

Date of issue: Friday, 3 July 2020

MEETING:	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Akram	Deputy Leader of the Council and Cabinet Member for Governance & Customer Services
	Councillor Anderson	Sustainable Transport & Environmental Services
	Councillor Bains	Inclusive Growth & Skills
	Councillor Carter	Children & Schools
	Councillor Mann	Planning & Regulation
	Councillor Nazir	Housing & Community Safety
	Councillor Pantelic	Health & Wellbeing
DATE AND TIME:	MONDAY, 13TH JULY, 2020 AT 6.30 PM	
VENUE:	VIRTUAL MEETING	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE	07514 939 642

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART I

**AGENDA
ITEM**

REPORT TITLE

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WARD

Apologies for absence.

1.	Declarations of Interest	-	-
	<i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 15th June 2020 and the Extraordinary Meeting held on 30th June 2020	1 - 16	-
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6.	Trelawney Avenue Redevelopment - Update and Restart	75 - 82	Langley Kedermister
7.	Tower & Ashbourne Design Update and Procurement for Construction	83 - 152	Chalvey
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	<ul style="list-style-type: none"><i>Recommendation from Neighbourhoods & Community Services Scrutiny Panel, 17th March 2020</i>		
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Press and Public

This meeting will be held remotely in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. Part I of this meeting will be live streamed as required by the regulations. The press and public can access the meeting from the following link (by selecting the meeting you wish to view):

<http://www.slough.gov.uk/moderngov/mgCalendarMonthView.aspx?GL=1&bcr=1>

Please note that the meeting may be recorded. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain.

The press and public will not be able to view any matters considered during Part II of the agenda.

Note:-

Bold = Key decision

Non-Bold = Non-key decision

Cabinet – Meeting held on Monday, 15th June, 2020.

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

Also present under Rule 30:- Councillor Hulme

PART 1

1. Declarations of Interest

No declarations of interest were made, however, Councillor Mann did not vote on items 12 and 20 – Heart of Slough North West Quadrant Masterplan, because she was a member of the Planning Committee which was likely to determine a future planning application for the site.

2. Minutes of the Meeting held on 18th May 2020

Resolved – That the minutes of the meeting of the Cabinet held on 18th May 2020 be approved as a correct record.

3. Cabinet portfolios and Lead Member responsibilities 2020/21

The Cabinet formally noted the portfolios and responsible Lead Members appointed by the Leader of the Council, as detailed in Appendix A to the report. It was also noted that the Leader had appointed Councillor Sabia Akram as Deputy Leader of the Council in accordance with Part 2 Article 7 (10) of the Constitution.

The Leader stated during the current coronavirus pandemic the Council had sought to minimise changes to Cabinet, committee and outside body appointments to provide continuity in the local response. It was confirmed that there were no changes to the Lead Members or their portfolios. The report was noted.

Resolved –

- (a) That the Cabinet note the portfolios and responsible Lead Members as appointed by the Leader of the Council.
- (b) That the appointment of Councillor Sabia Akram as Deputy Leader of the Council be noted.

4. Six Months Rule under Section 85 of the Local Government Act 1972

The Service Lead Governance introduced a report that reminded Cabinet of the provisions relating to councillors ceasing to be Members of the Council for failure to attend any meetings during a six-month period.

A number of meetings had been cancelled since March due to Covid-19 restrictions and whilst regulations had been introduced to permit virtual meetings, Members were reminded that the six month rule for attendance remained. It was also highlighted that the regulations meant that no elections or by-elections could be held until May 2021. A similar report had been noted by Council at the Annual Meeting held on 21st May 2020 to ensure all Members were aware of the position.

Lead Members noted the report, however they commented that councillors attendance at meetings was very good and that Members had remained very active during this period in fulfilling their role as councillors within the Council and wider community. The programme of meetings had restarted and Members would continue to attend by remote access until restrictions were relaxed.

Resolved – That the report be noted.

5. COVID-19 Decisions Update

The Lead Member for Governance & Customer Services introduced a follow up report to that received by the Cabinet on 18th May 2020 which set out the significant decisions taken by Officers in the ongoing response to the Covid-19 pandemic since the last meeting. The appendix to the report summarised the decisions taken since 29th April 2020.

The Gold and Silver command structure had continue to operate with meetings twice a week and was supported by a range of Task Groups. Relevant Lead Members were consulted on decisions where appropriate. After due consideration the executive decisions set out in Appendix A were ratified where they related to Executive functions.

Resolved – That the report be noted and that the significant decisions taken by officers since 18 May 2020, set out in the Schedule appended to the report be ratified.

6. Revenue Budget Monitoring Report: 2019-20 Provisional (Year End) Position

The Lead Member for Governance & Customer Services and the Service Lead Finance introduced a report that set out the provisional financial position of the Council's revenue account for the 2019/20 financial year.

The provisional total net expenditure in 2019/20 was £108.731m which was a provisional surplus of £0.050. This was a significant improvement on the position at the end of the third quarter at which time a forecast overspend of £2.304m had been reported. Directorates had taken measures to reduce the overspend which had resulted in the small net surplus by year end. The main budget variances by directorate were summarised, as was the current financial position of Slough Children's Services Trust.

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The Cabinet noted the impact on Council reserves and it was stated that there were currently £8.123m of general reserves and £8.147m of earmarked reserves available to protect the Council from the current financial pressures arising from Covid-19. Lead Members recognised that there was significant financial uncertainty in the 2020/21 financial year due to the significant increased costs of the Covid-19 response and potential future demand for services. Achieving a small budget surplus in 2019/20 put the Council in a strong position relative to many other local authorities but significant challenges were expected as the full impacts became evident.

A report set out a number of requests for budget virements and write-offs and these were approved. At the conclusion of the discussion the report was noted.

Resolved –

- (a) That the reported underlying provisional financial position of the Council for the year end 2019-20 be noted.
- (b) That the Council's provisional reserve balances for the year end 2019-20 be noted;
- (c) That budget transfer (virements) for 2019-20 as requested in Section 9 of the report be approved.
- (d) That write offs for the last financial quarter 2019-20 as requested in Section 10 of the report be approved.

7. Capital Monitoring Report as at 30th March 2020

The Lead Member for Governance & Customer Services and the Service Lead Finance introduced a report that summarised spend against capital budgets for the 2019/20 financial year and sought approval of the re-profiled budget for 2020/21.

The programme included a range of major investment projects across the town including the secondary school expansion programme, purchase of properties through James Elliman Homes, the strategic acquisitions programme and a series of regeneration schemes such as the hotels and TVU developments.

The 2019/20 revised budget of £171,119 had all been spent and this represented 81% of the original budget. The report was to the end of March 2020 and the impact of Covid-19 on projects was not fully known. The Cabinet reviewed some of the schemes where funding had been re-profiled and the delays were explained, for example to the Tower & Ashbourne Houses scheme.

After due consideration, the report was noted and re-profiled budget for 2020/21 was approved.

Resolved – That the report be noted and that the revised 2020-21 budget as set out in Appendix C and D of the report be approved.

8. Community Investment Fund Update 2019/20 and 2020/21 Allocations

The Lead Member for Governance & Customer Services and the Service Lead Finance introduced a report that updated the Cabinet on the 2019/20 Community Investment Fund (CIF) and sought agreement to allocate some of the 2020/21 funds.

Each councillor had £25,000 (£20,000 capital and £5,000 revenue) allocated to them for the year to invest in projects in their ward and a summary of spend in 2019/20 was set out in Appendix A. It was noted that the revenue allocations had not been fully spent during the year as these sums had been frozen part way through 2019/20. Any unused funding could be carried forward into the new financial year.

The CIF scheme would continue with the same level of funding provided in 2020/21. This included £210,000 of capital for the Cabinet to allocate. Appendix B to the report proposed the following:

2019/20 Underspend

- Allocate £100k of 2019/20 CIF revenue underspend towards offering continued support to rough sleepers who've been involved in the 'all-in' hotel scheme beyond the end of June.
- Allocate £30k of unspent CIF Cabinet capital from 2019/20 to help enable repairs work to make 3 voids 'habitable' for their use.
- Allocate £25k of unspent CIF revenue from 2019/20 towards work of our partners (East Berks College and Slough Aspire) in measures to help the recently unemployed (jobs clubs, skills retraining etc) and to assist 'one Slough' organisations in their responses.

2020/21 Cabinet CIF capital

- Allocate £50k of capital towards measures to promote social distancing and safe behaviour as covid lockdown arrangements ease (e.g. new High Street lamp-post banners, bus shelter or other adverts/notices, paint reminder discs on busy areas of walkway/park entrance gateways etc.).
- Allocate £60k to support temporary improvements to enable safe walking and cycling routes etc, and measures to ensure our green/outdoor gyms can operate safely (including ordering additional temporary railings/barriers/route markers for busy public spaces).

Due to the ongoing concerns about the impact of Covid-19, the Cabinet would receive a mid-year update in September 2020 to enable it to respond with any further measures for potential CIF allocation.

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The Leader highlighted that the package of measures proposed would help respond to the Covid-19 crisis by providing further direct support to rough sleepers to help them into longer term accommodation; help local people reskill and find new employment; and put in place temporary measures to promote social distancing and safe behaviour.

The Cabinet noted the CIF spend in 2019/20 and agreed the initial allocations for 2020/21 as set out in Appendix B to the report.

Resolved –

- (a) That the expenditure to date from the Community Investment Fund 2019/2020 be noted; and
- (b) That it be agreed that any unused funding from 2019/20 would be rolled forward into 2020/21 and allocated on the basis of Cabinet requests in line with the scheme as set out in Appendix B, with any residual sum being available to ward members from the revised fund.
- (c) That the Cabinet receive a report in September 2020 to consider any further CIF allocations to respond to emerging Covid-19 issues that were in scope of the purpose of the fund.

9. Q4 Performance & Projects Report

The Service Lead Strategy & Performance introduced a report that provided Cabinet with the latest performance information for the fourth quarter of 2019/20 which included the corporate balanced scorecard, project updates and progress in delivering manifesto commitments.

Key improvements reported during the quarter included reductions in the levels of physical inactivity, overall crime rate and the number of householders in temporary accommodation. Lead Members welcomed the increase in levels of physical activity, however, it was recognised that the Covid-19 'lockdown' was likely to have a negative impact on such indicators and more work was ongoing to promote exercise and activity through the Active Slough programme and by keeping parks open over recent months. Areas of performance concerns included the number of people managing their care through direct payments, uptake of healthchecks and the overall recycling rate which had fallen since the previous quarter. It was noted that cumulatively over the last year there had been a 1.5% increase in overall recycling and Officers provided assurance that overall performance was stable and improving.

In relation to the Council's portfolio of major projects it was noted that 53% were rated 'green' and 43% 'amber'. Only one project was rated 'red' during the quarter – Capita One Housing – Education Modules. It was noted that the Arvato project had been closed after being successfully delivered. The vast majority of manifesto commitments were rated 'green'.

The Cabinet discussed various specific indicators and projects and then noted the report.

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

10. Slough Children's Services Trust Annual Report

The Cabinet welcomed the Chair, Chief Executive and Director of Finance & Resources from Slough Children's Services Trust who summarised their Annual Report for 2019/20 to the Cabinet. The Annual Report would usually be presented to the Education & Children's Services Scrutiny Panel, however, the scheduled meeting in April 2020 had been cancelled due to Covid-19 and this was the most timely meeting in the calendar for Members to receive the report.

The report set out the further progress that had been made in the past year since the Ofsted report in January 2019 which concluded that the services had improved from 'inadequate' to 'required improvement to be good'. The Trust had developed a plan following the inspection and significant progress had been made to drive forward further improvement. However, it was recognised that it had been a challenging year for the Trust as a combination of increased demand for services in the Autumn and significant financial challenges had impacted on key performance indicators.

A wide range of issues were discussed including the factors behind the rising demand for services; the work being done to reduce high caseloads; fostering recruitment; the importance of delivering the Trust's transformation programme which had been suspended during the year; and the financial stability of the trust. The Chief Executive of the Trust responded to the points raised by Lead Members. There had been higher levels of child protection cases and it often took longer to work through cases where families required more support. One of the major challenges to reduce caseloads was recruitment, and further work was being developed on the workforce strategy. Fostering recruitment was a challenge, and the process took some time, but some of the transformation funding provided by the Council had helped and the recruitment of 12 foster families was currently underway. The Trust's transformation programme was important in the its future plan and it had restarted.

Assurance was also provided that key services had been maintained throughout the Covid-19 lockdown with visits continuing, where necessary, following risk assessments.

The Cabinet recognised the progress that had been made in improving service provision in a number of areas and restated its commitment to continue to work with the Trust to sustain the improvements. It was recognised that there were challenges to work through, including financial

stability and rising demand, and the Council and Trust would work closely to meet the needs of children.

At the conclusion of the discussion the report was noted.

Resolved – That the report be noted for information as part of the contractual arrangements between the Trust and the Council.

11. Shaping Slough Town Centre: Regeneration Update

The Cabinet considered a report and received a presentation on the Regeneration Framework Masterplan (RFM) for the Centre of Slough. The Cabinet considered the Part II appendices without disclosing any of the exempt information.

The purpose of the framework was to set out a clear vision and spatial plan for the development and regeneration of Slough town centre. Work on the RFM had started in early 2020 and was scheduled for approval by Cabinet in September. The document would establish a regeneration vision for key sites included in the “Square Mile” area approved by Cabinet in November 2019. There were ten objectives and these were summarised. They included delivering a “21st century town centre that was accessible to everybody and enhanced health and wellbeing”; to develop a new central business district to the south of the railway station; to revitalise the shopping and leisure offer in the town centre; and deliver a step change in the quality of design and architecture.

Lead Members commented that the RFM was being developed following a significant amount of work in recent months and reflected the priority to bring coherence and co-ordination to major regeneration schemes. The framework also linked in with the Council’s strategy of response, recovery and renewal emerging from the Covid-19 pandemic. The Cabinet welcomed the fact that work was continuing on the exciting projects which would transform the town centre and provide many opportunities for residents.

At the conclusion of the discussion, the Cabinet welcomed the work that had been undertaken so far and looked forward to further progress being made prior to seeking approval of the RFM in September. The recommendations were agreed.

Resolved –

- (a) That the Regeneration Framework Masterplan vision, objectives and principles as set out in section, 5.2 and the confidential Appendix one be agreed;
- (b) That the timetable and progress of the Regeneration Framework Masterplan, and proposed next steps, as set out in sections 5.4-5.9 of the report be noted;

- (c) That the background and proposed next steps for the Slough Central scheme in confidential Appendix two be noted.

12. Heart of Slough NWQ Masterplan

The Cabinet considered a report and received a presentation on the masterplan for the Heart of Slough North West Quadrant site. The Part II appendices to the report were considered during Part I without disclosing any of the exempt information.

The Council had been working with Slough Urban Renewal on the masterplan that sought to maximise the social, economic and financial value of the key site for Slough. Despite the current challenges, it was anticipated that the redevelopment of the site would progress as planned with Phase 1 due to be completed by 2024. The scheme was a major part of the recovery and renewal of Slough.

The Masterplan Scheme currently envisaged 1,300 homes, 304,000 sq.ft. of commercial office space with two Grade A office buildings, 26,000 sq.ft. of ancillary retail and leisure space, and car parking. The design proposals were at an early stage and were not fixed. Discussions regarding building heights continued and the Cabinet commented that it was prepared to support the volume of development in principle, but further consideration would need to be given to the design in specific locations.

The aim was to create a new destination on the former Thames Valley University site which the Council had acquired in 2017. In 2019 the Cabinet had agreed to give an option to Slough Urban Renewal through North West Quadrant LLP, a subsidiary managed and governed by SBC and Muse. Given the scale and complexity of the projects amendments of the governance were required including changes to the Partnership Agreement as set out in Appendix Two.

The Cabinet welcomed the positive progress that continued to be made on the scheme and the recommendations were agreed. Councillor Mann did not vote on the matter as she was a member of the Planning Committee and would be expected to make a determination on a future application.

Resolved –

- (a) That the masterplan set out in the Vision Document at Appendix One be agreed and North West Quadrant LLP's ("the developer" or "NWQ LLP") intention to proceed to prepare a hybrid planning application for the entire NWQ site, which was targeted to be submitted in Q1 2021 be noted;
- (b) That it be noted that the split hybrid planning application, explained in Section 5 of the report, would include outline proposals for the community site, with the intention that NWQ LLP would seek a flexible use approach to this part of the site on a parameters basis (subject to

Local Planning Authority approval), in recognition that the intended use(s) would be informed by further business planning,

- (c) That a £50,000 budget be agreed to progress an options review and further business planning associated with the cultural/educational site. The output to be a costed business case assessing the preferred option for the mix, quantum and location of cultural uses in alignment with the evolving Regeneration Framework,
- (d) That delegated authority be given to the Council's Chief Executive, following consultation with the Leader, to agree the Business Plan for the NWQ project and agree and execute amendments to existing documents or supplemental documents which are required as a result of the proposed change of ownership of North West Quadrant LLP; and
- (e) That officers present an update to Cabinet in September 2020 on the outcome of the options review and business planning for the site noted as the "community" site, in the Masterplan.

13. Adoption of Slough Inclusive Growth Strategy 2020-2025

The Lead Member for Inclusive Growth & Skills and the Service Lead Economic Development introduced a report that sought approval of the new Slough Inclusive Growth Strategy 2020-25.

The strategy reflected the need to deliver growth that all Slough residents could benefit from and set out the priorities and actions to deliver growth. The plan included six strategic priorities including creating secure and productive jobs; a skills system working for all; regeneration and infrastructure to unlock growth; and inclusive and sustainable neighbourhoods. The strategy would be closely aligned to the recovery and renewal from Covid-19. A new board would be established to oversee delivery and it was proposed that the Cabinet receive a progress update in December 2020.

The Cabinet welcomed the strategy which reflected the Council's ambitions for the town and set out a clear direction for inclusive growth. Partners had been involved in the development of the strategy and would play a key role in delivery. Lead Members agreed to adopt the strategy and receive an update in December 2020.

Resolved –

- (a) That the Slough Inclusive Growth Strategy 2020-25 be adopted.
- (b) That it be noted that the Economic Development Team were beginning to draw together an action plan to deliver the strategy's vision' which also formed part of the Recovery and Renewal Strategy.

- (c) That it be noted that the Inclusive Growth Strategy and the associated action plan would form the organising framework for the public-private Slough Regeneration, Economy and Skills Board.
- (d) That it be noted that an update report on progress in the setting up of the new Board and Action Plan would be tabled for Cabinet in December 2020.

14. Slough Innovation Space - ERDF Funding Application

The Lead Member for Inclusive Growth & Skills and the Service Lead Economic Development introduced a report on a European Regional Development Fund (ERDF) application for the Slough Innovation Space project.

An application for a £1.65m grant was being submitted for the project which would provide a high quality innovation facility to help create high growth, research and development focused technology start-ups in Slough. Slough Innovation Space would occupy the 5th Floor of Observatory House initially, and for the duration of the ERDF funding, with the long term home intended to be on the North West Quadrant site. If successful, it was anticipated that 181 high paid jobs and 54 businesses would be created with £8.3m of new economic activity being generated.

Cabinet approval was sought to underwrite £703k of the anticipated income from businesses using the space. It was noted that Thames Valley Berkshire LEP and Heathrow Airport had already agreed match funding contributions of £500k and £200k respectively.

The Cabinet welcomed the project and commented that support to innovative and high growth businesses would be even more important as part of the recovery from the Covid-19 pandemic. Lead Members agreed to underwrite the sum requested.

Resolved –

- (a) That it be agreed to underwrite £703,358 of expected income from SMEs using the planned new Slough Innovation Space between 2021 – 2023.
- (b) That it noted that by underwriting this amount, the Council would unlock funding of £2.35m from ERDF and other partners (subject to a successful application).
- (c) That it be noted that this project was a key initiative to help recovery and renewal for Slough SMEs and its economy by creating 181 well paid jobs and 54 fast growing tech SMEs between 2021 and 2023.

15. References from Overview & Scrutiny Committee

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

16. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 15th May 2020 which set out the key decisions expected to be taken by the Cabinet over the next three months.

The Chief Executive stated that local authorities were required to produce a local outbreak management plan that set out the response to any future Covid-19 outbreaks in Slough. The plan needed to be agreed by the end of June and it was likely that an extraordinary meeting of the Cabinet would be convened for this purpose.

Resolved –

- (a) That the published Notification of Key Decisions for the period between June to August 2020 be endorsed.
- (b) That the Cabinet consider approval of the Local Outbreak Management Plan at a future meeting, possibly an extraordinary meeting at the end of June or beginning of July.

17. Exclusion of Press and Public

Resolved – That the matters in Part II of the agenda be considered and resolved during Part I, without disclosing any of the exempt information, but that the Part II reports remain restricted 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.

18. Part II Minutes - 18th May 2020

Resolved – That the minutes of the Part II Cabinet meeting held on 18th May 2020 be approved as a correct record.

19. Shaping Slough Town Centre: Regeneration Update - Appendices

The Part II appendices, which comprised the Regeneration Framework Masterplan Vision, Objectives and Principles (Appendix One) and an update on the Queensmere and Observatory centres (Appendix Two) were considered and noted in resolving the matters in the Part I report without disclosing any exempt information.

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Resolved – That the appendix be noted.

20. Heart of Slough NWQ Masterplan - Appendices

Part II appendices, comprising the Masterplan Vision Document (Appendix One) and Summary of Amendments to Standard PA (Appendix Two), were considered and noted in resolving the matters in the Part I report without disclosing any exempt information.

Resolved – That the appendices be noted.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.26 pm)

Cabinet – Extraordinary Meeting held on Tuesday, 30th June, 2020.

Present:- Councillors Swindlehurst (Chair), Akram (Vice-Chair, from 6.18pm), Anderson, Bains, Carter, Mann, Nazir and Pantelic

Also present under Rule 30:- Councillors Dar, Dhaliwal, Gahir and Strutton

PART 1

21. Declarations of Interest

No declarations were made.

22. Slough Local Outbreak Management Plan

The Lead Member for Health & Wellbeing and the Director of Public Health introduced a report that sought endorsement of Slough's Local Outbreak Management Plan (LOMP).

The Government had announced on 23rd May 2020 that all upper tier local authorities would be required to produce plans for the management of local outbreaks of Covid-19. As England wide 'lockdown' measures were relaxed it was anticipated that the next phase of the response to the pandemic would be focussed on monitoring and managing local outbreaks where they occurred. The Government had announced Test & Trace Grants would be allocated and Slough Borough Council would receive £689,507 to support the localised response.

(Councillor Akram joined the meeting)

The plan covered care homes and schools, high risk places and localities, local testing capacity, contact tracing, data, vulnerable people, workforce and governance. The LOMP set out the respective roles in a multi-agency response. The Council would support the Public Health England Protection Team (HPT) who would lead the outbreak response and ensure their recommendations functioned locally. The plan also included measures aimed at the prevention of Covid-19 in the first place as well as preventing the spread of infection. The local response would vary depending on the setting of an outbreak and the LOMP established an Outbreak Management Cell to co-ordinate contact tracing and act as a link between the various services that would be involved. Possible actions could included alert messaging, focused testing and contact tracing, closure of premises, restricted visiting, cancellation events and closing facilities.

The Cabinet discussed the relative powers and responsibilities between local and central government in the event of a major spike in cases. It was confirmed that at present local authorities did not have powers to introduce whole area local 'lockdowns' and these would be decisions for the Government taking depending on the nature and extent of an outbreak. It was recognised that communication with residents was crucial and an

Outbreak Engagement Board would be set up under the Slough Wellbeing Board to lead this work locally. The Leader stated that all Lead Members and Directors would be engaged in the group and that if an outbreak occurred the relevant Members and officers would play more central roles. Engagement with community, faith and business leaders in Slough would be important to communicate key messages effectively and a strategic communications plan was being produced.

Lead Members discussed a range of issues including how the plan addressed vulnerable groups including the Black, Asian and Minority Ethnic population given the recent Public Health England research on this issue. An important project was underway in Slough to understand the evidence and reduce the risks to BAME communities and this work would feed into the LOMP as it evolved. Members also asked about access to data for local authorities. The Director of Public Health responded that the position was improving rapidly and postcode level data would be available to map and monitor cases.

Councillors Dhaliwal and Strutton addressed the meeting under Rule 30 and raised a number of points which were responded to. It was confirmed that there were no technological barriers to the receipt of data and data flows were improving. The Test & Trace Grant allocation for Slough was additional to the funding already provided to local authorities to respond to Covid-19.

At the conclusion of the discussion the LOMP was endorsed and delegated authority was given to the Chief Executive to maintain and amend the plan as it evolved.

Resolved –

- (a) That the Council's Local Outbreak Management Plan as at Appendix A to the report be endorsed; and
- (b) That delegated authority be granted to the Chief Executive to maintain and amend the plan following consultation with the Cabinet Member for Health & Wellbeing.

23. Exclusion of Press and Public

The press and public were not excluded and the report and decisions were all taken in public during Part I of the agenda.

Resolved – That all matters be considered and determined during Part I of the meeting.

24. Slough Local Outbreak Management Plan - Appendix

At the time the agenda was published the report was not available for circulation and it was considered likely that some aspects of the outbreak management plan may contain exempt information and would need to be considered in private. It was subsequently decided that the appendix did not

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include exempt information and could therefore all be considered in public during Part I of the agenda.

Resolved – The Appendix was considered during Part I of the meeting.

Chair

(Note: The Meeting opened at 6.00 pm and closed at 6.52 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13 July 2020

CONTACT OFFICER: Sushil Thobhani – Service Lead Governance
(For all enquiries) (0745 229125)

WARD(S): All

PORTFOLIO: Councillor Sabia Akram – Portfolio Holder for Governance & Customer Services

PART I
NON-KEY DECISION**COVID-19 DECISIONS UPDATE****1 Purpose of Report**

The purpose of this Report is to inform Cabinet of the time line of major events since the last Report to the Cabinet on this subject on 15 June 2020 and of the further significant decisions taken by officers since that date, and to seek ratification of those decisions.

