Financial Strategy (MTFS).
- 5.2 Effective financial planning sits at the heart of the Council’s management of its public services. The MTFS brings together all known factors affecting the Council’s financial position and its financial sustainability into one place. It thereby provides a clear and concise view of future sustainability and the key decisions that need to be made address to any resource gaps and ensure scarce resources are in the right place to deliver on the ambitions of the Council, as articulated in the Five Year Plan. It translates the Council’s ambitions and constraints into deliverable options for the future.
- 5.3 The Council set its latest budget and Medium Term Financial Strategy (MTFS) in February 2019. Cabinet was provided with an update to the MTFS in September. The MTFS integrates strategic and financial planning over a three year period. It translates the Strategic Plan priorities into a financial framework that enables Members and officers to ensure policy initiatives can be delivered within available resources, and can be aligned to priority outcomes.
- 5.4 The drivers for the Council’s financial strategy are:
- To set a balanced budget over the life of the MTFS whilst protecting residents from excessive Council Tax increases, as defined by the government, through the legislative framework covering Council Tax referenda.
 - To fund priorities agreed within the Five Year Plan, ensuring that service and financial planning delivers these priorities.

- To deliver a programme of planned reviews and savings initiatives designed to keep reductions to service outcomes for residents to a minimum.
- To maintain and strengthen the Council's financial position so that it has sufficient contingency sums, reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
- Ensuring the Council maximises the impact of its spend to deliver priority outcomes in the context of reducing resources.

5.5 To support the financial strategy highlighted above, the rest of this report covers the following:

- National funding context
- Impact of Slough Children's Services Trust financial position
- Outcome from Star Chamber deliberations
- Review of existing growth and savings
- Revised financial projections

National Funding Context

5.6 The Chancellor of the Exchequer announced in August that there would be a one-year Spending Review covering 2020-21, with a multi-year Spending Review held in 2020. Further details on the one year Spending Review were announced on 4 September. In terms of local government, there was a primary focus on additional resources for Authorities with social care responsibilities (a social care grant of £1 billion). The announcement of £54m to address homelessness and rough sleeping and £241m to help regenerate town centres' high streets was also welcome.

5.7 A consultation paper by the Ministry for Housing, Communities & Local Government (MHCLG) was published on 3 October. It announced powers for local authorities to raise Council Tax by up to 2% plus an additional 2% adult social care "precept", before a local referendum has to take place. The MTFs assumes that these tax raising powers are fully utilised, as does the government's planning figures.

5.8 The precise distributional details of the additional resources implied by these announcements for individual Local Authorities are not yet known. The announcement of the General Election on 12 December also means that the provisional local government settlement announcement will be delayed. This is not helpful in terms of making important, timely decisions. However, a basic one year Spending Review "rollover" gives some greater predictability to the 2020/21 financial settlement and the MTFs has been updated for this.

5.9 There is much less certainty regarding 2021/22 and 2022/23. The expectation is that New Homes Bonus (NHB) will be phased out, as the Government seeks alternative ways of incentivising housing growth, but the mechanisms for this are not yet known.

The MTFs assumes that any NHB “savings” nationally will be redistributed, leaving the Authority with access to broadly the same level of resources. The current retained business rates system will be redesigned, with a “reset” now expected in 2021/22. This will set a baseline beyond which the Council will need to grow before it can retain additional resources locally. However, the details of these mechanisms are not known. The MTFs assumes a loss of business rates income in 2021/22 as the reset “bites” (because the levels of business rates growth in the borough is already high and ongoing growth will need to exceed this to benefit the Council). Finally, the results of the Fair Funding review, which will reflect central Government’s assessment of the Authority’s need to spend (and hence additional grant to support this need to spend) is not known either. So, years 2 and 3 of the MTFs is only a scenario for planning purposes and needs to be heavily caveated, given this considerable ongoing uncertainty.

Impact of Slough Children’s Services Trust Financial Position (SCST)

- 5.10 The previous MTFs report to Cabinet in September noted that SCST had informed the Council of a growth bid for 2020/21. This was in addition to the £1.400m growth provided by the Council in 2019/20. The growth bid totalled £2.705m. This was in excess of any available resources and as reported in September’s MTFs report to Cabinet, resulted in the forecast 2020/21 budget being in deficit by £2.623 million. The Council then initiated a series of “Star Chamber” meetings designed to identify further savings within directorates to fund the Trust’s growth bid (as well as to scrutinise other growth bids).
- 5.11 As part of the Star Chamber process the Trust then provided a substantively different set of bids, which are summarised below

Table: Summary of the Trust's Growth Bids & Savings Proposals (November 2019)

	£'000
Growth in demand on placements	2,984
Increase in staffing to meet demands on services	795
Legal fees required to ensure right decisions	237
Employer pension contributions	304
Other growth pressures	379
Savings – restructure	-603
Savings - mallards closure	-538
Savings - permanent recruitment	-274
Savings - fostering recruitment	-287
Savings - CHC contributions & Home Office support	-204
Savings – other	-80
TOTAL	2,713

5.12 More work is required to understand the assumptions behind aspects of the revised bid and, currently, the recommendation is that resources are only granted to fund placements less savings and a lower figure for employer pension contributions (£0.190 million), pending a final actuarial revaluation. It is suggested that legal costs could be better managed; staffing should be fundamentally reviewed before any increase to the establishment and that other growth pressures need to be absorbed as efficiencies within the Trust's overall budget of £30 million. This leaves a provisional growth bid of £1.188 million, plus inflation of £0.425 million, which would be funded from within the Council's overall inflation allowance.

5.13 The latest MTFS model is predicated on these assumptions, whilst further work in undertaken in partnership with the Trust to better understand some of the assumptions and rationale behind the revised bid. Any further increase in funding for the Trust will require additional compensating cuts elsewhere within the Authority, pending the impact of the local government finance settlement.

Outcome from Star Chamber Deliberations

5.14 As highlighted earlier, the in-year overspend and budget bid from the Trust meant that additional savings needed to be found. A series of meetings were held with Service Leads, in which the Corporate Management Team scrutinised opportunities for savings, as well as the need for any growth bids over and above those already committed in the MTFS. As such, they provide a starting reference point from which Elected Members may consider amendments to formulate the final budget (subject also to the provisional government finance settlement), noting that any rejected savings will require either compensating savings or reductions in spending bids. These are detailed in Appendices C and D and are summarised in the tables below:

Table: STAR CHAMBER - SUMMARY OF SPENDING BIDS

	£'000
Children's Trust	1,188
SEND Home to School transport	1,000
Adult Social Care demography	572
Housing - Temporary accommodation	870
Planning & Economic Development	522
Coroner Costs	40
Building & Infrastructure costs	608
Additional support service costs	417
TOTAL	5,217

Table: STAR CHAMBER - SUMMARY OF SAVINGS PROPOSALS

	£'000
Efficiencies from redesigned support services	1,510
Income generation	1,296
Service change – waste disposal initiatives	412
TOTAL	3,218

Existing Growth and Savings

5.15 The growth and savings items currently included in the MTFs (prior to the Star Chamber considerations) are set out as Appendices A and B to this report. The primary changes here since the MTFs was last considered by Cabinet in September are as follows:

- The previous growth allocation for the street homelessness initiative (£270k) has been removed, as the increased focus on temporary accommodation (highlighted in the new bids above) should contribute towards reducing the pressure on the overall housing service, meaning this bid is no longer necessary
- The Slough App for residents will now form part of a wider review of how best to use existing I.T resources and the website to deliver information to residents. All resident offers currently available via the Slough App will be available direct once the updated SBC website is in place so the additional planned allocation of £48k for the Slough App will no longer be required and has been removed.
- Additional income from improved council tax and business rates collection (£200k) has been removed, as these resources are reflected in the overall assessment of total Council Tax and Business Rates income and latest taxbase assumptions
- The invest to save saving of £500k to cover fraud recovery has been removed as it is unlikely that such a target could be delivered on a recurring basis

Revised Financial Projections

5.16 Consolidating the impacts of the recent national announcements on local government funding, the Trust's financial position, the outputs from the Star Chamber deliberations and the review of existing growth and savings proposals results in the following financial position (see table overleaf):

19/20 £'000		Latest position		
		20/21 £'000	21/22 £'000	22/23 £'000
101,521	Base Position (Excluding Parish Precepts)	120,499	124,300	124,615
15,498	Government Grants Included below			
3,694	Base Budget Changes	3,140	3,140	3,140
8,099	Directorate Growth - Brought Forward	1,550	1,725	725
	Growth - 2019/20 Star Chamber	5,217		
1,321	Revenue Impact of Capital Programme	1,011	656	656
2,739	Slough Urban Renewal	750	750	0
(12,373)	Savings Identified - Brought Forward	(4,649)	(2,996)	(100)
	Savings - 2019/20 Star Chamber	(3,218)		
120,499	Total Forecast Expenditure	124,300	127,575	129,036
58,493	Council Tax Income	61,009	64,444	67,934
42,395	Retained Business Rates	42,061	39,296	39,825
2,717	New Homes Bonus	2,261	1,905	2,100
1,396	Additional Social Care Grant	3,399	3,399	3,399
7,363	Public Health Grant	7,569	7,569	7,569
3,678	PFI Grant	3,678	3,678	3,678
3,357	Better Care Fund	3,357	3,357	3,357
312	Independent Living Fund	315	315	315
158	LCTS Admin Support Grant	166	166	166
630	Housing Benefit Admin Support Grant	486	486	486
120,499	Total Estimated Funding Available	124,300	124,615	128,829
0	CURRENT FUNDING GAP	0	(2,960)	(207)

5.17 This indicates that, subject to the local government finance settlement later this year, the Council has a broadly balanced outline budget proposition for 2020/21, against which to consider any changes. Additional savings for 2021/22 and 2022/23 may be required, but as pointed out earlier in this report, there is considerable uncertainty regarding the impact of the national reviews of business rates retention and fair funding, which make these projections very provisional.

6. Comments of Other Committees

None.

7. Conclusions

- 7.1 The Council has a statutory duty to balance the budget year on year which can include the use of reserves. The financial projections in the table above provide a base point from which to build a balanced budget for 2020/21. In the Section 25 statement within the Revenue Budget report presented to full Council, in February 2019, the Section 151 Officer noted that the “*current level of General Fund reserve is ...considered to be the absolute minimum on the basis that the budget balances in 2019/20*”. Therefore, it is recommended that any additional one-off income that may be received or generated is considered for use initially to replenish general reserves. This is particularly important given the potential shortfall in the MTFS for 2021/22 and 2022/23.

8. Appendices

‘A’ – Current Savings Identified (from existing MTFS)

‘B’ – Current Growth Identified (from existing MTFS)

‘C’ – Proposed Additional growth items (from the Star Chamber process)

‘D’ - Proposed Additional savings items (from the Star Chamber process)

9 Background Papers

None.

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APPENDIX A

SLOUGH BOROUGH COUNCIL
2020/21 BUDGET BUILD - GROWTH BROUGHT FORWARD (From Existing MTFS)

Ref	Directorate	Service	Lead Officer	Type	Growth Description	20/21 £'000	21/22 £'000	22/23 £'000
1	Adults and Communities	Adult Social Care		Demand	Care Act Responsibilities	25	25	25
2	Adults and Communities	Adult Social Care		Demand	Demographic Growth	700	700	700
						<u>725</u>	<u>725</u>	<u>725</u>
3	Finance & Resources	BTL - L514		Governance	Budgeted Increase of General Reserve	750	0	0
4	Finance & Resources	Contingency - L504		Governance	Additional Pressures		1,000	0
5	Finance & Resources	BTL - L514		Governance	Creation of Brexit Reserve	(200)	0	0
						<u>550</u>	<u>1,000</u>	<u>0</u>
7	Chief Executive	Chief Executive - D305		Loss of Income	Local Welfare Provision	75	0	0
						<u>75</u>	<u>0</u>	<u>0</u>
Ref	Directorate	Service	Lead Officer	Type	Growth Description	20/21 £'000	21/22 £'000	22/23 £'000
8	Adults & Communities	Communities and Lesiure		Service Improvements	Employment Opportunities for Slough Residents	25	0	0
9	Finance and Resources	People	S Nagra	Service Improvements	Slough Academy - Ongoing Costs	175	0	0
						<u>200</u>	<u>0</u>	<u>0</u>
						<u>1,550</u>	<u>1,725</u>	<u>725</u>

APPENDIX B

**SLOUGH BOROUGH COUNCIL
2020/21 BUDGET BUILD - SAVINGS BROUGHT FORWARD (From Existing MTFs)**

Directorate	Service	Lead Officer Type	Savings Description	20/21 £'000	21/22 £'000	22/23 £'000
1 Adults and Communities	Communities and Lesiure	Commercial	Leisure Services - Leisure Contract Management savings	1,489		
2 Adults and Communities	Adult Social Care Commissioning	Commercial	Recommission floating support services	100		
3 Adults and Communities	Regulatory Services	Commercial	Regulatory services becoming fully self funded	300		
4 ALL		Commercial	Customer & Accommodation - Transformation Savings	1,500	1,500	0
5 Chief Executive	Chief Executive	Commercial	Environmental services - work for other local authorities (Line Painting etc.)	150		
6 Chief Executive	Chief Executive	Commercial	DSO Traded Services	135	270	
7 Finance & Resources	Governance	Commercial	Recommissioning and reviews of major commercial contracts	300	300	
8 Finance & Resources	Treasury - Interest Receivable	Commercial	Wexham - Additional interest following delayed return of Capital	(340)		
9 Finance & Resources	Treasury - Interest Receivable	Commercial	Increased income from Treasury Management	75	100	
10 Regeneration	Regeneration Development	Commercial	ESFA - One off funding for school on TVU site	(1,000)		
11 Regeneration	Regeneration Development	Commercial	Regeneration - Income generation target	100	0	0
				2,809	2,170	0
				20/21 £'000	21/22 £'000	22/23 £'000
12 Adults and Communities	Adult Social Care Operations	Efficiency	Mental Health - Extension of Hope House Services	100		
13 Adults and Communities	Adult Social Care Operations	Efficiency	Reduced costs following increased Extra Care Housing provision	0	0	200
14 Place and Development	Neighbourhood Services	Efficiency	Housing Regulations Team - Business Development Manager	50	50	
15 Place and Development	Strategic Housing Services	Efficiency	Private Sector Acquisition Team (Housing)	100		
				250	50	200
16 Children, Learning and Skills	School Effectiveness	Income	School Effectiveness Review	180		
19 Regeneration	Regeneration Development	Income	Income from Car Park on TVU	0	0	(100)
				180	0	(100)
				20/21 £'000	21/22 £'000	22/23 £'000
20 ALL	People	Staffing	Slough Academy - Reduce Agency Spend	750	750	
21 ALL	Regeneration	Staffing	Electric Vehicle Initiatives	210		
				960	750	0
22 Adults and Communities	Adult Social Care Commissioning	Strategic Review	Review Provider Services and Personalisation opportunities	150		
23 A&C / CLS	Children, Learning and Skills	Strategic Review	Transformation of Early Help	300	0	
24 A&C / CLS	Children, Learning and Skills	Strategic Review	Transformation of Early Help phase 2	0	150	
				450	150	0
Savings from UCR Contingency					(124)	0
				4,649	2,996	100

2019 STAR CHAMBER - SUMMARY OF NEW SPENDING BIDS FOR 2020/21

	£'000
Children's Trust	1,188
Schools (General Fund)	
SEND Home to School transport	1,000
Adult Social Care Operations	
Additional demographic growth	572
Housing (People) services	
Temporary accommodation	870
Planning, Transport & Parking	
Delivery of the local plan (resources for 2 years)	332
Economic Development	
Additional staff & BID levy contribution	190
Regulatory	
Coroner costs	40
Building Maintenance	
Business rate revaluation costs and additional maintenance	608
Strategy & Performance	
Investment in capacity to support strategic planning and performance management	100
Finance & Governance	
Additional fraud prevention and election costs	232
People Services	
Training systems and investment in graduate programme	49
I.T. & Digital	
Cloud based disaster recovery facility.	36
	5,217
	5,217

2019 STAR CHAMBER - SUMMARY OF NEW SAVINGS PROPOSALS FOR 2020/21

	Savings Proposals £'000
Communities & Leisure	
Revenue payback from capital investment	40
Redesign support	51
Regulatory	
Service to become cost neutral	165
Planning, Transport & Parking	
Additional transport income	400
Environmental Services & DSO	
Inflationary increases and grant bids	156
Waste disposal initiatives	412
DSO wins more major infrastructure project work (one off)	700
Schools (General Fund)	
Redesign of support	110
Finance & Resources (directorate wide)	
Efficiencies from redesigned support services	1,184
	3,218
	3,218

SLOUGH BOROUGH COUNCIL

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

CONTACT OFFICER: Cate Duffy, Director of Children, Learning and Skills Services
(For all enquiries) (01753) 875751

WARD(S): All

PORTFOLIO: Councillor Carter, Cabinet Member for Children and Schools

PART I
KEY DECISION

THE TRANSFER OF RELEVANT ADOPTION SERVICES FROM THE TRUST TO A REGIONAL ADOPTION AGENCY

1 Purpose of Report

To request Cabinet to resolve that the Council join the Regional Adoption Agency arrangements hosted by the London Borough of Harrow in order to procure adoption services provided by the Thomas Coram Foundation for Children under those arrangements and to delegate powers to the Director of Children, Learning & Skills Services, in consultation with the Lead Member for Children and Schools, to put such resolution into effect.

2 Recommendation(s)/Proposed Action

Cabinet is requested to resolve that:

- a) the Council join the Regional Adoption Agency arrangements hosted by the London Borough of Harrow in order to procure adoption services provided by the Thomas Coram Foundation for Children under those arrangements; and
- b) powers be delegated to the Director of Children, Learning and Skills Services, in consultation with the Lead Member for Children and Schools, to agree all terms with the London Borough of Harrow, the Secretary of State For Education, the Thomas Coram Foundation for Children, the Slough Children's Services Trust and other participant authorities and to arrange for the Council to enter into or execute all deeds and agreements necessary to put such arrangements into effect, and
- c) a delegation to the Director of Children, Learning and Skills to make all further decisions regarding the final arrangements to enable the Council join the RAA including amendments to the arrangements with SCST as appropriate, and
- d) powers be delegated to the Director of Children, Learning and Skills, in consultation with the Section 151 officer, to approve the financial model and funding contributions, and
- e) the requirement for the TUPE transfer of adoption staff from SCST to Thomas Coram Foundation for Children is noted.

