

# Thinking. Forward.

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**PARTNERSHIP BUSINESS PLAN 2017-2021**

**2017 UPDATE**

Status – Approved by SUR Business Board on xx/xx/17

Approved by JV Partners on xx/xx/17

Version Issued – Draft 2.4

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## FOREWORD

### Context

Slough Urban Renewal (“SUR”) is a Local Asset Backed Vehicle (“LABV”) formed as a 50:50 Limited Liability Partnership between Slough Borough Council (“the Council”) and a wholly owned subsidiary of Morgan Sindall Investments Limited (“MSIL”), itself a subsidiary of Morgan Sindall Group plc.

The over-riding purpose of SUR is to assist the Council in meeting its objectives in regenerating the residential, educational, leisure, social and commercial infrastructure of Slough through two main mechanisms:

- by developing sites itself for residential, commercial or other uses and with these sites being acquired either from the Council or a third party (delivered through a “Site Development Plan”); and
- by carrying out building or infrastructure works for the beneficial use of the Council, the general public or any third party where SUR is granted no legal interest in the site other than a building licence (delivered through a “Community Project Plan”).

For development sites, SUR will take the construction, programme, delivery and demand risk (for example receipts from selling houses on the open market or from commercial lettings) and, having paid the Council the Market Value of the site where it is the landowner, the development proceeds will be split between the Council and MSIL (as JV Partners of SUR).

Community Projects (capital funded by the Council or a third party) can be of any value and in any sector provided procurement through SUR is not outside the scope of the original OJEU Notice under which SUR was originally procured. SUR and its supply chain will demonstrate Value for Money through transparent and open-book pricing in accordance with its Procurement Policy.

SUR will act as a flexible, innovative and commercial development and regeneration partner to the Council with high levels of transparency, accountability and with joint governance and a shared and equitable balance of risk and reward between the JV Partners.

### Planned activity 2017/18

In 2017, SUR will continue development and marketing of residential schemes at Ledgers Road (‘Milestone’) and Wexham Nursery (‘Wexham Green’). It expects to progress other residential developments including a full range sites from 20 to 100 units and the larger strategic sites including Slough Basin. SUR will progress further commercial mixed use projects including the redevelopment of the Old Library site (hotel and residential) and explore the feasibility of major strategic sites in the town centre.

SUR will support the Council’s plans to establish a housing subsidiary in the Private for Rent Sector (PRS) through developing new residential schemes and creating investment opportunities.

SUR will continue with the construction of the Arbour Park Community Sports Facility (CSF). It will progress further Community Projects including the small sites portfolio to provide new Council homes, the Leisure Centre on Farnham Road and the refurbishment of the Montem Ice Arena. SUR will progress further leisure projects in Slough through design/planning

phases and into construction including the extension and refurbishment of Langley Leisure and Salt Hill ten pin facilities.

SUR will continue to deliver the construction of Claycots primary school, St Mary's CE school and James Elliman Academy. SUR will progress further school projects in Slough through design/planning phases and into construction including Wexham Secondary, Priory SEN, Marish Primary and Arbour Vale SEN school. SUR will support the feasibility and development of business cases of community hubs in the Borough including Britwell, Manor Park and Trelawney Avenue as applicable.

### **Wider partnership working**

SUR will listen to and work with our partner to contribute to the Council's Five Year plan (2017-2021). We recognise the change in emphasis to 'Our residents' and in particular SUR will drive development forwards that will enable the priority outcomes – 'putting people first' to be achieved.

SUR will play a full and active part in delivering the priority outcomes in the Council's Five Year Plan. SUR will assist in masterplanning, maximising the use of the Council's assets and developing its agenda for regeneration in all its forms.

In doing so it will operate within the contractual arrangements established through the Partnership Agreement and will aim to be flexible in its approach and proportionate in its operating model.

In everything it does, SUR will seek to promote the long term interests of the partnership by engaging positively with the Council at every level, delivering projects of all types and size with pace and innovation, working with local training organisations to create opportunities for apprenticeships, work placements and work experience and will encourage locally based SMEs to join the supply chain and provide others services to SUR.



## SUR ACHIEVEMENTS

Slough Urban Renewal business activity has grown significantly since the last Business Plan in 2015. In 2016 there has been considerable progress made to bring forward site developments through the design and planning process and the Council has initiated further Community projects.

As at March 2017, there are 11 SUR sites under construction, five site developments in progress and 12 community projects being developed by the DM team. In May we established a new office at Aquasulis. There are now over 100 staff working directly on SUR schemes and the construction projects have created over 1500 jobs in Slough in the last year. SUR is best placed than any other developer to capture local people for local jobs as we are creating a pipeline of projects and our supply chain has the visibility to realise and commit to increasing skills and training in their workforce.

Described further below are some of the notable SUR successes:

**The Curve:** In September 2016 we opened The Curve, a new premier library and cultural centre for Slough. The new building encompasses a stunning, brand new library, it also includes a cafe, museum, performance venue, learning rooms and computer suite. A superb facility for the town, its residents and local business. In the first week alone, the new library recorded some significant success:

- More than 7,000 books were issued by the library in the first week compared with 11,000 for the whole month of July 2016
- 522 new members joined the library in the first week compared with 430 for the whole month of July 2016
- 2,000 library members visited and borrowed books and more than 1,000 used the public computers

**Arbour Park Community Sports Stadium:** In August we delivered Phase 1; a 1,950 capacity stadium, 3G floodlit pitch along with function rooms and a four-court sports hall – all of which is open for use by the wider community. The Community Sports Facility (CSF) serves an area of the borough that has high inactivity levels and offers a programme of activity attracting local people of all ages to become more active, more often – a key element of the Council's five year £35 million leisure strategy. Slough Town football club are thriving on playing at this new facility; the first team has gone from strength to strength in front of packed crowds and now towards the top of the league. Phase two is due for completion in May and the full facility is expected to be open in July.

**School extensions:** Work is underway to expand and improve three schools within the borough – we are currently extending, remodelling, and refurbishing Claycots Primary School, St Mary's Primary School and James Elliman Academy, delivering additional classrooms and new sports facilities by the end of 2017. Plans for an additional four school projects are already in the pipeline (Wexham Secondary school, Priory SEN school, Marish Academy and Arbour Vale school). Through our local schools' projects, we are creating more school places, while vastly improving teaching facilities and surroundings for hundreds of children within the borough.

**The Centre and the Ice Arena:** Improving and enhancing the borough's sports and community facilities is a core element of the Council's Leisure strategy and they have invested significantly in a series of major projects. We are currently in the process of delivering a new £26million leisure facility on Farnham Rd with a 25m swimming pool, sports hall, and gym and exercise studios. We are also completely refurbishing the Montem Ice Arena, home of the Slough Jets. Planning consent for both schemes have been achieved and early works including demolition have taken place.

**Small sites:** Many developers are criticised for buying sites and leaving them to increase in value and all the time local people have to live with hoarded vacant plots. SUR is forging ahead with the delivery of new quality Council homes for the people of Slough and contributing to reducing the housing waiting lists. We are progressing with 24 infill sites, which will now be used for building new, and extending existing, council homes. In total over 120 new properties, will be built in a series of phases. Construction work started in December on Phase 1 and we have progressed gaining planning consent on Phases 2, 3 and 4. Construction commenced in July on Eschle Court a Council housing project to provide 11 new flats (1, 2 and 3 bed). It is to be renamed Lydia Court after Lydia Simmons, the former Mayor of Slough, and is due to be complete in summer 2017. We continue to drive forward this important element of the Council's wider housing strategy.

**Residential schemes:** In summer 2016 we launched Milestone, our first residential development comprising a collection of 73 homes, a mixture of one and two-bedroom apartments and two and three-bedroom houses. The scheme is 90% sold and has been incredibly well received. The significant majority of purchasers here have been local first time buyers – meeting the Council's objective to provide housing for local people. What's more we have actively pursued a policy of only selling to owner occupiers, ensuring we create communities and a first in the area. Construction management and technical issues have caused delay to some sectional completions; one of the significant challenges we encountered was third party providers outside of our control. However we have continued keep our buyers informed and 75% of the new private homes and all of the Councils Affordable housing is complete ready for handover in March/April 2017. Construction completion is due in May in accordance with the overall programme. Our next scheme, Wexham Green is under construction and the Golden Brick target was successfully achieved in March. Sales are due to launch this spring of 2, 3 and 4 bed houses in this leafy part of the town.

**Old Library site:** Now that the Curve building is open, SUR is planning the redevelopment of the old library site with two Marriott hotels, 60 high quality apartments and ground floor retail at the western end of the high street. As part of the Heart of Slough, this will increase occupation of the area and have a positive impact on the evening economy. Considerable progress has been made to secure the hotel operator and develop the scheme. Construction is due to commence in early 2018.

**Slough Basin:** Plans have been developed, working in partnership with Waterside Places, for the comprehensive redevelopment and refurbishment of the Slough Basin area including the canal and towpath and part of Bowyer Field which is owned by the council. As part of SUR's work we have undertaken the land assembly and to create new high quality homes in the borough, over 250 new homes are planned. They will be surrounded by public open space in the reinvigorated park and alongside the Grand Union canal. SUR also plan a shop, café and community hub overlooking the canal.

## 1. INTRODUCTION AND DEFINITIONS

The last Partnership Business Plan (“PBP”) was adopted by Slough Urban Renewal LLP (“SUR” and previously known as the Slough Regeneration Partnership, SRP). This updated PBP covers the five year period from March 2017 to December 2021 based on information available in January 2017.

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

SUR is an active development partner and regeneration catalyst to facilitate the delivery of the Council’s Strategic Regeneration Objectives and the SUR Objectives (together referred to as the “Partnership Objectives”) each as set out in the Partnership Agreement. It will do this through two main mechanisms:

- by developing sites itself for residential, commercial or other uses and with these sites being acquired either from the Council or a third party (delivered through a “Site Development Plan”); and
- by carrying out building or infrastructure works for the beneficial use and occupation of the Council, the general public or any third party where SUR is granted no legal interest in the site other than a building licence (delivered through a “Community Project Plan”).

The PBP forms an overarching strategic framework, informing and integrating the individual Site Development Plans (“SDPs”) and Community Project Plans (“CPPs”). It serves as a management tool for JV Partners and Representatives and provides strategic guidance for the Development Manager and operational staff in delivering the Partnership Objectives. The PBP provides an annual update and a rolling five year projection agreed by the JV Partners.

In accordance with the Partnership Agreement, the PBP will be updated annually by the Business Board for JV Partner approval or in accordance with amendments to the Site Development Plans as agreed by the JV Partners from time to time.

The Partnership has a number of objectives in relation to the development of Sites and Adopted Non-Council Sites within the Borough of Slough as set out in the Competing Property Plan (‘the Area’) at **Appendix A** and as defined in the Partnership Agreement

## 2. PARTNERSHIP OBJECTIVES

The JV Partners are committed to working together in partnership to achieve the Partnership Objectives. It is recognised that it is only through active contribution, commitment, communication and accountability from both JV Partners and their representatives that meeting those aspirations will become a reality.

SUR will facilitate the delivery of the Partnership Objectives by providing the management framework, financial and human resources and physical infrastructure together with the required skills, experience and capacity. It will leverage the skills, capacity and delivery capability of its JV Partners and the Development Manager. Where appropriate, strategies for risk transfer to third parties will be considered.

The Private Sector Partner (PSP) (and to the extent agreed, the Council) will provide working capital to SUR to fund the operation of the business and to underpin the acquisition and development of the Sites in accordance with the Partnership Agreement, the approved SDPs and the Indicative Drawdown Profile.

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

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

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

## 2.1 Developing the Business

The Partnership aspires for its investment and development activity to be a real catalyst for change, delivering positive regeneration and community outcomes across Slough. It will continue to grow a regeneration business through considered business development activity, maximising the social and economic benefits of the Council's existing portfolio, any Additional sites and potential third party Non-Council sites assets.

This business development activity will be championed by all of the SUR team, including the Business Board, and will be spearheaded by the General Manager.

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

- Regeneration outcomes
- Viability
- Profitability
- Deliverability
- Innovation

Business development activity will be guided by the parameters set out in the Partnership Agreement and recognising the importance of Social Value and the contribution SUR projects make to the economic growth of the Borough.

## 3. APPROACH TO PARTNERING

The following sets out the approach to partnership working between the JV Partners and wider stakeholders through active engagement and consultation to achieve mutual objectives in a co-ordinated method.

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

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

### 3.1 Continuous improvement

The Business Board is committed to achieving and demonstrating, continuous improvement and value for money across the business' performance, striving to deliver best in class projects for the benefit of Slough.

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

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

### **Partnership Continuous Improvement Framework**

The Partnership has developed a framework to drive continuous improvement that involves the following:

- **Plan:** set agreed objectives with measurable targets for each Community Project and Site Development as set out in the relevant Business Plans, agreed by the Partnership, the JV Partners and key Supply Chain Members.
- **Measure:** performance against the agreed targets.
- **Compare:** past and current performance with internal and external data.
- **Learn:** from measurement by identifying performance differences and best practice through analysis of the data and team feedback.
- **Act:** to improve performance and processes on future projects, sharing best practice through training and workshops.

The Partnership will work within the continuous improvement framework described above, utilising initiatives that may include:

- **Project initiation and mobilisation** During the early stages of projects the development and delivery team will actively seek out the lessons learned from similar projects both within the partnership and the wider Morgan Sindall Group for the maximum benefit of SUR. In the event that issues are identified on SUR projects we will share this across the programme and seek to prevent further challenges being encountered elsewhere including joint workshops and site visits.
- **Lessons learnt sessions:** following key milestones on each and every project, involving the Development Manager, the Partnership's Business Board, the consultant team and key supply chain members. These sessions will identify project successes and shortcomings and identify how they can be either replicated or avoided respectively on future projects.
- **Benchmarking:** using data and information from projects procured and delivered by the Partnership, the PSP, the Council, the supply chain and the Partnership's consultant team to identify 'what good looks like'. The Partnership will then seek to understand how these industry leading projects that meet or exceed the benchmarks can be delivered in Slough.
- **Training of the Development Management team:** ensuring that the Development Management team is resourced fully and equipped with the



latest knowledge and skills in project delivery, keeping pace with technological progress and developing their expertise to the benefit of the Partnership.

- **Continuity of personnel:** the provision of the Development Management services by the PSP will mean that the Development Management team remains consistent throughout. This will secure the Partnership's corporate memory, thereby ensuring that individuals learn from previous projects in Slough and can deliver improvements on future schemes.
- **Integrated continuous improvement:** the Business Board and General Manager will ensure that continuous improvement is fully considered in every aspect of Partnership business through its inclusion as an agenda item at project meetings, Business Board meetings as well as in Development Management reports to the Partnership. Its inclusion in the Partnership reporting structures and forums will ensure that continuous improvement will be engrained in the working culture.

By working to foster a culture of trust and experience of partnership working, continuous improvement is expected to generate efficiencies in time and cost of service delivery. Where the Partnership is afforded a guaranteed number of projects for delivery by the same supply chain, the Partnership and Development Manager will work concertedly and in partnership to realise benefits as a result of scale economies in procurement of works packages and professional fees.

### 3.2 Communication, local engagement and consultation

Local engagement and consultation with key stakeholders and the community is an integral part of the Business and will be undertaken in accordance with the Partnership Objectives.

The strategic framework and methodology for local engagement and communications is set out in the Communications Strategy and Plan in **Appendix B**. This document also contains:

- Stakeholder engagement
- The PR approach and key messages to support the Partnership objectives
- SUR branding
- Roles and responsibilities between SBC and SUR
- Communication channels
- Annual communications and PR planning for Site Developments

The Partnership will engage with and consult with local residents and community groups as part of the statutory planning consultation process in addition to wider opportunities to connect and respond to the needs of the local community.

Each Site Development Plan will include;

- A description of those stakeholders we have engaged with in particular local businesses, other investors and developers with similar objectives
- A description of how the consultation will involve local community groups and whether this will include, for example, a managed event, media coverage and / or a website.

- a “Statement of Local Economic Benefit Appraisal and Community Involvement”, the content of which will vary on a scheme by scheme basis.

In addition, the Partnership will engage with the key stakeholders and land owners of the Heart of Slough in pursuit of the Partnership Objectives to facilitate the regeneration of Slough “Centre of Town” to become a thriving sub-regional hub for public transport, retail, culture and living. SUR will liaise directly with new investors in the town centre including those developing the high-street and shopping centre and commercial and mixed use development in the Heart of Slough to complement and co-ordinate our efforts in keeping with the Town Centre strategy.

SUR will continue to actively raise its profile and credibility in the local area through;

- An active PR and marketing campaign
- Proactively campaigning about the success of SUR and Local Authority partnerships
- A co-ordinated programme of communications/press releases
- Maintaining and developing the SUR website and LinkedIn presence
- Local engagement, sponsoring community initiatives/charities
- Involvement in local business forums

### 3.3 Collaboration to provide local economic and social benefits

SUR’s development activity will support the Council’s drive towards achieving a Strategic Return on Investment (SROI) in accordance with the SUR Community benefits strategy and plan at **Appendix C**.

Employment, skills and training is a major priority for the Partnership we will continue to join up all aspects of SUR to provide maximum community and economic benefit:

- SUR will be part of the Council’s ‘Strategic Skills and Employment Group’ that was established in early 2016. The General Manager will attend the quarterly meetings and engage through this opportunity to co-ordinate the community benefits of development activity in a co-ordinated approach with the Council, local colleges, CICs, third party providers and other private companies.
- SUR will be part of ‘Urban Renewal’ one of the Priority Delivery Groups (PDGs) responsible for delivering one or more elements of the Council’s Joint Wellbeing Strategy. The strategy and the key components are at the following link:

<http://www.slough.gov.uk/council/strategies-plans-and-policies/slough-joint-wellbeing-strategy.aspx>

- SUR will establish Employment Skills Plans (ESPs) based on each project including targets as per the National Skills Academy for Construction (NSAFC) definitions on benchmarks which SUR are using (following successful application to use CITB’s Client Based Approach at the end of 2015). From 2017, the ESP targets will be combined in a SUR programme



ESP. They will be embedded in the supply chain contracts and include for example:

- On-site vocational training apprenticeships
  - School work experience placements
  - Work placements and sponsored educational training
- The project achievements will be monitored regularly with a final SUR case study collated of the relevant achievements and case study information.
- SUR will continue to fund its Training and Skills Co-ordinator, Ged Humphries. In this role she will engage with the Council and third parties about planning and managing the programme. This includes appraising the CITB targets, arranging apprenticeships and a series of CCIAG events with our projects and raising skills in the local area.
- SUR will work with the Council and other community stakeholders to alert local businesses of any opportunities as part of the development activity and construction works to become part of the supply chain and 'keep the pound local'
- SUR will continue its investment in partnership activities and local community initiatives linked to its projects through the community benefits fund (using the proceeds of the 0.5% community benefits fund).

The Partnership will provide six monthly updates (March and September) setting out the contribution by SUR to achieving community benefits and socio-economic outcomes through employment, training and apprenticeships and the use of local Small and Medium Enterprises (SME), amongst others.

## **4. DEVELOPMENT OPPORTUNITIES**

Commercial development opportunities will be reviewed in line with the updating of the Partnership Business Plan or in accordance with the requirements of the Business Board from time to time through SDPs.

