

SLOUGH BOROUGH COUNCIL

REPORT TO: CABINET

DATE: 19 September 2011

CONTACT OFFICERS: Julie Evans, Director of Resources & Regeneration
John Rice, Interim Assistant Director, Environment & Regeneration
(For all enquiries) (01753) 875239

WARDS: All Wards

PORTFOLIOS: **Neighbourhoods & Renewal - Cllr Swindlehurst**
Performance & Accountability – Cllr Dhaliwal

PART I **KEY DECISION**

CREATION OF THE SLOUGH LOCAL ASSET BACKED VEHICLE (LABV)

1 Purpose of Report

1.1 To explore further the creation of an investment vehicle to allow the Council to deliver its ambitions for major regeneration of the Town.

1.2 To explore and decide whether to formally proceed with the Slough Local Asset Backed Vehicle (LABV) and in particular to consider:

- The regeneration objectives of the Council;
- The various options for delivering the Council's objectives and plans for major regeneration;
- The unique selling point of a LABV for Slough Borough Council;
- The potential projects and how the LABV can improve the value of asset disposals;
- The benefits and risks of each option for delivery;
- The strategic risks of proceeding with a LABV and how these may be mitigated;
- The outline project plan for creating a LABV.

2 Recommendations

2.1 That Cabinet agree:

2.1.1 To adopt the Regeneration Strategic Aims and Objectives for Slough in Section 3.7 and 3.8 of this report.

2.1.2 To proceed with the formal procurement process to create the Slough Local Asset Backed Vehicle (LABV) in accordance with the outline Project Plan set out in Section 3.59 and the candidate list of core projects in Appendix 2 of this report;

2.1.3 That in recognition of the need to make timely decisions to comply with the procurement timetable in the outline Project Plan:

- a. To require Officers to proceed to the next phase of the LABV procurement and to delegate to Officers in consultation with the Member led Development Panel (see

(b) below) the delivery of the LABV procurement including stages 1 – 7 in Section 3.59 and to report back to Cabinet by or before September 2012.

- b. To create a Member led LABV Development Panel for consultation on decisions to issue all procurement and legal documentation, with a membership of:
 - a. The Leader of the Council and Commissioner of Finance & Strategy;
 - b. Deputy Leader and Commissioner for Neighbourhoods & Renewal;
 - c. Commissioner for Performance & Accountability;
- c. To receive a report back to Cabinet in September 2012, or earlier if practical, for the decision to proceed further with the LABV following the outcome of the OJEU procurement process and the selection of a preferred bidder.
- d. To receive a revised and resubmitted capital programme to take account of proceeding to procure a LABV, as part of the 2012/13 Budget Preparation Report to the October 2011 Cabinet meeting.

2.1.4 To approve the revised Asset Management Plan asset categorisation in Appendix 1.

2.1.5 That in recognition of the strategic importance of the LABV, that the project be assigned “gold project” status and subject to regular reports to Scrutiny and Cabinet.

Community Strategy Priorities

- **Celebrating Diversity, Enabling inclusion**
- **Adding years to Life and Life to years**
- **Being Safe, Feeling Safe**
- **A Cleaner, Greener place to live, Work and Play**
- **Prosperity for All**

It is anticipated that the proposed LABV will substantially enhance the Council’s ability to regenerate the area and maximise the use of assets for the benefit of the local community.

Other Implications

(a) Financial

The detail of the potential financial implications; both costs and benefits are set out in section 3.43 to 3.50 of the Report. In order for a LABV to deliver financial returns, commitment to the underlying principle of increasing land value via commercially viable development proposals is critical. The absence of supported commercially viable development proposals will erode the benefits significantly.

This is a major commitment for the Town and our communities and not one to be entered into lightly. However, in the current climate of austerity measures a LABV is the most suitable vehicle to deliver the Council’s regeneration agenda and secure capital investment for the Town. The alternative would be to operate a significantly reduced capital programme that could not support the delivery of the Council’s regeneration objectives.

(b) Risk Management

The specific risks identified for a LABV (as also set out in section 3.33 to 3.37 of the Report) are highlighted below, together with proposals for how these risks can be mitigated.

RISK	MITIGATION
1. EU procurement implications	1. The Council’s specialist legal advisors will advise on all EU procurement/compliance issues and how the risks of a potential procurement challenge can be mitigated.
2. Setting up a LABV will require dedicated resource throughout the procurement and	2. Throughout the procurement process the Council will have the opportunity to consider the level of

over the life of the LABV.	resources required.
3. Not securing the agreement of Council to proceed and high startup costs that will be abortive if the Council decides not to proceed at any stage.	3. The Council will have the opportunity to consider at each stage of the procurement whether to proceed with a LABV or not. If progress is made but the Council subsequently decides not to proceed there will be abortive costs to the Council incurred up to that point. There may also be some reputational risk.
4. Identifying sites for development at the commencement of the LABV process through Council reports and the procurement process can raise community expectations for delivery; but also potential objections to the developments before the business case, timing and details of the development project have been created.	4. The Council will adopt a transparent approach to the inclusion of projects in the LABV. A robust information strategy will be used to provide full information on the time taken to establish the LABV; the need for projects to be time phased to reflect the commercial relevance and also the Council's priority for regeneration projects; and that the normal planning processes and consultation will be used as projects develop.
5. Potential for conflict between the Council as a partner in a LABV, the statutory objectives of the local planning authority, and any future changes in political priority.	5. Sites selected for initial development by the LABV have been informed by planning policies and guidelines. Whilst this situation does not presume planning permission, neither do the projects suggest development would be unrealistic. Maintaining political priority will be assisted by a transparent process and following the establishment of the LABV ensuring the delivery of key commercial and community projects.
6. Short term increase in the cost of the Capital Programme due to the delay associated with creating a LABV.	6. Planning significant regeneration projects for medium term delivery. Robust management of the Capital Programme by Members and Officers to ensure major capital investment is delivered within the LABV.
7. Potential market saturation with demand out stripping supply of suitable joint venture partners.	7. Soft market testing to be undertaken in preparation for the procurement process.
8. Not being able to secure the right joint venture partner following procurement.	8. It is envisaged that a competitive dialogue procurement procedure will be used. This process will allow the Council to set the selection and award criteria in order to secure the right joint venture partner. It will also provide the opportunity for the Council to define the proposed working relationship for the LABV.
9. Joint venture partner "cherry picking" commercial sites for development rather than community sites.	9. This will be tested fully during the procurement process. The partnership business plan will define the objectives of the Council/LABV and the priorities for development. The partnership business plan (that will be updated over the life of the LABV) will require approval by the LABV Board, of which Council will be a 50% partner.
10. Duplication of work / counter-productive work between Council staff and LABV staff.	10. The appropriateness of transferring some or all of the Asset Management Team will require further consideration. The Council will need to retain

	<p>access to high level skills for supporting it in its decision making process as a 50% partner in the LABV, including the approval of Site Development Plans. Proposals will be developed and informed by the procurement process.</p>
<p>11. Council capacity to match the capacity of the joint venture partner to serve on the LABV Board and make day to day operational decisions.</p>	<p>11. The Council will need to carefully consider the skills and availability of Members and/or Officers to represent the Council on the LABV Board. The Council's specialist legal advisors will provide training for representatives on the LABV Board in corporate governance matters including how to deal with potential conflicts of interest. Strategic decisions will be reserved to the Council (not the LABV Board), as a 50% partner in the LABV (e.g. approval of all business plans and material contracts that either govern or affect the LABV, expenditure over certain thresholds and appointment of key personnel to the LABV).</p>
<p>12. Conflict of interest between elected Members / Officers and their role on the LABV Board.</p>	<p>12. The LABV will be a separate body, distinct from the Council. The prime responsibility for those appointed to the LABV Board will be to further the interests of the LABV (and this could sometimes be different to the interest of the Council). Those appointed to the LABV Board will need to deal with their interest as a partnership Board member when issues relating to the LABV come up at formal Council meetings, where the individual Board member(s) will need to consider if there is any conflict of interest. Elected Members currently have to consider the Code of Conduct requirements to declare personal and prejudicial interests. This may include leaving meetings and potentially the consideration of strategic decisions relating to the LABV. Specialist legal advice will be obtained to address the issue of conflicts of interest and responsibilities on the LABV Board.</p>
<p>13. Requires defined development pipeline to maximise success and investment opportunities.</p>	<p>13. At the outset of the procurement the Council will identify the development opportunities for the LABV in the short, medium and long term. The partnership business plan (approved by the LABV Board) will set out priorities for development on a rolling 3 or 5 year basis to maximize success and investment opportunities, balanced against the objectives of the Council and LABV.</p>
<p>14. May not achieve best value due to the property market and funding market.</p>	<p>14. The long term nature of the arrangement and opportunity for the private sector to phase developments including "batching" will seek to mitigate against this risk.</p>
<p>15. Higher rewards need to be balanced against sharing in re-development costs.</p>	<p>15. It is expected that the Council will take a share in development risk in order to maximise the opportunities for development profit/reward. This will be further tested during the procurement.</p>

<p>16. Significant deadlock and breakdown of the LABV.</p>	<p>16. It is expected that the parties act reasonably in their decision making and in doing so, approve the relevant business plans and development proposals, provided the parties are satisfied and objectives are met to avoid unnecessary deadlock. If deadlock arises at the LABV Board level, the Board members themselves will try to resolve the deadlock within a reasonable time frame. If they cannot do so, the deadlocked matter will then be referred to senior representatives of the LABV Partners. If the LABV Partners cannot resolve the deadlocked matter, then a project would not proceed. Where there is deadlock that would prevent the LABV continuing, the legal arrangements will contain the power for one LABV Partner to either buy out the other LABV Partner at an agreed valuation or to call for the winding up of the LABV.</p>
--	--

(c) Human Rights Act and Other Legal Implications

There are no direct Human Rights Act implications arising from the recommendations contained within this Report.

(d) Equalities Impact Assessment

Each Joint Venture Company project will consider the equalities impact through an equality impact assessment being completed. At this stage however there are no direct implications explicit in this Report.

(e) Staffing Implications

The Council has options that some or all of the Asset Management Team may be transferred to work within the LABV. The transfer could take the form of reducing retained capacity where contracts allow, secondments or by TUPE transfer. The decision and details of the transfer will be developed and informed by the competitive dialogue process with potential partners for the LABV, best economic value and the Council's established consultation processes. In particular, a formal consultation document will be prepared for consideration by the staff and the recognised trade unions which will further inform the proposed transfer of staff. There are no other staffing implications of the proposals in this Report.

3 Supporting Information

3.1 Introduction

3.2 A report was considered by Cabinet on the 18 July 2011 that proposed an interim Capital Programme together with seeking agreement to further explore the creation of the Slough Local Asset Backed Vehicle (LABV). As a result of the agreement in the report, the Council has appointed Bevan Brittan LLP as our specialist legal advisors and as a result, they have actively contributed to the production of this further report to Council and will be available at Cabinet to advise Members as required. Furthermore, to assist Members understanding of the LABV a series of questions and answers have been compiled into a reference booklet.

3.3 The context for the interim Capital Programme Report in July was whilst the Council has ambitious plans for regenerating Slough, the cost of capital including the minimum revenue provision (MRP) made prudential borrowing relatively expensive and created a further burden upon the revenue budget. The Medium Term Financial Strategy

(MTFS) provided for £24.254M of borrowing between 2011-2017, but funding the £44.714M expenditure proposed in the MTFS was predicated upon securing capital receipts from the sale of assets to the value of £30.460M. (This was required to fund the additional capital programme but also to repay previously drawn down loan debt.)

- 3.4 The MTFS requirement for asset disposals has been updated to take into account the Government's cuts to public sector spending which directly affect revenue and capital. Further changes have been required to reflect the current economic climate, the potential for asset disposals and their value which has become much more uncertain than previously was the case. Disposal now, at depressed market value to fund further capital spending, is not a good use of resources. However, this situation must be balanced against the disposal of some assets as even in a depressed market disposal can represent a good use of resources when the revenue cost associated with retaining the asset justify disposal at the depressed price.
- 3.5 £8.011 Million of revenue savings are required to mitigate cuts to public sector funding in addition to the previously agreed efficiency savings of £4.423 Million that have already applied in the current financial year. The current MTFS identifies the need for the Council to secure further savings of £12.848 Million over the next two years. To be prudent, the Council should be reducing borrowing to the minimum possible, but certainly avoid borrowing that exceeds the MTFS provision if further cuts are to be avoided. Overall, the combined effect of the capital and revenue changes already made / still required has changed the overall ability of the Council to fund an ambitious regeneration programme.
- 3.6 Slough has secured a key strategic position in the South East by successfully attracting businesses to the Town with the consequential benefits for local employment and the economy. To ensure everyone in the Town benefits from our strategic position, the Borough needs significant regeneration, but with businesses, the voluntary and community sector and individuals working with the Council to play a part. Taking the perspective of the Council's community leadership role and to focus our regeneration activity, the following are suggested to be adopted as the strategic Aims and Objectives for Slough:
- 3.7 **The strategic aims for regenerating Slough are:**
- **To improve the image of Slough to a status that fully recognises the strategic importance and benefits offered by the Town as a sub-regional gateway to and from London.**
 - **To create a new and exciting town centre complimented by high quality neighbourhood centres.**
 - **To improve community space, harnessing good urban design and delivering attractive, accessible places to live and work.**
- 3.8 **The strategic objectives for regenerating Slough are:**
- i. **To create prosperous, confident and cohesive communities.**
 - ii. **To encourage private sector investment to create employment and economic activity that will increase the viability and vitality of the town district and neighbourhood shopping centres and maintain their variety and distinctiveness.**
 - iii. **To make the best possible use of Council owned assets for the benefit of the local community.**
 - iv. **To focus development in the town centre, district and neighbourhood centres; encourage innovative and high quality urban design; and make**

the best use of existing buildings, previously developed land, existing and proposed infrastructure.

- v. To facilitate the regeneration of Slough Town Centre to become a thriving sub-regional hub for public transport, retail, culture and living.**
- vi. To ensure that business areas provide conditions whereby businesses may offer employment generating opportunities to maintain a sustainable, buoyant and diverse economy and ensure that Slough residents continue to have to access a wide range of job opportunities.**
- vii. To provide good quality owner occupied, privately rented and social housing in appropriate locations to meet the needs of the whole community.**
- viii. To maintain and improve access to recreational and leisure facilities where local people will gain most benefit and find easy to use.**
- ix. To facilitate the development, improvement and maintenance of educational facilities for all ages, to provide the skills and qualifications required by employers to help all residents to play a full part as active citizens.**

- 3.9 The unique selling point of a LABV in Slough** - The above objectives represent the important range of activities that can be influenced by effective regeneration and recognise the vital contribution to be made by the Council working in partnership with investors and business to improve life chances for local people. The contextual financial position clarifies that if the Council is to realise its regeneration ambitions for the Town, then it must not only optimise the use of all assets, but seek to secure maximum value and community benefit from the disposal of assets.
- 3.10 The creation of a LABV in Slough not only has the potential to secure a higher residual value from the disposal of an asset, but sharing developer profit (and risk) increases the rate of return from the disposal and the potential for capital receipts that will then help fund other non-LABV related capital expenditure. Community projects can also be undertaken at a lower cost of capital and with the benefit of being funded by the Council's 50% share of the enhanced proceeds from commercial development projects. Some examples of the benefits are described in Section 3.43 below.
- 3.11 Having developed the LABV partnership, further business opportunities may emerge through the LABV itself competitively tendering for the opportunity to deliver other regeneration and property development projects which could include building schools, housing, retail, leisure and cultural facilities within and outside of the Borough. Also, the LABV partner could commercially invest in non-Council assets in both Slough and outside the Borough, so long as the acquisition and subsequent project contribute to the achievement of the Council's and therefore the LABV's regeneration objectives. In appropriate cases, the LABV can request the Council to use its compulsory purchase powers to facilitate site acquisition and land assembly where voluntary acquisition is not available.
- 3.12 If the Council agrees to proceed with the procurement of a LABV partner, then the need to maintain its own Asset Management Team may create the potential for duplication with that of the LABV. This will need to be proportionately balanced against ensuring there remains adequate systems of internal control and scrutiny of the LABV projects by the Council (as a 50% partner of the LABV). Proposals will be informed by the competitive dialogue process, which subject to the most economical solution this could mean the Council reducing retained contracted capacity, a TUPE

transfer or secondment of some or all of the staff of the Asset Management Team to the LABV. An important consideration for determining the level of transfer will be to ensure the Council has access to the intellectual and physical capacity required to commercially evaluate and negotiate the details of each LABV project to be developed and to make recommendations to the Council for progression. The resources will also be required to fulfil other property related roles, for example conducting the annual valuation of assets.