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

3a. Slough Joint Wellbeing Strategy Priorities

The provision of adoption services through Thomas Coram Foundation for Children directly contributes to Slough's Joint Wellbeing Strategy priority of protecting vulnerable children. There are clear links between the JSNA priorities around protecting vulnerable children and the move to a RAA aims to address this.

3b Five Year Plan Outcomes

The transfer of adoption services to Thomas Coram Foundation for Children for inclusion in a Regional Adoption Agency supports Outcome 1 of the Five Year Plan – Slough children will grow up to be happy, healthy and successful.

This proposal also supports the priority of the Children, Learning and Skills Directorate is to further embed work with partners to safeguard children and young people in Slough.

4 Other Implications

(a) Financial

There are three main areas of cost for the adoption service; Staff, Other costs (including Panel costs, Project costs, CSR, RAA Overheads) and Placements.

	SCST RAA Forecast	SCST Budget 19/20
Staffing	£389,108	£459,823
Other Costs (incl. RAA overheads)	£198,536	£72,704
Placements	0	£32,000
Total	£587,644	£564,527
Deficit	£23,117	

The Staff and Other costs are fixed, the placements cost is demand led. In previous years there has been a need to buy placements from outside the pool incurring inter-agency fees. It is hoped that there will not be a need to buy these placements in the future. This does depend on the success of Coram recruitment and should be flagged as a financial risk.

Historically, SCST have been very successful recruiting adopters and have had a net surplus, generating more income from selling adopters than spending on external placements. Over the last three years SCST have required on average a total of 12 placements per year, of which five have been purchased as external placements.

The 2019/20 SCST actual budget is £564,527. The above projection of future costs indicates that there will be a budget deficit of £23,117.

There is a risk that there will be a need to purchase placements during the year. The estimated cost of each placement is £31,620 and will need to be funded in year.

There is an outstanding issue of whether SCST need to put more resource into recruitment and assessment, at £49,125, which would further increase any deficit.

This model will need to be carefully monitored through the commissioned contract and will be subject to review once it has been live for a period of time.

Currently, the funding of adoption services sits with SCST, in line with the agreements of the Trust's status.

As the Council will be entering into the agreement with the London Borough of Harrow and Thomas Coram Foundation for Children, it will be the Council who will then make the payments to Coram for adoption services, and the Council will therefore deduct £564,527 pa from the SCST contract price from April (and pro-rata for February and March 2020).

Not all of the adoption services will transfer to the RAA with some functions being out of scope of the RAA, such as Adoption Allowances, Special Guardianship Placements, and Non agency adoptions. These functions will remain within SCST and will continue to be monitored through the Council's contract with SCST as before.

(b) Risk Management

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

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
The Council join the Regional Adoption Agency arrangements hosted by the London Borough of Harrow in order to procure adoption services provided by the Thomas Coram Foundation for Children under those arrangements	<p>By not joining this RAA the DfE may enforce adoption arrangements on local authorities which could force SBC to hand over its adoption function to another authority or Voluntary Adoption Agency</p> <p>Moving to a RAA risks a dislocation of adoption services from the social work teams which work with children</p> <p>Disruption during the period of transition when staff become more focussed on the change process rather than service</p>	<p>Continuous monitoring of risk through the SCST Board and ensuring there are relevant mitigations and oversight in place</p> <p>Ensuring the work of the RAA remains child centred and innovative in delivery</p> <p>Being open and honest with staff in consultations and sharing information in a timely manner</p>	Negligible	All such risks are outweighed by the benefits

	delivery			
Powers be delegated to the Director of Children, Learning and Skills Services, in consultation with the Lead Member for Children and Schools, to agree all terms with the London Borough of Harrow, the Secretary of State For Education, the Thomas Coram Foundation for Children, the Slough Children's Services Trust and other participant authorities and to arrange for the Council to enter into or execute all deeds and agreements necessary to put such arrangements into effect	With a general election taking place on 12 th December, any changes to Ministerial posts could impact the timeline for approval of any changes to the Statutory Direction	Maintain communications with Elizabeth Bailey, DfE Intervention Case Lead	Negligible	N/A

(c) Human Rights Act and Other Legal Implications

Human Rights Act Implications

Under Article 8 of the Convention for the Protection of Human Rights and Fundamental Freedoms, as given effect to in the domestic law by the Human Rights Act 1998, every person has the right to respect for his family life.

The 1989 United Nations Convention on the Rights of the Child, which was ratified by the United Kingdom in 1991, provides that it is a fundamental right of every child to belong to a family but such right is not enforceable in UK domestic law.

Legal Implications

Under Section 3 of the Adoption and Children Act 2002 each local authority must continue to maintain within their area a service designed to meet the needs, in relation to adoption, of children who may be adopted, their parents and guardians,

persons wishing to adopt a child and adopted persons, their parents, natural parents and former guardians and for that purpose must provide the requisite facilities.

Requisite facilities must include making, and participating in, arrangements for the adoption of children and the provision of adoption support services.

A local authority may provide any of the requisite facilities by securing their provision by registered adoption societies or other persons who are within a description prescribed by regulations of persons who may provide the facilities in question. These services are referred to as the 'adoption service', meaning either a local authority or a registered adoption society may be referred to as an adoption agency (section 2(1)) of the Adoption and Children Act 2002). The Thomas Coram Foundation for Children is a registered adoption society and under Regulation 5 of the Adoption Support Services Regulations 2005 another local authority is prescribed for these purposes.

The facilities of the service must be provided in conjunction with the local authority's other social services and with registered adoption societies within their area, so that help may be given in a co-ordinated manner without duplication, omission or avoidable delay.

Section 15 of the Education and Adoption Act 2016 enables the development of RAAs to include joint arrangements by one or more local authorities for all or any of their functions to be carried out by either one of those authorities or one more other adoption agencies. The functions specified for such purposes are functions in relation to the recruitment of persons as prospective adopters, the assessment of prospective adopters' suitability to adopt a child, the approval of prospective adopters as suitable to adopt a child, decisions as to whether a particular child should be placed for adoption with a particular prospective adopter or the provision of adoption services. There is an expectation from the Department for Education for all authorities which maintain an adoption service to join a Regional Adoption Agency by 2020 with power to direct such outcome after that time.

The transfer of services to the RAA from SCST will require amendments to the Statutory Direction that the Council is currently under, and our legal representatives are currently in discussion with the DfE to make the necessary changes. In effect, the amendments will require the transfer back from SCST of relevant statutory functions and services to the Council so that agreement can then be made for those statutory functions and services to be transferred to the RAA.

The RAA arrangement will have an impact on the Council's current contract with SCST. Those services which will be out of the scope of the RAA (as referred to in Paragraph 5.12 below) will require some amendment to existing Service Delivery Contract between the Council and SCST will be amended to reflect this requirement and any other amendments to put the practical arrangements into effect.

The contract for services will be between the Council and the RAA, which will be entered into by way of the Council entering into a Deed of Adherence (by reference to the existing Contract for the Provision of the Supply of Adoption Services dated 7 June 2019 between (1) London Borough of Harrow (2) City of London Corporation and (3) The Thomas Coram Foundation For Children, and other ancillary documents to enable the Council to become part of the RAA hosted by Harrow Council and access services from Coram.

The contract between Slough and SCST will be amended in accordance with the processes set out in that contract together with any approvals required as part of the corporate approvals process for SCST.

Whilst the Council will hold the contractual arrangements with the RAA, it may be appropriate for SCST to have a direct operational relationship with the RAA. The detail of the same will be developed as part of the establishment process.

(d) Equalities Impact Assessment

The RAA has undertaken a risk assessment in relation to the nine protected characteristics and no adverse impacts were identified; this also applies to SCST and SBC where adoption services are supplied under a clear legal framework that includes equalities protecting the rights of children and adults in the delivery of services.

The service is regulated and inspected (through ILACs individual Local Authorities and separate inspection of the VAA by Ofsted) and the provider has demonstrated it has a robust quality framework for the maintenance of high standards of best practice.

(e) Data Protection Impact Assessment

The Council will undertake all necessary risk assessment and due diligence procedures mandated by data protection laws including the completion of a Data Protection Impact Assessment.

(f) Workforce

There are clear workforce implications involving the transfer of staff from SCST to the RAA. Staff will transfer under TUPE (Transfer of Undertakings Protection of Employment) which provides protection to the transferring staff. SCST staff are protected against having their terms and conditions changed in connection with the transfer. Thomas Coram Foundation Children are finalising their structure though they have been explicit in their expectation for all SCST Adoption staff, who work the majority of their time within the remit of the RAA would cover, to be TUPE transferred to the RAA. Where vacancies arise within the adoption team, SCST are currently not recruiting to permanent staff and are back filling with locum staff as this will allow future staff to be appointed on Coram's terms and conditions.

Currently there are six FTE (8 posts and 1 vacancy) to transfer to the RAA subject to any final analysis of staffing and capacity. These roles involve team managers and specialist staff for the recruitment and assessment and approval of adopters, panel advisers and panel management, family finding and matching of child to families, adoption support for adopters recruited and adopters coming into the Borough requiring an assessment. A detailed exercise has been carried out in identifying those staff transferring from SCST under TUPE to Coram.

Whilst the detail of the terms of the TUPE transfer will be set out in the contractual documentation, it is anticipated that Coram will require an indemnity against any pre-existing employment claims that would otherwise transfer (by operation of law) and liabilities associated with the transferring employees.

Appropriate arrangements will be put into place to protect the employees transferring from SCST to Coram so as to ensure their continued access to the Local Government Pensions Scheme and in particular the Berkshire Pensions Fund (the “Fund”). Bevan Brittan will liaise with the Council, Thomas Coram Foundation for Children and the Fund in relation to the same, with the preferred model being to become an Admitted Body to Slough’s pension scheme (LGPS) so that the staff in scope can be transferred to Thomas Coram Foundation for Children and can continue to have access their pension. The actuary has worked up the pension data on behalf of the Fund.

Where an individual once transferred to the RAA decides to leave, any new appointment will be made under the RAA conditions of service that will not involve LGPS; so in time there is potential for a lessening of funding required. All staff are required to be employed by Thomas Coram Foundation for Children to meet the requirements of the RAA.

The Trust has prepared a Consultation Plan and a Frequently Asked Questions document has been drawn up to inform the staff affected by the transfer. The formal 30 day consultation with staff is due to take place late November.

SCST has been open with staff in terms of the RAA and have shared all available information in a timely manner, through team briefings, 1:1 consultations and engagement of the Trade Union as part of employment due diligences.

SCST is responsible for dealing directly with Thomas Coram Foundation for Children for the TUPE, including consultation with the Trade Union, and mobilisation of the contract.

5 Supporting Information

Background

- 5.1 In March 2016, the Government announced intended changes to the delivery of adoption services, setting a clear direction that all local authorities’ adoption services must be delivered on a regional basis no later than 2020. This followed a range of national policy changes since 2012, including the 2015 ‘Regionalising Adoption’ paper by the Department for Education (DfE) that sought improvements in adoption performance.
- 5.2 Following the General Election in June 2017, the Minister of State for Children and Families reaffirmed commitment to this policy, through provisions made in the Education and Adoption Act 2016.
- 5.3 The Council is to join the DfE approved programme for Thomas Coram Foundation for Children Ambitious for Adoption, and the timeline for entry is the end of January 2020. As well as offering sound and effective practices in adoption Thomas Coram Foundation for Children will provide continuity of services and delivery for Slough’s children and adopters; the approach is child centred and the design of the service offers flexibility and responsiveness to delivery needs.
- 5.4 Consideration was given to joining other RAA arrangements but the terms of entry differ very little and we need to be mindful of the diversity of the children we adopt and are in our care. The ‘fit’ in terms of more positive adoption match means Slough

Borough Council should join with the London Boroughs rather than the other arrangements in the South East whose demographics are not such a successful match.

- 5.5 The length of this agreement is a ten year contract with Thomas Coram Foundation for Children through the regionalised adoption agency hosted by the London Borough of Harrow. It may well last longer than the SCST arrangements and therefore Cabinet approval is sought to transfer adoption services to the RAA and to delegate responsibility to the DCS to authorise the agreement with Thomas Coram Foundation for Children.
- 5.6 The London Borough of Harrow is the host authority of the RAA and it is through them that other Local Authorities and Voluntary Adoption Agencies join with Thomas Coram Foundation for Children. Full due diligence has been completed on the London Borough of Harrow and on Thomas Coram Foundation for Children through the DfE to establish that these are competent organisations to lead the RAA.
- 5.7 The role of the London Borough of Harrow as lead Local Authority for Ambitious for Adoption RAA involves being a key contact with DfE, overseeing the procurement of the service and with ongoing oversight of compliances to the contract, performance management and holding the DfE grant in the development stage.
- 5.8 The RAA is overseen by, and accountable to, the Strategic Governance Board which is made up of DCS of each authority and Coram as strategic partner, and an Operational Workstream Group, made up of Heads of Services of Adoption Services of each agency.
- 5.9 The DCS and previous Lead member have been to an information and briefing evening with the RAA and were satisfied that the arrangements were appropriate and that this decision overall was in the best interests of adoption practice.
- 5.10 A date of entry to the RAA of the end of January 2020 has been secured to enable due diligences to be complied with and secure ease of transition of staff and the service.

Adoption services to be transferred

- 5.11 All adoption statutory functions are **in-scope** and will be carried out by the Thomas Coram Foundation for Children as set out in the service specification and will comprise:
 - Adopter recruitment, preparation, training and approval of adopters
 - Family finding/matching (matching decision with LA)
 - Adoption Support
 - Letter Box Contact
 - Management of Adoption and Permanency Panel
 - Early Placement Delivery including Fostering for Adoption
- 5.12 Services **out of scope** of the regional adoption agency, and which therefore will remain with SCST, comprise of:
 - Adoption Allowances (funding to support child adoptions in each area) will be retained by each local authority as part of corporate parenting duties to enable adoption and using the DfE assessment model.
 - Special Guardianship Placements and support of SGO placements

- Non agency adoptions (typically step family adoptions).
- 5.13 To manage the functions of the adoption service remaining with SCST, the Responsible Officer (the ADM) will remain as the Chief Executive of SCST, and will carry out this role on behalf of the Council. The key personnel from the Council will be the Director of Children, Learning and Skills Services.
- 5.14 To provide a sense of the level of activity in the SCST Adoption Team, the current number of family finding CLA is 32 children (those with a legal status of planning for adoption), 17-18 confirmed adoption orders within a year cycle, and 100 children and families receiving post adoption support, of which 25 children are in intensive intervention at any one time. These figures are similar year on year so show a confirmed regular and significant level of activity.
- 5.15 A key tenet of the RAA model as stipulated by government is that there is one pool of adopters, that there is a non sequential approach to family finding so that children are matched earlier and that there is greater coherence in adoption support. It is the expectation that over time the RAA will deliver economies of scale and the model adopted by the RAA involving a shared and not a pooled budget does enable on a 50/50 placement basis for funding, so where adoption placements are not required as planned, the funding stays with the respective Local Authority/Trust.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

The transfer of Slough's adoption services for inclusion in a Regional Adoption Agency will

- help speed up the matching and markedly improve the life chances of neglected and damaged children,
- improve adopter recruitment and adoption support,
- reduce costs,
- ensure Slough Borough Council continues to meet and adhere to statutory regulation.

Additionally, inclusion in a RAA will ensure

- we are part of a system where children are matched with the most suitable adopter as quickly as possible,
- innovative and imaginative solutions to early matching of children to adopters
- recruitment will take place at an efficient scale and provide a pool of 'adoption ready' adopters large enough and well enough matched to the needs of children waiting,
- enough high quality adoption support services and tailored provision is available
- economies of scale through agencies working together and sharing infrastructure

8 **Background Papers**

1. Contract for the Provision of the Supply of Adoption Services dated 7 June 2019 between (1) London Borough of Harrow (2) City of London Corporation and (3) The Thomas Coram Foundation For Children
2. Department for Education paper "Regionalising Adoption" June 2015.

SLOUGH BOROUGH COUNCIL

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

CONTACT OFFICER: John Griffiths, Service Lead Housing Development and Contracts

(For all enquiries) (01753) 875436

WARD(S): Chalvey

PORTFOLIO: James Swindlehurst, Cabinet Member for Regeneration and Strategy

PART I
KEY DECISION**DEVELOPMENT AT TOWER HOUSE AND ASHBOURNE HOUSE****OPERATION OF POWERS UNDER SECTIONS 226 AND S227 TOWN AND COUNTRY PLANNING ACT 1990, SECTION 122 OF THE LOCAL GOVERNMENT ACT 1972 AND SECTION 203 OF THE HOUSING AND PLANNING ACT 2016****1 Purpose of Report**

The paper updates Cabinet on the prospective development of Tower House and Ashbourne House, in particular following the advertisement of the notification of intention to appropriate land at Tower House and Ashbourne House in order to facilitate redevelopment as authorised by Cabinet on 18 November 2019.

It is proposed that Cabinet pass resolutions to confirm that subject to obtaining the consent of the Secretary of State, appropriation powers are used in advance of making the compulsory purchase authorised by Cabinet on 4 February 2019 as updated on 18 November 2019. Cabinet is asked to have regard to the content of those reports when considering the recommendations below.

2 Recommendations

That Cabinet resolves:

- (a) To acknowledge that no responses were received following the advertisement of notice of intention to appropriate those parts of the relevant land that comprise open space under section 122(2A) of the Local Government Act 1972;
- (b) To appropriate the Council Interests for planning purposes so as to facilitate the comprehensive regeneration of land at and adjacent to Tower House and Ashbourne House, including the provision of affordable housing, subject to the consent of the Secretary of State under section 19(2) of the Housing Act 1985;

- (c) Affirm the decision to proceed with the CPO as considered at the meeting of Cabinet on 18 November 2019
- (d) Acknowledge that the appropriation of the Council Interests and the compulsory purchase of the interests in the Order Land will enable reliance on Section 203 of the Housing and Planning Act 2016 to override third party rights affected by works on or use of that land;
- (e) To note the delegation to the Service Lead for Housing Development and Contracts authority to proceed with making and effecting the confirmation and implementation of the CPO following the appropriation, under the powers delegated by the resolutions made at the Cabinet meeting on 4 February 2019 and 18 November 2019 including seeking the Secretary of State's Consent further to section 19(2) of the Housing Act 1985.