SUR has contemplated opportunities to deliver over the next five years of the life of the partnership which are outlined below. It is recognised that there are likely to be more opportunities and new sites considered both from within the Council's overall portfolio of sites and third party opportunities which will be discussed and agreed with SUR Business Board as the development pipeline progresses. The principle process for bringing forward Site Developments is defined in the Partnership Agreement (CI 6.2.2) and enables commercial projects to be managed on a business case basis and follows best practice reflecting incremental development stages.

### **4.1 Strategy & Engagement**

SUR is taking a more active role, through the full time General Manager, to be engaged and involved in events that will shape regeneration in Slough. This includes SBC strategy boards, the business and economic business partnership and the Slough Wellbeing forum.

The SUR DM team continues to work closely with the Asset management team, the PATH Group (SBC Planning, Asset Management, Transport and Housing teams)

plus the Property Service team through regular meetings and workshops to further align development delivery and continuous improvement. Increased liaison and engagement with both the Asset management team and Finance team has proven to enable more efficient progress and clearly define the Council client side roles as landowner, funder and investor.

SUR Strategy days serve as an annual forum to identify and prioritise the delivery of the partnership objectives and to help to define areas of improvement for collaborative working. The annual strategy day will be reinvigorated in November 2017 and include a 'partnership audit' to appraise how well the strategic and working relationships are amongst Members and Officers of the Council, representatives of SUR and the Development Manager and key supply chain partners.

#### 4.2 Sites for SUR Delivery

SUR will continue to develop the full bandwidth of opportunities and bring forward proposals to develop sites and projects of all sizes at a comparable rate in line with the Partnership Objectives.

The list will be regularly reviewed and updated by the Business Board for JV Partner approval in the light of developments in the Council's strategy and priorities. In addition, the Partnership will actively facilitate and assist the Council in identifying regeneration opportunities with potential to unlock value from its assets.

#### 4.3 Site Developments

For 2017 - 2019, it has been agreed by the SUR Business Board that it will primarily focus its attention on developing and delivering the following sites:

- Upton Road – 10 4/5 bed houses (small sites portfolio)
- Alpha Street – 14 apartments (small sites portfolio)
- Slough Basin (site 28) – c.250 units residential development
- The Old Library (Site 22) – mixed use development – two Marriott hotels, 60 residential apartments, retail and restaurants on ground floor
- Montem Leisure (Site 20) – c.100 units residential redevelopment
- Haymill (Site 8) – c.60 houses residential development
- Weekes Drive (site 21) – c.120 houses residential development

SUR will appraise further the opportunity of development in conjunction with the Council on the following sites (where it does not currently have an Option Agreement):

- Wexham South – 24 2/3 bed houses (adjacent to Wexham Green)
- Tower & Ashbourne ('Ashbourne Park') – c.160 unit residential development
- NW Quadrant of the Heart of Slough (TVU site) - mixed use scheme (c.1400 units residential, c270,000 sq ft commercial and c.5,000 sq ft leisure/retail)
- The Centre/Rotunda – mixed use development tbc
- Maria Cowland – 12 flats residential development
- Mercian Way – 9 houses residential development

- 150-160 Bath Road – 8 flats residential development

#### 4.4 Private Rented Sector (PRS)

SUR will engage with SBC and Herschel Homes, its newly established PRS housing subsidiary, to:

- Develop a pipeline of PRS opportunities on council owned sites (not currently with SUR Option Agreements)
- Consider the forward sale and purchase of residential units with Herschel Homes as a PRS investor on SUR sites that are under development.

The principles for developing PRS units will be on the basis of SUR site development with the proposed arrangements as follows:

- SBC gains approval for land disposal and grants an option to SUR for the site (if it has not already done so).
- Herschel Homes provide a project brief and an appropriate design specification.
- SUR develops a commercially viable project and gains SDP approval from the SUR Business Board (and LLP Members) that enables it to fund all pre construction costs.
- Prior to a planning application, Herschel Homes sign agreed Heads of Terms to enter into a forward sales and purchase agreement at Contract Close.
- PRS purchase price to be market tested and subject to agreement between SUR and Herschel Homes\*.

NOTE: \* subject to agreement of the commercial terms with the Board of Directors of Herschel Homes.

#### 4.5 Community Projects

For 2017 - 2019, it has been agreed by the SUR Business Board that it will primarily focus its attention on delivering the following community projects:

- Arbour Park Community Sports Facility (CSF) - under construction by MSCI
- Eschle [Lydia] Court (small sites portfolio) – under construction by Morgan Sindall Special Projects
- Small sites combined Phase 1 – under construction by Borrass Construction
- The Centre (Site 30) new wet and dry leisure centre - PCSA in place with MSCI as contractor
- Ice Arena refurbishment - PCSA in place with MSCI as contractor
- Primary Schools programme – 3 school extensions under construction by MSCI (Claycots Primary, James Elliman Academy, St Mary's Primary)
- Small sites combined Phases 2, 3 and 4 – PCSA's in place, contractor tbc
- Rochford small site – awaiting planning consent and EA approval
- Leisure projects:
  - Langley Leisure extension and refurbishment – PCSA in place with MSCI as contractor

- Salt Hill Ten Pin Bowl conversion and refurbishment – PCSA in place with MSCI as contractor
- Second phase of Schools extensions and refurbishment including:
  - Wexham Secondary School – PCSA in place with MSCI as contractor
  - Priory School (SEN extension) – PCSA in place with MSCI as contractor
  - Marish School – SEN extension
  - Arbour Vale School - SEN extension

SUR will also undertake initial development activity to support the potential delivery of the following community projects:

- Britwell community hub - NHS refurbishment and extension
- Trelawney Avenue mixed use – new community hub and residential
- Manor Park community hub – extension and refurbishment

#### 4.6 Timetable for Delivery

An Indicative master programme is attached at **Appendix D**, providing an overview of the proposed projects for the next five years. The master programme includes both the preparation and delivery of the Partnership's Site Developments and Community Projects.

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

## 5. SITE DEVELOPMENT PLANS & COMMUNITY PROJECT PLANS

Delivery and completion of Site Development Plans (SDPs) and Community Project Plans (CPPs) on behalf of the Partnership is the responsibility of the Development Manager.

### 5.1 Business Plan Status

At the date of this Partnership Business Plan the following Site Development Plans and Community Project Plans have been approved:

SITE DEVELOPMENTS			
Site Name (Number)	Proposed use	SUR BUSINESS PLAN STATUS	
		Indicative SDP	Formal/Adopted SDP
Milestone – Ledgers Rd	Residential	Approved Aug 2014	Approved Jun 2015
Wexham Green	Residential	Approved Aug 2014	Approved May 2016
Upton Road	Residential	Approved Jul 2016	
Alpha Street	Residential	Approved Jul 2016	
Slough Basin (28)	Residential	Approved July 2016**	
The Old Library (22)	Mixed use; Hotel and Residential	Approved Nov 2016**	
NWQ - Heart of Slough	Mixed use; commercial,	Approved Nov 2016* [conditional]	

	residential and leisure		
<b>Montem Recreation Ground (20)</b>	Residential	Approved at original PBP	
<b>Haymill (8)</b>	Residential	Approved at original PBP	
<b>Weekes Drive (21)</b>	Residential	Approved at original PBP	

NOTE: \* Indicative SDP will require quarterly updates.

\*\* Indicative SDP will require an update prior to design and planning phase commencing.

COMMUNITY PROJECTS		
Community Project	SBC Use	BUSINESS PLAN STATUS
<b>Centre Leisure (30)</b>	Leisure	Approved Indicative CPP – under PCSA
<b>Ice Arena</b>	Leisure	Approved Indicative CPP – under PCSA
<b>Arbour Park CSF</b>	Leisure	Approved Formal CPP – under contract
<b>Claycots Primary school</b>	Education	Approved Formal CPP – under contract
<b>St Mary's Primary school</b>	Education	Approved Formal CPP – under contract
<b>James Elliman Academy</b>	Education	Approved Formal CPP – under contract
<b>Eschle [Lydia] Court</b>	Housing	Approved Formal CPP – under contract
<b>Rochford</b>	Housing	Approved Indicative CPP
<b>Small sites combined phase 1</b>	Housing	Approved Formal CPP – under contract
<b>Small sites combined phase 2</b>	Housing	Approved Indicative CPP – under PCSA
<b>Small sites combined phase 3</b>	Housing	Approved Indicative CPP – under PCSA
<b>Small sites combined phase 4</b>	Housing	Approved Indicative CPP – under PCSA
<b>Wexham Secondary school</b>	Education	Approved Indicative CPP – under PCSA
<b>Priory school</b>	Education	Approved Indicative CPP – under PCSA
<b>Langley Leisure</b>	Leisure	Approved Indicative CPP – under PCSA
<b>Salt Hill ten pin</b>	Leisure	Approved Indicative CPP – under PCSA

## 5.2 Planning and Environmental Issues

The Development Manager will co-ordinate the pre-application consultation with the Local Planning Authority and other key stakeholders, including statutory consultees such as the Environment Agency, Natural England, English Heritage and Sport England where relevant. This approach will ensure that all significant planning and environmental issues are identified early and are adequately addressed through the planning submission.

The Development Manager, on behalf of the Partnership, will implement a pre-planning consultation and a community consultation where required during the planning stage. This might include exhibitions, workshops, use of social media networks and / or a website. Community consultation and engagement will be at the centre of the Partnership's approach, which reflects the Government's intention to empower local people in planning decision making under the Localism Act. The Partnership will ensure that all sections of the community, including various ethnic

groups and hard to reach groups, young people and young families have the opportunity to express their needs and views, respecting the requirement to submit a Statement of Community Involvement.

All planning submissions will need to be comprehensive in terms of the documentation submitted for approval and the level of information provided to fully explain and justify proposals. Dialogue with planning officers will take place to identify what information is required to be submitted in support of planning applications to ensure that applications are registered and validated without undue delay.

A sufficient level of supporting technical detail will be provided to enable the local planning authority to fully assess the potential impacts and positive benefits of the development. This will ensure that planning officers can develop a robust planning case and make a positive recommendation to planning committee to facilitate a successful outcome.

SUR will enter into Planning Performance Agreements (PPAs) with the Local Planning Authority for all major project applications. This will ensure resources are allocated with an agreed programme so that there is an efficient and transparent process for agreeing documentation relating to property, development, planning obligations and other contractual matters.

### 5.3 Third Party Land

The Development Manager will take a proactive approach to building relationships and discussions with third party landowners, in partnership with the Council as landowner and take the lead in negotiations or act as agent where this is considered appropriate. The objective will be to facilitate the assembly of land and maximise the value of the development to the Partnership, taking in third party land where this can be achieved to the benefit of all parties.

### 5.4 Valuation of Sites

The mechanism for establishing the value of Council sites on transfer to the Partnership is set out in the Sample Sites Option Agreement. Market Value is to be determined by an independent valuer and based on the parameters set out in the Adopted Site Development Plan and with the benefit of Planning Permission.

Indicative land values and forecast on assumptions detailed in each Site Development Plan further information is provided in the Financial Appendix E1.

### 5.5 Design and Quality strategy

The Partnership seeks to ensure a high quality of design and build to be an exemplar in the town and create a positive legacy for Slough, its community and residents. There are a number of key initiatives which will underlie the approach to delivering quality and innovation. These are summarised as follows:

- Establish the best design team for each project through a considered selection process.



- Understanding the site by undertaking surveys and analysis of the characteristics of each site. This analysis will inform the design and cost plans of the project.
- Establish the brief and budget through engagement with the Partnership team, stakeholders and the wider users. It will establish a clear budget and programme for the works and draw up target cost plans for the works in tandem with concept designs.
- Design reviews including planning, risk, value engineering, commercial, buildability, modern methods of construction and innovation reviews will be held during the project's development to ensure the optimal design is achieved.
- Construction cost assumptions are established to ensure that a high quality scheme is built and this is reflected in the building elevations, public realm and environment
- Sales values assumptions and sales & marketing budgets are established on the basis that a high quality development will be delivered and this is intrinsically required in order to a. attract investors b. market a high quality scheme c. sell private residential units d. achieve maximum sales values.
- Establishing long term estate and building management arrangements to ensure that new developments are well cared for.

## 6. SUPPLY CHAIN MANAGEMENT

Supply chain management and procurement of works and services will comply with the Procurement Policy as set out in the Partnership Agreement and the detailed information included in individual SDPs or CPPs as appropriate.

Through its experience in Public Private Partnerships and other long term frameworks, the PSP and its delivery partners (with their associated exclusivity) can demonstrate their commitment to achieving value for money for the Partnership. The benefits of the approach are the following:

- Financial targets are met
- Value for money reduces overall costs and improves overall value
- Speed of delivery and reduced pre-development programmes (compared to tendering every main contract)
- Accurate benchmarking means that we are confident that Tender Costs = Outturn costs
- With knowledge comes expediency, and with the budget known, accurate financial forecasting is possible and projects will proceed on programme
- Confidence between SBC and MSIL grows as SBCs "Vision" is delivered as originally planned
- Local economic benefits are delivered

Morgan Sindall plc and Lovell Partnerships are each very experienced in successfully delivering the types of buildings envisaged for the sites. This experience will continue to be harnessed by engaging the construction businesses with the design teams at an

early stage for each site to ensure that technical and procurement advice is given, so that buildability and value for money is embedded in the designs from the start.

Early involvement of the Morgan Sindall plc construction businesses also brings with it access to their sub-contract supply chains, which will in turn bring added value for money. Their supply chain charter, to which all their subcontractors commit, calls for all supply chain partners and suppliers to excel in Health and Safety, deliver high performance and Value for Money. Key subcontractors will be involved early in the design process to provide design and technical advice and market test the cost plans for each solution produced by the design team and continue to drive Value for Money throughout.

At a programme level, the use of consultants with proven track records of working successfully on similar partnership arrangements will reduce time, and therefore money, spent on familiarisation with processes and working relationships. Equally as part of SUR's continual improvement we will exclude consultants/sub-contractors that have failed to perform effectively.

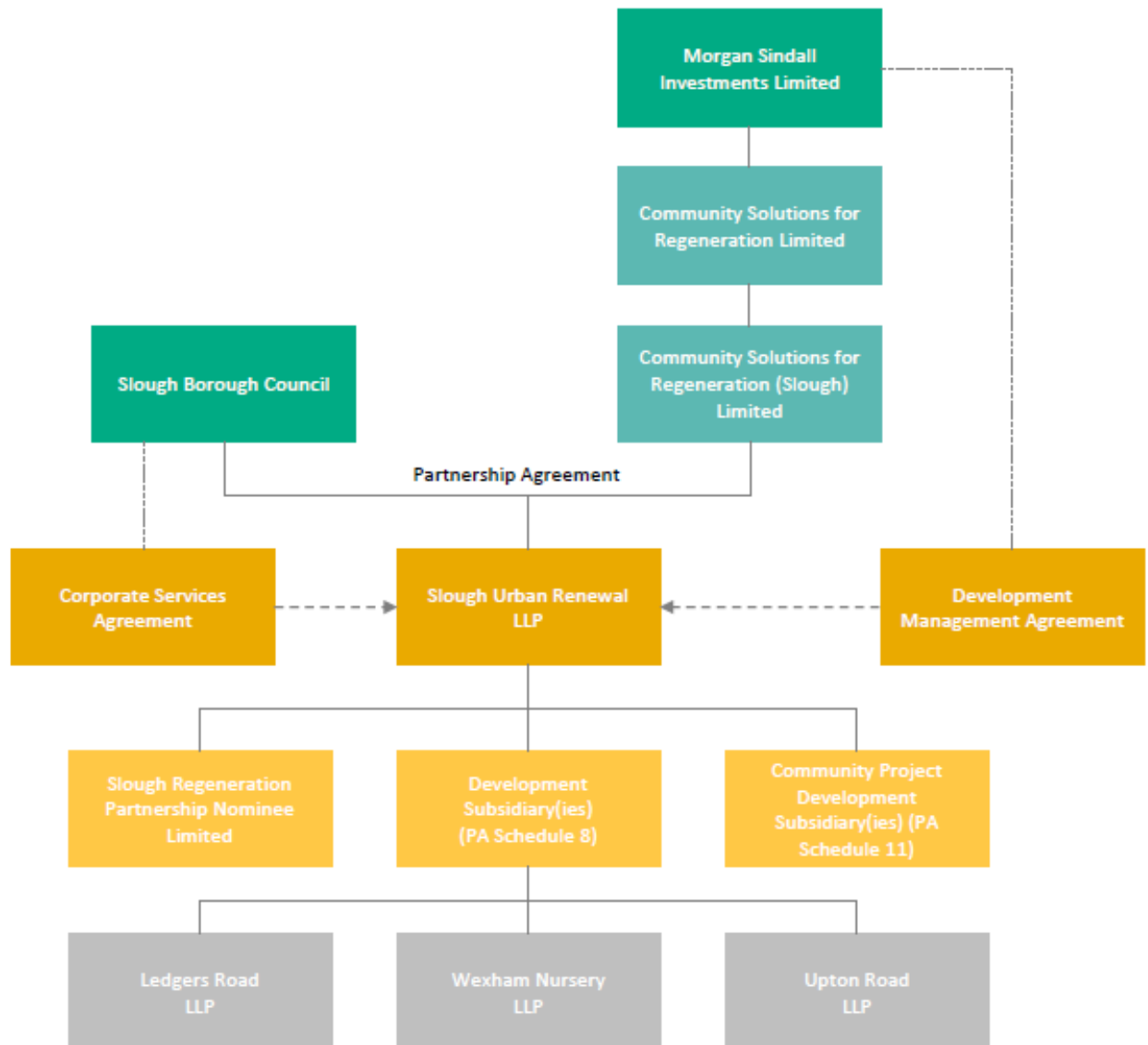
Where it is agreed that Morgan Sindall plc and / or Lovell Partnerships are not the most appropriate main contractor for a particular Development Site or Community Project (for example where the scale of residential development is less than that at which a contractor of the scale of Lovell Partnerships is able to provide the optimum response) then SUR will establish an appropriate external supply chain adopting and adapting the principles set out in the Part B of the Procurement Policy.



## 7. RESOURCING OF THE LLP

### 7.1 Structure and required management support

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



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

## 7.2 What the PSP will provide under the development management agreement

The PSP will continue to provide management support to the Partnership and be actively engaged in providing organisational capacity, resources and expertise to drive forward the agreed Site Development Plans for the Sites (and any other Partnership assets) effectively and efficiently.

The General Manager is responsible to the Business Board for production and recommendation of the strategy and overall management of the business. The General Manager will continue to ensure the delivery of the Services set out in the Development Management Agreement.

The table below sets out the full resource of SUR LLP.

