

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 25th February 2019

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WARD(S): All

PORTFOLIO: Regeneration and Strategy – Councillor James Swindlehurst
Health and Social Care - Councillor Pantelic
Corporate Finance and Housing – Councillor Nazir

PART I **KEY DECISION**

LOCALITIES STRATEGY

1 Purpose of Report

- 1.1 To report to members on the progress of the Council's Localities Strategy proposals and to endorse the actions and project plan set out in the report.
- 1.2 This Council believes that delivering services in a coordinated way as close to where residents live provides many opportunities for a much enhanced service delivery. The report seeks to align this longstanding ambition through the Council's Transformation Programme within a Localities Strategy putting customers at the heart of everything we do by:
 - Basing facilities locally
 - Joining up Council and Partner services through co-location where possible facilitating and improving local services
 - Enabling residents to access directly services locally and use enhanced facilities
 - Making best use of a mix of centrally and locally based provision
- 1.3 This report is the physical enablement of the strategy through the provision of a mix of Council buildings including local Hubs and other Council and community facilities. Further work on the Council's Transformation Programme and the Localities Strategy will be articulated in a Cabinet paper to be brought in April this year.
- 1.4 The Localities Strategy is based on a 'hub and spoke' model with the new Council HQ acting as the main central Hub and a range of other Council buildings and facilities acting as spokes locally. This will include the provision of hot desks and Council services close to residents with a reduced central service core.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the over-riding proposal for a Localities Strategy be agreed and that it be aligned to the three operating areas (North, South and East) of the Council's strategic partners as set out in Appendix A.
- (b) That the proposals be agreed for the six buildings to be located within the operating areas as set out in the report in section 5.9.
- (c) That the programme set out in section 5.11 in the report be noted.
- (d) That an update report be presented to Cabinet in June 2019.
- (e) That a working group of Councillors and officers be formed to monitor project delivery.

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

The Council is developing a Localities Strategy through a locality planning process with a focus on providing Council facilities acting as Coordinating Centres within the Borough. These will be located in the three administrative areas for Health, Adult Social Services and Police services and will be meeting service needs locally. A plan showing the administrative areas is attached in Appendix A.

In addition to good quality local service provision a key driver for the strategy is to provide the means by which we can collectively work as a council with partners, local communities and the voluntary sector to enable independent sustainable communities by focusing on building their capacity.. We will be able to better manage future demand through activities focussing on prevention and early intervention and preventing need arising in the first place.

We intend to support developing, independent and sustainable communities through locating core officers locally and therefore available for closer working with community partners and groups.

The provision and delivery of six buildings providing a range of Council Hubs and Community facilities will serve to create a base for a potential mix of public services including health and community. They will be a local base supporting Council services through mobile working and for services to operate from including Adult Social Care and Neighbourhood Services linking with and complementing the Council's new HQ (including The Curve). Co-locating people locally will give them the opportunity to build relationships and join up more effectively.

3a. Slough Joint Wellbeing Strategy Priorities

The Council's Localities Strategy reflects the following Wellbeing Strategy Priorities which will help to deliver the five year plan:

Improving mental health and wellbeing – the development of a range of Hubs and Council and Community buildings includes the provision of health and community facilities which will serve the local population providing modern and fit for purpose accommodation within which to provide services. This will encourage active lifestyles and contribute to improved opportunities to reduce health risks. Needs identified in localities mapping can then be addressed in a targeted way to improve the wellbeing of local residents.

The buildings will each provide a different mix of uses dependent on the needs of the area and on the opportunities available. These may include healthcare facilities for local residents such as GP surgeries, dentist and pharmacy (subject to authorisation of any lease terms for which, including rent [whether commercial or concessionary]); community spaces including library, self help points, meeting rooms and a hall.

Each building will provide flexible and appropriate spaces and will include the opportunity to provide staff with facilities to meet customers on a one to one basis. Mobile working facilities for staff will ideally be available and for use by other public sector users such as NHS and Police. Third sector partners and local community groups will also be encouraged to use the space.

Through the use of improved ICT (being developed via the associated ICT Strategy), the buildings will support the development of new ways of working in relation to the move to the Council's new HQ in Windsor Road.

The Localities Strategy reflects One Public Estate ("OPE") principles. Consequently it will make the best use of public sector assets which could provide additional homes in the Borough. The provision of these homes will help deliver the Council's Housing Strategy and will improve the well being of the local population.

The six new buildings providing a range of local Hubs and Council and community facilities will act as coordinating centres for services and will be located in North, South and East areas broadly in line with designated areas for Health, Police and Adult Social Services. This will enable a more localised and joined up approach working with partners and communities across each of the three localities to support better outcomes for residents.