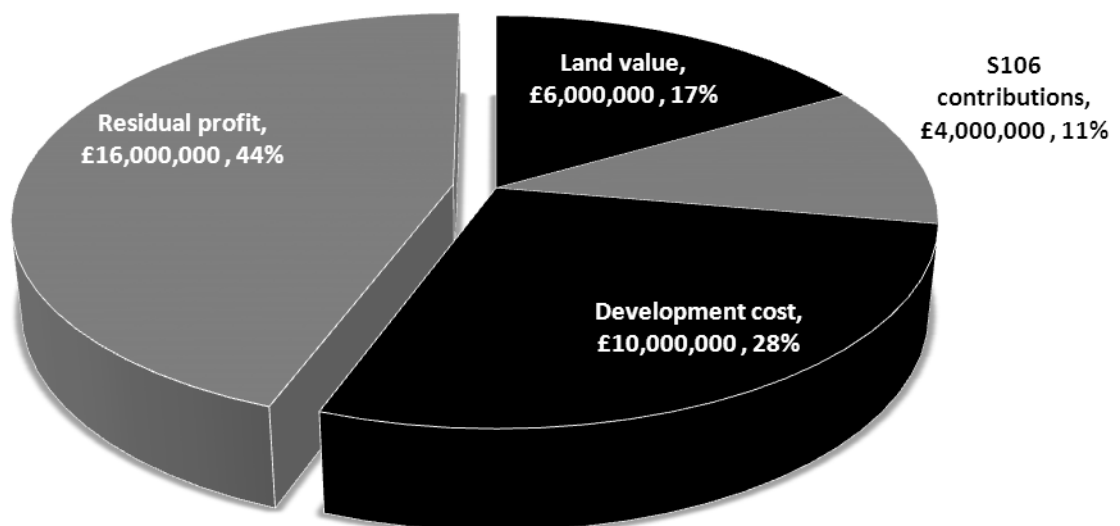
3.13 The Council's Assets and potential Projects

3.14 A combination of the strategic location of Slough and the Council's access to assets provides the basis for the type of projects that could be included in the LABV. However, it is important for Members to be aware that the final configuration of the LABV will represent a combination of the Council's priorities for development and regeneration and the LABV partner's commercial aspirations in the short, medium and long term. A key consideration will be to ensure that the Council's aspirations for the development of community projects are in balance with the commercial aspirations of the LABV partner and priorities for a quick and high return. This is essential to ensure that the:

- Community projects are fully funded by the LABV with no draw on Council capital resources; and
- LABV makes a level of return that will be attractive commercially. .

By way of example, the two projects described below represent a typical commercial development opportunity and a community development. The commercial project (see also 3.51) below, represents a potential return to the Council of £12M, of which £4M is from Section 106 payments; and £8M is the Council's 50% share of the profit for developing housing on the site.

3.15 Example of a commercial project: Wexham Nursery Site



3.16 Example of funding a community project: The Curve, Heart of Slough

Where the Council wishes to include a community project for development by the LABV (e.g. The Curve in the Heart of Slough Project), the full cost will be charged to the Council who is the “client” for the development. So by way of an example, the cost of The Curve has been estimated to be £18.5M with the cost of interest £9.032M (see 3.52 below) making a total 20 year lifetime capital cost of £27.532M (excluding MRP). To proceed with the development, this will require either:

- the LABV private sector partner to fund the capital; or
- for the LABV to raise finance; or
- the Council to contribute some or all of any available profit distributed to the Council (as a 50% partner of the LABV) from other LABV commercial developments or to raise its own capital finance (and incur the MRP cost); or
- a combination of the above.

3.17 If the LABV is to finance the development of a community project, the LABV will incur interest on the cost of capital or borrowing. As the project is a community project, the repayment of the capital and the interest paid will be recharged to the Council, in the form of a commercial mortgage.

3.18 However, as the Council is a 50% equity partner in the LABV, any available distributable profit from other LABV commercial developments (e.g. the Wexham development) will be available to the Council to repay the cost of borrowing by the LABV and reduce the level of interest paid.

3.19 The Council’s priority to proceed with the construction of The Curve at the earliest opportunity will need to be balanced against whether there would be sufficient distributable profits available to off-set the cost of borrowing and interest charges from other LABV commercial development, as set out in the table below. Having regard to the priority for The Curve to commence as soon as possible, the level of interest incurred on the cost of borrowing will increase until any distributable profit is realised to offset these costs. This situation can be contained if The Curve was bundled with the required number of commercial development projects to ensure the flow of funds and maintenance of working capital to minimise or preferably eliminate the cost of capital to the Council.

Funding scenario	Development cost	Interest & Capital	Saving from base case
Base case: Cost of The Curve no LABV	£ 18,500,000	£ 27,532,000	£ -
Cost of The Curve via LABV but no commercial project contributions	£ 18,500,000	£ 24,327,000	-£ 3,205,000
Cost of The Curve, LABV and with contribution from Wexham development	£ 18,500,000	£ 8,547,000	-£ 18,985,000
Cost of The Curve, LABV with full cost funded by commercial development projects	£ 18,500,000	£ -	-£ 27,532,000

3.22 A further variable is the state of the economy. This not only has a direct influence upon property values, but also the willingness of developers to proceed with projects. It would be an unwise developer who builds retail units at a time when existing units have high vacancy levels; office accommodation without a major “anchor tenant” when good quality office accommodation is surplus; or housing when housing finance is closely restricted and the market flat. The appropriate phasing of development(s) will maximise the value of the asset(s). This will be tested as part of the initial procurement and a key requirement of the strategic business plan for the LABV on a rolling three or five year basis.

- 3.23 The creation of the LABV provides several opportunities to install Council policies for both commercial and community development. For example, the inclusion of use of planning conditions; Section 106 contributions; the potential to include appropriate developer covenants to ensure developments proceed at the required pace and a preference for the sale of homes to local residents. This will need to be balanced against the Council's wish to ensure that the commercial model finally agreed offers sufficient freedoms and flexibilities for the development of commercial projects to maximise the rate of return for both the Council and the LABV private sector partner.
- 3.24 **The Council's Assets** - The Council's asset portfolio is contained in Appendix 1. The tables break the assets down by the four categories in the Asset Management Plan and also list the Schools in the Borough. Following Cabinet's agreement to explore further the creation of the LABV, the opportunity has been taken to review the placement of assets by category to reflect the current status of the assets and to prepare further for the creation of a LABV. The categorisation as at 31/07/11 is shown at Appendix 1 Part A and the revised categorisation as at 01/09/11 shown at Appendix 1, Part B. Members are requested to review the distribution of Assets by Categories and if content to agree the revised categorisation.
- 3.25 Whilst the focus on assets for use by the LABV will primarily be on those in Categories C and D, there are already some assets in Category A and B that would create interesting development opportunities for the LABV. Over time it is likely that some current operational assets, school and Housing Revenue Account (HRA) sites could present a potential for development by the LABV, hence all assets should be included in the LABV wrapper for the OJEU procurement to provide the potential for future development by the LABV Company. The legal ramifications for the disposal of school and HRA sites will need to be carefully explored in detail and on a case by case basis.
- 3.26 At the outset of the procurement, it will be important to describe the development opportunities in the short, medium and long term and include reference to all potential assets that may be included in the LABV. The Council will also need to identify the core projects and/or key sites for development that are likely to form the LABV business plan in the short and medium term. Appendix 2 contains a list of potential core projects for consideration.
- 3.27 It must be stressed however that having identified the candidate core projects and/or development sites for inclusion in the LABV, there is some flexibility during the competitive dialogue process for the list of sites and the timing to be refined and in the longer term the Council will approve the LABV Business Plan which will identify the key priorities and/or sites for development on a 3 or 5 year rolling basis. The Council will also have the ability to approve all projects prior to both the transfer of the Council's asset and the commencement of development.
- 3.28 The projects in Appendix 2 are suggested to be the core projects together with the short, medium and long term timescales for delivery. The total disposal value of the assets in the core projects is **£52,100,000**. Adding the private joint venture partner's contribution this provides a **baseline LABV of over £104M, but with the opportunity of delivering projects having a total value in excess of £500M.**

3.29 Delivery Options – Options Analysis

- 3.30 There are six principal options available to the Council for the development of assets. These are:
- Option 1: Continuing with the current capital programme;
 - Option 2: Land sale;

- Option 3: Development Agreement;
- Option 4: Private Finance Initiative (PFI);
- Option 5: Corporate JV/Local Asset Backed Vehicle (LABV);
- Option 6: Developer Frameworks/Direct Development.

3.31 Each option has a varying degree of risk and potential benefits for the Council, which increases from Option 1 to Option 6.

3.32 A brief explanation of each Option, together with a qualitative assessment of the risks and benefits associated with each is set out below, assessed against the following key criteria:

- To what extent does it meet the Council's long term objectives for regeneration?
- To what extent does it provide flexibility?
- To what extent does it provide sufficient control for the Council?
- To what extent does it seek to maximise value?
- To what extent does it provide a holistic solution?
- To what extent will there be a structured mechanism for delivery?
- To what extent is there a transfer risk to the private sector?
- To what extent will it rely on resources from the Council?
- What are the procurement and financial implications for implementation?

3.33 **Option 1: Continuing with the current capital programme**

Under this option, the Council would maintain the income from the existing assets and no redevelopment would take place.

Risks	Benefits
<ul style="list-style-type: none"> • Does not fulfil the Council's long term regeneration objectives. • Limited opportunity and does not achieve some of the specific priorities for development (e.g. Leisure centre). • Limited capital receipts. • On-going costs associated with maintaining the current assets. • Increased borrowing over MTFS levels due to timing/return on asset disposals. 	<ul style="list-style-type: none"> • Low risk profile. • No EU procurement implications. • Minimal resource implications. • No additional costs.

3.34 **Option 2: Land sale**

Under this option, the Council would dispose of individual sites on the open market. The land can be sold with or without the benefit of a planning consent (i.e. on a conditional or unconditional basis), through an informal or formal process, which is likely to deliver different overall returns, giving the varying risk profiles.

Risks	Benefits
<ul style="list-style-type: none"> • Does not fulfil the Council's long term regeneration objectives. • Unlikely to achieve the best possible capital receipt due to planning and other site risks. • Minimal Council involvement and little control over each site development (beyond the traditional assumed controls of planning). • Does not provide a holistic solution. • Does not provide a structured mechanism for delivery of regeneration. 	<ul style="list-style-type: none"> • Potential for the Council to secure a quick capital receipt. • No EU procurement implications. • Minimal resource implications. • Simple process and low transactional costs.

3.35 Option 3: Development Agreement

Under this option, the Council would enter into a “development agreement” with a private partner to develop a scheme to agreed plans and specifications. This has been the most commonly used structure to develop land where the public sector landowner enters into a “development agreement” that sets out in advance the detail of how a scheme (or “batch” of schemes) will be developed. The developer is normally in control and the land transfers either on draw down or completion of the development. The development agreement could also incorporate on-going management provisions. Various financial permutations are possible, including a combination of fixed land payments and overage. For example, overage related to the scale and/or performance of the scheme can be paid to the Council, as landowner on an open book basis or upon completion.

Risks	Benefits
<ul style="list-style-type: none"> • Market forces risk – the development will only proceed when the market supports the development. • No creation of a long term partnership. • No incentive for the private sector developer to deliver over the long term. • Unlikely to fulfil all of the Council’s regeneration objectives. • Lack of a holistic approach, piecemeal development which fails to deliver economic as well as physical regeneration in the long term. • EU procurement implications. • Intensive resource implications for procuring a development partner (and for any subsequent procurement required to deliver further schemes/long term aspirations). • Medium/ high start-up costs to procure a development partner. • Limited capital receipt. • May not achieve best value due to current property market and funding market. • Complex management arrangements. • Where there is more than one site, sites may be “locked in” without control over performance with reliance on long-stop dates. • Little flexibility as the design/specification of the schemes are generally fixed at the point of contractual/financial close. • Planning and site assembly risk often remains with the Council. 	<ul style="list-style-type: none"> • Council is not required to provide capital or debt finance, other than equivalent land value; • Minimal resource implications for operation. • Relatively simple to set up, albeit that there may be a number of procurements/development agreements entered into long term. • Transfer of the main development costs and risks to the private sector. • Council has a degree of control and influence over the terms of the Development Agreement, but is otherwise placed in a passive role, monitoring the scheme. • Relatively quick procurement to secure appointment of a development partner (within six months). • Some sharing of improved returns through overage may be possible, but these agreements in practice do not often deliver. • Leverage of private sector investment. • To a limited degree, the Council benefits directly from private sector experience. • Structured vehicle for delivery.

3.36 Option 4: Private Finance Initiative

Under this option, the Council would enter into a PFI contract with a private sector partner (PSP) to design, build and operate a new facility.

Risks	Benefits
<ul style="list-style-type: none"> • Unlikely to fulfil all of the Council's regeneration objectives. • EU procurement implications. • Intensive procurement to secure appointment of a partner (2 years) and resource implications. • No capital receipt. • May not achieve best value due to current property market and funding market. • Financing of the Annual Unitary Charge (rental costs) over 25/20 year term and lack of PFI credits. • Complex on-going contractual management arrangements. • Lack of control for the Council, once established (including user agreements). • Lack of flexibility over the long term for the asset. • Lack of a holistic approach, as PFI is only relevant for a single site development. 	<ul style="list-style-type: none"> • Transfer of the development costs and risks to the private sector. • Council has a degree of control and influence over the terms of the Project Agreement. • Council pays an all-inclusive annual rent (including FM). • Structured vehicle for delivery. • Leverage of private sector investment.

3.37 Option 5: Corporate Joint Venture/Local Asset Backed Vehicle (LABV)

The term joint venture can describe a range of different corporate and contractual arrangements between two or more separate entities. Each party contributes resources to the joint venture and a new business is created in which the parties collaborate together and share the risks and rewards associated with the venture. Different risk and reward permutations are possible. The parties to the JV may provide land, capital, intellectual property, experienced staff or any other form of asset. Each generally has an expertise or requirement which is central to the development and success of the new business which they decide to create together. The parties also have a "shared vision" about the objectives of the joint venture.

3.38 The establishment of a Local Asset Backed Vehicle ("LABV") is an example of a corporate joint venture, with its own legal personality and interests. A LABV is a limited liability special purpose vehicle owned 50:50 by the public and private sector with the specific purpose of carrying out regeneration and/or renewal of development and/or operational assets. The public sector invests property assets into the vehicle which are then "value matched", by cash by the private sector. The partnership may then use these assets as security to raise finance to bring forward further development. The public and private sector are equal equity holders and share profits equally, according to their original equity contribution.

Risks	Benefits
<ul style="list-style-type: none"> • EU procurement implications. • Resource intensive to establish the JV and during operation. • Not securing the agreement of the Council to proceed and high start-up costs to establish the JV that will be abortive if the Council decides not to proceed. • Identifying sites for development through Cabinet reports and the procurement process can raise community expectations for delivery. • Potential conflict between the Council as a 50% LABV partner, the statutory objectives of the local planning authority and any future changes in political priority. • Short term increase in the cost of the Capital Programme due to the delay associated with creating a LABV. • Potential market saturation with demand outstripping supply of suitable JV partners. • Not being able to secure the right JV partner following procurement. • JV partner “cherry picking” commercial sites for development rather than community sites. • Duplication of work /counter-productive work between Council staff and LABV staff. • Council capacity to match the capacity of JV partner to serve on the LABV Board and make decisions. • Conflict of interest between elected Members / Officers and their role on the LABV Board. • Requires defined development pipeline to maximise success and investment opportunities. • May not achieve best value due to property market and funding market. • Significant deadlock and breakdown of the LABV. 	<ul style="list-style-type: none"> • Likely to fulfil all of the Council’s regeneration objectives. • Delivery of holistic and comprehensive regeneration across a number of sites, including cross-subsidisation. • Flexibility to retain the ability to include additional development sites, without the need for a separate procurement. • Establishment of a partnership where profit can be reinvested in future, more challenging projects. • Transfer of development costs and risks to the private sector. • Council benefits directly from private sector experience and expertise to enhance and realise asset value. • Council has control through participating directly in decision making and through the adoption of business plans agreed with the Council at the outset. • Council will take a share of the profit. • Council has control and influence over the terms of the contractual documentation. • Leverage of significant private sector investment. • Incentivises the PSP to deliver over the long term. • Structured vehicle for delivery. • A corporate structure creates a legal entity that can enter into agreements. • A 50/50 partnership that allows the Council to “deadlock” unacceptable private sector proposals. • Business opportunities for the LABV (as a separate entity) to competitively tender for regeneration and property development projects/opportunities in Slough and beyond its boundaries.