2 Recommendation(s)/Proposed Action

The Cabinet are asked to note this Report and to ratify the significant decisions taken by officers since 15 June 2020, set out in the Schedule to this Report.

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

The decisions taken by officers and set out in this Report have sought to support, as far as reasonably practicable at the present time, the objectives of the [Slough Joint Wellbeing Strategy](#) (SJWS) and the Five Year Plan

3a. Slough Joint Wellbeing Strategy Priorities –

The decisions set out in this Report have been taken with the over arching objective of protecting public health and the well being of residents and ensuring that the Council is able to achieve this objective lawfully, and as effectively as possible, in the prevailing circumstances. The recommendations contained in this report seek to ensure that the Council are able to continue to try to meet this objective and thereby be in a position to continue to address the priorities of the SJWS and the JSNA appropriately.

3b Five Year Plan Outcomes

The recommendations contained in this Report, namely the noting and ratification of the further significant decisions taken by officers by Cabinet at the first available opportunity, will enable the Council to be in a position to be able to go forwards to try and continue to meet the following objectives of the Five Year Plan.

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

4 **Other Implications**

(a) Financial

Any financial implications of significant decisions taken by officers in connection with the need to deal with the consequences of the Covid-19 pandemic are monitored weekly by a special finance group and will be reported to cabinet as part of the usual financial reports to cabinet.

Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That the Cabinet note and ratify the significant decisions taken by officers since the “lockdown” came into force.	Failure by Members to note and ratify these actions and decisions increases the risk of challenge and disruption. Ratification provides the opportunity for the Council to build upon the good results already achieved and to move forward strongly by building upon these results with greater engagement across the Council	The significant decisions and actions have been taken in accordance with governance arrangements put into place in consultation with the Council’s statutory officers and in accordance with all applicable guidance issued by and best practice recommended by all relevant bodies.	Likelihood – Very Low – 2 Legal/ Regulatory – Critical Score: 6	Increasing return to usual decision making structures and processes as circumstances permit.

(b) Human Rights Act and Other Legal Implications

Any decisions taken by officers pursuant to the statutory regulations enacted by the Government to deal with the Coronavirus pandemic to enforce business closures and restrict assembly could potentially be challenged under the Human Rights Act 1998 as being a breach of article 11, relating to the freedom of assembly and association, and of Article 1 of the First, relating to the right to peaceful enjoyment of possessions. It is considered, however, that risks of successful challenge are low as, in the latter case, derogations are permitted to control use of property in the general interest and, in the former case, for the protection of public health.

Under the Council's Constitution, the Chief Executive has delegated power to act in case of emergency and urgency authority to exercise all council side functions. Additionally, under the constitution, all matters not specifically reserved are deemed to be within the delegated authority of the Chief Executive and Directors for all purposes which fall within their directorate or budget area or area of responsibility to which they may be nominated from time to time

The Cabinet may ratify any decisions of officers falling within their functions.

(c) Equalities Impact Assessment

All the significant decisions set out in this Report were taken having regard, so far as was practicable in the circumstances, to the public sector equality duties and the protected characteristics set out in the Equality Act 2010.

(d) Workforce

The decisions taken by officers which have affected the Workforce are set out in the schedule to this Report.

(e) Property

The restrictions imposed by the Coronavirus Act 2020 on the ability of the Council as a landowner to take action to enforce payments of rents will have had an effect on the Council's asset management position. Any long term effects on the Council's property portfolio and asset management strategy will need to be evaluated in due course.

(f) Carbon Emissions and Energy Costs

The Council have not at present carried out any systematic analysis of the effect on carbon emissions and energy costs of the decisions taken by officers since the "lockdown" took effect. It is considered that it is self-evident, however, that the restrictions on travel and the reduction in the use and occupation of Council premises and other council activities means that it is unlikely that there was an increase in emissions and energy costs during this period.

5 **Supporting Information**

- 5.1 On 15 June 2020 Regulations came into effect allowing the general re-opening of English retail shops and public facing businesses with the exception of restaurants, bars, pubs, nightclubs, cinemas, theatres, museums, hairdressers but requiring the wearing of masks on public transport.
- 5.2 On 15 June 2020 some school children returned to schools.
- 5.3 On 16 June 2020 the steroid dexamethasone is announced to be of significant benefit in reducing deaths in serious cases of infection by the virus.
- 5.4 On 16 June 2020 the Government announced the extension of the school meals vouchers scheme over the summer holidays.
- 5.5 On 17 June 2020 the Minister for Innovation said that the contract tracing app was not a priority and might not be ready until the winter.
- 5.6 On 18 June 2020 the Government announced the injection of £100bn into the economy to counter an expected downturn in the economy.
- 5.7 On 19 June 2020 the Government announced the setting up of a £1bn fund to help school children catch up with missed school work.
- 5.8 On 19 June 2020 the UK Covid-19 Risk Level is lowered from 4 to 3.
- 5.9 On 20 June 2020 the Government confirm the impending conclusion of the review of the 2 metre social distancing rule.
- 5.10 On 22 June 2020 the Government announce the end of shielding from 1 August.
- 5.11 On 23 June 2020 the Prime Minister announces the relaxation of social distancing rules and the re-opening of hotels, pubs, restaurants and hairdressers from 4 July 2020
- 5.12 On 28 June 2020 the Home Secretary announces that the Government is considering imposing a local lockdown in the town of Leicester.
- 5.13 On 29 June 2020 the Health Secretary announces stricter lockdown restrictions in Leicester. The BBC publish analysis that indicates the UK the hardest hit of the G7 countries for Covid-19.

6 **Comments of Other Committees**

A further report on this subject in the same terms will also be submitted to full Council at their next meeting.

This Report may also be considered by the Overview & Scrutiny Committee at a future meeting of that Committee.

7 **Conclusion**

This Report brings The Cabinet up to date with major events since the last report to the cabinet on this subject on 15 June 2020 and informs the Cabinet of the

significant decisions taken by officers since that date. The noting and ratification of those decisions by the Cabinet at the first available opportunity will enable the Council to continue to seek to meet its duties to protect public health and to serve the well being of those who live, work and visit its area.

8 **Appendices Attached**

Table of significant decisions

9 **Background Papers**

The Coronavirus Act 2020

The Health Protection (Coronavirus, Business Closures) (England) Regulations 2020

The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 and regulations amending the same.

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Summary of significant decisions taken by Silver

APPENDIX A

Decisions taken since 5th June

Decision Required	Outcome	Date of decision	Decision made by	Target Date	Status
To agree to reopen birth registrations service at TheCurve	Option 2 agreed to reopen 8/6/20 but may a flexible plan in future	02/06/20	SILVER	02/06/20	Closed
To agree the process for Internal Building Occupiers/Services to reopen their respective services.	Agreed Option 1 – Implement a Compliance Check through the Workplace Safety Group. Programme of building re-opening to be approved by Silver w/c 8th June, noting the decision already taken to reopen registrars services in The Curve.	05/06/20	SILVER	09/06/20	Open
To agree the frequency of ASC provider updates	Agreed that reports be made to Silver by exception in future.	05/06/20	SILVER	05/06/20	Closed
To consider the reopening of the Cycle Hire scheme	Agreed to refer to the Workplace Safety Group to review compliance in line with process agreed for building / service reopening.	09/06/20	SILVER	12/06/20	Open
To consider reopening of buildings	Agreed to go with Option 1 - To approve the list of the re-opening of buildings as received, and give authority to the Workplace Safety Group to approve the dates for re-opening once all measures have been met	12/06/20	SILVER	12/06/20	Closed
Agree interim local outbreak plan	Interim plan agreed with a few discussed amendmnets and adding SCST to membership	12/06/20	SILVER	12/06/20	Open

To decide restart of parking enforcement and reopening of multi-story car parks	Agreed to resume parking enforcement from 17th June with warnings for the first week then full enforcement; following completion of Workplace Safety Group form to open Hatfield car park on 22nd June with standard changes; restart charges for Herschel car park from 22nd June (SBC staff for 1st September); and continue with online payments only for fines with Parking Shop to remain closed.	16/06/20	SILVER	22/06/20	Closed
To decide on To revert to the usual hours of the concessionary travel scheme for buses with effect from 22 June.	Agreed with Option 1 to Revert to statutory minimum concessionary travel scheme from week commencing 22 June 2020.	19/06/20	SILVER	19/06/20	Closed
To decide whether to reopen Slough Cycle Hire	Agreed with Option 1 - reopen Slough Cycle Hire as offers a lower risk alternative to travel on public transport.	19/06/20	SILVER	19/06/20	Closed
This report seeks approval from Silver to delegate authority for the Interim Director of Regeneration to enter into a 6 month lease agreement with the DHSC to open a hybrid Testing Centre at the former Montem Leisure Centre.	Agreed with option 1 Delegate authority to the Interim Director of Regeneration to enter into a 6 month agreement with the DHSC to lease the former Montem Leisure Centre car park to accommodate a temporary walk-in and drive-through testing centre at a "peppercorn rent".	19/06/20	SILVER	19/06/20	Open
	Agreed, subject to compliance with Workplace Safety Group advice.	23/06/20	SILVER	23/06/20	
To consider request to hold necessary events and meetings at Observatory House.	Agreed, subject to compliance with Workplace Safety Group advice.	23/06/20	SILVER	23/06/20	
Agree lessons learned propositions	Agreed emerging themes and initial propositions. Agreed that a discussion to be had at SLT 7/7 to complete	26/06/20	SILVER	26/06/20	Closed
Decision to be made regarding the opening of a large meeting room to allow specific investigations and interviews to recommence.	Agreed to go with Option 2 and reopen a large meeting room on ground floor to hold the investigations interviews and relocate the PPE store elsewhere	26/06/20	SILVER	26/06/20	Closed

To agree to recommence court bubbles in a room at OH	Agreed in principal that SBC will support if can	26/06/20	SILVER	26/06/20	Open
Agree reopening of buildings proposal	Agreed schedule of reopening buildings presented by JC/WPSG	26/06/20	SILVER	26/06/20	Closed
To agree if OH maintains social distancing of 2 metres or reduces to 1 metres plus	Guidance was considered and decision made to maintain social distancing at OH at 2 metres	26/06/20	SILVER	26/06/20	Closed

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13 July 2020

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

(For all enquiries) (01753) 875847

WARD(S): All

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

PART I
NON-KEY DECISION

CORPORATE ANNUAL REPORT 2019/20**1 Purpose of Report**

To provide Cabinet with the Corporate Annual Report for the 2019/20 financial year including:

- Case studies to illustrate the change the Council has brought about for people who live and work in Slough
- Key achievements against each of the five outcomes areas in the Five Year Plan
- Performance against the indicators included in the Corporate Balanced Scorecard

2 Recommendation(s)/Proposed Action

Cabinet is requested to note the Council's progress during the 2019/20 financial year as demonstrated through the key achievements against the Five Year Plan.

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 annual report to Cabinet detailing the Corporate Annual Report of the Council, detailing progress made in the 2019/20 financial year.

5.2. Please refer to the attached Corporate Annual Report, which summarises progress against the Council's priorities in the 2019/20 financial year.

Case studies

5.3. The aim of this section of the report is to bring to life some of the activities that the Council has undertaken during the 2019/20 financial year, and to communicate the impact that those activities had on people who live or work in Slough

5.4. The case studies have been selected to highlight innovation in response to challenges faced in Slough and where the innovative activity inherently enhances citizen participation and experience

5.5. Each story is communicated in a similar format including the challenge faced, how the Council are tackling it, the impact Council activities have had on the issue, and any next steps that will take place in the 2020/21 financial year or beyond

5.6. The three stories highlighted in the report are:

- *I-Talk*, which introduced Early Language Lead Practitioners into early years setting to focus on supporting people to deliver speech and language therapy
- *Co-Production Network*, which has been established to enhance the link between health and social care services and the people who use those services
- *The Creative Academy*, which is a unique partnership between the Council and the University of West London offering full-time vocational dance training

Key achievements

5.7. This section of the report details the Council's activities during the 2019/20 financial year against each of the five outcome areas included in the 2020-2025 Five Year Plan.

5.8. The list of key activities and achievements is then further supported by performance information against the five outcome areas as detailed in the Corporate Balanced Scorecard, which is included in Section 6 of the report.

5.9. *Outcome 1: Slough children will grow up to be happy, healthy, and successful.* The following list summarises some of the achievements included in this section of the Corporate Annual Report 2019/20. The Corporate Annual Report is attached.

- Schools performance:
 - Outcomes for disadvantaged pupils are above the national average at KS2, and the gaps between disadvantaged and all other pupils are smaller than the national average. At KS4, outcomes for disadvantaged pupils are above the national average, and the gap between disadvantaged and all other pupils is smaller than the national average.
 - The proportion of good and outstanding schools in the Slough is 92%, which is above the national average of 86%.
 - Standards in key measures are above national average in EYFSP, Key Stage 2 and Key Stage 4.

- 'I Talk' - We have reduced the number of children at risk of language delay through the continued delivery of the 'I talk' language and communication programme by our early years service
- 'Young Readers' - The Summer Reading Challenge 2019, which was called Space Chase and celebrated 50 years since we landed on the moon, attracted 3,604 children – an increase of 18.7% on last year.
- 'Digital Home Learning' - February 2020 saw the launch of a home learning function activated on the iConnect system, which was already used by staff to record children's observations, learning journeys and assessments
- 'Active Movement' - We introduced the Active Movement programme across all 10 children's centres. The programme has also been implemented by 7 early year providers.
- Early Years Foundation Stage - This year, we achieved a good level of development at the end of the Early Years Foundation Stage above the national average for the third year consecutive year.

5.10. *Outcome 2: Our people will be healthier and will manage their own care needs.* The following list summarises some of the achievements included in this section of the Corporate Annual Report 2019/20. The Corporate Annual Report is attached.

- 'A Good Start in Life' - To ensure a good start in life for slough children, we have launched the new 'Lift the Baby' safe sleeping campaign on behalf of Berkshire, with the aim of reducing the number of baby deaths
- 'Healthy Smiles' - In 2018-2019, we commissioned the 'Slough Healthy Smiles' project aimed at tackling Slough children's poor oral health by deliver information sessions on tooth brushing and good oral health provision for early year staff
- Immunisations - A new Immunisation Partnership group with representatives from Slough Public Health, NHS England, Berkshire Healthcare NHS Foundation Trust, The East Berkshire CCG and the Berkshire shared Public Health team has been developed
- Mental wellbeing - In February 2020, we delivered the Loneliness and Social Isolation Conference in partnership with local faith groups and the voluntary sector. In addition, we have been collaborating with other councils across Berkshire to launch the 'Bereaved by Suicide Service'
- Health Beliefs - We have completed the Health Beliefs research project, which aims to provide an in-depth analysis of Slough Residents and will help inform and shape local activities

5.11. *Outcome 3: Slough will be an attractive place where people choose to live, work, and stay.* The following list summarises some of the achievements included in this section of the Corporate Annual Report 2019/20. The Corporate Annual Report is attached.

- Paradise Gardens - this spot, now at the corner of St. Ethelbert's Church, is the result of a joint initiative between SBC and St. Ethelbert's Church after a successful application for the Pocket Park Plus funding programme.

- Modern Slavery is Closer Than You Think - In June 2019, the Safer Slough Partnership's Modern Slavery campaign, which was launched in October 2018, won the prestigious Outdoor Media award for Social Impact. During the time of the campaign, calls to the Modern Slavery Helpline from Slough increased by 400%.
- Strong, Healthy and Attractive Neighbourhoods - This year, the initiative has focused on Chalvey, with a view of developing a model to roll out a cross Slough. Throughout the year, there has been considerable engagement with the community and partners as well as undertaking a needs analysis and data insight exercise to develop an informed view of Chalvey needs and priorities.
- Air Quality - We created AirTEXT, a new air quality webpage that provides unique air quality information service designed to send free pollution alerts and health advice by text, email or voicemail on days of elevated air pollution.

5.12. *Outcome 4: Our residents will live in good quality homes.* The following list summarises some of the achievements included in this section of the Corporate Annual Report 2019/20. The Corporate Annual Report is attached.

- Homelessness Prevention - The number of households successfully helped by our Housing team before they became homeless (known as prevention cases) increased by 42% this year. The team managed to secure accommodation for a total of 329 households at risk of homelessness.
- Rough sleepers – The official count of people sleeping rough reduced from 27 to 25. In addition people who had been sleeping rough were housed permanently or temporarily at the outset of the Covid 19 pandemic.
- Planning new homes - We have jointly commissioned, along with Windsor & Maidenhead and Buckinghamshire, the final part of the Wider Area Growth Study, which will recommend where Slough's unmet housing needs can best be met.
- Affordable Homes - In partnership with Slough Urban Renewal, we invested over £5,500,000 to develop a number of affordable homes, including 5 flats on Pendeen Court, 4 houses on Morerton Way, 6 houses on Fox Road, 4 houses on Mansel Close, 3 disabled adapted bungalows on Brook Path, and 3 houses on Trelawney Avenue.
- Extra Care Housing - To help meet the acute need for such accommodation in Slough, our Housing and Adult Social Care services collaborated to reach a commercial agreement with GP for the delivery of new Extra Care Scheme homes in Chalvey. The designs have been completed and the process of tender and award of the contract to construct over 50 new extra care flats is underway.

5.13. *Outcome 5: Slough will attract, retain, and grow businesses and investment to provide opportunities for our residents.* The following list summarises some of the achievements included in this section of the Corporate Annual Report 2019/20. The Corporate Annual Report is attached.

- Planning Applications - We have continued to issue quality planning decisions in a timely manner, with 84% of applications being approved and the majority of our decisions upheld at appeal

- Link to Heathrow - The work on phase 2 of the MRT scheme to connect Slough with Heathrow has commenced, with £7.65m of funds secured from the Berkshire Local Enterprise Partnership for the Stoke Road Regen project.
- Sustainable Travel - As part of our ongoing commitment to boosting our local economy and supporting businesses and residential communities, we have secured £500,000 for the Access Fund activities designed to encourage residents and visitors to the borough to travel more sustainably. The fund is designed with the aim of improving the health and wellbeing of Slough residents while enhancing access to jobs, education and training.
- Hospitality - We invested £39m to bring the Marriott International's millennial-focused brand Moxy to the heart of Slough. The new hotel on the site of the old Slough library opposite The Curve will be completed in early 2021. Along side the hotel is a housing block that will provide additional homes to local residents.

Budget

- 5.14. A section is included in the Annual Report, which is a summary position against budget for the 2019/20 financial year
- 5.15. The Council is reporting an under spend of £0.05m for the 2019/20 financial year.
- 5.16. The provisional outturn is greater than the revised budget for Adult & Communities; Place & Development; Children, Learning & Skills, and the Chief Executive's Office. The provisional outturn is lower than the revised budget for Regeneration; Finance & Resources, and Non-Departmental Services
- 5.17. 92.8% of income is derived from Council Tax (53.8%) and Non-Domestic Rates (39.0%). 76.0% of net expenditure is spent within Adults & Communities (38.1%) and Children, Learning & Skills (37.9%)

Corporate Balanced Scorecard

- 5.18. A section is included in the Annual Report, which is a copy of the Corporate Balanced Scorecard presented to Cabinet following Quarter 4 of the 2019/20 financial year.
- 5.19. By the end of the 2019/20 financial year, 58% (11) of the 19 key performance indicators (KPIs) with agreed targets are performing either at or better than target. 26% (5) indicators are performing marginally worse than target but above the red KPI threshold. 16% (3) indicators are performing below the red KPI threshold.
- 5.20. In relation to overall trend, in the final quarter of the 2019/20 financial year performance had improved for 45% (10) of the 22 KPIs, remained the same for 14% (3) and declined for 41% (9).

6. Comments of Other Committees

6.1. None.

7. Conclusion

7.1. The annual report provides Cabinet with a summary of achievements over the past year including the impact of the beginning of the Covid-19 pandemic and the way in which the Council responded. Despite the unprecedented nature of this challenge the report provides an extensive range of examples of case studies, achievements and performance data to evidence solid progress towards delivery of the Five Year Plan outcomes.

8 Appendices Attached

- Annual Report 2019/20

9 Background Papers

None

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DRAFT Annual Report 2019/20

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1. Foreword - Leader of the Council

Slough continues to set the pace in South-East England as a place where people want to live, work, invest and do business. We were named the best place to work in the UK for the third year running in the Glassdoor annual report.

Over the past five years, we have seen unprecedented growth in residential sales values and have witnessed the disposal of the Queensmere and Observatory shopping centres to ADIA, who have entered into an agreement with British Land to develop proposals for transformational change in the towns' retail/leisure offering. At the same time, we have seen the completion of 460,000 sqft of Grade A office space through the development of the Porter Building and The Future Works.

This year saw the purchase of the former Akzo Nobel manufacturing site to Panattoni, which is the largest developer of logistics facilities in Europe. Subject to planning, Panattoni are proposing to develop a mixed-use scheme with circa 1,000 new homes and a mix of logistical units.

In April 2019, works also started on two Marriott branded hotels that are being developed by Slough Borough Council. The hotels will provide 244 new rooms and will be leased for 25 years with an option for a further 15 years. This project, along with 64 apartments and two commercial units' restaurants developed by Slough Urban Renewal (SUR) will be complete in 2021.

SUR is also partnering with Muse Developments to redevelop the former Thames Valley University site to deliver circa £650m of development in the Heart of Slough. Whilst the masterplan is still evolving, the expectation is that this site will provide a place shaping scheme that could accommodate circa 200,000 sqft of office grade A office space, over 1,000 apartments and circa 50,000 sqft of leisure/cultural uses that will create almost 3,000 jobs, make a cross-cutting contribution to delivering the outputs and outcomes set out in the Council's Five Year Plan and generate a considerable long-term income stream.

We know that Crossrail is coming and is already opening up new opportunities for businesses to relocate in Slough. We have worked with private sector partners, the business community, central government departments and LEP's to get the infrastructure in place to capitalise on the towns' enviable connectivity.

Of course, our fundamental objective is to provide high quality people centred services for local people and communities. Against this background, we are reviewing our operating model and developing a localities based approach that has the potential to deliver transformational models of integrated service delivery at a neighbourhood setting and will aim to deliver high levels of quality affordable housing via our future housing-led projects.

During 2019/20 Slough Council, with its partners, has:

- Achieved above the national average for the third consecutive year at the end of the Early Years Foundation Stage. In 2019, Slough was ranked 33rd highest LA for the Good Level of Development (GLD), up from 83rd in 2016.
- Developed the Chalvey Strong, Healthy and Attractive Neighbourhood Plan as a community engagement model to roll out across Slough.
- Introduced direct cremations and extended the cemetery at Lismore Gate to create additional burial plots for the community.
- Transformed the area between the Curve and St. Ethelbert's Church into a beautiful spot, with Mediterranean style planting and a cottage garden twist.
- Launched the Adult Social Care Co-Production Network to ensure the views of social care users in Slough are considered during the design and running of social care services in the borough.
- Developed the Slough Business Improvement District (BID), with circa £2m of additional resources secured over a 5 year period, as part of our commitment to developing a strong partnership with local businesses.

The annual report includes a series of case studies and key statistics to further evidence delivery of our achievements. I would like to thank staff for their hard work and commitment to delivering quality services on behalf of the people of Slough.

I must also pay thanks to our staff who have risen to the challenges of tackling the impacts of Covid-19 and I am proud of the response to the crisis and the joint work between the council, communities and partners.

Councillor James Swindlehurst
Leader of the Council

2. Introduction - Chief Executive

When I look back at my introduction to last year's Annual Report I stated that the key challenge set to me by the Leader was to ensure that the Council is fit for the future and has a plan to weather the storm ahead which will include acute pressure on our budget and the ongoing uncertainty of Brexit.

The impact of Covid-19 meant this has been an unprecedented year for the council, the town and the country. The introduction of the 'lockdown' by the UK government saw non-essential businesses close down and the population (with the exception of Key Workers) instructed to work from home to slow down the spread of the Covid-19 pandemic. The looming economic crash created by the closure of most businesses required Slough Borough Council to reconsider existing strategies and introduce revised short and medium-term plans to respond to the inevitable health, wellbeing, social and financial aftershocks of the public health crisis.

As a Council we:

- Moved swiftly to manage the crisis and implement business continuity arrangements
- Identified critical services and ensured capacity to maintain these (monitoring each of these on a daily basis)
- Maintained key universal services including uninterrupted weekly waste collection and disposal, grounds maintenance and the Household Waste and Recycling Centre
- Set up task groups to ensure support to those that need it most across adult social care, children's services and housing
- Established a hub at Langley and a dedicated team to coordinate requests for support
- Prioritised PPE
- Enabled staff to work from home wherever possible
- Ensured robust governance through GOLD/SILVER meetings
- Coordinated activity through a central Operations Room (7 days a week)
- Maintained communications to staff, councillors and communities
- Ensured staff were supported through regular communication with messages from the Chief Executive and the Senior Leadership Team, with clear direction to sources of support available.
- Participated in the regional response across the Thames Valley and all regional meetings.

We developed a Response - Recovery – Renewal Strategy based on the delivery of key outputs, outcomes and milestones to ensure that we will be in a position to speed-up the Council’s transition from Crisis Management/Business Continuity Planning to re-focusing on a place where people choose to live, work, shop, invest and do business and positioning Slough as the strategic partner of choice in SE England.

The immediate response confirmed a series of findings that had already fed into the development of the Our Futures transformation programme:

- The importance of partnership and community working;
- The value of shared intelligence and data across the council and with partners to build a common picture of our communities so that we can use the insight to identify shared priorities; and
- The importance of addressing socio economic factors that contribute to the health and wellbeing of our communities.