3b **Five Year Plan Outcomes**

- Outcome 1 – The buildings will be designed to incorporate amenity requirements and will help services join up across Slough creating safe, useable and attractive public spaces through better preventative work which will contribute towards Slough children growing up to be happy, healthy and successful.
- Outcome 2 – the buildings will provide modern health facilities and support the provision of Council services to help our people to be healthier and manage their own care needs. The provision of self help facilities to enable customers to access Council services on line will complement provision in local libraries and provide more resources for local people to access the internet free of charge. This could also include assistance from Council staff established through a needs assessment for the locality. The presence of assisted digital support in Council buildings will help enable people to have a digital relationship with the Council so enabling ease of access when their care needs increase.

- Outcome 3 – Investing in Council buildings will encourage people to live, work and stay in Slough enabling a joined up approach across public sector services which should improve community outcomes. We will organise our local offer around localities and communities which will help us to be more responsive and understanding of what local people need.
- Outcome 4 – The delivery of mixed-tenure residential schemes are linked to Council sites in Britwell and Trelawney Avenue and potentially in Council sites in Wexham and Cippenham. These will directly contribute towards our residents having access to good quality homes. Improving Housing is directly linked to many public health outcomes.
- Outcome 5 - Investing in Council buildings will help attract and retain businesses whilst directly creating opportunities for our residents. The consolidation of more services on local Council sites is more efficient in terms of services, buildings and running costs.

4 **Other Implications**

(a) Financial

Approval to the report does not have a direct financial impact to the Council and reports for each site will be taken separately to Cabinet with full financial details. These will include a full financial business case.

(b) Risk Management

Risk	Mitigating action	Opportunities
Timescales – Each Council building is at a different stage in delivery. The HQ move is partly dependent on the delivery of the buildings.	A project programme and risk register has been set up for each building project identifying risks and threats together with opportunities to resolve them.	Monitor and resolve risks through the reporting process
People and practice – the strategy does not deliver the Council's aspirations within the Transformation strategy.	The project sits in the Council's Transformation strategy and is one of the three pillars to the delivery of the project.	The project team liaise with the transformation team and other professional teams
ICT – The Localities Strategy is dependent on the Council's ICT strategy to deliver increased capacity for mobile working.	That the ICT strategy is incorporated in all six Council buildings and Council & community project plans identifying requirements.	Incorporate the ICT strategy and network into the buildings
Timescales - Temporary loss of Community facilities	Each project will identify alternative facilities during construction, refurbishment or alteration during the project period.	The completed buildings will be purpose built to meet the changing requirements of the Council, will help to realise One Public Estate objectives and moving forward will reduce reactive/planned maintenance costs.

Legal – Disputes and delays to projects	Follow correct procedures and seek to negotiate with qualifying persons to remove potential/actual objections.	Seek to acquire via mutual treaty and appropriate land where required to avoid risk of CPO.
Financial – third party interests - Some sites are subject to funding from third parties	Funding is secured through correct procedures and legal agreements for each site.	Complete agreements and approvals as and when required.
Property and finance – leasing space to partners and uncertainty of partner funding	Work with partners on joint requirements and sharing facilities. Heads of terms agreed and authority acquired from partners and Council	Complete agreements and approvals as and when required.
Planning – all building and development projects are subject to planning	The applicants for the individual projects should follow due process and seek early intervention with the LPA.	Liaise with relevant officers in the Council and ensure acceptable designs are at the pre application stage.
Planning – Inadequate car parking provision	Parking is one of the key challenges for each site and this will be addressed at Planning and Design stage with the need to reflect and to optimise the use of each of the buildings.	Promoting green travel plans – potentially including incentives for children to walk/cycle to school.
Equalities Issues – staff equalities issues	Ensure the needs of all parts of the community are considered and balanced in the strategy. Ensure an EQIA is undertaken reflecting staff equality issues for each building.	The design and planning stages to integrate consultation and equalities issues.
Communications and community support.	Effective communication plan to be produced between project partners and Slough.	Improving understanding of the constraints under which the Council operates
Project capacity – Insufficient capacity to deliver such a large expansion programme.	Ensure dedicated project support in place.	Ensure sufficient funding and skilled resources employed within the project team.

(c) Human Rights Act and Other Legal Implications

The report has no impact on the Human Rights of the local population.

Detailed legal advice will be required for each Hub site as it progresses via Cabinet.