3.39 Option 6: Direct Development /Developer Frameworks

Under this option, the Council would undertake the development process itself through the direct procurement of a contractor from an existing framework of providers / contractors or through the establishment of a new framework, which would allow the Council to “call off” a contractor under the terms of a 4 year framework agreement.

Risks	Benefits
<ul style="list-style-type: none"> • EU procurement implications. • Highest risk profile due to exposure on both costs and value. • Unlikely to meet all of the Council’s long term regeneration objectives. • Time consuming and resource intensive. • Frameworks (and individual call-offs) typically last for only 4 years • Complex mechanism for call-offs from a framework. • Little or no scope to develop a long term partnership. • Lack of holistic and strategic approach for regeneration in the long term (given the length a typical framework arrangement). • May not achieve best value overall. 	<ul style="list-style-type: none"> • Potential for highest returns. • Council participates directly in the development of a scheme. • Provides an opportunity for the Council to hold a long term investment in all or part of a scheme. • Framework arrangement will enable the Council to procure the best provider best suited to a particular project • Flexibility in terms of bringing sites forward for development.

3.40 Option Analysis Conclusions

3.41 Options 1, 2 and 4 can be discounted on the basis that none of these Options offer a long term holistic solution and do not meet the Council’s regeneration objectives. Option 6 can be discounted on the basis that this is unlikely to meet all of the Council’s objectives, presents the highest risk profile due to exposure to costs and value and offers little scope for long term regeneration and investment. Option 3 (Development Agreement) is an example of a contractual JV, where the development partner is motivated by realising development profit on each site.

3.42 In comparison to Option 3 (Development Agreement), the key advantages of Option 5 (LABV/Corporate JV) include:

- A true alignment of the public and private sector interests as 50:50 partners in the vehicle. This could be articulated in an agreed Partnership Business Plan.
- A separate Board that is at arms’ length from the Council, which means decision making, provided it is in line with the Partnership Business Plan can be expedited.
- As a long term vehicle, partners can take a longer view on returns and it is easier to create “cross-subsidy” between development of the better and poorer assets; between commercial and community projects.
- The private sector partner can be financially incentivised to add value to pipeline assets.
- There is a clearer sharing of returns rather than relying on potentially difficult overage structures.
- The Council saves on the cost and risk of running a separate procurement for subsequent development projects and the private sector partner has certainty over the long-term.
- The Council, in appropriate cases can use CPO powers to support regeneration objectives which can be discharged through the LABV.

In conclusion, based on this qualitative exercise, Option 5 provides the best approach to ensure that the Council's long term objectives are fully realised and offers a number of tangible benefits, including:

- Creating an opportunity that will attract the best developer investors in the UK/EU and is fully aligned to the Council's regeneration objectives for Slough.
- Balancing private sector delivery and finance skills (including the ability to raise finance) with the more holistic skill set of the public sector.
- Incentivising a long term approach to regeneration; the opportunity to exploit economies of scale; and maximise value of the Council's assets for the local community.
- The selection of a partner for the delivery of development opportunities over the short, medium and long term without the need for a separate procurement.

- 3.43 **Financial Analysis** - Following the CSR in 2010-11 the Council faces significant cuts in funding which has an impact on the amount of interest and borrowing charges that the Council is able to pay. The main sources of interest and borrowing charges are from borrowing to fund the capital programme.
- 3.44 In February 2011, a strategic review of the Council's assets took place to explore how the underlying value of assets could be used to fund the capital programme by disposing of assets. Due to the prevailing economic situation we are not only unable to dispose of assets at reasonable value, but also within a reasonable timetable to be able to fund the agreed capital programme.
- 3.45 The Council has rationalised the capital programme to vastly reduce any capital schemes funded by borrowing due to the capital sums repayable and interest payable, but also due to the minimum revenue provision (MRP) required to be charged on an annual basis. The minimum revenue provision is an amount that must be legally set aside to fund the interest and other costs relating to borrowing in addition to borrowing charges levied at 4% of total borrowing.
- 3.46 However, as a Council we have previously made a commitment to provide significant capital additions in future years especially for the Heart of Slough Regeneration scheme. The reduction in revenue funding available to the Council has created uncertainty around how we will be able to afford the borrowing required for The Curve and the consequential revenue implications.
- 3.47 By entering into a LABV, the JV would be able to raise different types of funding from a range of funders which would not be subject to the minimum revenue provision. The LABV may also be able to access highly advantageous interest rates in its borrowing, which would significantly reduce the cost of borrowing for the Council. Furthermore, as explained in section 3.14 to 3.19 above, it is also possible to use the capital receipts from commercial joint venture projects to reduce or eliminate the cost of borrowing.
- 3.48 Entering a LABV/JV arrangement may also improve the Council's situation under the proposed changes to Business Rates rules and regulations where the Council would collect and keep all of its business rates by buying out of the scheme. In future years it is important that Slough grows its business rate tax base. The LABV could assist this process by increasing and developing commercial properties within the Town. Under future proposals for Tax Increment Financing (TIF) the Council would be able to borrow further against future increases in business rates revenue to fund other capital projects.

- 3.49 To assist Members further consideration of the benefits of a LABV, two financial examples have been developed which provide the further information used in 3.14 to 3.19 above. The first is an example showing the commercial development of the Wexham Nursery Site and the second the cost of borrowing to fund The Curve. Members should note that the two examples use indicative figures with a number of assumptions being made. For example, the Council only invests land; the rates of interest that the Council and the JV partner would use at the time the project is agreed; no covenants or impediments to development exist on the sites; etc.
- 3.50 **Example A: Wexham Nursery Site** - The example is for illustration only but compares the different returns to the Council as disposer versus the LABV as developer.
- 3.51 **Scenario One: The Council disposes of the land and does not enter the LABV**

Valuation of land at 31 August 2011	£ 6M
Section 106 contributions from developer on sale or development payable to the Council	£ 4M

Undiscounted cash flows to the Council are estimated to be as follows:

2012-13: 50% of disposal proceeds	£ 3M
2013-14: 50% of disposal proceeds	£ 3M
2013-14: Section 106 contributions	£ 4M
Total (undiscounted for passage of time)	£10M

Scenario Two: The Council disposes of the land to the LABV which then develops housing. The LABV is therefore the developer and must pay over s106 contributions. It should be noted that if a LABV route is chosen it will take longer to receive the proceeds than from a traditional disposal as the LABV Company must be set up before any transactions can take place. In balance, future values may be higher if the economy has recovered.

Disposal Proceeds from houses 2014-15	(£30M)
Section 106 contributions from developer on sale or development payable to the Council	£ 4M
Build costs of housing development	£10M
Cashflow to the LABV (profit)	£16M
Cashflow back to the Council (undiscounted)	£12M

Breakdown of cashflow back to the Council from the LABV:

Section 106 contributions from developer on sale or development payable to the Council (100% paid back to Council)	£ 4M
50% of LABV profit (50% * £16m)	£ 8M
Cashflow back to the Council (undiscounted)	£12M

The LABV residual value for this project at £12M is £2M greater than the total benefit that Council would receive from a traditional asset disposal.

- 3.52 **Example B: Financing of The Curve** - The borrowing requirement to finance the Curve is £18.5M; the assumption is that the Council will borrow this money over a period of 20 years with no LABV capital receipts. With a LABV, the Company will loan or borrow the funds which will be off the Council's balance sheet and so exempt from the MRP provision. LABV finance means the Council will not be responsible to provide for MRP and therefore borrows at a lower cost of capital.

Scenario One: The Council borrows £18.5M on a straight line basis over 20 years at a rate of 4.65% from the Public Works Loan Board and is required to provide 4% MRP on the element of borrowing during the period of the loan.

Borrowing	£18.5M
Total Interest	£ 9.032M
Initial MRP provision cost to revenue in year One (plus the principle borrowed)	£ 0.75M

Scenario Two: The LABV borrows £18.5M on a straight line basis over 20 years at a rate of 3% (rate secured on property which the LABV owns).

Borrowing (SBC 50% share of total borrowing)	£9.25M
Total Interest (SBC 100% of Interest)	£5.827M

Note: The Curve would be a community project and so the full cost of the interest would be chargeable to the Council. This would make the cost of interest if taken over the 20 years of the loan to be **£9.032M with an added charge to revenue in year of £750K**. When compared with the current cost of borrowing **using the LABV the Council will save £3.205M over the 20 years, or equivalent to £160,250K per year if MRP is not payable and a commercial borrowing rate is achieved**. Furthermore, the cost of capital can be further reduced or eliminated by the Council using its share of the profit from other projects to fund the capital cost of The Curve.

- 3.50 **LABV Procurement** – As with any new initiative it is necessary to invest in the project. It is estimated that pre-procurement costs and initial external legal and financial advice will be around £26,000. The cost of external support for the LABV procurement process, preparing the legal documentation, post procurement advice and support will be in the region of £184,000. This would give an overall cost of external support to be £200,000. This will be funded by general fund balances. In addition to the direct costs, there will be a need to dedicate considerable staff resource to manage and respond to the procurement process and then if agreed to proceed, the negotiations and actions required for the creation and operation of the LABV Company. Whilst this does not represent any additional cost to the Council, the use of staff resources will create an opportunity cost for other work the staff could have undertaken if they had not been involved in the LABV project.
- 3.51 However, the estimated costs should be considered in context of the estimated savings and improved capital receipts created by the LABV. Until the full range of core projects have been developed in detail with the private joint venture partner, it is not possible to fully quantify the financial benefit of the LABV for the Council. However, the examples in 3.50 to 3.52 demonstrate the immediate benefits available from just two projects.
- 3.52 A further example of benefit is the savings to be made on up-front and on-going professional fees. For example, the estimated professional fees for building The Curve are approximately £5M. With the LABV, the fees to develop projects will be part of the joint venture private sector partner's (JVSPs) working capital contribution for the commercial joint venture projects or part of the overall development costs for community joint venture projects. In addition to securing economy of scale with the fees, having procured the LABV, no further procurement fees will be incurred by the Council for any Joint Venture Company project.
- 3.53 **Overview of a LABV** - A LABV arrangement involves establishing a long term joint venture whereby the Council invests through land contributions which are matched by the PSP finance (and/or services). Typically, a LABV is:

- A limited liability partnership (LLP), which will provide tax transparency established for a term of 10-20 years, with an option to extend.
- A 50:50 vehicle owned by the public sector and the joint venture private sector partner's (JVPSPs), with 50:50 deadlock arrangements. Provision will be made in the contractual arrangements to avoid deadlock situations arising by for example, including escalation arrangements; the agreement of the three year business plan; criteria for the approval of projects; etc.
- A vehicle for which the purpose and long term objectives of the Council are enshrined in the legal documentation and pre-agreed Partnership Business Plan.
- A vehicle controlled by a Board drawn equally from the public and private sector responsible for the day-to-day operation of the LABV. Key decisions are reserved to the Council and the PSP (as "Members") (e.g. approval of all Site Development Plans, Option Agreements and the Partnership Business Plan).
- A vehicle that in terms of equity:
 - (i) Both parties to the LLP contribute £100 at completion (i.e. show of "good faith" at completion);
 - (ii) The PSP contributes towards initial working capital costs of establishing the LABV and first Site Development via loan notes;
 - (iii) In relation to a particular Site Development Plan, the Council contributes Sites to the LABV (in return for loan note equal to Transfer Value);
 - (iv) If required pursuant to a particular Site Development Plan, the PSP has option or obligation to match Council's equity "land" contribution via loan notes (by services and/or cash).
- A vehicle where profits and losses will be shared between the parties in accordance with the amount of equity injected.
- A vehicle that allows for an approval process for the preparation and approval of future Site Development Plans (based on an agreed template) to ensure that costs are not wasted "working up" SDPs for sites, linked to key objectives.
- A vehicle that provides flexibility:
 - a. The parties retain the ability to include and amend the list of development sites through an agreed Partnership Business Plan, which is updated regularly;
 - b. The LABV can contract with developers to allow the most appropriate developer/contractor to be selected for each specific project, therefore ensuring best value is always achieved and only appropriate risk is taken by the LLP.
- A vehicle that provides transparency and value for money by the LABV Company procuring development resources through benchmarking, market testing and competitive tendering in accordance with a protocol tested during the procurement and appended to a Partnership Business Plan.

3.54 The diagrams in Appendix 3 summarise the key principles underpinning the financial structure of a LABV and the recycling of returns.

3.55 **Slough LABV - Next Steps**

3.56 In order to secure a PSP, the following steps are required:

- Identification of short, medium and long term development opportunities for the LABV, including other “additional development sites” that may be included in the future and opportunities realised;
- Development of a robust procurement strategy including the choice of procurement procedure and regime and identification of the scope of services to be procured; and
- Implementation of the draft Project Plan and preparation for placing an OJEU notice.

3.57 **Selection of sites for development by the Slough LABV** - The selection of sites for development and priorities for delivery will provide a platform to enable the preparation of the suite of procurement documentation. In advance of the publication of the OJEU notice, further information will be prepared in respect of the core sites/short-medium opportunities for development.

3.58 **Development of a robust procurement strategy** - The development of a robust procurement strategy will ensure that the Council’s offering to the market is clear and robust and that the Slough LABV is delivered to timetable. The opportunity should be clearly defined at the outset of the procurement and the range of services identified in the OJEU notice and also addressed in the pre-qualification and tender documentation. The need for this clarity and detail is to ensure that:

- (a) The services provided are regarded as falling within the scope of the original procurement and
- (b) Providers with the relevant expertise are given the opportunity to tender for, and be assessed and selected to deliver the services envisaged.

Market testing is proposed to fully test and ensure that the opportunity to be advertised is relevant and acceptable in the current and projected market.

3.59 **Implementation of the draft Project Plan** - The draft Project Plan assumes the placing of an OJEU advert in early December 2011, the appointment of a Preferred Bidder in August 2012 and the establishment of the LABV in November 2012 (11 month procurement).

The key stages of the procurement are set out below, together with indicative timescales:

Stage	Proposed Timetable
1. Preparation for the procurement of a LABV partner including: choice of procurement regime and procedure; development of a robust procurement strategy; preparation of a draft OJEU Notice, Memorandum of Information (“Mol”) and Pre-Qualification Questionnaire (“PQQ”) and soft market testing.	September – end November 2011
2. Issue of OJEU Notice (and Mol) to PQQ return and selection of long-listed bidders.	December 2011 – end January 2012
3. Issue of Invitation to Participate in Competitive Dialogue (“ITPD”) and dialogue commences	February 2012

with long listed bidders.

- | | |
|---|-----------------------|
| 4. Submission of outline proposals and selection of short-listed bidders to continue dialogue. | End March 2012 |
| 5. Issue of Invitation to Continue Dialogue (“ITCD”) and dialogue continues with short-listed bidders. | April 2012 |
| 6. Formal conclusion of dialogue and issue of an Invitation to Submit Final Tenders (“ISFT”) to short-listed Bidders. | End June/July 2012 |
| 7. Evaluation and selection of a Preferred Bidder. | August 2012 |
| 8. Report to Cabinet | September 2012 |
| 9. Establishment of JV/LABV | November 2012 |

4 Conclusion

- 4.1 From a financial perspective, if the Council is to realise its regeneration ambitions for the Town, then it must not only optimise the use of all assets, but seek to secure maximum value and community benefit from the disposal of assets.
- 4.2 The six principal options available to the Council have been highlighted, together with the risks and rewards associated with each. A LABV provides the best approach to ensure that the Council's long term objectives are realised, offering a long term approach to regeneration and the opportunity to exploit economies of scale, lever significant developer investment and maximise the value of the Council's assets.

Appendices

Appendix 1 – The Councils property asset portfolio.