Role	Personnel
JV Partner Representatives	Joe Carter (SBC) Lisa Scenna (MSIL)
PSP Representatives	Lisa Scenna Nigel Badham Jonathan Goring Neil O'Cuinneagain (Community Project Board only)
SBC Representatives	Cllr Mohammed Nazir Joe Carter Mike England
General Manager	Andy Howell
Development Managers	Jonathan Edwards David Freer Dan Heron Nigel Franks Lyndsay Rotherforth Roy Burley Paul Aubrey
Training and Skills Coordinator	Ged Humphries
Legal & Commercial Manager	Lisa Topliss Allister Wood
Finance and Modelling	Joe Everett Jaime Martin-Vazquez
Company Secretarial	Morgan Sindall Group
Finance and accounting Services	Morgan Sindall Group
Residential Development Supply Chain Lead	Nick Gregory Lovell Partnerships
Community Project Supply Chain Lead	James York Morgan Sindall plc

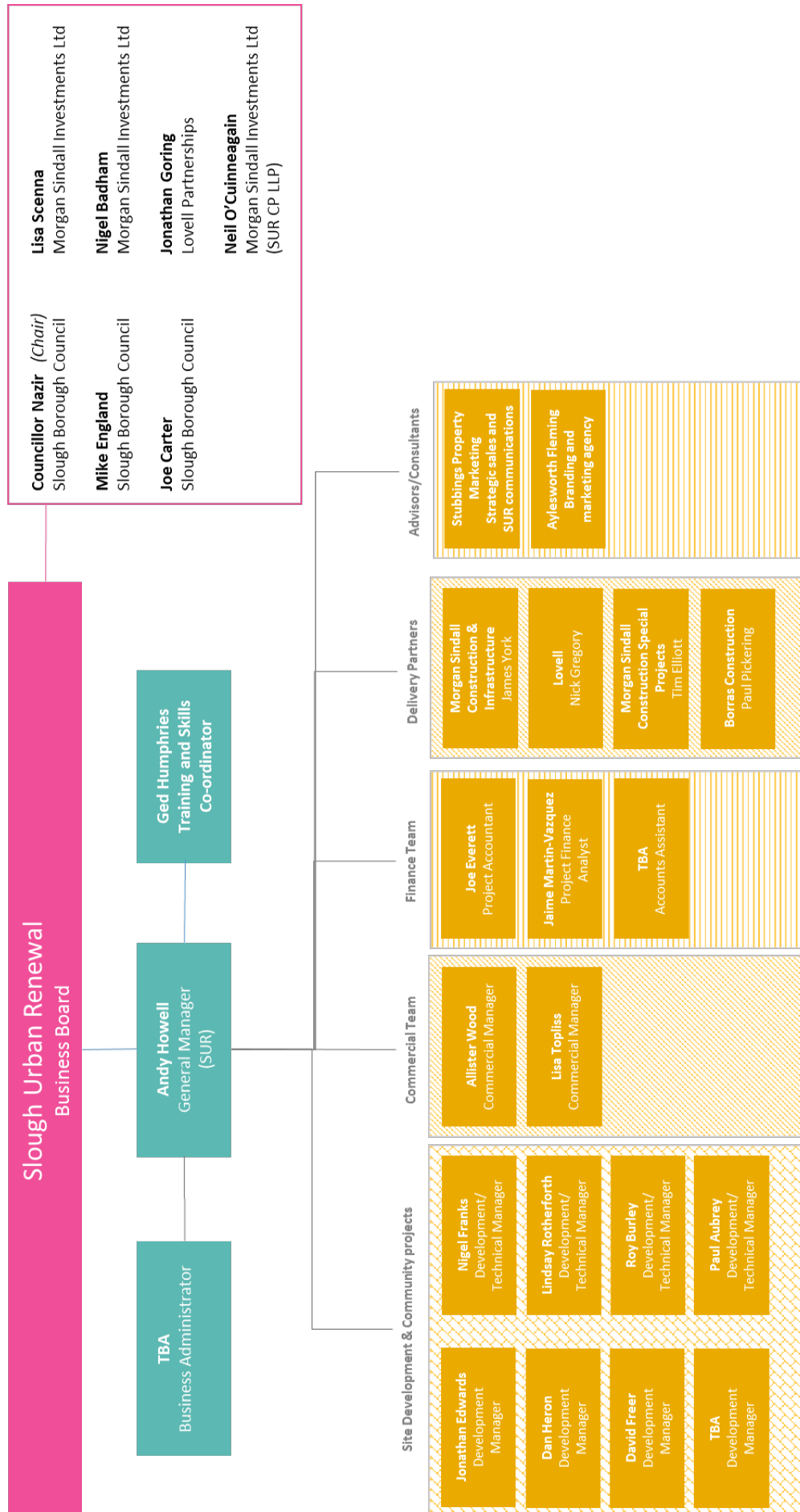
The roles of the PSP Representatives, General Manager and Community Project Managers will accord with the requirements of the Partnership Agreement and the Development Management Agreement.

### 7.3 Responsibility for delivery of the Partnership Business Plan

The Business Board will be responsible for delivering the Partnership Business Plan. To ensure the shared governance arrangements of SUR (and deadlock provisions) the SUR LLP Business Board has three Representatives from each LLP Member (SBC and MSIL). The SUR Community Projects LLP Business Board also has three Representatives from each LLP Member (SBC and MSIL). For clarity, Jonathan Goring is the third representative on SUR LLP Board and Neil O’Cuinneagain is the third Representative on the SUR CP LLP.

The General Manager will be responsible for the day-to-day management of the Partnership’s development activities.

The Development Management team illustrated below will be managed by the GM:



## **8. FINANCIAL APPRAISAL FOR THE LLP**

The financial appraisal for SUR LLP is provided at Appendix E.

## 9. RISK APPRAISAL

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

A Risk Register has been developed for the Partnership and is enclosed in **Appendix G**. This provides an overarching risk management tool, consolidating risk management best practice and risks potentially arising at both Partnership and at Site Development Plan level.

The Risk Register is compiled on the basis of the key political, economic, social and technological factors that are deemed to be of relevant to achieving the Objectives, having regard to the particular nature of the Partnership's Business and the particular threats, and related mitigation measures, to which the Partnership may be exposed to from time to time. As such it is a dynamic tool, which will be reviewed by the Board on a regular basis.

The Board is responsible for the strategic management and direction of the Partnership and will be accountable to the JV Partners in accordance with the Partnership Agreement. The Board will adopt and implement best practise in the form of corporate governance and risk management.

As an integral part of risk management, the Partnership shall comply with its obligations under the Project Agreements in respect of insurance.

## 10. POLICIES AND PROCEDURES OF THE LLP

The corporate policies and procedures of the Partnership cover each element of the works and services including, but not limited to, Health & Safety, Quality, Equal Opportunities, and Environmental. Please see **Appendix H** for the policies approved by the Business Board other than the Procurement Policy which is contained in the Partnership Agreement.

## 11. QUALITY MANAGEMENT AND QUALITY ASSURANCE

The Partnership's approach to Quality Management and Assurance will be one of continuous improvement. The Development Manager will be covered by the ISO accreditation of the PSP's parent company and benefit from a fully comprehensive quality policy and manual that will be updated on a regular basis. The policy will cover all areas of the Development Manager's work and include quality control, quality assurance and quality management.

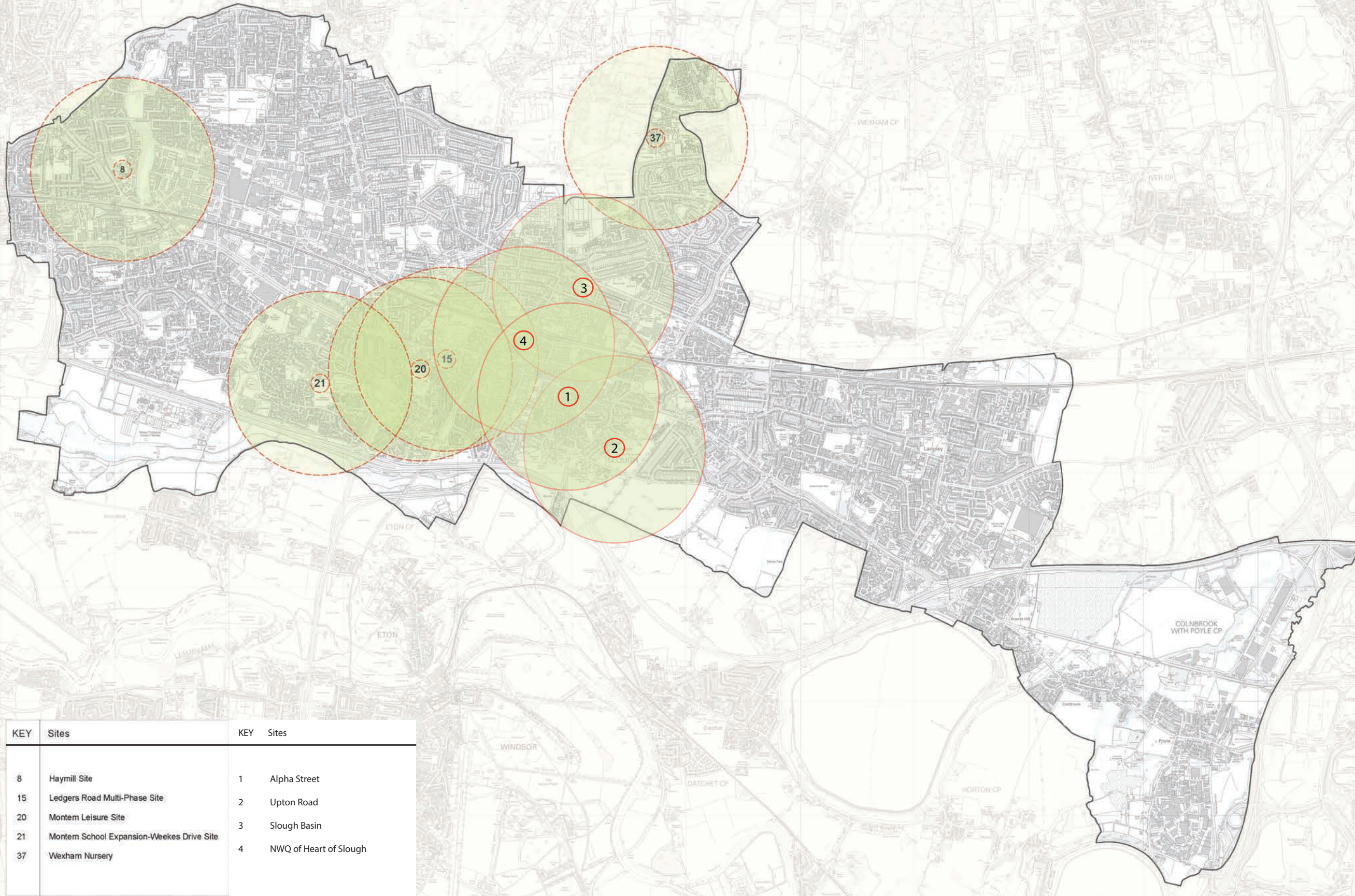
- The following Supply Chain Members are BS:EN ISO 9001 certified:
- Morgan Sindall Construction & Infrastructure – Non-Residential Design and Build
- Lovell Partnerships Ltd – Residential Design and Build

## **12. HEALTH & SAFETY MANAGEMENT**

SUR places the utmost importance on Health & Safety. The Partnership will provide a safe and secure environment for staff to work in and look to establish a culture of Health & Safety throughout the Business. The Business Board will have a named Health and Safety member who will be responsible for review of all Health and Safety matters arising and will have received appropriate training. The current named member is Lisa Scenna.

Equally, implementation of a Health and Safety ethos and work practices will be encouraged with each appointment of supply chain partners as is the case for existing architects, consultants and key sub-contractors. Each understand the importance of providing safe and secure workplaces and design, and each have implanted similar philosophies and policies in their processes and work practices of service delivery. All SUR sites will be audited for H&S at least once during the construction period.





KEY	Sites	KEY	Sites
8	Haymill Site	1	Alpha Street
15	Ledgers Road Multi-Phase Site	2	Upton Road
20	Montern Leisure Site	3	Slough Basin
21	Montern School Expansion-Weekes Drive Site	4	NWQ of Heart of Slough
37	Wexham Nursery		



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**COMMUNICATIONS STRATEGY AND PLAN**

**January 2017**

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## INTRODUCTION

The purpose of this plan is to confirm how SUR's marketing and communications will demonstrate how the partnership objectives are being achieved. The communication strategy and plan is to be reviewed every 18 months and support the SUR Partnership Business Plan.

While the primary focus of the Partnership is focused on development and the physical regeneration as well as social economic change, much of the success of this work will be related to how well the partnership communicates with key stakeholders in the town and beyond. It is SUR and its Members responsibility to ensure that all parties comply with this strategy and plan and in particular that our supply chain are made fully aware of the communication protocols in place about media handling and the use of social media.

A key objective for the Council's regeneration strategy is '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.' Communications will play an important role in delivering this objective, in particular communicating with a wide audience of opinion formers and influencers in local communities, the business world, the property, development and investment sectors, and with the local, national and international media.

For SUR's key activity of planning and implementing development plans, effective communications and meaningful consultation and engagement with Slough's communities and other local stakeholders is an essential step if the Partnership is to deliver successful development that is welcomed and embraced by local people.

This document sets out a framework communications strategy for the Partnership and should be read in conjunction with the appended plans and protocols that have been produced by the DM team to ensure effective partnership working and planning for communications and community involvement.

## 1. PART A: SUR COMMUNICATIONS STRATEGY

### 1.1 Overview

The principle objective of the SUR communications strategy is to demonstrate how SUR is delivering the partnership objectives and therefore the Council's Strategic Regeneration of Slough.

Key aspects of the strategy are as follows:

- **Business Sustainability**
  - Maintain and enhance the pipeline of SUR projects
  - Identify areas of risk and plan to limit or mitigate reputational damage
- **Brand:** Align key messages, documents and presentation materials to deliver brand continuity. Assess over time whether it is fulfilling its potential.
- **Communication Channels:** Continue to strengthen the SUR profile by ensuring communications reach target audiences through the most appropriate channels.
  - Establish SUR's online presence
  - Continue good working relationships local press
  - Develop relationships with industry and national press
- **Community Benefits:** Work jointly with SBC and other stakeholders on PR aspects of projects which are of interest to local communities and to the wider public with the aim of securing appropriate recognition
- **Internal Communications:** Establish a strategy for improving internal communications, working to establish consistent and factual information.

### 1.2 SUR Partnership Objectives

The Partnership Agreement defines the high level objectives of SUR in two parts:

#### ***Slough Borough Council's Strategic Regeneration Objectives:***

Set out as broadly defined regeneration objectives, improving neighbourhood and community facilities, encouraging investment, optimising use of SBC's assets, encouraging high quality urban design, facilitating improved public transport, retail, culture and living, employment and economic development, housing (of all tenures), recreational, leisure and educational facilities.

#### ***Slough Urban Renewal Partnership's Objectives:***

Also broadly defined to respond to SBC's objectives, to develop the Sites (as defined), to acquire sites for development (including in the Heart of Slough and wider town centre), to secure an adequate and appropriate return for the Members and to deliver new and improved housing, office and business space, retail and leisure facilities, hotels, car parking, infrastructure and community facilities, schools, libraries and public spaces.

Together these are the 'Partnership Objectives'.

## **Support for the Slough Borough Council Vision**

Slough Borough Council has defined its vision in the Council's 5-year plan, 2017 - 2021 'Growing a place of opportunity and ambition'

Our five priority outcomes – putting people first

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

SUR has been identified as a key partner who will contribute to the 2021 outcomes in particular it is specifically named as a partner who will contribute to outcomes 3, 4 and 5. Moreover some of the leisure community projects we are delivering will significantly enable the Council to deliver outcome 2; our people will become healthier. :

### **1.3 Communication opportunities**

There a number of significant opportunities to build a successful communications strategy around:

- The formation and success of the partnership. An innovative approach by the Council that demonstrates serious ambition for the Borough
- A desire amongst town centre stakeholders for a better town centre
- Positive attitudes in the local community towards new community buildings and SUR developments e.g. the Curve and Milestone
- A feeling of goodwill towards the town from local residents and a wish for it to improve
- Positive attitudes towards Slough's green spaces
- High profile business stakeholders who are interested / supportive of a new image for Slough
- Slough Borough Council's existing networks and communications channels provide opportunities for SUR to connect with local stakeholders
- The implementation of the communication plan and community benefits initiatives.

### **1.4 Key communication messages**

Key messages are to be considered in all communications and focus on how SUR is contributing to deliver SBC's regeneration agenda. The focus is on three key areas:

- Long term joint venture: SUR is a proud partnership delivering a programme of projects and delivering new facilities to meet the Council's and local resident's needs.

- Quality and Value for Money: SUR creates exemplar schemes and delivers value for money (i.e. performance; cost certainty, delivering projects on time and on budget)
- Community benefits: SUR adds value through a commitment to create community benefits which include use of the local supply chain and contribute to the employment, skills and training of the local community

### 1.5 Specific communication objectives – key sector messages

#### **SBC Housing key messages**

SBC's overall aim is to provide more homes in the borough, to meet the huge demand, with particular focus on providing high quality family housing. The council's target is over 900 new homes each year and SUR is contributing towards this goal.

The key messages are as follows:

- 1) Improving the quality of private sector housing, which we consider to be a valued housing option.
- 2) Making best use of existing Council housing stock.
- 3) Utilising land and resources in and outside direct control of the Council to develop new homes across all tenures
- 4) Making better use of land, using opportunities to provide new high quality family and high density residential developments
- 5) Preventing homelessness where possible – through early intervention and using a range of housing options.

#### **SUR key messages for residential development**

- 1) Providing new homes for local people and creating communities – first time buyers and owner occupiers being our priority
- 2) Designing developments that suit each of the locations, providing a range of housing sizes built to a high specification
- 3) Creating the opportunity for customers to buy their new home, if needed with the benefit of the HCA's Help to Buy Scheme
- 4) Building quality homes and ensuring our customers have a smooth customer journey from first enquiry to the handover of their new home

#### **SBC Education key messages**

- 1) The council predicts high demand in forthcoming years particularly as the growth starts to impact on demand for secondary school places. Slough is working on a strategic review of both primary and secondary school places to forecast and address the expansion of school places required in the future.
- 2) The council's proactive work in forecasting school places has helped to create 4200 primary school places in 18 primary schools since 2008, resulting in all Slough children being offered a school place. This work has taken a strategic long term approach to ensure this success rate continues at both the primary and secondary school levels.
- 3) The work to ensure there are sufficient and suitable school places for all Slough children is done within the challenging context of high demand and multiple competing pressures on the remaining developable land in the borough, and the limits of the council's powers and influence

### **SBC Leisure key messages**

- 1) The vision for leisure in Slough is to enhance the health and wellbeing of Slough residents by ensuring physical activity and sport is adopted as a habit for life for all – more people, more active, more often.
- 2) This is the biggest overhaul of our leisure infrastructure in a generation and once finished, the ice arena, the new leisure centre and the Arbour Park Community Sports Facility will provide high quality facilities that attract and encourage people to improve their health - a key outcome in the council's five year £48 million leisure strategy
- 3) Specifically for Arbour Park - on completion, the new Arbour Park Community Sports Facility will serve an area of the borough that has high inactivity levels and will offer a programme of activity attracting local people of all ages to become more active, more often – a key outcome in the council's five year leisure strategy.

### **1.6 Measuring Success**

To ensure that SUR delivers to its key stakeholders, its performance and success will be measured in terms of the following key outputs:

- 1) Working in accordance to, and being active advocates of, the Council's 5-year plan, 2017 -2021 'Growing a place of opportunity and ambition'. This will include recognising how SUR is making an impact on the Councils priority outcomes and measured using their SMART success measures.
- 2) A wider benefits realisation process, as being used on the leisure portfolio, to recognise the increased use of facilities, together with the cultural and social wellbeing of residents
- 3) Recognition in the Borough, across Local Government and across wider stakeholders that SUR is making a positive contribution to the regeneration of Slough
- 4) Awards and accolades for projects and SUR as a highly effective partnership – making a difference.

### **1.7 SUR branding**

In 2015, it was recognised that Slough Regeneration Partnership (SRP) lacked a consistent or strong identity and as a result undertook a rebranding exercise to become Slough Urban Renewal (SUR). The SUR brand guidelines were created by Aylesworth Fleming and are enclosed at Appendix E.