3 **Terms**

In this report a number of defined terms have been used, which are intended to be read with the following meanings:

"Council Interests"	means all those interests in land owned by the Council within the boundary of the land shown on the plan at Appendix 1
"CPO"	means the proposed Slough Borough Council (Tower and Ashbourne) Compulsory Purchase Order 2019 as authorised in Cabinet on 16 July 2018 and 4 February 2019 and updated on 18 November 2019 and further explained in this report
"HPA"	means the Housing and Planning Act 2016
"Order Interests"	means all those interests in land listed in the Schedule set out at Appendix 2 and shown on the Order Map at Appendix 3, which comprise all of the interests in land that have been revealed in the course of the land referencing undertaken on behalf of the Council other than the Council Interests and set out at Appendices 2 and 3
"Scheme"	means the demolition of the existing buildings and comprehensive redevelopment of the site comprising 193 residential units (Use Class C3), provision of 136 sqm of flexible commercial / community space (Use Classes B1/D1/D2) and associated access works, car parking and landscaping, pursuant to planning application reference S/00020/005 (as amended in accordance with revised details submitted on 21 May 2019)

4 Compulsory Purchase Order

As reported to Cabinet on 18 November, section 226(1) of the Town and Country Planning Act 1990 grants a power to a local authority to acquire any land in its area if (a) it thinks that the acquisition will facilitate the carrying out of development or redevelopment or improvement on or in relation to the land, or (b) if it is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated. The relevant power in this case is section 226(1)(a) as the land which is proposed to be the subject of compulsory purchase (see Appendix 3) is required to facilitate the comprehensive regeneration of land at and adjacent to Tower House and Ashbourne House, including the provision of affordable housing. The Council seeks to achieve this regeneration by the development of the Scheme subject to any variations which may be approved by the Council as local planning authority. The potential compulsory purchase of land interests has been previously considered by Cabinet on 16 July 2018, 4 February 2019 and 18 November 2019.

It has previously been advised that the compulsory purchase would satisfy the requirements of section 226(1A) which states that the Council must consider that the development, redevelopment or improvement will contribute to the promotion or improvement of the economic, social or environmental well-being of the area.

In 2015 a decision was made by the Council to find new homes for the existing tenants in Tower House and Ashbourne House, as the development was considered to face major shortcomings, including, a failure to meet modern building standards, high ongoing maintenance costs and anti-social behaviour and crime. All of the existing Council tenants have been relocated to other homes within the area and all but one of the right to buy tenants reached private settlements with the Council for the sale of their interest. The proposed CPO covers the remaining interests on part of the land which is required for redevelopment. The Scheme provides the opportunity to make a significant contribution to improving the economic, social and environmental well-being of the area by delivering the following benefits:

- Providing 193 new high quality, energy efficient residential dwellings, to be provided as 100% affordable housing, in a context where there remain over 2,500 applicants on the Council's waiting list in need of housing;
- Development of a brownfield site, removing the existing poor-quality buildings and improving the integration of the site with the surrounding area;
- Offering flexible commercial / community space which can be used by groups from the wider community, a facility which has been lacking from the existing development;
- Providing a range of high quality open spaces across the site including a children's play space which will be available for use by residents of the wider community;
- providing vehicular access to the site from the east only, removing the impact of traffic access on neighbouring properties along the Crescent;
- providing upgrades to the junction between the Crescent and Burlington Avenue, to provide a safe crossing point for pedestrians;

- increasing the permeability of the site to improve its accessibility to residents of the surrounding area and to address issues around crime and anti-social behaviour;
- delivering high quality landscape proposals, particularly the proposed planting, which will increase the ecological benefits of the site and contribution to local biodiversity;
- high quality architectural design to provide an attractive and safe place for people to live and visit;
- financial contributions towards outdoor gyms within the local area and towards the Windsor Road electric vehicle car club.

The Scheme will therefore provide a range of planning and regeneration benefits in a sustainable location, particularly the provision of 100% affordable units and a high quality layout and design which will significantly improve the current situation on site. Employment benefits will also be achieved through the construction phase. This initiative will provide an opportunity to improve the safety, health and wellbeing of families in the Borough by providing new and fit for purpose housing stock.

It is considered that the compulsory purchase would accord with government "Guidance on Compulsory purchase process and The Crichel Down Rules" (July 2019).

There is a compelling case in the public interest for the making of the CPO, as it will enable the final acquisition of land that will enable the delivery of the Scheme as part of the Council's objective to redevelop the site and make wider contributions to the Council area, including the provision of new housing stock as well as other benefits for the wider community, as set out above. These benefits are considered to outweigh any impacts on the remaining landowner, in a context where all other occupiers have been successfully rehoused and the landowner has been offered assistance with finding alternative accommodation, which can be funded through appropriate compensation paid as a result of the compulsory purchase.

As previously reported to Cabinet, the Council has taken reasonable steps to acquire the remaining interests that are required to deliver the redevelopment and it has been unable to secure the final interests in the Order land by agreement. The Order land is central to the Scheme acquisition of these interests is necessary to allow the Scheme to proceed.

The purpose for which the land is being acquired is for the purpose of facilitating the comprehensive regeneration of land at and adjacent to Tower House and Ashbourne House, to include the provision of affordable housing. This purpose fits in with the adopted planning framework for the area and accords with the National Planning Policy Framework. The scheme is to be delivered on brownfield land and delivers social, environmental and economic benefits to the wider community (Core Strategy policy CP1 Spatial Strategy); whilst it does not result in a net increase in open space it will improve the quality of space provided and deliver increased benefits to residents of the scheme and the wider community (CP2 Green Belt and Open Space). It is considered that it will be less likely to be used for crime and anti-social behaviour. The Scheme contributes to the target of 6,250 new dwellings being provided between 2006 and 2026 (CP3 Housing Distribution), would meet density and exceed social rented tenure targets (CP4 Type of Housing). Its sustainable design and construction would accord with policy CP8 (Sustainability and the

Environment). It seeks to create a safe and attractive environment which will reduce the prevalence of antisocial behaviour and its impact on the wider community (CP12 Community Safety). For similar reasons, these benefits would accord with the principles of sustainable development in the NPPF and support its aspirations for growth in housing provision, including affordable housing: see paragraphs 7, 8, 59, 186 and 187.

It is not considered that the comprehensive regeneration of land at and adjacent to Tower House and Ashbourne House, including the provision of affordable housing could be achieved by any other means. The Council has made significant but as yet unsuccessful efforts to acquire the remaining interest by voluntary agreement. The Order land is part of a development which has reached the end of its useful or beneficial life and is otherwise vacant, awaiting redevelopment. The land lies within a block which needs to be demolished to make way for high quality development that can contribute towards the well-being of the wider area. Any impact on the remaining occupiers are not considered sufficient to outweigh the need to bring forward the redevelopment as proposed.

The potential financial implications of the decision to proceed with the CPO were considered in the report of 18 November 2019. Following a review of the market led by Savills on behalf of the Council, Legal & General Investment Management (L&G) have agreed substantive Heads of Terms with the Council to finance the development of the Scheme. The capital costs of the scheme will be forward funded by L&G following a binding Agreement for Lease signed by both parties. It is not considered that there is any funding impediment to acquiring the Order Land and or the delivery of the Scheme. It is anticipated that funding will be in place before the commencement of development and heads of terms between the Council and L&G have already been signed. The Council is fully committed to delivering the Scheme, having expended considerable resources to date on acquiring relevant interests, negotiating to acquire further interests by agreement, and in obtaining the main planning approvals required to authorise and deliver the Scheme.

As regards other impediments to implementation, telecoms apparatus of Vodafone and Virgin Media outside the Order Land but within the area of the proposed redevelopment will be removed by December 2020; and in any event they do not prevent the commencement of development of the Scheme well before that date. The appropriation of Council interests in the wider land to be redeveloped and covered by the Scheme is set out below.

5 Appropriation of Council Owned Land and Third Party Rights

The land which the Council seeks to redevelop and which is covered by the Scheme includes the Order Land (shown at Appendix 3) as well as a wider area of land comprising the Council Interests, as shown in Appendix 1. The Council Interests include interests in the tower block in which the Order Land is located.

The land including the Council Interests, along with other land in the vicinity, was acquired by the Council for the purposes of building housing in 1962 and was the subject of a compulsory purchase order made under Part V of the Housing Act 1957. Part of the Council Interests surrounding Tower House and Ashbourne House were laid out for public recreation and, the Council has maintained those parts as such ever since. Analysis as the status of the Council Interest land and its use as open space was carried out in respect of an application made for Town and Village Green Status which was ultimately refused. The report from 2016 prepared further to this

application is in the background papers (see paragraphs 67 and 99-114). The land laid out as open space within the Council Interests has been used by former Tower House and Ashbourne House residents further to rights granted in their leases or by virtue of local byelaws made inter alia under section 164 of the Public Health Act 1875. The report acknowledged, in the context of the application for registration as a town or village green, that the open space had been used by young persons and children for recreational activity associated with ball games and slides and swings, but did not consider that there was evidence of any user by persons in an identifiable neighbourhood, or that there was a significant number of inhabitants involved in the claimed activities throughout the requisite 20-year period. Subject to a few examples, it was found that there was no evidence as to the numbers of local inhabitants who were not tenants of the Houses who used the open space. All of the land forming the Council Interests are held by the Council for housing purposes in the Housing Revenue Account.

Further to the planning permission for the Scheme being issued a planning obligation under s106 of the Town and Country Planning Act 1990 will be entered into requiring open space be laid in accordance with the plan at Appendix 7 and provided for use by members of the public. In deciding whether or not to approve the appropriation of the Council Interests officers have balanced the loss of the existing open space against the improved, higher quality, public realm to be provided for under the s106.

As explained in the report of 18 November 2019, it is proposed to appropriate for planning purposes the land held in the Council Interests, to deliver the redevelopment of the site in respect of which permission has been granted for the Scheme. This will also enable the Council to rely upon section 203 of the HPA to override other rights, including third party rights to light outside the redevelopment area.

In the present case, subject to meeting the statutory requirements, section 203 would apply in respect of works on and use of any land held in the Council Interests that was appropriated for planning purposes. It would also apply in respect of works/use relating to the Order land as a result of the acquisition of land under the CPO. Section 203 is considered further below.

Appropriation for planning purposes is defined by section 246 of the Town and Country Planning Act 1990 (the "1990 Act") to mean its appropriation for purposes for which land could be acquired under sections 226 or 227 of the 1990 Act. Section 226 has been set out above (and section 227 authorises acquisition by agreement for any purpose for which acquisition may be authorised under section 226). It is considered that appropriation in this case would be for planning purposes, for the same reasons as set out above in relation to the application of section 226 to the proposed CPO.

Under section 122(1) of the Local Government Act 1972 land belonging to a Council may be appropriated where it is no longer required for the purpose for which it is held immediately before the appropriation. However, a Council may not appropriate land consisting or forming part of an open space unless they first cause notice of their intention to do so by newspaper and consider any objections to the proposed appropriation which may be made to them. The Council considered that the open space on the land covered by the CPO and the Council Interests could potentially be treated as open space, albeit that it lay within land held for housing purposes only. It therefore published notice of an intention to appropriate as required by section 122(2A) of the Local Government Act 1972, in accordance with the Cabinet resolution of 18 November 2019. Specifically, the Council advertised its intention to

appropriate the Council Interests in the Slough Observer and Slough Express local newspapers on the 22nd and 29th of November 2019. Copies of the relevant notice (as shown at Appendix 4) were also posted on the Council's website on 20 November and available for inspection along with supporting materials at Hawker House, Heron Drive, Slough SL3 8XP.

Following this public consultation exercise, no responses were received citing any objections to the appropriation.

Having had due regard to the above, officers are of the opinion that the Council should proceed with the appropriation, subject to the consent of the Secretary of State, which is considered to be required under section 19 of the Housing Act 1985. As noted above and in the report to Cabinet of 18 November 2019 the existing housing stock on the land is no longer considered fit for purpose and is in need of replacement. The Council seeks to hold the land for wider purposes than housing to achieve the development, redevelopment and improvement of the Council Interests (with the Order Land) by facilitating the comprehensive regeneration of land at and adjacent to Tower House and Ashbourne House, including the provision of affordable housing as part of the achievement of wider benefits for the area. In the case of the Scheme, this would be achieved through a comprehensive development including housing as well as commercial / community space (Use Classes B1/A1/A2/A3/D1) and associated access works which would make a positive contribution to the wider area.

As stated in the report of 18 November 2019, it is to be recognised that the Scheme may need to be refined later through the planning process, perhaps with variations; and it is considered necessary in this regard to ensure that appropriation can allow for the long term regeneration of this redundant site for wider purposes. As the plans submitted with this report show, the Scheme would involve the loss of some of the open space which forms part of the land in question. Officers do not consider that there is sufficiently compelling evidence of user which would require the retention of all this land, in circumstances where better quality provision is made as part of the wider regeneration of the site is designed to secure benefits for the wider area. As set out above, the provision of this higher quality public open space is secured via the s106 entered into further to the planning permission for the Scheme.

Overall it is considered on a broad view that the current holding of the Council Interests is not needed in the public interest of the area, in circumstances where the land comprised in the Council Interests would benefit from wider regeneration including the Scheme which would contribute to the achievement promotion or improvement of the economic, social and/or the environmental well-being of the area.

As set out above, the consequence of appropriation for planning purposes (along with acquisition of the Order Land) would be that the Council could rely on section 103 of the HPA.

The report to Cabinet of 18 November 2019 (Appendix 6) explained, in general terms, if works are commenced which infringe upon third party rights then the normal principles of property law would apply to those works. Various remedies including injunctive relief may be available to affected third parties. This can cause potentially long delays in delivering development.

However, section 203 of the HPA 2016 can be relied upon to "override" these rights. Where land has become vested in the Council, or has been appropriated for planning purposes, and the construction, maintenance and use of development on the land is

carried out with planning permission, resulting interference with private rights over the Order Interests and/or the Council Interests is authorised by section 203. Compensation is provided for under section 204.

Section 203 applies to building or maintenance work or the use of land where there is planning consent for the work or use, the work or use relates to land which has become vested in a the relevant authority on or after 13 July 2016, or has been appropriated by a local planning authority for planning purposes as defined by section 246(1) of the 1990 Act. Further, it is required that the authority could acquire the land compulsorily for the work or use; and the work or use must be for purposes related to the purposes for which the land was acquired or appropriated. Following the grant of permission for the Scheme, this requirement would be met in respect of the Order Interests upon acquisition (whether in the exercise of the CPO or as a result of successful negotiations in advance thereof). It would also be met in relation to any appropriation for planning purposes of the land held in the Council Interests. The requirement that the Council could acquire the land compulsorily for the work or use is also considered to be met. The Council has powers to compulsorily acquire the interests in the Order Land and the same powers would be available in respect of the Council Interests were they not already in the Council's ownership.

Officers consider that the following considerations are also relevant when deciding whether to appropriate the Council Interests and with that to enable the use of section 203:

1. The appropriation would enable work to take place to deliver the development permitted by the Scheme. As previously reported to Cabinet, the Order as originally proposed was prepared under section 226 of the 1990 Act to facilitate the carrying out of development, re-development or improvement on or in relation to land which would now be covered by the appropriation. Appropriation would for similar reasons be consistent with section 226.
2. Further, under section 226(1A) of the 1990 Act that a local authority must consider the development, redevelopment or improvement on or in relation to the land to be likely to contribute to the achievement promotion or improvement of any one of the following objectives – the economic, social and/or the environmental well-being of the area. For the reasons given previously, officers consider that these benefits would also be achieved through the appropriation. Officers also consider that the broader justification for the use of compulsory purchase powers, as set out in this and earlier reports by reference to government guidance on the use of compulsory purchase powers, would apply to any appropriation.
3. In addition to advertising its intention to appropriate the Council has also, via its rights of light surveyors EB7, written to all of the parties who they consider may have relevant rights or interests under the HPA, in particular rights of light, which would be affected by the development of the Scheme. Of the 16 parties written to date only 2 have responded and a site visit to gauge the level of light impact which will be had on the respondents properties have been arranged.

EB7 will continue to follow up and discuss with affected landowners the prospects for these rights to be released by agreement, however as matters stand officers do not consider it possible to rule out the risk of court proceedings or to conclude that the release of the rights will be achieved by agreement with affected owners. It is considered that ability to achieve the timely development of the land held by the Council Interests (and the Order Land) could be compromised unless this risk is

eliminated. The potential prejudice to the redevelopment of the Order Interests due to unresolved issues regarding the release of rights is considered to justify appropriating the Council Interests and relying on section 203. The potential effect on these landowners is also addressed by reference to human rights is considered under the "Legal Implications" section below. Interference with the property rights in question is considered necessary to deliver the beneficial regeneration of the land in question in particular through the permitted Scheme, which officers do not consider could be amended to avoid impacts without substantially affecting the benefits held in prospect by redevelopment. Any beneficiaries of such rights would be financially compensated under section 204 HPA. Overall officers consider that it is in the public interest that the redevelopment is carried out in reliance on the appropriation of the Council Interests and acquisition of the Order Land and that this public interest to be achieved proportionate to the private rights being infringed by the action of Section 203.

In order to appropriate housing land the approval of the Secretary of State under 19 of the Housing Act 1985 is required. Should Cabinet resolve to appropriate the Council Interests in accordance with the recommendations in this report and application will be made without delay.

6 **Implications for the Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

(a) Slough Joint Wellbeing Strategy Priorities

The provision and maintenance of good quality and affordable family housing can reduce housing need for local households and contribute to the identified priorities of the JSNA by increasing the availability of good quality accommodation. This initiative will provide an opportunity to improve the safety, health and wellbeing of families in the Borough by providing new and fit for purpose housing stock. Proceeding with the proposed CPO and use of s203 of the Housing and Planning Act 2016 (the HPA) powers is crucial to the delivery of the Scheme which may otherwise fail to be deliverable.

(b) Five Year Plan Outcomes

It is well established that having a stable, attractive home has a significant impact on a person's health and wellbeing. The use of s203 HPA powers is considered crucial for the delivery of the Scheme which will ensure:

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

7 **Other Implications**

(a) Financial

The specific Scheme currently envisaged has the potential to infringe upon third party rights.