The Leader has highlighted just a few of the many achievements over the past year and there are many more in the annual report. It is testament to our strength as a council that these have been delivered against a time of unprecedented demand and pressure.

In addition we have progressed the design of a new Operating Model for the Council to achieve our vision where **we will be a world class organisation, we will be strong local leaders with our partners, we will deliver high quality and effective outcomes.**

I would also like to add my thanks to those of the Leader to the dedication of our staff who have gone above and beyond to support the people of Slough and ensure that as a council we have a solid foundation for the future.

Josie Wragg
Chief Executive

3. Case Studies

a. “I Talk”

Background and the challenges we face

Research shows how important good speech, language and communication development, particularly vocabulary development, is for children’s long term learning and attainment at school. The new Ofsted Inspection Framework introduced in September 2019 also has vocabulary development and reading as a fundamental focus. Slough Early Years service has supported and developed the local “I Talk” programme since 2010, and data from this programme shows there has been a reduction in children at risk of delay in speech sounds and talk from 31% to 21% (July 2010 - July 2019 respectively).

How we’re tackling it

Central to the success of the “I Talk” programme is the development of an Early Language Lead Practitioner (ELLP) in early year’s settings. ELLPs model best practice, cascade training, key messages and national initiatives shared at the termly “I Talk” network meetings as well as support their colleagues to monitor the speech, language and communication development of all children. Children who are at risk of delay are identified and supported at an early stage, and some of these children and their families will be also encouraged to attend the speech and language drop in service to get advice, guidance and support from the speech and language therapy team (SALT).

With the increased demand for the input of SALT and the longer waiting list times, some joint working took place this year. Speech and language therapists delivered training at two of the “I Talk” network meetings, sharing the specific techniques, strategies and resources they use when delivering their support programmes.

Impact

- ELLPs and their early years practitioners are now more confident in delivering SALT programmes and strategies in the setting
- Targeted support is taking place for the most vulnerable children, particularly those whose families have been reluctant to attend the SALT drop ins
- Development of communication friendly environments and quality interactions, embedding the use of the Techniques of the Week (TOW) and an inclusive approach with the use of visual supports.

Next steps

The Early Years Service and SALT are keen to co-deliver more sessions to the ELLPS in the coming year, making use of the ITalk monitoring data to identify the areas of need.

b. Co-production Network

Background and the challenge we face

In Slough Borough Council, we are committed to support the wellbeing of vulnerable residents, build more community resilience and tackle inequalities. In order to achieve these commitments, we needed to break down the barriers between those who use our services and professionals offering these services. Co-production starts from the premise that everyone is equal so no one group or person is more important than others and everyone has assets to contribute to the process.

How we're tackling it

We launched the Co-production Network in March 2019 to change the way local statutory organisations work with people who use health and social care services. The Co-production Network is made up of local people with experience of health and social care services and professionals from Slough Borough Council Adult Social Care, Healthwatch and East Berkshire CCG.

The Co-production Network aims to:

- Shape local health and social care services.
- Really listen and engage with local people.
- Make decisions about services together.
- Work with and engage the wider community.

Members of the network have designed a contract together to agree a way of working which includes working as part of a team, learning from each other, representing the views and experiences of people in my community and championing co –production in Slough.

Impact

Over the past year, the Co-production Network has been involved with a variety of projects, including:

- Facilitating a monthly community Forum on Slough High Street. This enabled the Network to have conversations with the wider community about their experiences of health and social care. It also offered an opportunity for local organisations and providers to engage with the Co-production Network and the wider community.
- Provided comprehensive advice on the interim Housing Strategy, particularly around the needs of Slough's more vulnerable adults.
- Worked with Healthwatch to co-design a new framework for enter and view inspections of Slough Care Homes.
- Involved in developing the Promoting Safe and Positive Lifestyles service with Solutions4Health. A volunteer from the Co-production Network who has personal experience of accessing housing related support services was involved in the tender evaluation process to select the new provider. Thus,

they were able to ask questions based on their own experience, and have since worked with the provider to co-design parts of the new service.

- Involved in commissioning evaluation panels. As well as the new Promoting Safe and Positive Lifestyles service, Co-production Network volunteers have also been involved with the tender process for the new Healthwatch service.
- Community members were also involved with the recruitment of senior staff, including the Commissioning and Transformation service lead, and the interim Service Lead for Adult Social Care Operations.

c. The Creative Academy

Background and the challenge we face

In 2003, Slough Borough Council realised the underrepresentation in the creative and cultural industries and the need for high quality, affordable vocational training for young people in the area, with the aim of creating confident and talented performers or teachers who have better chances of securing good jobs.

How we're tackling it

The Creative Academy was created as a unique partnership between Slough Borough Council and University of West London, offering full time nationally recognised vocational dance training, through the Council for Dance, Drama and Musical Theatre, underpinned with dance provision specifically designed for Slough's community.

This year the students have worked with a variety of organisations, including Active Slough, Haybrook College, Slough Schools Sport Network, James Elliman School, Little Down, and Foxborough Primary School. The students have performed locally & nationally, including at the SCVS Awards, Christmas Lights Slough, Brit Awards, and 4 mainstage pieces at 'Move It' 2019, Can You Dance 2019 and Pride 2019 with O2.

Impact

The Creative Academy currently has 100% of its graduates gaining employment in the creative industries or go on to further postgraduate professional study.

Destinations of graduates Class of 2019 include teaching or performing with, for example, TUI Magic Life, Stormzy, Lotus, and Chessington World of Adventure & Brit Awards. Two students went for postgraduate study in education.

In addition, 54% of the current cohort graduating in July 2020 has secured employment, postgraduate study or representation, which is exceptional especially considering this has been during lockdown for COVID19.

The Creative Academy has also engaged with 160 young people aged 3-21 on our Creative Saturdays programme that has run for three terms, and the 2021-22 graduates will be developing this offer, making a much bigger, better offer for local children and young people. This has had a positive impact on the wellbeing of the

young people providing them with the opportunity to develop dance technique, increased physical activity, make friends and gain recognised qualifications.

Next steps

The Creative Academy is developing a new offer specifically designed at encouraging more local people to engage in dance by being more active more often, leading to internationally recognised qualifications through the Imperial Society of Teachers of Dancing or Pilates with Active IQ.

The Creative Academy has also re-designed the Foundation Degree and BA (Hons) qualifications to bring a new offer to local people, the graduates and young people to ensure we create confident choreographer, performer, and teachers with the skills for lifelong careers. This will make Slough the only local authority offering vocational professional dance programme from level 3 through the level 7 (masters programmes).

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4. Performance against Outcomes

Outcome 1

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

Achieving at Schools

In 2018-19, Slough children and young people continued to achieve excellent and improved results:

- The proportion of good and outstanding schools in the Slough is 92%, which is above the national average of 86%.
- Standards in key measures are above national average in EYFSP, Key Stage 2 and Key Stage 4.
- In the Early Years Foundation Stage, the LA ranks 33rd against all other local authorities for pupils achieving a good level of development which has increased by 7 places from 40th in 2018.
- At KS2, the LA is ranked 30th against all other local authorities for pupils achieving the expected standards in reading, writing and maths combined which has increased by 2 places from 32nd in 2018.
- At KS4, the LA is ranked 15th for progress 8 against all other local authorities, increasing by 2 places from 17th in 2018.

'I Talk'

We have reduced the number of children at risk of language delay through the continued delivery of the 'I talk' language and communication programme by our early years service. In addition, we continue to work with SALT for delivery of training and materials on speech and language therapy for children and young people.

The Speech and Language therapist led training, as part of two 'I Talk' network meetings to develop practitioners' understanding of therapy programmes and assessment processes, was conducted by the speech and language therapy team together with the sharing of good practice and strategies for supporting young children's speech language and communication skills. Early years providers are supported to train practitioners and develop key strategies in their settings as part of the 'I Talk' termly monitoring.

Young Readers

The Summer Reading Challenge 2019, which was called Space Chase and celebrated 50 years since we landed on the moon, attracted 3,604 children – an increase of 18.7% on last year.

Furthermore, through our BookStart initiative, around 2,600 baby packs were gifted to families with children aged 12-30 months via health visitors and registrars.

Digital Home Learning

February 2020 saw the launch of a home learning function activated on the iConnect system, which was already used by staff to record children's observations, learning journeys and assessments. This activation has allowed parents to engage in the process, sharing and adding their own children's home learning experiences, as well as for staff to keep in contact and to send home activity ideas for children that were not attending the setting due to the COVID-19 closures, Out of 548 active children registered within the ten children's centres, registered for early years provision, there are 724 parents or carers signed up to access this platform.

Active Movement

We introduced the Active Movement programme across all 10 children's centres. The programme has also been implemented by 7 early year providers and has largely contributed to improving children's physical development as part of the early years foundation stage. Together with other activities, including information sessions and cookery classes, it has helped to reduce childhood obesity in children under 5 from 22.3% to 21.9%.

Early Years Foundation Stage

This year, we achieved a good level of development at the end of the Early Years Foundation Stage above the national average for the third consecutive year. Schools are supported through moderation network meetings and training and all schools attend at least one session.

- Slough is ranked 33rd highest LA for GLD in 2019. In 2016, Slough ranked 83rd and our national position has improved every year since.
- The attainment gap of our lowest 20% is smaller than the national gap.

Disadvantaged Pupils

Outcomes for disadvantaged pupils are above the national average at KS2, and the gaps between disadvantaged and all other pupils are smaller than the national average. At KS4, outcomes for disadvantaged pupils are above the national average, and the gap between disadvantaged and all other pupils is smaller than the national average.

Oral Health

Our early years service introduced an early years health improvement kite mark for early years settings and childminders which has since contributed to the reduction of tooth decay in children under 5 from 41.5% to 37.9%. The service has also maintained Gold accreditation for oral health and supervised tooth brushing across all children's centres and 22 private and voluntary early years settings.

'Local Offer'

The new "Local Offer" was successfully launched with improved access to information through the updated Slough Family Information Service (FIS) website. It provides a wide range of online information about available services, support and activities for children and young people with special educational needs and disabilities (SEND) aged 0-25.

Safeguarding

Safeguarding networks with schools have been well established and embedded as part of the school system with the LA as facilitators. This year, 100% of schools completed the online S175 safeguarding Audit. This ensures the LA and schools are covering statutory safeguarding duties and also sharing effective practice with stakeholders.

Partnership Arrangements

The Link has become a well established source of information and communication between school professionals and the LA. Key partnership arrangements with schools for overseeing strategic educational developments include:

- The Slough Education Partnership Board (SEPB), which consists of a range of Headteachers from all phases and settings and council officers. It is chaired jointly by the Director of Children, Learning and Skills and a Headteacher on a rotation basis.
- The Slough School Improvement Board (SSIB), which consists of Headteachers cross phase, the Slough Teaching School Alliance (STSA) and council officers. It is chaired by the Service Lead – Schools and has an overview of all school improvement visits. It helps set local priorities and identify areas of strength in the system so schools can more readily and effectively support each other.

Early Help Hub

The Early Help Hub has seen an increase in referrals for support at Threshold 2 by an additional 50% compared with last year's referrals, leading to more children, young people and families in Slough receiving the support they need.

The Troubled Families Programme, known in Slough as the Strengthening Families programme

Since the Troubled Families Programme transferred back to the council from the Children's Services Trust in August 2019, 101 positive outcomes have been achieved in families making significant and sustained progress following interventions as part of the Strengthening Families Programme. 100% of payments by results claims were also validated by the Ministry for Housing, Communities and Local Government.

Parenting

To broaden the strategic remit of the early help offer, we developed and launched a multi-agency parenting strategy for Slough. The strategy sets out the council's vision for strengthening parenting capacity and the roll out of universal and targeted evidence based parenting programmes.

Mental Health

Slough was successful in its bid with East Berkshire councils and the Clinical Commissioning Group for a Mental Health Support Team working alongside Berkshire Healthcare Foundation Trust. Clinicians will work alongside early help staff to promote earlier access to evidence based mental health interventions. In addition, we are part of East Berkshire's early intervention service with CAMHS known as the Getting Help Service. These initiatives will launch in September, following training.

Funded Early Education

During the spring term 2020, 418 two year olds were in receipt of their funded early education, 3163 three and four year olds were in receipt of their universal entitlement (15 hrs), and 843 three and four year olds were in receipt of their extended entitlement (30 hrs).

Outcome 2

Our people will be healthier and manage their own care needs

Active Movement

We have been working on enhancing physical activity across all ages through extending the Active Movement's physical activity programme, which is now being delivered in 24 (out of 29) primary schools, all 10 children's centres, 7 early year settings, 1 secondary school and in Slough Borough Council for staff. This has been reinforced by Good Gym's ongoing combined running and volunteering as well as support to residents with long-term conditions to lose weight and increase their physical activity through the relaunch of the Exercise Referral Programme and launch of Slough in Motion.

A Good Start in Life

To ensure a good start in life for slough children, we have launched the new 'Lift the Baby' safe sleeping campaign on behalf of Berkshire, with the aim of reducing the number of baby deaths by encouraging parents, especially new dads, not to fall asleep on a sofa or armchair with their baby, as it increases the risk of SIDS (Sudden Infant Death Syndrome) by up to 50 times.

We have also procured the Solihull online parenting programme on behalf of the Frimley Local Maternity System. This online guide provides advice in different languages to expectant parents, parents, grandparents and carers of children of all ages including those with Special Educational Needs and Disabilities (SEND).

Healthy Smiles

In 2018-2019, we commissioned the 'Slough Healthy Smiles' project aimed at tackling Slough children's poor oral health by deliver information sessions on tooth brushing and good oral health provision for early year staff. This year, the project was expanded to include further 11 sites, making 21 in total including all SBC's Children's Centres, accredited with Silver or Gold oral health.

Immunisation

A new Immunisation Partnership group with representatives from Slough Public Health, NHS England, Berkshire Healthcare NHS Foundation Trust, The East Berkshire CCG and the Berkshire shared Public Health team has been developed to

provide support for local residents to improve their health and wellbeing through improved prevention.

In October 2019, this new group delivered the first local Immunisation Conference, which focused on the challenges to improving immunisation uptake and looked at potential solutions to increase overall immunisation uptake and coverage for Slough residents. The conference also resulted in agreement of a new local Immunisation Partnership Action Plan with specific steps to improve Slough's historically poor immunisation rates.

Mental Wellbeing

In February 2020, we delivered the Loneliness and Social Isolation Conference in partnership with local faith groups and the voluntary sector. In addition, we have been collaborating with other councils across Berkshire to launch the 'Bereaved by Suicide Service', which provides free support for families bereaved by suicide to cope with the death of a loved one, including providing a specialist case worker to work closely with them and provide practical help and emotional support.

The Slough Community Mental Health Services Team was shortlisted for the national 'Innovation in Health' award for their approach to treating mental health.

Health Beliefs

We have completed the Health Beliefs research project, which aims to provide an in-depth analysis of Slough Residents and will help shape local activities and projects by ensuring they meet the needs and aspirations of our local population.

'Health & Wellbeing Slough'

Our new innovative and integrated healthy lifestyle service "Health & Wellbeing Slough" has been recently launched, making it easier for local health partners to refer and for residents to access the support they need to improve their health and wellbeing and reduce the impact of long-term health conditions across a wide range of areas including smoking cessation, falls prevention, emotional wellbeing, weight management and physical activity.

Adult Social Care Co-Production

The Adult Social Care Co-Production Network was launched to ensure the views of social care users in Slough are considered during the design and running of social care services in Slough.

Outcome 3

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

Paradise Gardens

This beautiful spot now at the corner of St. Ethelbert's Church is the result of a joint initiative between SBC and St. Ethelbert's Church after a successful application for the Pocket Park Plus funding programme.

Until it was cleaned in June 2019, the site had been a problematic area for Slough with rough sleepers, drinking and general anti-social behaviour being on full view to local users and visitors to the town centre and The Curve. It was then transformed with a simple design that covered the old tarmac and concrete bases and opened the area by providing access to The Curve frontage. Mediterranean style planting with a cottage garden twist was chosen with trees and climbing plants, rose arches and obelisks used to provide height and scale. A more traditional herbaceous flower border has been provided at the base of the church which is more in keeping with the traditional architecture.

Modern Slavery is closer than You Think

In June 2019, the Safer Slough Partnership's Modern Slavery campaign, which was launched in October 2018, won the prestigious Outdoor Media award for Social Impact. During the time of the campaign, calls to the Modern Slavery Helpline from Slough increased by 400%.

Following the considerable success of wave one this campaign, and to mark national Anti-Slavery Day (18th October), the Safer Slough Partnership launched wave two of its award winning campaign to raise awareness of modern slavery. Over six weeks, a wide range of outdoor advertising and social media messages in different languages were utilised to inform residents that this could be happening on their doorstep.

Strong, Healthy and Attractive Neighbourhoods

This year, the initiative has focused on Chalvey, with a view of developing a model to roll out across Slough. Throughout the year, there has been considerable engagement with the community and partners as well as undertaking a needs analysis and data insight exercise to develop an informed view of Chalvey needs and priorities.

The work is being developed in to a Chalvey Strong, Healthy and Attractive Neighbourhood Plan, with the 1st draft prepared to be circulated by the end of June 2020. It focuses on a number of themes which have been identified as a result of residents needs analysis and data analysis, including:

- Health & Wellbeing
- Housing & Regeneration
- Business & Skills
- Community Safety
- Community Cohesion
- Environment.

Air Quality

We created AirTEXT, a new air quality webpage that provides unique air quality information service designed to send free pollution alerts and health advice by text, email or voicemail on days of elevated air pollution. These alerts are intended to help residents understand symptoms, have any necessary medication at hand and to prepare for the day ahead to reduce the likelihood of any impacts.

Arts & Culture

We consulted on and developed the Cultural (Arts) strategy, completing an emerging strategy that has enabled arts & culture to become a key driver in regeneration plans within the town centre, including the North West Quadrant.

We have also improved our online resources, e-books and e-audio, and Kanopy film streaming offer with easy membership online, e-newsletter and social media communication with customers. Over the past year, 77 shows took place at The Curve, an increase by 135% over the previous year. We also partnered with the BBC to deliver a series of virtual reality workshops which attracted a large number of young residents.

Craft Coop

As part of the Clean Safe Vibrant initiative, we had a pop up craft coop shop in the town centre over the Christmas period. The pop up shop opened for five weeks from 30th November 2019, and remained very busy throughout this period, with over 20 local craftspeople successfully showcasing their products in the unit previously occupied by Aroma.

Allotments

This year, we refurbished the sheds at the Myrkle, Granville Avenue and Cherry orchard allotment sites with new security doors.

Better by ...

In September 2019, hundreds of children, from toddlers to teenagers, were given the chance to experience all types of cycling, when our sustainable transport team Better by joined the children at the annual Sikh summer camp at the Guru Maneyo Granth Gurdwara, Bath Road. Five qualified and highly experienced cycling professionals were on-hand to guide the children on the very basic balance bikes to the more advanced electric bikes and e-scooters.

The Jubilee River

Following 2 deaths by drowning in the Jubilee River in 2018, we worked together with Thames Valley Police, RBFRS (Royal Berkshire Fire and Rescue Service), and The Riverside Centre to prevent people from swimming in the river. In 2019, there were no deaths by drowning in the Slough stretch of the Jubilee River.

The Browns Project

Last year, our community Safety secured £25,000 of additional funding from DWP to support the continuation and development of the Brown's service in Slough. The Browns Project continues to support people who find it difficult to engage and those who have multiple social disadvantages.

Wedding & Citizenship Ceremonies

We managed to increase the number of wedding ceremonies undertaken in Slough by 20% in 2019-20, and licensed 5 new Approved Venues.

Moreover, we relocated the Citizenship Ceremonies to the prestigious new Council Chamber in Observatory House and set up social media promotions.

Cemetery & Crematorium

We continued to expand and improve our cemetery and crematorium services. In 2019-20, direct cremations were introduced, and the Lismore Gate cemetery

extension was completed, creating additional burial plots for the community. A new cemetery extension is also planned to break ground in June 2020.

Furthermore, carbon emissions at the Crematorium have been made fully compliant and remain under constant monitoring.

Prevent

In June 2019, 40 young people were given the opportunity to participate in the Leadership and Safety Champions programme and gain valuable knowledge, understanding and counter narratives to extremism and radicalisation during this five month project funded by the Home Office.

With the aim of further increasing awareness of extremism and radicalisation amongst teachers and students, Prevent Awareness training was delivered in 18 educational institutions to 968 staff in total. Prevent awareness was also delivered to 1,628 students in 7 secondary schools around the borough.

Project Flycatcher

Last year, we adopted a three pronged proactive approach to prevent, catch and prosecute those who illegally pick up waste and dump it on other people's doorsteps. As part of the project, council officers actively targeted areas frequently defiled by fly-tipping, knocking on doors of those suspected of fly-tipping as well as seizing vehicles believed to be used for the illegal practice. Householders were also warned that they could also face prosecution and fines for using illegal waste operators.

Langley Leisure centre

In 2019, we invested £7.5m in the refurbishment and extension of Langley Leisure Centre with modern up to date facilities.

Outcome 4

Our residents will live in good quality homes

Homelessness Prevention

The number of households successfully helped by our Housing team before they became homeless (known as prevention cases) increased by 42% this year. The team managed to prevent homelessness for a total of 329 households at risk of becoming homeless.

Rough Sleepers

We worked increasingly to improve the outcomes for rough sleepers. This year, the official rough sleepers' count was 25, down on last year's figure of 27. However, this does not tell the whole picture. During the year, the number of rough sleepers on the streets fluctuated. At the end of the year, 46 rough sleepers were housed permanently as COVID-19 kicked in right at the end, while 78 rough sleepers were accommodated temporarily.

Planning New Homes

We have jointly commissioned, along with Windsor & Maidenhead and Buckinghamshire, the final part of the Wider Area Growth Study, which will recommend where Slough's unmet housing needs can best be met. One of the key elements of our emerging Preferred Spatial Strategy is the promotion of a northern extension of Slough into South Bucks District in the form of a "Garden Suburb". This will provide a sustainable way to meet Slough's unmet needs because of its proximity to existing jobs, facilities and community facilities, while making use of major national infrastructure investment such as the crossrail service on the Elizabeth Line.

We have also published a Housing Delivery Action Plan, which seeks to increase the number of houses built in the borough, and completed a new Housing Needs Study, which was also jointly commissioned with RBWM and Chiltern/South Bucks councils.

Affordable Homes

In partnership with Slough Urban Renewal, we invested over £5,500,000 to develop a number of affordable homes, including 5 flats on Pendeen Court, 4 houses on

Moreton Way, 6 houses on Fox Road, 4 houses on Mansel Close, 3 disabled adapted bungalows on Brook Path, and 3 houses on Trelawney Avenue.

We created the Development Initiative for Slough Housing (DISH) company as a registered provider for profit to enable the development of new homes. There are currently 1,000 new affordable homes in the development pipeline, of which 200 units are designated for specialist vulnerable young persons and elderly residents.

We also identified and rejuvenated blighted garage sites to enable provision of new homes on 86 sites.

Extra Care Housing

To help meet the acute need for such accommodation in Slough, our Housing and Adult Social Care services collaborated to reach a commercial agreement with GP for the delivery of new Extra Care Scheme homes in Chalvey. The designs have been completed and the process of tender and award of the contract to construct over 50 new extra care flats is underway. The partnership approach with the GP along with the involvement of the Adult Social Care team have allowed the design to include the space and standards you would expect of a quality scheme delivered by your Council alongside technical innovation that will aid the health and wellbeing of our residents.

Houses in Multiple Occupation (HMOs)

As landlords responded positively to the new regime we implemented, the number of mandatory licensed Houses in Multiple Occupation around the borough has increased from 101 last year to 142 by the end of March 2020. This is due to raised awareness of property licensing requirements and the implementation of a simplified online application system.

Supporting Private Tenants

We have continued to respond swiftly where landlords refuse to maintain their properties, removing 124 Category 1 and 172 Category 2 hazards from privately rented properties across the borough in 19/20. We licensed 859 properties through our Selective licensing Scheme, intervened to prevent unlawful evictions and empowered private tenants by educating them about their rights in the face of unlawful behaviour by their landlords. We also issued a number of financial penalties to landlords, including one for £37,000 which will serve to deter further offending.

Temporary Accommodation

Work on refurbishing temporary accommodation flats at Pendeen Court is now complete, providing much improved living and communal areas for some of the borough's most in need residents.

The homeless acceptance rate was managed down to 44% and we missed our temporary accommodation target by 9 only.

Council Housing Maintenance

We continued to work with council tenants, leaseholders and our contractor Osbornes to improve the speed of response and the quality of housing repairs and maintenance. Although recruitment in Neighbourhoods was really difficult, we managed to continue supporting our tenants in their tenancies and deal with all of the complaints. We are also piloting a new app that allows council tenants to see their repairs and account information in real time and improve customer care service.

Throughout the year, we invested £8m allocated for sustaining the quality of our housing stock through affordable rented homes programmes for the improvement of health & safety compliance related works such as electrical systems and fire prevention that have accounted for 4468 differing actions to the end of the year.

Outcome 5

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

Planning Applications

We have continued to issue quality planning decisions in a timely manner, with 84% of applications being approved and the majority of our decisions upheld at appeal.

We have continued to focus on improvements to the customer experience and have refined the complaints handling process to ensure complaints are handled quickly and successfully. Whilst we have resolved most investigations into breaches of planning permission through negotiation and without having to take formal action, a Local Enforcement Plan has been produced and agreed in principle by Planning Committee on 18 March 2020 which will give us more powers to enforce compliant development.

Link to Heathrow

The work on phase 2 of the MRT scheme to connect Slough with Heathrow has commenced, with £7.65m of funds secured from the Berkshire Local Enterprise Partnership for the Stoke Road Regen project.