SUR communications and PR has a key role to continue to increase brand awareness and to promote and link up regeneration activity. This will be achieved by aligning key messages, documents and presentation materials to deliver brand continuity.

Key elements of the branding strategy are as follows:

- Slough Urban Renewal (SUR) is a lively, dynamic company that is about place-making, vision and a sense of change. It is a new, expressive brand that communicates the excitement and possibilities of a town with ambition.

- The brand identity reflects the bright optimism of SUR, the environment in which our projects exist and the multi-cultural community of Slough. These shapes form the major design components of our brand.
- The other key component of the brand is our strap-line 'Thinking. Forward.' a simple, yet positive and dynamic phrase that adds weight to the brand and vision for progress and place making for the future generations of Slough.

## 2. PART B: SUR COMMUNICATIONS PLAN

### 2.1 Stakeholder management

SUR clearly needs to understand and manage its stakeholders and those of the Council. SUR needs the support and assistance of the Council to actively engage with external stakeholders and so that we know how to engage them in our projects and how best to communicate with them.

SUR will employ best practice in the management of stakeholders adopting the key principles according to the Association of Project Management (APM):

- Communicate: To ensure intended message is understood and the desired response achieved.
- Consult, early and often: To get the useful information and ideas, ask questions.
- Remember, they are human: Operate with an awareness of human feelings.
- Plan it: Time investment and careful planning against it, has a significant payoff.
- Relationship: Try to engender trust with the stakeholders.
- Simple but not easy: Show your care. Be empathetic. Listen to the stakeholders.
- Managing risk: Stakeholders can be treated as risk and opportunities that have probabilities and impact.
- Compromise: Compromise across a set of stakeholders' diverging priorities.
- Understand what success is: Explore the value of the project to the stakeholder.
- Take responsibility: Project governance is the key of project success

### 2.2 Stakeholder engagement

SUR's objective is to strengthen existing relationships over the next 12 months. The focus is being placed on two stakeholder groups:

1. Organisational stakeholders - Interaction and engagement with SBC the portfolio Commissioners, senior management team and officers. This will be achieved through defined communication channels, regular engagement and clear roles and responsibilities. The GM/DMs are to engage through attending SBC strategy boards, PATH meetings and regular update meetings with key officers that are sponsoring projects.
2. Raising local awareness of SUR and its profile through physical works in the town and community benefits, skills and training initiatives. Besides PR and communications; this will be achieved through high quality hoarding and branding of SUR projects, ensuring our supply chain are being considerate contractors and engaging in local events and activities.



### 2.3 SUR stakeholders

With such a diverse range of community projects and commercial and residential developments SUR has a significant number of stakeholders:

#### **Slough Urban Renewal LLP Members**

- Slough Borough Council
- Morgan Sindall Investments Limited (MSIL)

#### **Slough Borough Council (SBC)**

- Local political stakeholders;
  - Council Leader, Deputy Leader and Cabinet
  - Councillors
  - Local MP
- Central Management Team (CMT)
- SBC Departments
  - Planning and Highways Department
  - Asset management team
  - Leisure services department
  - Housing services
  - Democratic services
  - Education department
  - Economic growth and development team

#### **Supply chain partners**

Morgan Sindall group of companies:

- Morgan Sindall Investments Limited ('MSIL')
- Morgan Sindall Construction and Infrastructure ('MSCI')
- Lovell Homes
- Muse Regeneration
- Morgan Lovell
- Morgan Sindall Professional Services

Consultants – design and technical specialist advisors and consultants on SUR projects.

#### **Local stakeholders/community**

- Local residents
  - Federation of tenants and residents
  - Other resident groups and associations
  - Individual residents
  - Residents living in surrounding towns and communities
- Community voluntary and third sector groups
- Ethnic minority groups
- Young people
  - Youth organisations
  - Slough youth cabinet
- Older people

- Religious institutions
- People with disabilities
- Educational institutions – schools, FE and HE
- Local and regional business groups
- Local businesses and SME's
- SEGRO trading estate
- Local developers and contractors

#### **Local political stakeholders**

- Slough Labour Party
- Slough Conservative Party
- Slough Liberal Democrats Party
- UK Independence Party (Slough & Windsor)
- Local MP (Fiona Mactaggart)

#### **Emergency Services**

- Thames Valley Police
- South Central Ambulance Service NHS Trust
- Royal Berkshire Fire & Rescue Service

#### **Other local stakeholders**

- Thames Valley Chamber of Commerce
- East Berkshire College
- Learning to Work
- Slough Aspire

#### **Media (print and online)**

Local press: Slough Observer, Slough Express, Local Berkshire website, Asian Star Radio, BBC South, BBC Berkshire, London Metro, Slough means business e-newsletter

National Press: BBC news

Trade press e.g. Construction News, Estates Gazette

## 2.4 Public Relations and Communication routes

We will adopt best practice and utilise a range of public relations (PR) methods to create, promote and maintain good communications and a favourable image of SUR. This will include:

- General communication
- Direct sales and marketing to target groups
- Internal communications to keep SBC and Morgan Sindall staff informed of SUR news and strategy

The core communication opportunities are as follows:

1. Websites
  - a. SBC <https://www.slough.gov.uk/>
  - b. SUR – [slough-thinkingforward.co.uk](http://slough-thinkingforward.co.uk)
2. Print and e-newsletters
  - a. Local media press releases and advertorials
  - b. SUR media e.g. SUR bulletin; monthly Project construction newsletters
3. Social media – LinkedIn and Twitter
4. PR - Integrated and individual
  - a. SUR
  - b. SBC: including [The Citizen e-magazine](http://citizen.slough.gov.uk/) <http://citizen.slough.gov.uk/>
  - c. MSIL 'connected newsletter'
5. Conferences and public events (Attendance, Sponsorship, Presentations) e.g. Meet the Buyer event
6. Community Events e.g. The Curve opening, Slough Canal Festival.
7. Personal contact

### Websites

SBC uses its website to inform local residents and interested parties of news and updates about SUR community projects.

The SUR website – [slough-thinkingforward.co.uk](http://slough-thinkingforward.co.uk) is the key client-facing communications tool. It is the main form of online presence for sales and marketing of residential properties in SUR commercial developments. It will be regularly updated with the latest news and other developments. It was launched in July 2016 and a major update (phase 2) was launched in September 2016; further updates will be undertaken on a monthly basis.

### Print materials

Print materials will be kept to a minimum for cost efficiency. Two key print items identified as essential to support the Business Plan are: SUR newsletters and residential marketing brochures.

## **Social media**

### **LinkedIn**

SUR established a LinkedIn presence in August 2016 with a corporate profile. LinkedIn is a useful social media channel for SUR to reach specific business groups and influencers amongst our identified stakeholders with key information. It will be used to promote the professional business achievements of SUR including project milestones and awards. Where relevant, it can also be used to advertise vacancies or encourage registration for our supply chain or supplier directory. The next stage of the LinkedIn profile is to establish a clear content plan for communicating timely and relevant messages to this audience.

### **Twitter**

Morgan Sindall already have an active Twitter Account and this will be harnessed for the effective communication of tweets relating to key SUR milestones, news and events in accordance with the PR plan.

SUR will raise the profile of its projects on Twitter using the SBC and MSIL Twitter hashtags. It will be used to promote SUR events and achievements and retweet posts by others in relation to SUR activities. It is excellent for linking with our partners and supply chain. Where possible, Tweets should tag partners involved in the subject.

### **Facebook**

Facebook offers an opportunity to engage with the local community and educate on the key milestones of SUR. The council have an active community Facebook account that will form the basis of all SUR related posts, in accordance with the SUR communications plan.

To aid with the delivery of tactical marketing at residential housing development level, individual project Facebook accounts will be created. These will be managed under the Sales & Marketing function related to each residential project and in accordance with their specific PR plan to generate interest and drive leads.

### **Social content – images, videos etc.**

SUR and SBC will commission images and videos for use over its communications channels for general marketing.

When the construction of each project is completed, professional photographs will be commissioned and shared amongst the SUR members and supply chain to ensure quality and consistent images are used. The commissioning of photographers should be undertaken in a co-ordinated approach to ensure that the needs of all parties are fulfilled from the photos taken.

YouTube will enable an online 'playlist' and provide the means for videos to be shared.

## **Media Releases**

SUR recognises the importance of developing a media release schedule to ensure it communicates newsworthy stories with the aim of maintaining a profile with target audiences, and introducing new audiences to the business.

### **Target #1: Local Press**

The local press is mainly interested in people stories or impact on the local community. Examples include engagement with schools, facilities for local sports teams and general charity work. Another perspective is to provide updates on community projects from concept to completion. Another angle could be promoting the story of a local person who took part in a successful apprenticeship and has subsequently gone on to new work/develop a career.

### **Target #2: National Press**

The national press will be interested in the impact that SUR is having on regeneration of the area, also any 'newsworthy' stories on local/regional projects with a strong angle. Working examples:

- Image-led stories on major investments; innovative or community-impactful projects.
- Strategic projects for the town
- Reference design projects

### **Target #3: Trade Press**

Trade press will have an interest in more detailed features on the physical work plus facts and levels of investment.

## **Conferences/Exhibitions/Business Events**

Members of the SUR team will attend industry related conferences and SUR will sponsor industry related events. This will be undertaken to raise the SUR profile and support local stakeholder engagement. SUR will identify relevant industry events to attend, sponsor or to deliver presentations over the next 18 months such as the Slough Wellbeing Board partnership conference (Sept 16), UK MIPIM, the LGA Conference etc.

## **Community, skills and training events**

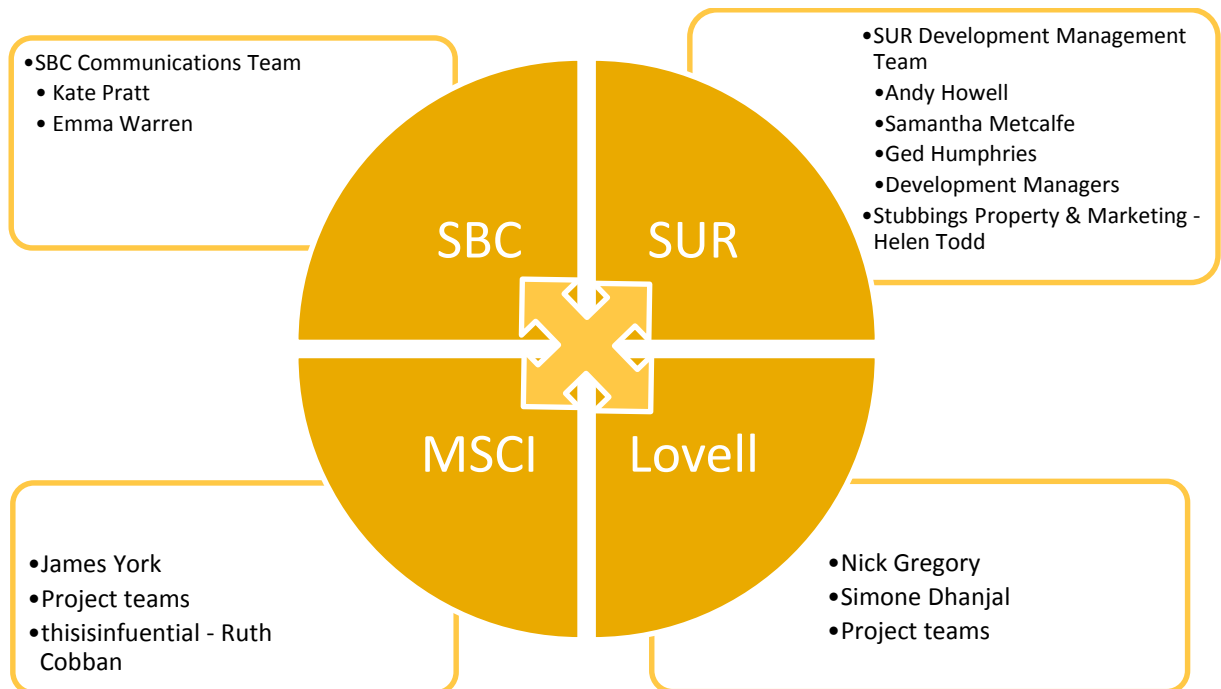
Through all projects, SUR will engage in initiatives to deliver community benefits and enhance skills and training. SUR seeks to employ the local supply chain wherever possible and so will continue to host Meet the Buyer events as well as support SBC bidder events.

The Skills & Training Co-ordinator will manage SUR's Employment & Skills plan and is to inform the communications and marketing team of any community benefits activity to allow participants to take part or promote these events where requested.

## 2.5 Communication team resources

SUR does not have its own dedicated communication resources; it utilises the skills and expertise of the teams within the Council and Morgan Sindall Group to maximise the established working relationships.

The diagram below demonstrates the roles and responsibilities of those engaged with SUR to deliver a consistent communications strategy:



## 2.6 SUR General Communications

SUR communications are managed and delivered by MSIL as the Development Manager. Samantha Metcalfe, MSIL Communications Manager supports the SUR team to plan and prepare the annual communication plan (Appendix A). The annual SUR plan is to be prepared in January each year and reviewed in conjunction with the SBC communication team.

This annual plan includes the following aspects:

- SUR monthly e-newsletters
- Other sector publications either features or advertorials
- Sector awards applications
- Local publications – Learning to Work bulletin
- National events e.g. Construction open doors event
- Press coverage for community benefit events e.g. steel signing at Arbour Park, Cherry Orchard Allotment project etc.
- Social media coverage including Twitter and LinkedIn

## **2.7 Development sites: public consultation**

SUR has a pipeline of sites for development all of which will require planning consents. The sites will present a number of challenges and community buy-in; support for the regeneration activity will be important for the success of the individual projects and the delivery of the Council's and the Partnership's overall objectives.

Some of the sites include 'greenfield' land and have the potential to be some of the most sensitive projects for the Partnership. For these sites to succeed and not to cause reputational damage to the Partnership and the council, their promotion will require careful community and stakeholder engagement from the outset.

Our development activity will be underpinned by programmes of exemplary pre-application public consultation and community engagement.

Our approach to consultation will seek to:

- Engage with and seek the views of the local community on the proposed redevelopment of the individual identified sites
- Gain credible, constructive input from the local community towards the shaping of specific aspects of the proposals
- Ensure the local community feel involved and that they are contributing to the regeneration of their neighbourhood
- Engage as widely as possible with local communities, particularly seeking to engage groups who do not traditionally participate in consultation
- Build local support for development proposals from within the local community.

To deliver our consultation programmes we will be highly flexible to suit the appropriate communities that we are engaging with.

## **2.8 SUR Community benefits – media releases**

Community benefits, skills and training is planned and co-ordinated through the SUR Training & Skills Coordinator in conjunction with the SBC Economic & Development team and delivered through the SUR supply chain together with third party providers.

For proposed project media releases the process of origination, review and approval is to follow the planned project communications plan. In addition, the appropriate SBC department (Education/Leisure/Housing) should be involved in identifying and agreeing the community benefits for suitability in line with other Council business and plans.

## **2.9 SUR Communication Plans: Commercial projects - Development sites**

SUR has responsibility for leading all PR and marketing related to commercial projects. Stubbing's property marketing will manage the PR plans for each commercial project as SUR's strategic marketing advisor and liaise with MSIL communications manager.

Prior to the start on site of each commercial project, Stubbing's will prepare a PR plan adopting the exemplar/template provided at Appendix B. All press releases will be



planned and drafted by Stubbing's on behalf of SUR, SBC communications team will be provided with a draft for comment and the provision of suitable quotes where applicable.

#### **2.10 Specialist media – Commercial projects - Development sites**

Main Contractors [Lovell] can prepare media releases for specialist press such as build/construction trade press, in agreement with SUR and the Council's communications team.

Specialist media releases should be aligned with SUR's marketing plan for each project and prepared in conjunction with the SBC communications team. This includes:

- Checking it is factually correct and consistent with SUR media releases
- Ensuring that the project and SUR are referred to correctly
- Providing a spokesperson and quotes as appropriate

Once a draft is ready it should be issued to the SUR (General Manager) for approval who will seek approval from the SBC communications team.

#### **2.11 SUR Communication Plans: Community Projects**

The Council has the lead role for local press, media relations and organising events. SBC has responsibility for leading all external communications related to community projects; the schemes are funded by the Council and provide new facilities for local residents.

Prior to the start on site of each community project, SBC will prepare a Communications Activity Plan adopting the exemplar/template provided at Appendix C. This should be prepared by the Council's project sponsor in conjunction with its communication team. All press releases will be planned and drafted by SBC, SUR will be provided with a draft for approval and the provision of quotes where applicable. For the avoidance of doubt no SBC press release is to be issued that includes commercially sensitive information or has the potential to politicise SUR.

All enquiries about a project should be referred to the SBC communications team including requests to access site or interviews. In the event that a contractor wishes to arrange a PR event or undertake any external communications then it should be first raised with the GM and then planned and delivered in co-ordination with the Council project sponsor and communication team.

#### **2.12 Specialist media – Community projects**

Main Contractors [MSCI] can prepare media releases for specialist press such as build/construction press, in agreement with SUR and the Council's communications Team. Specialist media releases should be co-ordinated with the council's communications activity plan for each project and prepared in conjunction with the SBC communications team. This includes:

- Checking it is factually correct and consistent with SBC media releases
  - Ensuring that the project and the Council as client are referred to correctly
  - Providing a spokesperson and quote as appropriate
- Once a draft is ready it should be issued to the SBC communications team and SUR (General Manager) for approval.

Targeted press releases may be prepared by MSCI for approval by SBC and distributed to the following:

- Construction News
- Building
- Construction Enquirer
- Construction Index
- Public Sector Build Journal
- Future Contractor and Architect
- Construction Manager

### **2.13 SUR Reactive Communications**

#### **Guidelines for handling media enquiries**

All staff involved in SUR business should be aware of and follow the following principles for handling media enquiries. A media enquiry could be a telephone call from a journalist or a film crew or photographer turning up at site. Your role is to take the callers' message only and contact details. Be polite but never comment or speculate.

Should you receive an enquiry from the media, please refer it immediately to the Authorised media spokespersons:

1. Kate Pratt, Communications Manager, Slough Borough Council on 01753 875088 or 07973 835052
2. Andy Howell, SUR General Manager, Morgan Sindall Investments on 07812 733735

### **2.14 FOI/EIRA Requests**

SUR has established an agreed protocol with SBC for an efficient and transparent approach to dealing with Freedom of Information Act ('FOIA') requests relating to the activities of Slough Urban Renewal LLP ('SUR').

Because publicly owned assets are being invested in, disposed of and developed, SBC and SUR should be prepared for FOIA requests from the media, general public and other interested parties. The protocol sets out the operational framework under which SUR will assist with responding to FOIA requests made to SBC which relate to its activities and where SBC requests information or assistance from SUR.

In all cases SUR will co-operate with SBC and respond as quickly as possible so as to ensure statutory response deadlines can be met. Similar principles apply to requests made under the Environmental Information Regulations Act (EIRA) 2004.

The protocol identifies the SUR individuals responsible for managing the requests, how requests for information are categorised, the timescales and approach to providing information to SBC to enable them to respond as appropriate. Further details are provided in Appendix D.

