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PARTNERSHIP BUSINESS PLAN 2019 - 2024

MARCH 2019 UPDATE

Status – Approved by SUR LLP Business Board 22 Mar 2019

Version Issued – Draft V3 22.03.19

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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 typically, 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). The detailed commercial and financial arrangements of each Site Development is captured with the business case (SDP).

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 established. 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 2019/20

In 2019, SUR has a number of new projects, which are set to enhance the town for the benefit of its residents and visitors alike. Based upon the SUR strategy, defined by the Business Board in March and November 2018, the business will prioritise the progress of commercial development within its existing pipeline.

SUR will continue to support the Council's Housing strategy with the delivery of new homes for local people. This will be through delivering open market homes for sale, creating investment opportunities, the sale of affordable housing to SBC as part of S106 requirements and direct housing delivery under the Council's small sites portfolio.

In 2019, SUR will continue the sales and marketing of new family homes at Wexham Green; over 60% have been sold and all the affordable homes have been handed over to SBC. It will take the Wexham South scheme into construction for twenty four 2 and 3 bed new homes on Norway Drive together with the enhancement of adjacent public open space.

SUR together with the Council, Cycas and Marriott will advance the redevelopment of the Old Library Site to deliver two Marriott International branded hotels, 64 high quality apartments and ground floor retail at the western end of the high street. Associated with this it will commence the Alpha Street development into construction.

In 2019, SUR will commence the masterplan phase for the strategic TVU site in the Heart of Slough and bring forward a major commercial mixed use project. It will also progress the Stoke Wharf scheme together with partners, Waterside Places, for a high quality residential development of c.280 new homes adjacent to the canal. SUR will commence other residential developments including the Haymill site through the design and planning phase.

SUR will conclude the delivery of the Council's £45m investment in its leisure facilities with the construction of The Centre a new wet and dry leisure centre on Farnham Road. SUR will also conclude the delivery of new high quality teaching facilities on behalf of the Council by completing the construction of a major extension at Wexham Secondary School. SUR will support the Council in appraising redevelopment opportunities across the Borough including feasibility studies and development of business cases for further Community Projects.

Wider partnership working

SUR will play a full and active part in assisting the Council with developing its vision for the town centre maximising the use of its assets and in 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.

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

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/experience and will encourage locally based SMEs to join the supply chain and provide others services to SUR.



Ice Arena

SUR ACHIEVEMENTS IN 2018

In 2018 Slough has celebrated being named the best place to work in the UK for a second year running (Glassdoor 25 Best UK Towns & Cities to Work In). Slough Urban Renewal (SUR) has significantly contributed to delivering regeneration and changing the town.

In 2018 alone, SUR has delivered some major projects worth over £85m. From enhancing a number of the town's schools to delivering impressive leisure facilities, and much needed housing for Slough's residents, there has been a lot of positive change.

Creating more school places for Slough's children

Over the last year, SUR has delivered some significant improvements across four local schools, increasing their capacity and improving their facilities – works at Claycots Primary School, St Mary's Primary School, Priory SEN and Wexham Secondary School were all completed in 2018. These improvements have provided the schools with modern new facilities, but also allowed them to offer more places to more children. Claycots has gone from a two-form entry to a four-form entry school, while the project at Wexham Secondary School will enable it to increase its current 5.5 form entry (FE) to an eight-form entry - significantly increasing the number of school places available and providing better places to learn.

Over the four projects, 65 new classrooms have been created in addition to new sports halls, study areas and staff accommodation. Along with a standalone single storey SEN resource base at the Priory, the school has benefitted from a new sensory room, meeting rooms and an external play space, while Wexham Secondary School and its pupils are now enjoying a new three-storey teaching block, with 6th form centre and library. All of this has been delivered through SUR and forms part of the Council's multi-million-pound investment in primary and secondary school buildings to provide enough places for Slough's current and future young people.

Getting more people, more active, more often

Slough's leisure offering has been greatly enhanced. In 2018, SUR delivered the major extension and refurbishment of the Ice Arena (which opened to the public in April), the Salt Hill Activity Centre (which opened in May) and the Langley Leisure Centre (which opened in July). New facilities at the Ice Arena include a fully refurbished ice rink, café, climbing wall, gym, party zone and changing facilities. While works at Salt Hill Park have seen the building transformed from a bowling alley into a state-of-the-art indoor activity centre. New facilities here include a six-lane ten-pin bowling alley, trampoline park, soft play, indoor high ropes and caving centre. In addition, Langley Leisure Centre is now able to offer visitors access to a significantly larger, 100-station fitness suite and renovated group exercise studios, in addition to a newly tiled swimming pool and regenerated spa area, with steam room and spa pool. All these new leisure facilities have been proving popular among residents, as well as attracting visitors from further afield.

Helping Slough to meet the need for more homes

SUR has also made significant headway in the delivery of new homes within the town. Wexham Green, SUR's second residential development of 104 family homes is now nearing completion and has been selling well, with the final few homes to be released for sale in early in 2019. Its 'combined sites' initiative, which is designed to directly meet the Council's need for more housing within the borough continues apace. Through a portfolio of small

sites, SUR will build over 130 homes across 25 sites, transforming a series of disused, small sites into new council housing. In 2018 alone, phase two reached completion, having delivered 16 new dwellings, phase three (25 homes) is now well underway and works on phase four have just commenced for another 36 homes.

Commercial development

Significant milestones have been achieved in 2018 to progress commercial development across the portfolio. SUR secured two planning consents i) to deliver a mixed-use development on the former site of the town's central library, including 62 private apartments and two hotels to be constructed by Construction & Infrastructure and ii) to deliver a private housing development of twenty four 2 and 3 bed homes to be constructed by Lovell.

Commercial terms have been agreed to progress the redevelopment of major sites including the mixed use redevelopment of the TVU site in the Heart of Slough and a JV with Waterside Places to deliver Stoke Wharf; a residential development of c.280 new homes surrounded by public open space in the reinvigorated park and alongside the canal.

Award winning schemes for Slough

As recognition for some of the projects SUR has already delivered for the town, the partnership has secured some notable awards. In 2018 SUR's Milestone – its first ever residential development, was shortlisted for a Thames Valley Property Award. Arbour Park, the new community sports facility, was a double Regional winner at the Local Authority Building Control building excellence awards and SUR won the new RESI Joint Victories Award – which aims to celebrate the very best in joint venture schemes.

However, at SUR the focus is not just on delivering great projects but about giving back and having a positive impact in the communities, where it operates. As such, it aims to make a difference to Slough residents by supporting community initiatives and events and providing additional employment and training opportunities. The role of SUR's Community Benefits Employment & Skills Coordinator, has had a positive impact over the last year engaging with the Council and third parties about planning, managing and delivering the community benefits programme. This includes providing opportunities to improve skills and training, attending careers advisory events, managing the supply chain to deliver against the CITB targets, arranging apprenticeships and work experience and overall supporting a series of community & schools events with our projects. Over the last year alone, SUR has created 25 apprenticeships, provided over 800 local school pupils with 'Build up your Business' days and reached over 1,000 pupils via its numerous Career Information, Advice and Guidance initiatives.

What's more, other Local Authorities are looking to emulate the partnership model, which has been achieved by Slough Borough Council and Morgan Sindall Investments Limited. In 2018, SUR hosted 11 visits from other Local Authorities, keen to see The Curve, Ice Arena and new schools and homes, while exploring the benefits of strategic property partnerships.

Andy Howell, General Manager at Slough Urban Renewal (SUR), said: "There is no doubt that 2018 has been a great year for both SUR and for the town. The new and improved leisure offerings give residents access to superb new facilities, encouraging more active and healthy lifestyles while making Slough a leisure destination in its own right. As we work alongside the Council to address the current housing shortage, we have continued to deliver more new homes (both private and affordable), as well as significantly enhancing a

number of the schools, enabling them to offer more places to local children. At SUR, we are closely aligned with the Council's strategic regeneration objectives and as we move into 2019, with many exciting commercial projects in the pipeline, our focus remains very clear, to encourage people to live, work and stay in Slough."

Leader of the council, Cllr James Swindlehurst, added: "This is a fantastic list of achievements and confirms SUR as one of, if not the, most effective local development partnerships in the country. Whether it's building homes for our residents, improving and expanding school facilities for our children or regenerating Slough by transforming sites with iconic buildings SUR sits at the heart of our plans to move the town forward."



Old Library Site

1. INTRODUCTION AND DEFINITIONS

The Partnership Business Plan (“PBP”) was originally prepared and adopted in 2013 by Slough Urban Renewal LLP (“SUR” and previously known as the Slough Regeneration Partnership, SRP). The PBP has been updated in March 2017 and 2018 and adopted by SUR. This update covers the five year period from March 2019 to December 2024 based on information available in January 2019.

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 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 and summarised below.



Wexham Secondary Topping Out

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.

'Its purpose is to help transform the borough for all who live and work here by delivering investment, development and regeneration projects, which are grounded in local needs, opportunities and priorities.'

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 professional 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; this is encapsulated in the SUR Procurement Policy. The business management processes and systems are based on best practice. The DM adopts the IMS established by MSIL. In 2018 SUR achieved accreditation for ISO 180001 - Health & Safety, ISO 9001 - Quality Management Systems and 14001 - Environmental Management Systems.

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 approach for strategic site selection, comprising analysis of site specific conditions, but also 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 and surrounding area.



RESI

Joint Victories

W I N N E R

Award Winning

3. APPROACH TO PARTNERING

The following narrative sets out the approach to partnership working between the JV Partners and wider stakeholders through active engagement and consultation.

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 Strategy & Engagement

SUR will continue to take an active role, through the General Manager, to be engaged and involved in events that seek to shape regeneration in Slough. This includes forums such as SBC strategy boards, the business and economic business partnership, the Slough Wellbeing forum, Slough Social, Slough Developers Forum and the Thames Valley Chamber of Commerce.

The SUR DM team continues to work closely with the Asset management team and the Property Services team through regular meetings and workshops to further align development delivery and continuous improvement in accordance with the Partnership objectives. The DM team will engage through the PATHE Group, Housing Delivery Group, Leisure Strategy Board and further forums as and when they are established.

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. A strategy workshop took place in February and also November 2018 with representation from the SUR Business Board and the JV Members. During both events the discussion identified a range of issues and in particular explored key aspects of the business that SUR should explore and continue to strategically review as detailed below:

- Ongoing business planning/review of SUR activity to deliver against the partnership objectives and within the GDV parameters.
- Prioritisation of SUR's major commercial development schemes over the next 3 years.
- The potential for strategic land purchases or to undertake further land assembly adjacent to SUR sites either by the LLP Members or as SUR.
- The opportunity for SUR to deliver projects in JV or on behalf of third parties in Slough and outside the Borough.
- The opportunity for SUR to commercially tender for projects or services.

- The potential for SUR to support/contribute to the Council's aspiration to shape, design and control the redevelopment of the town centre.
- The need to continue stakeholder engagement within SBC and maintain the positive PR campaign of SUR.
- Maximise the portfolio approach to development and effective programme management to maintain momentum.
- Maintain the ability to deliver social value and local community benefits from SUR developments and continue to review local needs regarding employment supply, construction training/ re-skilling etc.
- Consider the ability to use wider resources that may be available to SUR from the Council and PSP.
- The need for SUR to be aware of major projects, such as the Northern Expansion and the Heathrow third runway, to contribute to the Council's investment campaign and its own engagement with key stakeholders as well as the potential impact on the capacity of the construction sector.
- Consider the long term pipeline of opportunities and what happens towards the end of the original 15 year partnership (recognising the ability to extend it for a further 10 years).

3.2 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 approach 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 be 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 collaborative 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.
- **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 Partnership's corporate memory is maintained. In this way, 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 and a proactive ethos will be engrained in the working culture.
- **Programme approach:** with a series of interlinked projects/sites that may create further development opportunities, SUR will manage the programme and align projects to generate maximum benefits that may be financial/commercial to the shareholders or from a regenerative perspective to the Borough.

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.

3.3 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;

- An indication of how the consultation is planned to 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 with existing and new investors in the town centre including those developing the high-street and the Heart of Slough to complement and co-ordinate our efforts all in keeping with the Council’s 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 Strategic Property 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

3.4 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 engage through Council led forums to co-ordinate the community benefits of development activity in a managed 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.
- 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 were combined in a SUR programme ESP using the regeneration £90m criteria. The ESP targets will continue to 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 performance will be monitored regularly and a final case study produced of the relevant achievements and detailed information.
- SUR will fund a part time 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 its construction works to become part of the supply chain and 'keep the pound local'.
- SUR will continue the investment in CB activities committed to during 2018 and seek to support local community initiatives linked to our projects.
- SUR will invest in activities and sponsorship opportunities; any capital spend will be subject to further funding contributions to the 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.



Wexham Green

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.

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 the SUR Business Board as the development pipeline progresses.

The principle process for bringing forward Site Developments is defined in the Partnership Agreement (Cl 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 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 the potential to unlock value from its assets.

4.2 Site Developments

For 2019 - 2020, it has been agreed by the SUR Business Board that it will primarily focus its attention on developing the following sites:

- Wexham Green (site 37) – 104 homes 2,3,4 bed houses
- Wexham South – 24 homes 2 and 3 bed houses (adjacent to Wexham Green)
- 85 High St, The Old Library (Site 22) – mixed use development; two Marriott hotels, 64 residential apartments, retail and restaurants on ground floor
- Alpha Street – 14 apartments (donor site for OLS development)
- Stoke Wharf (site 28) – c.280 units residential development
- Montem Lane (Site 20) – c.150 units residential development
- NW Quadrant of the Heart of Slough (former TVU site) – potential mixed use scheme (c.1400 units residential, c.270,000 sq ft commercial and c.40,000 sq ft leisure/retail)
- Haymill (Site 8) – c.35 houses residential development

SUR will appraise further the opportunity of development in conjunction with the Council on further sites as they are identified (where it does not currently have an Option Agreement) including Network Rail land adjacent to the TVU site and those agreed by the JV Partners.

It is noted that in September 2018 the Council formally requested that SUR relinquish the Option over the Weekes Drive site; this is the subject of further discussion and negotiation.

4.3 Community Projects

For 2019 - 2020, it has been agreed by the SUR Business Board that it will primarily focus its attention on delivering the following Community Projects:

- Leisure projects:
 - The Centre (Site 30) new wet and dry leisure centre – under construction
- SBC Housing - Small Sites portfolio:
 - Phase 3 – under construction
 - Phase 4 – under construction
- Education projects:
 - Wexham Secondary School extension – under construction

SUR will also support the potential delivery of further Community Projects as requested by the Council and approved by the Business Board.

4.4 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.



The Centre

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 in accordance with Clause 6.2 and Schedule 9 of the PA. The bi-monthly Development Managers Progress report includes a project governance tracker for the Business Board to monitor the progress and approvals of all plans. It is the responsibility of the LLP Members to ensure they provide the appropriate approvals in a timely manner (as defined by the Member).

5.1 Business Plan Status

At the date of this update to the Partnership Business Plan the Site Development Plans and Community Project Plans have been approved as follows:

SITE DEVELOPMENTS			
Site Name (Number)	Proposed use	SUR BUSINESS PLAN STATUS	
		Indicative SDP	Formal/Adopted SDP
Wexham Green (37)	Residential	Approved Aug 2014	Approved May 2016
Wexham South	Residential	Approved Feb 2018	
Alpha Street	Residential	Approved Mar 2017 with PBP and updated Jan 2019	
Stoke Wharf - Slough Basin (28)	Residential	Update approved December 2018	
85 High Street - The Old Library (22)	Mixed use; Hotel and Residential	Approved July 2017 (with AFL) and updated Jan 2019	
NWQ - Heart of Slough Former TVU site	Mixed use; commercial, residential and leisure	Approved Nov 2016* [conditional for DD and indicative masterplan]	
Montem Lane Recreation Ground (20)	Residential	Approved at original PBP in 2013**	
Haymill (8)	Residential	Approved at original PBP in 2013**	

NOTE: * Indicative SDP requires updates in accordance with the Option Agreement.

** Indicative SDP; requires updating prior to design and planning phase commencing.

COMMUNITY PROJECTS		
Community Project	SBC Use	BUSINESS PLAN STATUS
Centre Leisure	Leisure	Approved Formal CPP – under contract
Wexham Secondary school	Education	Approved Formal CPP – under contract
Small sites combined phase 3	Housing	Approved Formal CPP – under contract
Small sites combined phase 4	Housing	Approved Formal CPP – under contract

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, Historic England 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.