Appendix 2 - Appendix 2 – Projects for consideration in the LABV.

Appendix 3 - Summary of key principles underpinning the financial structure of a LABV.

Appendix 1 – Part A: The Councils property asset portfolio (as at 31/07/11)

Category A Assets - Assets that are likely to stay operational

Property Name	Current Status
2 SWAN COURT SL1 2PW	Highway Housing no road scheme
32 CHALVEY ROAD EAST SL1 2LU	Highway Housing no road scheme
8a VICTORIA STREET SL2 5ND	Highway Housing no road scheme
88 BATH ROAD SLOUGH SL1 3XE	Highway Housing no road scheme
37 CHURCH STREET SL1 2NL CHALVEY	Highway Housing no road scheme
WASTE TRANSFER STATION - WHITE HART LANE SL1 2SF	Let to Enterprise
SLOUGH CROWN COURT CHALVEY PARK	Let to Courts
SALT HILL PARK, BATH ROAD	PPOA
SALT HILL LODGE 84 BATH ROAD	Let to NIAS
SALT HILL LODGE (2), 28 BATH RD / STOKE POGES LANE	Let to Slough Refugee Centre
fmr PARKVIEW (Kashmiri Karahi) RESTAURANT, SALT HILL PARK	Let to Restaurant
CREMATORIUM BUILDINGS, STOKE ROAD	Operational Cemetery
CEMETERY BUILDINGS, STOKE ROAD	Operational Cemetery
LAND AT FIVE POINTS	Public Parks and Open Areas
SITE of FORMER 1 LANGLEY BROOM, SLOUGH	Public Parks and Open Areas
LAND ADJACENT 7 LAYBURN CRESCENT, BRANDS HILL	Public Parks and Open Areas
GODOLPHIN RECREATION GROUND, GODOLPHIN ROAD	Public Parks and Open Areas
MANOR PARK, BEECHWOOD ROAD	Public Parks and Open Areas
GRANVILLE RECREATION GROUNDS, GRANVILLE AVENUE	Public Parks and Open Areas
BEECHWOOD OPEN SPACE	Public Parks and Open Areas
MONTEM RECREATION GROUND	Public Parks and Open Areas
CIPPENHAM VILLAGE GREEN	Public Parks and Open Areas
CIPPENHAM VILLAGE POND & ROSE GARDENS	Public Parks and Open Areas
RICHARDS WAY OPEN SPACE	Public Parks and Open Areas
PIPPINS PARK	Public Parks and Open Areas
CROWN MEADOW	Public Parks and Open Areas
ALBANY/PIPPINS ORCHARD	Public Parks and Open Areas
FARADAY ROAD OPEN	Public Parks and Open Areas
HERSCHEL PARK	Public Parks and Open Areas
HERSCHEL PARK EXTENSION	Public Parks and Open Areas
HURWORTH AVENUE & WOOD	Public Parks and Open Areas
UPTON COURT PARK	Public Parks and Open Areas
LONGMEAD PUMPING STATION, UPTON COURT PARK	Let to Thames Water
SLOUGH RUGBY CLUB LAND, UPTON COURT PARK	Let to Slough Rugby Club
YEW TREE ROAD REST GARDENS	Public Parks and Open Areas
ROCHFORDS OPEN SPACE	Public Parks and Open Areas
CARDIGAN CLOSE PLAY AREA	Public Parks and Open Areas
PEAR TREE CLOSE	Public Parks and Open Areas
FERRERS CLOSE OPEN SPACE	Public Parks and Open Areas
DEER WOOD PARK	Public Parks and Open Areas
GERVAISE CLOSE	Public Parks and Open Areas
TWO MILE DRIVE	Public Parks and Open Areas
STREAMSIDE WALK	Public Parks and Open Areas
GOWINGS GREEN	Public Parks and Open Areas
MOOR FURLONG	Public Parks and Open Areas
HOYLAKE CLOSE	Public Parks and Open Areas
LITTLE CHAPELS CLOSE	Public Parks and Open Areas
PLAINES CLOSE	Public Parks and Open Areas
STORNAWAY ROAD	Public Parks and Open Areas
KEDERMISTER PARK, REDDINGTON DRIVE	Public Parks and Open Areas
HARVEY PARK LANGLEY, TAMAR WAY	Public Parks and Open Areas
LASCELLES PLAYING FIELDS, LASCELLES PARK (Incl. UPRN 8055	Public Parks and Open Areas
BAYLIS PARK, STOKE POGES LANE	Public Parks and Open Areas
THE GREAT HEDGE, ELTHAM AVENUE	Public Parks and Open Areas
POS PLAY AREA, NORTH OF NINE ACRES CIPPENHAM	Public Parks and Open Areas
POS NORTH OF RICHARDS WAY, CIPPENHAM	Public Parks and Open Areas
POS NORTH OF EARLS LANE, CIPPENHAM	Public Parks and Open Areas
POS BUFFER ZONE EAST AND WEST OF RICHARDS WAY	Public Parks and Open Areas
POS, HUNTERS WAY	Public Parks and Open Areas
LEISURE LAND NORTH SIDE WELLESLEY ROAD	Public Parks and Open Areas
OPEN SPACE/CRICKET PITCH CIPPENHAM	Public Parks and Open Areas
LISMORE PARK (ACTIVE ENGLAND)	Public Parks and Open Areas
RECYCLING CENTRE, STREAMSIDE (OFF EARLS LANE CIPPENHAM)	Recycling Area
MERCIAN WAY RECREATION GROUND	Public Parks and Open Areas

HATFIELD ROAD MSCP, CAR PARK, THE GROVE (Incl. UPRN 7003)	Car Park
GROVE CAR PARK, THE GROVE	Car Park
CAR PARK THE GREEN CHALVEY (D170)	Car Park
CAR PARK HARROW MARKET, HARROW ROAD (D170)	Car Park
CAR PARK PARLAUNT ROAD, PARLAUNT ROAD SHOPS (D170)	Car Park
CAR PARK LANGLEY MEMORIAL GROUND, LANGLEY ROAD SIT	Car Park
CHALVEY RECREATION GROUND	Park & Play Area
HUNTERCOMBE SPUR LAND, OLDWAY LANE - 2	Let to Grazing
LAND AT PARK ROAD, FARNHAM ROYAL	Let to South Bucks
LAND AT TANHOUSE FARM COLNBROOK	Amenity Land Green Belt
BAYLIS COURT NURSERY SCHOOL SLOUGH - Oatlands Driv	School
CHALVEY EARLY YEARS NURSERY SCHOOL Ladbroke Road, CHAL	School
CIPPENHAM NURSERY SCHOOL SLOUGH - St Andrews Way	School
WILLOW PRIMARY SCHOOL SLOUGH, Wexham Rd SL2 5JW	School
SLOUGH (Early Years) CENTRE NURSERY SCHOOL - Buckingham A	School
CIPPENHAM INFANT SCHOOL SLOUGH - Dennis Way SL1 5J	School
CLAYCOTS PRIMARY SCHOOL SLOUGH (Infant & Middle) M	School
FOXBOROUGH COMBINED PRIMARY SCHOOL LANGLEY - Commo	School
GODOLPHIN INFANTS SCHOOL	School
GODOLPHIN JUNIOR SCHOOL SLOUGH - Oatlands Drive SL	School
JAMES ELLIMAN PRIMARY SCHOOL - Elliman Ave SL2 5BA	School
MARISH PRIMARY SCHOOL SLOUGH - Swabey Rd SL3 8NZ (School
PARLAUNT PARK COMBINED PRIMARY SCHOOL SLOUGH - Ken	School
WESTERN HOUSE PRIMARY SCHOOL CIPPENHAM - Richards	School
WEXHAM COURT COMBINED PRIMARY SCHOOL SLOUGH - Chur	School
WESTGATE SCHOOL - Cippenham Lane SL1 5AH (F)	School
WEXHAM C SECONDARY SCHOOL SLOUGH - Norway Drive SL	School
COMMUNITY EDUCATION CENTRE - 53 STOKE RD SLOUGH SL	School
WESTERN HOUSE PRIMARY SCHOOL CIPPENHAM - Richards	School
PIPPINS PRIMARY SCHOOL - Raymond Close SL3 0PR (F)	School
CLAYCOTS CHILD CARE CENTRE - Monksfield Way SL2 1Q	School
MONTEM CHILD CARE CENTRE SL1 2TE	School
WILLIAM PENN CHILD CARE CENTRE SL2 1PH	School
MARISH CHILD CARE CENTRE	School
JAMES ELLIMAN GRADUATED CHILDRENS CENTRE	School
YEW TREE ROAD GRADUATED CHILDRENS CENTRE	School
WEXHAM ROAD CHILDRENS CENTRE	School
ST ANDREWS WAY CHILDRENS CENTRE	School
ORCHARD	
CENTRE (new, in IQRA complex)	School
CIPPENHAM NURSERY CHILDREN'S CENTRE	School
CARETAKERS HOUSE, CLAYCOTS PRIMARY	Caretakers House
CARETAKERS HOUSE, FOXBOROUGH PRIMARY	Caretakers House
CARETAKERS HOUSE, JAMES ELLIMAN PRIMARY	Caretakers House
CARETAKERS HOUSE, MONTEM PRIMARY	Former Caretakers House
CARETAKERS HOUSE, WEXHAM COURT PRIMARY	Former Caretakers House
CARETAKERS HOUSE WEXHAM SECONDARY	Caretakers House
CARETAKERS HOUSE PENN WOOD PRIMARY	Caretakers House
CARETAKERS HOUSE WESTERN HOUSE	Caretakers House
HAYMILL - HAYBROOK COLLEGE, BURNHAM LANE SL1 6LZ	School
HAYMILL - MILLSIDE SCHOOL	School Haymill Regeneration
WEXHAM NURSERY (SPEEDWELL)	Disability Centre
WEST WING	Community building
THE MILAN CENTRE, QUEENS ROAD	Community Centre
THOMAS GRAY CENTRE, Queens Road SL1 3QW	Offices & WEA
YOUTH OFFENDERS TEAM , Floor 2 46/48 HIGH STREET, SLOUGH	Offices
NEW HORIZONS MENTAL HEALTH RESOURCE CENTRE - Elliman	Offices
4 PRIORS CLOSE, PRIORS DAY SERVICES,	Day Centre
GURNEY HOUSE UPTON ROAD SLOUGH SL1 2AE	Let to BUPA
BRITWELL PLAYLEADERSHIP, LONG FURLONG DRIVE ,	Britwell Regeneration
DAY CENTRE ELLIMAN AVE-LEARNING DISABILITY (27 PUR	Day Centre
LANGLEY RESOURCE UNIT, SPITFIRE CLOSE SL3 8JK	Day Centre
CIPPENHAM COMMUNITY HALL, EARLS LANE	Community Centre
NEW LANGLEY LIBRARY, TRELAWNEY AVENUE	Library, sub lease from A2
LANGLEY PAVILLION (Part), MEMORIAL GROUND, LANGLEY ROAD	Let to Sea Cadets & Comm. Hall
LANGLEY PAVILION (Part) MEMORIAL GROUND, LANGLEY ROAD	Community Centre
ST MARTINS PLACE, 51 BATH ROAD SLOUGH SL1 3UF	Operational
70 FOX ROAD SLOUGH SL3 7SJ	Hsg Traveller Site
427 LONDON ROAD SL3 8PS	Hsg Traveller Site

TRAVELLERS SITE HORTON RD. POYLE	Hsg Traveller Site
MOBILE FOXBOROUGH HOMES SITE	Hsg Traveller Site
CAR PARK SHEEHY WAY (D170)	Car Park
NEW SLOUGH BUS STATION, Brunel Way.	New Bus Station
PFI & Academy Schools	
LANGLEY ACADEMY - Langley Rd SL3 7EF	Education
PENN WOOD PRIMARY SCHOOL - Penn Rd SL2 1PH (old W	Education
PENN WOOD PFI SCHOOL	PFI School
BEECHWOOD SCHOOL SLOUGH - Long Readings Lane, SL2 (PFI)	PFI School
ARBOUR VALE SPECIAL SCHOOL SLOUGH (new build PFI)	PFI School
SCHOOL HOUSE - PENN ROAD SLOUGH SL2 1PG	PFI School
CARETAKERS HOUSE, BEECHWOOD SECONDARY	PFI School
Slough Community Leisure	
BOWLING CENTRE, SALT HILL PARK, BATH ROAD	Newly refurbished
LANGLEY LEISURE CENTRE, PARLAUNT ROAD	Operational
THAMES VALLEY ATHLETIC CENTRE	Operational
OUTDOOR TENNIS COURTS SALT HILL PARK	Operational

Category B Assets

Assets that could stay operational with potential for co - location

Property Name	Current Status
MONTEM PRIMARY SCHOOL SLOUGH - Chalvey Grove SL1 2	School
ROTUNDA BUILDING NORTHAMPTON AVE	Use by Herschel & Haybrook
SLOUGH YOUNG PEOPLES CENTRE, 323 HIGH STREET	Offices & Operational
THAMES VALLEY COMMUNITY CENTRE, CHALVEY	Community Centre
CIPPENHAM LIBRARY, ELMSHOT LANE, SL1 5RB	Library
MANOR PARK YOUTH AND COMMUNITY CENTRE	Y & C Centre
MANOR PARK COMMUNITY HALL, VILLIERS ROAD	Community Hall use by Age Concern
UPTON LEA PLAYLEADERSHIP, WEXHAM ROAD	Community Centre
MARIA COWLAND COMMUNITY HALL, 26 BOWER WAY	Let to Age Concern
WESTFIELD COMMUNITY HALL, SEVERN CRESCENT	Community Centre
LANDMARK PLACE	Operational Offices
39 BLANDFORD PLACE (EBWA)	Hsg
98 BLANDFORD PLACE (EBWA)	Hsg
27 CHURCH STREET (CAB, Shelter & SCVS)	Operational
3 ST LAURENCE WAY,	Operational
AIRWAYS HOUSE	Operational
fmr CHALVEY YOUTH & COMMUNITY CENTRE Darvills Lane,	Let to PWA
ALLOTMENTS, LAND EAST OF STOKE POGES, STOKE ROAD	Allotment
SAMPSONS GREEN (ROCKESBY RD./WAVELL RD.) ALLOTMENT	Allotment
ALLOTMENTS, CHERRY ORCHARD, STOKE ROAD	Allotment
ALLOTMENTS, COLLEGE ROAD	Allotment
ALLOTMENTS, COWPER ROAD	Allotment
ALLOTMENTS, GRANVILLE AVENUE	Allotment
ALLOTMENTS, HORSEMOOR GREEN, OFF COMMON ROAD	Allotment
ALLOTMENTS, SLOUGH ROAD, LAND S.W. OF M4, NEAR THE	Allotment
ALLOTMENTS, RAGSTONE ROAD	Allotment
ALLOTMENTS, WESTPOINT, OLDWAY LANE	Allotment
ALLOTMENTS, HARROW ROAD, GREEN DRIVE	Allotment
KEEL DRIVE ALLOTMENTS	Allotment
Slough Community Leisure	
THE CENTRE/SPIRIT CONFERENCE CENTRE	Operational

Category C Assets
Assets that are expensive to run, are not fit for purpose and/or have a potential capital receipt