Where such infringement occurs section 203 of the HPA will, following the appropriation of the Council Interests and the land having been appropriated for the same planning purposes of the CPO, give rise to a compensation under section 204 of the HPA. Accordingly the appropriation of the Council Interests to planning purposes may (indirectly) give rise to a requirement to pay compensation under sections 203 and 204 of the HPA

The Council has made reasonable allowance for the compensation that may be payable in respect of the rights interfered with. This is set out in more details at Part 2 Papers, Appendix 1.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Risk Management Matrix Score the risk	Future Controls
To acknowledge that no responses were received following the advertisement of notice of intention to appropriate those parts of the relevant land that comprise open space under section 122(2A) of the Local Government Act 1972	None received	External legal advisors providing legal advice in conjunction with Savills advising on property matters	6 (Economic/Financial, Political and Legal Regulatory. Low probability)	Further legal advice can be sought a necessary
To appropriate the Council Interests for planning purposes so as to achieve the same purposes as the CPO (i.e. for the purpose of facilitating the comprehensive regeneration of land at and adjacent to Tower House and Ashbourne House,	May give rise to right to compensation under sections 203 and 204 HPA	This risk has been mitigated through the receipt of professional valuation advice and the setting of appropriate budgets Further professional	6 (Economic/Financial. Low probability)	Further legal advice can be sought a necessary

including the provision of affordable housing) subject to the consent of the Secretary of State under section 19(2) of the Housing act 1985		advice in respect of any objections received will also be obtained		
Affirm the decision to proceed with the CPO as considered at the meeting of Cabinet on 18 November 2019	Facilitates the delivery of the Scheme. May give rise to the need for a public inquiry.	This risk has been mitigated through the receipt of professional valuation advice and the setting of appropriate budgets	6 (Economic/Financial. Low probability)	Further legal advice can be sought a necessary
Acknowledge that the appropriation of the Council Interests and the compulsory purchase of the interests in the Order Land will enable reliance on Section 203 of the Housing and Planning Act 2016 to override third party rights affected by works on or use of that land;	Facilitates the delivery of the Scheme. May give rise to challenge	External legal advisors providing legal advice in conjunction with Savills advising on property matters	6 (Economic/Financial. Low probability)	Further legal advice can be sought a necessary
To note the delegation to the Service Lead for Housing Development and Contracts authority to proceed with making and effecting the confirmation and implementation of the CPO following	Facilitates the delivery of the Scheme. May give rise to challenge	External legal advisors providing legal advice in conjunction with Savills advising on property matters	6 (Economic/Financial. Low probability)	Further legal advice can be sought a necessary

<p>the appropriation, under the powers delegated by the resolutions made at the Cabinet meeting on 4 February 2019 and 18 November 2019 including seeking the Secretary of State's Consent further to section 19(2) of the Housing Act 1985</p>				
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(c) Human Rights Act and Other Legal Implications

Legal implications

The November 2019 Cabinet report provides information on appropriation under section 122 of the Local Government Act 1972 and the operation of The enabling provisions in s203(1) and s203(4) of the HPA. We set this November 2019 Cabinet report at Appendix 6.

For the reasons set out in this and previous reports, officers consider that the requirements of making the CPO have been met, and would (in conjunction with other considerations relevant to CPOs as set out in this and earlier reports) also justify the appropriation of the Council Interests.

Statutory requirements were required to be met under s122 of the Local Government Act 1972 before the proposed appropriation could be made. By section 122(1) appropriation may take place in respect of “any land which belongs to the council and is no longer required for the purpose for which it is held immediately before the appropriation; but the appropriation of land by a council by virtue of this subsection shall be subject to the rights of other persons in, over or in respect of the land concerned”. “Not required” has been construed to mean “not needed in the public interest of the locality” which involves matters of degree and comparative needs.

While the Council Interests are currently held for housing purposes as previously established in the November Cabinet paper their appropriation for planning purposes is justified.

Further, it is recognised that by section 122(2A) a Council “may not appropriate under subsection (1) above any land consisting or forming part of an open space unless before appropriating the land they cause notice of their intention to do so, specifying the land in question, to be advertised in two consecutive weeks in a newspaper circulating in the area in which the land is situated, and consider any objections to the proposed appropriation which may be made to them”.

On the 22nd and 29th November the Council advertised its intention to appropriate the Council Interests and received no objections.

For the reasons given earlier in this report, officers consider that section 122(1) and 122(2A) have been satisfied.

Human Rights and the Case for Compulsory Acquisition

Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way which is incompatible with the European Convention on Human Right (the ECHR). Articles 6 and 8 and Article 1 of the First Protocol are potentially relevant to the decision to bring the Scheme within the scope of s203:-

- i Article 6 provides that everyone is entitled to a fair and public hearing in the determination of his civil rights and obligations. The statutory procedures applicable to compulsory purchase, which include the right to object and provide for judicial review, are sufficient to satisfy the requirements of this Article;
- ii Article 8 provides that everyone has the right to respect for his private and family life and that there shall be no interference by a public authority with the exercise of this right except in accordance with the law, where there is a legitimate aim and where it is fair and proportionate in the public interest; and
- iii Article 1 of the First Protocol provides for the peaceful enjoyment of possessions (including property) and that no one shall be deprived of possessions except in the public interest and subject to the conditions provided for by law.

The reference in Article 1 of the First Protocol to 'the public interest' means that, in deciding whether to make and confirm a CPO with potential implications under s203, a fair balance must be struck between the public benefit sought and the interference with the rights in question. "Proportionate" means that any interference should be more than is necessary to achieve the identified legitimate aim.

In making the CPO, and having regard to the and the associated consequences for any beneficiaries of third party rights over the Order Interests and/or the Council Interests, the Council considers that there is a compelling case in the public interest to enable the Scheme to proceed in order to secure the economic regeneration, environmental and public benefits which the development will bring. Any negative impact arising from the acquisition of the outstanding interests to be acquired, including any need for the remaining occupants to move away from the Order Interests, will be mitigated by the ability to relocate in the area, with compensation, and is outweighed by the positive effects held in prospect by the redevelopment of the Order Interests within the Scheme. A review of the current market in Slough by Savills has shown equivalent or superior properties available within the local area of the site which could be purchased by the remaining interest holder with the compensation being offered without subsidy.

Similarly, to the extent that it is necessary to override third party rights in reliance upon section 203, any negative impacts on rights to light in particular would be outweighed by the overall public benefits held in prospect by the Scheme. The acquisition or interference with rights would be the subject of compensation and proportionate in the circumstances of this case. Further justification for the use of section 203 is given earlier in this report. The human rights implications of the development are also considered in the report relating to the planning application for the Scheme.

A rights of light report prepared by EB7 which at page 24 gives an indication of likely compensation values according to the estimated level of impact is enclosed at Part II Paper 2.

The Council is of the view, therefore, that the Order and consequent application of s203 to the planning purposes as the CPO as described in the Supporting Information to this report and previous reports to Cabinet is compatible with the ECHR.

Equalities Impact Assessment

S149 of the Equalities Act 2010 created the public sector equality duty. S149 states that a public authority must, in the exercise of its functions have due regard to the need to:

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

An Equalities Impact Assessment has been undertaken and concludes that the scheme would not constitute a breach of the Council's obligations under s149 of the Equalities Act 2010. We attach a copy of the Equalities Impact Assessment at Appendix 5.

(d) Property

The Scheme is recognised to support the Council's ambition to maintain and invest in its current housing assets and deliver new, affordable homes in Slough. The Scheme will redevelop a Site and provide circa 194 units where currently only one is in use and in a dilapidated and generally unsatisfactory condition.

8 Conclusion

The proposal is to recommend that the Cabinet resolve:

- (a) To acknowledge that no responses were received following the advertisement of notice of intention to appropriate those parts of the relevant

land that comprise open space under section 122(2A) of the Local Government Act 1972;

- (b) To appropriate the Council Interests for planning purposes so as to achieve the same purposes as the CPO (i.e. for the purpose of facilitating the comprehensive regeneration of land at and adjacent to Tower House and Ashbourne House, including the provision of affordable housing) subject to the consent of the Secretary of State under section 19(2) of the Housing act 1985;
- (c) Affirm the decision to proceed with the CPO as considered at the meeting of Cabinet on 18 November 2019;
- (d) Acknowledge that the appropriation of the Council Interests and the compulsory purchase of the interests in the Order Land will enable reliance on Section 203 of the Housing and Planning Act 2016 to override third party rights affected by works on or use of that land;
- (e) To note the delegation to the Service Lead for Housing Development and Contracts authority to proceed with making and effecting the confirmation and implementation of the CPO following the appropriation, under the powers delegated by the resolutions made at the Cabinet meeting on 4 February 2019 and 18 November 2019 including seeking the Secretary of State's Consent further to section 19(2) of the Housing Act 1985.

The Cabinet should note that agreeing to use appropriate the Council Interests will not undermine due process of pursuing negotiation and fair acquisition terms for existing rights holders (insofar as they can be identified). In fact the approach of seeking a resolution to use CPO and appropriation powers whilst continuing to try to negotiate acquisitions by private treaty agreement is in line with the CPO Guidance.

9 **Appendices Attached**

- '1' Draft Council Interests plan
- '2' Draft Schedule
- '3' Draft Order Map
- '4' Notice of appropriation
- '5' Equalities Impact Assessment
- '6' November Cabinet report on appropriation
- '7' Existing / Proposed Public Open Space Plans

10 **Part II confidential Papers**

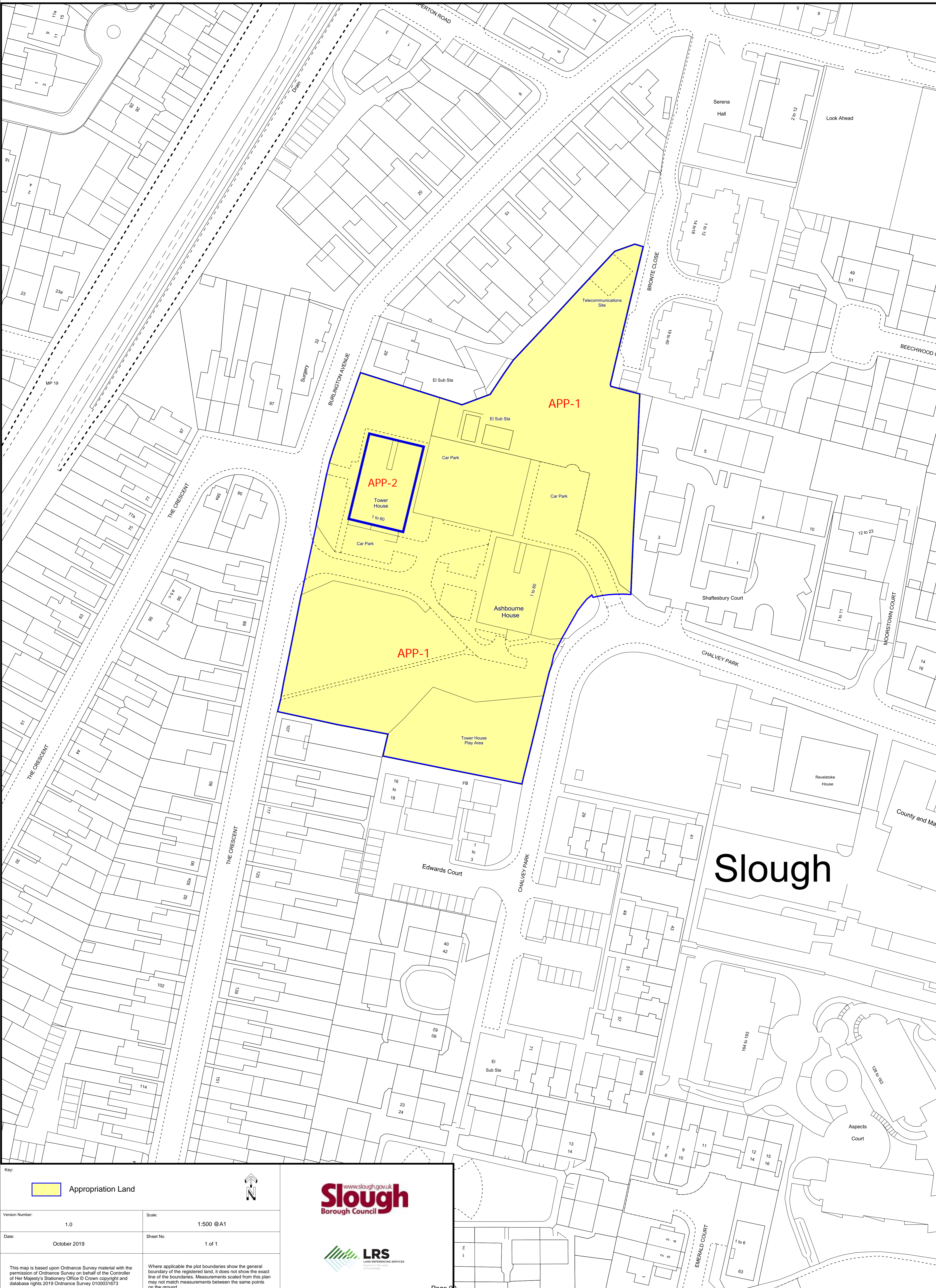
- 'Part II paper 1' CPO and appropriation schedule of costs
- 'Part II paper 2' EB7 rights of light report dated October 2019


11 **Background Papers**

'B1' Report on Town and Village Green application by Barry Denyer-Green dated 6 May 2016

'B2' Committee report in respect of planning application for the Scheme

**SLOUGH BOROUGH COUNCIL
TOWER AND ASHBOURNE HOUSE COUNCIL INTERESTS MAP**



Key:	
	Appropriation Land
Version Number:	Scale:
1.0	1:500 @ A1
Date:	Sheet No
October 2019	1 of 1
<small>This map is based upon Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright and database rights 2019 Ordnance Survey 0100031673</small>	
<small>Where applicable the plot boundaries show the general boundary of the registered land, it does not show the exact line of the boundaries. Measurements scaled from this plan may not match measurements between the same points on the ground.</small>	



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THE PROPOSED SLOUGH BOROUGH COUNCIL (TOWER AND ASHBOURNE HOUSE)

COMPULSORY PURCHASE ORDER 2019

**THE PROPOSED SLOUGH BOROUGH COUNCIL (TOWER AND ASHBOURNE HOUSE)
COMPULSORY PURCHASE ORDER 2019**

**SECTION 226(1)(a) OF THE TOWN AND COUNTRY PLANNING ACT 1990
AND THE ACQUISITION OF LAND ACT 1981**

The Slough Borough Council (in this order called "the acquiring authority") hereby makes the following order :-

[CLIENT TO INSERT ORDER TEXT]

SCHEDULE

Table 1

Number on map (1)	Extent, description and situation of the land (2)	Qualifying persons under section 12(2)(a) of the Acquisition of Land Act 1981 - name and address (3)			
		Owners or reputed owners	Lessees or reputed lessees	Tenants or reputed tenants (other than lessees)	Occupiers
1	All interests in approximately 471 square metres of ninth floor flat [] Ashbourne House, ground floor cupboard and flats 1 to 53 and 55 to 60 Ashbourne House, Burlington Avenue, except those owned by the acquiring authority	Slough Borough Council St. Martin's Place 51 Bath Road Slough SL1 3UF (BK310999)	41 Grasmere Avenue Slough SL2 5JD (BK413695) <i>(in respect of registered title of second floor flat 8, pending closure)</i> [] [] Ashbourne House Burlington Avenue Slough SL1 2LB (BK246134) <i>(in respect of ninth floor, flat [] and ground floor cupboard)</i>		Unoccupied <i>(in respect of flats 1 to 53 and 55 to 60)</i> [] [] Ashbourne House Burlington Avenue Slough SL1 2LB <i>(in respect of ninth floor, Flat [] and ground floor cupboard)</i>
2	All interests in approximately 135 square metres of housing amenity land, grassed areas and access road leading to flats known as Ashbourne House, Burlington Avenue, except those owned by the acquiring authority	Unknown Slough Borough Council St. Martin's Place 51 Bath Road Slough SL1 3UF <i>(as adjoining owner)</i>	-	-	Slough Borough Council St. Martin's Place 51 Bath Road Slough SL1 3UF

SCHEDULE

Table 2

Number on map (4)	Other qualifying persons under section 12(2A)(a) of the Acquisition of Land Act 1981 (5)		Other qualifying persons under section 12(2A)(b) of the Acquisition of Land Act 1981 – not otherwise shown in Tables 1 & 2 (6)	
	Name and address	Description of interest to be acquired	Name and address	Description of the land for which the person in adjoining column is likely to make a claim
	–	–	Unknown	Restrictive covenants not to erect buildings except dwarf walls or fences in advance of the building lines and that all buildings shall face the building line, that no children shall be permitted to play in or make a noise in the roadway known as Chalvey Park, and to keep the premises well and sufficiently enclosed, that no hut, caravan or shed intended as sleeping place shall be allowed on any lot, nor gravel, sand or earth shall be taken from any lot, that the premises known as Tower House shall be used for no purpose other than as a private school or private dwelling house with necessary offices, outbuildings and stable attached and that no advertisements shall be displayed on the said premises other than one board or brass plate or a character to be approved by the Rector indicating that the premises are a private school and that nothing shall be done on the premises which may be or grow to be a nuisance, annoyance, damage or disturbance, and to keep and repair new roads, streets, drains and sewer as more particularly detailed in a Deed dated 25 April 1929, Deed dated, Deed dated 17 February 1865 and a Conveyance dated 15 March 1923 registered under BK310999 for the benefit of unknown land
2	–	–	–	–

SCHEDULE

GENERAL ENTRIES

**LIST OF STATUTORY UNDERTAKERS AND OTHER LIKE BODIES HAVING OR POSSIBLY HAVING A RIGHT TO KEEP EQUIPMENT OR HAVING THE BENEFIT OF EASEMENTS ON,
IN OR OVER THE LAND WITHIN THE ORDER**