We have also secured £980,000 from Heathrow for new access paths to support public transport and cycling. In addition, a new bus service was delivered in Colnbrook to help residents and businesses.

Sustainable Travel

As part of our ongoing commitment to boosting our local economy and supporting businesses and residential communities, we have secured £500,000 for the Access Fund activities designed to encourage residents and visitors to the borough to travel more sustainably. The fund is designed with the aim of improving the health and wellbeing of Slough residents while enhancing access to jobs, education and training.

We have continued to run the cycle hire scheme for residents and successfully transitioned the scheme to a new model. Since the move to our new system, usage of the scheme has grown with nearly 13,000km cycled. Furthermore, a new free cycle hire scheme for GP referrals has been piloted and was positively received by

local press and radio. Therefore, it is likely to be rolled out to all GPs surgeries when the pilot ends.

Hospitality

We invested £39m to bring the Marriott International's millennial-focused brand Moxy to the heart of Slough. The new hotel on the site of the old Slough library opposite The Curve will be completed in early 2021. Along side the hotel is a housing block that will provide additional homes to local residents.

The hotel complex will be owned by the council and is expected to substantially contribute to local income to the local area.

Local Enterprise Partnership

Over the past year, we managed to complete a number of four LEP schemes, including Burnham Station Improvement scheme, with a new car park; Windsor Road widening, the A4 cycleway and the Langley junction upgrade.

Slough BID

We have developed and smoothly implemented the Slough BID (Business Improvement District), with circa £2m of additional resources secured over 5 year period, and we remain committed to developing a strong partnership through their Board which will be able to help with the recovery of our High Street post COVID-19.

5. Budget

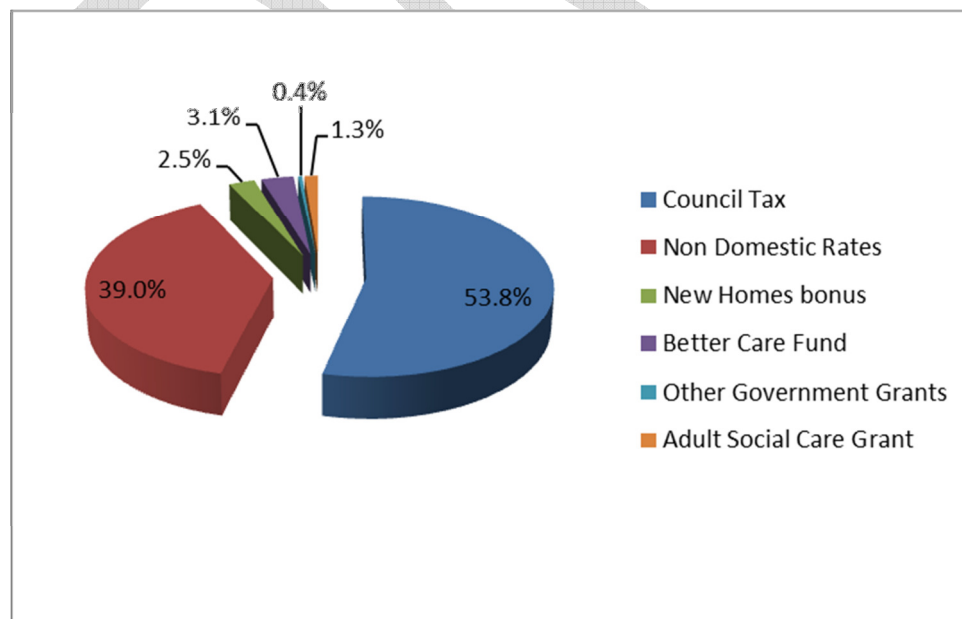
The Council is reporting an under spend of £0.05m for the 2019/20 financial year. This position is summarised below:

REVENUE GENERAL FUND 2019/20 - SUMMARY POSITION			
Directorate	Revised Annual Budget	Provisional Outturn	Full Year Variance
	£'M	£'M	£'M
Adult & Communities	40.267	41.407	1.140
Children Learning & Skills	40.388	41.207	0.819
Regeneration	(2.346)	(2.661)	(0.315)
Place & Development	19.821	20.861	1.040
Finance & Resources	7.961	6.799	(1.162)
Chief Executive Office	0.963	1.009	0.046
Non Departmental Services	1.727	0.109	(1.618)
GRAND TOTAL	108.781	108.731	(0.050)

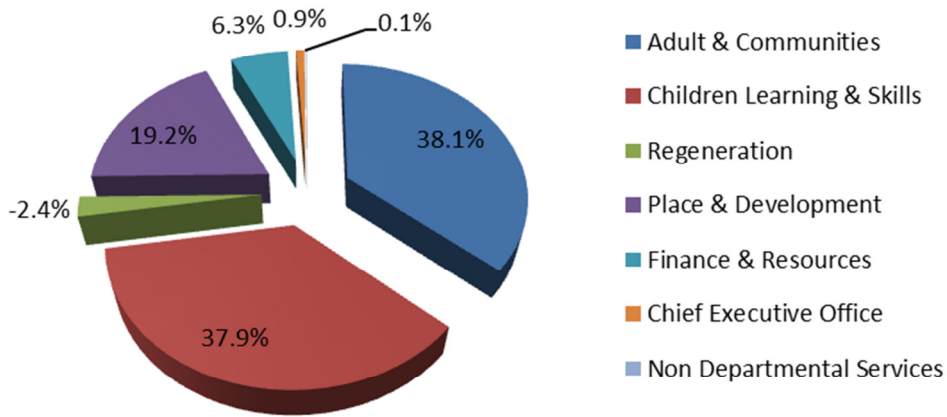
% of revenue budget under spent	0.05%
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The graphs below highlight where the council has received income from 2019/20 and where the gross expenditure to deliver services is.

Key Income Streams



Net Expenditure on General Fund Council Services

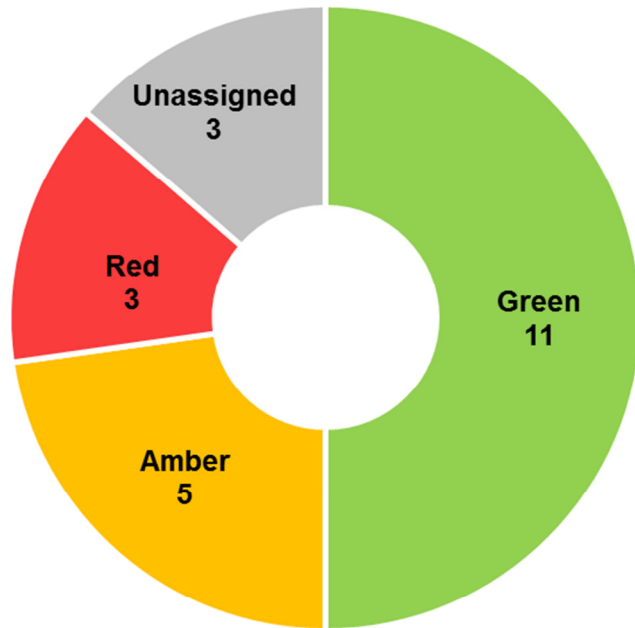


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6. Performance Scorecard - latest available data

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% (0)	↓	G	4.3% (5)	<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	16%	↔	G	16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	R	34.7%	↑	G	23.6%	<24.7%
	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	R	584	↑	R	597	>=676
	Uptake of targeted NHS health checks	R	1.1%	↓	R	0.7%	>1.9%
	Percentage of residents inactive	R	35.9%	↑	A	34.4%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G	B (2.00)	↔	G	B (2.49)	>=B
	Total crime rate per 1,000 population	R	27.9	↑	A	26.9	<26.6
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R	411	↑	A	359	<=350
	Number of permanent dwellings completed during the year	G	846	↓	A	534	>=550
	Number of mandatory licensed HMOs	G	148	↓	A	142	>=148
	Number of empty properties brought back into use	R	7	↑	G	30	>=30
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	G	97.3% (£104.7m)	↓	-	95.8% (£103.8m)	n/a
	Access to employment: unemployment rate	-	2.8%	↓	-	3.0%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G	7 mins 49s	↑	G	6 mins 13s	<10mins
Corporate health	Council tax in year collection rate	A	96.5% (£64.4m)	↓	-	96.1% (£66.6m)	n/a
	Percentage of household waste sent for reuse, recycling or composting	A	26.1%	↓	R	21.9%	>=30%
	Percentage of municipal waste sent to landfill	G	0.0%	↔	G	0.0%	<=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%

Key Performance Indicators



Across all 22 indicators on the balanced scorecard, 50% were rated overall as **Green** (11 indicators), 23% were rated overall as **Amber** (5 indicators) and 14% were rated overall as **Red** (3 indicators). 3 indicators do not have a RAG status assigned.

The 3 indicators rated as **Red** are:

- Number of adults receiving a direct payment
- Uptake of targeted NHS health checks
- Percentage of household waste sent for reuse, recycling or composting

The 5 indicators rated as **Amber** are:

- Percentage of residents inactive
- Total crime rate per 1,000 population
- Number of homeless households in temporary accommodation
- Number of permanent dwellings completed during the year
- Number of mandatory licensed HMOs

Overall, between Quarter 3 and Quarter 4, 10 indicators moved in a positive direction, 9 indicators moved in a negative direction and 3 indicators stayed at the same level.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2020

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

WARD(S): Langley St Mary's, Kedermister and Foxborough

PORTFOLIO: Rob Anderson – Lead Member for Sustainable Transport & Environmental Services

PART I
KEY DECISION**LANGLEY HIGH STREET IMPROVEMENT WORKS (FROM MEADFIELD ROAD JUNCTION TO ELMHURST ROAD)****1 Purpose of Report**

The purpose of this report is to seek Cabinet's approval to progress implementation of the next stages of the Langley High Street Corridor Highway improvement works, to provide a resilient network infrastructure to support planned regeneration in the area, and to reduce congestion from Meadfield Road Junction along High Street thus reduce the negative environmental impacts.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- a) That the conditional offer of the Berkshire Local Transport Body (BLTB) to provide £1.324m for Harrow Market to Meadfield Rd and £1.033m from Meadfield Rd to Elmhurst Rd from the Local Growth funding stream towards the cost of these improvement works be welcomed;
- b) That it be agreed in principle the design of the scheme as outlined in Section 5 subject to the development of the designs through the detailed design process; and
- c) That further discussions be approved with the trustees of the Langley War Memorial Field and the Parks Team about small boundary adjustments on the eastern side of the field to accommodate the new highways design.

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

- 1.1. The combination of a reduction in vehicle speeds, high quality resurfacing with new road markings and the installation of traffic signals as part of the scheme will provide a higher level of road safety for drivers, cyclists and pedestrians.

Increasing life expectancy by focusing on inequalities:

Will improve accessibility between the areas of higher unemployment or social deprivation and areas of job growth in Langley.

Improving mental health and wellbeing:

The proposed scheme will help to encourage the Langley community to use active travel by providing safe and accessible walking and cycling facilities. These will be in the form of formal pedestrian crossings on the Meadfield arm of the junction and Advance Stop Lines on High Street. These facilities will be particularly pertinent during and after the COVID-19 pandemic where walking and cycling are emphasised as a safe means of travel and could potentially result in a long-term shift towards active travel.

The scheme is in line with Slough Borough Council's Low Emission Strategy (LES)¹⁴ which forms part of the Slough Air Quality Action Plan (AQAP). The LES aims to reduce emissions from road transport, and to improve the borough's air quality, by amongst other measures, promoting modal shift away from cars, and promoting the use of electric vehicles through the use of electric buses.

The proposed scheme supports the delivery of the long-term priority of investing in infrastructure that will have a positive impact on the regeneration of Langley and improve air quality. By reducing congestion along both High Street and Meadfield Road, the High Street will become a more attractive place to work and shop, in addition to the reduced emissions associated with the start-stop nature of congested traffic.

Housing:

The scheme will complement the ongoing transport infrastructure improvements in Langley, the combined effects of which will help to unlock new housing developments and support the TVB SEP Implementation Plan of delivering 21,060 jobs and 10,702 houses by 2021ⁱ. This includes the collaboration between the Borough of Slough and South Buckinghamshire District Council to develop proposals for the Northern Extensionⁱⁱ. The permanent closure of Hollow Hill Lane could prove detrimental to the Northern Extension business case if local roads prove unable to cope with additional vehicles. Slough Borough Council is taking a proactive approach to ensure that the roads remain efficient, for both short term benefits of closing Hollow Hill Lane and future developments such as the Northern Extension. Thus, the proposed signalisation of High Street/ Meadfield Road junction will prove valuable to the efficient movement of vehicles and wider housing developments.

3b Five Year Plan Outcomes

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

The installation of traffic signals provided by the scheme will provide a higher level of road safety for drivers, cyclists and pedestrians.

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

The scheme will play an important role in ensuring the ambience of Langley High Street remains inviting, by managing traffic, and therefore congestion, in a more efficient manner. Although the proposed scheme will not implement any specific

public realm improvements, the overall package of transport interventions will support Langley in retaining its status as a vibrant and prosperous centre.

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

By replacing a priority-based junction with a signalised junction, the scheme will build upon Slough’s existing transport infrastructure and will support the anticipated surge in demand as a result of the Hollow Hill Lane closure. By ensuring that High Street and connecting roads such as Meadfield Road can operate efficiently, the scheme will support the future growth in housing, businesses and retail, in a sustainable manner. Although the scheme does not directly unlock a significant growth in housing, transport and utilities, the efficiency and robustness of a transport network, which this scheme supports, underpins the foundations needed for effective and sustainable growth.

4 Other Implications

(a) Financial

The total scheme outturn cost, on which the business case for funding is based, is now estimated as £2.357m, including inflation and risk. This is based on:

- £1.324 million for Section 1
- £1.033 million for Section 2

(Please refer to Figure 2 layout plan and more scheme description under 5.10)

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

The BLTB has agreed to fund the scheme through the TVB local growth grant. £2.357m has been agreed for this expenditure year (2020/21).

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

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

Risk Management

Risk	Mitigating action	Opportunities
Legal: Risk of challenge to land acquisitions.	Council to follow due process and secure full support where required. Major Infrastructure Projects Team have already discussed this matter with the	

<p>Delay/ failure in achieving Planning Consent.</p> <p>Objections to Traffic Regulation Orders required for elements of the scheme modifying the use of the highway.</p>	<p>trustees last year about the possibility of acquiring a small pocket of the land on eastern side of the park adjacent to Langley High Street currently belonging to Langley Memorial Park. Further discussion need to be conducted as soon as possible to confirm this requirement.</p> <p>Public consultation and close working with Ward Members, NAGs, Parish Councils and partners, bearing in mind that the affected land lies within the approved Widening Line. On-going dialogue with planning officers to address likely concerns and deal with planning consent related to the Memorial Park.</p> <p>Early identification of TRO requirements and subsequent early discussion with stakeholders to resolve issues / concerns</p>	
<p>Property:</p> <p>Delay in converting land belong to The Langley Memorial Park. Land transfer negotiations longer than expected.</p>	<p>The programme will allow time for the legal process to be carried out if necessary and time for land transfer.</p> <p>Continue to seek to acquire the park land by internal negotiation throughout process to avoid any delay.</p>	
<p>Human Rights</p>	<p>See below.</p>	
<p>Health and Safety:</p> <p>Road safety hazards during construction</p>	<p>No significant risks, outside of what would normally be expected for a construction scheme of this nature, identified at this stage.</p> <p>Traffic management measures to be utilised to minimise road hazards.</p>	
<p>Employment Issues</p>	<p>No risks identified.</p>	<p>Scheme is expected to generate job opportunities.</p>

<p>Equalities Issues:</p> <p>Compliance with Equality Act 2010</p>	<p>This proposal is an integral part of Slough's LTP3 which was subject to an EIA in 2010.</p>	<p>Possible increase to future bus services will widen accessibility opportunities.</p>
<p>Community Support:</p> <p>Unfavourable response to wider public consultation.</p>	<p>Programme allows for detailed design to be modified where necessary to meet specific objections.</p>	<p>Public consultation offers the opportunity to sell the scheme to residents of the borough.</p>
<p>Communications:</p> <p>Public unaware of proposals</p>	<p>Appropriate consultation to be carried out before the works carried out.</p> <p>Keep public updated on progress of scheme via Council website.</p> <p>Involve SBC Communications team in the scheme from the outset.</p>	
<p>Community Safety</p>	<p>No risks identified</p>	
<p>Financial:</p> <p>The capital costs of the scheme increase as a result of factors uncovered at preparatory survey and design stages or unexpectedly high tender prices.</p> <p>Statutory Undertaker diversions cost underestimated</p> <p>Damage to statutory</p>	<p>As detailed site survey information is obtained, there will be further cost reviews as part of the design process. A Comprehensive QRA process will be undertaken as part of the detailed design work. Value engineering to be employed where necessary.</p> <p>Continual liaison with Statutory Undertakers. Value engineering of planned diversions at preliminary design stage.</p> <p>Ensure latest statutory undertakers plans are obtained; undertake trial holes; scan ground</p>	

utility apparatus	prior to excavation. Undertake hand digging where required, in line with NJUG guidelines.	
<p>Project Capacity:</p> <p>Delays during planning stage.</p> <p>Delays in procurement process.</p> <p>Sections of required land still in third party ownership.</p> <p>Lack of resource within Slough DSO.</p> <p>Delays during construction</p>	<p>Ensure robust scheme and orders presented at planning application and publication. Employ experienced team to prepare and complete the statutory process.</p> <p>N/A</p> <p>This paper will support further discussions to be had between MIP team and parks management team together with the trustee members to convert a small pocket of the Langley Memorial Park land to permissive path usage.</p> <p>Dedicated DSO team, installed to delivered other major projects in Slough, have the capacity to deliver this project.</p> <p>Continually review programme to ensure sufficient time allowance made to address potential delays. Constant dialogue with Slough DSO during scheme build. Seek early advice from SBC DSO on buildability issues. Liaison with external bodies to assist in development and acceptance of scheme design.</p>	<p>Dedicated DSO team assembled to deliver this project will be able to deliver future projects in Slough.</p>
<p>Other:</p> <p>Impact on local residents, businesses and the general public in the immediate vicinity of the construction works.</p> <p>Traffic congestion resulting from construction phase.</p>	<p>Construction Management Plan will be developed to protect their interests by minimising impacts, such as noise, vibration and traffic, during the period of construction</p> <p>Coordinate construction works with other planned highway schemes. Plan construction elements which have most impact on traffic to coincide with school holidays, where possible</p>	

(b) Human Rights Act and Other Legal Implications

Traffic Regulation Orders may be required and these will be subject to normal procedures under the Road Traffic Regulation Act 1984.

The proposals are not considered to engage any rights protected by the Human Rights Act 1998, except possibly the right to protection of property in Article 1 of the First Protocol to the European Convention on Human Rights. Such rights are subject to derogations in the public interest which are in compliance with conditions imposed by law. All actions affecting property in connection with the proposals in this Report will be in compliance with any such conditions.

The Council have a general power of improvement of highways under Section 62 of the Highways Act 1980. Under this section the Council are permitted to carry out any work (including the provision of equipment) for the improvement of the Highways maintainable by the Council. The Council also have specific powers to carry out specific types of works in connection with the improvement of highways maintainable by them as set out in Part V of the Highways Act 1980. These powers will permit the specific works of improvement proposed in this Report.

(c) Equalities Impact Assessment

The aims of the scheme are to offer significant improvement to transport routes and public transport that will benefit all equality groups. The Langley High Street Improvement Business Case has also assessed the specific social and distributional impacts of the scheme and the results were:

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

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

(d) Workforce

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

(e) Property

It is anticipated that the land required for delivery of this scheme is already within the existing boundaries of the highway, with one exception:

- A small section of the Memorial Park land on the east side adjacent to Langley High Street is required. The trustee members and the park team have already been made aware of this requirement last year.

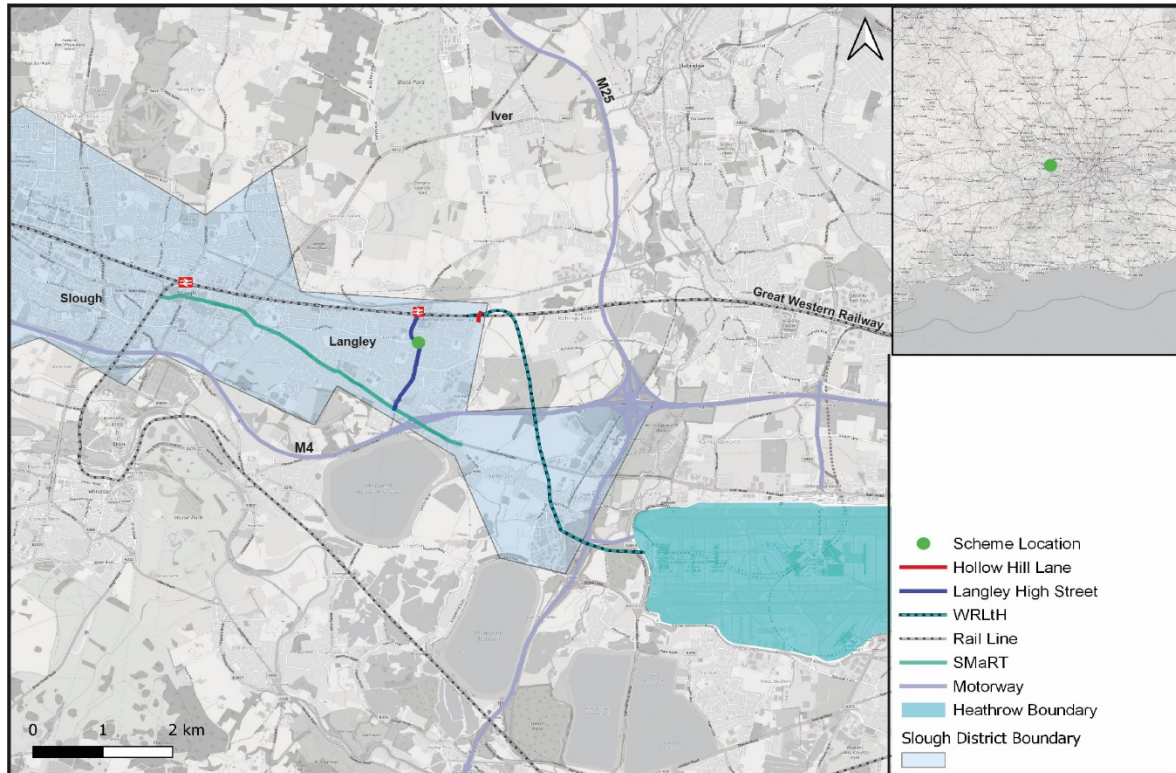
(f) Carbon Emissions and Energy Costs

The scheme is expected to deliver reductions in congestion particularly after the closure of Hollow Hill Lane. An Air Quality Assessment will be undertaken as part of the scheme, with a view to implementing any potential mitigation measures that are deemed necessary. An Air Quality Monitor Station is going to be installed on eastern side of footway pavement of Station Road, Langley this summer in order to provide the air quality data required for monitoring purpose.

5 **Supporting Information**

- 5.1 The TVB LEP Strategic Economic Plan (SEP) 2015/2016 – 2022/2021 rightly states that the close proximity of Heathrow airport provides a locational advantage for the region, particularly for Slough and Langley, by ensuring residents have access to highly-skilled and high wage jobs. The Western Rail Link to Heathrow (WRLtH) will provide a step change in supporting the employment growth within Slough and Langley by providing quick and reliable access to Heathrow. The TVB LEP's support for the WRLtH scheme is clearly articulated throughout the strategic planning documents including the SEP, the SEP Implementation Plan and the Evidence Base. This strategic support is continued through the creation of WRLtH project team and Stakeholder Steering Group, showing the TVB LEP's continued and dedicated support to the implementation of the WRLtH scheme.
- 5.2 Slough Borough Council appreciates the importance of this opportunity, although it is understood that improvements to the rail network should not be detrimental to other modes of transport. To successfully implement the WRLtH alongside the existing Great Western rail network, the road tunnel (Chequers Bridge) on Hollow Hill Lane will have to be permanently closed. As a popular commuter route, this will force current traffic to use alternative routes, potentially adding a significant amount of pressure on local roads. The scheme aims to support the WRLtH and economic prosperity in the TVB region whilst mitigating the impact that will result from the closure of Hollow Hill Lane.
- 5.3 Figure1 below highlights the key transport infrastructure surrounding the scheme including the Slough Mass Rapid Transit Phases 1 and 2 along the A4 and the M4 Smart motorway scheme to the south, Langley Station improvements, Crossrail and the WRLtH.

Fig1:



The proposed scheme, which is an extension to the original rail station accessibility and Station Road/ High Street/ Langley Road junction improvement scheme in Langley, will complement the SEP's overall vision ensuring that:

"The ambition and creativity of our established businesses will be energised through strong, knowledge-rich, networks [and] our infrastructure will match the scale of our ambition and potential" ⁱ

- 5.4 Slough Borough Council recognises that TVB is in the final stages of the current SEP delivery period, and whilst the scheme will be well progressed by 2021, there is confidence that the proposal will align with the subsequent SEP by delivering improved transport infrastructure, indirectly supporting economic growth in Langley, Slough and the wider TVB district.

In addition, this scheme extension will contribute to the delivery of the following packages within the Thames Valley Berkshire's (TVB) Strategic Economic Plan (SEP):

- 5.5 Langley High Street is the central north-south aligned road that links businesses and residents to Langley rail station and the strategic road network (A4, M4 and M25), and is a popular through route for commuters and public services. Langley High Street has a number of junctions with other major side roads. Most noticeably the former Roundabout junction with Langley Road and its junction with Meadfield Road suffer from congestion during the AM and PM peaks and in particular traffic turning right out of Meadfield Road onto High Street.
- 5.6 As mentioned above, Hollow Hill Lane will close at a date yet to be determined, but expected to be before 2027, as part of the planned Western Rail link work to Heathrow. Although Slough Borough Council has no influence over this closure, it is expected that the closure is due to start sometime in 2022.