For all major project applications, SUR will appoint a planning consultant/agent and enter into Planning Performance Agreements (PPAs) with the Local Planning Authority. 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 by the JV Members. 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 or subsequent SUR Option Agreements. 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 is detailed in each Site Development Plan further information is provided in the **Financial Appendix E**. By their very nature they are indicative at the DI SDP phase and will be determined through the development process by the project scope, costs and value together with the appropriate affordable housing provision and wider developers contributions.

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 and technical 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 project brief/scope 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 (whilst maximising value).
- Construction cost assumptions are established to ensure that a high quality scheme is built and this is reflected in the building elevations, public realm spaces 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 in the future.



Small Sites Portfolio

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 strategic property 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:

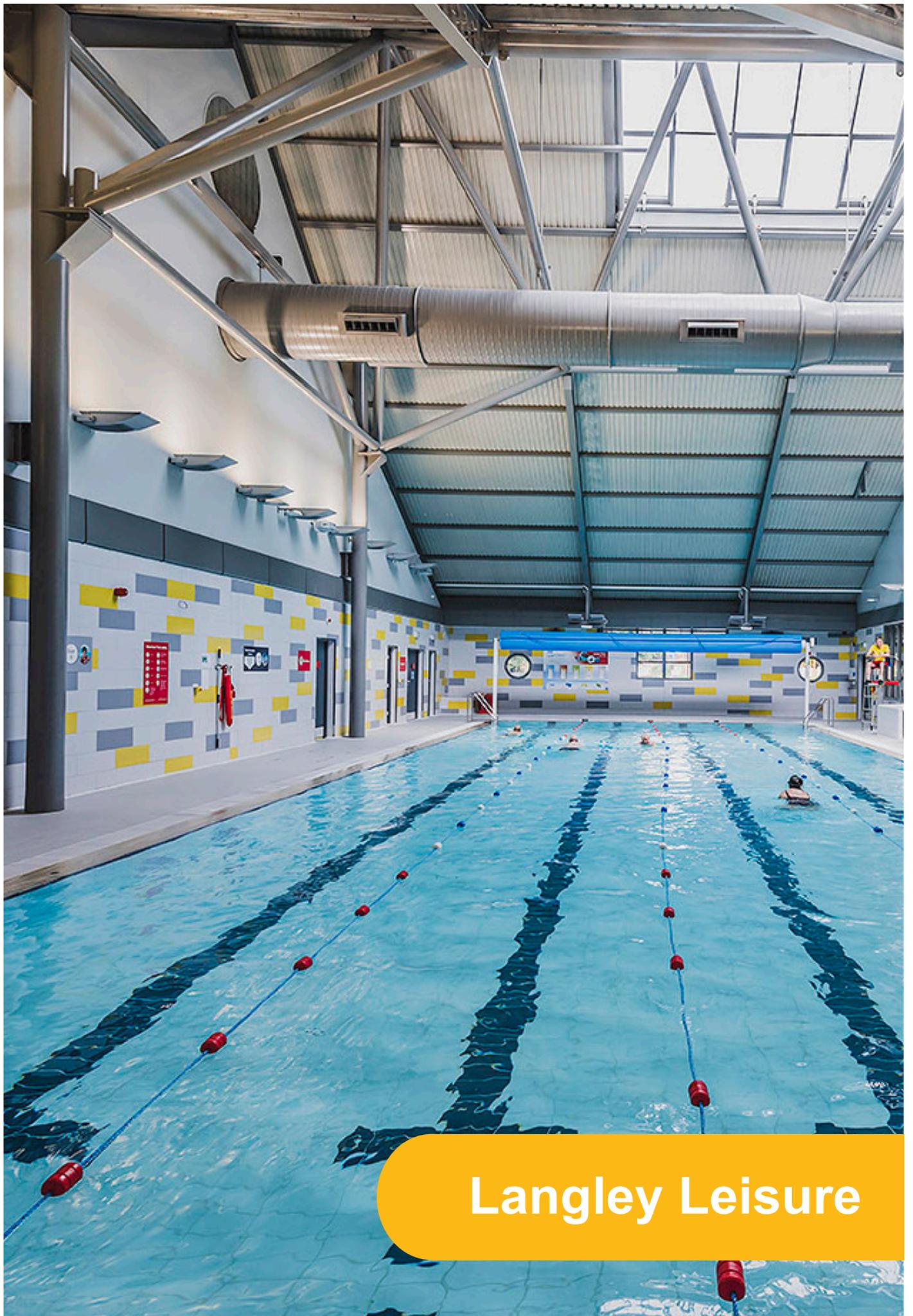
- Financial targets are met within budgetary periods.
- Value for money reduces overall costs and improves overall value.
- Speed of delivery and reduced pre-development programmes (compared to SBC tendering every main contract).
- Accurate benchmarking, a defined project scope and fixed price contracts 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/technical teams at an early stage to ensure that technical and procurement advice is given, so that buildability and value for money is embedded in the designs for each site 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.

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

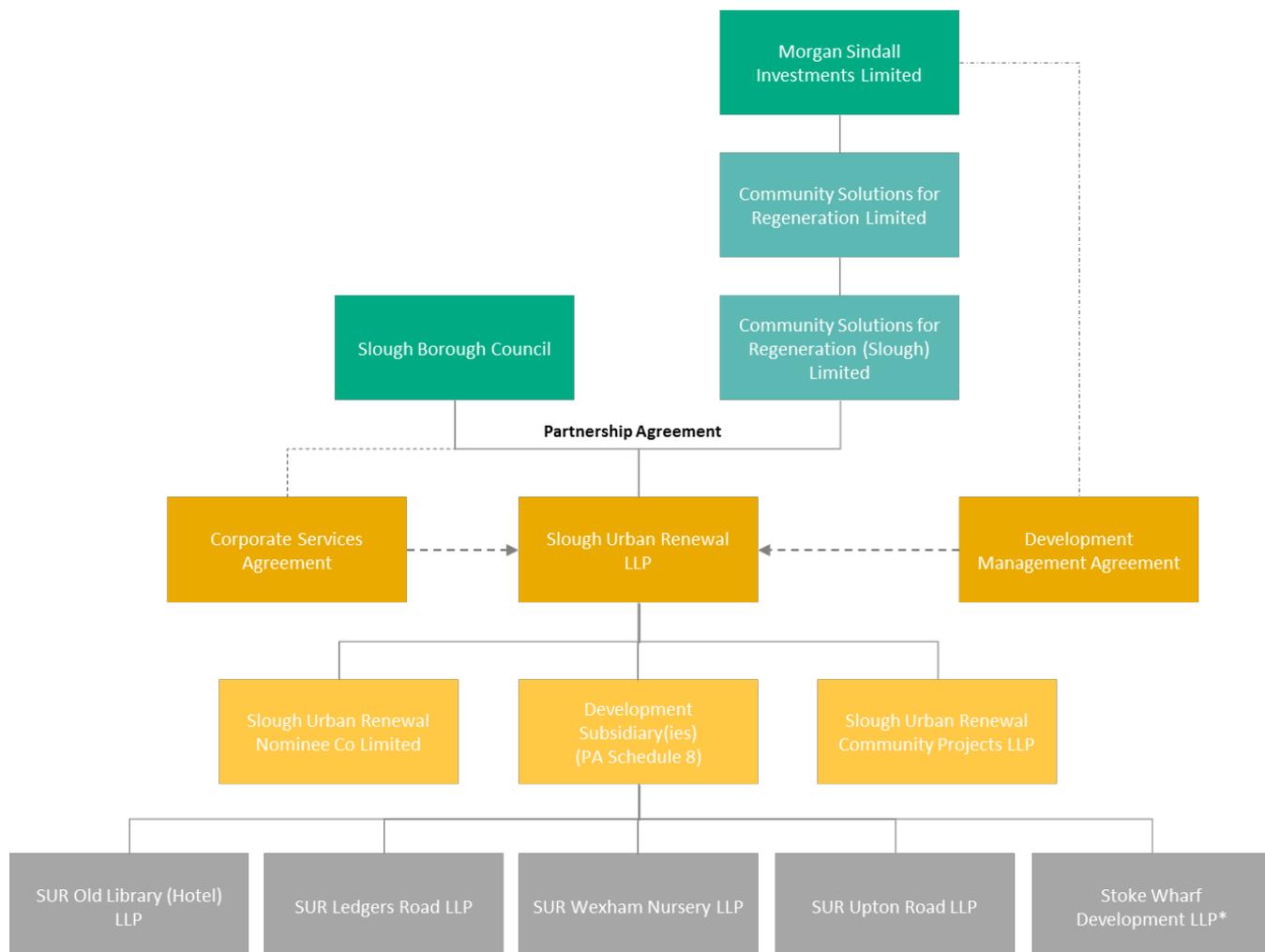


Langley Leisure

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:



* 50/50 LLP with Waterside Places

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 PSP will also provide resources and expertise to ensure the efficient design, planning and delivery of Community Projects.

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	Remuneration	Personnel
JV Partner Representatives	No Charge	Joe Carter (SBC) Lisa Scenna (MSIL)
PSP Representatives	No Charge	Wes Erlam Adrian Turner Neil O’Cuinneagain (SUR CP only)
SBC Representatives	No Charge	Currently the Representatives are: Cllr Sabah, Joe Carter and Mike England.
General Manager	Basic Fee	Andy Howell
SUR Business Administrator	Basic Fee	Stacey Wilkinson
Development Managers	Additional DM Fees as agreed by the Members on each SDP*. Community Project DM fees.	Jonathan Edwards David Freer Lyndsay Rotherforth Paul Aubrey Rebecca Harral Ben Weller
Training and Skills Coordinator	Additional Basic Fee [funded by Community benefits fund]	Ged Humphries
Legal & Commercial Managers	Additional DM Fees/ Community Project DM Fees	Allister Wood
Finance and Modelling	Additional DM Fees set out as annual operational costs	Joe Everett Dmitri Staicov
Company Secretarial	No Charge	Morgan Sindall Group
Finance and accounting Services	Separate Managed Service Agreement – annual fee	Morgan Sindall Group Joe Everett Manjinder Kudhail
Residential Development Supply Chain Lead	Main Contractor Prelims	Nick Gregory Lovell Partnerships
Community Project Supply Chain Lead	Main Contractor Prelims	James York Morgan Sindall plc

* NOTE: For clarity the Old Library Site project is the only site development where Additional DM fees have been agreed to recognise the DM resource and expertise that has been required to create the opportunity and to deliver the hotel scheme.

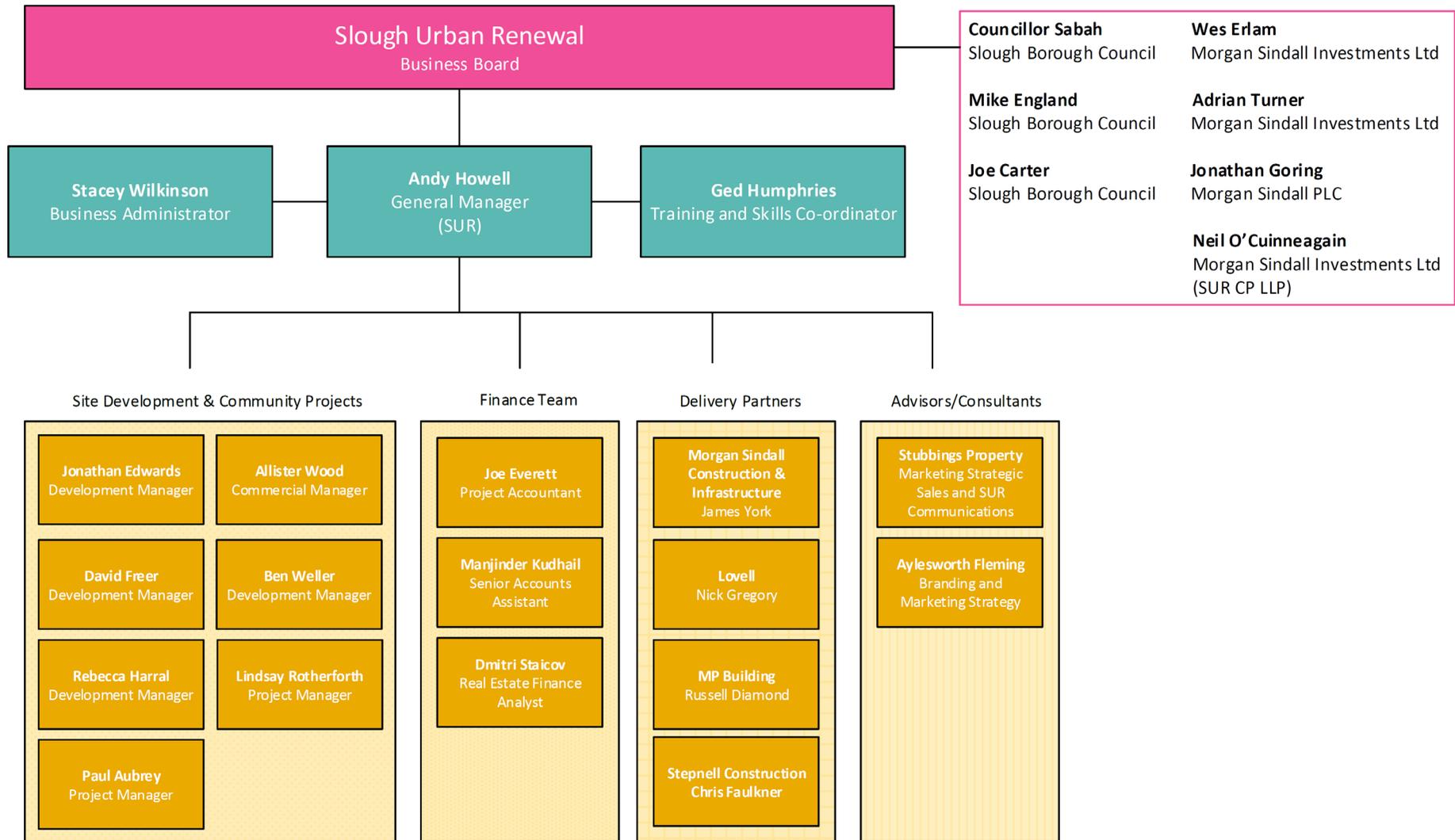
The roles of the PSP Representatives, General Manager and Community Project Managers will accord with the requirements of the Partnership Agreement and the Development Management Agreement.