Property Name	Current Status
LITLEDOWN SCHOOL SLOUGH - Queens Rd SL1 3QW	School Heart of Slough
HORSEMOOR GREEN YOUTH & COMMUNITY CENTRE,	E & CS -Y&C Centres Review
4 RAGSTONE ROAD SLOUGH SL1 2PU - CARETAKERS HOUSE	Slough & Eton School Caretaker Hsg
LAVENDER COURT, 1 PRIORS CLOSE (See 5208)	Residential Priors
3 PRIORS CLOSE RESPOND RESPITE CARE ADULTS CENTRE	Residential
LANGLEY COMMUNITY HALL, LANGLEY ROAD	Community Centre
WEEKES DRIVE COMMUNITY HALL, Tamarisk Way	Community Centre
CORNER HOUSE 254a FARNHAM ROAD	Let to Crossroads
629 BATH ROAD	Let to Thames Valley Positive Support
HARVEY PARK DRESSING ROOM, TAMAR WAY (Pavilion)	Parks Dressing Room
KEDERMISTER DRESSING ROOMS, REDDINGTON DRIVE	Parks Dressing Room
MERCIAN WAY RECREATION GROUND DRESSING ROOMS	Parks Dressing Room
SALT HILL DRESSING ROOMS, SALT HILL PARK	Vacant
UPTON COURT PARK DRESSING ROOMS, UPTON COURT ROAD	Parks Dressing Room
27 HARROW ROAD (P756)8081	Local Office
LAND ADJACENT 27 AYLESBURY CRESCENT	Vacant
TOWN HALL (1930 BUILDING), BATH ROAD	Operational
TOWN HALL ANNEXE	Offices Demolition proposed 2011
SLOUGH MUSEUM, HIGH STREET	Operational
8/10 LEDGERS ROAD (Incl UPRN 8512)	Let to Voluntary Organisations
CIPPEHNAM RECREATION GROUND (Bowls Club)	Let to Bowls Club
PLYMOUTH ROAD INDUSTRIAL UNITS	Let FROM SEGRO
7 TRELAWNEY AVENUE IND COURT	Industrial Unit
6 TRELAWNEY AVENUE IND COURT	Industrial Unit
5 TRELAWNEY AVENUE IND COURT	Industrial Unit
4 TRELAWNEY AVENUE IND COURT	Industrial Unit
3 TRELAWNEY AVENUE IND COURT	Industrial Unit
2 TRELAWNEY AVENUE IND COURT	Industrial Unit
1 TRELAWNEY AVENUE IND COURT	Industrial Unit
CENTRAL NURSERY LAND, WEXHAM ROAD moved to Cat D	Nursery Site
LASCELLES DEPOT, LASCELLES PARK	Vacant Depot
LASCELLES CAFETERIA, LASCELLES PARK, LASCELLES ROAD (Incl. UPRN 8004, 8054)	Vacant
ORCHARD Y & C CENTRE 73A STOKE ROAD	E & CS -Y&C Centres Review
SLOUGH CENTRAL LIBRARY, HIGH STREET SL1 1EA	Library
CENTRAL NURSERY LAND, WEXHAM ROAD	Nursery Site
Britwell Regeneration	
NEWBEECH EPH & DAY CENTRE - Housing Development (Britwell Regeneration)	Site for New Housing
NEWBEECH HOUSE LONG READINGS LANE (Land Adjacent) - Housing Development (Britwell Regeneration)	Site for New Housing
JOLLY LONDONER, WENTWORTH AVENUE - Housing Development (Britwell Regeneration)	Former PH Site for New Housing
BRITWELL LIBRARY, WENTWORTH AVENUE SL2 2AW - Housing Development (Britwell Regeneration)	Library
SERVICE STATION WENTWORTH AVENUE - Housing Development (Britwell Regeneration)	Let to Service Station
KENNEDY PARK BRITWELL, LONG FURLONG DRIVE	PPOA
95,97 WENTWORTH AVENUE	Shop
93 WENTWORTH AVENUE	Shop
91 WENTWORTH AVENUE	Shop
89 WENTWORTH AVENUE	Shop
87 WENTWORTH AVENUE	Shop
85 WENTWORTH AVENUE	Shop
83 WENTWORTH AVENUE	Shop
81 WENTWORTH AVENUE	Shop
79 WENTWORTH AVENUE	Shop
77 WENTWORTH AVENUE	Shop
75 WENTWORTH AVENUE	Shop
73 WENTWORTH AVENUE	One Stop Shop
69,71 WENTWORTH AVENUE	Shop
63,65,67 WENTWORTH AVENUE	Shop
61 WENTWORTH AVENUE	Shop
59 WENTWORTH AVENUE	Shop
57 WENTWORTH AVENUE	Shop
55 WENTWORTH AVENUE	Shop
53 WENTWORTH AVENUE	Shop
51 WENTWORTH AVENUE	Shop
49 WENTWORTH AVENUE	Shop
47 WENTWORTH AVENUE	Shop
45 WENTWORTH AVENUE - 1	Vacant Shop
NHS CHILD WELFARE CENTRE, WENTWORTH AVENUE	NHS Centre

Britwell Regeneration related Operational Assets	
LAND NORTH PEMBERTON ROAD, BRITWELL	Let to Scouts on annual lease
LAND SOUTH PEMBERTON ROAD, BRITWELL	Let to Guides on annual lease
BRITWELL BOYS CLUB, WENTWORTH AVENUE	Let to Trustees Britwell Y&C Project
KENNEDY PARK LODGE BRITWELL, L. FURLONG DR. (From	Hsg adj Britwell Regeneration
Chalvey Regeneration	
fmr CHALVEY NURSERY SCHOOL (EYC) - The Green	TVCC Regeneration
fmr CHALVEY DIAGNOSTIC UNIT The Green, Chalvey	Vacant TVCC Regeneration
CHALVEY PLAYLEADERSHIP, LADBROOKE ROAD, CHALVEY	Demolition Programmed
Slough Community Leisure	
MONTEM SPORTS CENTRE, MONTEM LANE	Operational
ICE ARENA, MONTEM SITE. MONTEM LANE	Operational
HRA Shops	
254 SCAFELL ROAD	Shop
252 SCAFELL ROAD	Shop
279 LONG FURLONG DRIVE AND 1 EGERTON ROAD	Shop
9 MINSTER WAY	Shop
8 STONEYMEADE	Shop
6 STONEYMEADE	Shop
4 STONEYMEADE	Shop
2 STONEYMEADE	Shop
51 CHEVIOT ROAD	Shop
53 CHEVIOT ROAD	Shop
55 CHEVIOT ROAD	Shop
14 ANSLOW PLACE SHOPS	Shop
13 ANSLOW PLACE SHOPS	Shop
12 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
11 ANSLOW PLACE SHOPS	Shop
84 SAINT ANDREWS WAY	Shop
13 HARRISON WAY	Shop
11 HARRISON WAY	Shop
9 HARRISON WAY	Shop
7 HARRISON WAY	Shop
5 HARRISON WAY	Shop
104 KNOLTON WAY	Shop
98 KNOLTON WAY	Shop
96 KNOLTON WAY	Shop
90 KNOLTON WAY	Shop
86/88 KNOLTON WAY	Shop
9 ANSLOW PLACE SHOPS	Shop
82 KNOLTON WAY	Shop
80 KNOLTON WAY	Shop
74 KNOLTON WAY	Shop
24 PARLAUNT ROAD	Shop
22 PARLAUNT ROAD	Shop
20 PARLAUNT ROAD	Shop
18 PARLAUNT ROAD	Shop
16 PARLAUNT ROAD	Shop
14 PARLAUNT ROAD	Shop
236 TRELAWNEY AVENUE	Shop
230 TRELAWNEY AVENUE	Shop
232 TRELAWNEY AVENUE	Shop
302 TRELAWNEY AVENUE	Shop
228 TRELAWNEY AVENUE	Shop
308 TRELAWNEY AVENUE	Shop
246 TRELAWNEY AVENUE	Shop
258 TRELAWNEY AVENUE	Shop
304 TRELAWNEY AVENUE	Shop
234 TRELAWNEY AVENUE	Shop
306 TRELAWNEY AVENUE	Shop
300 TRELAWNEY AVENUE	Shop

252 TRELAWNEY AVENUE	Shop
254 TRELAWNEY AVENUE	Shop
260 TRELAWNEY AVENUE	Shop
298 TRELAWNEY AVENUE	Shop
256 TRELAWNEY AVENUE	Shop
250 TRELAWNEY AVENUE	Shop
244 TRELAWNEY AVENUE	Shop
248 TRELAWNEY AVENUE	Shop
238/240 TRELAWNEY AVENUE	Shop
296 TRELAWNEY AVENUE	Shop
242 TRELAWNEY AVENUE	Shop
HRA Operational	
70 FOX ROAD SLOUGH SL3 7SJ	Hsg Gypsy
427 LONDON ROAD SL3 8PS	Hsg Gypsy
GYPSY SITE HORTON RD. POYLE	Hsg Gypsy
MOBILE FOXBOROUGH HOMES SITE	Hsg Gypsy

Category D Assets
Assets that are vacant and/or surplus

Property Name	Current Status
LAND ADJACENT 7 ELLIS AVE. (R/O 5 BATH ROAD)	Surplus
VACANT LAND ADJACENT FORMER CROSS KEYS P.H.	Surplus
HERSCHEL STREET/CHURCH STREET - Parcel of Land	Surplus
LAND ADJ TO 83 ELLIMAN AVE,	Vacant Land
29, CHURCH STREET	Let to Hall Trustees
LYNCH PIN PH fmr. GROVE TAVERN, LONG FURLONG DRIVE	Let to Admiral Taverns
314 HIGH ST	Let to Restaurant
MERRY MAKERS PH AND COMMUNITY HALL	Let to Punch Taverns
EARL OF CORNWALL P H	Let to Greene King
LAVENDER FARM	Agricultural Tenancy
CAR PARK SPACES HERSCHEL STRET, R/O 18/20 PARK ST	Let to Shop
BUS GARAGE STOKE ROAD (Stanley Cottages)	Let to Conlatuse
SHOPMOBILITY ALPHA STREET NORTH	Occupied by Shopmobility
Site of fmr. ROTUNDA Y & C - STADIUM ANNEXE, BELFAST AVE, SLOUGH	Surplus, transfer to SLR
PENN WOOD SCHOOL (SURPLUS LAND)	Vacant Land
SITE FMR ARBOUR VALE SPECIAL SCHOOL (excl West Wing)	Vacant Building
LONGCROFT 305 LANGLEY ROAD SLOUGH SL3 8DA	SOLD Surplus
THE PHOENIX DAY CENTRE 307 LANGLEY ROAD SLOUGH SL	SOLD Surplus
WEXHAM HOUSE KNOLTON WAY, SL2 5SG	SALE CONTRACTS EXCHANGED Surplus
279 LONG FURLONG DRIVE AND 1 EGERTON ROAD	Let Shop and House
26 WINDSOR ROAD, SLOUGH	Vacant
24 & 24A WINDSOR ROAD, SLOUGH	Let to Estate Agency
22 & 22A WINDSOR ROAD, SLOUGH	Let to Subway
ORCHARD Y & C CENTRE Mosque Car Park	Let to Stoke Road Mosque
ORCHARD Y & C CENTRE Car Valet Site	Let to Operator
ORCHARD Y & C CENTRE	Let to Stoke Road Mosque
ROCHFORDS HOSTEL	Vacant former Hostel
ROCHFORD YOUTH & COMMUNITY CENTRE, UXBRIDGE RD, SL	Community Centre
LAND NE CORNER MERCIAN ROAD	Former Parkland
THE LODGE, MERCIAN WAY	Former Park Keepers Lodge (let)
Highway Improvement Line Bath Road	
150 BATH ROAD SL1 3XE	Hgw Hsg
152 BATH ROAD SLOUGH SL1 3XE	Hgw Hsg
154 BATH ROAD SL1 3XE	Hgw Hsg
156 BATH ROAD SL1 3XE	Hgw Hsg
158 BATH ROAD SL1 3XE	Hgw Hsg
160 BATH ROAD SL1 3XE	Hgw Hsg
Highway Improvement Line Windsor Road	
81 to 95 WINDSOR ROAD (Incl. fmr UPRN 8328, 8329, 8465, 8508, 5154, 5155, 5156, 5231)	Surplus
97 WINDSOR ROAD	Housing
101 WINDSOR ROAD - GRD FLR	Hgw Hsg
101A WINDSOR ROAD SLOUGH	Hgw Hsg
103 WINDSOR ROAD	Hgw Hsg
105 WINDSOR ROAD	Housing
107A WINDSOR ROAD - 1ST FLR	Hgw Hsg
107 WINDSOR ROAD - GRD FLR	Hgw Hsg
109 WINDSOR ROAD - GRD FLR	Hgw Hsg
109A WINDSOR ROAD - 1ST FLR	Hgw Hsg
111 WINDSOR ROAD	Hgw Hsg
121b WINDSOR ROAD	Hgw Hsg
121a WINDSOR ROAD - GROUND FLR	Hgw Hsg
SITE OF 139 WINDSOR ROAD, SLOUGH (Highways Property)	Surplus
LAND ADJACENT TO 139 WINDSOR ROAD	Surplus
Heart of Slough Regeneration	
WILLIAM STREET TOILETS, DAY CENTRE SITE, WILLIAM S	Demolished
BRUNEL CAR PARK WELLINGTON STREET (incl. 8050)	Being Demolished
BRUNEL BUS STATION AMENITY BLDG (incl.8525)	Being Demolished
SHOP KIOSK, DAY CENTRE SITE, WILLIAM STREET	Demolished
fmr UNIVERSITY CAR PARK, ex TVU SITE, WILLIAM ST	Car Park/Site Compound
3&5 MACKENZIE ST	Let as Shop
5A&B MACKENZIE ST	Vacant Offices
PRUDENTIAL BUILDING, WINDSOR ROAD/HIGH STREET	

Appendix 1 – Part B: The Councils property asset portfolio (as at 01/09/11)

Category A Assets that are likely to stay operational

Property Name	Current Status
2 SWAN COURT SL1 2PW	Highway Housing no road scheme
32 CHALVEY ROAD EAST SL1 2LU	Highway Housing no road scheme
8a VICTORIA STREET SL2 5ND	Highway Housing no road scheme
88 BATH ROAD SLOUGH SL1 3XE	Highway Housing no road scheme
37 CHURCH STREET SL1 2NL CHALVEY	Highway Housing no road scheme
WASTE TRANSFER STATION - WHITE HART LANE SL1 2SF	Let to Enterprise
SLOUGH CROWN COURT CHALVEY PARK	Let to Courts
SLOUGH DEAF CENTRE, WINDMILL ROAD,	Let to Slough & District Deaf Centre
SALT HILL PARK, BATH ROAD	PPOA
SALT HILL LODGE 84 BATH ROAD	Let to NIAS
SALT HILL LODGE (2), 28 BATH RD / STOKE POGES LANE	Let to Slough Refugee Centre
fmr PARKVIEW (Kashmiri Karahi) RESTAURANT, SALT HILL PARK	Let to Restaurant
CREMATORIUM & CEMETERY, STOKE ROAD	Operational Cemetery
LAND AT FIVE POINTS	Public Parks and Open Areas
SITE of FORMER 1 LANGLEY BROOM, SLOUGH	Public Parks and Open Areas
LAND ADJACENT 7 LAYBURN CRESCENT, BRANDS HILL	Public Parks and Open Areas
GODOLPHIN RECREATION GROUND, GODOLPHIN ROAD	Public Parks and Open Areas
MANOR PARK, BEECHWOOD ROAD	Public Parks and Open Areas
GRANVILLE RECREATION GROUNDS, GRANVILLE AVENUE	Public Parks and Open Areas
BEECHWOOD OPEN SPACE	Public Parks and Open Areas
CIPPENHAM VILLAGE GREEN	Public Parks and Open Areas
CIPPENHAM VILLAGE POND & ROSE GARDENS	Public Parks and Open Areas
RICHARDS WAY OPEN SPACE	Public Parks and Open Areas
PIPPINS PARK	Public Parks and Open Areas
CROWN MEADOW	Public Parks and Open Areas
ALBANY PARK / PIPPINS ORCHARD	Public Parks and Open Areas
FARADAY ROAD PLAY AREA	Public Parks and Open Areas
HERSCHEL PARK	Public Parks and Open Areas
HERSCHEL PARK EXTENSION	Public Parks and Open Areas
HURWORTH AVENUE & WOOD	Public Parks and Open Areas
UPTON COURT PARK	Public Parks and Open Areas
CHALVEY RECREATION GROUND	Public Parks and Open Areas
CIPPENHAM RECREATION GROUND	Public Parks and Open Areas
KEDERMISTER PARK, REDDINGTON DRIVE	Public Parks and Open Areas
LASCELLES PLAYING FIELDS, LASCELLES PARK	Public Parks and Open Areas
LONGMEAD PUMPING STATION, UPTON COURT PARK	Let to Thames Water
BRIDPORT WAY OPEN SPACE	Public Parks and Open Areas
SPRINGGATE FIELD	Public Parks and Open Areas
HALKINGCROFT	Public Parks and Open Areas
SLOUGH RUGBY CLUB LAND, UPTON COURT PARK	Let to Slough Rugby Club
YEW TREE ROAD REST GARDENS	Public Parks and Open Areas
ROCHFORDS OPEN SPACE	Public Parks and Open Areas
CARDIGAN CLOSE PLAY AREA	Public Parks and Open Areas
PEAR TREE CLOSE	Public Parks and Open Areas
FERRERS CLOSE OPEN SPACE	Public Parks and Open Areas
DEER WOOD PARK	Public Parks and Open Areas
GERVAISE CLOSE	Public Parks and Open Areas
TWO MILE DRIVE	Public Parks and Open Areas
STREAMSIDE WALK	Public Parks and Open Areas
GOWINGS GREEN	Public Parks and Open Areas
MOOR FURLONG	Public Parks and Open Areas
HOYLAKE CLOSE	Public Parks and Open Areas
LITTLE CHAPELS CLOSE	Public Parks and Open Areas
PLAINES CLOSE	Public Parks and Open Areas
STORNAWAAY ROAD	Public Parks and Open Areas
HARVEY PARK LANGLEY, TAMAR WAY	Public Parks and Open Areas
WEEKES DRIVE RECREATION GROUND	Public Parks and Open Areas
HORSEMOOR GREEN RECREATION GROUND, COMMON ROAD	Public Parks and Open Areas
LANGLEY WAR MEMORIAL RECREATION GROUND, LANGLEY RO	Public Parks and Open Areas
MAPLIN PARK, MEADFIELD ROAD	Public Parks and Open Areas
BLOOM PK. GOODMAN PARK	Public Parks and Open Areas
LAND NORTH OF ROCHFORDS, UXBRIDGE ROAD	Public Parks and Open Areas
BAYLIS PARK, STOKE POGES LANE	Public Parks and Open Areas
THE GREAT HEDGE, ELTHAM AVENUE	Public Parks and Open Areas
POS PLAY AREA, NORTH OF NINE ACRES CIPPENHAM	Public Parks and Open Areas
POS NORTH OF RICHARDS WAY, CIPPENHAM	Public Parks and Open Areas