(d) Equalities Impact Assessment

It is anticipated that the outputs and outcomes delivered via the Council's Localities Strategy will have a positive impact in relation to creating new Council buildings, health centres, new houses, creating new community facilities, resolving environmental issues and improving accessibility to services. Nevertheless, an Equalities Impact Assessment will be undertaken for each Council site identified in

this report to determine whether the proposed strategy might detrimentally affect local people, or a particular section of the local community, would be advisable in the short term.

(e) Workforce

The strategy will support the Council's move to a new HQ in Windsor Road and will complement the ICT strategy and move towards mobile working for staff. Staff will have an opportunity to use the desks at the new buildings (subject to demand) as well as book rooms for meetings.

The Localities Strategy is a major component of the Transformation Strategy and anchors the drive towards integrating joint working in a neighbourhood setting. See section 5.5 – 5.7 below, which discuss the strategic fit, location and purpose of each building and show how the proposed assets promote the modernisation agenda by promoting agile working.

(f) Property

See section 5 below.

(g) Carbon Emissions and Energy Costs

All extensions and new buildings will be subject to Planning and building regulations and provide energy efficient designs through BREAM. The six new buildings may provide staff with the opportunity to work closer to home; subject to demand and the exigencies of the relevant services. This will mean shorter car journeys and therefore fewer Carbon Emissions with less travel and journey time to work and in visiting clients.

5 Supporting Information

Background

- 5.1 In approving the proposal to acquire the Council's new corporate headquarters at 25 Windsor Road in May 2018, Cabinet agreed to shrink the Council's footprint from 79,000 sqft to 72,000 sqft and simultaneously noted that the Council is working towards developing a network of neighbourhood hubs and community facilities that would allow services to be integrated under one roof in a neighbourhood setting. This was linked to a desire to: make services more accessible, delivering smarter/ flexible working and updated office IT infrastructure for staff as part of our wider transformation agenda.
- 5.2 The transformation programme has subsequently evolved to consider a locality based approach to service delivery. There are three key pillars that support this programme; the Customer Experience Strategy, the Digital Technology Strategy and the associated property-based strategy. Whilst inter-related, this report focuses on how we use our assets to maximise our localities offer.
- 5.3 The Council has invested substantially in Council assets in recent years. This includes the building of The Curve in the Town Centre as well as acquiring a new HQ building in Windsor Road. These two sites form the central Council Hub from which the Council operates. The proposed range of buildings will continue the Council's investment in local facilities for the community and for staff to utilise the creation of a

network of Council buildings providing a range of hubs and other Council facilities with flexible space in a localised facility.

- 5.4 The new Council HQ in Windsor Road is currently able to accommodate 600 staff (once operational). This would leave approximately 400 additional staff requiring somewhere to work from. As part of the delivery of flexible working a ratio of 50% (200 staff) is estimated as home working. This provides a target of 200 desks required within the Localities and deliverable from the range of Council buildings within them.
- 5.5 The Council is in the process of incorporating the Parish Councils in Wexham and Britwell on the basis that community services will be retained on these sites. These new assets will help to consolidate and develop services in the locality. The remaining Parish Council in Colnbrook may also provide an opportunity to discuss the provision of Council services from the Parish Council building with the Parish Council. The Council will incorporate the former Parish Council buildings into its future delivery plans.

Strategic Fit - Localities Strategy

- 5.6 The Council's Localities Strategy is evolving and builds on the Council's fundamental review of the provision of services through its Transformation Programme. The key objectives of the Strategy include the following:
- A locality based approach to coordinating delivery of services with public sector partners, the community and voluntary sector to close and meet gaps in the communities needs.
 - To support the transition to 'smart ways of working' helping our staff to be more agile in their work practices.
 - Enhance the one council approach bringing together a range of services, at a community level, to meet needs in a joined up way.
 - Provide a flexible space for proactive preventative public services to operate from for our customers in need at a single site closer to their home, saving journey times and enabling easy access to services.
 - Empowering and enabling our staff to deliver services closer to our customers through use of equipment, technology and flexible assets.
 - Reduce our property costs by using ICT solutions to implement a reduced desk ratio of 5:10 in our corporate buildings, freeing up space to optimise income opportunities.
 - Improve efficient use of space while ensuring it is flexible and 'fit for purpose'.
- 5.7 In order to support the range of buildings covered by the Localities Strategy, the proposal in this report is for the Council to provide services from six buildings providing a range of hubs and other Council and community facilities. This approach will allow the asset base to support the Locality Strategy by investing in assets that:
- Are geographically spread throughout the Borough organised by Locality and need;
 - Provide flexible space for enabling joined up working and potentially cross sector at a neighbourhood level;
 - Deliver the One Public Estate ("OPE") objectives of economic growth, delivering more integrated, customer – focused services and generating efficiencies, through capital receipts and reduced running costs. ;

- Offer space to be leased/hired to the local community, voluntary and/or charity sector; and
- Promote wider corporate objectives.

