

SRP PARTNERSHIP BUSINESS PLAN SUMMARY**INTRODUCTION**

The last Partnership Business Plan was adopted by Slough Regeneration Partnership LLP ("SRP") on 24th April 2014. This updated PBP covers the period January 2015 to December 2019, based on information available in March 2015.

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

The PBP forms an overarching strategic framework, informing and integrating the individual Site Development Plans ('SDPs') and Community Project Plans ("CPP's"). It will serve as a management tool for JV Partners and Representatives and provide strategic guidance for the Development Manager and operational staff in delivering the Partnership Objectives. The PBP provides a rolling 5 year projection agreed by the JV Partners.

PARTNERSHIP OBJECTIVES

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

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

SRP benefits from and applies an established framework of systems and procedures to achieve best value, by way of market testing, benchmarking and independent advisory services.

DEVELOPING THE BUSINESS

The Partnership will apply a framework for strategic site selection, comprising not only site specific conditions, but wider market-driven determinants. It will utilise five key criteria:

Regeneration outcomes; Viability; Profitability; Deliverability and Innovation

APPROACH TO PARTNERING

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

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

CONTINUOUS IMPROVEMENT

The Partnership recognises and understands that when an organisation has a long-term relationship with a public sector body that includes exclusivity provisions, it is essential that the mechanisms intended to secure enduring value for money work effectively. Part of this mechanism is found in the Partnership's Procurement Policy.

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

LOCAL ENGAGEMENT AND COMMUNICATIONS

The strategic framework and methodology for local engagement and consultation is set out in the Communications & Community Involvement Plan, which contains a project specific activities programme and will address:

- how the Partnership will engage with and consult with local residents and community groups.
- how the details of the consultation are proposed to be held in compliance with best practice. Each Site Development Plan will include a "Statement of Local Economic Benefit Appraisal and Community Involvement", the content of which will vary on a scheme by scheme basis.
- how the consultation will involve local community groups and whether this will include, for example, a managed event, media coverage and / or a website.

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

COLLABORATION TO PROVIDE LOCAL ECONOMIC AND SOCIAL BENEFITS

The Partnership may be required to deliver certain social and economic benefits as part of its planning obligations in relation to delivery of SDPs and CPPs, including but not limited to:

- On-site vocational training apprenticeships; and
- Work placements and sponsored educational training

The Partnership will work with the Council and other community and business stakeholders on a voluntary basis to achieve further social and economic benefits to the community where reasonably possible, including liaising with the Council's nominated representatives in order to alert local business of any sub-contracting opportunities which the Partnership may require and offer from time to time.

DEVELOPMENT OPPORTUNITIES

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

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

STRATEGY DAY

Strategy days serve as an annual forum to identify and prioritise the delivery of Development Sites and Community Projects, which will have far-reaching regeneration benefits for the whole area. The most recent event was held on 10th November 2014 and was attended by Members and Officers of the Council, representatives of SRP and the Development Manager and by key supply chain partners.

SRP also continues to work closely with SBC Asset Management and is arranging a site workshop to further align SRP with SBC Asset Management's ongoing strategy and identify where SRP can make best possible use of the asset base.

SITES FOR SRP DELIVERY

For 2015, it has been agreed by the SRP Business Board that it will primarily focus its attention on delivering the following sites:

SITE DEVELOPMENTS:

- Ledgers Road (Site 15)
- Wexham Nursery (Site 37)
- Slough Basin (site 28)
- The Old Library (Site 22)
- Montem Leisure (Site 20)
- The Centre (Site 30)

A separate programme will be developed to respond to the smaller residential development opportunities of up to around 20 units to respond to the Council's wider regeneration aspirations and to demonstrate SRP's willingness and ability to act as a full bandwidth development partner. SRP will not seek to 'cherry pick' only the larger and most commercially viable of the small sites but will bring forward proposals to develop sites of all sizes at a comparable rate in line with the Partnership Objectives.

COMMUNITY PROJECTS

- The Curve (Site 31)
- The Centre (Site 30)
- Orchard Community Centre
- Ice Arena
- St Joseph's High School

The list will be regularly reviewed and updated by the Business Board for JV Partner approval in the light of developments in the Council's strategy and priorities