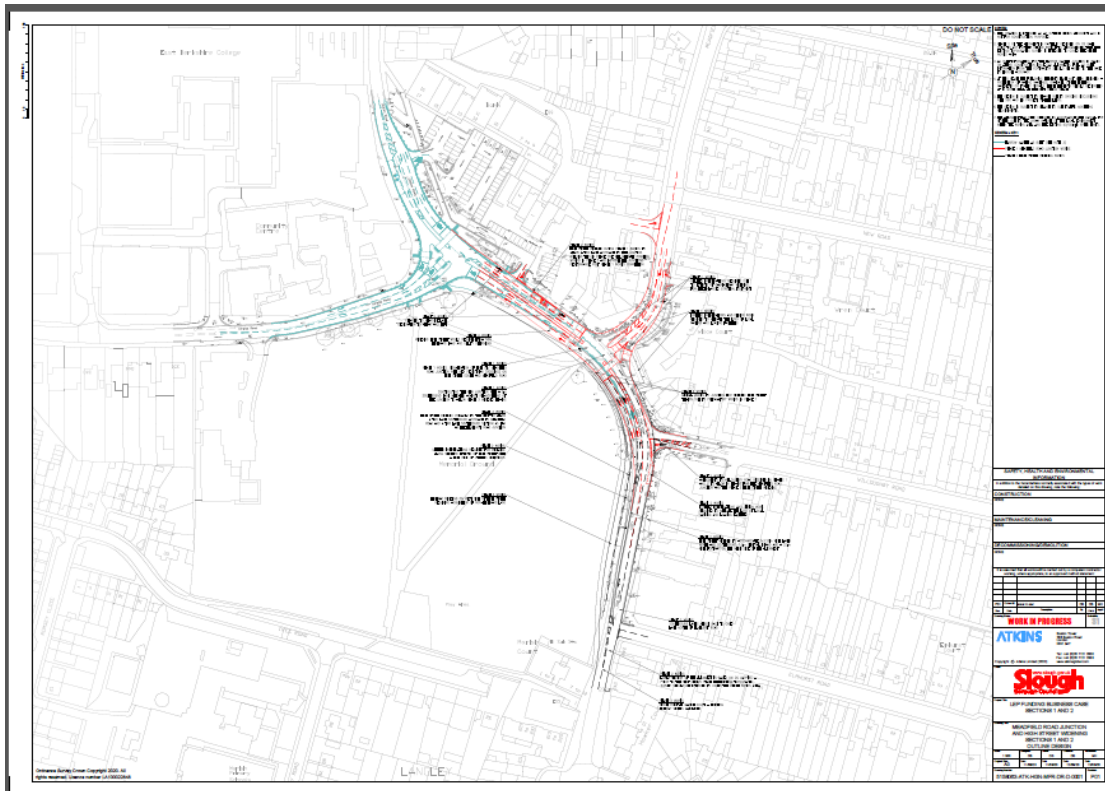
- 5.7 Between October 2015 and February 2016, an experimental closure of Hollow Hill Lane/Market Lane was carried out by SBC (not Network Rail) near the railway bridge to ascertain the impacts on the road network in Langley. We also canvassed residents' views. The feedback via direct contact from residents, councillors, parishes and commuters was focused on congestion at the Harrow Market roundabout and High Street Langley. The road closure revealed Harrow Market roundabout was unable to cope with the increase in traffic volume.
- 5.8 After the experimental closure, we have carefully considered the feedback and undertaken various modelling to identify how to improve journey times and reduce congestion in Langley before and after the closure of Hollow Hill Lane/Market Lane. It has been determined that removing the roundabout and replacing it with traffic light controlled three way junction with an exclusive left hand turn from Langley Road to Station Road, will create better traffic flows today and future proof the area for when Hollow Hill Lane/Market Lane is closed. As a result of this analysis, we were able to utilise the remaining LEP funding from the Langley Train Station Access/Approach Improvement Scheme (total funding for this scheme was £1.5M) to replace the Harrow Market roundabout with the traffic signal controlled junction as outlined above, this scheme was completed in Feb this year by our DSO.
- 5.9 When we carried out the local junction modelling, it has also become apparent to us that the increase in traffic on Meadfield Road, which currently uses Hollow Hill Lane, will adversely affect the flow of traffic at the High Street/ Meadfield Road junction, resulting in a bottleneck and long delays for vehicles. In addition, the model has forecast congestion further down along other sections of Langley High Street. We, therefore, decided that it would be prudent to seek further funding, to continue the mitigation measures to counter the expected closure of Hollow Hill Lane. We have also shared our aspiration with our park management colleagues and the trustee members of Langley Memorial Park and have discussed with them at one of their trustees committee meetings last year the possibility of converting some park land along the eastern boundary of the park to a permissive path usage due to future highway improvement works.

In January this year, the LEP announced that additional funding was available for extensions to existing schemes.

- 5.10 SBC submitted a bid for a scheme extension totalling approx. £5m, with match funding from SBC of £1m. To ensure that the Council secured as much funding as possible officers split the route into three sections to maximise our opportunity to secure funds..

The three sections were made up as per [Figure 2](#) below (1 (approx. £1m), 2 (approx. £1.3m), and 3 (approx. £3.5m)).

Fig 2:



The LEP in late March advised Slough that they were awarding SBC £1.324m for section 2 Subject to a Final Business Case (FBC) for this, the BLTB has recently granted conditional approval, subject to provision of more detailed cost estimates by end of August 2020.

In May the LEP advised officers that they were awarding SBC a further £1.033m for section 1 again subject to a FBC and BLTB approval.

- 5.11 The proposed scheme aims to accommodate future demand as a result of the Hollow Hill Lane closure, on both High Street and Meadfield Road by enhancing the efficiency and flow of vehicle movement within Langley, thus improving access to the strategic road network. As part of the design for operational improvements at the junction, improvements for pedestrians and cyclists have also been incorporated.
- 5.12 This route will become increasingly important after the proposed closure of Hollow Hill Lane. Strategic traffic modelling has shown that the closure of Hollow Hill Lane will result in a re-routing of traffic onto Meadfield Road and High Street in Langley and this increased number of vehicles will make the High Street more congestedⁱⁱⁱ. If not tackled, the consequential effects of this congestion threaten to impact labour supply to local businesses, access to education i.e. Marish Primary School, Langley Hall Primary Academy and Langley College, connectivity to the wider TVB district and will inhibit future economic prosperity. Once implemented, these improvements will reduce congestion along High Street and reduce the negative environmental impacts that are associated with the slow-moving nature of congested traffic, notably noise and air quality.
- 5.13 Furthermore, as a result of completing the Slough Mass Rapid Transit (SMaRT) Phase 1 and 2 programmes the east-west corridor through Slough has been well

developed in recent years and is beginning to transform Slough, Langley and the wider TVB district. However, north-south connections through both town centre and other districts remain both a challenge and a priority to Slough Borough Council. The scheme once completed will improve the flow of traffic along the Langley High Street, supporting the north-south connection.

6 **Comments of Other Committees**

None

7 **Conclusion**

7.1 There are clear and significant social, environmental and economic benefits to the scheme and in line with the Council's aspiration to be a World Class Authority the scheme will indicate our intent to provide improvements to our local communities that allow them to thrive.

7.2 It is recommended that The BLTB's offer for Langley High Street Improvement Works be accepted.

7.3 It is recommended that officers continue in parallel the following:

- Scheme detailed design in readiness for installation by Slough DSO;
- Utility diversions, where necessary, prior to the main works;
- Construction of this scheme starts in 2020 as soon as the funding is confirmed and received.

8 **Appendices Attached**

None

9 **Background Papers**

None

ⁱ Thames Valley Berkshire Strategic Economic Plan Implementation Plan, August 2017, Thames Valley Berkshire Local Enterprise Partnership.

ⁱⁱ Slough Northern Extension, Atkins, September 2017.

ⁱⁱⁱ Langley Junction Assessment and Outline Design Technical Note, March 2019.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2020

CONTACT OFFICER: Kassandra Polyzoides, Service Lead Regeneration Development

(For all enquiries) (01753) 875043

WARD(S): All

PORTFOLIO: Regeneration and Strategy Portfolio – Councillor James Swindlehurst
Housing and Community Safety Portfolio – Councillor Nazir

PART I
KEY DECISION**TRELAWNEY AVENUE REDEVELOPMENT – UPDATE AND RESTART****1 Purpose of Report**

- 1.1 To update members on the withdrawal of KDL from the Trelawney Avenue development due to the changed financial climate caused by the COVID-19 pandemic and to seek approval to otherwise proceed with the development as previously agreed. Slough Borough Council will now solely deliver and manage this mixed-use project, which will provide a new Council Access Point (Referred to in earlier reports, issued prior to the approval of the Council's Localities Strategy, as a 'community hub building') and up to 32 affordable properties. As previously agreed the new Council Access Point will incorporate Langley Library.

2 Recommendation(s)/Proposed Action

Cabinet is requested to resolve:

- a) That it be agreed that the Trelawney Avenue development proceeds, with delivery of a Council Access Point and new housing accepting that a separate healthcare facility is no longer possible;
- b) That Langley Library be incorporated into the Council Access Point and officers explore alternative uses for the existing library accommodation;
- c) That a flexible healthcare/consultation space be provided within the new CAP for use by NHS and Public Health partners;
- d) That Slough Borough Council enter into a Pre-Contract Services Agreement with Slough Urban Renewal that will develop the scheme up to and including planning approval;
- e) That once the viable scheme design is agreed a further report is brought back to Cabinet to report on budget requirements and seek approval to enter into contract for the delivery of the scheme.

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

The proposal to build a combination of housing and Council Access Point (“CAP”) containing community facilities and a healthcare space on the Trelawney Avenue site will meet the strategic requirements of Slough Borough Council (“SBC” or “the Council”).

In line with the Council’s Accommodation and Localities Workstream, council staff, including Adult Social Care, Housing functions and Community Services along with partner organisations and the voluntary sector specialists will be co-located on the site. This will facilitate the development of professional relationships and services to better support local residents through a more integrated “locality based” approach to delivering public services. The services delivered from each Council Access Point will be tailored to the needs of the community using a combination of meaningful community engagement and data and insight to effectively target the most pressing issues present.

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

Improving mental health and wellbeing – the new Council Access Point includes a multi-function space for delivery of NHS and public health services, like physiotherapy outreach, diabetes prevention and health checks. The Council Access Point will support service delivery and provide community spaces including meeting rooms and a hall in modern, fit for purpose accommodation. The proposals will support the Council to fulfil its statutory duties under the Care Act 2014, to promote an individual’s wellbeing (S1 of the Care Act 2014) through preventative measures that focus on community resilience.

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

3b **Five Year Plan Outcomes**

- Outcome 2 – A new CAP will support the delivery of Council services in the local area to help residents to be healthier and manage their own care needs
- Outcome 3 – New community facilities and new homes will encourage people to live, work and stay in Slough
- Outcome 4 – Inclusion of new social housing will contribute towards more residents having access to more good quality homes.

4 **Other Implications**

(a) **Financial**

Entering into a Pre-Contract Services Agreement (“PCSA”) with Slough Urban Renewal (“SUR”) to carry out the required surveys and work up the scheme to the point of planning approval will commit the council to an estimated investment of up to £900K.

Whilst the cost plan is being developed, the working assumption is that the total cost of the project will be £12m. This estimate is based on an assumption that 32 flats are provided along with a CAP of c1100m2 floor area. The funding of the development

will be achieved through a combination of institutional finance, HRA account and the general fund with a recommendation brought back to cabinet in due course.

The Council's capital programme has £10m earmarked for delivery of the new CAPs planned through the Localities Strategy. It is assumed that the net cost of the Trelawney CAP currently estimated at £4.3m would be met from this budget.

The full revenue implications of the new CAP incorporating Langley Library will be set out in the follow-up report to members once the scheme has been designed and is ready for submission for planning.

(b) Risk Management

Risk	Mitigating action	Opportunities
<p>Property</p> <p>The multi-function healthcare space is not used.</p>	<p>Work with the CCG and partners to tailor the new facilities to meet their needs.</p>	<p>Engage with other partners through the Slough partnership conference to be held in July to highlight other potential partnership opportunities.</p>
<p>Insufficient staff usage of the office accommodation.</p>	<p>Accommodation fully incorporated into the Council's Accommodation and Localities Strategy to ensure the Serviced Office is fully utilised.</p> <p>Design flexible accommodation that could be adapted for alternative letting arrangements.</p>	<p>Further enhance the design to embrace the cultural and behavioural changes which have occurred during the COVID-19 Pandemic.</p>
<p>Current Langley Library not able to be let.</p>	<p>Speak to partner agencies about possible use.</p> <p>Consider splitting to create 2 retail units.</p>	
<p>Finance</p> <p>Insufficient income to fund the running costs of the community areas.</p>	<p>Build the cost implications of operating the community space into the MTFP to ensure continued delivery.</p>	<p>Measure the social value of providing community space through the Locality Plans.</p> <p>Explore commercial opportunities to support the cost of community space.</p>
<p>James Elliman Homes ("JEH") do not acquire all the flats or there is a gap between the purchase price and construction cost per flat</p>	<p>Ensure design and specification meets JEH standards.</p> <p>Deliver homes at market comparable rates.</p> <p>Option that small number of flats could be private sales.</p>	

<p>Planning</p> <p>The proposed development does not meet planning policy requirements.</p>	<p>Consultation has been undertaken with Planners and will continue through the development cycle.</p> <p>Community facilities and housing will be re-provided to replace what was originally on the site.</p>	<p>The redevelopment of this site will enhance the local built environment and promote other development.</p>
<p>Highways</p> <p>Due to constraints linked to the size of the site, the mixed-use scheme has insufficient car parking to balance the needs of the CAP and residential uses.</p>	<p>Tailor the design and reduce the number of dwellings provided on the site to deliver a CAP that meets the Council's requirements.</p>	<p>Promote alternative transport options to facilitate travel to the Council Access Point and the residences.</p>
<p>Timescales</p> <p>Contract/lease agreement for Hawker House continues after the CAP is complete introducing potentially unnecessary cost.</p>	<p>Keep teams updated and ensure that any lease renewals/break clauses are timed to match the completion of the new CAP.</p>	
<p>IT</p> <p>Serviced offices are underutilised.</p>	<p>Council's IT strategy for more mobile working supports the localities model.</p>	<p>New facilities will be purpose built to meet the changing requirements of the Council.</p>
<p>Legal</p> <p>Disputes or challenges lead to delays.</p>	<p>Site is unoccupied and all buildings have been demolished.</p> <p>Any title issues to be researched and resolved. Any rights (e.g. rights of light, party wall) to be fully investigated</p>	

(c) Human Rights Act and Other Legal Implications

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

(d) Equalities Impact Assessment

An EIA has been undertaken for the Localities Strategy. The impacts can be summarised as:

Positive: Once fully realised, the locality operating model will improve access to a wide range of local services for all groups. It will make services more inclusive, embracing a wider range of customer interfaces, tailored to local community needs.

Negative: Negative impacts for some groups will be most apparent in the short term, as people adjust to a new operating model and services increase their understanding of specific local needs and adjust accordingly.

(e) Workforce

The CAP at Trelawney Avenue will support the Council's move to the new Headquarters in Windsor Road and will complement the IT strategy and move towards mobile working for staff. Staff located in other offices will have the opportunity to use the desks within the Trelawney Avenue CAP as well as book rooms for meetings and to meet customers and partners. In addition, the core localities team will have a new home.

(f) Property

The land proposed to be developed is presently held for housing purposes under Part II of the Housing Act 1985. It was agreed by the Cabinet on 23 February 2019 to appropriate the site for other uses by the Council. Under this updated proposal the HRA would retain the majority of the site.

(g) Carbon Emissions and Energy Costs

The new CAP and housing will be built to modern energy efficient standards and comply with current building regulations.

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

5 Supporting Information

- 5.1 The Trelawney Avenue development has been affected by significant changes since the Cabinet approval given in February 2019. The first section below describes these changes and progress made since the Cabinet meeting when the project included a Health Facility and CAP to be delivered by KDL. Then accepting that KDL will no longer be involved in the project the remainder of this section demonstrates how the updated approach is more closely aligned to the Council's Localities Strategy and Housing Strategy and highlights new opportunities.

Background – Working with Karter Developments Limited (“KDL”)

- 5.2 The report approved by Cabinet in February 2019 set out the general terms of a deal with KDL. A few months' later work to finalise the legal documents between KDL and SBC were halted once it became apparent that a legal decision in the Faraday Case affected the project. The findings of the case meant it was no longer possible for the council to sell land to KDL with obligations attached. Without obligations that a health centre be provided SBC could no longer justify selling the land to KDL rather than procure a buyer.
- 5.3 In order to continue with the project, fully comply with procurement law and ensure a healthcare facility was opened it was agreed that Slough Urban Renewal (“SUR”)

would deliver the project for SBC, with KDL appointing SBC to deliver their facilities on their part of the site. The relevant suite of documents to proceed with this structure was in an agreed form at the start of March 2020.

- 5.4 The negative impact of COVID-19 on the financial market was becoming apparent at this time and shortly afterwards KDL informed SBC that their financial backers had withdrawn and were no longer investing in any new schemes. Further discussions failed to find an alternative avenue for proceeding in partnership with KDL.

Revised Health Element

- 5.5 The business case for partnering with KDL was based on them being the landlord for the Orchard Surgery. As the CCG will not support any expanded surgery provision in this area of Slough, only relocation of the existing GP Practice from Orchard Avenue could deliver the health facilities envisaged by SBC on the Trelawney site. Without KDL on board it is no longer possible to include the health element envisaged for the site.
- 5.6 To ensure that SBC continues to meet the overall objectives of the Trelawney Avenue project, the Council now intends to provide a flexible, multi-use space for healthcare professionals from the NHS and Public Health to hold regular sessions within the new CAP. Discussions will be held with the CCG around the best ways of design and utilise the space to meet local need.

Looking Forward - Opportunities

- 5.7 While the withdrawal of KDL and loss of the healthcare facility has required that the Council pause, it has not stopped and still intends to deliver the majority of the original aims and objectives. In fact, a number of opportunities have arisen as the consequence of SBC taking sole responsibility:
- The CAP can be located with a Trelawney Ave frontage rather than face onto Meadow Road
 - The CAP footprint can be configured to suit Slough rather than fitting within a complex site layout – for instance Langley Library can be relocated at the Council's discretion rather than being dependent on site capacity limits
 - Importantly, the project will deliver affordable homes for Slough rather than private rented properties previously planned by KDL, which will create more positive outcomes associated with the Housing Strategy
 - Deliverability increases as the planning risk associated with the car parking requirements of a medical facilities is no longer an issue.
 - The possibility that KDL pulls out mid-scheme due to viability or other reasons is no longer a project risk
 - The timescale for delivery will be improved as the layer of agreements with KDL will not be required and decision making will sit with the Council alone rather than 2 parties.

While opportunities have been noted here it is worth reflecting that the COVID-19 pandemic is likely to continue to affect the construction industry in many different ways, not least by creating uncertainty, for some considerable time. This is both a risk and an opportunity for this project as part of the Recovery Strategy.

Revised Project Deliverables

- 5.8 Cabinet gave approval in February 2019 to move ahead with a project that delivered a CAP, healthcare facility, housing and a co-located Langley Library if that was possible. The withdrawal of KDL from the project means that the Library can now relocate with far more certainty and the project can achieve 3 of the 4 original deliverables.

CAP: The business case for creation of a CAP on the Trelawney site as set out in the February 2019 and March 2019 Cabinet reports remains relevant. Development of the Our Futures programme over the last 14 months has placed locality working as a key priority within this transformational programme. The loss of the healthcare facility, while it reduces the services offered on the site does not affect the strategic rationale for locality based working. The CAP is still required and a healthcare space if introduced could support local need.

Library: A fundamental aim of the localities model is to offer a range of services within a single site. Co-locating Langley Library into the CAP supports this model, reduces journeys for visitors and increases CAP interactions by the local community.

Housing: Use of the remainder of the site including upper floors of the CAP will be utilised for affordable housing which will support the council in meeting its housing targets.

Other options considered:

Commercial uses: The vacated Langley Library accommodation could be used for commercial purposes if required.

Nursery: New nursery provision is not required in the local area based on the latest Childcare Sufficiency Assessment.

Langley Library

- 5.9 One of the decisions taken by Cabinet in February 2019 was that officers explore options for co-locating Langley Library into the new CAP. The withdrawal of KDL from the project means that land for relocation is now available and the uncertainty is removed.
- 5.10 Based on the Britwell CAP model it should be possible to efficiently design the library space such that an additional 270m² of floor space added to the CAP floor area could re-provide the Library without loss of useful floor space or amenity compared to the existing facility. However, the final design and floor area of the Library will be determined by the design brief rather than being led by a pre-determined floor area target. The floor area of the current Langley Library accommodation is 475m² including all internal areas. It will not be necessary to add 475m² to the floor area of the CAP to re-provide the Library as a certain percentage of accommodation will be included within the CAP design anyway, areas such as meeting rooms, staff areas and toilets. Further efficiencies will be possible by combining entrances and by the use of shared circulation spaces.

6 **Comments of Other Committees**

None

7 **Conclusion**

7.1 After an enforced delay to the project the revised proposals recommended in this report will allow the Trelawney Ave project to restart and the appointment of SUR will enable the design stage to get underway in the most expedient way.

7.2 With KDL is no longer a partner, the Council has greater flexibility and control to develop the site in a way that maximises the outputs and outcomes for local residents, which includes SBC taking control for the delivery of circa 32 affordable housing properties.

8 **Appendices Attached**

None

9. **Background Papers**

Cabinet report dated 25th February 2019 “Trelawney Avenue redevelopment and hub”

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2020

CONTACT OFFICER: John Griffiths Service Lead Housing Development & Contracts
(For all Enquiries) (01753) 875436

WARD(S): All

PORTFOLIO: Housing & Community Safety, Councillor Nazir

PART I
NON-KEY DECISION

TOWER & ASHBOURNE DESIGN UPDATE AND PROCUREMENT FOR CONSTRUCTION

1. **Purpose of Report**

To advise Cabinet of the Tower & Ashbourne design, of the total commitment to affordable housing, and that the Council is considered the first Council in the country able to deliver the design, SMART TECC building technology, an exemplar approach in standards of fire prevention measures.

Cabinet are invited to review a brief presentation that provides key insight into the advanced stage of detail design in preparation for procurement and which is offered as an illustration of how the team have looked to a resident and community focused SMART TECC design, which is exemplar of levels of fire safety and community safety, landscaping and communal space that seeks to create a basis for community and tenant engagement as a part of the principles within the construction program.

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

The Cabinet are requested to resolve:

- a. That based on robust and commercial engagement measures in place with contractors, the objective is to procure a 'Fixed Price' for the construction of the Tower & Ashbourne development and that Cabinet accept that the recommended method to achieve this objective is via the 'Restricted Contract Procurement Route'; .
- b. That the Director of Finance & Resources in consultation with the Lead Member and with support from Service Lead Housing Development & Contracts, explore and agree, if he considers appropriate, the option for the Housing Revenue Account (HRA) to fund the construction of the development work;
- c. That once construction is sufficiently established, the development will be refinanced and an option of 'Heads of Terms' be in place allowing for Institutional Funding to re-imburse the HRA to invest in other projects..

- d. That the Cabinet consent to the principle that the tenancy strategy for for the development is to set affordable rents and these are required to be below the Local Housing Allowance (LHA) level, that the rents are set at the lowest possible level below LHA as a clear intent that the Development is is 'Affordable Housing' that there be active use of available retained 1-4-1 RTB Receipts and s106 Housing funding or successful application for Homes England Grant to reduce further the rent levels to lowest possible viable level; and
- e. That HRA Asset Strategy & Support of Tenancy Strategy is to designate the DI.S.H. RP (Development Initiative Slough Housing RP) to commission services for the management of the completed Development and, to be the designated Building Safety Body, to enable planning requirement for localised letting so as to create active tenant engagement in the management and creation of a sustainable community at the Development.

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

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

The provision of new good quality and affordable housing can reduce housing need for local households and contributes to the identified priorities of the JSNA. The development of Tower and Ashbourne and principle of tenant engagement with management of their homes and sustaining their community will improve the safety, health and well-being of the tenants.

3b. **Five Year Plan Outcomes**

The provision quality affordable housing at Tower & Ashbourne to deliver innovative pathfinder design and use of SMART TECC building technology and exemplar approach in standard of fire prevention measures offers a national benchmark for affordable housing underpinning objective 4 'Our residents will live in good quality homes'

4. **Other Implications**

(a) **Financial**

The objective is to undertake a 'restricted Procurement Route as a method to establish a fixed price, whilst the detail is commercially sensitive we would wish for bids below £48m. Whilst previous reports to cabinet have established the viability of the development and the credible options for Institutional Funding. The option for the HRA to fund the initial two-year construction period removes any doubt that the development can progress. With committee approval, the HRA can progress with measures within governance and prudential borrowing criteria that enable the funding to be in place if required in 2022.