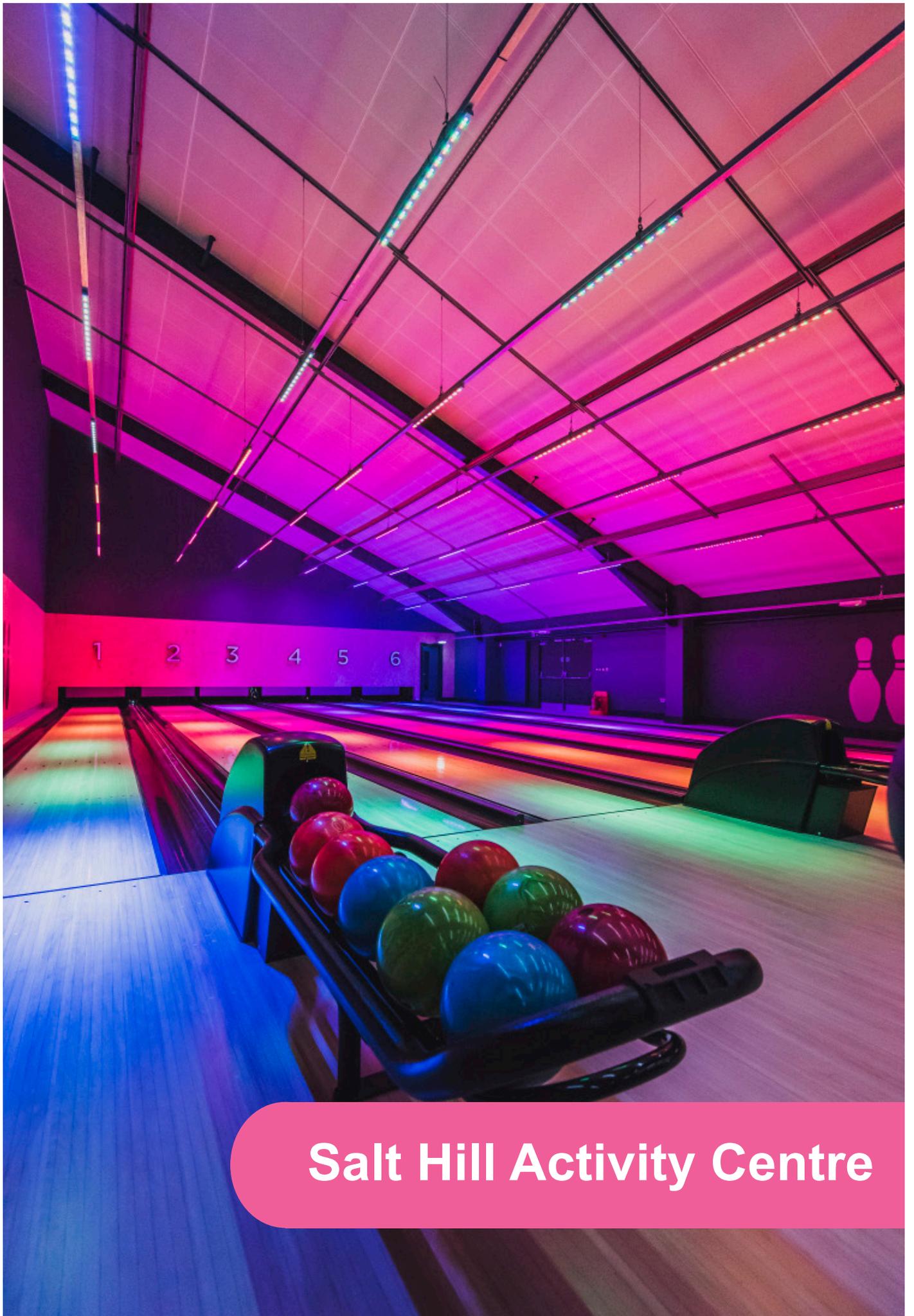
7.3 Responsibility for delivery of the Partnership Business Plan

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).

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

The Development Management team and its strategic advisors illustrated below will be managed by the GM:





Salt Hill Activity Centre

8. FINANCIAL APPRAISAL FOR THE LLP

The financial section is **Commercial in Confidence** and provided with the financial appraisal for SUR LLP 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 is in place 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.



Wexham Secondary

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 Management, Anti Bribery, Equal Opportunities, and Environmental.

Enclosed at **Appendix H** are the SUR policies approved by the Business Board other than the Procurement Policy which is contained in the Partnership Agreement. As part of the PSP providing Development Management Services the DM, and by association SUR, adopts the ISO accredited management systems and best practice of Morgan Sindall Group.



The Centre Time Capsule

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 and benefit from a fully comprehensive quality policy and manual that is updated online on a regular basis. The policy will cover all areas of the Development Manager's work and include quality control, assurance and 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

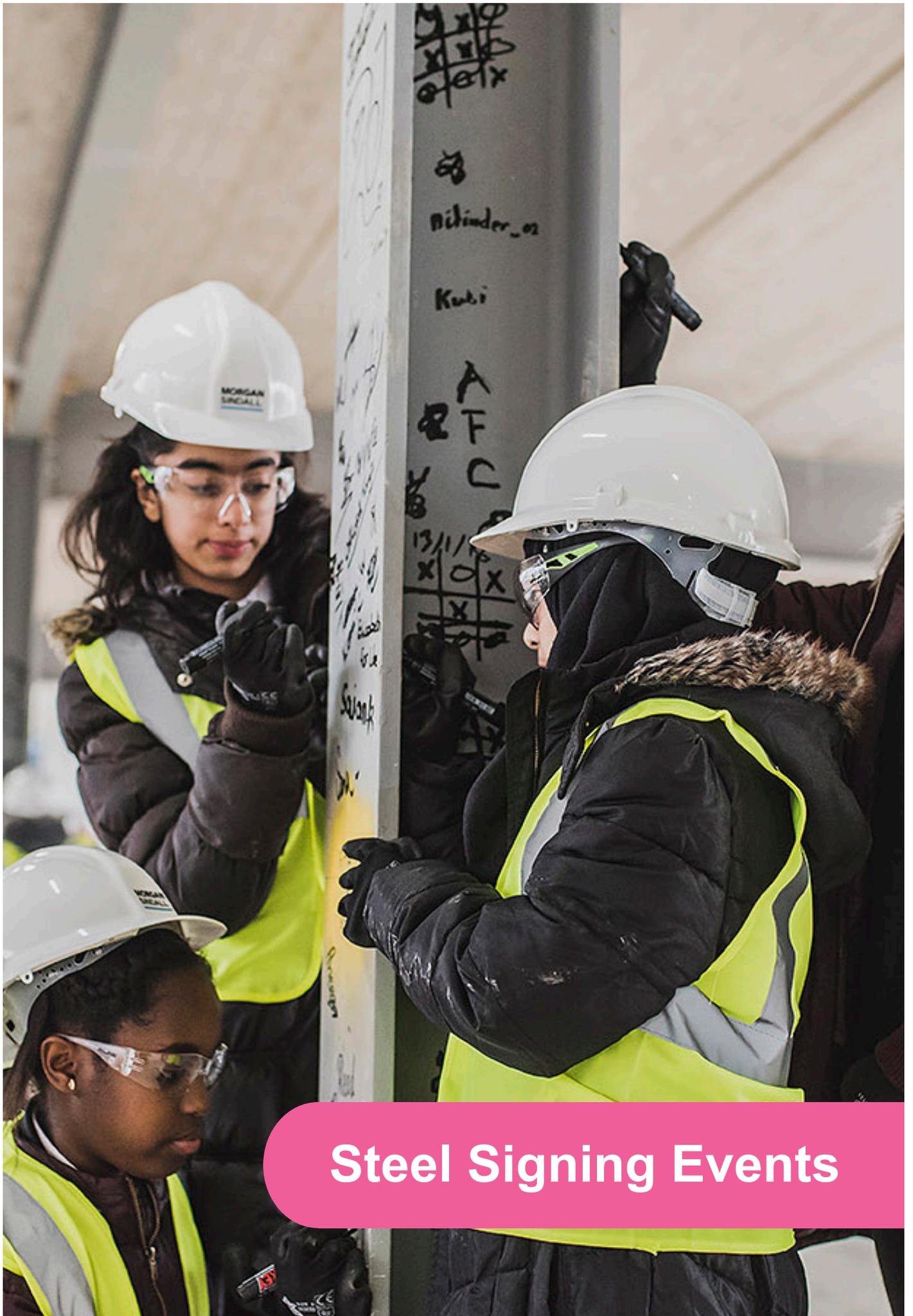
SUR places the utmost importance on Health & Safety. The Partnership will provide a safe and secure environment for staff to work in and apply a robust culture of Health & Safety throughout the Business. The Business Board will have a named Health and Safety member who will be responsible for review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

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 by the SUR Competent person.

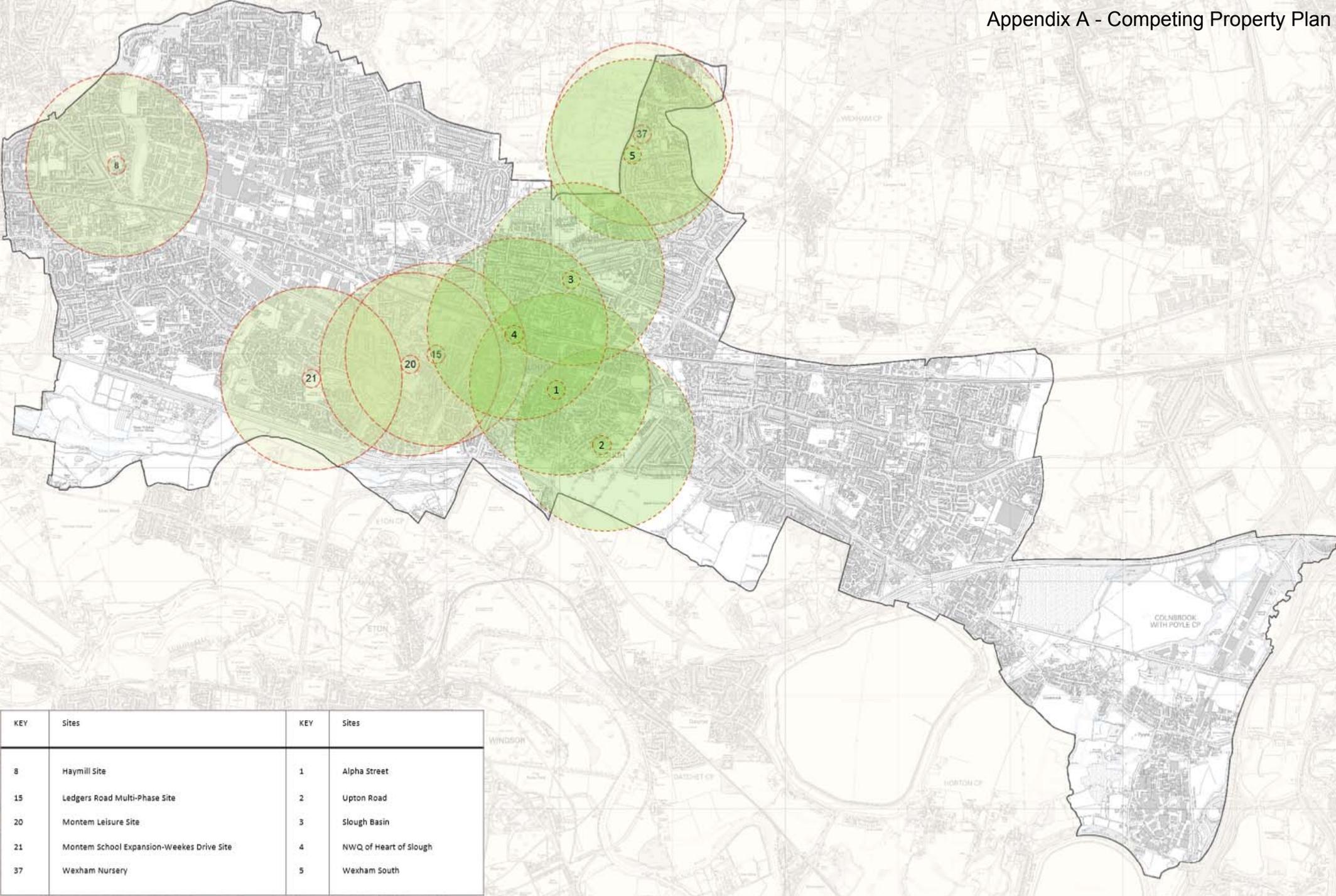
Further details of the H&S arrangements are provided in **Appendix H2.1 and H2.2.**



Priory SEN



Steel Signing Events



KEY	Sites	KEY	Sites
8	Haymill Site	1	Alpha Street
15	Ledgers Road Multi-Phase Site	2	Upton Road
20	Montem Leisure Site	3	Slough Basin
21	Montem School Expansion-Weekes Drive Site	4	NWQ of Heart of Slough
37	Wexham Nursery	5	Wexham South



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COMMUNICATIONS STRATEGY AND PLAN - 2019

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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 periodically in accordance with 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 build the brand and 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.
 - Maintain SUR's online presence
 - Continue good working relationships with local press and other media
 - 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:** Continue the strategy for effective internal communications, providing consistent and factual information on a periodic basis through e-newsletters and publishing news on the SUR website.

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 in its 2017-2022 Corporate plan its 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.

1.3 Communication opportunities

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

- The ongoing success and achievements 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/high street and retail/leisure offer
- Positive attitudes in the local community towards new community buildings and SUR developments e.g. the Curve, Arbour Park, Leisure facilities etc.
- A feeling of goodwill and civic pride 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 (as defined in SURs community benefits strategy and ESPs).

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 and education 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 in the Borough (all tenures) and SUR is contributing towards this goal. The Slough Wellbeing Board also has 4 outcomes and SUR is significantly contributing to achieving this housing need priority.

The key communication 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

SUR operates as commercial developer to deliver new private for sale homes; our sales strategy for each site is tailored to meet the partnership objectives and incorporating the following key messages;

- 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 Governments '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 population growth starts to impact on demand for secondary school places. Slough has undertaken a strategic review of both primary and secondary school places to forecast and address the expansion of school places required in the future.
- 2) Work to ensure there are sufficient and suitable school places for all Slough children is done within the challenging context of multiple competing pressures on the remaining developable land in the borough, and the limits of the council's powers and influence. Recent investment and projects currently in planning will create places to meet future demand.

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 provision of 4 new leisure facilities plus Arbour Park will provide high quality amenities that attract and encourage people of all ages to improve their health - a key outcome in the Council's leisure strategy

SBC Housing key messages

- 1) Through the small sites strategy we aim to utilise small plots of land – garages, derelict properties and infill – to provide desperately needed, quality council homes for the people of our town.
- 2) We seek to offer even more people access to decent quality affordable homes.
- 3) Properties are being designed around our residents needs now and in the future.
- 4) Slough is building homes and not just homes but council homes and we will continue to prioritise the building of homes for our community.

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.
- 2) For SUR to provide an efficient route to procurement that provides demonstrable benefits for Slough regeneration projects.
- 3) To ensure that SUR is established and widely recognised as a development company/brand in its own right.
- 4) Timely and profitable delivery of all projects under the SUR umbrella.
- 5) Received and recognised by key stakeholders as a positive and progressive delivery vehicle for change in Slough.
- 6) To be recognised and accredited with relevant industry awards for the projects it undertakes.
- 7) Effectively engaging with all key stakeholders (as set out under section 2.3) to communicate the major milestones of all projects delivered under SUR, both internally and externally.
- 8) Actively operating as a considerate developer, engaging in localism, sustainability, skills training and education.

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 subsequently

created with support from Stubbings Property marketing and 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 is achieved by aligning key messages, documents and presentation materials to deliver brand continuity in addition to a planned and co-ordinated approach to all SUR communications.

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 the 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 maintain its business relationships and ensure that, whilst people may change, the collaboration and partnership working is constant. The focus is being placed on two stakeholder groups:

1. Organisational stakeholders - Interaction and engagement with SBC; the Leader and Cabinet, Senior Management Team, Service leads 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 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/residential developments SUR has a significant number of stakeholders:

Slough Urban Renewal LLP Members

- Slough Borough Council
- Morgan Sindall Investments Limited (MSIL) and its parent company MS PLC

Slough Borough Council (SBC)

- Local political stakeholders;
 - Council Leader, Deputy Leader and Cabinet
 - Councillors – Ward Members
 - Local MP
- Corporate Management Team (CMT)
- SBC Heads of Service and key Departments
 - Planning and Highways Department
 - Asset management
 - Leisure services
 - Housing services
 - Facilities management
 - Democratic services
 - Education department
 - Economic growth and development

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

Other Contractors:

- Borrass Construction
- MP Building
- Stepnell Ltd

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 Parliament
- 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 (Tanmanjeet Singh Dhesi - Labour)

Emergency Services

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

Other local stakeholders

- Thames Valley Chamber of Commerce
- Windsor Forest Colleges Group (formerly 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, Evening Standard, Slough means business e-newsletter, Citizen Magazine (SBC)

National Press: BBC news

Trade press e.g. Construction News, Estates Gazette, Property Weekly, Municipal Journal, Business Magazine

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, Morgan Sindall staff and delivery partners/professional teams 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
2. Print and e-newsletters
 - a. Local media press releases and advertorials
 - b. SUR media e.g. SUR e-newsletter; monthly Project construction newsletters
3. Social media – LinkedIn, Facebook and Twitter
4. PR - Integrated and individual
 - a. SUR
 - b. SBC: including *The Citizen* e-magazine <http://citizen.slough.gov.uk/>
 - c. MSIL 'connected newsletter'
5. Conferences and public events (Attendance, Sponsorship, Presentations) e.g. Meet the Buyer event, TV Chamber of Commerce
6. Community Events e.g. The Curve opening, Slough Canal Festival.
7. Personal contact and networking

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 is the key client-facing communications tool. It is the main form of online presence for SUR as developer and sign posts potential purchasers to bespoke marketing microsites for the sale of residential properties. It is regularly updated with the latest news and other developments. It was launched in July 2016, major updates were undertaken in September 2016 and February 2018.