POS NORTH OF EARLS LANE, CIPPENHAM	Public Parks and Open Areas
POS BUFFER ZONE EAST AND WEST OF RICHARDS WAY	Public Parks and Open Areas
POS, HUNTERS WAY	Public Parks and Open Areas
LEISURE LAND NORTH SIDE WELLESLEY ROAD	Public Parks and Open Areas
OPEN SPACE/CRICKET PITCH CIPPENHAM	Public Parks and Open Areas
LISMORE PARK	Public Parks and Open Areas
RECYCLING CENTRE, STREAMSIDE (OFF EARLS LANE CIPPENHAM)	Recycling Area
MERCIAN WAY RECREATION GROUND	Public Parks and Open Areas
MOAT - WINDSOR MEADOWS, WOOD LANE	Public Parks and Open Areas
BUTTERMERE AVENUE	Amenity and Open Area
AMENITY VERGES FARNHAM LANE	Amenity and Open Area
COCKSHERD WOOD BRITWELL, FARNHAM LANE	Public Parks and Open Areas
LAND LYNCH HILL ROAD	Public Parks and Open Areas
REC GROUND NTH LONG FURLONG DR	Public Parks and Open Areas
LAND NTH OF LONG FURLONG DRIVE	Public Parks and Open Areas
SHEFFIELD & BUCKINGHAM REST GARDENS	Public Parks and Open Areas
UPTON LEA PLAYGROUND, MAPLE CRESCENT	Public Parks and Open Areas
LAND REAR 249 STOKE ROAD	Public Parks and Open Areas
LAND ADJ OLDWAY LANE ALLT, HUNTERCOMBE LANE SITE	Public Parks and Open Areas
LAND IN KEEL DRIVE	Public Parks and Open Areas
LAND NTH 411 FARNHAM ROAD	Public Parks and Open Areas
LAND AT KENILWORTH CLOSE	Public Parks and Open Areas
NATURE RESERVE, HAYMILL VALLEY	Public Parks and Open Areas
3RD UPTON SCOUT HQ, UPTON COURT PARK	Let to Scouts
PRESSURE REDUCING STATION, FARNHAM LANE, COCKSHERD	Let to National Grid
AVEBURY PLAY AREA	Public Parks and Open Areas
SPACKMANS WAY PLAY AREA	Public Parks and Open Areas
GRAMPIAN WAY PLAY AREA	Public Parks and Open Areas
TOWER HOUSE PLAY AREA	Public Parks and Open Areas
GOLDSWORTHY WAY PLAY AREA	Public Parks and Open Areas
MARESCROFT PLAY AREA	Public Parks and Open Areas
COLNBROOK RECREATION PLAY AREA	Public Parks and Open Areas
CONCORDE WAY PLAY AREA	Public Parks and Open Areas
NEWCHURCH ROAD PLAY AREA	Public Parks and Open Areas
LAND AT UPPER LEES ROAD	Public Parks and Open Areas
KEDDERMISTER PARK GIRL GUIDES HQ, REDDINGTON DRIVE	Let to Girl Guides
SHEFFIELD AND BUCKINGHAM REST GARDENS	Public Park and Open Area
LAND AT TANHOUSE FARM COLNBROOK	Amenity Land Green Belt
TOWN SQUARE HIGH STREET	Public Open Areas
HUNTERCOMBE SPUR LAND, OLDWAY LANE - 2	Let to Grazing
LAND AT PARK ROAD, FARNHAM ROYAL	Let to South Bucks
LAND IN SPACKMANS WAY/BRAMAS CLOSE	Amenity and Open Area
HERSCHEL STREET MULTI STOREY CAR PARK	Car Park
HATFIELD ROAD MSCP, CAR PARK, THE GROVE (Incl. UPRN 7003)	Car Park
GROVE CAR PARK, THE GROVE	Car Park
CAR PARK THE GREEN CHALVEY (D170)	Car Park
CAR PARK HARROW MARKET, HARROW ROAD (D170)	Car Park
CAR PARK PARLAUNT ROAD, PARLAUNT ROAD SHOPS (D170)	Car Park
CAR PARK SHEEHY WAY (D170)	Car Park
BURLINGTON ROAD CAR PARK	Car Park
ELMSHOTT WAY OPEN CAR PARK	Car Park
LOWER CIPPENHAM LANE OPEN CAR PARK	Car Park
VICARAGE WAY CAR PARK, COLNBROOK	Car Park
BAYLIS COURT NURSERY SCHOOL SLOUGH - Oatlands Driv	School
CHALVEY EARLY YEARS NURSERY SCHOOL Ladbroke Road, CHAL	School
CIPPENHAM NURSERY SCHOOL SLOUGH - St Andrews Way	School
WILLOW PRIMARY SCHOOL SLOUGH, Wexham Rd SL2 5JW	School
SLOUGH (Early Years) CENTRE NURSERY SCHOOL - Buckingham A	School
CIPPENHAM INFANT SCHOOL SLOUGH - Dennis Way SL1 5J	School
CLAYCOTS PRIMARY SCHOOL SLOUGH (Infant & Middle) M	School
FOXBOROUGH COMBINED PRIMARY SCHOOL LANGLEY - Commo	School
GODOLPHIN INFANTS SCHOOL	School
GODOLPHIN JUNIOR SCHOOL SLOUGH - Oatlands Drive SL	School
JAMES ELLIMAN PRIMARY SCHOOL - Elliman Ave SL2 5BA	School
MARISH PRIMARY SCHOOL SLOUGH - Swabey Rd SL3 8NZ (School
PARLAUNT PARK COMBINED PRIMARY SCHOOL SLOUGH - Ken	School
WESTERN HOUSE PRIMARY SCHOOL CIPPENHAM - Richards	School
WEXHAM COURT COMBINED PRIMARY SCHOOL SLOUGH - Chur	School
CARETAKERS HOUSE, WEXHAM COURT PRIMARY	fmr Caretakers House Incorporated into school
WESTGATE SCHOOL - Cippenham Lane SL1 5AH (F)	School

WEXHAM C SECONDARY SCHOOL SLOUGH - Norway Drive SL	School
LITLEDOWN SCHOOL SLOUGH - Queens Rd SL1 3QW	School
fmr COMMUNITY EDUCATION CENTRE - 53 STOKES RD SLOUGH	School
WESTERN HOUSE PRIMARY SCHOOL CIPPENHAM - Richards	School
PIPPINS PRIMARY SCHOOL - Raymond Close SL3 0PR (F	School
HAYMILL - HAYBROOK COLLEGE, BURNHAM LANE SL1 6LZ	School
HAYMILL - MILLSIDE SCHOOL	School
PENN WOOD PFI SCHOOL	School
BEECHWOOD PFI SCHOOL	School
ARBOR VALE PFI SCHOOL	School
CARETAKERS HOUSE, MONTEM PRIMARY	Former Caretakers House
CLAYCOTS CHILD CARE CENTRE - Monksfield Way SL2 1Q	School/Childrens Centre
MONTEM CHILD CARE CENTRE SL1 2TE	School/Childrens Centre
WILLIAM PENN CHILD CARE CENTRE SL2 1PH	School/Childrens Centre
MARISH CHILD CARE CENTRE	School/Childrens Centre
JAMES ELLIMAN GRADUATED CHILDRENS CENTRE	School/Childrens Centre
YEW TREE ROAD GRADUATED CHILDRENS CENTRE	School/Childrens Centre
WEXHAM ROAD CHILDRENS CENTRE	School/Childrens Centre
ST ANDREWS WAY CHILDRENS CENTRE	School/Childrens Centre
ORCHARD AVENUE CHILDRENS CENTRE	School/Childrens Centre
HAYMILL - HAYBROOK COLLEGE, BURNHAM LANE SL1 6LZ	School
HAYMILL - MILLSIDE SCHOOL	School
THE OLD SCHOOL, VICARAGE WAY, COLNBROOK	New Childrens Centre & Library
MALLARDS	Childrens Home
WEXHAM LEA CHILDREN'S CENTRE (new, in IQRA complex)	School
CIPPENHAM NURSERY CHILDREN'S CENTRE	School
CARETAKERS HOUSE, CLAYCOTS PRIMARY	Caretakers House
CARETAKERS HOUSE, FOXBOROUGH PRIMARY	Caretakers House
CARETAKERS HOUSE, JAMES ELLIMAN PRIMARY	Caretakers House
CARETAKERS HOUSE WEXHAM SECONDARY	Caretakers House
CARETAKERS HOUSE PENN WOOD PRIMARY	Caretakers House
CARETAKERS HOUSE WESTERN HOUSE	Caretakers House
CHALVEY COMMUNITY CENTRE (FORMER TVCC)	Community Centre
CIPPENHAM COMMUNITY HALL, EARLS LANE	Community Centre
LANGLEY PAVILLION (Part), MEMORIAL GROUND, LANGLEY ROAD	Let to Sea Cadets & Comm. Hall
LANGLEY PAVILION (Part) MEMORIAL GROUND, LANGLEY ROAD	Community Centre
YOUTH OFFENDERS TEAM , Floor 2 46/48 HIGH STREET, SLOUGH	Offices
NEW HORIZONS MENTAL HEALTH RESOURCE CENTRE	Offices
4 PRIORS CLOSE, PRIORS DAY SERVICES,	Day Centre
DAY CENTRE ELLIMAN AVE-LEARNING DISABILITY, 27 PURSERS	Day Centre
LANGLEY RESOURCE UNIT, SPITFIRE CLOSE SL3 8JK	Day Centre
NEW LANGLEY LIBRARY, TRELAWNEY AVENUE	Library, sub lease from A2
SPEEDWELL WEXHAM NURSERY	Disability Centre
pt 1 & 2nd FLOOR MAPLE HOUSE, WILLIAM ST	Operational DAAT
ST MARTINS PLACE, 51 BATH ROAD SLOUGH SL1 3UF	Operational
70 FOX ROAD SLOUGH SL3 7SJ	Hsg Offices
427 LONDON ROAD SL3 8PS	Hsg Traveller Site
TRAVELLER SITE HORTON RD. POYLE	Hsg Traveller Site
MOBILE FOXBOROUGH HOMES SITE	Hsg Traveller Site
NEW SLOUGH BUS STATION, BRUNEL WAY.	New Bus Station
CARE HOME SITE, WEXHAM ROAD	Let to Care UK - Care Home
EXTRA CARE HOME SITE, WEXHAM ROAD	Let to Hanover HA, extra care home
EXTRA CARE HOME SITE, NORTHAMPTON AVENUE	Let to Hanover HA, extra care home
PFI & Academy Schools	
LANGLEY ACADEMY - Langley Rd SL3 7EF	Land let to Academy
PENN WOOD PRIMARY SCHOOL - Penn Rd SL2 1PH (old W	PFI School
BEECHWOOD SCHOOL SLOUGH - Long Readings Lane, SL2 (PFI)	PFI School
ARBOUR VALE SPECIAL SCHOOL SLOUGH (new build PFI)	PFI School
SCHOOL HOUSE - PENN ROAD SLOUGH SL2 1PG	PFI School
CARETAKERS HOUSE, BEECHWOOD SECONDARY	PFI School
Slough Community Leisure	
BOWLING CENTRE, SALT HILL PARK, BATH ROAD	Newly refurbished
LANGLEY LEISURE CENTRE, PARLAUNT ROAD	Operational
THAMES VALLEY ATHLETIC CENTRE	Operational
OUTDOOR TENNIS COURTS SALT HILL PARK	Operational

Category B Assets that could stay operational with potential for co - location

Property Name	Current Status
MONTEM PRIMARY SCHOOL SLOUGH - Chalvey Grove SL1 2	School & Expansion Land
ROTUNDA BUILDING NORTHAMPTON AVE	Use by Herschel & Haybrook
ROTUNDA ANNEXE NORTHAMPTON AVE	Let to Vol Sector
SLOUGH YOUNG PEOPLES CENTRE, 323 HIGH STREET	Offices & Operational
CHALVEY COMMUNITY CENTRE, CHALVEY	Community Centre
CIPPENHAM LIBRARY, ELMSHOTT LANE, SL1 5RB	Library
MANOR PARK YOUTH AND COMMUNITY CENTRE	Y & C Centre
MANOR PARK COMMUNITY HALL, VILLIERS ROAD	Community Hall use by Age Concern
LEA COMMUNITY CENTRE, WEXHAM ROAD	Community Centre
MARIA COWLAND COMMUNITY HALL, 26 BOWER WAY	Let to Age Concern
WESTFIELD COMMUNITY HALL, SEVERN CRESCENT	Community Centre
LANDMARK PLACE	Operational Offices
39 BLANDFORD PLACE (EBWA)	Hsg
98 BLANDFORD PLACE (EBWA)	Hsg
27 CHURCH STREET (CAB, Shelter & SCVS)	Operational
3 ST LAURENCE WAY,	Operational
AIRWAYS HOUSE	Operational, Lease expires dec 2012
ALLOTMENTS, LAND EAST OF STOKE POGES, STOKE ROAD	Allotment
SAMPSONS GREEN (ROCKESBY RD./WAVELL RD.) ALLOTMENT	Allotment
ALLOTMENTS, CHERRY ORCHARD, STOKE ROAD	Allotment
ALLOTMENTS, COLLEGE ROAD	Allotment
ALLOTMENTS, COWPER ROAD	Allotment
ALLOTMENTS, GRANVILLE AVENUE	Allotment
ALLOTMENTS, HORSEMOOR GREEN, OFF COMMON ROAD	Allotment
ALLOTMENTS, SLOUGH ROAD, LAND S.W. OF M4, NEAR THE	Allotment
ALLOTMENTS, RAGSTONE ROAD	Allotment
ALLOTMENTS, WESTPOINT, OLDWAY LANE	Allotment
ALLOTMENTS, HARROW ROAD, GREEN DRIVE	Allotment
KEEL DRIVE ALLOTMENTS	Allotment
2 PRIORS CLOSE	
LAND AT CHERRIES	Let to Wexham Parish Council
LAND AT NORWAY DRIVE	Let to Wexham Parish Council
LAND NORTH MUDDY LANE	Let to Sikh Social Trust
YMCA LAND, LADBROOKE ROAD	Let to YMCA
LAND AT CHURCH LANE, WEXHAM	Public Park and Open Area
Slough Community Leisure	
THE CENTRE/SPIRIT CONFERENCE CENTRE	Operational

**Category C Assets that are expensive to run, not fit for purpose
and/or have a potential capital receipt or are possible LABV Asset.**