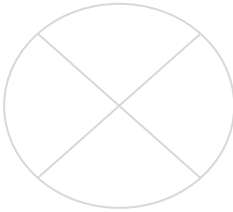
Party Name	Address
British Telecommunications plc	81 Newgate Street, London, EC1A 7AJ BT Wayleaves, PP215W, ATE & TRS, Town Walls, Shrewsbury, SY1 1TY
Virgin Media Limited	Media House, 10-14 Bartley Wood Business Park, Hook, RG27 9UP National Plant Enquiries Team, Communications House, Scimitar Park Industrial Estate, Courtauld Road, Basildon, SS13 1ND
Thames Water Utilities Limited	Clearwater Court, Vastern Road, Reading, Berkshire, RG1 8DB
Scottish and Southern Energy Power Distribution Limited	Inveralmond House, 200 Dunkeld Road, Perth, PH1 3AQ
Cadent Gas Limited	Ashbrook Court, Prologis Park, Central Boulevard, Keresley End, Coventry, CV7 8PE
National Grid Electricity Transmission plc	Grand Buildings, 1-3 Strand, London, WC2N 5EH

SCHEDULE

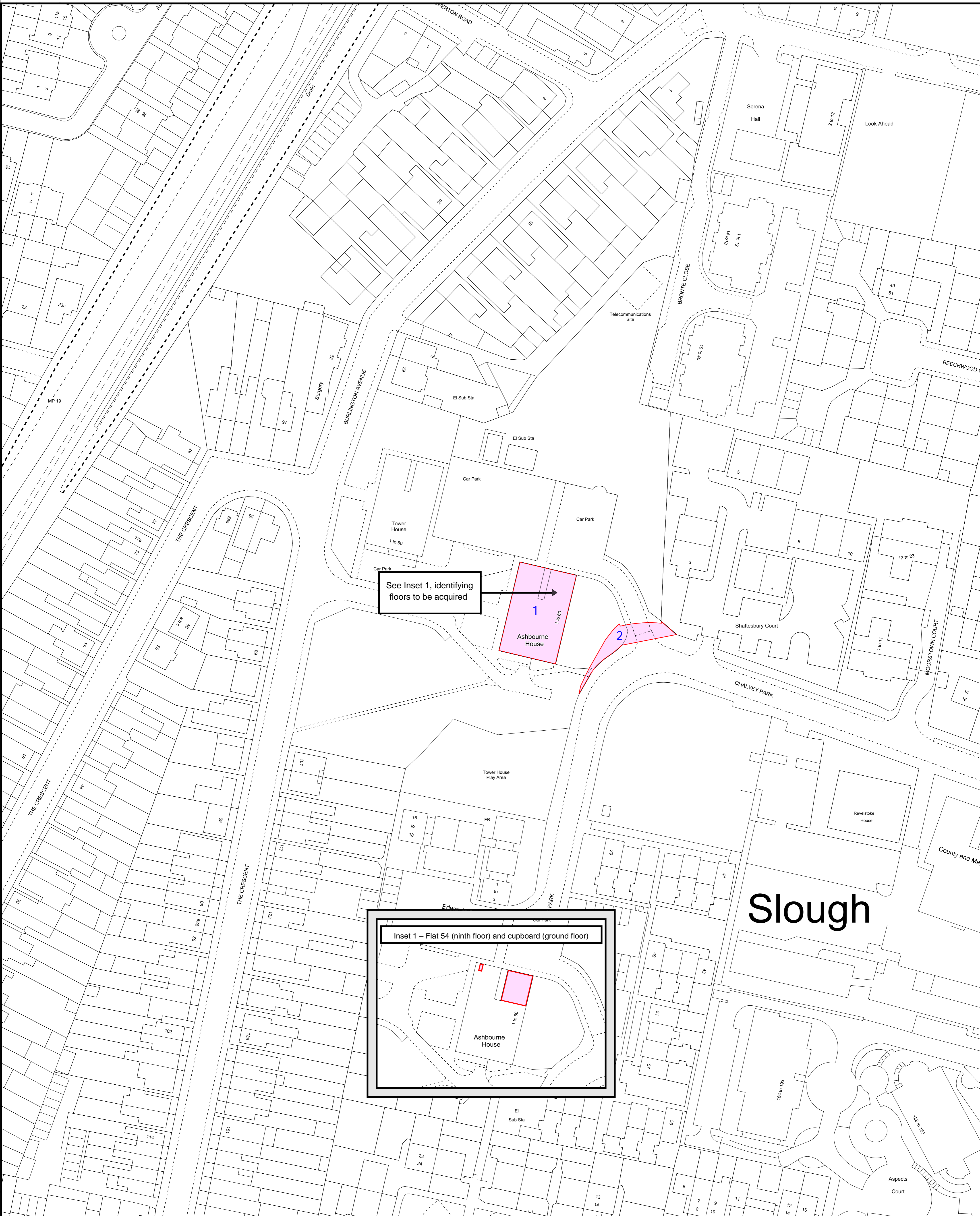
THE COMMON SEAL OF SLOUGH BOROUGH COUNCIL WAS)
HEREUNTO AFFIXED IN THE PRESENCE OF:)

.....)
(AUTHORISED SIGNATORY))

DATED THISDAY OF 2019)
)



**THE PROPOSED MAP REFERRED TO IN THE SLOUGH BOROUGH COUNCIL
(TOWER AND ASHBOURNE HOUSE) COMPULSORY PURCHASE ORDER 2019**



Slough

Key:

Land to be Acquired

Version Number:	5.0	Scale:	1:500 @ A1
Date:	October 2019	Sheet No:	1 of 1

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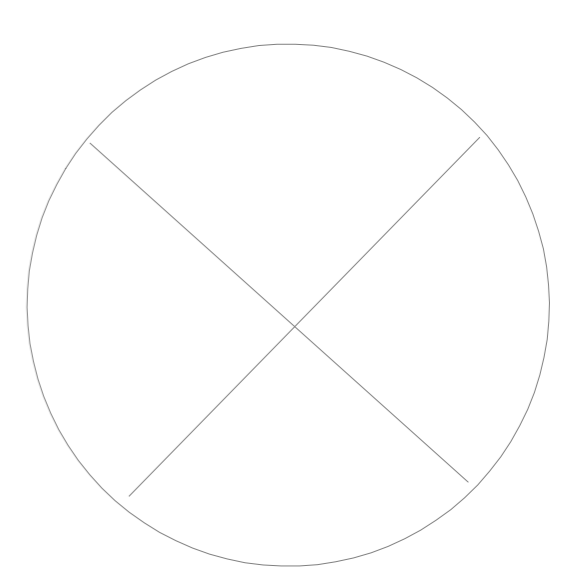
Where applicable the plot boundaries show the general boundary of the registered land, it does not show the exact line of the boundaries. Measurements scaled from this plan may not match measurements between the same points on the ground.



THE COMMON SEAL OF SLOUGH BOROUGH COUNCIL WAS
HEREUNTO AFFIXED IN THE PRESENCE OF:

.....
(AUTHORISED SIGNATORY)

DATED THIS DAY OF 2019



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NOTICE OF INTENTION TO APPROPRIATE

Notice of appropriation of open space surrounding Tower House and Ashbourne House

NOTICE IS HEREBY GIVEN that in accordance with the Local Government Act 1972 Section 122(2A), the Slough Borough Council intends to appropriate the land already vested in the Council located at and around Tower House and Ashbourne House, Burlington Avenue, SL1 2LB bounded by The Crescent to the west, properties at Edwards Close to the south and Chalvey Park to the east which forms open space and shown coloured yellow on a plan prepared by the Council for planning purposes. The planning purposes are to facilitate the development, redevelopment and improvement of land including (without limitation) the demolition of the existing buildings and comprehensive redevelopment of the site comprising 193 residential units (Use Class C3), provision of 136 sqm of flexible commercial / community space (Use Classes B1/D1/D2) and associated access works, car parking and landscaping, pursuant to planning application reference S/00020/005 (as amended in accordance with revised details submitted on 21 May 2019).

The plan of the of the land and material associated with the intended appropriation, and it's proposed future use is available for inspection at Hawker House, Heron Drive, Slough SL3 8XP between 10 am and 3 pm, Monday to Friday.

Any representations or objections with respect to the proposal must be made in writing to the Service Lead quoting reference HDC001 by email to TandA@slough.gov.uk or post to Hawker House, Heron Drive, Slough SL3 8XP to be received no later than 10.00 am, 11th December 2019.

Dated: 22nd November 2019

R John Griffiths, Service Lead Housing Development and Contracts

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Equality Impact Assessment

Directorate: Regeneration	
Service: Housing Development & Contracts	
Name of Officer/s completing assessment: John Griffiths	
Date of Assessment: 9 September 2019	
Name of service/function or policy being assessed:	
1.	<p><i>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</i></p> <p>The demolition of Tower House and Ashborne House and the re-development of the site to create 193 new homes for social rent. The cabinet approved the demolition of Tower & Ashborne Houses and the development and submission of a planning application on 22 January 2018.</p> <p>The demolition and development of the Tower & Ashborne site supports both:</p> <ul style="list-style-type: none"> • The Slough Joint Wellbeing Strategy Priorities - The provision and maintenance of good quality and affordable family housing can reduce housing need for local households and contribute to the identified priorities of the JSNA by increasing the availability of good quality accommodation. This initiative will provide an opportunity re remodel and improve the safety, health and well being of families in the Town Centre. • SBCs Five Year Plan Outcomes - It is well established that having a stable, attractive home has a significant impact on a person's health and well-being. Demolition of the two tower blocks and remodelling of the site to provide 193 units of housing close to the town centre will contribute to the following 5 Year Plan outcomes: <ul style="list-style-type: none"> ○ Our children and young people will have the best start in life and opportunities to give them positive lives. ○ Our people will become healthier and will manage their own health, care and support needs. ○ Slough will be an attractive place where people choose to live, work and visit. ○ Our residents will have access to good quality homes.

2.	<p><i>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</i></p> <p>The demolition and construction of the new homes will be lead by Housing Development & Contracts with support from other teams with SBC. The management and delivery will be sourced through the recent procured Slough framework and will included: project management; detailed design; demolition and construction works and services.</p>
3.	<p><i>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</i></p> <p>Tower & Ashborne consisted of 120 properties across two blocks. Of the 120 properties, 104 were tenanted and 16 were leasehold properties.</p> <p>All of the 104 tenanted properties within the two tower blocks were re-housed in appropriate SBC properties. Agreement was reached 15 of the leaseholders in both Tower & Ashborne Houses for SBC to buy back their properties based on an independent market valuation and all the agreed buy-backs have been completed.</p> <p>SBC has been unable to reach agreement with one Ashborne House leaseholder following lengthy discussions on a proposal to buy back the property using an independent market valuation with additional level of compensation.</p> <p>In order to implement the Cabinet decision and having exhausted all other options SBC is seeking a Compulsory Purchase Order (CPO) to buy back the remaining property.</p> <p>It should also be noted that appropriation powers will be used in respect of parts of the open space surrounding the towers to overcome unknown rights across that land. As these rights are unknown it is not possible to profile with certainty who use of these powers may impact but the Council takes regard to the impact which may be felt by these unknown persons.</p> <p>It is considered that there will be temporary adverse impacts upon all individuals, with protected characteristics, whilst the development is under construction, by virtue of the closure of the pedestrian route through the site, the playground facilities, removal of on-site car parking spaces and loss of residential accommodation. People with the following characteristics have the potential to be disadvantaged as a result of the construction works associated with the development eg: people with disabilities, maternity and pregnancy and younger children, older children and elderly residents/visitors using the pedestrian route from Chalvey Park to The Crescent. It is also considered</p>

	<p>that noise and dust from construction has the potential to cause nuisances to people sensitive to noise or dust and disproportionately on those with poor health through age or disability. However, measures can be incorporated into the demolition method statement and construction management plan to mitigate the impact and minimise the extent of the effects.</p> <p>Development of the Scheme may also impact on third party interests which sit outside of the development site. The following properties outside of the development site have been identified as potentially being impacted by the proposed development:</p> <p>3-4 Shaftesbury Court; Edwards Court; 107 The Crescent; 97 The Crescent; 76 The Crescent; 74 The Crescent; 72 / 72A The Crescent; 70 The Crescent; 68 The Crescent; 64 The Crescent; 60A The Crescent; 29 Burlington Avenue; 25 Burlington Avenue; and 21 Burlington Avenue.</p> <p>Impacts on potentially relevant protected characteristics are addressed at sections 4 and 5 below and were considered in the officer's report prepared further to the planning application for the scheme.</p>
4.	<p><i>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</i></p> <p>The positive impacts of the Compulsory Purchase Order and use of appropriation powers include: the purchase of the leaseholders property using an independent market valuation; all fees involved in the Compulsory Purchase paid by SBC; a level of addition compensation for the use of a Compulsory Purchase Order; The leaseholder moving from an environment where all neighbouring properties are empty to a property of the leaseholder's choice.</p>

	<p>Any parties with rights interfered with by either CPO or land which has been appropriated will be compensated in line with the statutory code.</p> <p>The new homes to be provided at the site will be accessible to a greater number of people and particularly those with protected characteristics by the provision of wheelchair accessible housing and accommodation that is suitable for older people.</p>
5.	<p><i>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</i></p> <p>It is recognised that those with rights interfered with will personally suffer negative impacts up to and including the loss of their home. No particular groups have been identified as being disproportionately effected by the proposed CPO / appropriation.</p>
6.	<p><i>Have the impacts indentified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</i></p> <p>The positive and negative impacts of the Compulsory Purchase Order have been assessed as part of the consideration of options before the decision to submit a Compulsory Purchase Order was made. Whilst there is a negative impact to the leaseholder by compulsory purchasing their property, the likely positive impacts of the Compulsory Purchase Order are considered to mitigate the negative impacts. The same applies to the use of appropriation powers with all effected parties receiving compensation of, at a minimum, that provided for under the statutory regime.</p> <p>For those most strongly affected by the CPO who will be forced to move home the compensation paid would be sufficient for those persons to purchase an equivalent home within the area without any subsidy (inclusive of all costs).</p> <p>For those with rights interfered with to a lesser extent compensation will be offered in accordance with statutory requirements.</p>
7.	<p><i>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results e.g. have the staff forums/unions/ community groups been involved?</i></p> <p>SBC has held length discussions and negotiations with the remaining leaseholder at Ashbourne House over a period of years and considered the leaseholders views at every stage of the process against the overall positive benefits of the development of the Tower & Ashborne site.</p>

	All other parties whose rights may be impacted by the development have been written to by the Council as well as having had the opportunity to engage with the planning process.
8.	<p><i>Have you considered the impact the policy might have on local community relations?</i></p> <p>The re-development of the Tower & Ashborne site and the building of 193 new properties for social housing will enhance local community relations by creating additional housing which benefits the people of Slough. The creation of additional housing will support those in real need through the reduction of homelessness in Slough and the use of Temporary Accommodation within Slough and outside of the borough. A number of additional benefits for the local community are set out at 9 below.</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>The CPO process is designed to mitigate the negative impacts on the leaseholder as much as reasonable possible given the overall objective of the process.</p> <p>It is considered that the development will make suitable provisions to address the temporal removal of the playground, external spaces, accommodation and car parking. Such provisions are integrated into the design and layout and are identified in the report to planning committee. For example, new play facilities will be provided on-site (to address the removal of the existing facilities); a fully accessible, clear well-lit, safe and secure pedestrian route and landscaped open space from east-west will be provided through the central green (to replace the existing route) and additional and replacement affordable dwellings will be provided at a more wide ranging mix of dwelling sizes (including adaptable and accessible wheelchair user dwellings, and accommodation for families).</p> <p>The developer has also offered to make a financial contribution towards off-site leisure/sports facilities for older children in accordance with the Chalvey Regeneration Strategy, in order to re-provide and improve publicly accessible leisure facilities. In addition, the proposed development includes provision of non residential floorspace in Block E which would comprise Class B1 (housing office), or Class D1 (Community Facility) or Class D2 (Community Leisure Facility). This floorspace has been designed to have level access (at the ground floor entrance) for all individuals (noting the needs of people with pregnancy/maternity, age and disability characteristics. The internal layout has been designed to enable provision of wc facilities that are considerate of the needs of people with gender reassignment. The provision for a range of use classes would provide opportunities for users with other protected characteristics to be addressed. Eg; a community facility could provide floorspace that would be used by individuals whom have protected characteristics including religion, pregnancy/maternity, age and race.</p>

	<p>In relation to the car parking provisions, there are potential adverse impacts on individuals within the pregnancy/maternity, disability and age protected characteristics if the occupier/individual does not have access to a car parking space in the development, or off-site in the CPZ. The needs of disabled occupiers and occupiers with blue badges would be provided for through the provision of accessible car parking standard bays (5% of the total) and blue badge holders would be able to apply for (and obtain) a parking permit for the local CPZ. A justification for the level of car parking is provided in the transport section of this report to demonstrate compliance with the NPPF and transport planning policies in the Local Plan/Core Strategy.</p>
<p>10.</p>	<p><i>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</i></p> <p>The impact of the proposal will be monitored and managed through the Tower & Ashborne project team who lead the CPO and appropriation process as part of the delivery of the Tower & Ashborne demolition and construction project.</p>

What course of action does this EIA suggest you take? More than one of the following may apply	✓
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

Name: Signed:(Person completing the EIA)
Name: Signed:(Policy Lead if not same as above)
Date:

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2 **Recommendations**

That Cabinet resolves:

- (a) To approve the draft Order Map and Schedule appended to this report;
- (b) To note the progress of the planning application for the Scheme (planning application reference S/00020/5) and confirm that the planning purposes underpinning the CPO are to facilitate the development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme as further described in the Supporting Information to this report;
- (c) To acknowledge that the delivery of the Scheme will encompass works upon or use of the Order Land which may infringe upon third party rights, in respect of which section 203 of the Housing and Planning Act 2016 may be required to authorise the overriding of such rights, or other matters burdening the land, where that is needed to deliver the Scheme;
- (d) To note that a decision will be required on whether, in accordance with section 122 of the Local Government Act 1972, to appropriate the Council Interests to the same planning purposes as the CPO (i.e. development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme and described in the Supporting Information to this report), so as to enable reliance on Section 203 of the Housing and Planning Act 2016 to override third party rights affected by works on or use of that land; and
- (e) To delegate to the Service Lead for Housing Development and Contracts authority to:
 - a. advertise notice of an intention to appropriate the relevant land under section 122(2A) of the Housing and Planning Act 2016;
 - b. give further consideration of the statutory requirements for appropriation of the Council Interests (including for the avoidance of doubt authority to consider any properly made objections received pursuant to those statutory steps) and thereafter to report to Cabinet on whether or not to proceed with appropriation in light of any issues raised; and
 - c. in the event that Cabinet decides to appropriate the land, proceed with making and effecting the confirmation and implementation of the Order following any appropriation, under the powers delegated by the resolutions made at the Cabinet meeting on 4 February 2019;
- (f) To acknowledge therefore that the foregoing resolutions may give rise to claims for compensation against the Council under section 204 of the Housing and Planning Act 2016, in addition to claims for compensation made in respect of the acquisition of interests included in the Order;
- (g) To approve that recommendation (e) be implemented urgently in accordance with paragraphs 20 and 21 of the Overview & Scrutiny Procedure Rules.