Print materials

Print materials will be kept to a minimum for cost efficiency. Key print items to support the Business Plan are as follows:

- Residential marketing brochures e.g. Wexham Green
- Project information for public consultations as part of the planning process
- Adhoc PR material e.g. Slough investment magazine

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 is 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 SUR LinkedIn profile is used to share timely and relevant messages to this audience in addition to the GM's LinkedIn presence which, as an individual rather than corporate profile, sometimes achieves greater PR coverage for SUR.

Twitter

SUR will raise the profile of its projects on Twitter using the SBC and MSIL Twitter hashtags. It will be used to promote SUR milestones, news, 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 and Twitter 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. All SUR images and videos are collated on an SUR Dropbox for easy access and storage (due to large file sizes).

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. In 2018 aerial photography was commissioned for numerous sites and are available for wider use.

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

Media Releases

SUR recognises the benefit for itself and the Council by adopting 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.
- Regeneration and positive change
- 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 construction/development 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 within the Annual Comms Plan key events include the Slough Wellbeing Board partnership conference, Chamber of Commerce events, SBC Investor days, MIPIM (March), UK MIPIM (October), 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 in accordance with the SUR Community Benefits Strategy and Investment Plan. SUR seeks to employ the local supply chain wherever possible and so will continue to support its delivery partners in this activity and engage in Meet the Buyer events as well as support SBC bidder events.

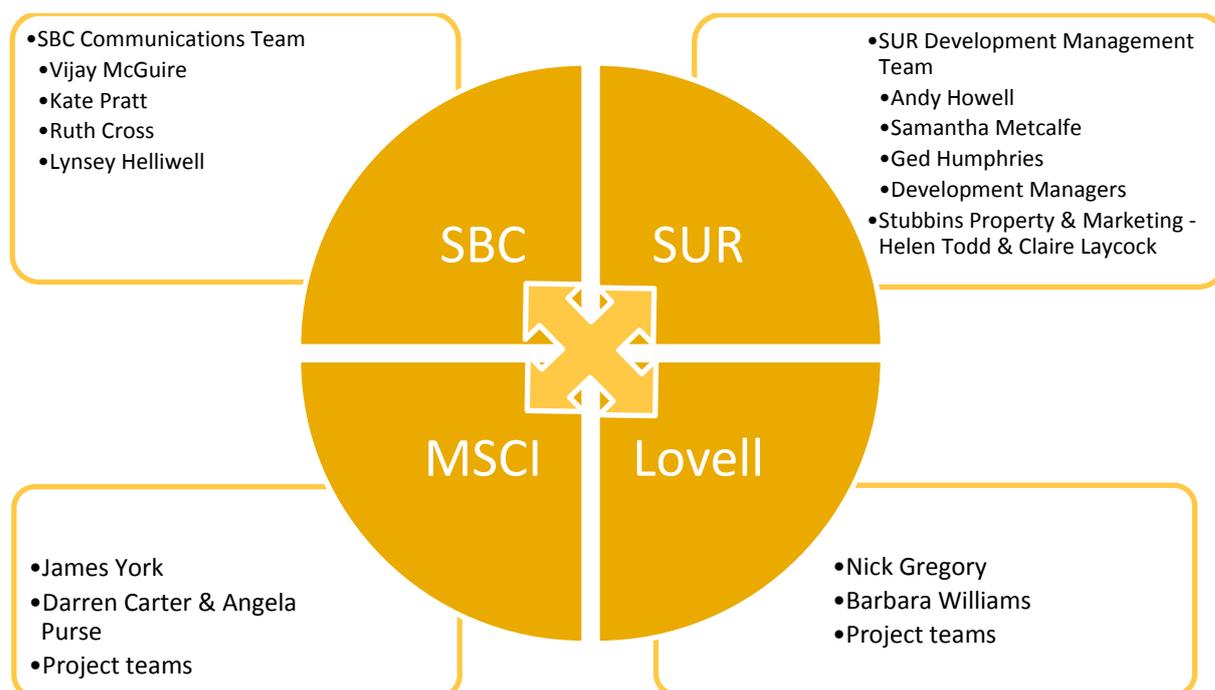
The Skills & Training Co-ordinator will manage SUR's Employment & Skills plans for each project and is to inform the communications and marketing team of any

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 together with professional services from Stubbings Property Marketing Ltd.

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



The team also co-ordinate with Head of MSPLC Group Comms and advisory consultants including Camargue (for MSIL) and Thisisinfluential (for MSCl).

2.6 SUR General Communications

SUR communications are managed and delivered as part of the Development Management services (under the DMA with MSIL). The SUR team plan and prepare the annual communication plan (Appendix A) and it is used as a live management tool for planning PR activity on a monthly basis in conjunction with the SBC communication team.

This annual plan includes the following aspects:

- Press releases - key SUR/project events that are newsworthy
- Press coverage for community benefit events
- Other sector publications either features or advertorials
- Sector awards applications
- Local publications – Learning to Work bulletin
- National events e.g. Construction open doors event
- 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 benefit from 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 or designated as public open space and have the potential to be some of the most sensitive projects for the Partnership. Equally the development of sites may be subject to objection in principle or the proposed design/use of the site. 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:

- Prior to developing the Concept design
 - Review the existing and proposed uses in conjunction with the Local Plan
 - Engage with SBC officers, the Local Planning Authority and Highways Authority to determine likely acceptable development and design principles
 - Engage and consult with Local Ward Members [where possible]
- During design development;
 - 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
 - Use a variety of media (online and events) to engage and ensure maximum consultation including hard to reach groups
 - 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.

Media releases related to SUR community benefits events and initiatives will be prepared and published by SUR.

2.9 SUR Communication Plans: Commercial projects - Development sites

SUR has responsibility for leading all PR and marketing related to commercial projects. Stubbings Property Marketing will manage the PR plans for each commercial project as SUR's strategic marketing/comms advisor and liaise with the DM, MSIL communications manager and Main Contractor representative.

Prior to the start on site of each commercial project, Stubbings will prepare a PR plan adopting the exemplar/template provided at Appendix B. All press releases will be planned and drafted by Stubbings on behalf of SUR. The SBC communications team will be provided with a draft for comment and the provision of suitable quotes where applicable. SUR will publish all press releases related to site development.

2.10 Specialist media – Commercial projects - Development sites

Main Contractors [MSCI, Lovell etc] or their comms advisors 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 for Community Projects.

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.

During the design and planning stage, SBC will prepare a Communications Activity Plan based on 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.

Prior to the start on site of each community project, the communications plan and protocols are to be shared with the project team and at the pre start construction meeting all parties are to be reminded of the Comms protocols in this plan.

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 Main 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 SBC communication team.

2.12 Specialist media – Community projects

Main Contractors or their comms advisors 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 Main Contractors or their advisors for approval by SBC/SUR GM and distributed to trade press such as 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 an individual, 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 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 or EIR requests from the media,

general public and other interested parties. The FOI 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 PR 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 do 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 by SBC.

Appendix D – SUR FOI Protocol

Appended separately to PBP as Appendix H.6.

Appendix E – SUR Brand Guidelines

Available separately upon request from the GM.

PR & Communications Plan 2019 – Slough Urban Renewal

Objectives

- Grow Slough’s reputation in the national, regional and trade media as a thriving new place to live and do business
- Support and raise awareness of local initiatives/events/awards to demonstrate the positive impact that SUR is having on the wider borough and its residents
- 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

Forthcoming Activity	
Jan 2019	Old Library Site Local press release to be issued detailing Thunderbirds theme at Moxy hotel – with Franklin Elis & Cycas for input. SUR lead
5 th Feb	Slough Social Event SUR sponsoring – UK Property Forums lead
Feb 2019	Stoke Wharf JV anticipated to be signed January/February. SUR lead Press release drafted to announce new partnership – with Waterside Places & SBC for quote/approval
Feb 2019	Centre Leisure Pool filling photo opportunity – SBC lead
Mar 2019	Centre Leisure Due to complete end of 2018 – opening Mar 2019. SBC lead
April 2019	Centre Leisure Everyone Active community day opening – SBC/EA lead
Q1 2019	TVU Announcement of plans for the site. SUR lead (Forty Shillings)
Q1/2 2019	Wexham Green <ul style="list-style-type: none"> • Explore possible case studies/testimonials • Final phase released – sales lead • Last few remaining – sales lead
May 2019	Wexham Secondary Formal opening of school extension – SBC lead
Q2 2019	Construction Taster Days <ul style="list-style-type: none"> • Series of CB events being organised – details TBC. SUR lead
June 2019	Centre Leisure – completion of landscaping/public realm – SBC lead
Jul 2019	Phase 3 small sites completed – handover to Housing – SBC lead

Further events and key dates to be added as defined in Q3/Q4 based on development site progress.

PR & Communications Plan – Slough Urban Renewal – 2018 annual summary

Objectives

- Grow Slough’s reputation in the national, regional and trade media as a thriving new place to live and do business
- Support and raise awareness of local initiatives/events/awards to demonstrate the positive impact that SUR is having on the wider borough and its residents
- 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

Below is a summary of the year’s activity:

2018 – comms activity	
19th Dec 2018	Phase 4 – combined sites <ul style="list-style-type: none"> • Press release issued to announce commencement of phase 4. SBC lead
18th Dec 2018	A review of the year <ul style="list-style-type: none"> • Press release issued summarising year’s activities. SUR lead • Article posted on LinkedIn (by Andy Howell) and submitted to The Citizen
14th Dec 2018	Wexham South <ul style="list-style-type: none"> • Planning secured. Press release posted online and shared on LinkedIn. SUR lead
22nd Nov 2018	WOW London 2018 – 22nd Nov <ul style="list-style-type: none"> • SUR sponsored event. • Promoted on LinkedIn. SUR lead
19th Nov 2018	Wexham School <ul style="list-style-type: none"> • Release issued to announce school children using new facilities.
Sept 2018	Daily Express – article on Slough <ul style="list-style-type: none"> • Interview with Andy Howell. Article ran 21/09
8th/9th Sept 2018	Slough Canal Festival <ul style="list-style-type: none"> • SUR sponsoring the event. Local coverage featured before and after event.
Sept 2018	Old Library <ul style="list-style-type: none"> • ITV release to announce Thunderbirds theming to Moxy hotel. Coverage secured in licensingsource.net
18th Aug 2018	Horticultural Show <ul style="list-style-type: none"> • SUR sponsoring rosettes. Local coverage secured.
3rd Aug 2018	Small Sites

	<ul style="list-style-type: none"> Announcement that old Lynchpin Pub site will be transformed into council homes. SBC lead
31st July 2018	Community Benefits <ul style="list-style-type: none"> Positive summary of school engagement activity in July. SUR lead
7th July 2018	Langley Leisure <ul style="list-style-type: none"> Grand Opening took place 7th July. SBC lead
6th July 2018	Old Library <ul style="list-style-type: none"> Issued release to announce that planning has been secured. SUR lead
22nd June 2018	Small Sites <ul style="list-style-type: none"> Release issued to announce three new streets unveiled (Fox Road). SBC lead
22nd June 2018	Langley Leisure Centre <ul style="list-style-type: none"> Release issued to announce opening. SBC lead
21st June 2018	Dulux Day <ul style="list-style-type: none"> Release issued to summarise painting and decorating day at Dulux Academy (press photographer attended). SUR lead
20th June 2018	St Mary's School <ul style="list-style-type: none"> Official opening event – 20th June. SBC lead
12th June 2018	Salt Hill <ul style="list-style-type: none"> Issued release to announce that Salt Hill is now open. SBC lead
June 2018	Salt Hill <ul style="list-style-type: none"> Issued release to announce 'one week to go'. SBC lead
May 2018	Arbour Park <ul style="list-style-type: none"> Issued release to announce that Arbour Park had picked up two LABC excellence awards. SBC lead
May 2018	Combined sites <ul style="list-style-type: none"> Issued release to announce 'more council homes on the way' – phase three (included Fox Road photos) SBC lead
May 2018	Wexham School <ul style="list-style-type: none"> Issued release to announce topping out ceremony. SBC lead
May 2018	Town of the Year <ul style="list-style-type: none"> Issued release to announce that Slough secured Town of the Year at Thames Valley Property Awards. SBC lead
May 2018	Milestone shortlisted for 2 x awards <ul style="list-style-type: none"> Release to announce that Milestone has been shortlisted for a RESI Award and a Thames Valley Property Award, issued 1st May. Local coverage secured. SUR lead
Apr 2018	Ice Arena <ul style="list-style-type: none"> Public event took place on 28th April. Press release + photo opportunity. Local coverage secured. SBC lead
Apr 2018	Priory School Formal Opening <ul style="list-style-type: none"> Formal opening on Monday 16th April 2018 following the school's return after the Easter break. Local coverage secured. SBC lead
Apr 2018	SUR Schools <ul style="list-style-type: none"> Collective release to announce completion of three schools and detail future pipeline – bigger picture story. MS to draft release

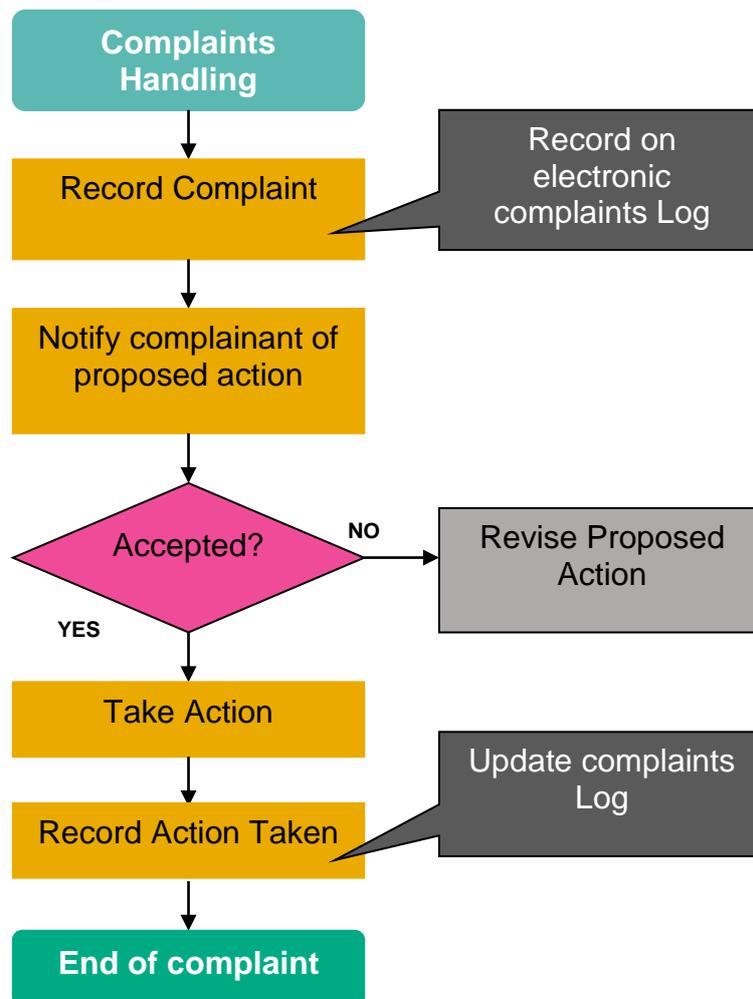
	for trade and share with SBC for use with local press. Coverage secured in education trade press and local media. MS lead
Mar 2018	Ice Arena <ul style="list-style-type: none"> • Photo opportunity (16th March) • Update on progress/sneak peek release issued. Local coverage secured. SBC lead
Mar 2018	Build Your Business <ul style="list-style-type: none"> • Numerous events supported at schools in the borough • Collective/summary release issued following Herschel Grammar on 21st March. SUR lead
Mar 2018	Old Library <ul style="list-style-type: none"> • Press Release issued to announce that plans have been submitted. Details on hoarding included. Local coverage secured. SUR lead
Feb 2018	Small sites – phase 3 <ul style="list-style-type: none"> • Press release issued to announce that works on phase 3 are due to commence March 2018 • 25 homes across 6 sites • MP Building are contractors. SBC lead
Feb 2018	Open Doors Event <ul style="list-style-type: none"> • Press release drafted to announce events running at Wexham Green and The Centre and to encourage sign-up. Local coverage secured. SUR lead
Feb 2018	The Business Magazine – focus on Slough <ul style="list-style-type: none"> • Advertorial to support wider ad booking drafted and submitted. SUR lead
Jan 2018	The Centre <ul style="list-style-type: none"> • Photo opportunity (18th) to showcase steel frame progress. • Stubbings booked photographer (Louise) • Press Release issued 30th January. SBC lead
Jan 2018	Ice Arena <ul style="list-style-type: none"> • Photo opportunity to showcase front elevation of the new extension and ongoing external works to the plaza • Stubbings booked photographer (Louise) • Press Release issued 23rd January. SBC lead
Jan 2018	Wexham School <ul style="list-style-type: none"> • Structural Steel Signing (12th Jan, 1pm) - presentation and Q&A based in project office (year 7&8 students went onto construction site) • Stubbings booked photographer (Louise) • Press Release issued 15th January. SBC lead
Nov 2017	Build up your Business <ul style="list-style-type: none"> • Stubbings attended event on 15th November
Nov 2017	Slough: Most productive place in the UK <ul style="list-style-type: none"> • Local press release issued to reinforce research from the Centre for Cities. SBC lead
Nov 2017	Buddy benches <ul style="list-style-type: none"> • Local press release drafted and issued. SUR lead
Oct 2017	SUR overview and future plans