5.8 The Localities Strategy supports the review of the use of Council buildings in order to ensure the best and most efficient use of facilities for the community. This includes ensuring that the buildings around the Borough such as Children’s Centres, Libraries, Community buildings and Leisure facilities integrate and complement the provision of a mix of local Hubs and Council and community buildings. A plan showing the location of key Council buildings is attached as Appendix B.

Proposed Locations

5.9 To promote OPE working, it is proposed that the Council align its locality-based strategy with the service delivery areas adopted by Health, Adult Social Care and Thames Valley Police (see Appendix A). A plan mapping the six proposed Council buildings with other key Council buildings is set out in Appendix B. This also shows the sites against areas of deprivation in the Borough with the darker areas showing the greatest need. Against this background, the proposed localities are:

Location	Proposal	Other key Council buildings in locality (Plan Appendix B)
North	Expansion of existing Council building at Britwell	Monksfield Way Children’s centre, Manor Park Community Centre, Penn Road Children’s centre, Orchard Avenue Children’s centre, Elliman Avenue Children’s centre
South	The new Chalvey Council building being developed in tandem with Grove Academy The provision of a Council building in Cippenham and on Bath Road	Cippenham Library, Cippenham Community Centre, St.Andrews Way Children’s centre, Weekes Drive community centre, Chalvey Grove Children’s centre, Yew Tree Road Children’s Centre
East	The proposed Council building at Trelawney Avenue The provision of a Council building on the Wexham Parish Council site	Upton Lea Community Centre, Arbour Park Community stadium, Wexham Road Children’s centre, Wexham Parish Council building, Proposed Wexham Council and Community building, Langley Pavilion, Langley Library, Romsey Close Children’s centre, Westfield Community Centre, Vicarage Way Children’s centre
Central HQ	25 Windsor Road, The Curve	Some services will need to be supported centrally due to their specialist nature or functionality.

5.10 In addition to broadly aligning to the operational area of key partners and the location of the proposed buildings , the table above shows how they could ‘signpost’ local residents to other key local facilities including Children’s Centres, Community centres, Libraries, Schools and other Council and partner’s facilities. The Transformation Programme will identify local needs around the borough which

will inform which services are located at the Localities sites. This will also include a review of the use of key Council buildings and the potential for more availability for use by the local community and the consolidation and rationalisation of Council assets.

- 5.11 The six new buildings are all in different stages of development. The current programme can be summarised as follows:

Council Hub Location	Current position	Timescales
Chalvey - South Locality	A new community facility will be financed by the DfE as part of a major regeneration project that will see the introduction of an all-through school, with new sports facilities.	Planning approval January 2019, start on site Easter 2019, Completion Easter 2020
Britwell – North Locality	Potential extension to current community building for GP/ Health Centre. Also to continue to provide offices for existing services including the neighbourhood team and Adult services, community rooms, training kitchen and library	In feasibility stage, Planning Summer 2019, Completion 2020/2021
Trelawney Avenue – East Locality	New development including Health facilities (GP, Dentist, Pharmacy), Council building (including Community space), residential homes	Design stage, Planning application Spring 2019, start on site Winter 2019 completion 2020/2021
Bath Road – South Locality	Review of existing Council buildings in Bath Road currently being undertaken	Review of options completed by June 2019
Cippenham – South Locality	Options appraisal on existing Council sites to identify Council & Community Building currently being undertaken	Design and approval, planning application by Autumn 2019 completion 2020/2021
Wexham –East Locality	Feasibility study to be commissioned to explore options for the former Wexham Parish Council Hall.	Design and approval, planning application by Autumn 2019 completion 2020/2021

- 5.12 The plan set out in Appendix B shows the six sites in relation to other key Council buildings and sets them against areas of deprivation and Wards. Further work is ongoing in engaging with partners including the voluntary sector, health and Police in order to identify opportunities for joint working through co-location on Council and partner sites. This is particularly the case where there are few Council buildings in areas with higher levels of deprivation such as Foxborough Ward.
- 5.13 The delivery of the six sites will incorporate the ability for public sector partners to share facilities and have the ability to access their own networks and ICT in the buildings. This will complement the joint working and a locality based approach to coordinating the delivery of services with public sector partners.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

- 7.1 The Localities Strategy underpins the Council's ambition of putting people at the heart of everything we do. It forms a key part of the Council's Transformation Programme which will be reported more fully in a Cabinet paper in April this year.
- 7.2 It supports the Council's joint wellbeing strategy and five year plan through co-location with partners, new facilities including health and housing and enabling more engaged communities.
- 7.3 The delivery of the six buildings will provide enhanced facilities locally enabling residents' access to services from the Council and partners through co-location supporting better outcomes for residents.
- 7.4 The strategy supports the Council's move to the new HQ in Windsor Road and continues the substantial investment in Council assets undertaken in recent years.
- 7.5 Cabinet will receive an update report setting out the progress of the Localities Strategy in June 2019.