3 **Terms**

In this report a number of defined terms have been used, which are intended to be read with the following meanings:

"Council Interests"	means all those interests in land owned by the Council within the boundary of the land required for the delivery of the Scheme shown on the plan at Appendix 6
"CPO"	means the proposed Slough Borough Council (Tower and Ashbourne) Compulsory Purchase Order 2019 as authorised in Cabinet on 16 July 2018 and 4 February 2019 and further explained in this report
"HPA"	means the Housing and Planning Act 2016
"Order Map"	means the draft map identifying the plots of land to which the Schedule relates as appended to this report at Appendix 1
"Schedule"	means the draft schedule of interests of which powers of compulsory purchase will be sought by way of the CPO as appended to this report at Appendix 2
"Order Interests"	means all those interests in land listed in the Schedule, which comprise all of the interests in land that have been revealed in the course of the land referencing undertaken on behalf of the Council other than the Council Interests and the Telecommunications Interests
"Telecommunications Interests"	means two leasehold interests of statutory undertakers which benefit from statutory protection and which it is therefore proposed will be secured by private treaty with the affected statutory undertakers rather than by compulsory purchase
"Scheme"	means the demolition of the existing buildings and comprehensive redevelopment of the site comprising 193 residential units (Use Class C3), provision of 136 sqm of flexible commercial / community space (Use Classes B1/D1/D2) and associated access works, car parking and landscaping, pursuant to planning application reference S/00020/005 (as amended in accordance with revised details submitted on 21 May 2019)

4. Private Treaty Acquisitions and Scope of the Compulsory Purchase Order

The use of CPO powers to secure the development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme has already been approved by Cabinet by resolutions made on 16 July 2018 and 4 February 2019. In accordance those approvals a land referencing exercise was undertaken to identify all of the owners of the necessary land.

Compulsory purchase is intended as a last resort and the Council will be expected to demonstrate that it has taken reasonable steps to acquire all of the land and rights included in the Order by agreement. Accordingly the Council has made significant efforts to acquire all interest by voluntary agreement. As it stands only one residential interest remains at the Order Land as now proposed (see section 6 below) in addition to the interests of two telecommunications providers. A summary of the efforts made to acquire the remaining interest holders interest to date are set out at Part 2. Further unknown rights have been identified during the land referencing process and are set out in the Order Schedule. As these rights are for the benefit of unknown parties it has not been possible to seek to acquire them by private treaty.

The Guidance expects the Council to continue its efforts to acquire the remaining interests by private treaty and the Secretary of State will seek evidence of those further efforts prior to making a CPO. In the event that the remaining interests cannot be obtained, the Council's efforts to acquire them without compulsory purchase powers will form part of the justification for obtaining confirmation of a CPO.

The Telecommunications Interests benefit from statutory protection from compulsory purchase. Whilst that protection is not absolute, discussions with the relevant parties are progressing and officers consider it is not necessary to include the Telecommunications Interests within the scope of the CPO.

Other changes to the scope of the Order, resulting from further consideration of the Council-owned land affected by the Scheme, are set out in section 6 below.

Accordingly the Order Interests will be limited to the one remaining residential interest located within Ashbourne House. The leasehold structure of Ashbourne House means the remaining leaseholder has rights of way on foot over most of the rest of the site, however as those rights form part of the leasehold interest, the CPO boundary need not include the larger area and is proposed to be limited to the footprint of Ashbourne House itself along with a small section of unregistered land. A draft Order map and Schedule is provided within this report.

5. Supporting Information - Progress of Planning Application

Since the Cabinet last considered this matter, the planning application in respect of the land has progressed to a point at which a more precise description of the proposed redevelopment and improvement can now be given – in the form of the Scheme. It should be noted that the Scheme represents one possible form of such redevelopment and improvement and that it is not proposed to narrow the purposes of either the CPO or the appropriation of the Council Interests pursuant to this report to only the Scheme, which may undergo changes in accordance with the usual planning process, market variations or other factors.

The Scheme comprises the demolition of the existing buildings and comprehensive redevelopment of the site comprising 193 residential units (Use Class C3), provision

of 136 sqm of flexible commercial / community space (Use Classes B1/D1/D2) and associated access works, car parking and landscaping, pursuant to planning application reference S/00020/005 (as amended in accordance with revised details submitted on 21 May 2019).

The Scheme has been designed so that it is planning policy compliant and represents a viable scheme that can be delivered within the short to medium term. It will provide a range of planning and regeneration benefits, particularly the provision of 100% affordable units and a high quality layout and design which will significantly improve the current situation on site.

The Scheme is currently proposed to provide all 193 units as Affordable Housing, on a "Slough Living Rent" tenure. The applicant considers that *"this allows the Council to deliver the most affordable housing at the most affordable level for future residents"*.

The Council's Planning Committee considered the application on 3 July 2019. The officer's report noted that whilst *"daylight impacts are considered to result in some limited harm... there are over-riding factors which limit the nature and extent of [those] impacts."* The report said *"the development would make a positive contribution to the housing supply in the Borough to which significant positive weight is afforded"* and cited further economic and social benefits. The Scheme benefits from strong policy support at national and local level. The report concluded that:

"Weighing all of the factors into the planning balance, and having regard to the NPPF as a whole, all relevant policies in the Core Strategy and Local Plan, there is strong merit in supporting a 100% affordable housing scheme that intensifies an existing residential site, and simultaneously exploits an opportunity to improve a recognised poor quality housing estate and significantly enhance the public realm and level of amenity. As such the proposal will deliver wider environmental, community/social gains and economic benefits in accordance with the principles of sustainable development in the NPPF. In applying paragraph 11 of the NPPF, it is considered that the limited adverse impacts do not demonstrably outweigh the benefits of the proposals"

The Committee resolved (subject to the Secretary of State's option to 'call in' the application) to delegate authority to grant planning permission in accordance with the application to the Planning Manager, subject to the completion of a planning agreement under s106 of the Town and Country Planning Act 1990.

This progress with the application confirms the advice set out in the report to Cabinet on 4 February 2019, which was that the Scheme and purpose of the Order would accord with the planning policy framework for the area. The progress of the Scheme also confirms that the Council has a clear idea of how it intends to use the land which it is proposing to acquire.

The other factors set out in the "Supporting information" in that report continue to apply subject to the updates as stated in this report.

In particular, as a result of increasing obsolescence, the lack of DDA and other compliance, and a high rate of anti-social behaviour at the Council Interests and the Order Land since 2015, social housing tenants have been rehoused to alternative accommodation by the Council and negotiations undertaken with leaseholders to compensate them for their properties accordingly. There is only one residential unit at

the Order which remains in occupation. The Scheme will remedy this and provide vital new housing stock within the Borough.

The Ministry of Housing, Communities and Local Government's Guidance on the Compulsory Purchase Process (the Guidance) for the use of CPO powers states that the Council must demonstrate a '*compelling case in the public interest*', and that the public benefits that will arise from the purpose for which the land is to be acquired (i.e. the Scheme) outweigh the impact on those affected. The Council must demonstrate both the need for the Scheme in principle and in general and the need to acquire each and every parcel of land included in the CPO. On the basis of the legal advice and the Guidance, Council Officers remain of the view that such a compelling case can be demonstrated from the desirability of implementing the Scheme – in particular from the substantial wider benefits resulting from it. The Scheme will give rise to substantial social, economic and environmental benefits for both the Land and the wider area. Those benefits, which are explained further in the officer report relating to the planning application, include introduction of new residential development, which will provide much needed affordable accommodation in a sustainable location; employment benefits through the construction phase; and environmental and townscape improvements through contemporary and well-designed fit for purpose built development. Officers consider that there are no other means by which the benefits of the Scheme could be delivered, in circumstances where it has been unable to secure the remaining interest to enable delivery of development in a central area of the Scheme.

The Council should also be able to show that all the necessary resources are likely to be available not only to pay compensation for the land and any rights acquired or infringed, but also to implement the Scheme. A general indication of funding intentions, and of any commitment from third parties, will usually suffice to reassure the Secretary of State that there is a reasonable prospect that the scheme will proceed. The reason for this requirement is to avoid a situation in which private land has been acquired compulsorily for a purpose which, in the event, cannot be achieved for reasons including a lack of funds. Enclosed at Part II is the budget for this project held by the Council which is considered sufficient to meet the current needs.

A private lender has agreed substantive Heads of Terms with the Council to finance the development of the scheme. The capital costs of the scheme will be forward funded by a private lender who will enter into an Agreement for Lease between the private lender and a Council-owned SPV. There are not considered to be any funding impediment to acquiring the Order land or delivering the Scheme; and the Council has already demonstrated its full commitment to the Scheme by activity including the expenditure of resources to date on the acquisition of interests necessary for delivery

6. Third party rights and appropriation of Council Owned Land

Since the previous report, progress towards the making of the CPO has revealed the possibility that third party interests outside the Scheme may have rights of light which would be affected by the development of the Scheme.

Third party interests within the originally intended Order lands would also be affected by the development.

The Land Referencing Agents instructed by the Council are confirming the property rights which may be interfered with. The Council has also instructed EB7 as rights of light surveyors to confirm the extent to which any rights of light may be impacted by

the development of the Scheme. A report prepared by the Council's rights of lights surveyors have suggested that there are around 16 properties who may potentially be effected. The outcome of those investigations is a possibility of some unknown rights over the Order Land and the Council Interests.

In general terms, if works are commenced which infringe upon third party rights then the normal principles of property law would apply to those works. Various remedies up to and including injunction may be available to affected third parties. This can cause potentially long delays in delivering development.

However, section 203 of the HPA 2016 can be relied upon to “override” these rights. Where land has become vested in the Council, or has been appropriated for planning purposes, and the construction, maintenance and use of development on the land is carried out with planning permission, resulting interference with private rights over the Order Land and/or the Council Interests is overridden under section 203. Compensation is provided for under section 204.

In this case, planning permission for the relevant use or work would need to be in place. A planning application for development of the Scheme as described below has been recommended for approval subject to the completion of a s106 agreement. The planning permission is anticipated to be issued imminently, prior to the making of the Order.

The relevant land must be vested in or acquired by the Council, or appropriated to the relevant purposes, in either case on or after 13 July 2016 (the Relevant Date). This requirement would be met in respect of the Order Interests upon acquisition (whether in the exercise of the CPO or as a result of successful negotiations in advance thereof).

The confirmation of the CPO would therefore enable section 203 to operate in respect of third party rights affected by work or use of the permitted development on the Order Land.

Officers consider that the overall assessment of the justification for the Order, in this and previous reports to Cabinet, also apply to any potential impact on third party rights in respect of which section 203 may be engaged as a result of acquiring the Order lands under the Order. Cabinet is asked to recognise these potential impacts in confirming towards as part of prior to any making of the Order.

It is also necessary to consider existing Council Interests, including those in the wider area covered by the Scheme. These include areas of potential open space. They have been held since before the Relevant Date and are not proposed for inclusion within the Order.

The appropriation of such land for planning purposes would enable section 203 to be used similarly to override any other third party interests affected by the Scheme, as regards development carried out in reliance on planning permission for the Scheme. Such third party interests would no longer need to be acquired under the Order. The appropriation would extend to land outside the Order land as now proposed and allow for the Order land to be reduced, as identified on the attached map.

There are statutory requirements to be followed under section 122 of the Local Government Act 1972 to allow the Council to rely on section 203 of the HPA to the extent that this is considered to be necessary.

Under section 122 land belonging to a Council may be appropriated where it is no longer required for the purpose for which it is held immediately before the appropriation. However a Council may not appropriate land consisting or forming part of an open space unless they first cause notice of their intention to do so by newspaper and consider any objections to the proposed appropriation which may be made to them.

The Council is not yet in a position to decide to appropriate the Council interests pending proper consideration any public consultation exercise, at which stage the position must be reviewed. However at this initial stage, officers consider that there are grounds for issuing a notice of intention to appropriate, for the following reasons.

As noted above the existing housing stock on the land is no longer considered fit for purpose and is in need of replacement. The development, redevelopment and improvement of the Order land and the Council Interests including (without limitation) for the Scheme is proposed so as to bring about that replacement, as part of the achievement of wider planning purposes for the area. In the case of the Scheme, this would be achieved through a comprehensive development including commercial / community space (Use Classes B1/A1/A2/A3/D1) and associated access works which links and makes a positive contribution to the wider area. The land does not need to be held for its existing purposes in the wider public interest in the locality.

Section 203 can be relied upon where appropriation is for planning purposes. These purposes are defined in the Town and Country Planning Act 1990 (the 1990 Act) by reference to the powers which underpin the exercise of CPO powers elsewhere in the 1990 Act. This applies to the appropriation the same considerations as the power under which the CPO is proposed to be made in section 226 of the 1990 Act.

As previously reported to Cabinet, the Order as originally proposed was prepared under section 226 of the 1990 Act to facilitate the carrying out of development, redevelopment or improvement on or in relation to land which would now be covered by the appropriation. Appropriation would for similar reasons be consistent with section 226. Further, under section 226(1A) of the 1990 Act that a local authority must consider the development, redevelopment or improvement on or in relation to the land to be likely to contribute to the achievement promotion or improvement of any one of the following objectives – the economic, social and/or the environmental well-being of the area. For the reasons given in previous reports to Cabinet, officers consider that these benefits would also be achieved through any appropriation. Officers also consider that the broader justification for the use of compulsory purchase powers, as set out in this and earlier reports by reference to government guidance on the use of compulsory purchase powers, would apply to any appropriation.

The Council will discuss with affected landowners the prospects for these rights to be released by agreement, however the potential prejudice to the timely redevelopment of the Order land due to unresolved issues regarding the release of rights is considered to justify issuing a notice of intention to appropriate at this stage and further consideration of appropriation following public consultation. The potential effect on these landowners is also addressed by reference to human rights is considered under the “Legal Implications” section below.

The overall intention is to ensure that any third party rights including any rights to light of neighbouring properties will not prevent the delivery of the Scheme. Any

beneficiaries of such rights would be financially compensated under section 204 HPA.

The Council must advertise an intention to appropriate the relevant land before making a decision to appropriate. Officers recommend that authority be delegated to the Service Lead for Housing Development & Contracts to advertise the Council's intention to make the appropriation, and consider any objections to the appropriation in accordance with the statutory requirements, before reporting back to Cabinet for a decision on appropriation, before any CPO is made.

7. Implications for the Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

(a) Slough Joint Wellbeing Strategy Priorities

The provision and maintenance of good quality and affordable family housing can reduce housing need for local households and contribute to the identified priorities of the JSNA by increasing the availability of good quality accommodation. This initiative will provide an opportunity to improve the safety, health and wellbeing of families in the Borough by providing new and fit for purpose housing stock. Proceeding with the proposed CPO and use of s203 of the Housing and Planning Act 2016 (the HPA) powers is crucial to the delivery of the Scheme which may otherwise fail to be deliverable.

(b) Five Year Plan Outcomes

It is well established that having a stable, attractive home has a significant impact on a person's health and wellbeing. The use of s203 HPA powers is considered crucial for the delivery of the Scheme which will ensure:

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

8 Other Implications

(a) Financial

On 4 February 2019 the Council made a decision to delegate powers to the Director, Regeneration to make the CPO. This followed an in-principle resolution to commence the compulsory purchase process on 16 July 2018. A full detailed assessment of the likely financial costs of making the CPO was prepared, and this has now been updated and is presented to Cabinet enclosed confidentially within the Part II Papers.

The work required to prepare for the use of CPO powers, including all work needed to support the making of such an order, will be managed and coordinated by Council officers. The Council will employ the services of external an external law firm and counsel as legal advisors. The Council will continue to instruct Land Referencing Services LLP as land referencing agents to carry out a detailed examination of the all the legal interests within the area including any refresh of the land referencing as may be required prior to the CPO being made. Savills will continue to be instructed as surveyors leading negotiations with the remaining interest holders.

All of the professional costs referred to above have been budgeted for as part of the Council's capital programme.

As previously set out to Cabinet in the February 2019 CPO report, under a CPO, property or rights are acquired at open market value but disregarding any increase (or decrease) in value attributable to the 'scheme' for which the land is acquired. Affected parties may also be entitled to other compensation for loss payments and disturbance depending on circumstances. The Council will be responsible for paying all compensation to landowners, whether payable by purchases through voluntary negotiation or through the CPO process. Sums due to affected interest holders payable either as compensation or by way of private treaty negotiation have been budgeted for.

The specific Scheme currently envisaged has the potential to infringe upon third party rights. As explained above, however, the acquisition of land pursuant to the Order would enable the use of section 203 of the Housing and Planning Act 2016 to override such rights for the purposes of building or using the development. Section 204 provides for compensation to be payable on any exercise of the section 203 power.

Section 203 of the HPA will not apply to the Council Interests unless and until those interests are appropriated to the same planning purposes of the CPO. That appropriation having taken place, the same financial considerations (i.e., the possibility of third party claims for compensation arising from any infringement of third party rights) will apply in respect of the Council Interests as outlined above in respect of the Order Interests.