### 3. APPENDICES

#### Appendix A – SUR annual communications plan

Appended separately

## Appendix B – Site development – PR plan example

### PR Plan – Slough Urban Renewal

#### Milestone

#### Objectives

- Grow Slough's reputation in the national, regional and trade media as a thriving new place to live and do business
- Create a positive narrative around Slough, focusing on successful urban regeneration and renewal
- Support the sales of new homes in Slough through positive lifestyle PR

#### Key Messages

- Slough is a beacon of successful urban regeneration
- Slough is a thriving business hub, attracting businesses from all over the UK, creating jobs, opportunity and prosperity
- Significant high quality residential development is transforming Slough into an exciting and vibrant new lifestyle destination

#### Outline Communications Strategy

##### ***Phase 1: June/July 2016 – Milestone Off Plan Launch***

- Press release: Off plan launch of Milestone with new CGIs, prices
- Focus on the Seymour House type/H2B/Value for Money/Still a good time to buy (July 2016)
- Visit by Leaders of Slough Council to view the show home

##### ***Phase 2: September 2016 – Momentum Building***

- Pitch feature on the vision for Slough to trade title, e.g. Property Week, offering interviews with partners and Local Authority
- Local press release: High levels/Testimonials
- Community story: Launch of The Curve – photo opportunity

##### ***Phase 3: July and/or September 2016 – Milestone On Site Launch***

- Pitch Slough area focus to London Evening Standard, focusing on the wider Slough regeneration story
- Launch release targeting national, broadcast and regional media, announcing scheme with accompanying images
- Announce Slough Jets partnership supported by images of ice hockey themed kids bedroom in the show home and SUR's partnership for the Ice Rink
- Consider businessman's launch to showcase SUR to the wider market

##### ***Phase 4: September/October 2016 – Post Launch***

- Positive Milestone sales updates including H2B/FTB events etc

- Case study interviews/First Completions – lifestyle feature placement
- Ongoing PR to suit the market and stock available
- Tie Milestone in with News story on progress of new leisure facilities for the borough

### Media Targets

Sector	Journalist	Title
Regional	Andrew Wilkins James Preston Ginette Gower	Slough Observer Slough & South Bucks Express Business Voice – Thames Valley Chamber Maidenhead Advertiser
Property	David Spittles Andrea Dean Anne Ashworth	The Evening Standard Metro The Times
Trade	Property Week Showhouse	Richard Stainton Rupert Bates
Broadcast	BBC London News ITV London Tonight	Charley Figgis Simon Mares

### Press Materials

- Press releases
- High resolution CGIs and jpeg images
- Biographies of / access to key spokespeople

## Appendix C – Community Project - Communication Activities Plan example

### Arbour Park Community Sports Facility (CSF)

#### Communications Activities Plan

##### Aim

To promote the CSF to residents, key stakeholders, partners and businesses in Slough.

##### General materials and actions

- Dedicated webpage on council's website
- Presence on SUR website
- Display materials – pull up panels
- Hoardings around the build site
- Promotional material for distribution and collection
- Wow statistics – size, floor space, height etc.

##### Building

Publicity around the build will take place at key milestones and will include the following:

- Photocalls with relevant media
- Press releases to local media
- Social media feeds
- Slough alerts
- Citizen articles and photographs
- Councillor briefings (email)

#### Building milestones

##### Phase One

- Steel frame completion – ttbc
- Skin on completion – ttbc
- Completion of externals / topping out – ttbc
- Creation of pitch – photocall
- St Joseph's School sports hall – photocall
- FA inspection - ttbc
- Completion of internals with fixtures and fittings – ttbc
- Photocall with community groups that have booked the facility
- Opening on 16 August – soft opening

##### Phase Two

- Phase two starts – August 2016 – photocall with lead member
- Wow statistics
- Internal fixtures and fittings - ttbc
- Photocalls – ttbc
- Completion – Spring 2017
- Main opening

## **SBC Internal communications**

Internal communications will include general publicity on the above.

### **Opening**

The opening event will require a series of communication and marketing measures separate from the building.

This will include:

- Press releases and photocalls
- Social media activity
- Events support
- Posters, leaflets and postcards of completed building
- Digital communications

### **Operational communications**

A separate marketing plan (including sponsorship) to market the facility will need to be completed

### **Appendix D – SUR FOI Protocol**

Appended separately.

### **Appendix E – SUR Brand Guidelines**

Appended separately.



[illegible]

Channel options	
SUR website	SUR LinkedIn
PR/PR Maximize	GRU Facebook (R&P)
Project Handlines	SBC Social
PR	MS Twitter
Community Event	GRUin
Newsletter	Scamship
Local news	Outdoor
Email	National press

## SUR Community Benefits, Skills and Training Strategy

This strategy forms part of SUR's Partnership Business Plan.

### Background

Slough Urban Renewal is a joint venture formed as a 50:50 Limited Liability Partnership between Slough Borough Council ('the Council') and a wholly owned subsidiary of Morgan Sindall Investments Limited ('MSIL'), itself a subsidiary of Morgan Sindall Group plc. It was established in March 2013 following a competitive public procurement.

***The purpose of Slough Urban Renewal is to deliver ambitious objectives to transform the borough of Slough for all.***

It brings major regeneration schemes to the town – including housing, leisure, schools and more – in two ways. One way is by developing sites itself for residential or commercial uses (Site Developments). The other is by carrying out building work or infrastructure works for the Council or third parties (Community Projects).

SUR acts as a flexible, innovative and commercial development and regeneration partner to the Council with high levels of transparency, accountability and with joint governance and a shared and equitable balance of risk and reward between the partners.

The Council has established its Five Year Plan (2017-2021) to set out the vision, priority outcomes and explain how it will do this.

**The Council's Vision: growing a place of opportunity and ambition.**

The five priority outcomes are all focussed on putting people first and SUR has a role to contribute towards them being achieved through development activity, delivering community projects as well as jobs, skills and training. Specifically, SUR will contribute to:

**Outcome 3; Slough will be an attractive place where people to choose to live, work and visit.**

**Outcome 5; Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.**

### SUR strategy

*SUR's strategy is to maximise local economic and community benefits through leveraging its programme of development activity. SUR will operate as a considerate developer, engaging in localism, sustainability, skills training and education. We will seek to add value through our commitment to create community benefits which include use of the local supply chain and contributing to the employment*

*opportunities and education of the local community. We will place Slough residents and business at the front and centre of our activities.*

SUR will develop and maintain community engagement. This will be achieved by:

- Implementing procedures to allow effective community engagement;
- Ensuring effective communication with all stakeholders and community groups;
- Adopting the Council's priorities for education, training and employment;
- Engaging with the Council and relevant local public, statutory, commercial, charitable and third sector organisations; and
- Working with the Council to develop a programme to demonstrate the local economic benefits of SUR's activities.

## **Approach**

SUR will deliver its strategy through its programme of development activities and engagement including:

- Creating new employment opportunities through development and construction activity and future operational uses and occupation;
- Pass the priorities to the delivery partners and commit to ensure the supply chain are obliged to deliver community and local economic benefits;
- Contributing to the local economy by;
  - Encouraging and supporting local companies to tender through 'meet the buyer' events and mentoring businesses to enable them to join the supply chain;
  - Engaging with local businesses and the incorporation of Small and Medium-Sized Enterprises ('SME's) into the supply chain.
- Connect to those most in need to jobs, training, services and opportunities or likely to become so, for example those Not in Education, Employment or Training ('NEETs' using Risk of NEET Indicator 'RONI' tool), Looked After Children ('LACs') and Job Seekers;
- Working closely with Slough Borough Council, Learning to Work, Slough Aspire, East Berkshire College and Job Centre Plus stakeholders;
- Consult with Slough Children's Services Trust to explore where contributions will have the biggest impact for disadvantaged young people in the Borough;
- Facilitating closer partnerships with training providers to promote demand-led skills development;

MARCH 2017

- Creating work experience and work placement opportunities;
- Increase local apprenticeship opportunities, particularly for 16-24 year olds;
- Improving the awareness of opportunities in the sector to school and college students through involvement in insight days and careers events; and;
- Periodically reporting on achievements derived through the SUR community benefits approach.

# Thinking. Forward.

[slough-thinkingforward.co.uk](http://slough-thinkingforward.co.uk)

## **SUR COMMUNITY INVESTMENT PLAN**

Status – DRAFT

Issued for approval by the SUR Business Board

Version Issued (2.1): March 2017

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## 1. INTRODUCTION

SUR's development activity will support the Council's drive towards achieving a Strategic Return on Investment (SROI); linking economic development and 'Social Value'.

SUR will contribute towards the Council's vision in its Five Year Plan (2017-2021) and in particular outcomes 3 and 5.

Employment, skills and training is a major priority for the Partnership we will continue to join up all aspects of SUR to provide maximum community and economic benefit in Slough. The principle ways in which this will be achieved is described in the following Community Investment Plan (CIP).

## 2. OVERVIEW

The key aspects of delivering SUR's objectives:

- SUR will establish an annual Plan for the programme of development in 2017-2018.
- Each Site Development Plan or Community Project Plan will include a "Statement of Local Economic Benefit Appraisal and Community Involvement", the content of which will vary on a scheme by scheme basis.
- Maximum benefits will be leveraged through the delivery partners (MSCI, Lovell and third party contractors) and their supply chain.
- Events and initiatives will be local and seek to derive the maximum value from any community benefits funding that is deployed.
- Apprenticeships & work experience placements to be appropriate to the Construction Stage of each project (e.g. at later stages of construction rather than at demolition stage).

## 3. STAKEHOLDERS AND COMMUNICATIONS

The Employment & Skills plan is monitored and recorded monthly by the contractor and the ESP achievement information is passed to the SUR Coordinator. This information is coordinated and communicated into bi-monthly DM reports and twice yearly in SUR Board updates. SUR monthly e-newsletters also communicate activity to SBC and Morgan Sindall and SURs wider stakeholders. All Community and ESP activity is reviewed annually, changes and improvements can be adjusted accordingly. Our focus is on provision of local employment and skills by building local relationships and creating opportunities. The Community benefits coordinator works with the following stakeholders to highlight local job vacancies & training opportunities, create awareness of opportunities available and achieve the employment & skills objectives:

- Slough Schools
- East Berkshire College
- Learning to work
- Aspire
- Slough Young people's Service - including NEET/ RONI/ Looked after Children
- Youth Engagement Slough
- Adviza

- Elevate
- Slough Job Centre
- Princes Trust
- CIAG Careers advice Groups
- Universities

### 3.1 SBC Liaison

The GM and the Community Benefits Co-ordinator will liaise with the SBC Economic Growth and Enterprise Manager to ensure that SUR understands the Council's priorities and

The GM will continue to represent SUR on the Strategic Skills and Employment Group and the Community Benefits Co-ordinator will represent SUR on the Elevate Group (or its subsequent replacement)

### 3.2 Employment & Skills Plan (ESP)

Our key objective for all SUR projects is to create opportunities for gains in skills and employment in particular in the construction sector. SUR promotes work experience placements, apprenticeships and direct employment opportunities locally with the aim of stimulating and achieving prosperity & economic growth in the town.

SUR uses the recommended ESP benchmarks approved by CITB (Construction industry Training Board) these benchmarks draw extensively on previous Construction Industry experience based on previous projects. The value bands enable a structured and consistent tool kit to define and embed KPI's across projects. Bands range from £1m to £100m in terms of overall construction spend over the life of a project.

### 3.3 Overview of the ESP Benchmarks

CITB provide target outputs against seven key employment and skills areas which include Apprenticeships, Support for schools & colleges, skills development for the existing workforce and entry into employment. SUR ESP has been set against the recommended regeneration benchmark band. The regeneration band is set at a level that reflects activity across one local area when contractors and the supply chain may be involved across numerous projects attempting to achieve employment and skills targets. The Construction Industry recognises that a balance must be struck between creating opportunities for people to develop skills and the capacity of the industry to accommodate skills development within challenging project environments or in close vicinity to one another.

SUR ESP is delivered across multiple projects under the regeneration band up to a combined project value of £90m rather than to individual defined 'individual project' targets. Regeneration benchmarks are applied for use by Contractors where multiple sites are being constructed in a regeneration scheme therefore targets can be shared across multiple sites to achieve the desired ESP outcome. The CITB benchmarks are detailed further at Section 5.3.

### 3.4 Contractor & subcontractor obligations

SUR works with its delivery partners, MSCI and Lovell, to define at an early stage the employment and skills targets so that they are able to prepare and develop their own annual delivery plans.

In the event that SUR is using other Contractors, they are advised of targets at tender stage and the appointed contractor is contractually obliged to deliver targets down the supply chain to subcontractors to achieve the required outcomes. SUR includes documentation on apprenticeships in the invitations to the prospective supply chain to tender. This includes indicative apprentice numbers expected to be created by the particular work package being tendered. This sets an expectation that the subcontractors are expected to support apprenticeships and that committing to apprenticeships will support sub-contractor tenders.

SUR and its delivery partners hold 'meet the buyer' events at which local subcontractors can find out about local projects and be given assistance to join the supply chain so that SUR is able to use local companies and 'keep the pound local'.

## 4 THE SUR PROGRAMME

The SUR programme is a combination of two parts the Employment & Skills plan and CSR activity. Our main Employment and Skills Plan is compiled from the recommended Construction Industry Training Board benchmarks which are delivered through the supply chain. The CSR activity relates to community benefit initiatives and events which evolves from extra involvement which is of benefit to the community. The ESP programme is determined by the project stages which calls for trades etc. at certain times however this does not always coincide with the School /college academic year which can pose recruitment or availability challenges. See **Appendix A**.

## 5 COMMUNITY BENEFITS & ESP

### 5.1 SUR Community benefits funding

Our focus is to make a difference in Slough through provision of Community benefits initiatives and projects. Slough Urban Renewal charges a nil margin on community projects up to a value of £1m and 0.5% of net construction value above that. The amounts generated and invoice timings are monitored by the Community Benefits coordinator. The forecast of funding is provided at **Appendix B**.

An annual budget of £20,000 is set aside from this Community Benefits fund for community events and activity. The Community Benefits Co-ordinator identifies worthy projects/initiatives, plans an annual programme of events, monitors the community spend budget and reports activity and spend on a bi-monthly to the Business Board. Any costs above the £20,000 annual budget of threshold needs to be approved by the Business Board. See **Appendix B**.

## 5.2 Community Benefits Coordinator

The community benefits fund enables the funding of a dedicated Community benefits Coordinator who is solely appointed to work across the SUR regeneration projects. The role of the Coordinator is to plan an annual programme of events, coordinate, monitor and report on all community activities. The Coordinator is also responsible for setting the target programme, recording monthly ESP outcomes from the main contractors and reporting bi-monthly to the SUR board. The Community Benefits Coordinator assists the contractors and supply chain with delivery of the ESP targets for example work experience placements, apprenticeship vacancies and Careers and curriculum activities. Additionally, the Coordinator attends community events on behalf of SUR such as Career Fairs, Employer Insight days, School Mock Interview days, Work ready sessions, Apprenticeship & Community events. These events directly contribute to KPI 3 (CCIAG) Construction Careers Information advice & guidance achievement in the CITB benchmark table.

## 5.3 Breakdown of the Employment & Skills Plan KPIs

### a. KPI 1. Work placements

In Education & Training. This opportunity is aimed at providing an individual with an opportunity to gain a meaningful insight into the Construction sector. This work experience opportunity is for students from Schools, Colleges including BTEC and Diplomas, and Universities who undertake a work experience placement for a minimum of 5 working days. Work placements: NEET (Not in Education & Training) - This opportunity shall invite persons who are not enrolled in a course of education/study and who wish to undertake a work experience/pre-employment placement

*This KPI can be achieved in partnership with Learning to Work, East Berkshire College students, Slough Young Peoples Services & multiple partners, JCP and direct requests from individuals*

### b. KPI 2. Jobs Created new entrants

Creation of new & sustainable job opportunities for new entrants into the sector.

- a) Persons who are employed as Apprentices
- b) Persons previously unemployed / unskilled or new entrants
- c) Graduates (up to three years following graduation)

*This KPI is achieved via direct links with Colleges, Universities, Schools, Career Fairs, Apprenticeship talks, local training providers, COTRAIN shared apprenticeship scheme*

### c. KPI 3. Construction Careers Information, Advice & Guidance (CCIAG)

Organisation and delivery of events focused on improving the image of the sector/ increasing awareness of opportunities within the industry. The key target groups:

- Entrants 14-19: (e.g. persons currently NEET, school pupils, school leavers, college students)
- Under graduates

- Influencers (e.g. school, university, adult influencers, careers advisers, careers school staff, other providers, community groups).

*This KPI is achieved via Contractors direct work with Schools particularly Schools where they have site works. Volunteering opportunities invitations to participate via partnership with Learning to work, Aspire, JCP, East Berks College full time Construction pupils, individual planned activity*

**d. KPI 4 .Number of Apprenticeship Training Weeks on Site**

Apprenticeships, Traineeships, New entrants undertaking higher qualifications. Contractors must collate the number of training weeks undertaken in site for new entrants following a recognised syllabus of study

- Undertaking traineeships
- Undertaking a technical/higher level qualification.

*This KPI is calculated for the duration of an Apprenticeship. 1 working week = 1 training week on site*

**e. KPI 5. Qualifying the workforce**

A main Contractor reporting benchmark which relates to gathering of information from Site relating to any training undertaken by Site workers i.e. H&S, IOSH, SMSTS etc.

*These are Qualifications gained on site NVQ2 +/-Industry Certs*

**f. KPI 6. Training Plans**

The main Contractors must collate the number of new or annually renewed training plans from sub-contractors.

*Contractors gather this information from subcontractors*

**g. KPI 7. Case Studies**

SUR shall request contractors to provide case studies which describe either an example of best practice or a significant achievement on projects.

*Case studies are agreed with Main Contractor*

## SUR Community Benefits & the Local Employment and Skills Plan

### 5.4 CITB Regeneration Band Benchmarks

9.0 Regeneration		band 1	band 2	band 3	band 4	band 5	band 6	band 7	band 8	band 9	band 10	band 11	band 12	band 13
		£1-3.5m	£3.6 – 6m	£6.1 – 10m	£10.1 – £15m	£15.1 – £20m	£20.1 – 30m	£30.1 – 40m	£40.1 – 50m	£50.1 – 60m	£60.1 – £70m	£70.1 – 80m	£80.1 – 90m	£90.1 – £100m
1	Work Placement - persons	4	7	9	13	17	20	24	27	28	30	30	31	31
2	Jobs created by NSaFC projects	1	5	9	14	16	19	21	23	27	28	31	32	34
3	Construction Careers Information, Advice & Guidance (CCIAG) Events	1	3	5	6	8	9	11	13	14	15	15	16	18
4	Training Weeks on site	44	94	157	246	345	492	690	887	1084	1281	1478	1675	1872
5	Qualifying the Workforce – project workforce <i>Total of 5(a) plus 5(b) plus 5(c) plus 5(d)</i>	6	11	17	22	27	32	36	40	44	49	51	58	59
5(a) 5(b)	<input type="checkbox"/> Qualifications gained (equiv. NVQ2 and above)	1	3	6	9	13	15	19	21	24	26	28	31	32
5(c) 5(d)	<input type="checkbox"/> Industry certification gained	5	8	11	13	14	17	17	19	20	23	23	27	27
6	Training Plans	4	4	6	6	6	7	7	7	8	8	8	9	9
7	Case Studies	Project Specific – to be agreed pre-approval												

NOTE: SUR is adopting Band 12 (£80-90m) to determine the benchmarks.