	<ul style="list-style-type: none"> Media interview set up with Slough Express and Andy Howell to provide an overall update on SUR's activity to date and future plans. To include info on Wexham Green. Photography also taken. Took place 17th October. SUR lead
Oct 2017	Lydia Court <ul style="list-style-type: none"> Completions (SUR quote) Hand over with the Council Tour/Press/Lydia Simmons – 18th Oct. SBC lead
Sept/Oct 2017	Schools (James Elliman Academy) <ul style="list-style-type: none"> Announced (early) delivery - Handed over in time for the new term Photography was organised with Louise (DM Roy Burley). SBC lead
Sept 2017 (9 th & 10 th)	Canal Festival <ul style="list-style-type: none"> Co-ordinated supporting activity Kate led main comms Attended on weekend to support event
Aug 2017	Help to Buy event (23rd Sept) <ul style="list-style-type: none"> Booked slot at event Drafted supporting editorial for show guide. SUR lead
Aug 2017	Small sites – phase 2 <ul style="list-style-type: none"> Drafted release and local coverage secured
Aug 2017	Langley Leisure Centre – works commence <ul style="list-style-type: none"> Drafted release and local coverage secured
July 2017	Marriott Hotel deal (former library site) <ul style="list-style-type: none"> Announced deal – SUR quote
June 2017	Arbour Park <ul style="list-style-type: none"> Council opening of facility – SUR quote
May 2017	Ice Arena Opening <ul style="list-style-type: none"> SUR quote within SBC press release
May 2017	Thames Valley Property Awards <ul style="list-style-type: none"> Booked table/co-ordinated invites/hosted table on the night Post event release (TVPA win and win at Partnerships Awards)
May 2017	Lydia Court plaque unveiling <ul style="list-style-type: none"> Sourced props/arranged photography/attended event SUR quote in SBC release
May 2017	Wexham Green preview event (with local councillors) <ul style="list-style-type: none"> Organised event/arranged photographer Issued post event release
Mar 2017	Wexham Green pre-launch event <ul style="list-style-type: none"> Arranged event/organised invites/co-ordinated schedule/attended across the two days

Complaints Procedure

Slough Urban Renewal (SUR) takes complaints very seriously and will try at all times to ensure that if a complaint is made it will be dealt with in a timely manner and in a way that is satisfactory to both party.

As part of SUR’s ongoing commitment to Customer Service, we have a policy of dealing with all complaints. Our complaints procedure is as follows:



The topic of “complaints received” is included in the DM Progress Report to the SUR Board Meeting every month. The meeting is attended by representatives from Morgan Sindall Investments Limited and Slough Borough Council.

In addition, we believe that continuous improvement and customer satisfaction is an effective way of measuring the performance of Slough Urban Renewal.

The Feedback we receive from our customers helps us to identify any corrective action(s) that may be required to ensure that our customers are satisfied with the service levels that they are receiving.

In summary, even if SUR has not received any complaints, we take the feedback given by our clients and customers very seriously and always try to improve on the services we deliver.

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.

SUR is committed to actively supporting the delivery of the Council's strategic regeneration objectives and is uniquely placed to support the Council to optimise the socioeconomic impacts of development.

- Socioeconomic and place making matters are both prioritised within SUR developments – the optimal mix is not a pure commercial consideration for SUR.
- Delivery of civic assets and affordable rental housing are key elements of the SUR portfolio that would be hard to realise through traditional development models or public means – SUR is able to deliver new homes that residents need, including its portfolio of new social housing on the Council's small sites, which go into the Council's Housing Revenue Account.
- SUR offers greater control for the Council as a partner in the joint venture, enabling it to take a long-term interest in delivering regeneration and to harness external expertise and resources.
- SUR presents an ability to localise economic opportunities and benefits, such as skills & employment creation and business growth.
- SUR affords the Council the ability to generate income, which it can then use support front-line services or reinvest against local priorities.
- SUR is an active developer and has the opportunity to secure local economic benefits from occupiers as well as SUR's development and construction activities.

The Council's five year plan priorities are defined by five outcomes;

- Outcome 1 Slough children will grow up to be happy, healthy and successful
- Outcome 2 Our people will be healthier and manage their own care needs
- Outcome 3 Slough will be an attractive place where people choose to live, work and stay
- Outcome 4 Our residents will live in good quality homes
- Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

SUR Community benefits skills and training 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.

Our Approach

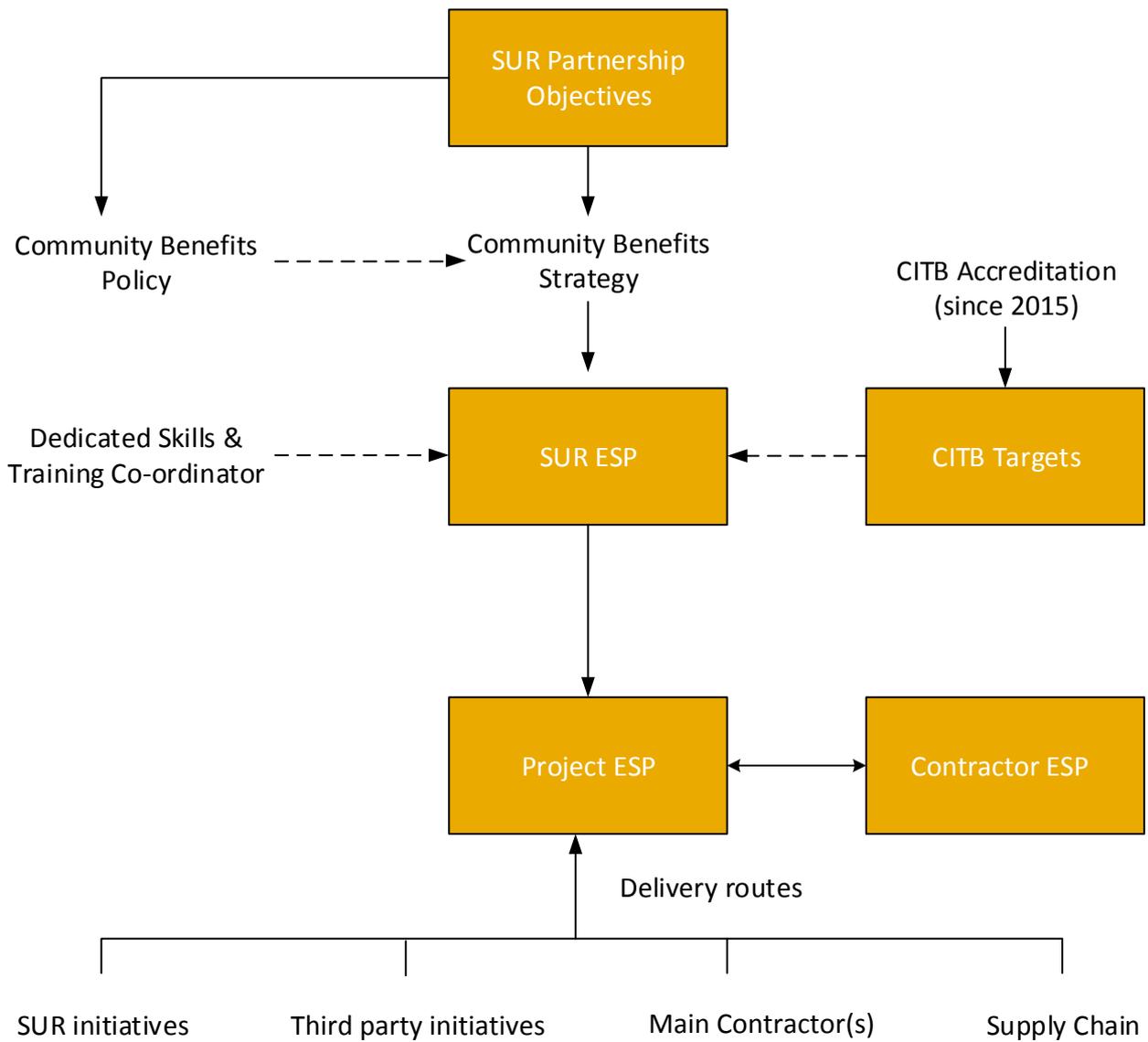
SUR will deliver its strategy through its programme of development activities and engagement as defined in the **Community Investment Plan (CIP)** including:

- 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 of 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, Berkshire Apprenticeship Service, Forest Group of Colleges 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;
 - 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.

The Community Investments Plan (CIP) details the delivery of SUR objectives and defines the CITB benchmarks and target outputs; this is appended to the Partnership Business Plan at Appendix C.2.

SUR Community benefits framework 2018



Funding:

1. Community benefits fund
2. Supply chain contributions
3. Third parties funding



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SUR COMMUNITY INVESTMENT PLAN

APPENDIX C 2 TO THE 2019 PARTNERSHIP BUSINESS PLAN UPDATE

Version Issued (2.0): March 2019

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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'.

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 2019/2020
- Each Site Development Plan or Community Project Plan will include a "Statement of Local Economic Benefit Appraisal and Community Involvement", the content of each Employment Skills Plan (ESP) 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 will be created that are 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 Co-ordinator. This information is co-ordinated and communicated into bi-monthly DM reports and twice yearly in SUR Board updates (March & September). 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 co-ordinator 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
- Forest College Group (specifically Langley College)
- Learning to Work
- Slough Aspire
- Slough Young people's Service - including NEET/ RONI/ Looked after Children
- Youth Engagement Slough
- Adviza
- Slough Job Centre

- Berkshire Apprenticeship Service
- Princes Trust
- Slough Youth Parliament
- CIAG Slough Schools Careers Adviser Group
- Universities

3.1 SBC Liaison

The GM and the Community Benefits Co-ordinator will liaise with the SBC Service Lead for Economic Development to ensure that SUR understands the Council's priorities and the ESPs are tailored for the projects and local needs.

The GM will continue to represent SUR on strategic economic development forums. The GM and the Community Benefits Co-ordinator will represent SUR on working local groups and specific initiatives forums as and when they are established.

SUR will continue to support the Slough Wellbeing Strategy and its wider outcomes through our projects and ESPs.

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.

On projects where new facilities have a particular employment requirement such as leisure, retail or hospitality then SUR will also engage with future operators or service providers to promote training and local employment.

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. The SUR overarching 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 project and 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 where appropriate 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 FUND

5.1 SUR Community benefits funding

Our focus is to make a difference in Slough through provision of Community benefits initiatives and projects. In the past it was agreed with SBC, that SUR charged a 0.5% of net construction costs to build up a Community benefits fund. The amounts generated and invoice timings have been monitored by the Community Benefits coordinator. In the absence of any further Community Projects being initiated then there is no further income forecasted for 2019/20.

An annual budget of £20,000 was previously 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 needs to be approved by the Business Board. A forecast of community spend has been set aside up to July 2019 which continues our existing commitment of programmes already established.

5.2 The process for requesting SUR assistance and funds

In the event of future funding becoming available, all new requests for SUR support or financial assistance (from the fund) shall be managed through the Community Benefits Co-ordinator. These may be submitted via letter/email or through the SUR website 'Contact Us' page; <http://www.slough-thinkingforward.co.uk/contact-us/> and selecting 'Community Benefits' from the drop down.

All requests are reviewed by the General Manager and Community Benefits Co-ordinator in accordance with the criteria defined below and SUR's Equal Opportunity policy. If considered eligible, then the resource and funding commitment is investigated to define the scope and cost associated with the initiative.

5.3 Criteria for allocating funds

Any agreement to support an initiative and allocate funding needs to meet the following criteria:

- It benefits the local residents of Slough
- It demonstrates value for money i.e. cost per person benefit
- There is no alternative source of funding or it does not form a statutory responsibility of another body
- It contributes to SURs Community Investment Plan
- It can demonstrate a connection to a SUR activity or project.
- There is sufficient team availability/support to commit time to the event (if required)

5.4 Community Benefits Coordinator

The Community Benefits Fund enables the part funding of a Community Benefits Coordinator 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, they co-ordinate the SUR work experience programme, attend 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.

6. ESP

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, Langley 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)
- Undergraduates
- 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, Langley 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, and 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 on a project by project basis.

7. PROGRESS TO DATE

SUR is CITB accredited and as such its Employment Skills Plan (ESP) adopts the principles of the National Skills Academy benchmark targets for every £90m of construction as well as further KPIs for a three year period. The table below indicates the positive progress made against CITB targets since 2016.

Key performance indicator (KPI)	Description of benchmark	Target number predicted 2019 to 2022	Target number achieved to March 2019	Predicted 2023 onwards
1*	Work experience	47	67	31
2	Jobs created across SUR	<i>Not defined</i>	104	Not defined
3*	Training positions created	33	70	32

SUR Community Benefits & the Local Employment and Skills Plan

	<i>Breakdown:</i>	<i>Apprentice existing</i>	<i>18</i>	
		<i>Apprentice New</i>	<i>35</i>	
		<i>Graduates</i>	<i>11</i>	
		<i>Year out placement</i>	<i>6</i>	
4*	Construction careers IAG	9	89	15
5	Community events/support	10	30	10

**based on CITB National Skills Academy benchmark band targets up to £90m of Construction*

The KPI's are regularly reviewed to make sure that the Council realises objectives associated with maximising benefits to local people and the local economy.

8. 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 – 2019 PROGRAMME (SUR & SUPPLY CHAIN)

ESP 2019		JAN 20182019	FEB 20182019	MARCH 20182019	APRIL 20182019	MAY 20182019	JUNE 20182019	JULY 20182019	AUG 20182019	SEPT 20182019	OCT 20182019	NOV 20182019	DEC 20182019	TOTAL
1	Work Placements	0	0	2	3	01	43	2	02	0	2	2	0	4417
2	Jobs created by SUR	Carried forward 82 staff recruited												
3	Training jobs created	20	1	0	0	4	0	4		4	1	1	0	4415
4	Construction CIAG	32	24	41	40	1	42	42	0	0	1	1	0	4814
CSR Activities														
1	Canal festival									x				1
2	Lee-Centre Opening			x	*									1
3	Half Marathon Wexham School Opening				x						*			1
4	Women in Construction speed networking				x			x				x		43
5	Construction Taster days	x					*	x						2
6	Open Doors Career Fairs		x	x	x	x		x			x			26
7	NEET/RONI/ Looked after Children							x						1
8	Pupil Site visits	x	x	x			x	x				x		6
9	Mock Interview Days Build up your Business CIAG	x		*	x			*		x			x	4
10	Windmill Care home Local charities				x					x				42
11	Wexham BTEC L1 support Year 10	*		x		x	*				*			62
12	Lovell House Primary activity							x	x		x			21
13	Wexham School IAG BTEC support Year 11	*	x	*		x		*						42
14	Ivor Goodsite visits		*			x	x				*			2
15	Case studies				x			x			x		x	4

APPENDIX B – COMMUNITY BENEFITS FUNDING AND BUDGETS

Appended separately and available upon request.