The Council has made reasonable allowance for the compensation that may be payable in respect of the rights interfered with. This is set out in more details at Part 2 Papers, Appendix 1.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Risk Management Matrix Score the risk	Future Controls
<p>To approve the draft Order Map and Schedule appended to this report</p> <p>(TOWER AND ASHBOURNE HOUSE) COMPULSORY PURCHASE ORDER 2019</p>	<p>Best method to ensure vacant possession of the Order Land can be secured</p> <p>The application for a CPO may be refused although this is considered unlikely</p>	<p>External legal advisors providing legal advice in conjunction with Savills advising on property matters</p>	<p>6</p> <p>(Economic/Financial, Political and Legal Regulatory. Low probability)</p>	<p>Director, Regeneration, in consultation with the Cabinet member will review final reports prior to making the CPO</p>
<p>To note the progress of the planning application for the Scheme (planning application reference S/00020/5) and confirm that the planning purposes underpinning the CPO are to facilitate the development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme as further described in the Supporting Information to this report</p>	<p>Best method to ensure vacant possession of the Order Land can be secured</p> <p>The application for a CPO may be refused although this is considered unlikely</p>	<p>External legal advisors providing legal advice in conjunction with Savills advising on property matters</p>	<p>6</p> <p>(Economic/Financial, Political and Legal Regulatory. Low probability)</p>	<p>Director, Regeneration, in consultation with the Cabinet member will review final reports prior to making the CPO</p>
<p>(a) To acknowledge that the delivery of the Scheme will encompass</p>	<p>Operation of section 203 would follow as a consequence of compulsory acquisition under the</p>	<p>This risk has been mitigated through the receipt of professional valuation</p>	<p>6</p> <p>(Economic/Financial. Low probability)</p>	<p>Director, Regeneration, in consultation with the Cabinet to follow</p>

<p>works upon or use of the Order Land which may infringe upon third party rights, in respect of which section 203 of the HPA may be required to authorise the overriding of such rights, or other matters burdening the land, where that is needed to deliver the Scheme;</p> <p>(b) To note that a decision will be required on whether, in accordance with section 122 of the Local Government Act 1972, to appropriate the Council Interests to the same planning purposes as the CPO, so as to enable reliance on Section 203 of the HPA to override third party</p>	<p>Order, the justification for which has been set out in this and earlier reports to Cabinet</p> <p>Operation of section 203 would be enabled by the appropriation of Council interests in and near the Order land for planning purposes, subject to meeting the statutory requirements for appropriation. A decision is required on appropriation following consideration of public consultation responses.</p> <p>Addressing third party rights is necessary in order to ensure that such rights do not pose an impediment to the delivery of the Scheme.</p> <p>Compensation may be payable for infringement of third party rights, and the sums payable may be more</p>	<p>advice and the setting of appropriate budgets</p> <p>Further professional advice in respect of any objections received will also be obtained</p>		<p>statutory procedure and duly consider any objections before proceeding with any appropriation.</p>
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<p>rights affected by works on or use of that land; and</p> <p>(c) To delegate to the Service Lead for Housing Development and Contracts authority to:</p> <p>a. advertise notice of an intention to appropriate the relevant land under section 122(2A) of the Housing and Planning Act 2016;</p> <p>b. give further consideration of the statutory requirements for appropriation of the Council Interests (including for the avoidance of doubt authority to consider any properly made objections received pursuant to those statutory steps) and thereafter to report to Cabinet on whether or not to proceed with appropriation in light of any issues raised; and</p> <p>c. in the event that Cabinet decides to appropriate the land, proceed with making and effecting the</p>	<p>than budgeted for</p>			
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<p>confirmation and implementation of the Order following any appropriation, under the powers delegated by the resolutions made at the Cabinet meeting on 4 February 2019.</p> <p>(d) To acknowledge therefore that the foregoing resolutions may give rise to claims for compensation against the Council under section 204 of the Housing and Planning Act 2016, in addition to claims for compensation made in respect of the acquisition of interests included in the Order.</p>				
<p>To acknowledge therefore that the foregoing resolutions may give rise to claims for compensation against the Council under section 204 of the Housing and Planning Act 2016</p>	<p>Crucial in order to progress the CPO process</p> <p>Compensation may be payable for infringement of third party rights, and the sums payable may be more than budgeted for</p>	<p>This risk has been mitigated through the receipt of professional valuation advice and the setting of appropriate budgets</p>	<p>6 (Economic/Financial. Low probability)</p>	<p>Director, Regeneration, in consultation with the Cabinet member will review final reports including valuations prior to making the CPO</p>

(c) Human Rights Act and Other Legal Implications

Legal implications

The legal implications of the CPO were dealt with more fully in the report to Cabinet of 4 February 2019 and those considerations remain relevant to the continued pursuit of the CPO as there set out.

In addition to providing an update on the CPO and the Scheme, this report explains the approach to dealing with third party rights, including potential third party rights which have become known to the Council through further preparations to make the CPO. This section sets out further background to section 203 of the Housing and Planning Act 2016 (the HPA) and provides information on appropriation under section 122 of the Local Government Act 1972.

The enabling provisions in s203(1) and s203(4) of the HPA provide that works for the construction, maintenance and use of the Scheme carry statutory authorisation even if they interfere with private rights over the Order Land and/or the Council Interests.

Sections 203(2)(a) and 203(5)(a) require there to be a planning permission for the relevant use or work to be in place and a planning application for development of the Scheme as described below has been recommended for approval subject to the completion of a s106 agreement. The planning permission is anticipated to be issued imminently. No works to which section 203 might apply would be carried out prior to the grant of planning permission.

Sections 203(2)(b) and 203(5)(b) require the relevant land to be vested in or acquired by the Council, or appropriated for planning purposes (as defined by section 246 of the Town and Country Planning Act 1990) , in either case on or after 13 July 2016 (the Relevant Date).

The Order Interests will satisfy those requirements upon acquisition (whether in the exercise of the CPO or as a result of successful negotiations in advance thereof).

The Council Interests have been held since before the Relevant Date, and accordingly it is proposed that they be appropriated from housing purposes to the planning purposes of development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme.

By section 246(1) of the Town and Country Planning Act 1990, any reference to appropriation for planning purposes is a reference to acquisition section 226 or 227 of the 1990 Act.

Section 226 gives local authorities the power to acquire compulsorily any land in their area if the authority think that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land. By section 226(1A) an authority must not exercise the power under paragraph (a) of subsection (1) unless they think that the development, re-development or improvement is likely to contribute to the achievement of any one or more of the following objects: (a) the promotion or improvement of the economic well-being of their area; (b) the promotion or improvement of the

social well-being of their area; (c) the promotion or improvement of the environmental well-being of their area.

For the reasons set out in this and previous reports, officers consider that these requirements are considered to be met in the case of the proposed CPO, and would (in conjunction with other considerations relevant to CPOs as set out in this and earlier reports) also justify serving notice of an intention to appropriate in respect of the Council Interests.

Sections 203(2)(c) and s203(5)(c) of the HPA also incorporate reference to a requirement for the local authority to have the ability to compulsorily acquire the Land. The Council has powers to compulsorily acquire the Order Interests further to the Cabinet's most recent resolution regarding the use of CPO powers of 4 February 2019, and the same powers would be available in respect of the Council Interests were they not already in the Council's ownership.

If the steps necessary to trigger the application of section 203 are not taken, and the works are commenced which infringe upon third party rights which have not been released, then the normal principles of property law would apply to those works. Various remedies up to and including injunction may be available to affected third parties. Injunction is an equitable remedy and is within the court's discretion to grant. The Court can also award damages where it considers this an adequate remedy. This could cause delays (possibly very long delays) in the delivery of the Scheme, or the Scheme not coming forward at all, with corresponding detriment to the benefits that this would bring to the local community.

Statutory requirements must be met under s122 of the Local Government Act 1972 before the proposed appropriation can be made. By section 122(1) appropriation may take place in respect of "any land which belongs to the council and is no longer required for the purpose for which it is held immediately before the appropriation; but the appropriation of land by a council by virtue of this subsection shall be subject to the rights of other persons in, over or in respect of the land concerned". By section 122(2A) a Council "may not appropriate under subsection (1) above any land consisting or forming part of an open space unless before appropriating the land they cause notice of their intention to do so, specifying the land in question, to be advertised in two consecutive weeks in a newspaper circulating in the area in which the land is situated, and consider any objections to the proposed appropriation which may be made to them".

For the reasons given earlier in this report, officers consider that section 122(1) is satisfied.

Since the Council Interests include open space, before making the proposed appropriation the Service Lead for Housing Development and Contracts will advertise the Council's intention to make the appropriation, and consider any objections to the appropriation in accordance with the statutory requirements.

1. Equalities Impact Assessment

S149 of the Equalities Act 2010 created the public sector equality duty. S149 states that a public authority must, in the exercise of its functions have due regard to the need to:

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

An Equalities Impact Assessment has been undertaken and concludes that the scheme would not constitute a breach of the Council's obligations under s149 of the Equalities Act 2010. We attach a copy of the initial Equalities Impact Assessment at Appendix 3 and this will be further reviewed and updated as the CPO and appropriation process progresses.

Human Rights and the Case for Compulsory Acquisition

Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way which is incompatible with the European Convention on Human Right (the ECHR). Articles 6 and 8 and Article 1 of the First Protocol are potentially relevant to the decision to bring the Scheme within the scope of s203:-

- i Article 6 provides that everyone is entitled to a fair and public hearing in the determination of his civil rights and obligations. The statutory procedures applicable to compulsory purchase, which include the right to object and provide for judicial review, are sufficient to satisfy the requirements of this Article;
- ii Article 8 provides that everyone has the right to respect for his private and family life and that there shall be no interference by a public authority with the exercise of this right except in accordance with the law, where there is a legitimate aim and where it is fair and proportionate in the public interest; and
- iii Article 1 of the First Protocol provides for the peaceful enjoyment of possessions (including property) and that no one shall be deprived of possessions except in the public interest and subject to the conditions provided for by law.

The reference in Article 1 of the First Protocol to 'the public interest' means that, in deciding whether to make and confirm a CPO with potential implications under s203, a fair balance must be struck between the public benefit sought and the interference with the rights in question.

In making the CPO, and having regard to the and the associated consequences for any beneficiaries of third party rights over the Order Land and/or the Council Interests, the Council considers that there is a compelling case in the public interest to enable the Scheme to proceed in order to secure the economic regeneration, environmental and public benefits which the development will bring. Any negative impact arising from the acquisition of the outstanding interests to be acquired, including any need for the remaining occupants to move away from the Order land, will be mitigated by the ability to relocate in the area and is outweighed by the positive effects held in prospect by the redevelopment of the Order land within the Scheme. Similarly, to the extent that it is necessary to override third party rights in reliance upon section 203, any negative impacts would be outweighed by the overall public benefits held in prospect by the Scheme. The acquisition or interference with rights would be the subject of compensation.

The Council is of the view, therefore, that the Order and consequent application of s203 to the planning purposes of development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme as described in the Supporting Information to this report and previous reports is compatible with the ECHR.

(d) Property

The Scheme is recognised to support the Council's ambition to maintain and invest in its current housing assets and deliver new, affordable homes in Slough. The Scheme will redevelop a Site and provide circa 194 units where currently only one is in use and in a dilapidated and generally unsatisfactory condition.

9 Conclusion

The proposal is to recommend that the Cabinet resolve:

- (a) To approve the draft Order Map and Schedule appended to this report; and
- (b) To note the progress of the planning application for the Scheme (planning application reference S/00020/5) and confirm that the planning purposes underpinning the CPO are to facilitate the development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme as further described in the Supporting Information to this report;
- (c) To acknowledge that the delivery of the Scheme will encompass works upon or use of the Order Land which may infringe upon third party rights, in respect of which section 203 of the Housing and Planning Act 2016 may be required to authorise the overriding of such rights, or other matters burdening the land, where that is needed to deliver the Scheme;
- (d) To note the availability of powers under section 122 of the Local Government Act 1972 to appropriate other land (including land outside the Order Land) to planning purposes, to enable reliance on section 203 of the Housing and Planning Act 2016 to override of such rights or other adverse matters burdening the land, where that is needed to deliver the Scheme;

- (e) To note that a decision will be required on whether, in accordance with section 122 of the Local Government Act 1972, to appropriate the Council Interests to the same planning purposes as the CPO (i.e. development, redevelopment and improvement of the Order Land and the Council Interests including (without limitation) for the Scheme and described in the Supporting Information to this report), so as to enable reliance on Section 203 of the Housing and Planning Act 2016 to override third party rights affected by works on or use of that land;
- (f) To delegate to the Service Lead for Housing Development and Contracts authority to
 - a. advertise notice of an intention to appropriate the relevant land under section 122(2A) of the Housing and Planning Act 2016;
 - b. give further consideration of the statutory requirements for appropriation of the Council Interests (including for the avoidance of doubt authority to consider any properly made objections received pursuant to those statutory steps) and thereafter to report to Cabinet on whether or not to proceed with appropriation in light of any issues raised; and
 - c. in the event that Cabinet decides to appropriate the land, proceed with making and effecting the confirmation and implementation of the Order following any appropriation, under the powers delegated by the resolutions made at the Cabinet meeting on 4 February 2019.
- (g) To acknowledge therefore that the foregoing resolutions may give rise to claims for compensation against the Council under section 204 of the Housing and Planning Act 2016, in addition to claims for compensation made in respect of the acquisition of interests included in the Order; and
- (h) To approve that recommendation (e) be implemented urgently in accordance with paragraphs 20 and 21 of the Overview & Scrutiny Procedure Rules.

The compulsory acquisition in the Order would facilitate the carrying out of development, re-development or improvement on the Order land and the wider area covered by the Scheme. The Scheme will give rise to substantial social, economic and environmental benefits for both the Land and the wider area. Those benefits include introduction of new residential development, which will provide much needed residential accommodation in a sustainable location; employment benefits through the construction phase; environmental and townscape improvements through contemporary and well-designed fit for purpose built development.

The Cabinet should note that agreeing to use CPO to acquire the Order Land will not undermine due process of pursuing negotiation and fair acquisition terms for existing land owners or rights holders (insofar as they can be identified). In fact the approach of seeking a resolution to use CPO powers whilst continuing to try to negotiate acquisitions by private treaty agreement is in line with the Guidance, which provides best practice advice for assembling land for schemes of this nature. The Council could decide not to use CPO powers at all. It should be noted, however, that whilst Officers been successful in acquiring a significant number of interests in the Order Land, attempts to acquire the remaining interests by agreement have proven unsuccessful to date. The significant benefits and regenerative effects of the Scheme would therefore be delayed or even prejudiced altogether without the CPO process. Given the Council's support for the Scheme, Officers consider it is appropriate to

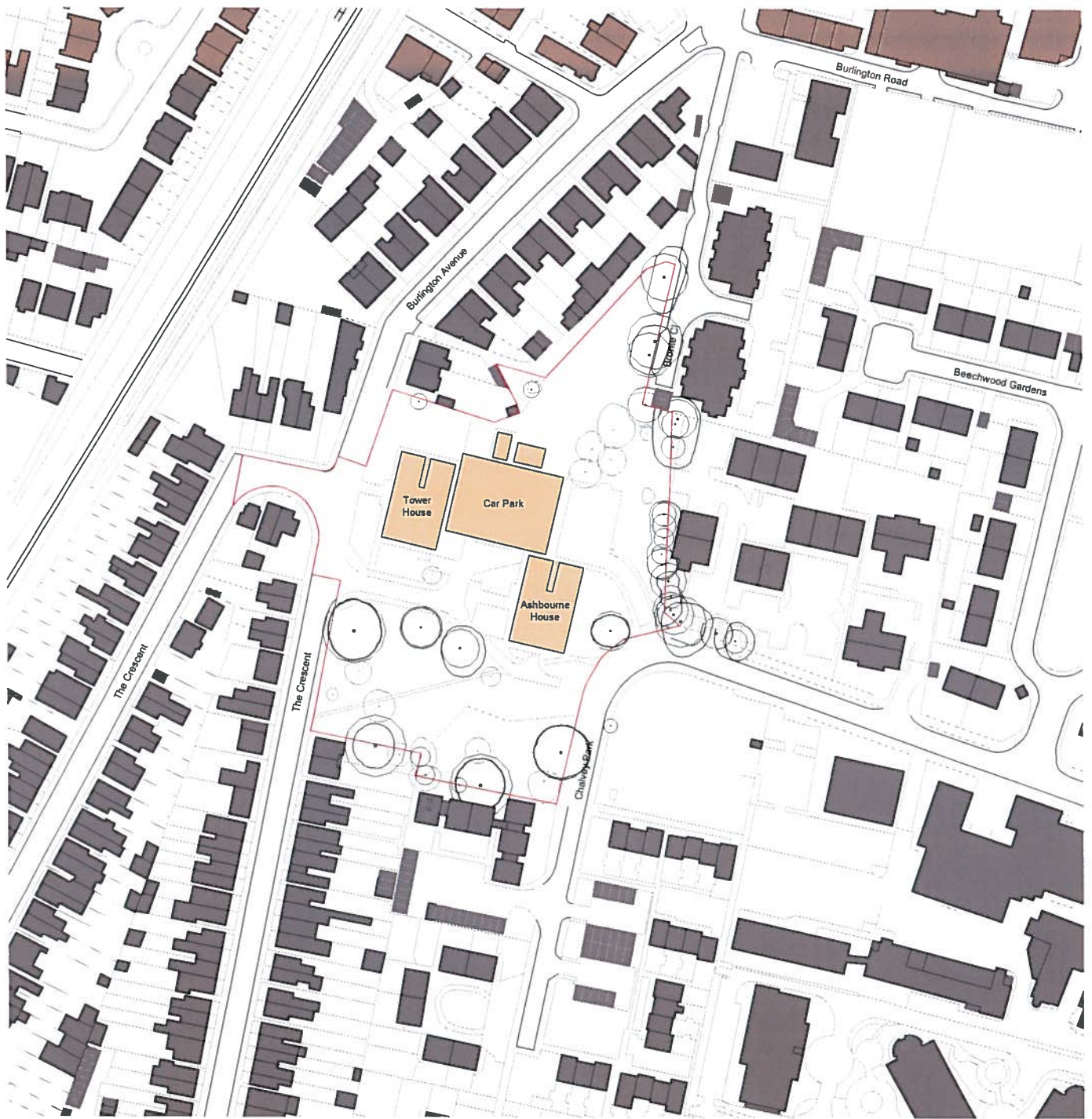
make the CPO to ensure the important positive effects of the Scheme are realised in a timely manner.

10 Appendices Attached

- '1' Draft Order Map
- '2' Draft Schedule
- '3' Equalities Impact Assessment
- '4' Planning Committee report for Scheme
- '5' Cabinet resolution on use of CPO powers
- '6' Draft Council interests plan

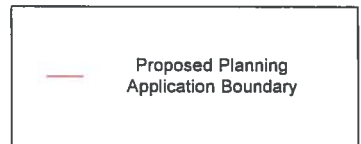
11 Part II confidential Papers

- '1' Remaining interest holder correspondence
- '2' CPO Schedule of costs
- '3' EB7 report summary



Rev	Date	Drawn	Description
-	30.08.18	RUH	Issue in advance of DRP
A	12.11.18	EVM	Issue to consultant team
B	31.01.19	EVM	Issue for Planning
C	01.02.19	PPR	Revised Issue for Planning

Key



Notes
Do not scale from drawings unless by agreement with HTA. Use figured dimensions only. Check all dimensions on site prior to commencing the works. Drawing to be read in conjunction with other relevant consultant information.