## APPENDIX A – 2017/18 PROGRAMME (SUR & SUPPLY CHAIN)

Employment and Skills areas March 2017– March 2018		Month Jan 17	Month Feb	Month March	Month April	Month May	Month June	Month July	Month Aug	Month Sept	Month Oct	Month Nov	Month Dec	Month Jan 18	Month Feb	Month March	Total
1	Work Placements created by SUR projects – Persons					5	1	2	2		2					2	14
2	Work placement – Summer placement undergraduate						2	tbc	tbc								2
3	Jobs created by SUR – Direct employment		5	5	5	5		5									25
4	Jobs created by SUR projects Apprentices, New entrants, Graduates	1		1	2	1	5			4					2		15
5	Construction Careers Information, Advice & Guidance (CCIAG) Events	2	3	4	3	2	4	4	0	0	4	4	2	2	4	4	33
	<b>CSR activities</b>																
1	Slough Canal Festival									x							
2	Women in Construction											x					
3	Construction Taster days								x								
4	Milestone development – meet the Neighbours evening						x										
5	St Joseph's School Tree planting challenge support			x													
6	Open Doors event			x													
7	Looked after Children care leavers & RONI Construction session				x												
8	Health & Safety primary school Poster competition						x										
9	Ivor Goodsite Primary School event						x										
10	Educational Class activity Primary School							x									
11	East Berkshire College Construction pupils sessions															x	
12	East Berkshire College Site visits															x	
13	Case Studies													x	x	x	

## **APPENDIX B – COMMUNITY BENEFITS FUNDING AND BUDGETS**



SUR - Indicative Master Programme				Size/Value		Current status & DM lead		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		Indicative Build cost (CAPEX)		SBC PM																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
Version: V30 MAR 2017								3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
Community Projects	The Curve (Site 31) completed	Feasibility and scheme design	Library and Cultural Centre	Completed 7 Jul 16																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									

	<b>SUR Key dates</b>		<b>Pre App</b>	<b>Planning submission</b>	<b>Construction</b>	<b>Construction</b>	<b>Current status</b>
	<b>Project name</b>		<b>Target date</b>	<b>Target date</b>	<b>Start date</b>	<b>End date</b>	
<b>Site Developments</b>							
	Milestone Ledgers Road		n/a	n/a	Aug-15	May-17	Under construction
	Wexham Green		n/a	n/a	Jul-16	Sep-18	Under construction
	Alpha St		n/a	May-17	Sep-17	Sep-18	Detailed design & procurement - assumes not linked to OLS
	Upton Road		n/a	May-17	Aug-17	Sep-18	Detailed design & procurement
	Old Library hotel/residential		Apr-17	Jul-17	Apr-18	Apr-20	SUR Option
	Wexham South Phase 3 redevelopment		Jul-17	Oct-17	May-18	Nov-20	Project yet to be initiated - subject to Option Agreement - Planning application to be submitted before Nov 17 under Parish lease arrangements.
	Montem Lane regeneration		Dec-17	Apr-18	Jun-19	Jun-21	SUR Option
	Slough Basin regeneration		May-17	Dec-17	Sep-18	Apr-21	Initial Design - subject to Option Agreement
	The Centre/Rotunda		Jan-18	Jul-18	Jan-19	Dec-20	Project yet to be initiated - subject to Option Agreement
	Haymill redevelopment		Mar-18	Sep-18	Mar-19	Dec-20	SUR Option
	Weekes Drive redevelopment		Jun-18	Oct-18	Sep-19	Jul-22	SUR Option
	Tower & Ashbourne - Ashbourne Park		Sep-17	Jan-18	Jun-18	Dec-20	Project yet to be initiated - subject to Option Agreement
	Former TVU site - NWQ Heart of Slough		Jun-17	Dec-17	Aug-18	Sep-23	Subject to Option Agreement
<b>Community Projects</b>							
	Arbour Vale School SEN expansion		May-17	Jul-17	Apr-18	Dec-19	Awaiting SBC project approval
	Priory school - SEN extension		n/a	Dec-16	May-17	Feb-18	Under PCSA
	Marish - SEN unit		May-17	Jul-17	Mar-18	Mar-19	Awaiting SBC project approval
	Claycots School		n/a	n/a	Jul-16	Oct-17	Under construction
	St Marys School		n/a	n/a	Jul-16	Dec-17	Under construction
	James Elliman School		n/a	n/a	Jul-16	Sep-17	Under construction
	Wexham Secondary school expansion		n/a	n/a	Jul-17	Dec-18	Detailed design and procurement
	Arbour Park Community Sports facility (CSF)		n/a	n/a	Jan-16	May-17	Under construction
	New leisure centre (The Centre site)		n/a	n/a	May-17	Oct-18	Under PCSA
	Ice Arena - refurbishment and temporary ice arena		n/a	n/a	Apr-17	Apr-18	Under PCSA
	Rochford Gardens redevelopment (HRA employers agent)		n/a	n/a	Sep-18	Dec-19	Awaiting planning determination
	Eschele Court (Small site CP)		n/a	n/a	Aug-16	Aug-17	Under construction
	Small sites - Phase 1		n/a	n/a	Jan-17	Jul-17	Under construction
	Small sites - Phase 2		n/a	n/a	May-17	Oct-17	In procurement
	Small sites - Phase 3		n/a	n/a	Jul-17	Dec-17	Detailed design
	Small sites - Phase 4		Jun-17	Aug-17	Jan-18	Dec-18	Design and planning
	Leisure - Langley Leisure centre refurbishment and extension		n/a	Apr-17	Jun-17	Aug-18	Design and planning
	Leisure - Salt Hill ten pin conversion		n/a	not required	Jun-17	Aug-18	Design and planning
	Britwell hub remodelling		Jul-17	Sep-17	Feb-18	Mar-19	Awaiting SBC project approval
	Manor Park Hub		Jul-17	Sep-17	Feb-18	Dec-18	Awaiting SBC project approval

Key dates highlighted are different to the SBC Asset Management programme

### Summary of SUR projects (Community projects and Site developments)

Development	Description - Tenure/Mix	Status
<b>Community projects</b>		
Orchard Community centre	Community centre refurbishment to replace the Creative Academy facilities	Construction by MS Special Projects. Completed 2015.
The Curve, High Street, Slough SL1	Library and Cultural Centre, performance and exhibition space, museum, Registrar's office and civic accommodation	Construction by MSCl, completed 7 July 17, opened 2 Sept 17.
Arbour Park, Stoke Road, Slough SL1	Community Sports Facility with 2000 capacity, 3G flood lit pitch and function rooms, 4 court sports hall for St Joseph's school.	Under construction by MSCl, Section 1 completed Aug 16 and Feb 17. Section 2 due for completion 5 May 17.
James Elliman Academy, Elliman Avenue, SL2 5BA	740m <sup>2</sup> extension and part remodelling/refurbishment	Under construction by MSCl. Completion due Aug 17
Claycots Primary School, Town Hall campus, Bath Rd SL1 3UQ	1900m <sup>2</sup> extension and part remodelling/refurbishment	Under construction by MSCl. Completion due Sept 17
St Mary's Primary School, Yew tree road, SL1 2AR	1100m <sup>2</sup> extension and part remodelling/refurbishment	Under construction by MSCl. Completion due Dec 17
Eschle Court	11 affordable homes – 1, 2 and 3 bed flats	Under construction by MS Special Projects. Completion due Sept 17.
Small sites phase 1	Refurbishment and extension to create 5 new affordable homes on 4 sites	Under construction by Borrass Construction. Completion due July 17.
The Centre, Farnham Road, Slough SL1 4UT	Leisure Centre and swimming pool complex	Under PCSA with MSCl. Construction due to commence May 17 – completion Oct 18.
Ice Arena, Montem Lane, Slough SL1	Montem Ice Arena refurbishment	Under PCSA with MSCl. Refurbishment due to commence April 17 – phased completion Dec 17 and April 18.
Langley Leisure Centre	Refurbishment and extension with associated external areas.	Under PCSA with MSCl. Refurbishment due to commence June 17 and complete August 18.
Salt Hill Park Ten Pin, Bath Road, Slough SL1	Refurbishment and conversion to an activity centre	Under PCSA with MSCl. Refurbishment due to commence June 17 and complete March 18.
Small sites Phases 2,3 & 4 Slough, +20 locations	New build affordable homes in infill sites (no.s tbc)	Under PCSA. Phase 2 in procurement and construction to start May 17.

Development	Description - Tenure/Mix	Status
		Phase 3 – construction to start July 17. Phase 4 – construction to start Jan 18.
Rochford, SL1	New Council affordable homes – 21 flats	Awaiting the determination of planning.
Wexham Secondary school	School extension c.3000m <sup>2</sup> new 3 storey classroom block external landscaping and car park	Under PCSA with MSCl. Construction due to commence Jul 17 – completion Dec 18.
Priory Primary SEN school	School SEN extension (c.655m <sup>2</sup> ) to support 60 SEN pupils.	Under PCSA with MSCl. Construction period May 17 – February 18.
Marish Primary school	SEN extension to include 6 classrooms	Project initiation commenced – subject to SBC approval. PCSA due April 17. Construction period Mar 18 – Mar 19.
Arbour Vale SEN school	New standalone building providing 70 places (c.2,000m <sup>2</sup> )	Project initiation commenced – subject to SBC approval
Britwell Community hub	Extension and refurbishment of hub to accommodate GP practice	Subject to SBC project initiation
Manor Park Community hub	c.300m <sup>2</sup> Extension and refurbishment of hub to provide extended services	Subject to SBC project initiation
Trelawney Community hub	New build hub including library facilities, GP practice, police pod and community space. Affordable homes tbc	Subject to SBC project initiation
<b>Site developments</b>		
'Milestone', Ledgers Road, Slough SL1	Residential Sales 73 units, 50 open market sale and 23 affordable units. 49 houses and 24 flats.	Under construction – due for completion May 2017.
'Wexham Green', Wexham Road, Slough SL1	Residential Sales 104 units – 2, 3 and 4 bed houses. 70 open market for sale and 34 affordable housing units.	Contract Close 10 May 16. Under construction - completion July 18. Sales - April 2017 onwards
Alpha Street, Slough SL1	Residential Sales 14 apartments – 1,2 & 3 bed.	Design development and planning stage – FC due Oct 2016
Upton Road, Slough SL1	Residential Sales 10 Houses - 4&5 Bed	Design development and planning stage – FC due Oct 2016
Old Library 85 High Street, Slough SL1 1EA	Dual branded Marriott hotel – 144 room Moxy hotel and 92 room Residence Inn. 60 residential apartments (1	Under SBC demolition. Contract Close due Jan 18. Construction starts Apr 18, phased completion 19/20.



Development	Description - Tenure/Mix	Status
	and 2 bed) and ground floor retail.	
Slough Basin, Stoke Road, Slough SL1	Residential Sales 240 units (approx.) on land adjacent to the Grand Union Canal – JV with Waterside Places	Land assembly complete. Design and planning stage start is subject to a SBC option being granted.
Montem Lane, Slough SL1	Residential Sales 98 units (approx.) houses and apartments.	Dependent on Ice Arena refurbishment AND construction of The Centre Design and planning due to commence Sept 17. Construction to commence June 2019.
North West Quadrant – Heart of Slough.	Redevelopment of TVU site – mixed use – 1500 homes, 270,000 sq ft commercial office space, 40,000 sq ft retail and leisure.	Subject to site acquisition by SBC and a SUR Option being granted. Anticipated masterplan submission in Dec 17 and phased construction 2018-2023.
Tower & Ashbourne (Ashbourne Park)	Currently 2 residential 10 storey tower blocks. Site redevelopment c.160 units	Project not yet initiated – subject to Option being granted.
Wexham South, Wexham Road, Slough SL1	Residential Sales - 0.7 hectare site. 24 units - 2 and 3 bed houses.	Project not yet initiated – subject to Option being granted.
The Centre Resi/rotunda	Mixed use scheme - Residential sales 60 units (approx.)	Project not yet initiated – subject to Option being granted
Haymill	Residential sales – 1.35ha site – c.60 new houses	Project not yet initiated
Weekes Drive	Residential sales - 2.5 hectare site c.120 new houses	Project not yet initiated



Key

Development Sites

1. Milestone
2. Ashbourne Park
3. Old Library
4. Montem Lane
5. Upton Road
6. Slough Basin
7. Wexham Green
8. Alpha Street

Leisure Projects

1. The Curve
2. Centre Leisure
3. Ten Pin
4. Arbour Park
5. Montem Ice
6. Langley Leisure
7. Britwell Community Hub

Schools

1. Claycotts Primary
2. James Elliman Academy
3. St Mary's CofE Primary
4. Arbor Vale SEN
5. St Joseph's
6. Wexham Secondary
7. Marsh Primary
8. Priory Primary School

Small Sites

1. Eschle Court
2. Bryant Avenue
3. Mansell Close
4. The Cherries
5. The Frith
6. Pemberton Road
7. Gascons Grove
8. Egerton Road
9. Thirlmere Avenue
10. Wordsworth Road
11. Lynch Pin
12. Brook Path
13. Pendean Court
14. Morton Way
15. The Normans
16. Trelawny Avenue
17. Fox Road
18. Mansel Close
19. Bowyer Drive
20. Blandford Close
21. Turton Way
22. Newport Road
23. Layburn Crescent
24. Sheehy Way
25. Rochford Gardens



## APPENDIX D – INDICATIVE RISK REGISTER

## PARTNERSHIP BUSINESS PLAN 2017

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
<b>A-Demand</b>							
A-1	Decline in sales values for residential /commercial units	M	X			<ul style="list-style-type: none"> <li>• Delay or reduction in receipts due to economic/market conditions</li> <li>• Competing schemes resulting in oversupply in the market</li> <li>• Result in blighted developments</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure developments are phased and synced to market cycles</li> <li>• Effective sales and marketing planning including the use of professional advisors</li> <li>• Use conservative sales values assumptions in appraisals</li> <li>• Regularly review economic conditions, sales values and competing developments</li> <li>• Pre-lets and forward sales agreements with third party institutional investors or Herschel Homes.</li> <li>• Appraise sales values prior to Contract Close as part of SDP process</li> </ul>
A-2	Competing schemes provide alternative purchases	M	X			<ul style="list-style-type: none"> <li>• Delay in sales receipts</li> <li>• Downward price pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Understand competing schemes timing, pricing using local knowledge, other consented schemes and public sector partners</li> <li>• Review demographics purchaser profiles and undertake demand analysis</li> <li>• Generate a positive marketing brand for each development and strong SUR image</li> </ul>
A-3	Lack of demand for private purchases or tenants	H	X			<ul style="list-style-type: none"> <li>• Delay or reduction in forecasted sales receipts</li> <li>• Loss of rental income (if applicable)</li> <li>• Potential blight on the development due to long sales time frame</li> <li>• Impact on the social housing percentage on future projects</li> </ul>	<ul style="list-style-type: none"> <li>• Review demographics and demand</li> <li>• Ensure phased development</li> <li>• Effective project sales and marketing</li> <li>• Review for special interest groups</li> <li>• Liaise closely with the LPA and SBC Housing team</li> </ul>

## APPENDIX D – INDICATIVE RISK REGISTER

## PARTNERSHIP BUSINESS PLAN 2017

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
A-4	Inability to change the market perception of Slough	M	X			<ul style="list-style-type: none"> <li>Reduces the viability of development opportunities</li> <li>Limits sales values/price uplifts</li> <li>Further depresses retail offer</li> </ul>	<ul style="list-style-type: none"> <li>Close liaison and engagement with SBC and local stakeholders</li> <li>Support inward investment activity</li> <li>Identify anchor tenants and encourage their presence</li> <li>Regular review of proposed products to ensure appropriate viable schemes are being brought forward</li> </ul>
<b>B-Design &amp; Planning</b>							
B-1	Design of the proposed scheme does not comply with planning policy/requirements e.g. affordable housing or does not comply with building regulation approvals	H	X			<ul style="list-style-type: none"> <li>Delayed delivery of development pipeline and financial returns</li> <li>Additional project costs incurred</li> </ul>	<ul style="list-style-type: none"> <li>SUR Programme engagement by GM with LPA and Building control</li> <li>On projects; early and ongoing engagement with LPA and Building control</li> <li>Professional DM team with clearly defined design and development process for assessing scheme viability and LPA compliance</li> <li>Use professional consultants with a strong successful track record on similar schemes</li> </ul>
B-2	Changes in Law (incl. Housing & Planning Act)	M	X			<ul style="list-style-type: none"> <li>Project viability challenged</li> <li>Uncertainty about affordable housing requirements and the introduction of starter homes</li> <li>Increased project cost</li> <li>Delay to programme</li> </ul>	<ul style="list-style-type: none"> <li>Monitor legislative possible changes including housing, tax and planning</li> <li>Price potential impact of changes in law</li> </ul>
B-3	Changes in design and specification /employers requirements	H		X		<ul style="list-style-type: none"> <li>Delay to programme</li> <li>Viability and commercial returns challenged</li> </ul>	<ul style="list-style-type: none"> <li>Ensure SUR design brief and SBC ERs are clearly set out and articulated before the design stage begins</li> <li>Ensure design and viability analysis is fully developed prior to contract tenders to limit subsequent changes</li> <li>Ensure Employers Requirements are robust and signed off by all stakeholders</li> </ul>

## APPENDIX D – INDICATIVE RISK REGISTER

## PARTNERSHIP BUSINESS PLAN 2017

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
<b>C-Construction</b>							
C1	Planning permission and / or Building Regulations approvals not granted or delayed	H	X			<ul style="list-style-type: none"> <li>• SUR Working capital at risk to achieve a satisfactory planning permission</li> <li>• Potential increased holding costs for landowner</li> <li>• Delay to development programme</li> <li>• Construction cost impact due to time delay</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing engagement with LPA and Building Control officers</li> <li>• Use professional consultant team</li> <li>• Ensure good working relationships with SBC</li> <li>• Effective project and programme management.</li> <li>• Retain ongoing temporary uses to enable third party income for landowner</li> </ul>
C-2	Increase labour and materials costs and/or availability	H	X			<ul style="list-style-type: none"> <li>• Cost and programme impact</li> <li>• Profit impact</li> </ul>	<ul style="list-style-type: none"> <li>• Use of D&amp;B contracts with fixed price and programme</li> <li>• Risk passed to Main contractor where it is best managed and mitigated</li> <li>• Close construction management oversight by SUR DM</li> <li>• Effective stakeholder management</li> </ul>
C-3	Site operations problems, including access to services, site/building conditions and site security	M	X			<ul style="list-style-type: none"> <li>• Health and safety incident/accident</li> <li>• Potential cost overrun and or programme impact</li> </ul>	<ul style="list-style-type: none"> <li>• Risk passed to Main Contractor where it is best managed/mitigated.</li> <li>• Procurement route and early contractor engagement will enable Main Contractor to fully understand and plan to mitigate all such risk</li> </ul>
C-4	Failure to build to design	H	X			<ul style="list-style-type: none"> <li>• Programme delay</li> <li>• Remedial works required and cost overrun</li> </ul>	<ul style="list-style-type: none"> <li>• Design responsibility and discharge of planning conditions passed to Main Contractor where it is best managed.</li> </ul>
C-5	Third party claims	M	X			<ul style="list-style-type: none"> <li>• Increase costs / remedial works</li> <li>• Potential termination if long stop date is exceeded</li> <li>• Programme delay</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure adequate risk passed to the Main Contractor if they are responsible for the cause of the claim</li> </ul>