Property Name	Current Status
MONTEM RECREATION GROUND	Public Parks and Open Areas
THE MILAN CENTRE, QUEENS ROAD	Community Centre
THOMAS GRAY CENTRE, Queens Road SL1 3QW	Offices & WEA
WEST WING	Community & Arts Centre
GURNEY HOUSE UPTON ROAD SLOUGH SL1 2AE	Let to BUPA
HORSEMOOR GREEN YOUTH & COMMUNITY CENTRE,	E & CS -Y&C Centres Review
4 RAGSTONE ROAD SLOUGH SL1 2PU - CARETAKERS HOUSE	Slough & Eton School Caretaker Hsg
LAVENDER COURT, 1 PRIORS CLOSE (See 5208)	Residential Priors
3 PRIORS CLOSE RESPOND RESPITE CARE ADULTS CENTRE	Residential
HAYMILL COMMUNITY CENTRE BUILDINGS	Community Centre & Offices
LANGLEY COMMUNITY HALL, LANGLEY ROAD	Community Centre
WEEKES DRIVE COMMUNITY HALL, Tamarisk Way	Community Centre
CORNER HOUSE 254a FARNHAM ROAD	Let to Vol Sector, Crossroads
629 BATH ROAD	Let to Thames Valley Positive Support
HARVEY PARK DRESSING ROOM, TAMAR WAY (Pavilion)	Parks Dressing Room
KEDERMISTER DRESSING ROOMS, REDDINGTON DRIVE	Parks Dressing Room
MERCIAN WAY RECREATION GROUND DRESSING ROOMS	Parks Dressing Room
SALT HILL DRESSING ROOMS, SALT HILL PARK	Vacant
UPTON COURT PARK DRESSING ROOMS, UPTON COURT ROAD	Parks Dressing Room
CHALVEY WORKING MENS CLUB	Let to CWMC & Labour Party
27 HARROW ROAD (P756)8081	Local Office
LAND ADJACENT 27 AYLESBURY CRESCENT	Vacant
TOWN HALL (1930 BUILDING), BATH ROAD	Operational
TOWN HALL ANNEXE	Offices Demolition proposed 2011
SLOUGH MUSEUM, HIGH STREET	Operational
8/10 LEDGERS ROAD (Incl UPRN 8512)	Let to Voluntary Organisations
CIPPEHNAM RECREATION GROUND (Bowls Club)	Let to Bowls Club
PLYMOUTH ROAD INDUSTRIAL UNITS	Let From SEGRO Lease terminates 2013
7 TRELAWNEY AVENUE IND COURT	Industrial Unit
6 TRELAWNEY AVENUE IND COURT	Industrial Unit
5 TRELAWNEY AVENUE IND COURT	Industrial Unit
4 TRELAWNEY AVENUE IND COURT	Industrial Unit
3 TRELAWNEY AVENUE IND COURT	Industrial Unit
2 TRELAWNEY AVENUE IND COURT	Industrial Unit
1 TRELAWNEY AVENUE IND COURT	Industrial Unit
CENTRAL NURSERY LAND, WEXHAM ROAD moved to Cat D	Nursery Site
WEEKES DRIVE RECREATION GROUND	Public Park and Open Area
LANDFILL KENNEDY PARK	
BOWYER PLAYING FIELDS	Public Park and Open Area
LAND ADJ. 43 PETERSFIELD AVENUE	
15 THE SPINNEY	S/O House
CIPPENHAM BOYS/YOUTH CLUB, MERCIAN WAY	
LAND AT SPACKMANS WAY/BRAMMAS CLOSE	Amenity Land
LASCELLES DEPOT, LASCELLES PARK	Vacant Depot
LASCELLES CAFETERIA, LASCELLES PARK, LASCELLES ROAD (Incl. UPRN 8004, 8054)	Vacant
ORCHARD Y & C CENTRE 73A STOKE ROAD	E & CS -Y&C Centres Review
SLOUGH CENTRAL LIBRARY, HIGH STREET SL1 1EA	Library, sub let from HCA
MILLENNIUM GREEN PROJECT, MONTEM RECREATION GROUND	Land leased to Trustees Chalvey Millenium Green Trust
CENTRAL NURSERY LAND, WEXHAM ROAD	Nursery Site, closed
STOKE WOOD, COLLUM GREEN ROAD, FARNHAM COMMON	Woodland adj. TW Reservoir
NEW PARK BUILDINGS, HERSCHEL PARK	Public Park and Open Area
ELECTRICITY SUB STATION SITES, 80 APPROX	Let to SSE. Dispose where advantageous
HERSCHEL/VICTORIA STREET LAND	Public Park and Open Area
LAND R/O KNOLTON WAY SHOPS/THE CHERRIES	Amenity Land
LAND REAR KENDAL CLOSE	Adjoining Slough Basin
324 TRELAWNEY AVENUE	Let to surgery
425 TRELAWNEY AVENUE	Let to surgery
LANGLEY POLICE STATION, HIGH STREET LANGLEY	Let to Thames Valley Police
ALBERT STREET CAR PARK	Car Park
ROCHFORDS HOSTEL	Vacant former Hostel
ROCHFORD YOUTH & COMMUNITY CENTRE, UXBRIDGE RD, SL	Community Centre
LAND NE CORNER MERCIAN ROAD	Former Parkland
THE LODGE, MERCIAN WAY	Former Park Keepers Lodge (let)
VACENT LAND ADJACENT FORMER CROSS KEYS P.H.	Surplus
BUS GARAGE STOKE ROAD (Stanley Cottages)	Let to Conlatuse
SHOPMOBILITY ALPHA STREET NORTH	Occupied by Shopmobility
26 WINDSOR ROAD, SLOUGH	Vacant
24 & 24A WINDSOR ROAD, SLOUGH	Let to Estate Agency
22 & 22A WINDSOR ROAD, SLOUGH	Let to Subway
ORCHARD Y & C CENTRE	Let to Stoke Road Mosque
PAKISTAN WELFARE ASSOCIATION fmr CHALVEY Y&C CENTRE, Darvills Lane,	Let to PWA
SITE FMR ARBOURVALE SPECIAL SCHOOL (excl West Wing)	Vacant Building

Britwell Regeneration	
NEWBEECH EPH & DAY CENTRE - Housing Development (Britwell Regeneration)	Site for New Housing
NEWBEECH HOUSE LONG READINGS LANE (Land Adjacent)	Site for New Housing
JOLLY LONDONER, WENTWORTH AVENUE	fmr PH Site for New Housing, demolition current.
BRITWELL LIBRARY, WENTWORTH AVENUE SL2 2AW	Library, site for New Housing
SERVICE STATION WENTWORTH AVENUE	Let to Service Station, early vacancy agreed.
KENNEDY PARK BRITWELL, LONG FURLONG DRIVE	Site 2A Housing Redevelopment & Parkland
LANDFILL KENNEDY PARK, LONG FURLONG DRIVE	Open Grassed Area, Proposed improved Park Area
95,97 WENTWORTH AVENUE	Shop
93 WENTWORTH AVENUE	Shop
91 WENTWORTH AVENUE	Shop
89 WENTWORTH AVENUE	Shop
87 WENTWORTH AVENUE	Shop
85 WENTWORTH AVENUE	Shop
83 WENTWORTH AVENUE	Shop
81 WENTWORTH AVENUE	Shop
79 WENTWORTH AVENUE	Shop
77 WENTWORTH AVENUE	Shop
75 WENTWORTH AVENUE	Shop
73 WENTWORTH AVENUE	SBC One Stop Shop
69,71 WENTWORTH AVENUE	Shop
63,65,67 WENTWORTH AVENUE	Shop
61 WENTWORTH AVENUE	Shop
59 WENTWORTH AVENUE	Shop
57 WENTWORTH AVENUE	Shop
55 WENTWORTH AVENUE	Shop
53 WENTWORTH AVENUE	Shop
51 WENTWORTH AVENUE	Shop
49 WENTWORTH AVENUE	Shop
47 WENTWORTH AVENUE	Shop
45 WENTWORTH AVENUE - 1	Shop
ELDERLY PERSONS BUNGALOWS MARUNDEN GREEN	Site 2B Premises being Vacated
FORMER GARAGE SITE PEMBERTON ROAD	Site 2A Housing Redevelopment
BRITWELL PLAYCENTRE, LONG FURLONG DRIVE	Site 2A Housing Redevelopment
41/43 WENTWORTH AVENUE, fmr MALT	Vacant, demolition current, site of proposed Community Hub.
WENTWORTH AVENUE INDUSTRIAL COURT, 12 UNITS	Vacant, demolition current, site of proposed Community Hub.
LAND NORTH PEMBERTON ROAD, BRITWELL	Let to Scouts Part Site 2A Housing Development
LAND SOUTH PEMBERTON ROAD, BRITWELL	Let to Guides Part Site 2A Housing Development
Britwell Regeneration related Operational Assets & Other SBC Ownerships	
BRITWELL BOYS CLUB, WENTWORTH AVENUE	Let to Trustees Britwell Y&C Project
KENNEDY PARK LODGE BRITWELL, L. FURLONG DR. (From	Hsg adj Britwell Regeneration
WENTWORTH MEDICAL CENTRE	Surgery leased to Doctor, Dentist & Pharmacy
NHS CHILD WELFARE CENTRE, WENTWORTH AVENUE	NHS Centre
Chalvey Regeneration	
fmr CHALVEY NURSERY SCHOOL (EYC) - THE GREN.- SITE C	TVCC Regeneration
CHALVEY REGENERATION INC. DIAGNOSTIC UNIT & VACANT LAND, SITE D	TVCC Regeneration
SITE OF FORMER SCOUT HUT LADBROOKE ROAD	Let to Chalvey Millenium Trust
CHALVEY PLAYLEADERSHIP, LADBROOKE ROAD, CHALVEY	Demolition Completed
Heart of Slough Regeneration	
WILLIAM STREET TOILETS, DAY CENTRE SITE, WILLIAM S	Demolished
fmr BRUNEL CAR PARK WELLINGTON STREET (Incl. 8050)	Sold to Development Securities, Demolition current.
fmr BRUNEL BUS STATION AMENITY BLDG (incl.8525)	Sold to Development Securities, Demolition current.
LAND ADJ fmr BRUNEL BUS STATION & SURPLUS HIGHWAY	Development site adjacent proposed Dev Sec Offices
SHOP KIOSK, DAY CENTRE SITE, WILLIAM STREET	Demolished
fmr UNIVERSITY CAR PARK, ex TVU SITE, WILLIAM ST	Car Park/Site Compound
3&5 MACKENZIE ST	Let as Shop
5A&B MACKENZIE ST	Vacant Offices
PRUDENTIAL BUILDING, WINDSOR ROAD/HIGH STREET	
PRUDENTIAL YARD CAR PARK	
Slough Community Leisure	
MONTEM SPORTS CENTRE, MONTEM LANE	Operational
ICE ARENA, MONTEM SITE. MONTEM LANE	Operational

HRA Shops	
254 SCAFELL ROAD	Shop
252 SCAFELL ROAD	Shop
9 MINSTER WAY	Shop
8 STONEYMEADE	Shop
6 STONEYMEADE	Shop
4 STONEYMEADE	Shop
2 STONEYMEADE	Shop
51 CHEVIOT ROAD	Shop
53 CHEVIOT ROAD	Shop
55 CHEVIOT ROAD	Shop
14 ANSLOW PLACE SHOPS	Shop
13 ANSLOW PLACE SHOPS	Shop
12 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
10 ANSLOW PLACE SHOPS	Shop
11 ANSLOW PLACE SHOPS	Shop
84 SAINT ANDREWS WAY	Shop
13 HARRISON WAY	Shop
11 HARRISON WAY	Shop
9 HARRISON WAY	Shop
7 HARRISON WAY	Shop
5 HARRISON WAY	Shop
104 KNOLTON WAY	Shop
98 KNOLTON WAY	Shop
96 KNOLTON WAY	Shop
90 KNOLTON WAY	Shop
86/88 KNOLTON WAY	Shop
9 ANSLOW PLACE SHOPS	Shop
82 KNOLTON WAY	Shop
80 KNOLTON WAY	Shop
74 KNOLTON WAY	Shop
24 PARLAUNT ROAD	Shop
22 PARLAUNT ROAD	Shop
20 PARLAUNT ROAD	Shop
18 PARLAUNT ROAD	Shop
16 PARLAUNT ROAD	Shop
14 PARLAUNT ROAD	Shop
SHAMROCK PH (FMR LANGLEY TAVERN) PARLAUNT ROAD	Public House
236 TRELAWNEY AVENUE	Shop
230 TRELAWNEY AVENUE	Shop
232 TRELAWNEY AVENUE	Shop
302 TRELAWNEY AVENUE	Shop
228 TRELAWNEY AVENUE	Shop
308 TRELAWNEY AVENUE	Shop
246 TRELAWNEY AVENUE	Shop
258 TRELAWNEY AVENUE	Shop
304 TRELAWNEY AVENUE	Shop
234 TRELAWNEY AVENUE	Shop
306 TRELAWNEY AVENUE	Shop
300 TRELAWNEY AVENUE	Shop
252 TRELAWNEY AVENUE	Shop
254 TRELAWNEY AVENUE	Shop
260 TRELAWNEY AVENUE	Shop
298 TRELAWNEY AVENUE	Shop
256 TRELAWNEY AVENUE	Shop
250 TRELAWNEY AVENUE	Shop
244 TRELAWNEY AVENUE	Shop
248 TRELAWNEY AVENUE	Shop
238/240 TRELAWNEY AVENUE	Shop
296 TRELAWNEY AVENUE	Shop
242 TRELAWNEY AVENUE	Shop

Category D Assets that are vacant and/or surplus

Property Name	Current Status
LAND ADJACENT 7 ELLIS AVE. (R/O 5 BATH ROAD)	Surplus, Sale Agreed
HERSCHEL STREET/CHURCH STREET - Parcel of Land	Surplus
LAND ADJ TO 83 ELLIMAN AVE, 29, CHURCH STREET	Vacant Land
LYNCH PIN PH fmr. GROVE TAVERN, LONG FURLONG DRIVE	Let to Hall Trustees
314 HIGH ST	Let to Admiral Taverns
20 WINDMILL ROAD	Let to Restaurant
MERRY MAKERS PH AND COMMUNITY HALL	Former Group Housing
EARL OF CORNWALL P H	Let to Punch Taverns
LAVENDER FARM	Let to Greene King
CAR PARK SPACES HERSCHEL STRET, R/O 18/20 PARK ST	Agricultural Tenancy
SITE fmr. ROTUNDA Y & C - STADIUM ANNEXE, BELFAST AVE, SLOUGH	Part Let to Shop
WEXHAM HOUSE KNOLTON WAY, SL2 5SG	Surplus, transfer to SLR
279 LONG FURLONG DRIVE AND 1 EGERTON ROAD	Surplus Sale Agreed
ORCHARD Y & C CENTRE Mosque Car Park	Let Shop and House
ORCHARD Y & C CENTRE Car Valet Site	Let to Stoke Road Mosque
LAND AT WOODLAND AVENUE	Let to Operator
LAND AT NORTHBOROUGH ROAD R/O 27	Leting to Sikh Social Centre current
	Vacant Site
Highway Improvement Line Bath Road	
150 BATH ROAD SL1 3XE	Hgw Hsg
152 BATH ROAD SLOUGH SL1 3XE	Hgw Hsg
154 BATH ROAD SL1 3XE	Hgw Hsg
156 BATH ROAD SL1 3XE	Hgw Hsg
158 BATH ROAD SL1 3XE	Hgw Hsg
160 BATH ROAD SL1 3XE	Hgw Hsg
Highway Improvement Line Windsor Road	
81 to 95 WINDSOR ROAD (Incl. fmr UPRN 8328, 8329, 8465, 8508, 5154, 5155, 5156, 5231)	Surplus
97 WINDSOR ROAD	Housing
101 WINDSOR ROAD - GRD FLR	Highway Hsg
101A WINDSOR ROAD SLOUGH	Highway Hsg
103 WINDSOR ROAD	Highway Hsg
105 WINDSOR ROAD	Housing
107A WINDSOR ROAD - 1ST FLR	Highway Hsg
107 WINDSOR ROAD - GRD FLR	Highway Hsg
109 WINDSOR ROAD - GRD FLR	Highway Hsg
109A WINDSOR ROAD - 1ST FLR	Highway Hsg
111 WINDSOR ROAD	Highway Hsg
121b WINDSOR ROAD	Highway Hsg
121a WINDSOR ROAD - GROUND FLR	Highway Hsg
SITE OF 139 WINDSOR ROAD, SLOUGH (Highways Property)	Surplus Land
LAND ADJACENT TO 139 WINDSOR ROAD	Surplus Land