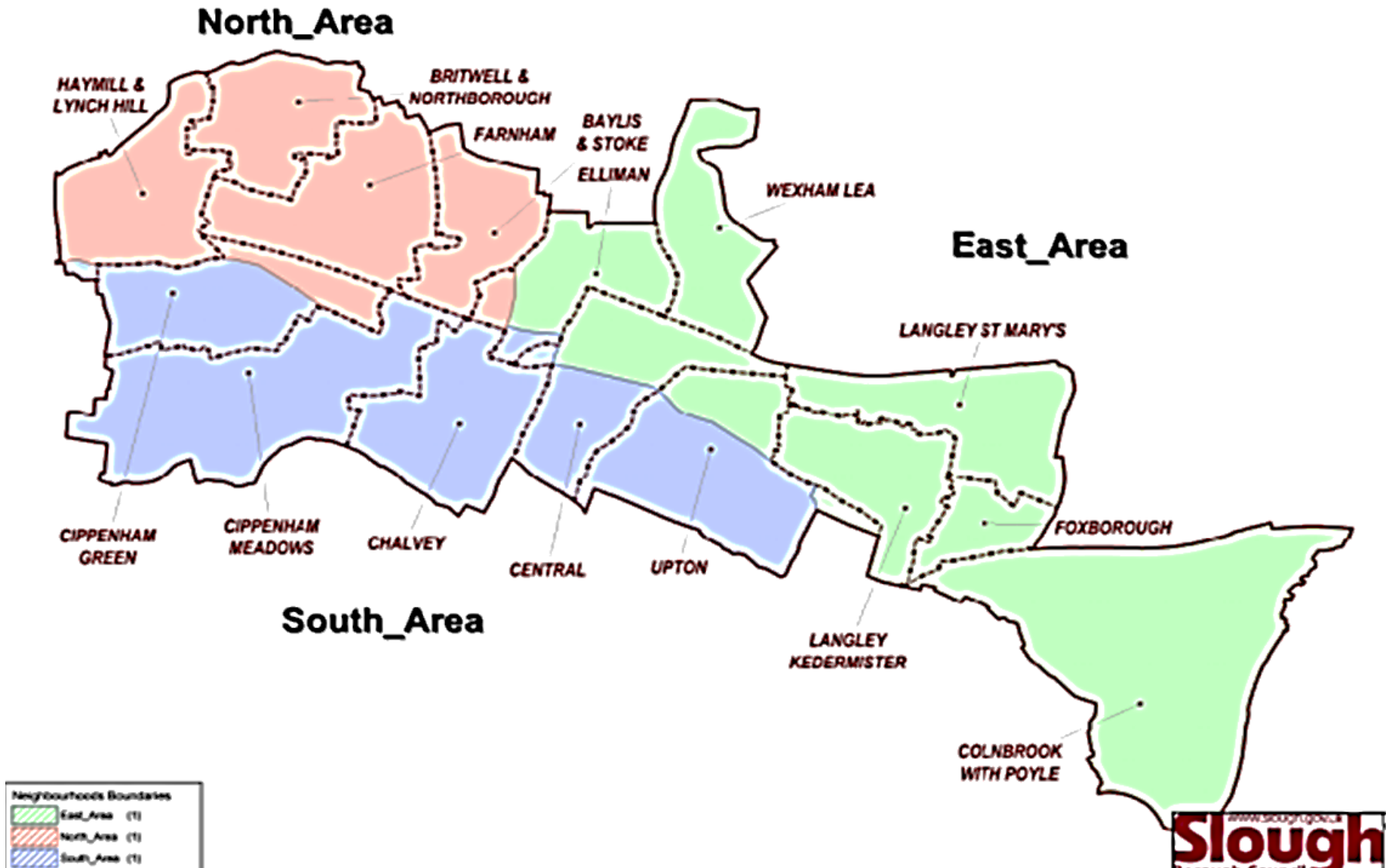
8 **Appendices**

- 8.1 Appendix A - Plan showing the three Localities areas.
- 8.2 Appendix B - Plan showing Council building locations

9 **Background Papers**

None

Appendix A – Plan – showing three Localities areas



Appendix B - Plan – showing Council building locations
Asset Management

Scale 1: 45,000 