The Council in conjunction with Savills has undertaken various financial viability analyses to ensure that the development is financially manageable over the life of the funding at affordable rents. As well as identified Institutional Funding to support the build cost of £48m, modelling has taken into account rent levels based around Slough Living Rent (but below LHA) with, if required, one off funding from a mixture of grant, retained 1-4-1 RTB receipts and other available HRA sources. Recent detailed research by Savills on the maintenance

requirements of the building(s) has concluded that £2k per unit per year is sufficient which supports the £2.5k/unit/year Management & Maintenance allowances used in the analyses.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>a.The committee agree that based on robust and commercial engagement measures in place with contractors, the objective is to establish a 'Fixed Price' for the construction of the Tower & Ashbourne development. That the committee accept that the recommended method to achieve this objective is via the 'Restricted Contract Procurement Route'.</p>	<p>The opportunity arises as the current economic impact on the construction industry presents the Council Development an attractive offer to market due to the certainty of funding, the accompanying detail design and robust specification.</p>	<p>The detail design and robust specification and method of tender allow control throughout the process. The time line are intended to match CPO where contract will be factor award and start date</p>	<p>Low Risk 9</p>	<p>Continue with current control measures and ensure procurement is coordinated with CPO . process. This will continue to form basis of weekly operational program discussion and monthly engagement with Service Lead and wider group</p>
<p>b. The Committee provides approval for the Director of Finance & Resources in consultation with the Cabinet Member and with support from Service Lead Housing Development & Contracts, to explore and allow the option for the Housing Revenue Account (HRA) to fund the construction of the Development work. Once construction is sufficiently established, the committee approve the development will be refinanced and consent to option of</p>	<p>The HRA Business 30 year Business Plan has the capability and capacity to borrow. This opportunity is measured that it is appropriate for short term as this capacity may be better focused on long term investments for provision of specialist accommodation. However, these schemes are phased that as institutional finance is accessed it release HRA funding capacity.</p>	<p>There are robust prudential and treasury measures in place</p>	<p>Low Risk 9</p>	<p>The process of procurement will establish a fixed price. The outcome of the CPO process will determine the programing of the development. Therefore the HRA funding through these imponderables will offer a robust position to negotiate definitive funding requirements and with an environment of such certainties a lower rate would be</p>

<p>'Heads of Terms' to be in place allowing for Institutional Funding to reimburse the HRA to invest in other projects.</p>				<p>expected from Institutional finance Funders</p>
<p>c. That the committee consent to the principle that the tenancy strategy for T&A is to set affordable rents and these are required to be below the Local Housing Allowance (LHA) level. The committee consent to setting rents at the lowest possible level below LHA as a clear intent that T&A is 'Affordable Housing'. That committee require the active use of available RTB Receipts, s106 Housing funding or successful application for Homes England Grant to reduce further reduce the rent levels to lowest possible viable level.</p>	<p>Homes England grant assessment and expectations as to national rent framework have in the past presented a challenge. This recommendation is intended to seek the same outcome of delivering the lowest level of rent and highest level of Homes England Grant. Thus any deflection as to historical rent setting interpretation are addressed thus allowing the focus on the need and merits of Homes England partnering with the borough to deliver affordable new homes</p>	<p>The Local Housing Allowance is not an SBC and is based by regional and national level by an external body. This in effect determines the cap on benefit and indicator as to affordability. The determination of rent setting is by the Council; and the objective will remain as the delegation is to seek grant and support to deliver new homes at an affordable rent for Slough.</p>	<p>No funding from Homes England will have a critical impact In delivering traditional affordable rented new homes 18</p>	<p>Homes England Partnering and Development Appraisal arrangements f</p>
<p>d. HRA Asset Strategy & support of Tenancy Strategy is to commission the DISH to provide and commission the management of the Asset, to be the designated Building Safety Body, to enable planning requirement for localised letting so as to create active tenant engagement in the management and creation of a sustainable community at Tower&Ashborne.</p>	<p>The recognition of the DISH RP as preferred provider of management and asset services ensures that the Institutional Funders will not seek to source alternatives or seek to determine the level or quality of service expected in the borough</p>	<p>The DISH RP is a council initiated body with councillor board representation and Service Lead Housing Development & Contract as designated lead operating officer The commission of council services subsequent income allow opportunity and in built control measures</p>	<p>Low Risk 9</p>	<p>The DISH is recommend to develop HRA stock as part of 21 year leaseback , sustaining the affordable housing stock for rent and sustain good quality homes through the DISH loan & service agreements and commissioned arrangement of services.</p>

(c) Human Rights Act and Other Legal Implications

The Council are seeking to acquire the outstanding leasehold interest in Ashbourne House compulsorily to enable the proposed development to proceed. This has the potential to engage the right of every natural or legal person to the peaceful enjoyment of his possessions enshrined in Article 1 of the First Protocol to the European Convention on Human Rights which provides that no person shall be deprived of his possessions except in the public interest and subject to the conditions provided by law, which is given effect to in domestic law by the Human Rights Act 1998. This Article 1, however, expressly provides that it does not impair the right of any state to enforce such rights as it deems necessary to control the use of property in accordance with the general interest and hence the acquisition of this interest by the Council will be achieved in full compliance with statutory compulsory purchase powers available to the Council.

The proposed development also has the potential to engage the prohibition against slavery and forced labour contained in Article 4 of the European Convention on Human Rights which is also given effect to in domestic law by the Human Rights Act 1998. The Council will, therefore, ensure that any contractors procured to carry out the Development or engaged in the development comply with the provisions of the Modern Slavery Act 2015.

Under Section 9 in Part 1 of the Housing Act 1985 a local housing authority may provide housing accommodation by erecting houses, or converting buildings in to houses, on land acquired by the authority for the purposes of that part of that Act. Section 12 of that Act empowers a local housing authority, with the consent of the Secretary of State, to provide and maintain in connection with housing accommodation provided by them under Part 1 of the Act, buildings adapted for use as shops, recreation grounds and other land or buildings which, in the opinion of the Secretary of State, will serve a beneficial purpose in connection with the requirements of the persons for whom the housing accommodation is provided.

Under Section 13 of that Act a local housing authority may lay out and construct public streets or roads and open spaces on land acquired by them for the purposes of Part 1 of that Act.

Under Section 24 of the Housing Act 1985 the Council may make such reasonable charges as they may determine for the tenancy or occupation of their houses and must review rents from time to time and make such changes, either of rents generally or of particular rents, as circumstances may require. The Council must have regard to government guidance and the Rent Standards set by the Regulator of Social Housing, when setting rents.

Any contract to effect the proposed development would be a public works contract regulated by the Public Contracts Regulations 2015. Under those regulations the Council must treat all potential contractors equally and without discrimination and must act in a transparent and proportionate way. The procurement must not be designed in a way that artificially narrows completion and for this purpose competition is considered to be narrowed if the design is made with the intention of unduly favouring or disadvantaging certain potential bidders. Under these Regulations Contracts must be awarded to the most economically advantageous tenders assessed from the point of view of the Council. Under Regulation 26 of the Regulations the Council may apply open or restricted procedures as regulated by the Regulations. In open procedures any potential contractor may submit a tender

in response to a contract notice published under the Regulations and under restricted procedures any potential bidder may submit a request to participate in response to a call for competition by providing the information for a qualitative selection that is requested by the Council.

(c) Equalities Impact Assessment

The Cabinet report on the 16th December 2019 outlined the implication of Tower & Ashbourne in respect to 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:

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

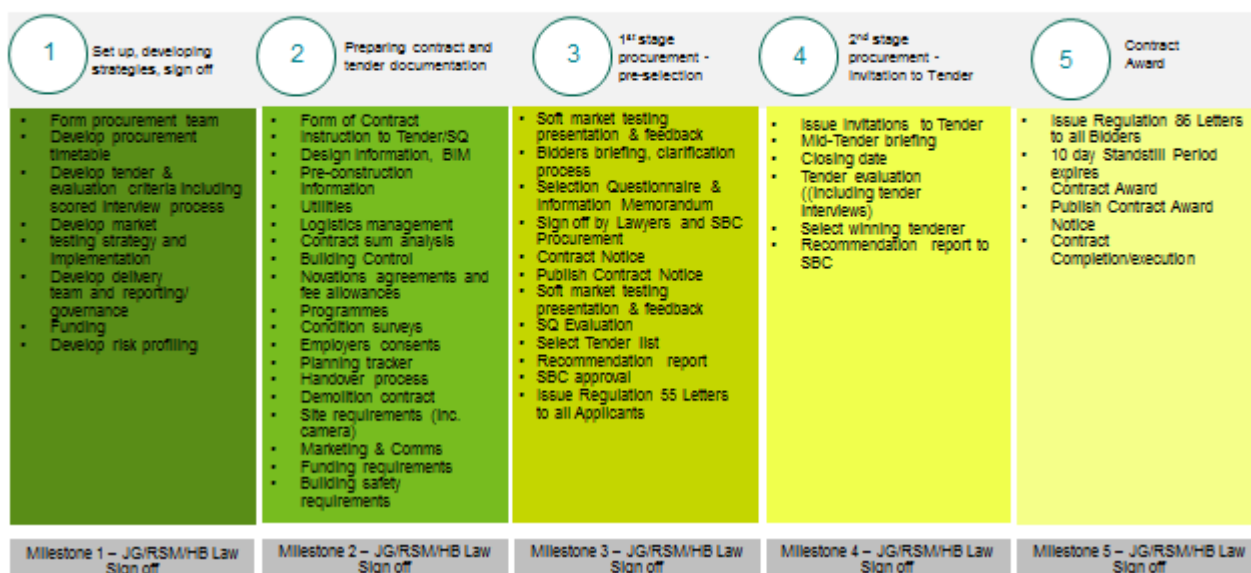
5. Supporting Information

Tower and Ashbourne redevelopment procurement proposal have a full set of stage 3+ RIBA Designs Standards developed across all disciplines, reducing risk of contractor exclusions or clarifications at tender stage. This is accompanied by a robust set of 'Employers Requirements' ensuring that the exemplar standards of the design are maintained with mitigating the opportunity of contractor deviation.

The upcoming introduction of the Building Safety Act, places a responsibility of being able to demonstrate competency in design, that from the outset contractors are interviewed as part of the qualification process to assess competencies in being able to meet the regulations these responsibilities remain for the life cycle of the building. The process of procurement of construction is evolving to meet the responsibilities to the act. The principles are that responsibility during the construction phase has responsibilities to those that manage and in turn, these responsibilities are to ensure compliance and safety during occupation. It has evolved beyond task and finish and the whole process we propose is procure , program manage and deliver from construction to engaging with residents during phase of occupancy and offer beyond new homes to offer a compliant and safe sustainable community for residents.

As stated the key is to ensure from the outset the selection of a contractor to work in partnership and detailed roadmap to contract has been produced and illustration below showing each stage of procurement leading up to contract award. Including requirements for face-to-face interviews/ engagement with contractor pre-selection.

Tower & Ashbourne - Procurement Roadmap



The process is supported through governance and risk register that has been produced and costed against stages of the project supports the project. This has included 'Life Cycle Costing' exercise carried out to demonstrate the benefits of Smart TECC in reducing projected maintenance costs to below the HRA average of £2,600 per unit per year.

By using the restricted procurement route we will be able to ensure that all interested parties are part of a pre-qualification to the first stage of the process, only suitably qualified tenderers being taken forward, increasing the likelihood of getting better quality and more detailed submissions from the tendering parties. Within Councils open procurement route, the current construction marketplace may be challenged in offering detailed responses to cover all elements of risk management, building safety regulations and social value. There are a large number of contractors in the market place seeking opportunities due to the current downturn and assessing their ability to deliver a project of this size is critical at the earliest stage of the process, as allowed by the recommended procurement model the 'restricted route'.

Clarifications from potential contractors are able to be dealt with at multiple stages before the final submission, we are able to do this will all potential tenderers at the initial briefing, and from the reduced number who pre-qualify both through written clarifications and also via a Mid Tender interview process. A further interview process held and scored as part of the final post submission process. This will allow the opportunity to ensure the competence not only of the business, but their individual members of staff in being able to deliver a High Rise Residential Building and commitment to engagement with the future community.

The interview process will also allow the addition of a community representative to demonstrate commitment to listening to the residents' voices from start to finish of the process, identified as a failing by the Hackitt report.

The submitted tenders in combination with the interview process will allow the proceeding of a design and build contract where the Design risk is passed to the

contractor but removing their ability to make changes that will lower the quality or specification of the project.

The adoption of a rigorous procurement route focused on providing better quality and detailed tenders will enable the Institutional Funder to perform its own due diligence. This will provide the Institutional Funder with the assurances that it will need that its investment of c.£48m will provide it with the yields and guarantees over the life of the funding agreement, and satisfy its own internal approval processes. In conjunction with this, it will also ensure that the affordable rents paid by the new tenants and the maintenance regime needed can all be accommodated within the finalised construction costs of the development.

In approving the recommendation that the committee consent to the principle that the tenancy strategy for T&A is to set the lowest possible affordable below the Local Housing Allowance (LHA) level. The committee consent to setting rents at level that clearly identify these new homes are dedicated to provision of 'Affordable Housing'. The committee requiring the active use of available RTB Receipts, s106 Housing funding or successful application for Homes England Grant to reduce further reduce the rent levels to lowest possible viable level and DISH RP is further unequivocal evidence of a commitment to sustainable affordable housing redevelopment at Tower & Ashbourne.

6. **Comments of Other Committees**

For information, the committee are advised that the current report compliments previous reports on the proposal for the redevelopment Tower & Ashbourne in December and November 2019 and January 2018.

7. **Conclusion**

The reports sets out the procurement route intended to achieve best value with a partnering contractor that has to engage with design – construction – resident occupancy – sustainable compliant safe community.

Offering a commitment to delivering SMART TECC affordable housing that offers pathfinder status in the sector.

8. **Appendices Attached**

'A' - Design & Innovation Presentation Slides

'B' - SBC Tower & Ashbourne Procurement Workshop

9. **Background Papers**

None.



SLOUGH

HIGH STREET

BURLINGTON AVENUE

THE CRESCENT

SLOUGH MUSEUM

ST. ETHELBERT'S CHURCH

WINDSOR ROAD

CHALVEY PARK

ST. MARY'S CHURCH

**Tower &
Ashbourne
Cabinet
Presentation**

Fire Safety: UK Building Regulations Comparison

	England	Scotland	Wales	Slough Borough Council Tower & Ashbourne
Ban on use of Combustible Materials				
residential buildings with a storey over 18m	x	✓	✓	✓
residential buildings with a storey over 11m	✓	✓	x	✓
residential buildings under 11m	x	x	x	✓
Mandatory sprinkler installation in flatted accommodation	over 30m only	✓	✓	✓ including additionally bin stores
Two escape stairways in new high rise buildings	x	✓	x	Exemplar Measures - Fire Strategy
Provision of specific fire guidance for residents	x	✓	x	✓ Project Handover Action
Developers & Owners to maintain a compliance plan for an inspection regime	x	✓	x	✓ In Operation Action

Page 5

Exceeds English Regulations and addresses UK wide requirements

Specialist fire consultancy by Cundalls

Positive consultation with Slough BC Building Control

Positive consultation with Royal Berkshire Fire & Rescue Service

Fire Safety : Site

Fire & Emergency Vehicles

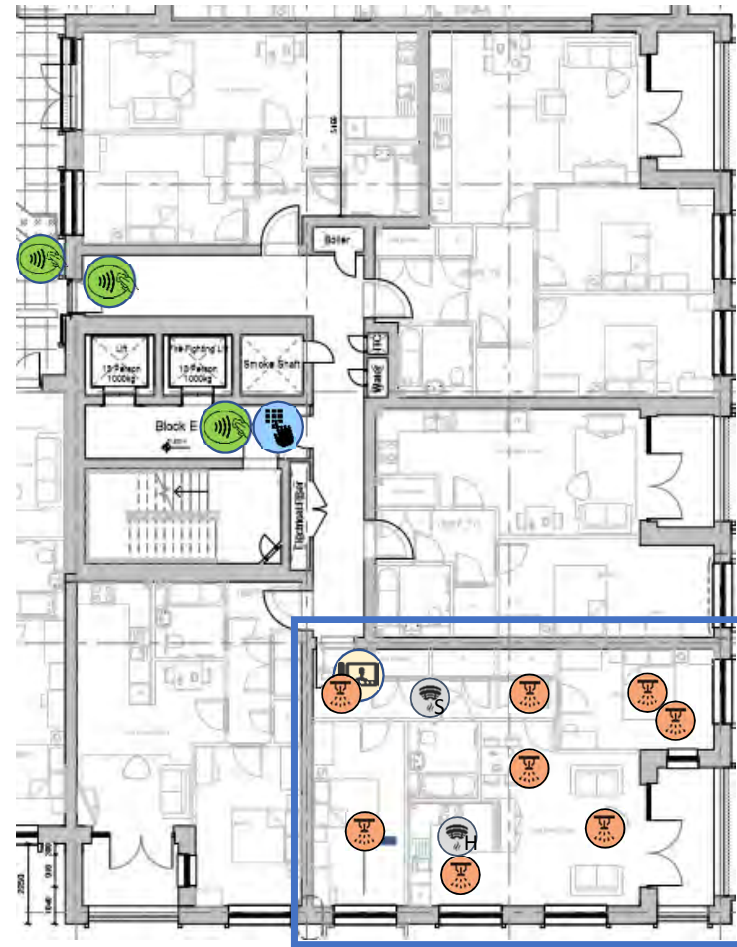
-  Dry Riser Inlet Location
-  Dry Riser Outlet location
-  Fire Truck & Emergency Vehicle
-  Emergency Vehicle Access
-  Core Location



Fire Safety: MEP



Block E – Ground Floor



Block E – First Floor

Proximity Reader

Entry Phone

Sprinklers

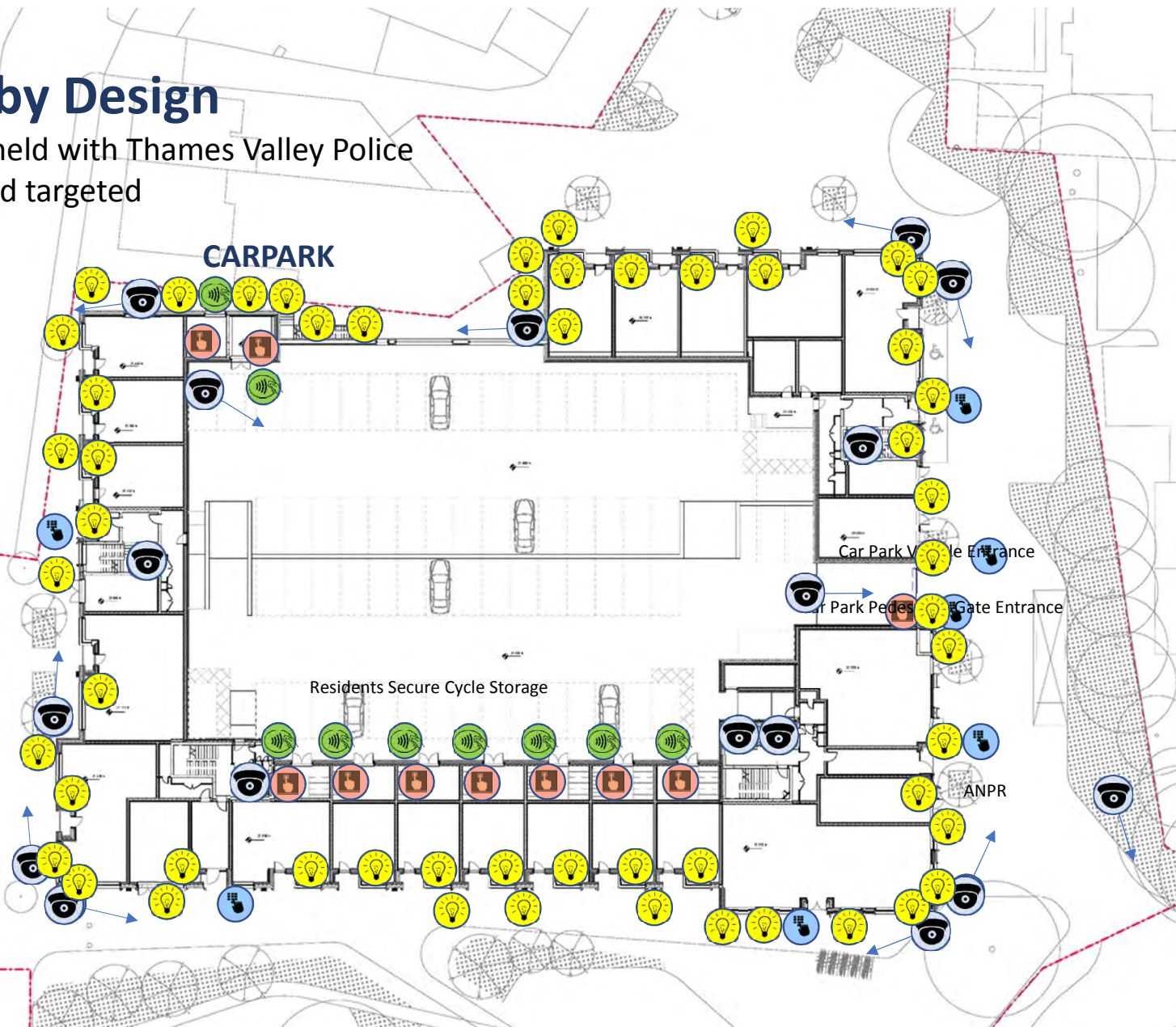
Video Entry System

Smart smoke detector

Secured by Design

Consultations held with Thames Valley Police
SbD Gold Award targeted

Page 95



Landlord CCTV Camera



Video Entry Phone c/w Proximity Reader



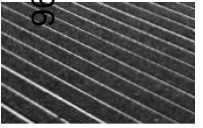
External Lighting



Proximity Reader Release button

Finishes:

Barrier matting



Page 96



Vinyl flooring



Stone Stone 4012
NCS S 3502-G



Clay Stone 5092
NCS S 5005-Y90R



Jurassic Stone 6011
NCS S 4500-N



Natural Stone 6014
NCS S 4502-G



Urban Concrete 6013
NCS S 5502-Y

w/1 5090
UPV 25

w/1 6013
UPV 24







Interiors: Entrances



HONEST MATERIALS



A SUBTLE BACKDROP

CONSIDERED LIGHTING



DIRECTIONAL & DRAMATIC

TO PLAY WITH COLOUR & LIGHT

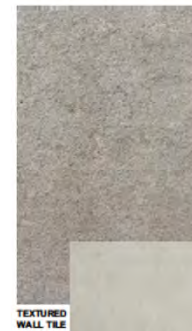


SEASONAL & ROTATIONAL

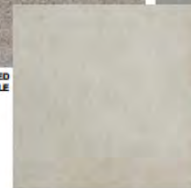
TO EXPAND THE SPACE



SOFT REFLECTION



TEXTURED WALL TILE



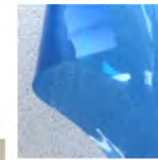
FLOOR TILE



BRUSHED STAINLESS STEEL PANEL



PAINTED PLASTERBOARD GALLERY WALL



COLOURED VINYL - CEILING PANEL



METAL FRAME - CEILING PANEL

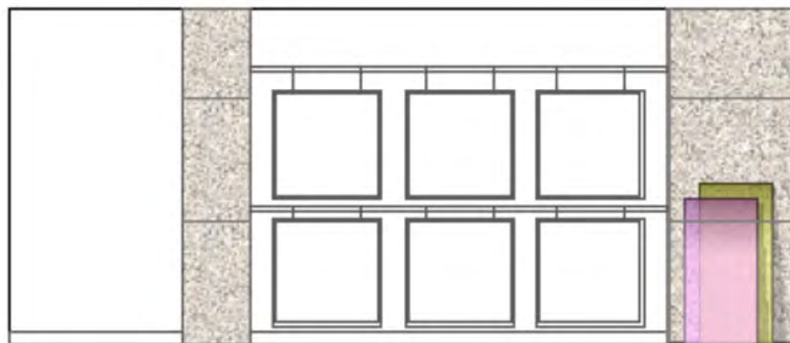
Interiors: Entrances



ELEVATION



ELEVATION



ELEVATION



KEY PLAN

Interiors: Entrances



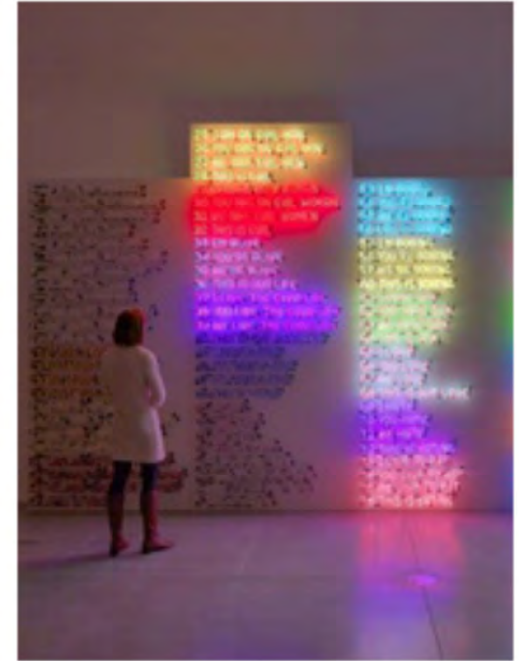
A PLACE FOR DISPLAY



BY RESIDENTS FOR RESIDENTS

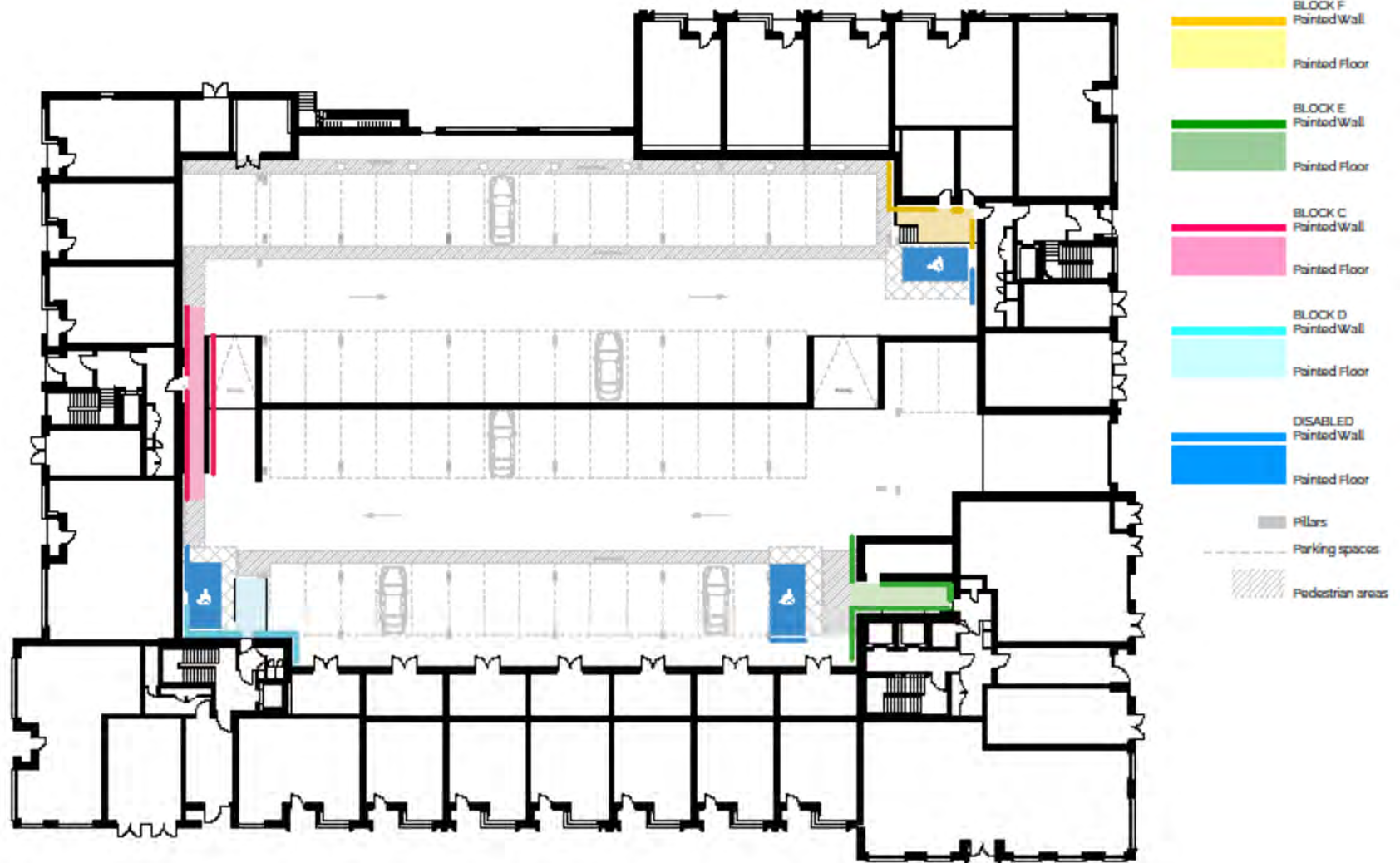


WITH PLAYFUL MESSAGING



FROM DAY TO NIGHT

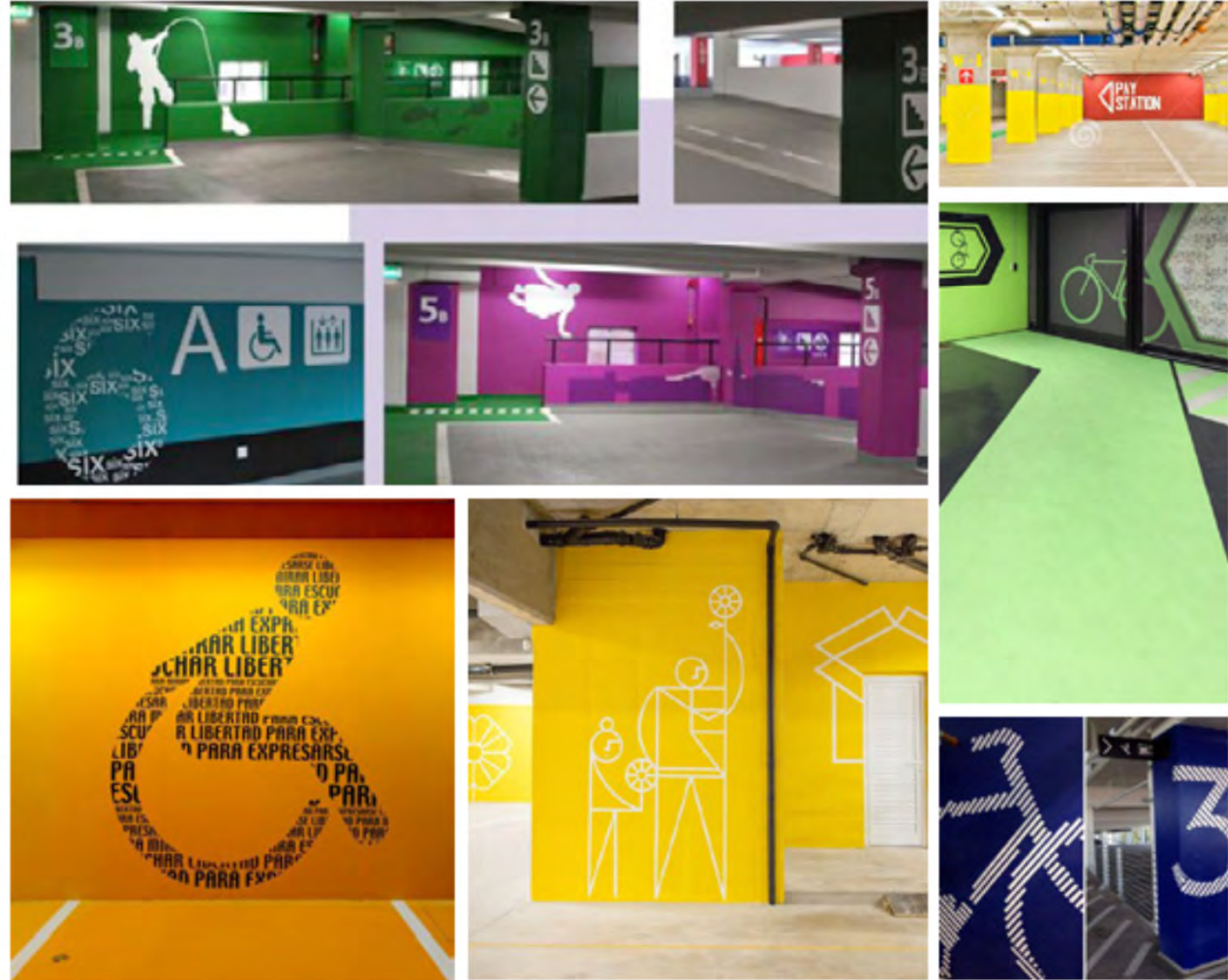
Interiors: Car Park



Interiors: Car Park

SIMPLE/STRONG/VISIBLE/COST EFFICIENT

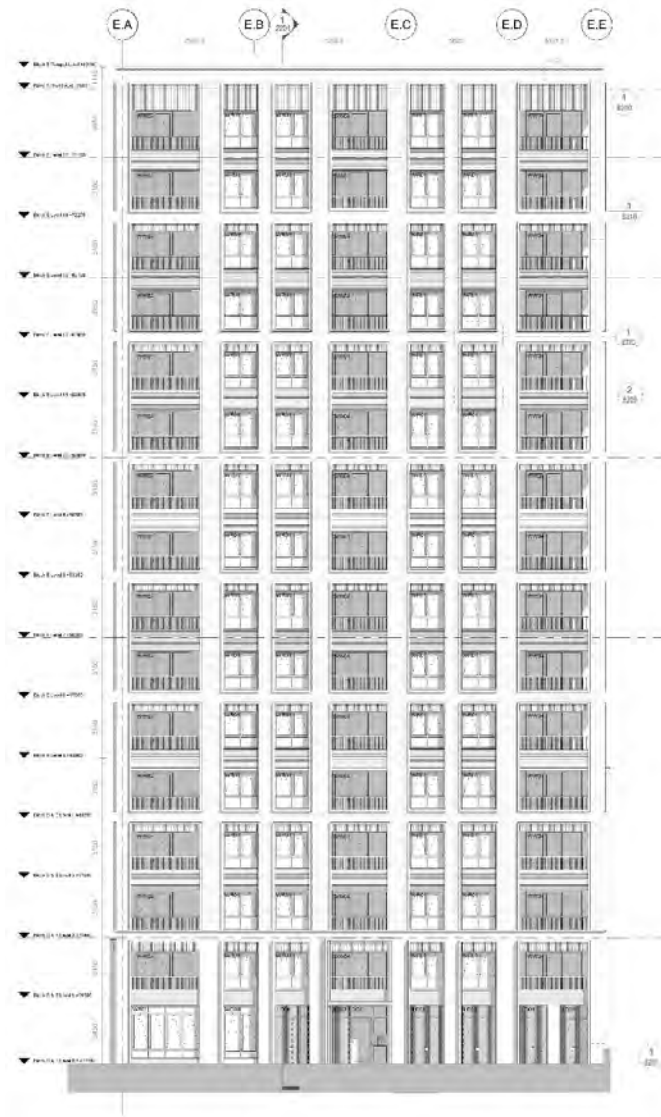
WALL & FLOOR COLOURS/STENCILED GRAPHICS/LARGE SCALE



Community Open Spaces



Building Envelope





Central Park Current Proposal and Design

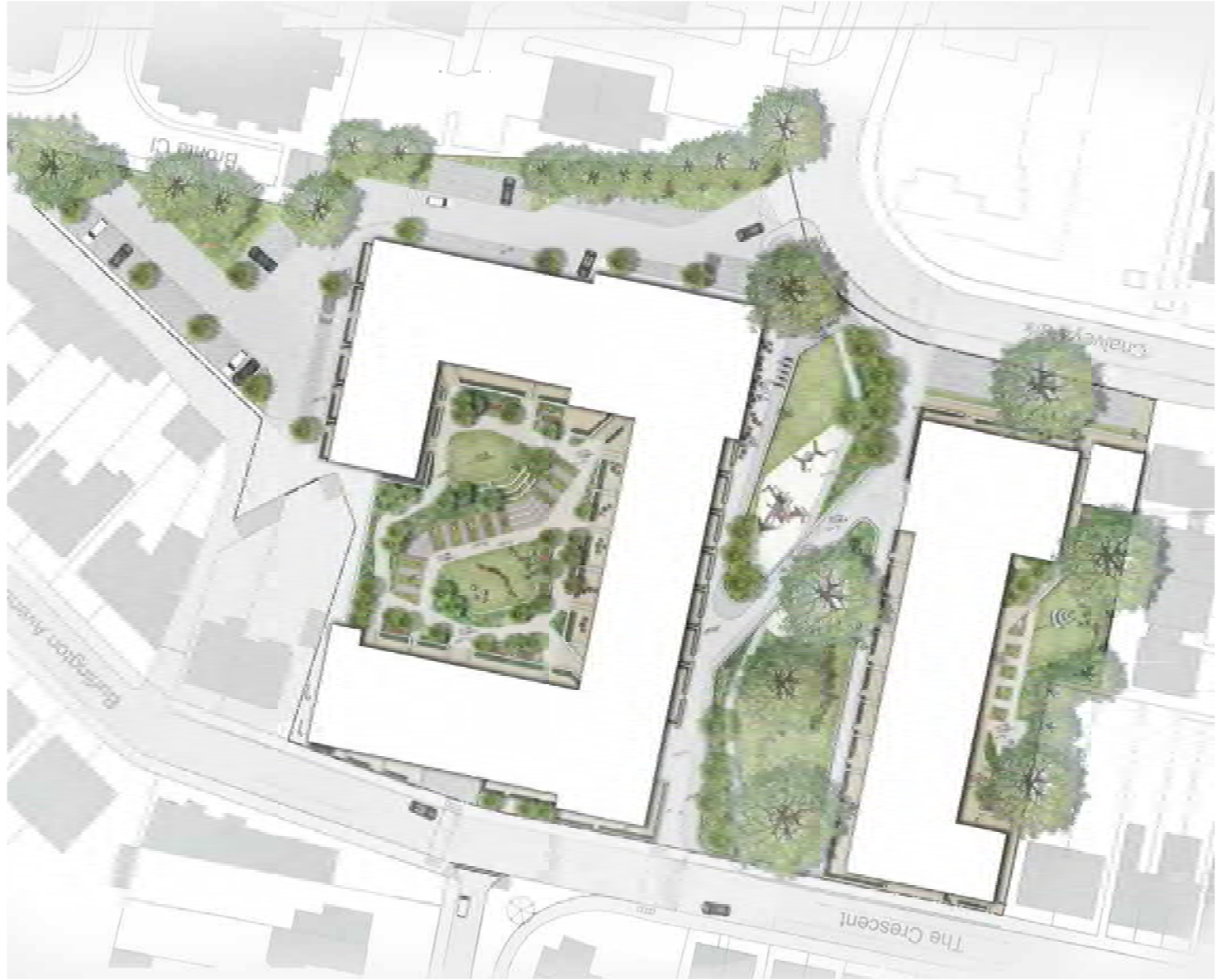


- ① 5 - 11's Play Space
- ② Amenity Lawn
- ③ Planting
- ④ Seating Walls
- ⑤ Footpath
- ⑥ Emergency Access Route
- ⑦ Proposed Trees
- ⑧ Existing Trees
- ⑨ Flexible break out space

Image Caption



External Environment



Courtyard - North Block - Design Development

North Block Courtyard - Planning



- Key
- ① Doorstep Play
 - ② Lawn
 - ③ Planting
 - ④ Footpath
 - ⑤ Growing space
 - ⑦ Private terrace
 - ⑥ Ramped access

North Block Courtyard - Design Development

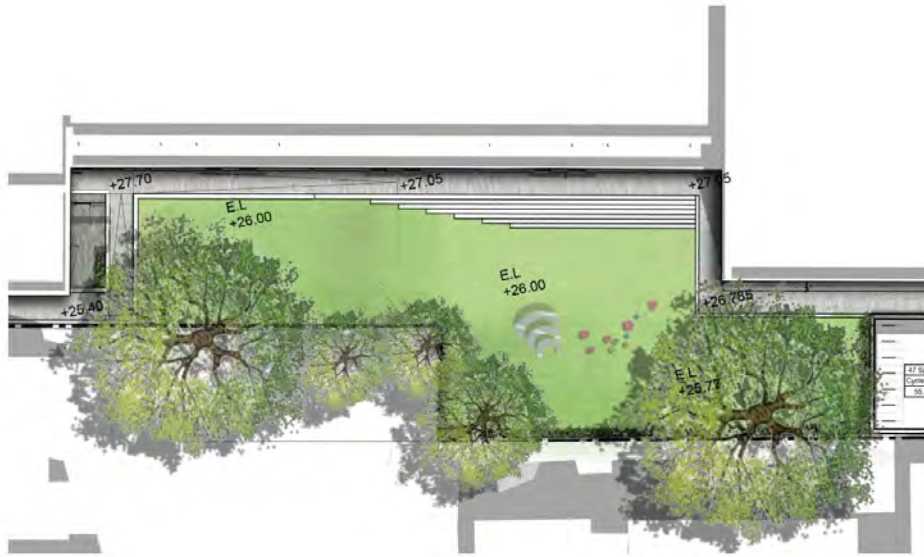


- Key
- ① Doorstep Play
 - ② Lawn
 - ③ Planting
 - ④ Footpath
 - ⑤ Ramped access
 - ⑥ Private terrace
 - ⑦ Informal route
 - ⑧ Residents growing beds



Courtyard - South Block - Design Development

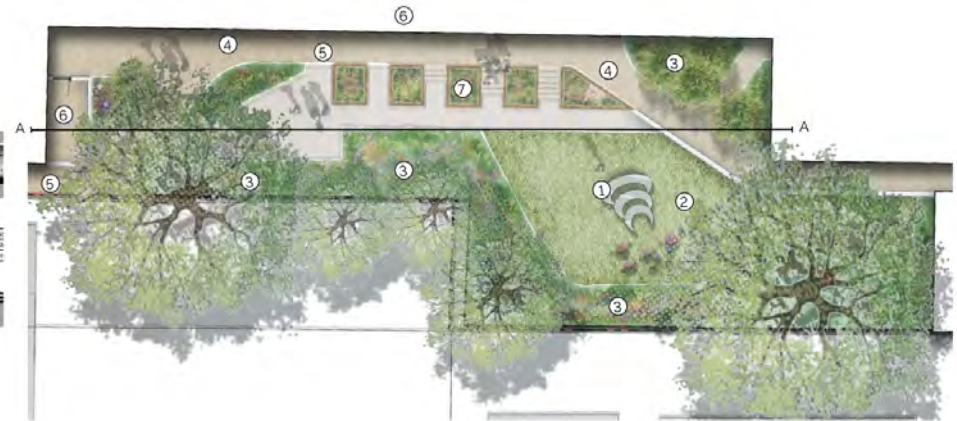
South Block Courtyard - Planning



Key

- ① Doorstep Play ③ Planting ⑤ Ramped access
- ② Lawn ④ Footpath ⑥ Private terrace

South Block Courtyard - Design Development



Key

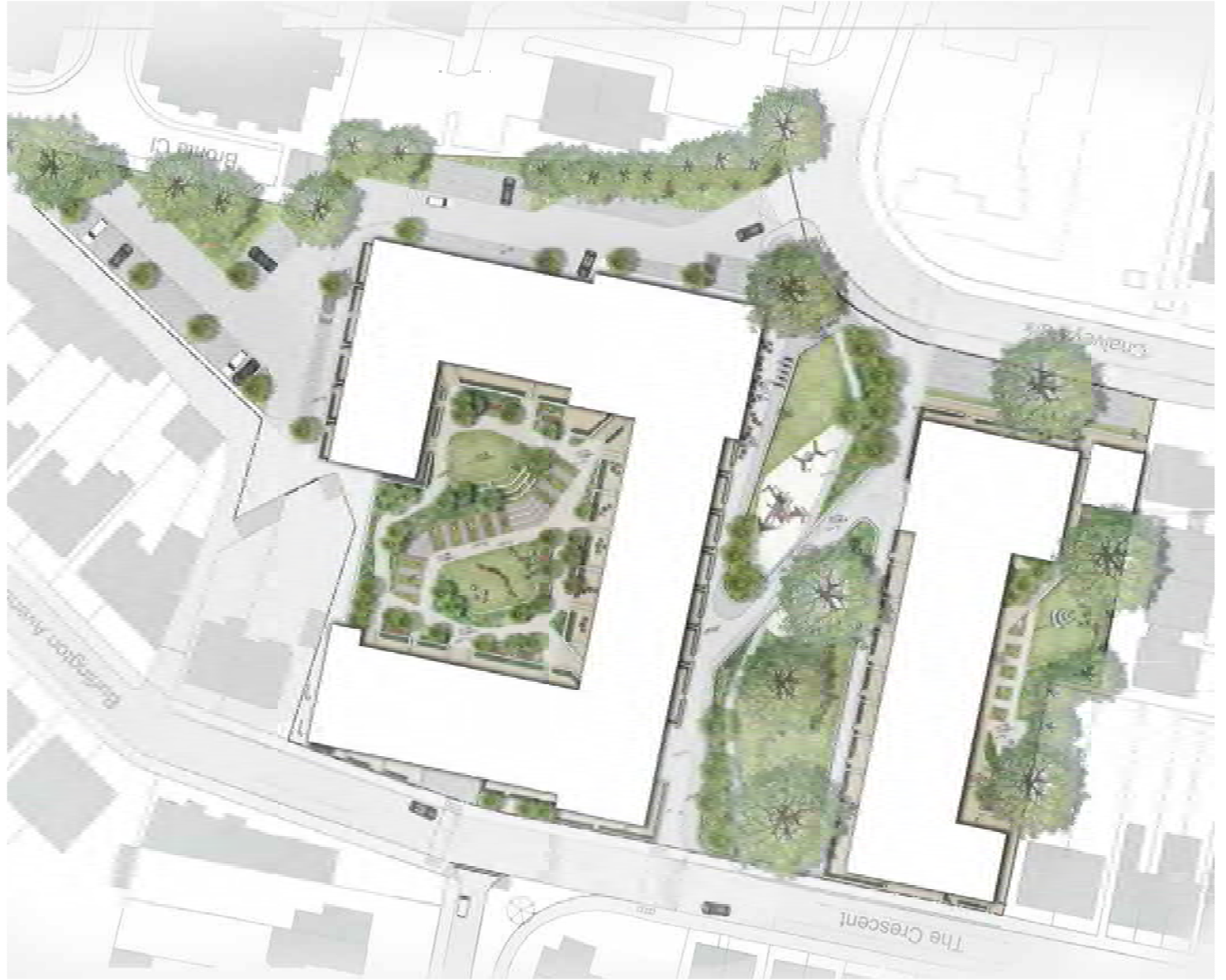
- ① Doorstep Play ④ Footpath ⑥ Private terrace
- ② Lawn ⑤ Ramped access ⑦ Residents growing beds
- ③ Planting



Section AA

Private garden Path Planting Growing raised beds

External Environment



Time Lapse Link

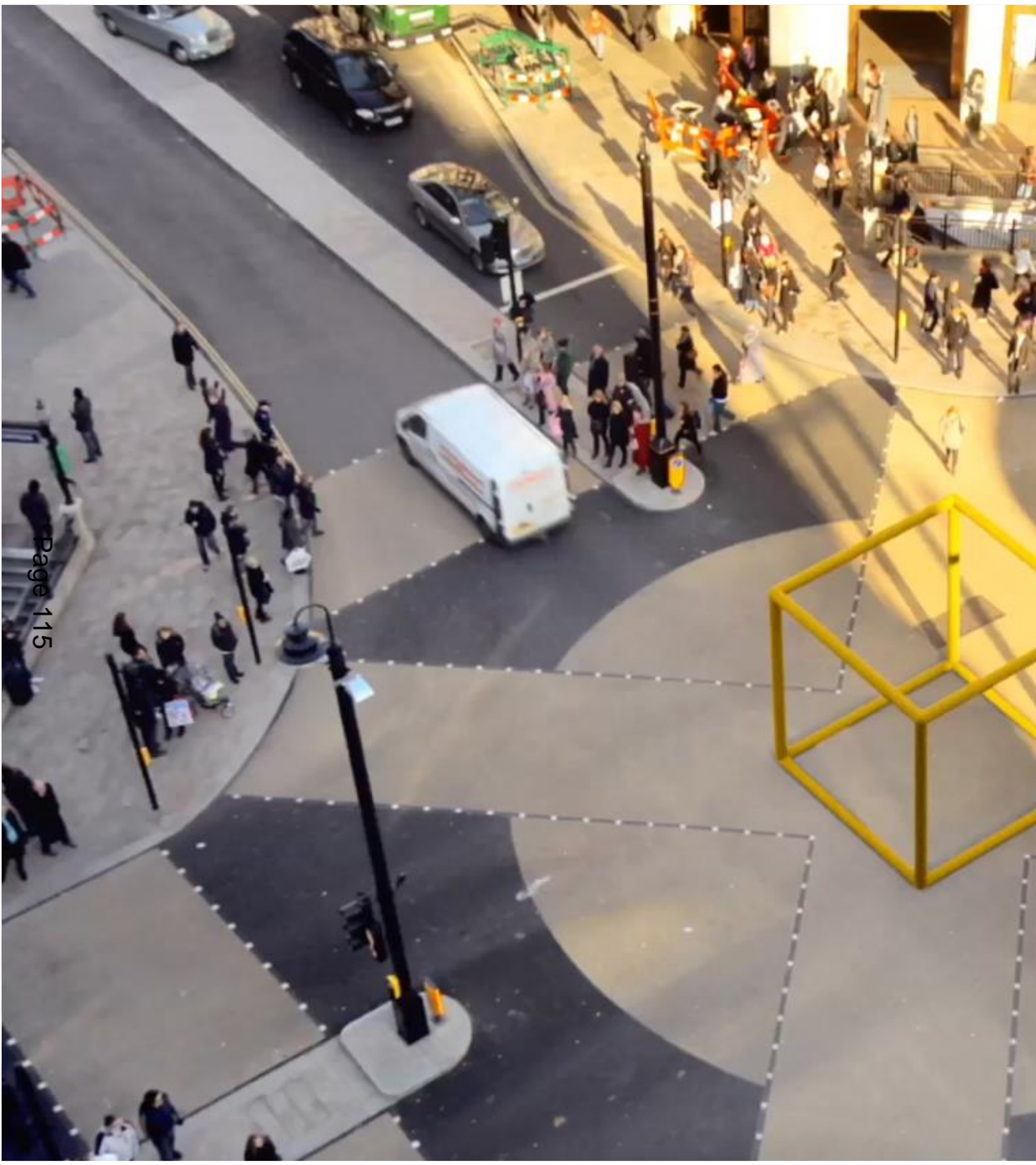
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Tower & Ashbourne Main Works Procurement Strategy Workshop

18th June 2020



1. Welcome – Tower & Ashbourne – A Reflection
2. Procuring a High Rise Residential Building (HRRB) Scheme in 2020
3. Procurement Options
4. Contract Structure
5. Form of Contract
6. Building a Safer Future
7. Our Requirements
8. Procurement Milestones
9. Any Other Business

1

Welcome

Tower & Ashbourne – A Reflection

Aim of the workshop

- Bring SBC's procurement and legal teams up to speed with the development
- Run through our thoughts on procurement strategy and discuss key questions
- Reach conclusions based on relevant experience/knowledge based discussions
- Rules:
 - All participants join the workshop with an open mind
 - All questions are important, please ask as we go through
 - Be respectful of each other
 - Work collaboratively