Schools in Slough

C – Community	F – Foundation	VA – Voluntary Aided	VC – Voluntary Controlled	T – Trust	A-Academies
Name and type of school	School Type	Address			
Arbour Vale School	C	Farnham Road, Slough, SL2 3AE			
Baylis Court Nursery School	C	Oatlands Drive, Slough, SL1 3HS			
Baylis Court School	F	Gloucester Avenue, Slough, SL1 3AH			
Beechwood School	C	Long Readings Lane, Slough, SL2 1QE			
Castleview School	F	Woodstock Avenue, Slough, SL3 7JL			
Chalvey Early Years Centre	C	The Green, Chalvey, Slough, SL1 2SP			
Cippenham Infant School	C	Dennis Way, Slough, SL1 5JP			
Cippenham Junior School	F	Elmshott Lane, Slough, SL1 5RB			
Cippenham Nursery	C	St Andrews Way, Slough, SL1 5NL			
Claycots Primary School	C	Monksfield Way, Slough, SL2 1QX			
Colnbrook Church of England Primary School	VC	High Street, Colnbrook, SL3 0JZ			
Foxborough Primary School	C	Common Road, Langley, SL3 8TX			
Godolphin Infant School	C	Warrington Avenue, Slough, SL1 3BQ			
Godolphin Junior School	C	Oatlands Drive, Slough, SL1 3HS			
Haybrook College	C	112 Burnham Lane, Slough, Berkshire. SL1 6LZ	Penn Wood Primary & Nursery School	C	Penn Road, Slough, SL2 1PH
Herschel Grammar School	F	Northampton Avenue, Slough, SL1 3BW	Pippins School	F	Raymond close, Colnbrook, SL3 OPR
Holy Family Catholic Primary School	VA	High Street, Langley, SL3 3HS	Priory School	F	Orchard Avenue, Slough, SL1 6HE
Iqra Slough Islamic Primary School	VA	Grasmere Avenue, Slough, SL2 5JD	Ryvers Primary School	F	Trelawny Avenue, Slough, SL3 7TS
James Elliman Primary School	C	Elliman Avenue, Slough, SL2 5BA	Slough and Eton Church of England Business & Enterprise College	VC	Ragstone Road, Slough, SL1 2PE
Khalsa Primary School	VA	Wexham Road, Slough, Berkshire SL2 5JW	Slough Early Years Centre	C	Buckingham Avenue East, Slough, SL1 3EA
Langley Academy	A	Langley Road, Slough, SL3 7EF	Slough Grammar School	T	Lascelles Road, Slough, SL3 7PR
Langley Grammar School	F	Reddington Drive, Slough, SL3 7QS	St Anthonys Catholic Primary School	VA	Farnham Road, Slough, SL2 3AA
Lea Nursery	C	Wexham Road, Slough, SL2 5JW	St Bernards Catholic Grammar School	VA	Langley Road, Slough, SL3 7AF
Littledown School	C	Queens Road, Slough, SL1 3QW	St Ethelberts Catholic Primary School	VA	Wexham Road, Slough, SL2 5QR
Lynch Hill Primary School	F	Garrard Road, Slough, SL2 2HX	St Josephs Catholic High School	VA	Shaggy Calf Lane, Slough, SL2 5HW
Marish Primary School	C	Swabey Road, Slough, SL3 8NZ	St Mary's Church of England Primary School	VC	Yew Tree Road, Slough, SL1 2AR
Montem Primary School	C	Chalvey Grove, Slough, SL1 2TE	Western House School	C	Richards Way, Cippenham, Slough. SL1 5TJ
Our Lady of Peace Catholic Infant and Nursery school	VA	Derwant Drive, Slough, SL1 6HW	The Westgate School	F	Cippenham Lane, Slough, SL1 5AH
Our Lady of Peace Catholic Junior School	VA	Derwant Drive, Slough, SL1 6HW	Wexham Court Primary School	C	Church Lane, Wexham SL3 6LU
Parlaurt Park Primary School	C	Kennett Road, Slough, SL3 8EQ	Wexham School	C	Norway Drive, Slough, SL2 5QP

School types

There are many different types of state school as well as independent schools. This page provides some information on each type of school

Mainstream state schools

All children in England between the ages of five and 16 are entitled to a free place at a state school. Most go to state schools.

Children normally start primary school at the age of four or five, but many schools now have a reception year for four year olds. Children normally leave at the age of 11, moving on to secondary school. Most state schools admit both boys and girls, though some are single-sex.

The four main types of state school all receive funding from local authorities. They all follow the National Curriculum and are regularly inspected by Ofsted.

Community schools

A community school is run by the local authority, which:
employs the staff

owns the land and buildings

decides which 'admissions criteria' to use (these are used to allocate places if the school has more applicants than places)

Community schools look to develop strong links with the local community, sometimes offering use of their facilities and providing services like childcare and adult learning classes.

Foundation and Trust schools

Foundation schools are run by their own governing body, which employs the staff and sets the admissions criteria. Land and buildings are usually owned by the governing body or a charitable foundation.

A Trust school is a type of foundation school which forms a charitable trust with an outside partner - for example, a business or educational charity - aiming to raise standards and explore new ways of working.

The decision to become a Trust school is taken by the governing body, with parents having a say. Trust schools will be introduced from summer 2007.

Voluntary-aided schools

Voluntary-aided schools are mainly religious or 'faith' schools, although anyone can apply for a place. As with foundation schools, the governing body:

employs the staff

sets the admissions criteria

School buildings and land are normally owned by a charitable foundation, often a religious organisation. The governing body contributes to building and maintenance costs.

Voluntary-controlled schools

Voluntary-controlled schools are similar to voluntary aided schools, but are run by the local authority. As with community schools, the local authority:

employs the school's staff

sets the admissions criteria

School land and buildings are normally owned by a charity, often a religious organisation, which also appoints some of the members of the governing body.

Specialist schools

Though they follow the National Curriculum, specialist schools focus on a particular subject area. Examples include sports, technology or visual arts.

State schools with particular characteristics

Within the state schools system described above, there are a number of schools with particular characteristics. As with other state schools, admissions are coordinated by the local authority. However, some may have different admission criteria or funding arrangements.

Academies

Academies are independently managed, all-ability schools set up by sponsors from business, faith or voluntary groups in partnership with the Department for Children, Schools and Families and the local authority. Together they fund the land and buildings, with the government covering the running costs.

City Technology Colleges

These are independently managed, non-fee-paying schools in urban areas for pupils of all abilities aged 11 to 18. They are geared towards science, technology and the world of work, offering a range of vocational qualifications as well as GCSEs and A levels.

Community and foundation special schools

Special schools cater for children with specific special educational needs. These may include physical disabilities or learning difficulties.

Faith schools

Faith schools are mostly run in the same way as other state schools. However, their faith status may be reflected in their religious education curriculum, admissions criteria and staffing policies.

Grammar schools

Grammar schools select all or most of their pupils based on academic ability.

Maintained boarding schools

Maintained boarding schools offer free tuition, but charge fees for board and lodging.

Independent schools

There are around 2,300 independent schools in England. These schools set their own curriculum and admissions policies. They are funded by fees paid by parents and income from investments. Just over half have charitable status.

Every independent school must be registered with the Department for Children, Schools and Families. Standards are regularly monitored by either Ofsted or an inspectorate approved by the Secretary of State, ensuring that the school maintains the standards set out in its registration document.

Appendix 2 – Projects for consideration in the LABV Short Term (0-6 years) Projects

Regeneration Programme	Project	Priority	Current asset value	Development requirements / options
Heart of Slough	The Curve	1	£ 1,000,000	Build The Curve to provide library, adult education, museum, customer contact centre and civic meeting rooms. Undertake changes required as a result of CPO or negotiated land assembly.
Heart of Slough	The Old Central Library site	2	-£ 2,500,000	Masterplan approval for a hotel, offices, restaurants/cafe and shops. Site currently leased by HCA but available to buy-back for £2.5M
Heart of Slough	University of West London site	1	£ 2,000,000	SBC own 13% of the site and have a developer agreement with UWL. HCA grant funding for infrastructure improvements has a condition to require the construction of 1,200 housing units on the site. Potential for small retail / café / restaurants development.
Heart of Slough	"Ransom strip" on the Brunel Bus Station / car park site, etc. site	2	£ 1,000,000	Masterplan approval for 3 Office blocks on front of site onto Bath Road (site owned primarily by Development Securities plc.). Rest of site for the construction of a hotel and offices (owned by Scottish Widows). SBC owns the Bus Station site together with smaller sites on the quadrant.
	West Wing & former Arbor Vale School site	1	£ 2,500,000	West Wing currently used for cultural activities that will transfer into The Curve when built. Arbor Vale School replaced by new School in vicinity. Proposed use for the site is to construct new STFC stadium and housing, being led by Paradigm Housing Association.
Chalvey Regeneration	Chalvey "Site 5"	2	£ 1,000,000	Site available for development.
	Haymill site, location for Millside special school.	2	£ 8,000,000	Haymill Centre in a poor state of repair but continued use by Special School. Top of site has the Millside Special School. Potential to redevelop the site to include the construction of a new school adjacent to existing school, facilitating the clearance of the Haymill Centre and redevelopment of the site to construct high value housing. If only half the site developed then land value halved.
	Town Hall Annexe Site	2	£ 3,000,000	Town Hall Annexe site under demolition. Site available for housing / office redevelopment. NB potential for medium term site assembly with Old Town Hall site.
	Wexham Nursery Site	3	£ 6,000,000	Nursery closed and site being decommissioned. Future use of small part of the site being considered for Speedwell against a range of other options for consideration by Cabinet in October 2011. Site ideally located for the construction of high value housing.
	New school on Upton Court site	2	£ 1,500,000	Use of DfE grant to relocate and construct a new "through" school.
	Eschele Court	3	£ 500,000	Demolition of existing buildings underway. Potential for retail, office or housing.

Medium Term (7-12 years)

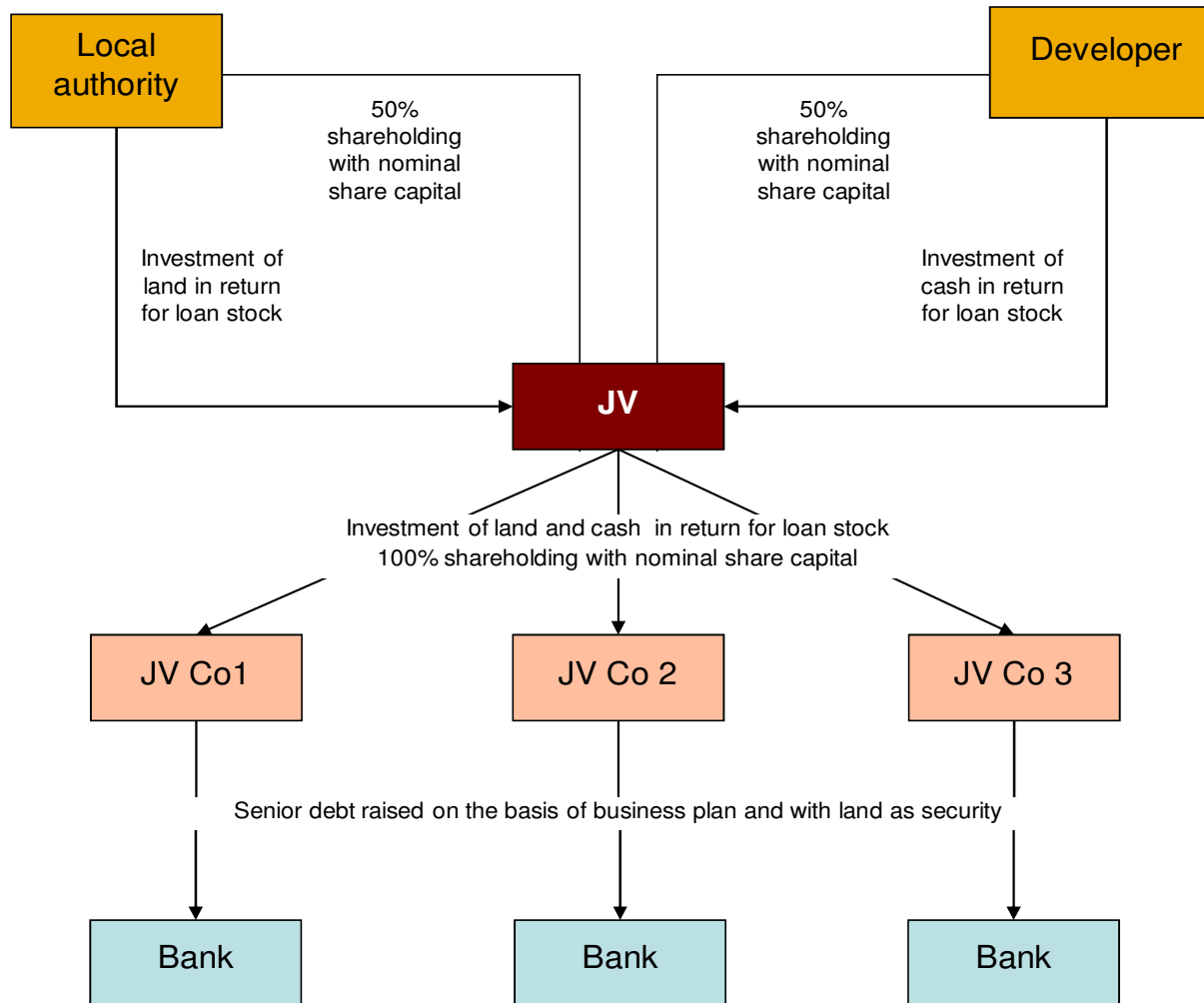
	Montem Recreation Ground (including Montem Leisure Centre / Ice Rink)	2	£ 10,000,000	Both the Leisure Centre and Ice Rink require considerable investment to replace major plant and modernise facilities. The alternative is to construct a new leisure centre. Site development options include: new build on the Montem Recreation Ground site; Town Hall Annexe site; or The Centre site to co-join with the existing centre but provide a pool, etc. Options for the Montem Recreation Ground site include new Housing, offices, offices with new cinema/leisure offer, etc.
	The Centre	2	£ 3,000,000	Linked to the options for the Montem Leisure Centre. Potential for other development.
Heart of Slough	Stoke Road Bus Garage	3	£ 1,000,000	Large site in key town centre location. Potential for office or multi-storey housing redevelopment.
	Thomas Gray/Milan Centre	2	£ 1,000,000	Current use for Adult Education and previously used as a School. Potential to relocate a School or other development but service relocation dependant upon completing the construction of The Curve.
	Rochford Hostel & Community Centre	3	£ 500,000	Hostel & Community Centre use being discontinued and buildings demolished. Site available for development.
	The Orchard Y & CC	3	£ 1,000,000	Site available for development
	Weeks Drive CC & Montem School	2	£ 5,000,000	Site available for new development
	Old Town Hall	2	£3,000,000	Old Town Hall - Initial conversion to School for 7 year life. Then site available for development.
	8 & 10 Ledgers Road	2	£ 500,000	Properties adjacent to Town Hall Annexe site and owned by SBC to be incorporated in land assembly for the Old Town Hall / Town Hall extension site. Potential for other properties in private ownership to be incorporated.
	Windsor Road Highway properties and 22-26 Windsor Road	2	£ 1,600,000	Site acquired for a highways scheme but could be considered in whole or part for redevelopment. 3 houses also available.

Long-term (12 – 20 years)

	Slough Basin / Bower Park land	2	£ 4,000,000	British Waterways proposed redevelopment of the Slough Basin scheme. SBC land required to add to redevelopment or alternatively to take advantage of the development. Potential for housing.
	Chalvey Halt Station	4	£ 500,000	Potential partnership development to create a new station halt on the Paddington to Windsor line. SBC owns land behind a vacant public house site which is in close proximity to the proposed line. Private land acquisition would be required to deliver the Halt.
Total all projects =			£ 52,100,000	

Appendix 3 – Summary of Key Principles underpinning the financial structure of a LABV

Multi site programmes: financial structuring, investment and financing



Recycling returns: potential flow of funds