## APPENDIX D – INDICATIVE RISK REGISTER

## PARTNERSHIP BUSINESS PLAN 2017

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
C-6	Construction cost overrun – Site developments	M	X			<ul style="list-style-type: none"> <li>Additional costs incurred by the contractor</li> <li>Programme delay</li> <li>Impact on sales values/SUR profit</li> </ul>	<ul style="list-style-type: none"> <li>Procure appropriate subcontractors / supply chain.</li> <li>Early Contractor engagement to the construction methodology and build-ability of the scheme</li> <li>Identify all potential risk and have in place robust mitigation strategies</li> </ul>
C-7	Construction cost overrun – Community projects	M			X	<ul style="list-style-type: none"> <li>Additional costs incurred by the contractor due to unforeseen or SBC instructed design changes</li> <li>Programme delay</li> </ul>	<ul style="list-style-type: none"> <li>Procure appropriate subcontractors / supply chain.</li> <li>Early Contractor engagement to the construction methodology and build-ability of the scheme</li> <li>Identify all potential risk and have in place robust mitigation strategies</li> </ul>
D- Development/Operational							
D-1	Land assembly issues	M	X			<ul style="list-style-type: none"> <li>Delays to programme</li> <li>Additional cost</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of a robust land assembly strategy</li> <li>Legal and technical due diligence</li> <li>Effective programming</li> <li>Robust project management</li> <li>Appointment of a strong professional team and project lawyers</li> </ul>
D-2	Failure of land to be supplied on a timely basis including site ownership issues and the granting of an Option over the land	M	X			<ul style="list-style-type: none"> <li>Delays to programme</li> <li>Additional project costs</li> <li>Cost inflation</li> <li>Delays to receiving sales and other receipts</li> </ul>	<ul style="list-style-type: none"> <li>Thorough legal and technical due diligence as to existing site ownership</li> <li>Proactive approach to managing the process of land assembly</li> <li>Monitor and support SBC in land assembly and governance to ensure Options can be granted</li> <li>SUR is incentivised to develop the land as it is paying SBC interest on the Council loan note.</li> </ul>

## APPENDIX D – INDICATIVE RISK REGISTER

## PARTNERSHIP BUSINESS PLAN 2017

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
D-3	Project capacity – lack of resource delaying delivery. Inability to recruit and retain high quality personnel in key LABV roles and the Council	M	X			<ul style="list-style-type: none"> <li>Difficulties in meeting the development programme and achieving desired outcomes</li> <li>Disruption in DM team corporate memory impacting on continuous improvement</li> <li>Insufficient Business Board Representatives causing governance issues and delay to approvals</li> <li>Lack of SBC resource capacity or experience to meet their obligations</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and develop a dedicated team collocated in Slough</li> <li>Direct and local DM team recruitment</li> <li>Competitive employment package along with CPD</li> <li>Use of high quality flexible MSIL resources in many of the key roles with the ability to deploy additional staff to cover increased peaks in activity as required.</li> <li>Succession planning to be put in place by the Business Board</li> <li>Engagement and resource planning with senior SBC officers</li> </ul>
D-4	Health & Safety	M	X			<ul style="list-style-type: none"> <li>Persons are harmed/killed during the course of development or construction activity</li> </ul>	<ul style="list-style-type: none"> <li>SUR applies MS established health &amp; Safety procedures</li> <li>H&amp;S reporting weekly to the DM team and bi-monthly to the SUR Board.</li> <li>SUR Board nominated Representative responsible for H&amp;S</li> <li>H&amp;S audits undertaken monthly by the MS supply chain</li> <li>All SUR projects subject to a SUR/MS Audit during construction.</li> <li>All MS sites are registered with Considerate Constructor Scheme (CCS)</li> </ul>
D-5	Employment & Equality	L		X		<ul style="list-style-type: none"> <li>HR related issues including staff performance, H&amp;S, work environment, disciplinary issues</li> </ul>	<ul style="list-style-type: none"> <li>SUR does not directly employ any staff</li> <li>All staff are employed by MS Group companies and therefore all aspects of personnel management are covered by established HR procedures and protocols.</li> <li>SUR Equality policy and Anti Bribery policy.</li> </ul>



## APPENDIX D – INDICATIVE RISK REGISTER

## PARTNERSHIP BUSINESS PLAN 2017

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
D-6	Communications & FOI Act	L	X			<ul style="list-style-type: none"> <li>A project incident results in negative PR</li> <li>Poor PR management causes a loss for either Member</li> <li>Poor communications/consultation affects development pipeline</li> <li>FOI requests create a subsequent risk to a project or the partnership due to the need for SBC to disclose information</li> </ul>	<ul style="list-style-type: none"> <li>SUR Communications Strategy and Plan updated annually</li> <li>DM team includes a matrix communications team actively engaged in managing PR and comms</li> <li>Daily co-ordination and monthly planning meetings by the Comms team</li> <li>Proactive approach to Comms - PR plans and Comms Actions Plans for all projects</li> <li>SUR is not a public sector body therefore it does not have to comply with the FOI Act (albeit the Council does)</li> <li>SUR FOI policy established and working protocol in place with SBC</li> </ul>
D-7	Economic development – failure to achieve a social return on investment	L	X			<ul style="list-style-type: none"> <li>Failure to achieve social and community benefits from SUR projects</li> <li>Failure to maximise local spend and use of local supply chain</li> <li>Failure to contribute to raising the skills and training of the local workforce.</li> </ul>	<ul style="list-style-type: none"> <li>SUR strategy and plan established</li> <li>Directly employed Community benefits co-ordinator</li> <li>Obligations passed down through the supply chain</li> <li>Six monthly reporting to SUR board and SBC together with project reporting on completion</li> <li>Community benefits levy on community projects</li> </ul>
E-Finance / Structure							
E-1	Cost of finance	L	X			<ul style="list-style-type: none"> <li>The LABV may be exposed to movement in the cost of finance and this might affect net surpluses arising from the development</li> </ul>	<ul style="list-style-type: none"> <li>Structure finance solution to negate the need for external commercial funding</li> <li>Robust and ongoing market testing should be performed</li> <li>Ensure financial models are robust and well structured</li> </ul>

## APPENDIX D – INDICATIVE RISK REGISTER

## PARTNERSHIP BUSINESS PLAN 2017

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
							<ul style="list-style-type: none"> <li>Maximise the use and leverage of public sector funding</li> </ul>
E-2	Inability to access third party debt on reasonable terms and conditions	L	X			<ul style="list-style-type: none"> <li>Third party funders unwilling to fund SUR schemes/ Lack of liquidity in the funding market</li> <li>Increased project costs</li> <li>Programme delay and sales receipts</li> <li>Schemes have to be funded from Members equity</li> </ul>	<ul style="list-style-type: none"> <li>Structure project solution to negate the need for external funding</li> <li>PSP might be investor of last resort – leading to increases in Weighted Average Cost of Funding for LABV</li> <li>Maximise the use and leverage of public sector funding (subject to ensuring there is no State Aid risk)</li> </ul>
E-3	Availability of HCA and any other public sector funding / Lack of public kick start funding for projects, if required	L	X			<ul style="list-style-type: none"> <li>All early site development is subject to market demand and commercial viability</li> <li>Public sector funding delayed having an impact on development programme/viability</li> <li>Cost of alternative funding routes and potential viability</li> </ul>	<ul style="list-style-type: none"> <li>Site developments brought forward to meet the mandatory commercial SUR objective (returns for the Members)</li> <li>Rigorous viability assessment of potential developments</li> <li>Structure solution to negate need for grant funding</li> <li>Ensure financial models are robust and well structured</li> <li>Funds committed prior to financial close</li> <li>Ongoing stakeholder management</li> </ul>
E-4	Changes in taxation (e.g. Corporation Tax, SDLT, VAT)	M	X			<ul style="list-style-type: none"> <li>Tax risks which could lead to increases in costs and decreases in total LABV returns</li> </ul>	<ul style="list-style-type: none"> <li>Strong tax planning</li> <li>Monitor potential legislative changes</li> <li>Appoint project tax advisors as required</li> <li>Short duration for individual projects to allow for a known tax regime</li> </ul>
E-5	Project costs are higher than anticipated – professional fees and construction costs	M	X			<ul style="list-style-type: none"> <li>During the design and planning period, costs are higher than anticipated.</li> <li>During the construction period, construction costs are higher than anticipated.</li> </ul>	<ul style="list-style-type: none"> <li>Viability appraisals adopt a standard percentage fee on project costs also based on previous schemes and professional team quotes.</li> <li>Independent cost advice from a Project QS</li> </ul>

## APPENDIX D – INDICATIVE RISK REGISTER

## PARTNERSHIP BUSINESS PLAN 2017

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
						<ul style="list-style-type: none"> <li>During the construction period, other development costs are higher than anticipated.</li> </ul>	<ul style="list-style-type: none"> <li>SUR cost contingency applied to all working capital budgets.</li> <li>Risk passed down to contractor - D&amp;B contract put in place at a fixed price and programme (associated LADs)</li> <li>Professional team appointed on agreed fees (competed in accordance with SUR Procurement policy)</li> <li>Development budgets prepared based on professional team experience and advisors information.</li> </ul>
E-6	Failure to achieve land valuation in accordance with the Option Agreement	M	X			<ul style="list-style-type: none"> <li>Working capital at risk</li> <li>Development programme delay</li> <li>Potential profits from other successful schemes have to be used to pay aborted costs</li> </ul>	<ul style="list-style-type: none"> <li>Initial viability test at DISDP stage</li> <li>Ongoing reviews of viability</li> <li>Defined mechanism for calculating land value in the Option Agreement</li> </ul>
F – Political							
F-1	Changing political arena with different agenda's	M	X			<ul style="list-style-type: none"> <li>Strategic direction and leadership continually changes causing delay to SUR programme of delivery</li> <li>Uncertainty about political agenda and delays in decision making by SBC</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing engagement with SBC</li> <li>Monitor the national and local political environment</li> <li>Cultivate relationships across the political spectrum</li> <li>Regular engagement with officers and Councillors</li> </ul>
F-2	Changing management structure and staff in SBC	M	X			<ul style="list-style-type: none"> <li>Difficult to build relationships and this causes a lack of continuity/engagement</li> <li>Lack of understanding about how SUR functions and the Partnership Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>Cultivate relationships at all level of the council</li> <li>Cultivate relationships with officers in each department</li> <li>Engage early with any new SBC officers involved with SUR</li> <li>Provide information and enable joint working to share knowledge and understanding</li> </ul>



Slough Urban Renewal (SUR) Limited Liability Partnership undertakes project development work for residential and social infrastructure projects within Slough. The business creates site development plans; manages design development and the planning application process; ensures viability criteria are satisfied; procures construction contracts; manages the construction contract; oversees sales of commercial and residential properties; and, in some instances, oversees the delivery of property management services.

The key drivers of this policy are:

- To provide a professional, efficient, reliable, and cost effective service satisfying the LLP Partner's quality expectations.
- To provide the service in a safe manner and in accordance with all statutory and regulatory requirements.
- To measure business performance against agreed objectives and to set achievable targets for progressive improvement year on year.

To implement the policy, SUR's management will progressively:

- Develop and implement an integrated quality management system with clear and measureable objectives.
- Require all members of staff to perform their duties in accordance with the Company's quality management system and contribute to continuous improvement.
- Foster continuous improvement by supporting appropriate staff training and development activities.
- Give appropriate employees the responsibility and authority for ensuring that this policy is understood, implemented and maintained at all levels.

This policy statement and associated objectives will be subject to periodic review by the Business Board.

Signed:

Date:

**Councillor Mohammed Nazir**

Chair of the Slough Urban Renewal LLP Business Board

Slough Urban Renewal is committed to ensuring, so far as is reasonably practicable, the health and safety at work of all our people including temporary staff, and of other persons affected by our actions.

We recognise that the successful management of health and safety is fundamental to our overall performance as a successful business, as well as being fundamental to the well-being of our people.

We are therefore committed to:

- developing a positive and open health and safety culture within the organisation;
- ensuring legal compliance and working to relevant industry best practice;
- improving our health and safety performance by investing in training, awareness, systems, tools and an assurance programme;
- implementing programmes for the prevention of injury and ill health and continued improvement in the management and performance of our health and safety systems;
- continually improving our occupational health and safety management by setting risk based objectives and targets as part of our overall business improvement programme;
- we will ensure that where we act as a client under the Construction (Design and Management) Regulations 2015 that we discharge our duties; and
- operate within a management system that is in line with the requirements of OHSAS 18001.

Slough Urban Renewal is accountable for implementing this policy and look to our people for their support and professionalism in making this part of our values.

A handwritten signature in blue ink, appearing to read "Lisa Scenna", is shown within a rectangular box.

**Lisa Scenna**  
Slough Urban Renewal Health and Safety Director  
November 2016

### 1. Purpose

The purpose of this policy is to state SUR's position on bribery and to provide information and guidance on recognising and dealing with bribery or attempted bribery.

This policy cannot address every situation and is not a substitute for exercising good judgment and common sense about what is right.

This policy sets out the standards to which the Members of SUR from time to time (the "**Board**") and any third parties performing services for or on behalf of SUR are required to adhere.

This policy is intended to apply equally to all subsidiary vehicles including:

- Slough Urban Renewal Nominee Co Limited
- Slough Urban Renewal Community Projects LLP;
- Slough Urban Renewal Ledgers Road LLP;
- Slough Urban Renewal Wexham Nursery LLP;
- Slough Urban Renewal Upton Road LLP; and
- All future LLP's or limited companies to be established under the umbrella of Slough Urban Renewal.

### 2. Scope

This policy covers all authorised representatives of the members (the "**Representative(s)**"), directors (if any) employees (if any) including those on temporary or fixed term contracts, agents, distributors, consultants, business partners and any other person or organisation who performs services for or on behalf of SUR.

SUR is committed to working only with third parties whose standards are consistent with its own. This includes key service providers, intermediaries and other advisers performing services for or on behalf of SUR (to whom we will refer to in this policy as "**Business Partners**"). As part of SUR's approach to responsible business conduct, SUR expects businesses with whom it contracts to adopt anti-bribery principles and standards consistent with its own and appropriate to their business.

### 3. Anti-Bribery Policy Statement

Bribery is a criminal offence. SUR does not, and will not, pay bribes or offer improper inducements to anyone, for any purpose, nor does the SUR accept bribes or any improper inducements.

SUR and its Representatives are committed to the prevention, deterrence and detection of bribery and will maintain high standards of ethical behaviour in all their business interactions adopting a zero tolerance approach towards bribery.

SUR as a whole is responsible for ensuring compliance with anti-bribery law.



#### 4. What is Bribery?

Bribery, is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.

Bribery, or even the suggestion of bribery, may seriously damage SUR's reputation and affect its ability to do business.

The consequences of not complying with this policy can be very serious including damage to SUR's reputation, significant fines and penalties, and even criminal liability.

Any failure to comply with this policy and its supporting policies will be investigated and appropriate action taken by the Representatives.

#### 5. Examples of Bribery

##### **Gifts and hospitality**

The exchange of legitimate gifts and hospitality can build goodwill in business relationships. However, the Representatives (including their immediate family) must never offer, promise, give, request, accept or agree to accept a gift or hospitality to or from business contacts if it may improperly influence a decision of the Representatives, impair independence or judgment or create a sense of obligation or if there is a risk it could be misconstrued or misinterpreted by others as a bribe. Normal business lunches and dinners are usually acceptable and not considered to be bribes.

##### **Facilitation payments**

These are payments, typically involving small sums, to government or public officials to obtain or speed up routine services to which SUR is otherwise legally entitled, such as issuing permits. These are bribes and are illegal. If, such payments are made, they are often not properly recorded in financial records, resulting in false accounting offences as well as criminal charges for bribery.

Facilitation payments do not include fees required to be paid by law (such as the payment of a filing fee for a legal document). Nor do they include legitimate fees which are payable for a speedy service provided by governments.

##### **Offering a bribe**

By way of an example if a Representative offered the representative of a client a weekend away for him and his partner on the terms that the client agreed to extend a contract between the parties this would be an offence as you are making the offer to influence an improper performance of the client's impartiality towards its suppliers. SUR may also have committed an offence because the offer has been made to obtain business. It may also be an offence for the client representative to accept the offer.

### Receiving a bribe

By way of an example if a supplier offers you a ticket to watch your favourite football team and makes it clear that it could be a regular occurrence if the parties continue to do business with each other it is an offence for a supplier to make such an offer. It would be an offence for you to accept such an offer as it would be seen as influencing an improper performance of your impartiality and good faith towards suppliers.

### 6. What is not acceptable?

It is not acceptable for you (or someone on your behalf) to:

- offer, promise, give, request, receive or agree to receive— directly or indirectly – any payment, benefit or gift which is intended to be, or may be construed as, a bribe;
- accept anything of value, if it might compromise the independence or judgment of the Representatives or create a conflict of interest or give the appearance of doing so;
- solicit or actively seek gifts or hospitality;
- offer or accept gifts of cash or cash equivalent (e.g. vouchers) or gifts with a value of in excess of £100;
- offer or accept gifts or hospitality of an inappropriate or offensive nature or anything that would embarrass SUR or its Representatives if publicly disclosed;
- offer or accept hospitality or gifts that are excessively lavish or extravagant;
- pay a facilitation payment;
- allow a third party to pay a facilitation payment on SUR's behalf;
- use SUR funds to make political contributions to political parties or organisations or election candidates.

### 7. Procedure

SUR must always:

- comply with this policy and adhere to the highest levels of honesty, integrity and ethics at all times when conducting business;
- ensure that the Representatives sign and return the anti-bribery annual sign off found at Annex 1 on an annual basis;
- report any breaches or potential breaches of this policy to the Board. It is unacceptable to ignore breaches that come to the attention of the Board;
- understand whether there are any legal or other restrictions, such as corporate policies, that may prevent the potential recipients from accepting gifts or hospitality, particularly when dealing with government or public officials;

- be cautious when offering or accepting hospitality to or from someone with whom SUR is negotiating. Business Partners are not permitted to offer to or accept gifts from someone with whom they are negotiating on behalf of SUR;
- be present with those who have been invited to a hospitality event or with those who have invited Representatives;
- only pay or reimburse travel, accommodation and other expenses of third parties who attend events held by the SUR if the expenses are reasonable. No friends or family members can travel at the SUR's expense.
- report it to the Board if a Representative suspects that they have been offered a gift or hospitality with corrupt intent.
- all gifts and hospitality given or received with a value in excess of £100 must be recorded in the Gifts & Hospitality Register
- ensure that legitimate fees paid for a speedy service reflect a business need and are transparent and open. Representatives should obtain an official receipt and ensure that the payment is properly recorded in SUR's financial records.
- deny any request for a Charitable Contribution by any third party who has promised or implied the possibility of a benefit or issued a threat in connection with that request.
- ensure any request for a Facilitation Payment is recorded on the form attached at Annex 3
- review and regularly monitor the anti-bribery policies of Business Partners
- be alert where:
  - any Business Partner requests payment in cash or payment to an account in another country (not connected to the services being provided) or through unusual or convoluted means such as to an off-shore numbered account.
  - any Business Partner is being considered due to his connections with, or due to recommendations from, a public official.
  - any Business Partner requests an unusual up-front payment or performance-related bonus or commission.
  - any Business Partner suggests that an amount of money is needed to "seal the deal," "get the business" etc. or that they can circumvent "red tape" or "expedite" normal business processes.
  - the country where the services are to be carried out, or the sector to which the services relate, has a reputation for bribery.
- determine whether any Business Partner proposed to be engaged is likely to present a high bribery risk. In such cases, the following should be considered:
  - have a clear and proper commercial rationale for the engagement.
  - assess the risk profile of the proposed engagement and complete a specified level of due diligence to check the Business Partner's experience, background and reputation before entering into a relationship.