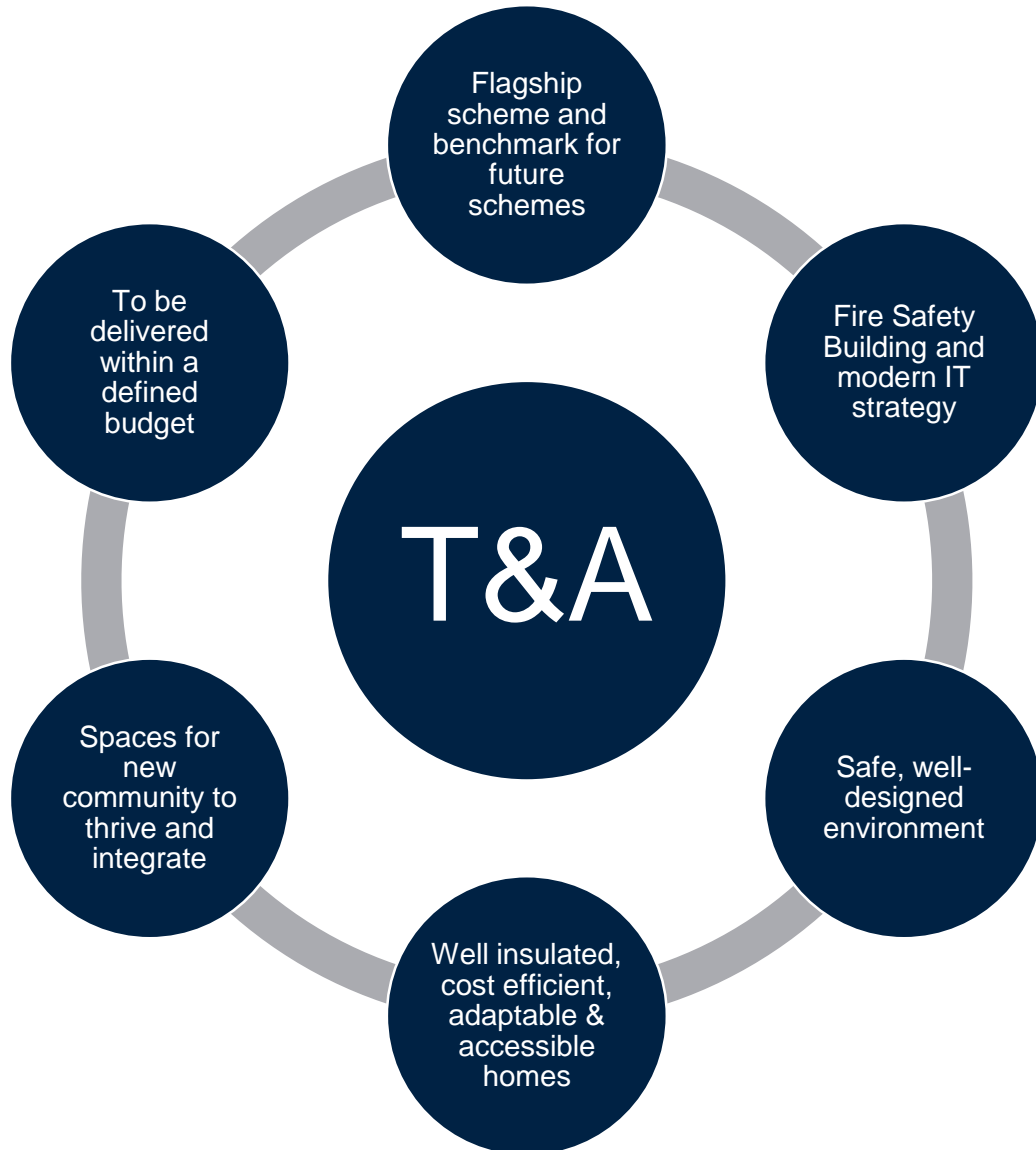
Tower & Ashbourne – our scheme

Page 119

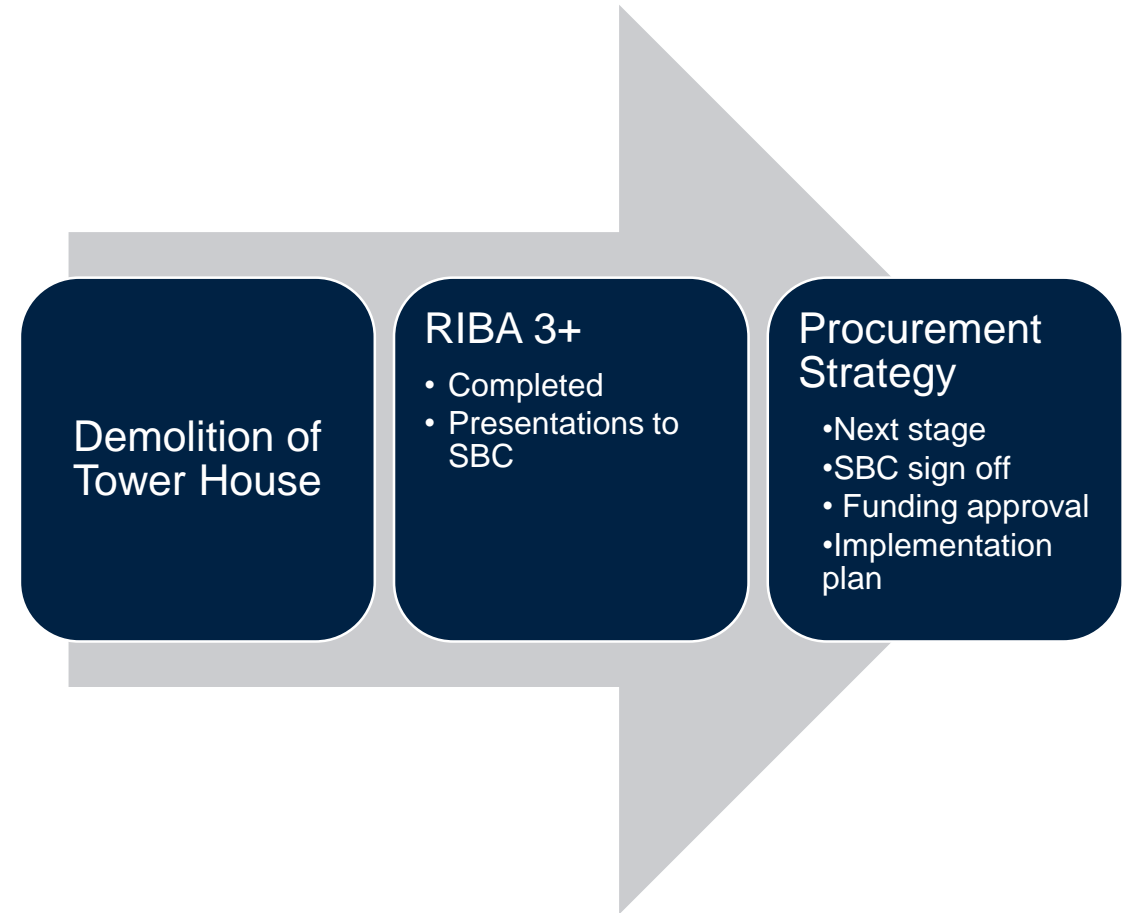


- Estate redevelopment
- 193 new affordable rented homes
- 1,2 & 3 bedroom flats and maisonettes
- 5% wheelchair accessible homes
- Designed to Stage 3+
- Extensive landscaping
- 110 car parking spaces
- Secure bicycle storage for all homes
- L&G funding (with some top up)
- Current cost plan - £51.9m
- Service diversions, 1 x CPO, High Voltage Cable diversion, S278 works





Current Position



2

Procuring a High Rise Residential Building in 2020

Since the beginning – a lot has happened

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What are reasonable assumptions?



Area	Key risks and considerations	Action / Mitigation
1. Economic	Covid 19, Brexit, recession, skills shortages, inflation, pricing fluctuations, insurance exclusion clauses	Contract clauses prior to tender Collaborative arrangement as things may change! Good client / experienced collaborative contractor
2. New regulatory reform	Retrospective, gateways, duty holders, new building safety regulator, safety case, building safety certificate, in occupation regime with 5 year testing	Build into contract & T&C's Market engagement prior to procurement exercise Form of contract to reflect collaboration and necessary experience
3. Funding	What will L&G's regime require? Other funders?	HoT's in place, negotiations in hand to establish regime Place outcome into tender docs Costs are reduced by programme reduction

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What are reasonable assumptions?



Area	Key risks and considerations	Action / Mitigation
4. DATA	Digitization requirement by Hackitt, golden thread Reasonable, audit trail, right data for Gateway 3	BIM level 2 requirement (Tier 1 contractors all do this already) Creation of a project platform storing data in one place, meeting criteria
5. CPO	Covid-19 impact on Counsel hearing – possible delay of 6 months	Progression of scheme in conjunction with agreement with lawyers
6. Common project failures	Bankruptcy, poor quality, delays, client variations, supply chain issues, design issues, weather, utilities	Contract – reasonability, risk management, KPI's, good team, CoW, client governance, use pre-construction to de-risk, enforcing good payment terms

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Where do these risk areas sit?

Project Risks

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Economic

Regulatory Reform

Funding

Data/digital

CPO

Common project failures



Pre-tender/Post Tender

Pre – tender (Contract Clauses)

Pre- tender (Contract Clauses)

Pre-tender (Contract clauses)

Pre – tender requirements

N/A – lawyers advice

Pre – write into contracts

Procurement Risks

Not achieving:
 the right contractor the right price
 In time for funding

Not dealing with project/pre-tender risks

Not engaging with the market early (its free but must do after PIN)

Not being open to looking at innovative solutions to risks, e.g. project insurance and using collaborative contract terms

3

Procurement Options

Rebecca Rees

SBC has two options to procure Tower & Ashbourne development

1. A regulated OJEU compliant procedure
 - Open
 - Restricted
 - Competitive dialogue/Competitive Procedure with Negotiation (CPN)
2. Or, call off from existing OJEU compliant framework agreement

But we must have competent experienced contractor of HRRB

Minimal timescales because of risk of increased funding and build costs

Have no procurement challenges at award

OJEU Compliant Procedure

- **Open** – ‘take it or leave it’
Single stage for simple works, risk of lots of bidders therefore could be lack of interest from market (too many bidders)
- **Restricted** – ‘take it or leave it’
Selection stage – can shortlist to ensure experience
- **Competitive Dialogue / CPN** –
sessions and negotiation, has to meet criteria to use, usually to answer a question that the scheme needs e.g. design solution, can be high tendering costs for bidders, not usual for scheme at advanced design/post planning stage, how to measure against bidders and remain absolutely fair and transparent, can be lengthy, must take meticulous records to in case losing bidder challenges procurement process

Award off an existing OJEU procured framework

- There are numerous existing frameworks, very few for HRRB housing because the market is used to JV's & DA's
- Due to nature of the scheme, current risks and required experience we chose two, Procure partnerships and DPP3
- **Procure partnerships** – only 8 suppliers, can't expand, regional, 1% levy, only OH&P. Not all usual HRRB contractors on this list
- **DPP3** – housing specific framework, no levy, 35 suppliers but a lot are developers, no difference in timeline to restricted in reality, T&A must fall within permitted scope, have to use T&C's and unclear if L&G would approve

We have recommended:

OJEU restricted procedure

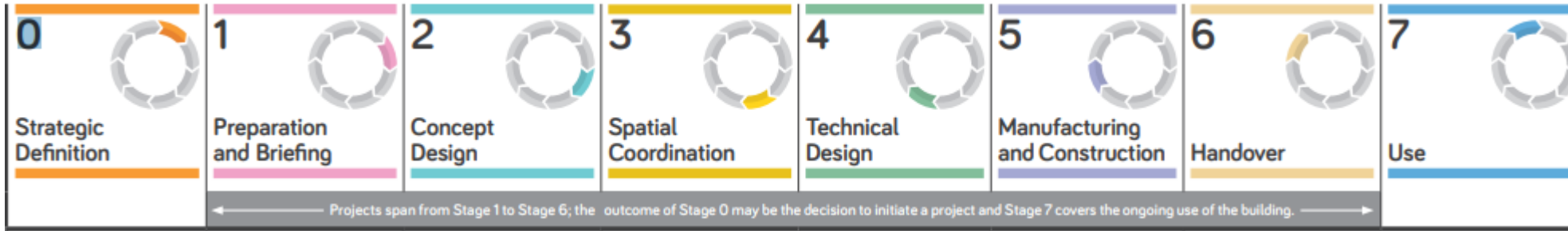
- Design is sufficiently developed
- Key risks and issues can be dealt with pre-tender
- Competitive Dialogue/CPN is costly, time consuming, heavy in resourcing, if not run effectively tightly can introduce caps and qualifications
- Open procedure is a free for all and would be time consuming to evaluate, no ability to SQ

4

Contract Structure

Chris Donachie

Current Stage RIBA3+

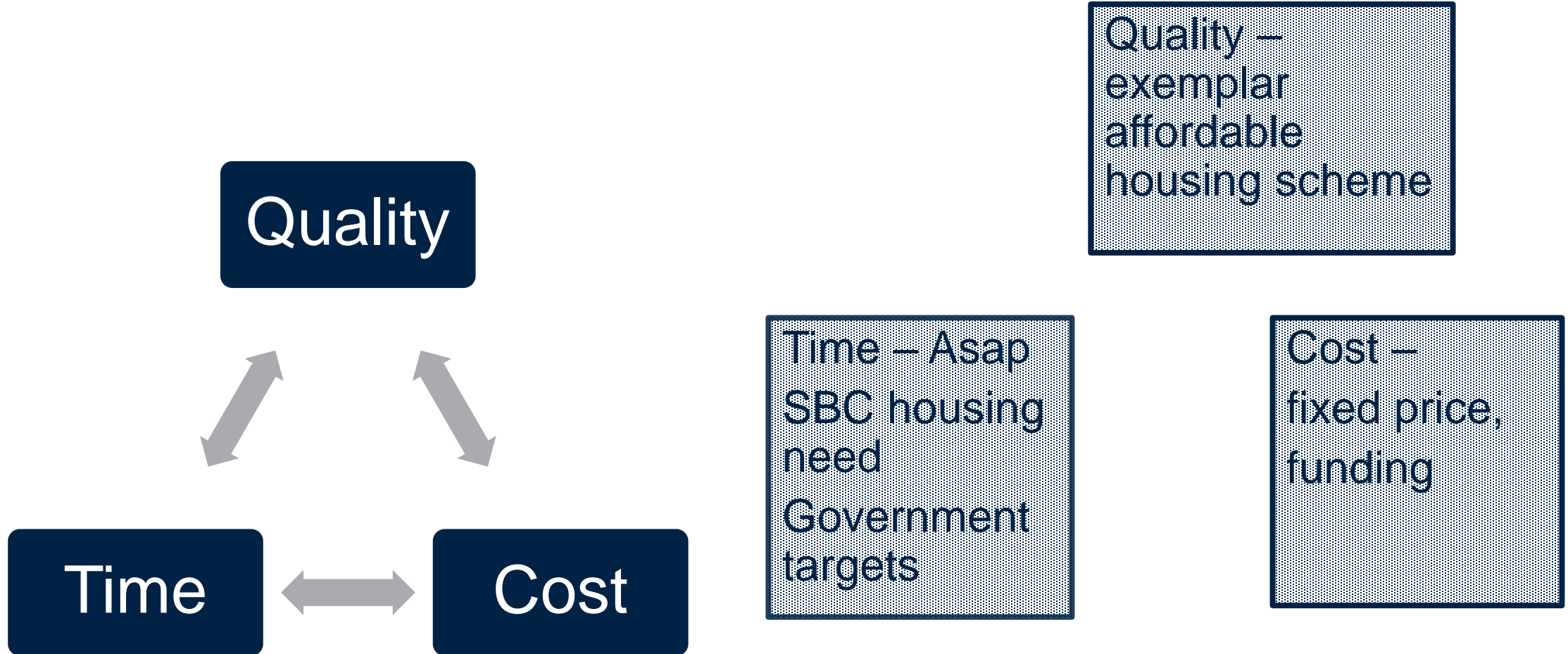


We are here

- We have a part BIM level 2 design
- NBS specification
- ER's
- Cost Plan
- Construction Programme

Finding the best solution for competing objectives

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Where does the risk profile sit?

- Traditional - Design risk sits with client, design needs to be taken further into RIBA, with full B of Q
- Design and Build – most common for this type of scheme, contractor holds ultimate design risk (we've taken design further 3+ to protect from contractor reducing quality at the same time as being compliant with ER's

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What would be most advantageous and acceptable to the funder?

Our recommendation – Design & Build

Traditional – provides quality but did not transfer the risk profile or speed of programme

D&B – deals with quality through 3+ and robust set of ER's

There are two types, depending on the economic market they fall in and out of favour:

- **Single stage**

- Used when scheme is adequately progressed to protect quality/meet objectives ‘take it or leave it’ – fixed price, risk fixed
- May be variations – has to be compliant
- We feel it will be more competitively priced and receive a better response from the market

- **Two stage**

- Used to develop design – T&A sufficiently developed but will have some changes
- most risky for contractors (not full appointment) and less attractive to the market at the moment, was very popular because it enables contractors to build up costs for stage 2,
- no cost certainty for SBC at tender – target cost plan, can delay work if design development increases past project budget

5

Form of Contract

5

Three standard forms (all will need amending to some extent)

1. JCT D&B 2016
2. NEC 4th Edition
3. ACA Standard Form of Project Partnering Contract (PPC)

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Considerations:

- Familiarity
- Building Safety Bill requirements will continue and be retrospective
- Future residents are key feature of new bill and requirement (handover)
- We have some risks – we want collaborative behaviours built in
- We want fairness if there are delays not just contractor profit on delays
- We'll need LAD's and probably retention and performance bond/warranties

Other considerations

- We want early warning and deal with disputes at the time not at the end of the contract – with no amendments this eliminates JCT.
- NEC costs more to administer, focus is on process and administration – can add 5% onto professional fees.
- We want the ability to form a core team that discuss and agree issues – PPC has this built in.
- We want cost certainty - guaranteed price at tender – all contracts provide this.
- We would like innovation – PPC is single stage but has preconstruction activities to allow enabling works, design development and value optioneering, the price could go down but it can't exceed GMP at tender.

Our recommendation

- PPC 2000 – team have used and are familiar. Can have LAD's, retention, bonds & all other appropriate protection for the client, has been used extensively in housing. Collaborative approach with strong client lead will be essential, the use of PPC will set the tone going forward. Early indications that L&G will be happy with this form of contract and in line with HoT's

To summarise why not JCT or NEC:

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- JCT a common contract but in order to achieve client requirement of collaboration and transparency doesn't have a good early warning mechanism, it would need fundamental change and legal cost. We must be able to control costs because of funding/budget constraints
- NEC – highly administrative, for a scheme of this size a tool to manage the timescales would be needed, needs a lot of client input and quick decision making, 5% increase in professional fees, not usual in housing, good for civils works where work is built up and lots of changes are required, processes are geared for this
- To cover everything, Bespoke contract – high legal costs to set up, will be based on above anyway, will take time to gear up both client/professional team to administer correctly

6

Building a safer future

Rebecca Rees

Timeline to legislation

July 2017 – Grenfell Tower fire

May 2018 – Hackitt Review published

June 2019 – “Building a Safer Future” consultation commenced

14 October 2019 – Queen’s Speech 2019 announced Building Safety Bill to be brought forward

30 October 2019 – Grenfell Inquiry Phase 1 Report findings published

12 December 2019 – General Election

2 April 2020 – MHCLG response to the June 2019 consultation

Summer 2020 – Building Safety Bill to be laid before Parliament

Overall call: don’t wait for legislation to start doing something...

What is the new regime?

- Will cover “in-scope” buildings (18m or more or more than 6 storeys – “whichever is reached first”)
 - New-build and major refurbishments requiring planning permission
 - Gradual roll-out for existing buildings in occupation
 - Potential extension of regime to other non-residential buildings where people sleep (eg hospitals, prisons)
- Introduces established concepts from outside the sector:
- “duty holder”
 - “safety case”
 - “golden-thread of data”

Also introduces Regulator and sanctions

- Proposals introduce a “safety case” approach
- Three Gateways for design and construction and occupation of in-scope buildings and major refurbishments:
 1. Pre-planning
 2. Pre-construction
 3. Pre-occupation
- Duty holders must demonstrate to Regulator that building safety has been managed before project is permitted to move to next Gateway
- Apply to all multi-occupied residential buildings of 18 metres or more in height or more than six storeys (whichever is reached first)

Gateway 3: pre-occupation stage

At the final completion certificate/notice stage under building regs

BSR must be satisfied before building is occupied

Duty holders will need to provide Client with information to demonstrate “the case for safety” for occupation and safe management of the building including:

- Updated as-built plans indicating agreed variations
- A complete Construction Control Plan
- Updated fire and emergency file
- Complete key dataset

Client, PD and PC will be required to produce and co-sign a final declaration that the building complies with Building Regulations

Partial occupation allowed but should form part of the design strategy from the outset and suitable fire management strategy pre-occupation will be required.

No legal occupation until Building Registration Certificate issued

Competency Framework: practice areas

Draft Competency Frameworks available for these practice areas:

- Engineers
- Installers
- Fire Engineers
- Fire Risk Assessors
- Fire Safety Enforcement Officers
- Building Standards Professionals
- Building Designers
- Building Safety Managers
- Site Supervisors
- Project Managers
- Procurement
- Products

7

Our requirements

What we need

Contract, can SBC supply:

- Boiler plate clauses
- Process clauses (need team discussion/agreement)
- Bonds, warranties
- Bribery, slavery policies etc

Copy of standing orders

Copy of contract rules (evaluation of contracts over £x values that apply to T&A) – need to establish quality / price split, we have recommended 60%/40% respectively – must not reduce quality to lower than 60%

Procurement – insurance

Discussion on best way to deal with contractor's ability to get PI insurance particularly around certain parts of design/construction e.g. cladding and consideration of performance bonds/PCG

Discussion regarding roles in procurement of T&A - once agreement of strategy, is there further sign off once tender pack is completed? Or during process?

8

Procurement Milestones

Jane Cranitch

Procurement timetable with milestones

Activity	No. of days	Programme timescale
Agree procurement strategy and receive SBC's standard documents, Stage 3B client review and sign off		29/06/20
Prepare contract documents: Update ER's, draft contract documents, T&C, novation agreements, contract particulars, compile supporting documents, draft ITT	25 days	4/08/20
SBC review and sign off documents	5 days	11/8/20
Prepare first stage procurement - pre-selection SQ and IM, draft contract notice, PIN and prepare market testing	10 days	25/8/20
SBC review and sign off documents	5 days	2/9/20
Publish Contract Notice, carry out market testing (review feedback and make adjustments if required), expressions of interest	45 days	4/11/20
SQ evaluation, select tender list, recommendation report to SBC	18 days	30/11/20
SBC approval and issue Regulation 55 letters to all applicants	5 days	7/12/20
Invitation to tender, mid tender briefing, clarifications	40 days	10/2/21
Tender evaluation, selection, recommendation report	35 days	31/3/21
SBC review and sign off documents	30 days	17/5/21
Contract Award and standstill	11 days	1/6/21

9

Any Other Business

9

Any

Other

Business?

Thank you

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 13th July 2020

CONTACT OFFICER: Nick Pontone, Senior Democratic Services Officer
(For all enquiries) 01753 875120

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 12th June

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 JULY 2020 TO 30 SEPTEMBER 2020

Date of Publication: 12th June 2020

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.

Page 156
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 Observatory House, 25 Windsor 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.

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 - 13th July 2020

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Covid-19 Decisions Update</u></p> <p>To update on the significant decisions taken by officers in response to the COVID-19 pandemic since the report to Cabinet on 15th June 2020, and to seek ratification of those decisions.</p>	R&S	All		Sushil Thobhani, Service Lead Governance Tel: 01753 875036		Report, 15/06/2020 Cabinet Appendix, 15/06/2020 Cabinet	√	
<p><u>SBC Annual Report 2019/20</u></p> <p>To receive the Annual Report for 2019/20 setting out the progress made in delivering the Council's strategic objectives and priorities.</p>	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<p><u>Trelawney Avenue Redevelopment - Update and Restart</u></p> <p>To update the Cabinet on the Trelawney Avenue Redevelopment Plan in light of the changed financial climate caused by the COVID-19 pandemic, and to seek approval on how to proceed with the development.</p>	R&S	Langley Kedermister	Yes	Tony Madden, Principal Asset Manager Tel: 01753 875739	-	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>Langley High Street Improvement Works (from Meadfield Road Junction to Elmhurst Road)</u></p> <p>To seek Cabinet’s approval to progress implementation of the next stages of the Langley High Street Corridor Highway improvement works; to provide a resilient network infrastructure to support planned regeneration in the area; and to reduce congestion from Meadfield Road Junction along High Street thus reduce the negative environmental impacts.</p>	T&E	Foxborough ; Langley Kedermister ; Langley St Mary’s	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None	√	
<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 Key Decisions</u></p> <p><i>To endorse the published Notification of Decisions.</i></p>	R&S	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

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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

Cabinet - 14th September 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Revenue Budget Monitor - Quarter 1 2020/21</u></p> <p>To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	
<p><u>Capital Monitoring Report - Quarter 1, 2020/21</u></p> <p>To receive an update on the capital programme for the first quarter of the year and take any decisions relating to the in-year re-profiling of the programme.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None	√	
<p><u>Performance & Projects Report, Quarter 1 2020/21</u></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2020/21.</p>	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None	√	
<p><u>Medium Term Financial Strategy Update</u></p> <p>To consider an update on the Council's Medium Term Financial Strategy and financial planning assumptions.</p>	R&S	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>Statutory Service Plan</u> To recommend to Council the Statutory Service Plans (SSP) in relation to the Food Safety Service and any other regulatory services in accordance with the requirements laid down by external agencies.	P&R	All	All	Ginny de Haan, Service Lead Regulatory Services Tel: 01753 477912	-	None	√	
<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	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	