SUR Indicative Master Programme Community Projects - Version V15Mar19



ID	Site	Task Name	Description/CAPEX	Current Status	Start	Finish	2015	2016	2017	2018	2019	2020	2021	2022
							1	2	3	4	1	2	3	4
1	Community Projects													
2														
3	Centre Leisure	Project Initiation												
4		Feasibility Design RIBA Stage 0-1			01/01/16	01/07/16								
5		DI CPP Approval			04/07/16	04/07/16								
6		Design Planning Stage (RIBA Stage 2-3)			01/07/16	06/10/16								
7		Pre-Application			01/09/16	01/09/16								
8		Planning Submission (RIBA Stage 3)	New build	In construction	08/10/16	08/10/16								
9		Planning Approval Granted	leisure centre		24/03/17	24/03/17								
10		Procurement (RIBA Stage 4)			24/03/17	14/07/17								
11		Contract Close	£18,585,586		27/07/17	27/07/17								
12		Construction Period			27/07/17	28/06/19								
13		Building Handover Under Partial Possession			18/03/19	18/03/19								
14		SBC Mobilisation		Lindsay Rotherforth	12/02/19	18/03/19								
15		Facility Open by Everyone Active			25/03/19	25/03/19								
16		Practical Completion			28/06/19	28/06/19								
17														
18	Small Sites - Phase 3	Project Initiation												
19		Feasibility Design RIBA Stage 0-1			04/03/16	08/09/16								
20		DI CPP Approval			13/09/16	13/09/16								
21		Design Planning Stage (RIBA Stage 2-3)			01/07/16	02/01/17								
22		Pre-Application			01/10/16	01/10/16								
23		Planning Submission (RIBA Stage 3)	Small	In construction	01/01/17	01/01/17								
24		Planning Approval Granted	community		08/05/17	08/05/17								
25		Procurement (RIBA Stage 4)	projects (23 units)		01/01/17	22/02/18								
26		Contract Close			23/02/18	23/02/18								
27		Construction Period	£5,946,000	Lindsay Rotherforth	23/04/18	12/07/19								
28		Handover Date			15/07/19	15/07/19								
29														
30	Small Sites - Phase 4	Project Initiation												
31		Feasibility Design RIBA Stage 0-1			01/07/16	08/09/16								
32		DI CPP Approval			13/09/16	13/09/16								
33		Design Planning Stage (RIBA Stage 2-3)			01/05/17	30/06/17								
34		Pre-Application												
35		Planning Submission (RIBA Stage 3)	Small	Contract Close	03/07/17	13/11/17								
36		Planning Approval Granted	community		19/01/18	18/05/18								
37		Procurement (RIBA Stage 4)	projects (26 units)		03/07/17	14/06/18								
38		Contract Close			14/09/18	14/09/18								
39		Construction Period	£10,000,000	Lindsay Rotherforth	10/12/18	31/01/20								
40		Handover Date			03/02/20	03/02/20								
41														
42	Alpha Street (Hybrid)	Project Initiation												
43		Feasibility Design RIBA Stage 0-1		Project Not	01/10/17	21/12/18								
44		DI CPP Approval	HRA	Yet Initiated	10/12/18	10/12/18								
45		Design Planning Stage (RIBA Stage 2-3)	Housing		06/11/17	08/01/18								
46		Pre-Application												
47		Planning Submission (RIBA Stage 3)	14 Flats	Design & Procureme	15/01/18	15/01/18								
48		Planning Approval Granted			30/05/18	30/05/18								
49		Procurement			13/02/19	10/04/19								
50		Contract Close			31/05/19	31/05/19								
51		Construction Period	£2,900,000	David Freer	20/09/19	17/09/20								
52		Handover Date			18/09/20	18/09/20								
53														

Summary of SUR projects (Community Projects and Site Developments)

No.	Project Name	Description	Value	Status
Projects completed				
1.	Orchard Youth Centre, Elliman Avenue	The refurbishment of the ground floor of the existing community centre, to provide dance studios and associated offices and welfare facilities. The refurbishment was an enabling project for the Curve.	£0.7m Project Value	Works were undertaken by MS Special Projects and completed in 2014.
2.	The Curve, High Street, SL1	A new 4,500m ² flagship library and cultural centre. The facilities within The Curve include a library, cultural space, a theatre and performance space, Registrars, Community café and other local civic amenities.	£22m Project Value	Construction by MSCl completed 7 July 17. The Council opened the building in Sept 16.
3.	Arbour Park Community Sports Facility Stoke Rd, SL1	A phased development of a 1,950 seat stadium and a multi-use floodlit, synthetic sports pitch for community use. With FA accreditation since August 2016, Arbour Park has enabled Slough Town Football Club to return to playing their home matches in the borough. The development also included refurbishment works at the adjacent St Joseph's School, the provision of a new four court sports hall and extensive landscaping.	£18.0m Project Value	Construction by MSCl; Section 1 completed Aug 16, and following PC in May SBC opened the full facility in May 17.
4.	Milestone, Ledgers Rd, SL1	A flagship development of 73 new homes close to the town centre, including 23 affordable homes which have been acquired by the Council.	£23.1m GDV	Homes were built by Lovell and the last house was occupied in Sept 17.
5.	James Elliman Academy, Elliman Avenue, SL2 5BA	A seven phased extension (c.740m ²) and refurbishment to provide 6 new classrooms for additional school places in an enhanced teaching environment	£5m Project Value	Works were undertaken by MSCl and completed for the start of term in Sept 17.
6.	Phase 1 - Small sites	A series of small refurbishment/extension and new build projects to deliver 5 new homes over 6 small infill sites across the Borough.	£1.1m Project Value	Construction by Borrass Construction and completed Sept 17.
7.	Lydia Court	The construction of a four storey block of 11, one, two and three bedroom apartments to provide new Council homes for local residents. Lydia Court was named after Lydia Simmonds who was	£2.1m Project Value	Construction by MS Special Projects and completed in Oct 17.

No.	Project Name	Description	Value	Status
		the first UK black mayor and mayor for Slough.		
8.	Claycots Primary School, Town Hall campus, Bath Rd SL1 3UQ	New build extension (c.1900m ²) with elements of remodelling and refurbishment to the existing schools, external works and landscaping.	£9.2m Project Value	Works were undertaken by MSCI; main extension completed in Dec 17. External works completed Feb 18.
9.	Priory School SEN	Provision of a new standalone single storey SEN resource building (c.655m ²) including 5 classrooms, 3 group rooms, meeting rooms, admin facilities and external play spaces for 60 SEN pupils.	£2.6m Project Value	Construction by MSCI; completed in Feb 18.
10.	St Mary's Primary School, Yew Tree Rd, SL1 2AR	New build extension (c.1100m ²) with elements of remodelling and refurbishment to the existing schools, external works and landscaping.	£6.2m Project Value	Works were undertaken by MSCI; main extension complete Dec 17. Final refurbishment completed April 18.
11.	Montem Lane Ice Arena, Bath Rd, SL1	Refurbishment and extension of the Montem Ice Arena, new home of the Slough Jets, together with a new café, climbing wall with clip n climb, gym and changing facilities.	£10.4m Project Value	Works were undertaken by MSCI; completed in April 18.
12.	Salt Hill Activity centre	Conversion of a 10 pin bowling centre to provide a new family activity centre to include soft play, trampolining zone, caving activity, high wires activity, bowling, café and party rooms.	£6m Project Value	Works were undertaken by MSCI; completed in May 18.
13.	Langley leisure centre	Major refurbishment of swimming pool and extension of gym facilities together with landscaping and increased car parking.	£7m Project Value	Works were undertaken by MSCI; completed in July 18.
14.	Phase 2 - Small sites	This second phase of new Council homes began in September 2017 and provided 16 new affordable homes on 6 sites across the Borough	£3m Project Value	Construction began in Sept 2017 by Borrass and completed Dec 18.
Projects under construction				
1.	Wexham Green, Wexham Road	Residential development of 104 aspirational and family sized dwellings - with a mix of detached and semi-detached houses. The development is mixed tenure with 70 houses (67%) for open market	£41m GDV	Homes are being built by Lovell; construction began May 2016 and sales commenced in

No.	Project Name	Description	Value	Status
		sale and an affordable element purchased by the Council of 33 houses and one 'lifetime home' bungalow (33%).		Spring 17. Section 1 (18 AH) completed Oct 17. Remaining units due to be completed in Feb 19.
2.	'Centre' - New Leisure Centre	New community facility including a 25m swimming pool, learner pool, four court sports halls, gym, studios and community café.	£18m Project Value	Construction by MSCI; facility due to be complete in March 19 and external areas complete in June.
3.	Wexham Secondary School	School extension (c.3000m ²) including a new 3 storey classroom block and conversion of the existing library into 2 science classrooms, external landscaping and car parking.	£11m Project Value	Construction by MSCI due to be completed January 19.
4.	Phase 3 - Small sites	Third phase of new Council homes and will provide 25 new homes on 6 sites across the Borough.	£3.7m Project Value	Construction being undertaken by MP Building and due to be complete July 19.
5.	Phase 4 - Small sites	Fourth phase of new Council homes and will provide c.30 new homes on 6 sites across the Borough (STPP)	£10m Project Value	Construction being undertaken by MP Building and due to complete Jan 20.
Pre-Construction – Design, Planning and Procurement				
1.	Old Library Site, 85 High Street, SL1 3EA	A mixed use development in the town centre to include a 152-room Moxy Hotel and a 92-room extended-stay Residence Inn, together with 64 one and two bed apartments and retail use at ground level.	£62m GDV	Planning approved. MSCI due to commence construction in Mar 19.
2.	Alpha Street, SL1	Residential development of 14 new 1 and 2 bed apartments on a small site adjacent to the High Street. Proposed affordable housing donor site linked to OLS.	£3.5m GDV	Planning approved. Construction to be procured as a donor site for OLS.
3.	Wexham South	Proposed residential development of 24 2 and 3 bedroom homes for private sale adjacent to the Wexham Green development. Homes to be built by Lovell.	£11m GDV	Planning approved. Construction due to commence Jul 2019.
4.	North West Quarter – former TVU site	Potential mixed use development of this 10 acre site in the Heart of Slough. Potential to provide 1,400 apartments, c.250,000 sq ft Grade A offices, c.40,000sqft retail and leisure.	c.£600m GDV	SBC Cabinet approved SUR as Developer. Masterplanning stage.

No.	Project Name	Description	Value	Status
5.	Stoke Wharf, Slough Canal Basin	Land has been assembled to enable this development which will include c.278 new homes adjacent to the Grand Union Canal - JV with Waterside Places. The proposals include a wide range of high-quality homes of mixed tenure (PFS, BTR and AH) set within landscaped new public realm and open space linking the development to the canal side.	£110m GDV	Design and planning stage. DISDP Approved; STPP; phased construction delivery
6.	Montem Lane	Residential development of c.160 new homes (1, 2 bed apartments and 2,3 bed houses) adjacent to the new Ice Arena. Homes to be built by Lovell. Progress subject to completion of new Centre and demolition of Montem Leisure Centre in Spring 2019.	c.£45m	Design and planning stage. STPP. Phased construction starting in 2020.
Projects awaiting initiation				
1.	Haymill site	Potential residential development of c.35 new two and three bedroom homes adjacent to Haybrook College.	c.£15m GDV	Project not yet initiated
2.	Weekes Drive site	Potential residential development of c.100 new homes on land adjacent to Montem Primary school and Community Centre off Weekes Drive.	c.£28.5m GDV	Project not yet initiated.
3.	Haybrook College	Secondary school new standalone Pupil Referral Unit and extension to the existing school to accommodate c.70 more children.	£7.5m Project Value	Project not yet initiated
4.	Arbour Vale SEN school	Proposed extension (c.2000m ²) for a standalone post 16 block to provide c.60 places with 8 classrooms, library and ICT.	c.£8m Project Value	Project not yet initiated.
5.	Rochford Housing, SL1	Residential development of 20 flats on behalf of the Council; planning consent granted.	c.£6.3m Project Value	Project not yet initiated
6.	Britwell Hub	Proposed extension and minor refurbishment to accommodate a GP practice.	c.£3.1m Project Value	Project not yet initiated.
7.	Farnham Rd Hub	Proposed health led hub c.20,000 sq ft. Health and Council housing/community services.	TBC c.£10m Project Value	Project not yet initiated

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

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
						<ul style="list-style-type: none"> Impact on the social housing percentage on future projects 	
A-4	Inability to change the market perception of Slough	M	X			<ul style="list-style-type: none"> Reduces the viability of development opportunities Limits sales values/price uplifts Further depresses retail offer 	<ul style="list-style-type: none"> Close liaison and engagement with SBC and local stakeholders Support inward investment and town economic development activity across all forums Identify anchor tenants and encourage their presence Regular review of proposed products to ensure appropriate viable schemes are being brought forward
B-Design & Planning							
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"> Delayed delivery of development pipeline and financial returns Additional project costs incurred 	<ul style="list-style-type: none"> SUR Programme engagement by DM with LPA and Building control On projects; early and ongoing engagement with LPA and Building control; use of the Pre App process and defined SUR protocols Professional DM team with clearly defined design and development process for assessing scheme viability and LPA compliance Use professional consultants with a strong successful track record on similar schemes Use of a Planning Consultant as agent on all major schemes Use of a Planning Performance Agreement (PPA)
B-2	Changes in Law (incl. Housing & Planning Act)	M	X			<ul style="list-style-type: none"> Project viability challenged Uncertainty about affordable housing requirements and the introduction of starter homes Increased project cost Delay to programme 	<ul style="list-style-type: none"> Monitor legislative possible changes including housing, tax and planning Price potential impact of changes in law Ensure project lawyers are advising on potential changes Subscribe to sector updates and monitor trade press

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
B-3	Changes in design and specification /employers requirements	H		X		<ul style="list-style-type: none"> • Delay to programme and additional costs • Viability and commercial returns challenged 	<ul style="list-style-type: none"> • Ensure SUR design brief and SBC ERs are clearly set out and articulated before the design stage begins • Ensure design and viability analysis is fully developed prior to contract tenders to limit subsequent changes • Ensure Employers Requirements are robust and signed off by all stakeholders
C-Construction							
C1	Planning permission and / or Building Regulations approvals not granted or delayed	H	X			<ul style="list-style-type: none"> • SUR Working capital at risk to achieve a satisfactory planning permission • Potential increased holding costs for landowner/SUR • Delay to development programme • Construction cost impact due to time delay 	<ul style="list-style-type: none"> • Ongoing engagement with LPA and Building Control officers • Use of a professional consultant team with appropriate PI cover • Ensure good working relationships with SBC • Effective project and programme management • Retain ongoing temporary uses to enable third party income for landowner
C-2	Increase labour and materials costs and/or availability	H	X			<ul style="list-style-type: none"> • Cost and programme impact • Profit impact 	<ul style="list-style-type: none"> • Monitor inflation indices and economic factors that may cause change • Ongoing liaison with Cost consultants and economists on indices forecasts • Use of D&B contracts with fixed price and programme and defined standard terms of amendment • Risk passed to Main contractor where it is best managed and mitigated • Close construction management oversight by SUR DM • Effective stakeholder management
C-3	Site operations problems, including	M	X			<ul style="list-style-type: none"> • Health and safety incident/accident 	<ul style="list-style-type: none"> • Risk passed to Main Contractor where it is best managed/mitigated.