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Drawing to be read in conjunction with outline specification.

Site Location Plan
drawing title Tower House and Ashbourne House, Slough

Slough Borough Council
client / project

PLANNING
status

HTA-A_DR_0001
drawing number

1:1,250
scale @ A3



C
revision

SBC-TAH
project number

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Rev. Date Description

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Key



Public open space 2307m2

Mark up of public open space

Slough Borough Council
 250
 Issue 01

SBC-TAH_HTA_L_01-01-SK_5000

250
 Issue 01

SBC-TAH

CDA

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FOR INFORMATION

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** Monday 16th December 2019

CONTACT OFFICER: Colin Moone, Service Lead – Housing (People) Services
(For all enquiries) (01753) 474 057

WARD(S): All

PORTFOLIO: Housing – Cllr Mohammed Nazir

PART I
KEY DECISION

AMENDMENT OF THE TEMPORARY ACCOMMODATION (TA) AND PRIVATE SECTOR PLACEMENT POLICY

1 Purpose of Report

1.1 The purpose of this report is to amend the current policy to offer options, to house homeless households out of Slough. This will also stop these households from being accepted as homeless in Slough, after their two years tenancy expires. The Proposed amendments will be reviewed after 1 year.

2 Recommendations (Proposed Actions)

2.1 The Cabinet is requested to resolve that delegated authority be given to the Director of Place and Development, following consultation with the Lead Member for Housing, the decision to agree the resource allocation for this policy going forward.

3a Joint Wellbeing Strategy Priorities

The proposal meets the following priorities of the Joint Wellbeing Strategy:

- The improvement of choice in housing supply in Slough by expanding the area allowed for the allocation of affordable homes, will achieve a number of objectives, including households being moved out of unsatisfactory housing.

3b Five Year Plan Outcomes

The proposal also makes the following contributions to corporate objectives:

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

- The proposed amendment will enable more homeless households in temporary accommodation to be housed in suitable, settled homes.

4 **Other Implications**

(a) **Financial**

There is currently a financial pressure due to the number of households in temporary accommodation. This is reported to members regularly. The current financial impact of this proposed change will be contained within existing budgets.

(b) **Risk Management**

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Approve the proposed amendments.	The rise in the numbers seeking homeless assistance.	The increased placement area will provide the extra affordable housing for households in need.	Low.	The proposed amendments will be reviewed after 1 year.

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

- There are no human rights implications arising from this report.
- The introduction of the Localism Act 2011 has had a significant impact on how Councils can deal with applications for social housing and homelessness applications under Parts 6 and 7 of the Housing Act 1996. The Homelessness changes were enacted on 9 November 2012. Under the previous legislation, local authorities were able to discharge their main homelessness duty to customers who were homeless only with the customer's explicit agreement (formally known as a 'qualifying offer').
- Since 9th November 2012, the Localism Act enabled Councils to fully discharge the full housing duty by a private rented sector offer (PRSO). The property must be suitable, but now does not require the customer's agreement to be a valid offer. The changes were not retrospective and applied only to new customers from 9th November 2012. Following enactment of the relevant parts of the Localism Act on 9th November 2012, anyone provided with accommodation in the private rented sector as final discharge of a homelessness duty is no longer considered to have a Reasonable Preference for an allocation of social housing by reason of homelessness.
- This allows Council policies to reflect the reality that there is insufficient social housing available to meet the need to provide stable accommodation for the number of people in temporary accommodation (also the waiting list in general). This has changed the historical link between making a homeless application and being placed in Social Housing. However, the existing Allocations Policy introduced a 5 year residential criteria, disqualifying some homeless households from social housing already.

- On the 9th November 2012, the Government introduced new guidance for Councils covering homelessness and the suitability of accommodation for private rented sector offers. Officers are required to have regard to this guidance when seeking to discharge the full homelessness duty into the private rented sector. It is important to note that existing guidance on suitability contained in the Homelessness Code of Guidance 2006 continues to apply.

(d) Equalities Impact Assessment

An equalities impact assessment (EIA) has been carried out (see Appendix 1). The Council will consider the individual equality impact on each case before making a placement decision. This proposed policy amendment will pay due regard to every personal circumstance.

(e) Property

Any accommodation sourced in the private sector must be suitable and meet current standards being reached for existing properties in Slough.

5 Supporting Information

- 5.1 The introduction of the Homelessness Reduction Act 2017, which introduces a 56 days window for councils to try to prevent homelessness and other recent reforms, mean that the introduction of an out of borough housing policy is necessary.
- 5.2 There is ample evidence and studies showing the damage caused by lengthy stays in temporary accommodation to both adults and child development. The nature of temporary accommodation also means that households have to move several times, making it difficult to build links or put down roots. The Local Housing Allowance which dictates the rent paid to private sector landlords makes it difficult to source affordable accommodation within Slough making households remain longer in temporary accommodation, when they could be housed faster in affordable settled accommodation, if accommodation outside of Slough were considered.
- 5.3 The introduction of an out of borough policy will offer options to the council to increase the number of offers available to homeless households. However, for those households who do not want to move out of Slough, it might generate complaints, litigation, formal reviews and distress for those households. It is also likely to attract considerable Member interest through enquiries. In an environment where the allocation of accommodation is already considerably challenged, the introduction of this policy will increase this volume.
- 5.4 This proposal offers the possibility of using pathways by which households will reduce their stay in expensive temporary accommodation and be offered affordable accommodation, which meets their needs.
- 5.5 Officers will initially target areas as close to Slough as possible. However, properties will be sourced outside of these areas should there be a need to access more properties.

5.6 Looking at the impact on households, the table below shows this: -

Households Potentially Eligible for Out of Borough Moves	Ethnic Mix	Less than 5 Years Residency in Slough	Children under 18	Child Age Groups	Household Imports into Slough: 2016 - 2019
231	White = 32%; Asian = 29%; Black = 18% Other =21%	147	194	0 - 6 = 106; 7 - 12 = 61; 13 - 18 = 27	From London = 420; From Other Surrounding Areas = 230

5.7 This is the criteria, which will determine if a household is offered Private Sector or other accommodation outside of Slough: -

- Households who choose to live outside of the borough;
- Households for whom living outside Slough is the best housing option following assessment;
- Households who have expressed a preference to live in a particular area. Area of choice will be considered where possible when making a Private Rented Sector Offer (PRSO), but cannot be guaranteed;
- Households who have previously lived in the private rented sector;
- Households in temporary accommodation where the costs are above what is covered by Local Housing Allowance and additional costs are falling on either the individual or the council and where arrears have accrued;
- Households who wish to be placed outside of the borough but do not meet the required risk level to go to MARAC (Multi Agency Risk Assessment Conference). This could be households who feel they are at risk of violence if they remain within Slough;
- Households in temporary accommodation who require longer term housing as a matter of urgency;
- Households accepted as being threatened with homelessness and owed a full housing duty and where a PRSO will avoid the family having to move into temporary accommodation;
- Households with school-aged children where the child is not in an exam year.

5.8 Criteria which excludes a household from receiving a Private Rented Sector Offer or other outside of Slough: -

- They are receiving treatment for a physical or mental health condition from a specialist hospital unit which cannot be transferred to another NHS service or they are at a critical point in their treatment;
- They have a longstanding arrangement to provide essential care and support to another family member in Slough who is not part of the household. Carers will need to be in receipt of a Carer’s Allowance;

- Children subject to a Child Protection Plan in Slough who cannot be transferred to another local authority without causing serious detriment to that child's welfare;
- Children subject to an Education Health and Care Plan in Slough who cannot be transferred to another local authority without causing serious detriment to the child's welfare;
- Members of the Armed Forces, in line with Slough's commitment to the Armed Forces Community Covenant;
- Exceptional circumstances relating to the need for the provision of long term social housing to provide longer term stability for a household (this could be where a household requires an adapted property to meet their long term disability needs) and
- Other circumstances which demonstrate an exceptional and compelling need that cannot be met outside the borough (this will be subject to the Housing Panel's decision).

6 Comments of Other Committees

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

7 Conclusion

- 7.1 Officers do not feel that they have any choice but to offer this proposed policy amendment for Members to consider. It should be noted that in the majority of cases, officers will seek to contain any out of borough offers as close as possible to Slough. However, depending on supply, offers further out will be considered but this will depend on the prevailing circumstances and the situation in relation to temporary accommodation numbers at the time.
- 7.2 Officers recognise that the implementation of an out of borough policy will impact negatively on some households but hope that by initially introducing the scheme to the areas mentioned, will help to reduce the impact which potentially will occur.

Appendices Attached

(1) Equalities Impact Assessment

Background Papers None

Temporary Accommodation (TA) & Private Sector Placement Policy (PRSO)

Equality Impact Assessment

SECTION	HOUSING (People) SERVICES
ASSESSMENT OFFICER/TEAM	THE HOUSING DEMAND TEAM
POLICY / STRATEGY TO BE ASSESSED	Temporary Accommodation (TA) and Private Sector Placement Policy (PRSO)

AIMS OF THE POLICY	The purpose of the policy is to propose an amendment to the temporary accommodation and private sector placement policy to include housing homeless households outside of Slough.			
Are there any other functions, policies or services, which might be linked with this one	This Policy is linked to the Slough Housing strategy, the Slough wellbeing strategy, the Slough five year plan and the Homeless Prevention Strategy			
Who will benefit from this policy / service /function	The residents of Slough Borough Council			
Who was consulted	No consultation has taken place			
	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age	X			The policy will impact service delivery to every age group. The basis for the amendment is to reduce the time spent in temporary accommodation by all groups
Disability	X			Disabled customers facing homelessness are impacted by this policy as they will be open to a wider pool of possibly suitable accommodation to meet their needs
Gender	X			This policy will expand the pool of accommodation available to specific

				groups especially where specific gender suited accommodation is required. This policy whilst catering for all genders will look to deliver improved services for specific groups based on need. e.g. customers fleeing domestic abuse
Religion / belief			X	The proposed expansion of accommodation pool, will not impact the religious belief of customers
Race / Ethnicity	X			Ethnic minority groups are likely to be in low income groups. The policy changes will enable these households to have more access to a wider pool of settled affordable homes.
Marital status	X			The proposed changes will enable families, who make up almost 80% of all accepted cases, to spend less time in unsuitable accommodation by expanding the area of choice
Sexuality			X	There are no direct implications on the basis of sexuality
Please give a brief description of how this policy benefits the equality target groups identified in the above table, i.e. promotes Equality?	The 24- 45 age group, single parent households, disabled customers and young family groups, who make up the bulk of accepted cases, will benefit from the proposed policy changes. As the proposed changes will reduce temporary accommodation stay and any threat to homelessness and rough sleeping.			
Please describe the groups that will benefit from this policy, i.e. numbers from the groups mentioned above but in homelessness stages	<p>The groups listed below will benefit from this policy in that they will get into settled accommodation faster and in an area of their choice rather than the uncertainty of temporary accommodation and the threat of homelessness and rough sleeping.</p> <ul style="list-style-type: none"> • Groups who are eligible and homeless but not in priority or intentionally homeless groups – 65 households • Groups in temporary accommodation who have chosen to move away for personal or welfare reforms reasons - 25 households • Groups who have no local connection but are owed a duty - 147 households <p>These are estimates based on interaction with homeless households and the available data.</p>			

<p>If there is a negative impact on any equality target group, is the impact Intended or legal? If no, then full Equality Impact Assessment should be Completed.</p>	<p>N/A</p>
<p>What actions could be taken to amend the policy/service to minimise the low negative impact?</p>	<p>Review the impact of this policy in 12 months, by analysing data and findings</p>

<p><u>Recommendation:</u></p> <p>Full Equality Impact Assessment required : NO</p> <p>The service to review the outcomes of the policy after a year and adjust where appropriate.</p>

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16th December 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 17th November 2019

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 DECEMBER 2019 TO 29 FEBRUARY 2020

Date of Publication: 17th November 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 Akram |
| • Sustainable Transport & Environmental Services | Councillor Anderson |
| • Inclusive Growth & Skills | Councillor Bains |
| • Planning & Regulation | Councillor Mann |
| • Housing & Community Safety | Councillor Nazir |
| • Health & Wellbeing | Councillor Pantelic |
| • Children & Schools | Councillor Carter |

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 - 16th December 2019

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Performance & Projects Report Q2 2019/20</u></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2019/20.</p>	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<p><u>Council Taxbases 2020/21</u></p> <p>To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2020/21 financial year.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<p><u>Medium Term Financial Strategy Update</u></p> <p>To receive an update on the latest medium term financial planning assumptions for the Council and take any decisions relating to savings and growth plans as part of the budget setting process leading to Budget Council on 20th February 2020.</p>	R&S	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<p><u>Slough Children's Services Trust Financial Update</u></p> <p>To receive an update and take any necessary decisions on the financial position of Slough Children's Services Trust.</p>	C&S, G&C	All	All	Cate Duffy, Director of Children, Learning and Skills Services, Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875751, Tel: 01753 875358	-	None	√	Yes, p3 LGA

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable 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

<p><u>Transport Strategy for Slough</u></p> <p>Further to the decision taken by Cabinet on 25th February 2019, to receive a report on the Transport Strategy for Slough.</p>	T&E	All	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None		
<p><u>Nova House</u></p> <p>Further to the Cabinet report on 21st January 2019, to receive a further update on Nova House and take any further decisions on the work programme and associated matters.</p>	H&C	Central	All	Richard West, Interim Director of Place & Development	-	None		Yes, p3 LGA
<p><u>Regional Adoption Agency</u></p> <p>To consider a proposal for Slough to join a Regional Adoption Agency in line with statutory requirements.</p>	C&S	All	Protecting vulnerable children	Cate Duffy, Director of Children, Learning and Skills Services Tel: 01753 875751	-	None	√	Yes, p3 LGA
<p><u>Amendment to Temporary Accommodation and Private Sector Placement Policy</u></p> <p>To consider a report recommending an amendment to the Council's temporary accommodation and private sector placement policy.</p>	H&C	All	Housing	Colin Moone, Service Lead Strategic Housing Services Tel: 01753 474057	-	None	√	

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

<p><u>Tower & Ashbourne Houses Redevelopment</u></p> <p>Subject to the resolutions of the Cabinet on 18th November 2019, to take further decisions to enable the redevelopment of Tower House and Ashbourne House in relation to the operation of powers under section 203 of the Housing & Planning Act 2016.</p>	H&C	Chalvey	None	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None	√	Yes, p3 LGA
<p><u>Purchase of Empty Properties</u></p> <p>To approve the acquisition of further empty properties as part of the Council's strategy to bring them back into residential use.</p>	H&C	All	All	Amir Salarkia, Interim Housing Regulation Manager Tel: 01753 875540	-	None	√	Yes, p3 LGA
<p><u>£250k Contract - Mental Health Accommodation Services</u></p> <p>To approve the commencement of tendering and any other necessary decisions for mental health accommodations services.</p>	H&W	All	Improving mental health and wellbeing	Geoff Dennis, Head of Adult Mental Health Services	-	None	√	
<p><u>Salt Hill Activity Centre Improvements</u></p> <p>To consider a proposal for a capital project to delivery improvements to Salt Hill Activity Centre.</p>	H&W	All	All	Alison Hibbert, Leisure Strategy Manager Tel: (01753) 875896	-	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	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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Cabinet Commercial Sub-Committee - 16th December 2019

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Atlas Residential Joint Venture</u> Approval will be sought to delegate authority to develop a potential joint venture, commercial dialogue and potential acquisition of sites for provision of housing.	H&C	All	All	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None	√	Yes, p3 LGA
<u>Housing Development Programme Update</u> Further to the report the Commercial Sub-Committee meeting held on 1 st October 2019, to receive an update and take further decisions on the Housing Development Programme.	H&C	All	All	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None	√	Yes, p3 LGA

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable 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>DISH Registered Provider - Delivering Development</u> Approval will be sought for the process of creation of Development Initiative for Slough Housing (DISH) as a registered provider and to take decisions on all related matters in accordance with the development strategy granted by the sub-committee on the 1st October 2019 so that affordable homes are delivered by the DISH RP as an arms length body.	H&C	All	All	John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436	-	None	√	Yes, p3 LGA
<u>Commercial Strategy</u> To approve the Council' Commercial Strategy.	R&S	All	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	None	√	Yes, p3 LGA

Cabinet - 20th January 2020

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Council Tax Support Scheme</u> To agree a scheme for the administration of Council Tax support for 2020-21.	G&C	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None		
<u>HRA Rents & Service Charges 2020/21</u> To consider the Housing Revenue Account rent and service charge for 2020/21 and, if agreed, recommend the changes to full Council.	H&C	All	All	Neale Cooper, Head of Finance (Transformation) Tel: (01753) 875417	-	None		

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable 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>Localities Strategy Update</u> As agreed by the Cabinet in September 2019, to receive an update on the delivery of the Localities Strategy.	R&S	All	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	None	√	Yes, p3 LGA
<u>References from Overview & Scrutiny</u> <i>To consider any 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	-			

Cabinet - 3rd February 2019

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Revenue Financial Update - Quarter 3 2019/20</u> 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.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	
<u>Capital Financial Update- Quarter 3 2019/20</u> To receive an update on the capital programme for the third quarter of the year.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable 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>Revenue Budget 2020/2021 and MTFs 2020-2024</u> To consider, and if agreed, to recommend to Council the Revenue Budget 2020/21 and the Medium Term Financial Strategy 2020-2021.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S, 30/1/20	None	√	
<u>Capital Strategy 2020-2025</u> To consider, and if agreed, to recommend to Council the Capital Strategy for the period between 2020-2025.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S, 30/1/20	None	√	
<u>Treasury Management Strategy 2020/21</u> To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2020/21.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S, 30/1/20	None	√	
<u>Five Year Plan 2020-2025</u> To consider, and if agreed, to recommend to Council the refreshed Five Year Plan setting out the Council's strategic priorities.	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None	√	
<u>Parking Strategy</u> To approve the Council's Parking Strategy as part of the agreed wider Transport Strategy approved by Cabinet.	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>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.</i></p>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None	√	
<p><u>Notification of Forthcoming Decisions</u></p> <p>To endorse the published Notification of Decisions.</p>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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