- be satisfied that the Business Partner is not engaged in any corrupt practices and avoid engaging any Business Partner who has a reputation for corruption or improper conduct.
  - understand what the Business Partner will actually do in return for the money SUR pays them, and that all the money can be properly accounted for.
  - ensure there is no conflict of interest that would make the engagement or involvement of the Business Partner inappropriate.
  - ensure there is a written contract in place which requires the Business Partner to comply with anti-bribery laws and SUR's anti-bribery policy or with the Business Partner's own anti-bribery policy that is consistent with the standard established by this policy. The contractual provisions must enable the SUR to terminate the contract if the Business Partner breaches these requirements.
  - ensure the Business Partner signs the Business Partner Compliance Certificate set out in Annex 2 when the Business Partner is first engaged, except where the terms of Appointment for such Business Partner contains similar terms.
- report any behaviour by Business Partners that is inconsistent with this policy to the Board.
  - seek approval from the Board of Representatives before making a Charitable Contribution unless such contributions is made in accordance with any pre-approved Community Benefits Budget.
  - make a Charitable Contribution as an incentive or reward for obtaining or retaining an advantage for SUR or for any other improper purpose.
  - ensure that all interactions with political, government and public officials are conducted in a manner that adheres to this policy and comply with all relevant laws. This includes any lobbying by SUR.

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### ANNEX 1

#### ANTI-BRIBERY ANNUAL SIGN OFF

I acknowledge and undertake that:

- I have read and understood the Slough Urban Renewal SUR ("SUR") Anti-bribery Policy dated March 2017 (the "Policy") and in relation to all my dealings with and for SUR, I shall endeavour to comply in every respect with the Bribery Act 2010 and the Policy.
- I confirm that, to the best of my knowledge and belief, I am not aware of any conduct by any party in relation to or connected with SUR and its business (whether or not involving me personally) which may have infringed anti-bribery and corruption law or the Policy and that if I become aware of such conduct I will report my concerns to the Representatives of SUR (save where prevented by law, regulation or court order from so doing).
- I shall co-operate fully with any requests for information, documents (whether in electronic or any other form, including e-mails) or assistance arising out of any regulator's or police inquiries concerning SUR's compliance with anti-bribery and corruption law. I authorise SUR to use, as reasonably required, any such information or documents in connection with any regulatory or police inquiry or related matter.

Name:

Signed:

Date:

### ANNEX 2

#### BUSINESS PARTNER COMPLIANCE CONFIRMATION

I, [name of senior officer], of [name of Business Partner] confirm that:

1. [The anti-bribery policy we have provided to you is the current version of our anti-bribery policy] or [We have received a copy of [ ] ("the SUR") Anti-bribery Policy and shall comply in every respect with the policy]<sup>1</sup> and:
  - We shall strictly implement the anti-bribery policy and maintain in place adequate anti-bribery procedures.
  - We shall conduct anti-bribery due diligence before entering into business relationships.
  - We shall retain documentary evidence of the results of all such due diligence.
  - We shall require our business partners to comply with the anti-bribery policy or an equivalent policy.
  - We shall monitor the anti-bribery policy to ensure that it is adequate and is operating effectively in our business.
  - There are no past or current allegations, investigations, convictions or prosecutions relating to bribery or corruption involving us, our intermediaries and other Business Partners or any of their Directors, officers or employees.
  - There is no involvement of a Foreign Public Official in our business.
  - We shall document all material aspects of our relationships with intermediaries and other business partners.
  - We shall keep all books and records up to date.
2. I confirm that we shall notify you of any amendments to our anti-bribery policies or procedures.
3. I confirm that we shall notify you of any allegations, investigations, convictions or prosecutions relating to bribery or corruption involving us, our intermediaries and other business partners or any of their directors, officers or employees.
4. I confirm that we shall notify you if there is any involvement of a Foreign Public Official in the operation of our business.

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<sup>1</sup> This is to be deleted as appropriate before issue to the business partner

5. I confirm that, to the best of my knowledge and belief, I am not aware of any conduct within our business or with our business partners that may have infringed anti-bribery law and that if I become aware of such conduct I will report the conduct to the SUR.
6. We shall co-operate fully, if so required, with any requests for information, documents or assistance arising out of SUR's or an investigating authority's inquiries regarding our compliance with anti-bribery law. I authorise SUR to use, as reasonably required, any such information or documents in connection with any regulatory or police inquiry or related matter.
7. I understand the terms of SUR's anti-bribery policy and acknowledge that if we fail to comply with the terms of SUR's anti-bribery policy or our own equivalent anti-bribery policy, SUR may terminate our contract with immediate effect.

Signed ..... Date.....

For and on behalf of [INSERT BUSINESS PARTNER]



### ANNEX 3

#### FACILITATION PAYMENTS

Facilitation payments are payments made to speed up or secure routine and non-discretionary governmental action - such as processing visas or scheduling inspections by a foreign government.

The UK Bribery Act does not permit facilitation payments and these must not be made on behalf of the SUR. Any request for payment of a facilitation payment must be reported to the Board as soon as possible after the request is made using this form.

Record of request for facilitation payment	
Name	
Date of request of notification	
<b>Please describe in the box below where the request which you believe may have been a facilitation payment was made and provide details of the individual who made the request (this should include the name and position of the individual if known):</b>	
<b>Please describe in the box below what you were asked to pay/do which you believe may have been a facilitation payment:</b>	

### Policy Statement of Intent

Slough Urban Renewal (SUR) LLP is committed to the Sustainability of the Environment, Community and local Economy.

Our environmental goal is to manage business processes, reducing potential impacts to a practicable minimum. SUR will strive to minimise pollution from operations and conform to all relevant legislation and standards. SUR will also positively enhance biodiversity and protect the environment.

### Objective

The main objective of the Policy is to embed sustainability into all aspects of the business activities of SUR, providing value to our partners and Customers.

### Sustainable business priorities, objectives and strategic responsibilities

#### People

##### 1. Total commitment to a safe environment

Providing a safe working environment for everyone is a key priority, and includes protecting the environment in which we work from negative impacts. We will take all steps in the prevention of pollution to air, land, water and natural resources.

##### 2. Total commitment to developing talented people

We will attract people of high potential with a diverse range of skills and experience and will develop and enable our supply chain partners to maximise their contribution to overall business performance.

#### Planet

##### 3. Total commitment to reducing energy consumption and carbon emissions

SUR will seek to reduce carbon emissions above the minimum standard. We will strive to deliver energy efficient buildings that, through a considered approach to design and construction, will seek to reduce carbon emissions and make best use of land.

Through constructing energy-efficient assets, SUR will assist whole life objectives of reducing their carbon footprint and carbon emissions. Where applicable this will include whole life cost modelling and assessments during the design stage.

##### 4. Total commitment to reducing waste

We will improve resource efficiency; reduce the total amount of waste materials sent to landfill and commit to recognised waste reduction schemes including water use reduction. We will promote increased reuse and recycling of recoverable materials and ensure that unavoidable waste disposal is undertaken by the safest and most responsible methods available.

### Profit

#### **5. Total commitment to improving sustainable procurement**

SUR actively supports sustainable procurement in construction. We will look to influence designs and materials specification. We will work with our suppliers to source and provide sustainable materials. Our procurement strategy is to work in partnership with Environmentally responsible Suppliers who share our goals; encourage the purchase of materials from Sustainable sources when available and a transport strategy to reduce the impacts associated with commuting and business travel

#### **6. Total commitment to supporting local employment and communities**

We will seek to understand local aspirations and priorities. We will aim to provide the relevant support, skills and training to develop and build the local skills capacity, thereby enhancing opportunities for communities. We aim to optimise use of the local force and suppliers to develop the local economy.

By engaging with stakeholders, we will work to leave a positive legacy in the communities where we operate. Clear plans relating to community engagement will be prepared, best practices will be identified and shared.

#### **How is this policy implemented?**

This Policy will be reviewed periodically and approved by the SUR Business Board. The Board will monitor performance and delivery on a project by project basis. This will contribute to the continual improvement to performance.

At initial feasibility stage of each project, SUR will review and make a clear statement of their approach to sustainability and will make potential employees and contractors aware of the Sustainability Policy.

#### **Roles and responsibilities**

The Members of SUR will take lead responsibility for sustainability and shall have overall responsibility for the implementation of this policy.

The organisation will comply with or exceed the requirements of all prevailing Environmental Legislation and also strive to act in anticipation of future regulatory benchmarks.

It will be the ultimate responsibility of the Representatives of SUR to ensure this Policy is adopted by contracting supply chain parties and to ensure the policy is respected, promoted and demonstrated in all aspects of their work at all times.

The LLP's Business Board shall ensure that this Policy is communicated to increase the awareness of our clients, supply chain, local communities and other interested parties.

The Business Board will review this policy and objectives annually to verify and monitor its continued effectiveness in reflecting meaningful targets and objectives.

Authorised on behalf of the Business Board:

**Councillor Mohammed Nazir**

Chair of the Slough Urban Renewal LLP Business Board

### Policy Statement of Intent

Slough Urban renewal (SUR) LLP has a legal duty to promote fairness, eliminate unlawful discrimination and promote good relations between people. SUR is committed to these principles, will promote equality of opportunity and will treat all staff fairly and responsibly. Equality is at the core of all the responsibilities carried out by SUR LLP and its statutory duty to have due regard to equality in its business, functions and services is detailed in the Equality Act 2010.

### Purpose

Every member, customer and partner has:

The right to be treated fairly and with respect, regardless of their personal characteristics including:

- ability
- age
- caring responsibility whether for children or other dependents
- disability
- gender
- gender identity
- civil or marital status
- political, religious or other belief
- race, colour, national or ethnic origin
- sexual orientation
- trade union membership or activity, or work pattern
- any other status as identified within the Equality Act 2010 or European Convention of Human Rights
- any other reason that cannot be justified.

The right to be treated with dignity, fairly, and with respect, on merit in relation to opportunities to access services or employment.

### When does the policy apply?

At all times, SUR LLP will not tolerate unjust, unfair or unlawful discrimination from any of its staff or partners including those who deliver services on its behalf. This principle applies to the provision of services and all conditions of employment including recruitment, selection, pay, hours of work, holiday pay, holiday entitlement, work allocation, sick pay, pensions, training and development annual appraisal promotion and retention. SUR will mainstream equality into all aspects of its service delivery, particularly policy development.

### Who does this policy apply to?

All staff, contractors, members, visitors, volunteers and people on work placement

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### Who else should be aware of this policy?

All service users, providers and partners

### What is this policy about?

The promotion of fair and non-discriminatory practice

### The Diversity Promise

SUR LLP will

- treat everyone fairly with dignity and respect
- give equal access to services
- be socially inclusive
- be transparent in all that it does
- value customers and staff

This policy is underpinned by the following policies:-

- Slough Borough Council's Equality and Diversity Policy
- Morgan Sindall Investment Limited's Equality and Diversity Policy

### How is this policy implemented?

The Members of SUR LLP undertake to ensure that all employees, potential employees and contractors are made aware of their responsibilities under this policy and any acceptance of an offer of employment or contract will automatically also be taken as a commitment of acceptance of the policy and a pledge to demonstrate that commitment in their performance.

### Roles and responsibilities

It will be the ultimate responsibility of the Representatives of the LLP to ensure this Policy is advised to contracting supply chain parties and to ensure the policy is respected at all times and promoted in all aspects of their work.

The Representatives will ensure that the policy is reviewed once a year, ensuring that equality is constantly given priority and mainstreamed into all areas of the LLP's work.

The LLP will mainstream equality into all aspects of the business and aspires to be recognised by all appropriate parties, appreciating the benefits gained from celebrating diversity.

### Individual Responsibility

Every employee is individually responsible and accountable for her or his own behaviour.

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### Implementation Plan:

The Members of the Business Board of the LLP will take lead responsibility for equality and diversity and shall have overall responsibility for the implementation of this policy.

Signed:

Date:

**Councillor Mohammed Nazir**

Chair of the Slough Urban Renewal LLP Business Board



## Slough Urban Renewal

### Freedom of Information Act Request Protocol – March 2017

#### Overview

This protocol ('Protocol') seeks to establish an efficient and transparent approach to dealing with Freedom of Information Act ('FOIA') requests relating to the activities of Slough Urban Renewal LLP ('SUR').

SUR is a Limited Liability Partnership in which Slough Borough Council ('SBC') and a wholly owned subsidiary of Morgan Sindall Investments Limited ('MSIL') are equal Members. It is governed by a partnership agreement entered into between SBC, the MSIL subsidiary and SUR on 22 March 2013 (the 'Partnership Agreement').

Because publicly owned assets are being invested in, disposed of and developed, SBC and SUR should be prepared for FOIA requests from the media, general public and other interested parties. This Protocol sets out the operational framework under which SUR will assist with responding to FOIA requests made to SBC which relate to its activities and where SBC requests information or assistance from SUR.

This Protocol relates only to information which SBC holds or SUR holds on its behalf (in each case in the terms of the FOIA) at the time a Request for Information (Rfi) is received. In all cases SUR will co-operate with SBC and respond as quickly as possible so as to ensure statutory response deadlines can be met. Similar principles apply to requests made under the Environmental Information Regulations 2004.

Capitalised terms used but not defined in this Protocol shall have the meaning ascribed to them in the Partnership Agreement. Where there is any ambiguity or inconsistency between this Protocol and the Partnership Agreement, the terms of the Partnership Agreement shall in all cases take precedence.

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#### FOI Protocol

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Where an Rfi is received by Slough Borough Council (SBC) relating to SUR business activities, the following protocol will be followed:

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1. A copy of the Rfi will be shared with the SUR nominated representative as soon as reasonably practicable (noting any obligations on SBC, for example in relation to the Data Protection Act) and in any event within two Business Days.

The current nominated representative is Andy Howell and the alternate contact is Nigel Badham. SUR will advise SBC of any changes to the nominated representative from time to time.

If neither nominated contact is available for any reason, any other member of the SUR development management team will act as the first point of contact and will seek authorisation from the Business Board as to how the matter shall be dealt with.

Contact details are:

**Andy Howell**

General Manager, SUR

E: [andy.howell@morgansindall.co.uk](mailto:andy.howell@morgansindall.co.uk)

M: 07812 733735

T: 01753 577 170

**Nigel Badham**

Business Board Representative, SUR

E: [nigel.badham@morgansindall.co.uk](mailto:nigel.badham@morgansindall.co.uk)

M: 07764 834 463

T: 0207 367 0100

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2. An initial review of the RfI will be undertaken by the SUR representative who (having consulted with the Business Board where appropriate) will notify SBC as soon as reasonably practicable and in any event within two Business Days of receipt whether in its opinion the information requested is:
- a. Already in the public domain (for example available on the SUR website, the registered Members of SUR or its Directors, statutory accounts, other filings made at Companies House or public information held at the Land Registry) and is deemed by SUR to be '**Category A**'.
  - b. Information which SUR has no objection to disclose in an un-redacted form (regardless of whether it is subject to disclosure under the FOIA or otherwise) and is deemed by SUR to be '**Category B**'.
  - c. The information requested is considered by SUR to be exempt from disclosure under the FOIA/EIRA because (for example and without limitation) it is subject to the Confidential Information provisions of the Partnership Agreement and either (or both) of section 41(1) and section 43(2) of the FOIA apply and is deemed by SUR to be '**Category C**'.
- In the case of Category C information, SUR will make clear to SBC in the notification (the 'Preliminary Category C Notice') the grounds under which it considers such information to be exempt from disclosure.
- d. Not information which SUR itself holds or which it does not believe it holds on SBC's behalf in the terms of the FOIA/EIRA and is deemed by SUR to be '**Category D**'.
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3. At the same time as SUR is carrying out its review under para 2, SBC will decide if it can respond to the RfI itself without recourse or further reference to SUR.
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4. If SBC decides it can respond to the RfI itself without recourse to SUR, SBC will draft a response and may elect to provide a copy to the SUR representative for comment prior to issue. If SBC does provide a draft, SUR will provide its written comments as soon as practicable and in any case within two Business Days.
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5. In the case of information deemed by SUR to be Category A, SUR will promptly provide SBC with copies of all relevant information to allow SBC to respond to the RfI or will direct SBC as to where the information is publicly available.
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6. In the case of information deemed by SUR to be Category B, within three Business Days (or such longer period as the parties may agree, including where additional information is subsequently required) of SUR's receipt of the RfI, SUR will provide SBC with copies of all relevant information to allow SBC to respond to the RfI at its sole discretion.
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7. In the case of information deemed by SUR to be Category C, SUR will seek to discuss with SBC the grounds on which it believes it is exempt from disclosure as soon as practicable and in any case within two Business Days of issue to SBC of the Preliminary Category C Notice. Where appropriate such discussions will include senior representatives of SBC, SUR and MSIL and will consider whether SUR considers the information can be disclosed in a different format, for example by partial redaction.

While these discussions are continuing, SUR will take all reasonable steps to collect and collate the information for potential disclosure by SBC so as to minimise any delay in making the information available.

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Within two Business Days of issue to SBC of the Preliminary Category C Notice (and for the avoidance of doubt regardless of whether discussions with SBC have been resolved), SUR will notify SBC whether in its final opinion the information requested is Category C (a 'Final Category C Notice').

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8. In the case of information deemed by SUR to be Category D, SUR will promptly provide SBC with written justification as to why it believes it is not held (or not held on behalf of SBC in the terms of the FOIA/EIRA) and will promptly seek to discuss the matter with SBC.  
  
If SBC deems that the information requested is held on its behalf it will notify SUR as soon as reasonably practicable and in any case with two Business Days and SUR will then promptly re-categorise the request as Category A, Category B, or Category C and thereafter the procedure set out in paragraph 2 above shall be followed.
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9. In all cases, SBC shall in its absolute discretion determine what information is disclosed in response to an RfI and in what format and SUR shall promptly provide all reasonable and necessary assistance that SBC may request (including for the avoidance of doubt in relation to Category C information).
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10. In all cases where SBC responds to an RfI relating to the business or other activities of SUR and subject to its other obligations (for example in relation to the Data Protection Act), it will promptly issue a copy to the SUR representative in the form disclosed.
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11. For information disclosed by SBC in relation to which a Final Category C Notice has been issued, SUR and the Parties to the Partnership Agreement expressly reserve their rights pursuant to the Partnership Agreement including but not limited to provisions relating to the disclosure of Confidential Information.
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#### **Request for Information (RfI) received by Slough Urban Renewal (SUR)**

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12. If SUR receives what purports to be an RfI under the FOIA/EIRA (notwithstanding that SUR is not a public body for the purposes of the Acts) SUR will notify the party requesting the information that it is not subject to the FOIA/EIRA.
  13. In dealing with such a request, SUR shall promptly provide SBC (FOI Officer) with a copy of the RfI and its response.
  14. SUR will not respond to any RfI by disclosing information (or allow its agents or subcontractors to do so) unless expressly authorised to do so by SBC.
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#### **General**

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15. This Protocol will be reviewed and approved by the SUR Business Board on the earlier of the coming into force of any new legislation or regulations relating to the FOIA/EIRA and 12 months from the date of issue.
  16. SUR will notify SBC of any proposed amendment to this Protocol from time to time.
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