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
	access to services, site/building conditions and site security					<ul style="list-style-type: none"> Potential cost overrun and or programme impact 	<ul style="list-style-type: none"> Clearly defined H&S policy and operational procedures DM and Board oversight, monthly client meetings DM team engagement including QA and H&S compliance by the Contractor Procurement route and early contractor engagement will enable Main Contractor to fully understand/plan to mitigate all such risk
C-4	Failure to build to design	H	X			<ul style="list-style-type: none"> Programme delay Remedial works required and cost overrun 	<ul style="list-style-type: none"> Design responsibility and discharge of planning conditions passed to Main Contractor where it is best managed. DM oversight and monthly client meetings DM team engagement including QA and H&S compliance by the Contractor
C-5	Third party claims	M	X			<ul style="list-style-type: none"> Increase costs / remedial works Potential termination if long stop date is exceeded Programme delay 	<ul style="list-style-type: none"> Ensure adequate risk passed to the Main Contractor if they are responsible for the cause of the claim Adequate Developer contingency and commercial returns.
C-6	Construction cost overrun – Site developments	M	X			<ul style="list-style-type: none"> Additional costs incurred by the contractor Programme delay Impact on sales values/SUR profit 	<ul style="list-style-type: none"> Use of fixed price/programme D&B Contracts Ensure application of SUR Procurement Policy Procure appropriate subcontractors / supply chain. Early Contractor engagement to the construction methodology and build-ability of the scheme Identify all potential risk and have in place robust mitigation strategies DM oversight and monthly client meetings

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
C-7	Construction cost overrun – Community projects	M			X	<ul style="list-style-type: none"> Additional costs incurred by the contractor due to unforeseen or SBC instructed design changes Programme delay 	<ul style="list-style-type: none"> Use of fixed price/programme D&B Contracts Ensure application of SUR Procurement Policy Procure appropriate subcontractors / supply chain. Early Contractor engagement to the construction methodology and build-ability of the scheme Identify all potential risks and have in place robust mitigation strategies DM and SBC PM oversight and monthly client meetings
D- Development/Operational							
D-1	Land assembly issues	M	X			<ul style="list-style-type: none"> Delays to anticipated programme/forecasted returns Additional cost 	<ul style="list-style-type: none"> Preparation of a robust land assembly strategy Legal and technical due diligence Effective programming Robust project management Appointment of a strong professional team and project lawyers
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"> Delays to SUR programme Additional project costs Cost inflation Delays to receiving sales and other receipts 	<ul style="list-style-type: none"> Thorough legal and technical due diligence as to existing site ownership Proactive approach to managing the process of land assembly Monitor and support SBC in land assembly and governance to ensure Options can be granted SUR is incentivised to develop the land [detailed terms may include paying SBC interest on the Council loan note].
D-3	Project capacity – lack of resource delaying delivery. Inability to recruit and retain high quality personnel in	M	X			<ul style="list-style-type: none"> Difficulties in meeting the development programme and achieving desired outcomes 	<ul style="list-style-type: none"> Maintain and develop a dedicated DM team collocated in Slough Direct and local DM team recruitment Competitive employment package along with CPD

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
	key SUR roles and the Council					<ul style="list-style-type: none"> • Disruption in DM team corporate memory impacting on continuous improvement • Insufficient Business Board Representatives causing governance issues and delay to approvals • Lack of SBC resource capacity or experience to meet their obligations 	<ul style="list-style-type: none"> • 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. • Succession planning to be put in place by the Business Board • Engagement and resource planning with senior SBC officers • Ongoing relationship management with senior SBC Directors to ensure project governance is achieved in a timely manner
D-4	Health & Safety	M	X			<ul style="list-style-type: none"> • Persons are harmed/killed during the course of development or construction activity 	<ul style="list-style-type: none"> • SUR applies MS established health & Safety procedures and protocols • H&S reporting to the DM team and bi-monthly to the SUR Board. • SUR Board nominated Representative responsible for H&S • All SUR projects subject to a SUR/MS Audit during construction by the nominated MSIL Competent Person • H&S audits undertaken monthly by the MS supply chain • All MS sites are registered with Considerate Constructor Scheme (CCS) • Lessons learned and continuous improvement through investigations and audits
D-5	Employment & Equality	L		X		<ul style="list-style-type: none"> • HR related issues including staff performance, H&S, work environment, disciplinary issues 	<ul style="list-style-type: none"> • SUR does not directly employ any staff • All staff are employed by MS Group companies and therefore all aspects of personnel management are covered by established HR procedures and protocols. • SUR Equality policy and Anti Bribery policy.

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

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
						net surpluses arising from the development	<ul style="list-style-type: none"> • Ensure financial models are robust and well structured • Maximise the use and leverage of public sector funding
E-2	Inability to access third party debt on reasonable terms and conditions	L	X			<ul style="list-style-type: none"> • Third party funders unwilling to fund SUR schemes/ Lack of liquidity in the funding market • Increased project costs • Programme delay and sales receipts • Schemes have to be funded from Members equity 	<ul style="list-style-type: none"> • Structure project solution to negate the need for external funding • PSP might be investor of last resort – leading to increases in Weighted Average Cost of Funding for LABV • Maximise the use and leverage of public sector funding (subject to ensuring there is no State Aid risk)
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"> • All early site development is subject to market demand and commercial viability • Public sector funding delayed having an impact on development programme/viability • Cost of alternative funding routes and potential viability 	<ul style="list-style-type: none"> • Site developments brought forward to meet the mandatory commercial SUR objective (returns for the Members) • Rigorous viability assessment of potential developments • Structure solution to negate need for grant funding • Ensure financial models are robust and well structured • Funds committed prior to financial close • Ongoing stakeholder management
E-4	Changes in taxation (e.g. Corporation Tax, SDLT, VAT)	M	X			<ul style="list-style-type: none"> • Tax risks which could lead to increases in costs and decreases in total LABV returns 	<ul style="list-style-type: none"> • Strong tax planning • Monitor potential legislative changes • Appoint project tax advisors as required • Short duration for individual projects to allow for a known tax regime • Monitor SDLT changes and effects on house market; effective sales and marketing and defined rationale behind house sales price setting.

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
E-5	Project costs are higher than anticipated – professional fees, acquisition and construction costs	M	X			<ul style="list-style-type: none"> During the design and planning period, costs are higher than anticipated. During the construction period, construction costs are higher than anticipated. During the construction period, other development costs are higher than anticipated. 	<ul style="list-style-type: none"> Viability appraisals adopt a standard percentage fee on project costs also based on previous schemes and professional team quotes. Independent cost advice from a Project QS SUR cost contingency applied to all working capital budgets. Risk passed down to contractor - D&B contract put in place at a fixed price and programme (associated LADs) Professional team appointed on agreed/fixed fees (competed in accordance with SUR Procurement policy) Development budgets prepared based on professional team experience and advisors information.
E-6	Failure to achieve land valuation in accordance with the Option Agreement	M	X			<ul style="list-style-type: none"> Working capital at risk Development programme delay Potential profits from other successful schemes have to be used to pay aborted costs 	<ul style="list-style-type: none"> Initial viability test at DISDP stage Ongoing reviews of viability and updates to the SUR Board if a material change takes place Defined mechanism for calculating land value in the Option Agreement
F – Political							
F-1	Changing political arena with different agenda's	M	X			<ul style="list-style-type: none"> Strategic direction and leadership continually changes causing delay to SUR programme of delivery Uncertainty about political agenda and delays in decision making by SBC 	<ul style="list-style-type: none"> Ongoing engagement with SBC Monitor the national and local political environment Cultivate relationships across the political spectrum Regular engagement with officers and Councillors
F-2	Changing management structure and staff in SBC	M	X			<ul style="list-style-type: none"> Difficult to build relationships and this causes a lack of continuity/engagement 	<ul style="list-style-type: none"> Cultivate relationships at all level of the council Cultivate relationships with officers in each department

Activity	Risk description	Potential Impact	SUR	MS	SBC	Description of the potential impact	Risk mitigation/reduction actions
						<ul style="list-style-type: none"> Lack of understanding about how SUR functions and the Partnership Agreement. 	<ul style="list-style-type: none"> Engage early with any new SBC officers involved with SUR Provide information and enable joint working to share knowledge and understanding Continuous improvement workshops and lessons learned project reviews including SBC PM and client teams

Slough Urban Renewal (SUR) Limited Liability Partnership undertakes project development work for residential/commercial 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:

- Implement ISONAV; 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:

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;
- 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.

Signed:

Slough Urban Renewal nominated Health and Safety Board Representative

Health and Safety Policy Organisation and Arrangements

Organisation

In order that Health and Safety is managed successfully the following responsibilities have been allocated and communicated:

The SUR Business Board

The Board acknowledge and accept their collective and individual responses to lead by example and support and maintain robust Health & Safety Management Systems compatible with this Policy document. The nominated Board Representative responsible for H&S is Adrian Turner.

The Board oversee all health and safety matters detailed in this policy document. This includes:

- Implementation of the SUR H&S Policy.
- Review and revision of this Policy as required.
- Provision of sufficient resources – personnel and financial – to allow Health and Safety Management to be proactive, robust and continuously improved.

Head of Quality, Health and Safety

Gordon Warnock, the MSIL Head of Quality, Health & Safety, has been appointed as Competent Person in accordance with the Management of Health and Safety at Work Regulations 1999 to assist the SUR Board Representatives with responsibility for Health & Safety in managing compliance with Health & Safety legislation as far as reasonably practicable.

The Competent Person will review processes and procedures, carry out periodic audits of operational supply chain and monitor performance, reporting to the Board/GM on a regular basis. In addition they will also carry out office inspections, risk assessments and ensure that the company remains committed to the Policy statement.

Staff with Specific Responsibilities

Individual team staff may volunteer to undertake specific Health & Safety duties – e.g. First Aiders, Fire Marshals/Wardens. Suitable training and information to ensure these employees are competent to undertake these duties will be provided.

Current SUR responsibilities are as follows:

- Andy Howell, SUR GM – Fire Marshall and First Aider
- Paul Aubrey, SUR DM – Fire Marshall
- Stacey Wilkinson, SUR Team Administrator – Fire Marshall and First Aider

SUR staff

All individuals working on behalf of SUR have duties as follows:

- To take reasonable care for the Health & Safety of themselves and others that may be affected by their acts or omissions.
- To co-operate with their employer in matters relating to Health & Safety to enable SUR to comply with requirements
- Not to misuse or interfere with anything provided in the interests of Health & Safety or Welfare
- To follow any training and instruction provided
- To report any serious and imminent danger and any shortcomings in SURs Health & Safety arrangements
- To report all Incidents/Accidents including near misses

Outside Assistance

Notwithstanding the appointment of the Competent Person, it is recognised that there may be the need to take specialist advice. On these occasions competent external support will be engaged.

H&S Arrangements

Communication and Consultation

The Board are committed to ensuring that appropriate communication and consultation with employees on Health and Safety matters takes place. The Health and Safety Policy Statement will be displayed on Office noticeboards and held within the ISONav suite of folders. It will also be communicated to new starters at Induction and all employees will be required to confirm that they have read the Policy on an annual basis.

New information will be communicated via email, team briefings, training sessions as is appropriate. Consultation will take place through Board meetings and the existing forums that meeting regularly throughout the Group companies feeding back to the Representative responsible for Health and Safety.

Risk Assessments

In accordance with the Management of Health and Safety at Work Regulations 1999, risk assessments will be undertaken for all work related activities. Control measures arising from these assessments will be communicated to employees and visitors. Risk Assessments will be reviewed whenever operational activities change or annually as a minimum.

H&S Reporting

Health and Safety is reported and reviewed across all projects (under construction and PCSAs) at the fortnightly DM team meeting. It is also reported at Item 1.3 as part of the bi-monthly Development Managers Progress Report prepared and issued by the GM. In the event that there is an accident to report then a description is provided. This includes the date, time and place of the accident, cause, PPE worn, treatment given, time required off work and preventative action taken by the Contractor/Sub contractor.

In the event that a site has received any form of site visits by the HSE, SBC, SUR H&S Director or internal H&S inspections then the following details are reported; date, persons, findings, reason etc. and any results or areas of improvement/recommendations.

Incident Reporting

The incident reporting process and template is provided at Appendix H2.2. In the event there is any incident on a construction site then the Main Contractor is to notify the DM/GM as soon as practicable and follow the SUR reporting procedures.

Proactive Monitoring

Monitoring is an essential activity to determine compliance with legislation and best practice. Compliance is monitored through regular supply chain and office audits.

Reactive Monitoring

All operational incidents and near misses are reported as the contractor incident management process Book and reported to the Competent Person. Appropriate investigation of the circumstances will be undertaken to put in place measures to minimise recurrence as far as is reasonably practicable.

CoSHH

Substances that pose minimal hazards to the Health and Safety of employees will be used wherever possible. Where appropriate, CoSHH data sheets will be obtained for substances likely to pose a significant hazard and a Risk Assessment will be undertaken to determine the risks involved. Cleaning Service Providers will be required to hold COSHH data sheets on site and regular inspections/audits will check that appropriate data sheets are held.

Display Screen Equipment

All SUR staff will undertake an online workstation assessment whenever a new workstation is allocated, circumstances at their workstation change and at least annually. This process will be managed by the Head of Quality, Health and Safety. If any issues are raised by users then the Head of QHS will undertake the required corrective actions suggested by the online assessment with issues referred to an occupational health specialist if necessary.

The cost of eye and eyesight tests by a competent person where requested by Display Screen

Equipment users will be reimbursed. The costs of special corrective appliances (spectacles (basic frames only)/ contact lenses) appropriate for the work being done by the user will also be reimbursed where normal corrective appliances cannot be used and the result of an eye and eyesight test shows such provision to be necessary.

Electricity at Work

Electricity can present a significant hazard in the workplace and we are therefore committed to reduce the consequent risks as far as is possible. All electrical installations shall be installed in accordance with the appropriate British standards and Regulations and electrically powered equipment will comply with CE standards.

Regular checks and testing will be undertaken as follows:

- Staff should check weekly the conditions of wiring, cabling, plugs etc. Connected to equipment they use and report any faults or damage to the Office Manager
- Regular office inspections/audits will include similar checks
- Arrangements will be made to check distribution boards at least annually
- Given the nature of our business there is a significant amount of portable equipment in use – e.g. laptops, chargers etc. As such all portable appliances will be tested on an annual basis by a competent provider and appropriate records maintained.
- Hardwiring will be checked every five years.

Fire Safety

Fire Risk Assessments will be undertaken by competent persons to meet the requirements the Regulatory Reform (Fire Safety) Order 2005. Reviews will be undertaken when circumstances change or at least annually. Measures identified under fire Risk Assessments and reviews will be implemented as far as is reasonably practicable and general fire precautions will be taken to minimise identified risks. Precautions will include:

- Fire detection/warning systems
- Fire fighting equipment
- Emergency Lighting
- Good housekeeping

Arrangements will be put in place to ensure systems and equipment are maintained and tested in accordance with statute and good practice. An emergency plan detailing the actions to be taken in the event of a fire will be held at each office and will be reviewed regularly. Arrangements will include not only employees but visitors and service providers. All employees will receive basic fire safety awareness training via e-learning and those with Specific Responsibilities will receive

appropriate additional training through recognised and accredited providers. Regular practice evacuations will be undertaken (at least annually), managed by Office Managers/ Landlords.

First Aid

Employees with Specific Responsibilities will receive appropriate training as identified in the Risk Assessments through recognised and accredited providers. Notices will be posted detailing Locations(s) of First Aid Supplies and names(S) of trained First Aiders/appointed persons.

General Risk Assessment

SUR will comply with Health and Safety at Work etc. Act 1974 (Sections 2 and 3) and Management of Health and Safety at Work Regulations 1999 (Regulation 3) by ensuring that General Risk Assessments are carried out by Office Managers on a regular basis. If required, assistance will be provided by the Competent Person. The company will seek to eliminate or minimise risks identified in these assessments to ensure the Health, Safety and Welfare of employees and others affected by its activities.

H&S Training

SUR is committed to ensuring that employees are competent to perform their roles and receive appropriate instruction, training, supervision and information and competent persons are appointed to meet Health and Safety requirements.

Incident/Accident Investigation

Incidents, Accidents and near Misses must be contractor incident management process operationally and recorded in the Accident Book for staff/internal incidents. Serious incidents will be investigated by the Head of QHS for review. All incidents must be reported to the Head of QHS as soon as practicable after the occurrence and within 48 hours. The requirements of the Reporting of Injuries, Diseases and Dangerous occurrences Regulations (RIDDOR) will be complied with.

Lifts

Offices have access to lifts that are Landlords' responsibility to maintain and carry out statutory testing/inspection/examination. The Office Manager must monitor examinations and certification and if current certification is not held the lift must either:

- Be taken out of service until certification is received if responsibility to maintain is the companies, or
- Staff are advised not to use the lift until certification is received if a Landlord's responsibility to maintain.

Lone Working

The company acknowledges that it has the duty to assess risks to lone workers and take steps to avoid or control risks where necessary. Lone working should be avoided wherever possible. If employees have to work alone line managers must assess the risks and put in place appropriate measures to ensure that safety of employees.

Manual Handling

We will seek to eliminate manual handling operations as far as is reasonable practicable. Where a manual handling operation cannot be eliminated a Risk Assessment will be undertaken and risks will be reduced to the lowest reasonably practical level. Manual handling training is provided to those that require this to minimise the risk of injury due to manual handling.

Pregnant Employees

SUR recognises that pregnant employees are more susceptible to risks in the workplace and will do all that is reasonable practicable to protect the Health and Safety of both the employee and the unborn child. A comprehensive Risk Assessment Form has been developed in conjunction with HR solutions. The pregnant employee's line manager must, once advised of the pregnancy, undertake monthly Risk Assessments and implement necessary identified adjustments as the pregnancy progresses. A copy of each Risk Assessment must be sent to HR Solutions.