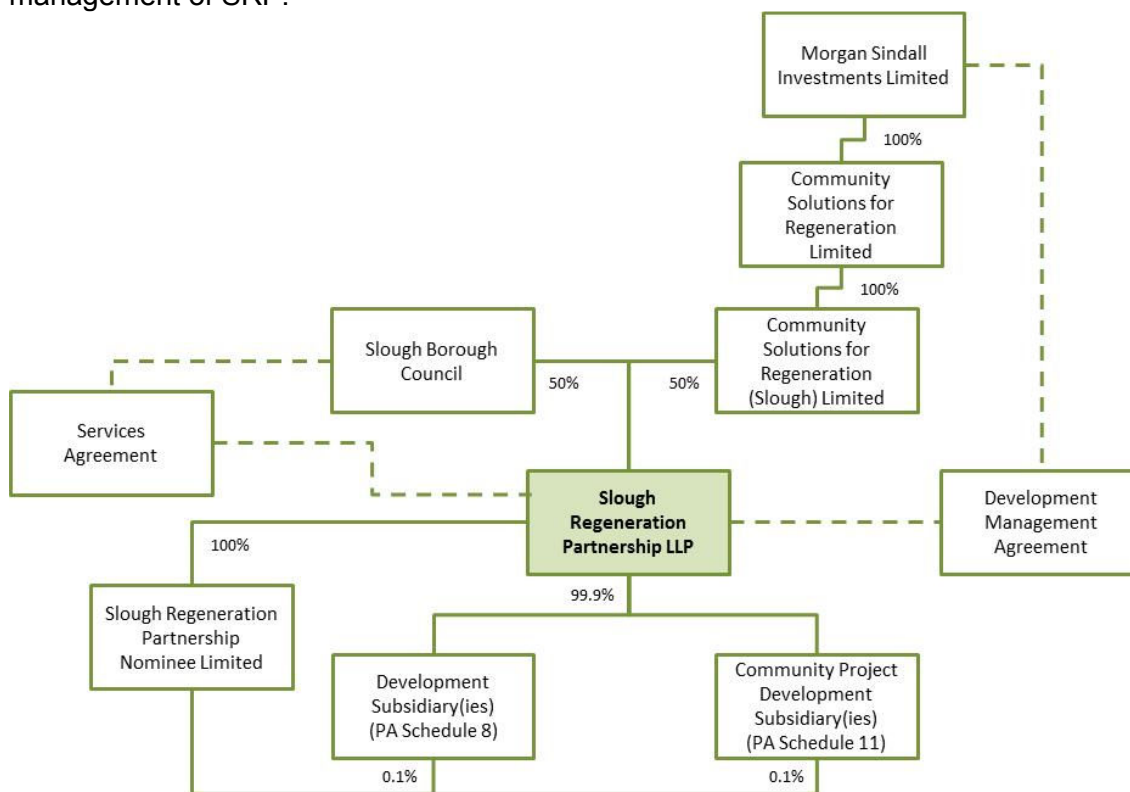
VALUATION OF SITES

Market Value is to be determined by an independent valuer and based on the parameters set out in the Adopted Site Development Plan and with the benefit of Planning Permission.

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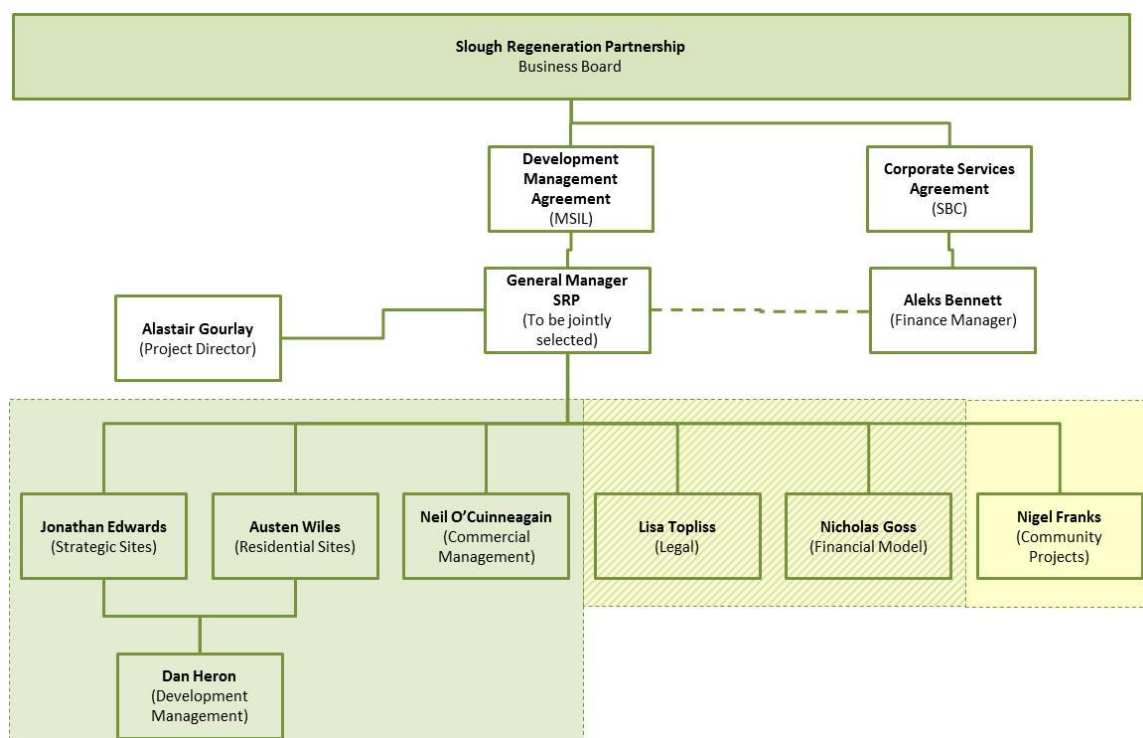
Structure and required management support

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



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

SRP STRUCTURE



AFFORDABLE HOUSING

Following discussion with SBC in the case of Wexham Nursery and Ledgers Road it has been assumed that SBC will purchase the affordable elements of both of these schemes for 80% of Market Value of each unit type.

At this stage SRP has not had any discussion regarding the affordable housing purchase of Weekes Drive, Montem Leisure or Haymill and therefore the assumption is that these will be sold to a Registered Provider on the assumption that the affordable units are “social rented” (rather than the higher value of affordable rented) and the value of sale is 40% of Market Value.

TIMETABLE FOR DELIVERY

An Indicative master programme provides an overview of the proposed projects for the next 5 years. The master programme includes both the preparation and delivery of the Partnership’s Site Developments and Community Projects.

In addition, the Partnership will actively facilitate and assist the Council in identifying regeneration opportunities with potential to unlock value from its assets.

RISK APPRAISAL

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