Site Visiting/PPE

Staff during the course of their duties may be required to visit live construction sites which includes refurbishment works. The key objectives of the Site Visiting Policy are:

- To highlight to employees the risks associated with a live construction site.
- To inform employees on the necessary Personal Protective Equipment (PPE) required when visiting a site.

Employees regularly visiting a construction site in the course of their normal duties are required to have attended and passed the Construction Skills Certification Scheme (CSCS) card to a minimum of Site Visitor Standard. All employees, immediately upon arriving at the construction site, must attend the Principal Contractor's site induction training. If no training is provided employees must not enter the construction area. Employees visiting a construction site must wear PPE. This will be provided by the Principal Contractor in most cases. Minimum required PPE is:

- High visibility coat/jacket
- Safety foot wear with ankle and toe protection
- Head Protection (safety helmet)
- Safety glasses and gloves (site specific)

Employees may be requested by the Principal Contractor to wear additional PPE before gaining access onto site. If no PPE is available, employees must not enter the construction site. Regular inspection of all personal PPE will be undertaken by the Competent Person to ensure that the PPE remains fit for purpose. In the intervening time, should any person have any queries regarding any PPE being fit for purpose, they must immediately notify the Competent Person.

CDM 2015

Where we act as a client under the Construction (Design and Management) Regulations we will ensure that the project is set up so that it is carried out from start to finish in a way that adequately controls the risks to the health and safety of those who may be affected by making suitable arrangements for managing the project. We will do so by ensuring that:

- other duty holders are appointed
- sufficient time and resources are allocated
- relevant information is prepared and provided to other duty holders
- the principal designer and principal contractor carry out their duties
- welfare facilities are provided

Transport

There is a separate, comprehensive Transport Policy which can be accessed on the ISO system. Driver Risk Assessments of all employees driving for work are conducted annually online. These Assessments will be reviewed by line managers and Head of QHS as appropriate and mitigating action taken if required.

Stress

We adopt a positive approach to the management of all health or work related issues whilst providing clear management guidelines for everyone. We will ensure that employees concerns are treated on a problem-solving basis to seek to overcome issue in a positive manner. This includes both personal non-work related and work related matters which may lead to the identification and reduction of workplace stressors. Initially anyone with any such concerns related to their health, work or personal matters should speak to their line manager. An Employee Assistance Programme (EAP) is also in place for staff.

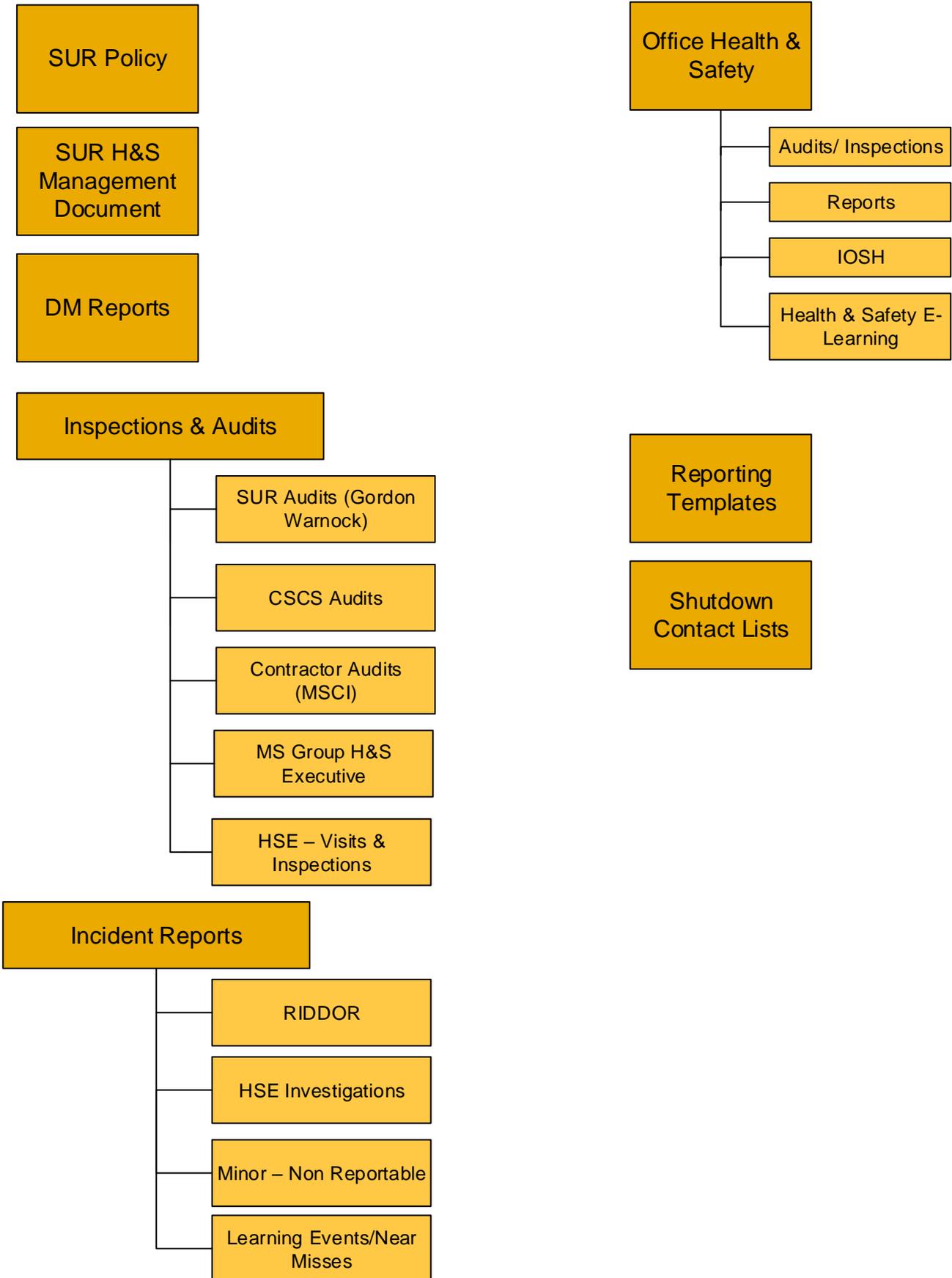
Water

The company will ensure that a Water Risk Assessment is undertaken at each Office to manage the risk from exposure to legionella bacteria (this may be the responsibility of the Landlord). Risk Assessments will be undertaken by competent service providers. Identified control measures arising from Water Risk Assessments will be implemented as far as reasonable practicable.

Young Persons

In the event that SUR employs or offers a work experience placement to a Young Person (under 18 years of age), SUR will comply with the requirements of Regulations 10 and 19 of the Management of Safety at Work Regulations 1999.

SUR Health & Safety Folder: August 2018



Contractor accident and incident reporting

Context:

SUR is a joint venture partnership between Slough Borough Council (SBC) and Morgan Sindall Investments (MSIL). As an investor in this joint venture and provider of Development Management services, MSIL has a responsibility for Health and Safety across all its projects sites.

Application:

Main Contractors working in occupied buildings / grounds and construction sites on behalf of SUR where SBC/MSIL is an interested party.

Requirement:

Accidents and incidents occurring to all contractors must be reported to the main contractor's manager / supervisor and details recorded including any treatment given and action taken to prevent a re-occurrence.

Main Contractors will undertake incident / accident investigations according to their own health and safety procedural requirements, however they should be prepared to provide investigation information if requested by the MSIL Health and Safety team. Depending on the nature and severity of the accident / incident, a joint investigation may be undertaken by the Main Contractor and the MSIL Health & Safety representative at the election of MSIL.

The Main Contractor must ensure that sub-contractors follow the same accident / incident reporting, recording and investigation protocols.

Accidents and incidents which are RIDDOR reportable as well as those accidents or near misses with potential to have serious consequences must be reported to the GM and Competent Person within 24 hours of incident occurring via the appended incident response form.

This report must be without delay via email to incidentsaccidents@morgansindall.co.uk

The Main Contractor must also notify the DM/GM as soon as practically possible who will in turn notify the SUR Business Board and nominated H&S Board Representative.

RIDDOR:

Where an accident / incident occurs under the control of the Main Contractor (e.g. on construction and maintenance sites), it is the Main Contractor's responsibility to notify the Health & Safety Executive (HSE) of any deaths, reportable injuries, dangerous occurrences or diseases as defined below.

DEFINITIONS:

Fatal: All deaths to workers and non-workers, with the exception of suicides, must be reported if they arise from a work-related accident, including an act of physical violence to a worker.

Specified Injury:

- fractures, other than to fingers, thumbs and toes
- amputations
- any injury likely to lead to permanent loss of sight or reduction in sight
- any crush injury to the head or torso causing damage to the brain or internal organs
- serious burns (including scalding) which covers more than 10% of the body or causes significant damage to the eyes, respiratory system or other vital organs
- any scalping requiring hospital treatment
- any loss of consciousness caused by head injury or asphyxia
- any other injury arising from working in an enclosed space which leads to hypothermia or heat-induced illness, or requires resuscitation or admittance to hospital for more than 24 hours

Injury to member of public or third party: Accidents to members of the public or others who are not at work if they result in an injury and the person is taken directly from the scene of the accident to hospital for treatment to that injury. Examinations and diagnostic tests do not constitute 'treatment' in such circumstances.

Dangerous Occurrence: Dangerous occurrences are certain, specified near-miss events. Dangerous occurrences are circumstances where the incident has the potential to cause serious injury or death. This assessment does not require any complex analysis, measurement or tests, but rather for a reasonable judgement to be made as to whether the circumstances gave rise to a real, rather than notional, risk.

Over Seven Day off work: An employee or self-employed person being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury. This seven day period does not include the day of the accident, but does include weekends and rest days.

Non RIDDOR: Significant Learning Event (Near Miss): Did not result in injury, illness, or damage, but had the potential to do so. Only a fortunate break in the chain of events prevented injury, fatality or damage. Reasonable judgement is to be made as to whether the circumstances gave rise to a real, rather than notional, risk.

CDM regulation 8(5): A person working on a project under the control of another must report to that person anything they are aware of in relation to the project which is likely to endanger their own health or safety or that of others.

Incident Reporting

The incident alert to be completed by main contractor project management and circulated by email within 24 HOURS to person identified in section 6. The information communicated should only be based on fact and not hearsay at this initial stage of notification. An incident alert is only required for an initial notification, any further communication regarding the incident should be via the management line or in line with the accident investigation process.

Project name:		Contract number:	
Project manager:		Business unit / region:	
Originator: (please print name/title in block capitals)		Date:	

1.0	INCIDENT TYPE		
Fatal	<input type="checkbox"/>	Injury to member of public or third party	<input type="checkbox"/>
Specified injury	<input type="checkbox"/>	Over Seven Day	<input type="checkbox"/>
Dangerous Occurrence	<input type="checkbox"/>	Significant Learning Event (Near Miss)	<input type="checkbox"/>

2.0	INCIDENT DETAILS		
Date of incident:		Time of incident:	
Occupation of injured:		Employer of injured:	
Male / Female:		Age:	
		Hospital attended:	

3.0	FULL DETAILS OF INCIDENT (HOW IT HAPPENED) / ENFORCING AUTHORITY NOTICE		
4.0	NATURE OF INJURY / DAMAGE / LOSS / ENFORCING ACTION		
5.0	ACTION TAKEN (AS A RESULT OF THE INJURY / DAMAGE / LOSS / ENFORCEMENT ACTION)		

6.0 DISTRIBUTION			
PLEASE NOTE THE FOLLOWING REQUIREMENTS:			
<ul style="list-style-type: none"> • Tick the boxes on the right hand side of the distribution list to identify the actual circulation details • Distribution to personnel in Table 1 is a mandatory (M) requirement • Where the incident is a fatality, specified or over seven day injury, dangerous occurrence, or enforcement notice the distribution must also include the relevant personnel in Table 2 • The distribution in Table 3 should be completed as appropriate to the level of incident and/or media interest. 			
Distribution as appropriate	Name	Telephone	E-mail
TABLE 1 – QHSE DEPARTMENT – Mandatory Distribution			
Head of Quality, Health and Safety	Gordon Warnock	07794 318 384	Gordon.warnock@morgansindall.co.uk
TABLE 2 – SENIOR MANAGEMENT TEAM			
New Partnerships Director	Adrian Turner	07976 762580	Adrian.Turner@morgansindall.co.uk
SUR General Manager	Andy Howell	07812 733735	Andy.Howell@morgansindall.co.uk
TABLE 3 – OTHERS			

Development Managers H&S Reporting

The H&S Managers of each Main Contractor are required to provide bi monthly reports on the H&S record of each project under construction or PCSA. This is collated and reported by the DM to the SUR Business Board.

The data in the table below is to be completed or confirmed that there were nil accidents.

1.3 Safety, Health and Environment

Status Attention Required

Accidents occurring on sites where SUR LLP or its subsidiaries are the employer under the building contract or otherwise have an interest in the site and reported by the supply chain to date:

[TEMPLATE TABLE]

Accident	No. RIDDOR Reportable	No. Fatalities/ Hospitalisations	No. HSE Investigations	Minor - Non Reportable
Wexham Green				
<i>In period</i>	0	0	0	0
<i>Cumulative</i>	0	0	0	0
Claycots Primary School				
<i>In period</i>	0	0	0	0
<i>Cumulative</i>	0	0	0	0
St Mary's Primary School				
<i>In period</i>	0	0	0	0
<i>Cumulative</i>	0	0	0	0
Ice Arena				
<i>In period</i>	0	0	0	0
<i>Cumulative</i>	0	0	0	0
Centre Leisure				
<i>In period</i>	0	0	0	0
<i>Cumulative</i>	0	0	0	0
Langley Leisure Centre				
<i>In period</i>	0	0	0	0
<i>Cumulative</i>	0	0	0	0

1.3.1 Accident details in this period:

NOTE: In the event that there is an accident to report then a description is required. This is to include the date, time and place of the accident, cause, PPE worn, treatment given, time required off work and preventative action taken by the Contractor/Sub contractor.

1.3.2 Inspections & Visits

NOTE: In the event that a site has received any form of site visits by the HSE, SBC, SUR H&S Director or internal H&S inspections then please provide details (date, persons, findings, reason etc.) and any results or areas of improvement/recommendations.

Anti-bribery Policy & Procedures

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 (whether wholly or part owned) 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;
- SUR Old Library (Hotel) LLP;
- Stoke Wharf Development LLP (50/50 JV with Waterside Places); 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 or Contract 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.

Signed:

Chair of the Slough Urban Renewal LLP Business Board

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 2018 (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]¹ 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.

¹ 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	
<p>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):</p>	
<p>Please describe in the box below what you were asked to pay/do which you believe may have been a facilitation payment:</p>	

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.

Our economic development/sustainability strategy is to optimise the social and economic benefits of construction and development activity and make a significant contribution to the regeneration of the town and wider Thames Valley. The strategy and approach is further defined in SURs Community Benefits strategy and Community Investment Plan.

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 work 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.

The SUR DM team will promote sustainable business practices and the application of this policy including liaison with the Council to apply their sustainable design principles to social infrastructure projects. The nominated 'Sustainable Champion' in the DM team is Paul Aubrey.

Authorised on behalf of the Business Board:

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, it 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 of staff, 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

Who else should be aware of this policy?

All service users, providers and delivery partners

What is this policy about?

The promotion of fair and non-discriminatory practices.

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, staff and partners

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.

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:

Chair of the Slough Urban Renewal LLP Business Board

Freedom of Information Act Request Protocol

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 and this protocol is deemed to apply to both the FOIA and EIR.

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.

FOI Protocol

Where an RfI is received by SBC relating to SUR business activities, the following protocol will be followed:

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 Adrian Turner. 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

M: 07812 733735

T: 01753 577 170

Adrian Turner

Business Board Representative, SUR

E: Adrian.turner@morgansindall.co.uk

M: 07976 762 580

T: 0207 367 0100

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
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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**'.

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.

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.

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.

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.

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.

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').

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.

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 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)

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.
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13. In dealing with such a request, SUR shall promptly provide SBC (FOI Officer) with a copy of the RfI and its response.
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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

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.
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16. SUR will notify SBC of any proposed amendment to this Protocol from time to time.
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Date of Issue: 18 July 2016

Updated/reviewed: January 2019